



An Exploration of Employee Commitment and Turnover
Intention: A Case Study of Nigeria's Public Sectors.

Dr Peter Akinwande Akinsowon

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**AN EXPLORATION OF EMPLOYEE COMMITMENT AND TURNOVER
INTENTION: A CASE STUDY OF NIGERIA'S PUBLIC SECTORS**

BY

PETER AKINWANDE AKINSOWON

PhD

12th of September 2020

UNIVERSITY OF BEDFORDSHIRE.

UNITED KINGDOM.

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INTENTION: A CASE STUDY OF NIGERIA'S PUBLIC SECTORS.**

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PETER AKINWANDE AKINSOWON

**This thesis has been submitted to the University of Bedfordshire in partial fulfilment of
the requirements for the award of a Doctor of Philosophy (PhD Degree)**

12th of September 2020.

**AN EXPLORATION OF EMPLOYEE COMMITMENT AND TURNOVER
INTENTION: A CASE STUDY OF NIGERIA'S PUBLIC SECTORS.**

DECLARATION

I, (Peter Akinwande Akinsowon) declare that this thesis and the work presented in it are my own and have been generated by me as the result of my own original research.

I confirm that:

- This work was done wholly or mainly while in candidature for a research degree at this University.
- Where any part of this thesis has previously been submitted for a degree or any other qualification at this University or any other institution, this has been clearly stated.
- Where I have drawn on or cited the published work of others, this is always clearly attributed.
- Where I have quoted from the work of others, the source is always given. With the exception of such quotations, this thesis is entirely my own work.
- I have acknowledged all main sources of help.
- Where the thesis or any part of it is based on work done by myself jointly with others, I have made clear exactly what was done by others and what I have contributed myself.
- Neither none of this work has been published before submission, nor have parts of this work been published as indicated on all the pages of this thesis.

Name of candidate: Peter Akinwande AKINSOWON

Signature: *Sowon.*

Date: 12th of September 2020.

Dedication

DEDICATION

This thesis is dedicated to the memories of my late parents- Sir Stephen Babatunde Akinsowon and Mrs Emmanuella Abiola Akinsowon, (**Nee Johnson**) most especially my beloved mother who always believed and encouraged me not to give up and who often used to say to me that nothing in life is impossible if one is determined and prayerful. Thus, I dedicate this thesis to their memories and pray that God will grant them both perpetual rests.

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List of Common Abbreviations and Acronyms

LIST of COMMON ABBREVIATIONS and ACRONYMS

Abbreviation	Description
AC	Affective Commitment
BAM	British Academy of Management
BMRI	Business Management Research Institute
CET	Conceptual Examination Hypothesis
CIPD	Chartered Institute of Personnel Development
CL	Comparison Level
CLalt	Comparison Level for Alternative
DBS	Disclosure and Barring Service
EFCC	Economic and Financial Crimes Commission
FFM	Five Factor Model
GDPR	General Data Protection Regulatory
HR	Human Resource
HRM	Human Resource Management
I	Instrumentality
MP	Motivational Power
N/A	Not Applicable
NAFDAC	National Agency for Food and Drug Administration Control

NDLEA	National Drug Law Enforcement Agency
NG	No Giri (No Qualms)
NHS	National Health Service
NRES	National Research Ethics Service
NVIVO	A Qualitative Data Analysis (QDA) Computer Software Package
NYSC	National Youth Service Corps
OIT	Organismic Mix Hypothesis
ONS	Office of National Statistics
PGR	Post Graduate Research
POC	Perceived Organisational Commitment
POS	Perceived Organisational Support
PP	Private Practice
SDT	Self-Determination Theory
TCM	Three Component Model
UK	United Kingdom
UREC	University Research Ethics Committees
V	Valence
WRES	Works and Employment Relations Survey

ABSTRACT

This thesis focuses on employee commitment and turnover intention in the public sector organisations in Nigeria. Turnover intention refers to the withdrawal process in which an employee begins to think about leaving their job. Notably, it is not the act of leaving a job but a key predictor of leaving. In principle, the intention to leave an organisation will result in actual turnover if managed poorly. As it is one of the key factors responsible for employee turnover, it is therefore imperative to understand the root causes of employee turnover intention in contemporary workplace. By achieving such understanding, employers can devise hiring and retention initiatives that can increase employee retention and reduce turnover intention and thus turnover in the modern workplace.

The focus on turnover intention is especially significant in the public sector. While extant studies suggest that poor leadership and inadequate pay (issues prevalent in the public sector) may influence employee decision to leave an organisation this is not the case for public sectors, especially in the Nigerian context. Research evidence suggests that, irrespective of the challenges facing employees in the public sector, job turnover was high for private sector organisations in Nigeria compared to public sectors. A reason for this was that the public sector was more stable, and employees were assured of pay. However, evidence exists to suggest that while employees may not be leaving the public sectors, their turnover intention is high, and many are seeking greener pastures.

Recent studies suggest that employee commitment is the backbone to reduce turnover intention among employees. The thesis set out to investigate the contextual meaning of employee commitment and turnover intention within the context of the Nigerian public sectors. Using a qualitative approach, data were collected from 21 participants using a semi-structured interview technique and findings revealed the meaning of commitment within the Nigerian public sectors. This subsequently showed a lack of sense of ownership from the public sector employees in Nigeria. Overall, the thesis found that turnover intention in the Nigerian public sector was low and conditional on the continuation of the prevailing organisational, employment sector and national culture.

Based on the above findings, the thesis contributes to the literature by developing a framework. Also, the study contributes to the knowledge of organisational culture and employee commitment turnover relationship in the public sector in Nigeria and a host of other contributions outlined in the main thesis. Thus, the implication of this study is that it highlights the challenges of fostering employee commitment in the Nigerian public organisations that will enable practitioners to develop interventions that will improve internal control. This paper makes the following recommendations for future studies. First, data could be collected in the western context to enable future comparative analysis. Secondly, the framework could be tested using a quantitative approach to test for the generalizability of the findings. Furthermore, Nigerians resident in Nigeria (*unlike diaspora like myself*) may endeavour to undertake similar studies in order to check whether the information and approaches of the participants will be different.

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Chapter one

1.1 Introduction

Staff turnover has become a major challenge facing many organisations and industries (Oruh et al., 2020). In the United Kingdom (UK), the rate at which workers leave the organisations that they work for seems different from organisation to organisation, but the uppermost rate of turnover is reportedly in low paying private sector businesses (CIPD, 2020). The situation is similar in many public sector organisations in countries seeking to introduce private sector management principles and theories into their public sector firms to enhance public sector performance (Budhwar & Boyne, 2004; Markovits, Davis, & Van Dick, 2007). Sixty years ago, the issue of employee turnover was less of a challenge (Klein, 2013). During this period, most individuals were permanent employees who spent their entire career with a single organisation. Due to changes in the nature of work, employment relationship and organisations, a life-long career is no longer the norm in the contemporary workplace (Klein & Park, 2016; van Rossenberg et al., 2018). In the current era, employees may need to move out of the organisation to move up the career ladder.

Without a doubt, employee turnover is harmful to many organisations (Huselid, 1995). Theoretically, employee turnover is not only detrimental to the organisation. Rather, it is detrimental to both the organisation and the employee leaving their organisation (Abdulkareem, 2014; Abubakar, Chauhan, & Kura, 2014). At individual and organisational levels, co-worker turnover could intensify the workload for the colleagues being left behind, and this may impact the work process adversely, reducing productivity (Akgunduz, Adan Gök, & Alkan, 2020). At the organisational level, organisations incur extra costs when they need to recruit and train new employees (CIPD, 2020). Therefore, a crucial task for businesses is retaining their knowledgeable and skilled employees for the long-term to create sustained success through the best managerial practices (Oruh et al., 2020) in the present turbulent business environment. For this reason, more research into employee commitment and turnover intention is required urgently.

According to The Chartered Institute of Personnel and Development (CIPD) (2020, P. 1), “Employee turnover refers to the proportion of employees who leave an organisation over a set period (often on a year-on-year basis), expressed as a percentage of total workforce

numbers.” This word seems to be used widely to mean all types of workers who leave their workplaces, both those who leave willingly and those who are sacked, as well those who retire, quit, or have been made redundant by their organisation (CIPD, 2020; Akgunduz et al., 2019). However, this research specifically focuses on voluntary turnover involving employees who resign their positions to take up employment elsewhere or to set up their own small-scale business (Wells & Peachey, 2011).

Per the employee turnover literature, employee turnover often begins with the intention to quit – turnover intention. Turnover intention refers to the withdrawal process by which an employee begins to think about leaving their job (Soojin Kim, Tam, Kim, & Rhee, 2017). Notably, it does not mean resigning from employment but a key predictor of leaving (Oruh et al., 2019). In principle, the intention to leave an organisation will result in actual turnover if managed poorly. As this is one of the key factors responsible for worker leaving their workplaces, one way or the other, it seems imperative to appreciating the issues accountable for worker turnover intention in contemporary workplace. Through appreciation of the rationale regarding employee turnover intention, employers can plan to hire as well as retain initiatives that may enhance workers’ retention and reduce turnover intention and thus turnover itself in the modern workplace (CIPD, 2020). This will also address the costs associated with employee turnover (Machokoto, 2019; Thomas, Brown, & Thomas, 2017; Wei, 2015).

Recent studies suggest that organisation commitment is the key to reducing turnover intention among employees (Joo, Hahn, & Peterson, 2015; Kalidass & Bahron, 2015). Drawing on the work of Mabaso and Dlamini (2018), employee obligation could be defined as a strong connection and sense of loyalty on the part of employees towards their workplace, resulting in employees willingly putting in more efforts to further their organisations' interest. According to Kalidass and Bahron (2015), organisation commitment contributes towards employee turnover intention. An employee with a lower experience of commitment to their organisation will probably leave after a period of reflection on whether to remain or leave (Huselid, 1995). Commitment is not only relevant to witting down turnover intention among employees. Commitment also drives employee performance (Oruh et al., 2019).

Almost all organisations rely on knowledgeable and committed employees to create and sustain their competitive advantage. A recent study by Machokoto (2019) found that organisation performance is determined by the degree to which workers are dedicated to running the workplace. This consensus is that the workers with tall commitment towards the

workplace can make a positive contribution to that organisation (Bingham et al., 2013). This perspective is even more important in a turbulent and fast changing business environment where organisations require high-level training as well as well-informed workers who create and sustain competitive benefit. Therefore, organisations aiming to develop and sustain modest benefits will keep their employees committed by adopting employee commitment frameworks (Machokoto, 2019).

Drawing on the three (3) component theoretical model by Allen and Meyer (1991) and Allen and Meyer (1990), we posit that commitment can be experienced by employees in three different ways: the desire to stay with the same companies or organisations (affective commitment); the notion of resigning from a company or an organisation (continuous commitment); and a commitment to stay with the company or organisation (normative commitment). Traditionally, the different ways of experiencing commitment depend on a complex combination of environmental factors including economic conditions, human resource management practices and individual factors (Meyer, Morin, & Wasti, 2018). Of course, workers seem more than happy to commit towards their employer provided that they are happy with human resource practices/offerings or if they hold strong collectivist values that may encourage commitment to one's employer (Meyer et al., 2018).

At one level, institutional collective orientation may drive normative commitment as individual employees seek to express loyalty consistent with constitutional and societal values (Ahmad, 2018; Markovits et al., 2007). At another level, an organisation's human resources offer reward, career enhancement opportunities and greater autonomy rather than control, and job security drives employee affective commitment (Ahmad, 2018; Akgunduz et al., 2020; N. Johnson, Fields, & Chukwuma, 2018; Markovits et al., 2007; Olawale & Olanrewaju, 2016; Oruh et al., 2020). Within the boundaries of social exchange (Gouldner, 1960; Goulet & Frank, 2002; Rocha & Chelladurai, 2011), employees satisfied with their organisation's human resource offerings/practices develop a concept of commitment to the company or organisation. They do so in expectation of future returns reliable with societal interchange model as espoused by Blau (1964). By contrast, once an organisation offers a worker poor pay for performance, the best people may contemplate leaving because they perceive that their high performance will not be rewarded adequately (Azeez and Lawal, 2016). Hence, employees with a high experience of commitment in turn will display less intention to leave the organisation (Akgunduz et al., 2019; Kalidas and Bahron, 2015).

Company sponsored training helps to develop employee competencies while enhancing productivity and allegiance towards the company (Johnson et al 2018). Inadequate training and opportunities for career progression are considered as the core issues responsible for high commitment to quit and thus turnover (Blenkner & Rose, 2006). Nevertheless, it is important to state that the link between training, obligation and turnover purpose is not straightforward. Recent studies suggest that generic training may result in employees moving from one employer to the other (Johnson et al., 2018). However, investment in firm-specific competencies reduce turnover intention consistent with the human capital theory of the firm (Becker, 2009). While human resource offerings and practices and individual values have been linked with commitment (continuous commitment) and low turnover intention, this view should be treated with caution as low intention to resign could also potentially be linked with high levels of unemployment (Johnson et al., 2018). Employees will prefer to remain with their employer if they perceive that the high level of employment in society will make it impossible to obtain employment elsewhere (Ahmad, 2018; Akgunduz et al., 2020).

Although much has been written about employee commitment and turnover intention, more research is needed in order to gain insight on the reason(s) that workers may agree on rationales to resign from organisations in view of the prevalence at leaving, and on the associated effects on individuals and organisations alike (Abubakar, Chauhan and Kura, 2014). The section below considers extant research on worker commitment and turnover intention.

1.2 Research justification

Some documented organisation-related factors associated with employee commitment and turnover intention include organisation culture (Gregory, Harris, Armenakis and Shook, 2009; San Park and Kim, 2009) and human resource management practices (Akanni, Ekundayo, & Adeniji, 2015; Batt & Valcour, 2003; Blomme, Van Rheede and Tromp, 2010; Kickul & Lester, 2001; Soonhee Kim, 2012; Long, Perumal, & Ajagbe, 2012; Oruh et, al 2020). All-in-all, a significant number of studies found that adverse working conditions as replicated in the poor use of these factors will likely significantly influence commitment, turnover intention and thus turnover (Abubakar et al., 2014). According to Kalidass and Bahron (2015), employee commitment contributes to employee turnover intention. An employee with lower experience of commitment will probably, after a period of reflection, leave (Huselid, 1995). As to why we are investigating public sector and turnover intention and not turnover itself, it is imperative to

stress that findings from studies have showed that, in empirical context, the meaning of commitment seemed illusive and turnover intention appeared to result from a lack of scrutiny on public sector organisations and turnover itself. On a personal factor level, Markovits et al (2007) found that individual level factors such as employee cultural values also played a significant role in influencing employee commitment and turnover intention. It emerged that employees from more collectivist cultures are more likely to develop normative commitment (Markovits et al 2007) towards their employer. While some of these studies (Oruh et al., 2019; Johnson et al 2018; Markovits et al 2007) used public sector firms as the empirical setting for understanding employee commitment and turnover intention generally, an extensive literature search suggests that there is very limited research (except, Rachid, 1995; Goulet and Frank, 2002; Markovits et al 2007) regarding effects on employment sector of worker obligation as well as employee turnover's aim (Mafukata & Mudau, 2016; Markovits et al., 2007; Meyer, Stanley, & Vandenberg, 2013).

As such, research into the employment sector's effects on worker obligation and intent to leave is needed (Markovits et al 2007). A number of previous studies (Goulet & Frank, 2002; Gregory et al., 2009; Zeffane, 1995) on the employment sector and employee commitment have revealed that sector characteristics such as working conditions, status, wage and human resource management practices appeared to majorly impact employee commitment levels and turnover intention. Consistent with this perspective, favourable sector characteristics such as high-commitment human resource practices in the employment sector will likely bring about a high level of commitment and reduce turnover intention. By the same token, less favourable sector characteristics undoubtedly account for negative results like obligation as well as higher employee intention to leave (Markovits et al., 2007).

According to Johnson et al. (2018) the little empirical and theoretical work on the relationship between the employment sector and employee commitment has been carried out in Europe, the United States and Asia. Only very few studies (Oruh et al., 2019; Johnson et al., 2018) draw on data from the public sector to understand human resource/managerial practices, worker obligation and turnover intention in the developing background of Nigeria (Faloye, 2014; Fapohunda, 2012). An extensive literature search suggests that no study has scrutinized the impact on the employment sector for intent to leave workplace(s) in Nigeria. More research into this area is needed, not least in Nigeria, where employment sectors and their human resource management practices are reportedly dynamic and differ considerably from

employment sectors and human resource practices internationally (Oruh et al 2019). In this regard, Nigeria is a good setting for understanding the effect of the employment sector on employee obligation and turnover intent consistent with calls for further research on the subject in Nigeria (Johnson et al., 2018). In Nigeria, preliminary work on the subject by Oruh et al. (2019) revealed that unpopular managerial practices in the public fitness sector Nigeria cumulated at high turnover intention among medical doctors.

To investigate how that sector may influence employee turnover intention, the thesis adopts a Self-determination theory approach (Wilson, Mack, & Grattan, 2008). The reason for this decision is that existing studies have focussed mainly on how interventions introduced by an organisation may influence employees' intention to leave (Kowalczyk & Kucharska, 2020; Teo, Bentley, & Nguyen, 2020). Understanding that both employee commitment and turnover intention play significant roles in an organisation's ability to function, it seems necessary to have some understanding of the manifestation of both concepts. Additionally, public sector organisations may not have the resources to design and deploy human resource intervention programs that may adequately inform employee turnover intension (Abubakar et al., 2014).

The focus on turnover intention is significant especially in the public sector (Nayak, Sahoo, & Mohanty, 2018). While existing studies suggest that poor leadership and inadequate pay (challenges that are prevalent in the public sector) may influence employee decision to leave an organisation (Behera, Patra, & Mohapatra, 2020), this is not the case for public sectors, least of all in the Nigerian context. Research evidence suggests that, irrespective of the challenges facing employees in the public sector, job turnover was high for privately owned-companies in Nigeria combined with the government-owned companies or organisations (Abolade, 2018). A reason for this was that the public sector was more stable and employees were assured of pay (Azeez, Jayeoba, & Adeoye, 2016). However, evidence exists to suggest that while employees may not be leaving the public sector, their turnover intention is high, and many are seeking greener pastures.

Although public sector employees remain in employment, studies suggest that employees with high turnover intention may be less productive, resulting in a high rate of absenteeism and presenteeism (Ejere, 2010; Oyewobi, Suleiman, & Muhammad-Jamil, 2012). Notwithstanding this, the study seemed not to auger well with challenges in turnover intention. This thesis sheds light on this challenge and attempts to explain the mechanism through which employee commitment may influence turnover intension.

1.3 Research contributions

In order to close the identified gaps in the literature, this paper will explore what factor(s) influence the Nigerian public sector regarding employee commitment and turnover intention. The public sector in Nigeria is considered an appropriate setting for this study in that it has failed to achieve its stated goals due to poor economic and social outcomes associated with the dynamics of management actions and practices in the sector (Oruh et al., 2019). Therefore, it is important to examine and understand the practices of human resources that are suitable for this sector to facilitate the development of appropriate managerial practices relevant for recruiting, developing and retaining a committed workforce to drive socio-economic performance in the Nigerian public sector space (Budhwar & Boyne, 2004). The current research deviates from the work of other researchers on employee obligation and the intent to leave workplace(s) in Nigeria by investigating the dynamics of HRM in the public sector and how it impacts commitment and turnover intention among employees. No previous studies in this context have explored the influence(s) on the employment sector of employee obligation as well as the intent to leave the workplace(s).

Research into these factors may contribute towards the literature regarding worker obligation as well as intent to leave the workplace(s) in two ways. First, examining and understanding factors connected to employment sector on employee obligation as well as intent to leave the workplace(s) will provide insights into the dynamic characteristics of the public sector and how they impact on commitment and turnover intention in Nigeria (and by extension other countries in the African continent with similar public sector features) whose voice is currently missing in the literature on the employment sector, employee commitment and turnover intention.

Furthermore, this study makes significant contributions towards understanding employee commitment as well as turnover intention through highlighting innate employee characteristics which influence said employees' decision to remain in an organisation.

Furthermore, this paper intends to contribute to the worker commitment and intent to leave the workplace(s) literature by uncovering how individual factors in the Nigerian public sector, including collectivist cultural environment and unemployment which is rife in the country, influence normative and continuous commitment and turnover intention.

Drawing on the first and second points above, finally this study will contribute to the literature by developing a framework to help understand as well as facilitate the development of human resource systems, plans as well as insights appropriate for public sector management on emerging markets consistent with the demand by Budhwar and Boyne (2007) and Oruh et al (2019). This theoretical model development seemed to be focused on Three Theoretical Framework Component of commitment which explains the dynamic connection among worker obligation as well as intent to leave the workplace(s). The theoretical framework shows that employees innate characteristic influence their turnover over intention in line with Self-Determination Theory. This is crucial at a time when many governments internationally are urging their public sector firms to embrace private sector management practices in order to enhance performance in a more dynamic world of international business.

1.4 Research aim

In view of the analyses tendered in the previous paragraph, the ensuing aim has been developed for the study:

This study examines employees' commitment and turnover intention within the Nigerian public sector organisations. It reviews the role that culture plays in turnover intention and commitment within the public sector.

1.5 Research objectives

In order to achieve the aim stated above, the following objectives were pursued: To critically review the concepts "employee commitment" and "turnover intention" within the Nigerian public sector context.

- To examine the characteristics of employment and employment relations within the public sector organisations in Nigeria.
- To critically identify and analyse individual cultural influences which impact worker commitment at Nigeria public owned organisations.
- To examine the connections between employee commitment and turnover intention at government-owned companies in Nigeria.
- To develop a theoretical framework that provides insights into human resource management practices in the Nigeria's public sector organisations.

1.6 Research questions

Given the aim and objectives above, the study attempts to address the following broad research questions:

- What are the key concepts associated with employee commitment and turnover intention within the public section organisation in Nigeria?
- How do employment and employment relations affect employment turnover and commitment in the public sector organisation in Nigeria?
- What are the roles of individual culture on employee commitment and turn over intention in the public sector organisation?
- What are the connections between employee commitment and turnover intention at government-owned companies in Nigeria?

What is the existing theoretical framework that explains HRM practices in the Nigeria public sector organisation?

1.7 Research process

An interpretive perspective was used to scrutinize and comprehend the impacts of the employment sector on commitment and turnover intention in public sector firms in Nigeria. Consistent with the methods literature of Saunders, Lewis, and Thornhill (2009), the interpretive perspective is suitable for conducting human resource management research that is complex and unique. Commitment and turnover intention may differ between the different case study organisations. Participants often endeavour to comprehend how dynamics in the employment sector impact employee commitment and turnover intention in Nigeria public sector firms. An interpretative research perspective is more suitable for gathering particularly detailed evidence directly from research subjects. Collection and analysis of detailed information to identify ideas and patterns regarding the employment sector and employee commitment to support theory development is crucial at this early stage of research, given the limited number of existing studies to draw on in the current study (Oruh et al., 2019).

A subjective ontological perspective was taken in the research as the study socially constructs how characteristics of the Nigerian public sector impact employee commitment and turnover intention levels. Knowledge and understanding of how the sector in question impacts employee commitment and turnover intention due to its unique characteristics cannot be

examined in great depth without significant insight from managers responsible for designing and implementing these unique policies and practices in the sector. Following the literature by Sanders et al. (2009), one must enter into the social world of public sector managers and their employees which is 'geared' to understand subjective reality and to comprehend motives for their decisions and actions in a constructive way.

Consistent with these epistemological and ontological perspectives, the work opted for a qualitative research method 'geared' towards understanding this subject-matter. As stated by Creswell and Creswell (2017) qualitative research strategies offer social researchers the opportunity to examine and understand the meanings that research informants ascribe to social phenomena. As such, a qualitative approach provided the opportunity to understand employee intent to leave the workplace(s) at the government-owned companies/organisations in Nigeria from the angles of both managers and their subordinates to obtain a complete perspective. Additionally, a qualitative research approach helped to facilitate the development of theory on commitment and turnover intention through the gathering as well as evaluation of information (Davies & Hughes, 2014). In Oruh et al's (2019) submission a qualitative research strategy is needed to facilitate grounded theory development in the field.

According to Collis and Hussey (2013) case studies are suitable for qualitative study (Collis & Hussey, 2009). In addition, case studies are considered appropriate for understanding complex social issues in-depth within a given context. (YIN, 2005). Therefore, multiple case associations at the government-owned companies were investigated to comprehend the connection among employment sector dynamics, worker obligation and intent to leave the workplace(s) in Nigeria. Managers and their subordinate employees in the various selected public sector organisations were interviewed to develop this view. These were specifically managers and employees tasked with designing and implementing human resource practices and policies and other working conditions as well as employees who are direct beneficiaries of these practices. Interviews were conducted with managers and their subordinates. Thus, transcript content was analysed and interpreted in the light of the social exchange and self-determination theories deployed in the research.

1.8 Outline of the thesis

This study comprises six sections. The first chapter offers some introduction to the research subject with some contextual information around the study problem flanked by problems in the existing literature as well as this research's contribution to employee commitment and turnover

intention literature. The section further lays out this research's aims, followed by several broad research questions which arose while discussing the theoretical framework in the context of the existing literature. Thus, this chapter concludes by outlining the research's aims and process in addition to a brief summary of the thesis's chapters.

Chapter two is an evaluation of the literature regarding the employment sector, employee obligation and intent to leave the workplace(s). Regarding the first part of the literature review, the concepts of the employment sector, employee commitment and turnover intention were initially clarified, attempting to explain how the various concepts were used in the current study. The relationships between the various concepts were further examined with gaps in the current literature identified. The later part of the literature review examined the literature on the employment sector in Nigeria with specific focus on the public sector. Literature on the Nigerian cultural context was also explored. Overall, the implication of both contexts for worker obligation as well as intent to leave workplace(s) was examined at length. The final part of this chapter detailed the social exchange theory, self-determination theory and cultural theories used to frame the study. The chapter ends on a clear delineation on this study's insights on the commitment and turnover intention literature.

Chapter three is labelled as the methodology section. That chapter details the various sources of knowledge, the (*epistemological*) ontological and research approaches taken and explains why these constitute the most suitable approach for the study. Additionally, the chapter details how access to the case company was obtained and the information gathered and analysed. This chapter concludes with insight on how the University ethics requirements were fulfilled.

Chapter four details the findings on how the employment sector impacts employee commitment and turnover intention in Nigeria. The experiential conclusions were presented on the basis of research questions set out within the first and second chapters. Findings around the major topical issues identified were flanked by quotes from the interviews with employees and their managers and interpreted on the basis of the existing literature. Towards the end, this chapter deliberates on the effects of the empirical verdicts based on the theoretical framework and review of previous studies.

Chapter five summarises the key discussions on this work. Also, this chapter provides insights on the meaning of employee commitment and addresses the importance of the three

model components of commitment. In addition, this chapter stressed the understanding of employee commitment and turnover intention within the Nigerian public sector.

Chapter six presents the summarization or conclusion of the entire thesis in which the study highlights key contributions of the theory of employee commitment and turnover intention were extensively discussed and analysed. This chapter concludes with detailed insights of the research's limitations and equally provided recommendations for future study's directions.

1.9 Summary

There is overwhelming evidence that workers' intent to leave the workplace(s) is a major challenge confronting organisation globally. Evidently, staff turnover has caused tremendous damage to employees and organisations alike. The past 60 years have shown that the notion of the 'job-for-life' appeared to have 'diminished' as a result of the changing nature of employment policies and legislations. Another factor is what has now come to be known as 'life-work-balance, where employees wish to take time off work and attend to other important issues in their lives, such as raising families and travelling across the world. All these have culminated into turnover intention which has led to employee turnover.

Organisations and scholars have suggested different ways to influence turnover intention. One prominent approach that in tackling employee turnover is employee commitment; it has been glaringly espoused that employee commitment embarked upon by organisations 'create[d] and sustain[ed] competitive advantage' and may reduce employee turnover at the same time. However, despite the significance of the connection between employee commitment and employee turnover, there is little or no evidence of in-depth exploration and research in these areas in Nigeria and indeed in Africa, especially in the public sector. Thus, the need to conduct such a study becomes exigent.

In view of the limited exploration and research investigation in these areas, this study helps to examine and understand the impacts on the employment sector of employee commitment and turnover intention in the public sector and the subsequent impact on commitment and turnover intention in Nigeria and by extension in Africa. The study also contributes to the employee commitment and turnover intention literature by uncovering how individual factors in the public sector in Nigeria, faced with a collectivist cultural environment

and unemployment influenced by normative and continuance commitment, can help in addressing employee commitment and employee turnover.

In conducting this research investigation, this study uses an interpretative approach intended to scrutinize and ultimately comprehend this matter due to its importance in conducting complex and unique human resource management research. This study will deploy a subjective ontological approach as the basis for the characterization of these issues. A qualitative approach is used as the basis for the epistemological stance of this study because it is evident that the qualitative approach offers social researchers the chance to examine and make sense of informants' perspectives on social phenomena. This section provides different chapters ranging from chapter 1 to chapter 6 as well as a summary chapter where details of each chapter are outlined.

This chapter offers a brief contextual insight on this research and clearly delineates research aims and questions. The chapter also details the gap in the existing literature on employee commitment and turnover intention and explains how the current study will redress these while justifying supporting arguments. The chapter concludes with discussion of the information gathered. The next chapter presents a critical review of literature.

Chapter two

Literature Review

2.1. Introduction

The intention of this research was to investigate how employee commitment facilitates job retention in the public sector in Nigeria. To achieve this, the study set out the following objectives: first, to critically review the theoretical underpinning of the employee commitment and job retention concepts. Second, focusing on a human resource management perspective, it seeks to investigate the factors that sway workers' commitment to government-owned companies or organisations. Third, it intended to investigate the role of employee commitment as a facilitator of job retention in the Nigerian public sector.

This literature review chapter aims to critically explore previous studies to provide an understanding of existing theorisation. The importance of this exploration is to highlight areas of limitation in previous studies to justify conducting this research. This literature review will be used to provide an in-depth critical evaluation of the subject matter in a manner that will offer detailed understanding. To achieve this, the literature review will endeavour to identify, evaluate and synthesise the relevant literature and provide explicit explanation of how knowledge has evolved within the field, highlighting what has already been done, what is considered to have been generally accepted and the perceived issues that may currently exist.

The arrangement outlined in this section would be presented to stress the notional foundations underpinning employee commitment and job retention. Next, the research highlights critical examination of employee zeal and career retention. Furthermore, one subsection highlights existing investigations of employee commitment, identifying a gap. The gap identified informs the proposed conceptual framework that underpins empirical investigations in the fourth chapter. The chapter ends with a critical review of the Nigerian context.

The literature review will be divided into two chapters. First, the concepts of employee commitment and turnover intention will be examined from a global angle, providing a world view of the issues surrounding the concepts. This will be followed by another chapter focussing on Nigeria. This chapter will examine employee commitment and turnover intention from the viewpoints of studies conducted in and about Nigeria.

2.1.1 The Nigerian context of turnover and employee commitment

Turnover intention

Some of the organisational factors associated with employee commitment and turnover intention include organisational culture (Gregory et al., 2009) and human resource management practices (Oruh et al., 2020). In general, these studies found that unfavourable work conditions will likely have a significant influence on commitment, turnover intention as well as turnover (Abubakar et al., 2014). However, on the individual level, Markovits et al. (2017) found that factors such as individual employee cultural values also played a significant role in influencing employee commitment and turnover intention. It emerged that employees from more collectivist cultures are more likely to develop normative commitment (Markovits et al., 2007) towards their employer. While some of these studies (Oruh et al., 2020; Johnson et al., 2018; Markovits et al., 2007) used public sector organisations as the empirical settings for understanding employee commitment and turnover intention generally, an extensive literature search suggests that there is limited research (except, Rachid, 1995; Goulet & Frank, 2002; Markovits et al., 2007) exploring the boundary conditions underpinning employee commitment and turnover intention in the public sector (Meyer et al., 2013; Mafukata & Mudau, 2016; Markovits et al., 2007).

Employee commitment

This study draws on the three-component model by Meyer and Allen (1991) and Allen and Meyer (1990) to define employee commitment. Employee commitment can be experienced by employees in three different ways: the desire to remain with an organisation (*affective commitment*); the perceived cost of leaving an organisation (*continuous commitment*); and an obligation to remain with the organisation (*normative commitment*). Traditionally, the different ways of experiencing commitment depend on a complex combination of environmental factors such as economic conditions, human resource management practices and individual factors (Meyer et al., 2018). Of course, it is not impossible that employees are more likely to commit themselves to their employers if such employees are satisfied with human resource practices/offering or if they hold strong collectivist values that may encourage commitment to one's employer (Davies & Gould-Williams, 2007).

At one level, institutional collective orientation may drive normative commitment as individual employees seek to express loyalty consistent with constitutional and societal values (Markovits et al., 2007). However, at another level, organisational human resource offerings/practices such as reward, training, career development opportunities, greater autonomy instead of control and inclusive work environment drives employee affective commitment (Johnson et al., 2018; Markovits et al., 2007; Oruh et al., 2020).

Theoretical framing of employee commitment and turnover intention

Within the boundaries of social exchange (Goulet & Frank, 2002; Davies & Gould-Williams, 2007) employees satisfied with their organisation's human resource offerings/practices create a sense of obligation towards the organisation. They do so in expectation of future returns consistent with social exchange theory according to Blau (1964). By contrast, when an organisation offers employees poor pay for performance, the best people may contemplate leaving because they perceive that their high performance will not be rewarded adequately (Azeez et al., 2016). Hence, an employee with a high experience of commitment in turn will display less intention to leave the organisation (Kalidass & Bahron, 2015).

For employees to experience social exchange to the extent that they remain committed and continue in employment, they consider how their needs are impacted in line with Self-Determination Theory (STD) (Wilson et al., 2008). STD as a theory of employee motivation explores how employees may satisfy their innate psychological needs (Wilson et al., 2008). While extant studies focus more on how interventions introduced by an organisation may influence employees' intention to leave (Kowalczyk and Kucharska, 2020; Teo et al., 2020) STD in this context explores employee turnover intention based on self-help. According to SDT, employees will be more likely to stay in an organisation when their needs of competence, connection and autonomy are met more often than they are not.

The Nigerian context

The public sector in Nigeria is considered an appropriate setting for this study in that it has failed to reach the goals it was constituted to achieve due to poor economic and social outcomes associated with the dynamics of management actions and practices in the sector (Oruh et al., 2020). Hence, there is a need to examine and understand human resource practices suitable for

the sector to facilitate the development of appropriate managerial practices relevant for recruiting, developing and retaining a committed workforce to drive socio-economic performance in the Nigerian public sector space (Budhwar & Boyne, 2004). The research deviates from the work of other researchers on employee commitment and turnover intention in Nigeria by investigating the dynamics of HRM in the public sector and how they influence employees' commitment and turnover intention.

The focus on turnover intention is significant especially in the public sector (Nayak et al., 2018). While previous studies suggest that poor leadership and inadequate pay (*challenges that are in prevalent in the public sector*) may influence employee decision to leave an organisation (Mayfield & Mayfield, 2011; Sun & Wang, 2016); this is not the case for public sector organisations, especially in the Nigerian context. Research evidence suggests that irrespective of the challenges facing employees in the public sector, job turnover was lower when compared to those in the private sector organisations (Abolade, 2018). One of the reasons for this was that the public sector is more stable, and payment of wages is more assured (Azeez et al., 2016). However, evidence exists seem to suggest that while employees may not be leaving the public sector, their turnover intention is high, and many are seeking improved circumstances (Abolade, 2018). Notwithstanding this, research has not paid attention to the challenge of turnover intention. Thus, to fill the identified gaps in the literature, this study sheds lights on the challenge(s) by attempting to explain the mechanism through which employee commitment may influence turnover intention.

2.2. Theoretical Foundations

2.2.1. Self-Determination Theory

The self-determination theoretical framework model (SDT) posits that that it remains essential for individuals to be positively influenced toward developing and growing their capacity. It is a theory of human inspiration characterised by the innate need to change and the belief that individuals' mental necessity supports such change (Ryan & Deci 2000b). It focuses on the inspiration behind decisions individuals make excluding external impact and impedance. SDT is based on how much an individual's immediate situation is self-nudged and self-determined (Ryan & Deci 2000b).

In the 1970s, research on SDT advanced from separating the inborn and unessential points, and discernment of the role natural inspiration played in a man's behaviour. In any case the SDT seemed to have witnessed high-levelled recognition in the 1980's for being an observational preposition. Thus, the practice relating the SDT to group personality knowledge has broadened since the 2000s (O'Leary 2017).

Key examinations that incited the progression of SDT included research on intrinsic motivation. Intrinsic inspiration suggests starting an action for its own success, in light of the way that it is enrapturing and fulfilling in itself, as opposed to completing an improvement to achieve an external goal (coincidental inspiration). Contrasting sorts of inspirations have been portrayed in the context of the degree to which they have been disguised. Disguise hints at the dynamic endeavour to gradually transform an unessential perspective into reinforced attributes and in like manner adjust lead headings that were at first external (Deci & Ryan 1985).

Edward Deci and Richard Ryan developed an initial effort segregating among ordinary and unessential motivation and anticipated three lead natural necessities attached to the self-determination hypothesis. As hinted by Deci and Ryan, the three emotional requirements stir one to begin, direct and signpost those nutriments which are significant to any individuals' emotional success and flourishing. The necessities include those which are ordinary and emotional and those which combine the essential factors of health, autonomy and connection (Ryan & Deci 2000).

SDT is based on the conviction that human motivation drives the individual towards positive highlights, that it frequently displays exertion, affiliation, and commitment in their lives. The theory calls these "normal change inclinations". Similarly, individuals have natural mental needs that facilitate the genesis of inspiration and character union (Ryan & Deci 2000a).

SDT sees three general needs that, whenever they are fulfilled, permit cut-off and change: (1) competence; (2) relatedness; and (3) autonomy. These requirements are viewed as general necessities that are inalienable, not scholarly (normal), and found in the mankind crosswise over time, sex, and culture. Deci and Ryan guarantee that there are three noteworthy parts of the theory. First, people are distinctively proactive with their potential and maximising their inward powers (for example, drives and opinions). Second, people have a characteristic propensity toward change, progress and joined working. Third, consummate movement and activities are inherent in people, although they do not occur regularly (Ryan & Deci 2000b, 2000a). To actualise their characteristic potential, people require support from the social

condition. Should this occur, there are certain positive results (e.g. thriving and change), yet in the event that it doesn't, there are negative outcomes. SDT stresses people's standard headway toward significant inspiration; in any case, this is demolished if their real needs are not satisfied (Deci & Ryan 1985).

SDT bolsters three key mental needs that must be fulfilled to enable achievement and thriving. These necessities can be related. Regardless, some might be more important than others on specific occasions and are bestowed diversely across time, culture and experience. Capacity involves endeavouring to control the result and experience mastery. Relatedness involves the will to pass on one's knowledge, be connected with, and influence others. Freedom should remain pivotal through life besides congruity through the composed character among others (Ryan & Deci 2001).

SDT broadcasts the need to give a substitute technique to oversee inspiration, considering what rouses a person at some unpredictable time as opposed to survey inspiration as a unitary idea. SDT makes capacities between various sorts of inspiration and their consequences. Trademark inspiration is the regular, characteristic drive to search out inconveniences and new conceivable outcomes; SDT accessorises these with mental and social movement (Ryan & Deci 2000b).

Conceptual examination hypothesis (CET) is a sub-hypothesis of SDT that chooses factors clearing up basic inspiration and changeability with it and looks at how social and regular variables help or thwart intrinsic inspirations. CET is based on the necessities of wellbeing and opportunity (Ryan & Deci 2001). Guaranteeing social setting occasions like commitment to work or rewards incite inclinations of fitness and thus update natural inspirations. Deci and Ryan discovered that positive criticism improved consistent inspirations and negative information decreased it. These impacts were being interceded with by watched control (Fang & Gerhart 2012). Self-oversight, regardless, must keep running with regards to individuals for them to see their practices as self-guided by trademark inspiration. For this to occur there must be fast sensible help for the two needs or inside assets in light of earlier changes to strengthen both needs. CET and intrinsic inspiration are moreover connected with relatedness through the hypothesis that trademark inspiration flourishes at whatever point it is related with a conviction that all is related. There is lower regular inspiration in children who trusted in their educators to be cruel or cool in this way, not satisfying their relatedness needs (Cheon & Reeve 2015).

Coincidental inspiration starts from external sources. Deci and Ryan (2000b) initiated organismic mix hypothesis (OIT), as a sub-hypothesis of SDT, to clear up the distinctive ways pushed coordinates are achieved. OIT subtly segments the various types of outward inspiration and the settings in which they occur. It is the setting of such inspiration that aggravates the SDT hypothesis as these settings affect whether the inspirations are covered and combined into the slant of self. OIT depicts four uncommon sorts of outward inspirations that from time to time change so as to preserve their relative freedom. First, remotely controlled direct, which is basically the base sufficient; it is performed due to outside interest or conceivable reward. Such activities can be acknowledged to have a remotely watched locus of causality. Second, interjected heading of lead, which delineates going up against controls to lead yet not thoroughly continuing said course as your own. Deci and Ryan (2000b) affirm that such a lead frequently addresses heading by sudden assurance, referring to personality joining as a praiseworthy sort of introjections. This is the sort of direction where individuals feel pushed to indicate capacity to keep up certainty. While this is internally driven, introjections direct have an externally viewed locus of causality or not starting from one's self. Since the causality of the lead is seen as external, the direction is considered non-self-picked. Third, heading through particular affirmation, which is basically a more freely chosen sort of unessential inspiration. It consolidates purposefully with respect to an objective or heading, so said activity is perceived as in the end essential. Fourth, there is united regulation, which is essentially the most sufficient sort of unnecessary inspiration and happens when course is completely gotten up to speed with self, so they are melded into a man's self-examinations and emotions on precious needs. In this way, sorted out inspirations share qualities with trademark inspiration. In any case, they are so far designated pointless in light of the way that the objectives that are attempting to be refined are chosen for reasons outward to oneself, as opposed to any natural happiness or excitement about the assignment (Ryan & Deci 2000b).

Unnecessarily instigated practices can be encouraged into self. OIT proposes veil will probably happen when there is a supposition of relatedness. An example is children covering their school's unessential controls when they feel secure and considered by watchmen and educators. Cover of unessential inspiration is in addition related with limit. OIT recommends that completed oversight of wellbeing in practices ought to enable cover of said actions. Independence is especially crucial when attempting to join its controls into an individual's slant of self. Should outside setting encourage people to sort out their bearings, should feel talented, related, and free. They should additionally comprehend the course concerning their particular

focuses to encourage a sense of autonomy (Ryan & Deci 2000b). This was strengthened through a study examining office settings, finding that if a man was given a tremendous purpose for uninteresting conduct which might assist their assumption of self-oversight and relatedness they covered and solidified their direct (O'Leary 2017). It has been suggested that the essential for limit and self-oversee is the prelude of trademark inspiration and direct. This is a relationship between individuals' fundamental needs and their inspirations.

Deci and Ryan (2001) found that offering individuals outward rewards for a coordinate that is basically energised undermined the regular inspiration as they ended up being less intrigued by it. At first, a basically pushed coordinate breezes up controlled by outside remunerations, which undermines their self-organisation. Other outside factors like due dates, which mostly are determined remote point and control, likewise diminish natural inspiration. Conditions that give independence rather than taking it away also have a relative interface with inspiration. Those examining concentrates have discovered that expanding a section's choices and decisions amasses their basic motivation (Baumeister & Leary 1995).

Giving individuals startling significant commitment on an errand was thought to stretch out their trademark inspiration to do it, construing that the profitable criticism satisfies individuals' essential for health. In truth, giving gainful input on an errand served only to fabricate individuals' trademark inspiration and decrease any unessential inspiration for the undertaking (Chirkov et al. 2003). Inverse criticism has the contrary impact (i.e., diminishing natural inspiration by corrupting individuals' need for limit). Amidst an examination of the relationship between new-born child youths' affiliation styles, their introduction of quality coordinated direct, and their effect amidst play, Frodi, Bridges, and Grolnick (1985) fail to discover basic impacts and neglect to in a general sense to predict either master inspiration, wellbeing, or effect at some point 8 months later, when differing administrators have exhibited an association between close makes. At the same time, Frodi, Bridges, and Grolnick stated that a relationship between the guaranteed/stable and the shaky/stable get-togethers, in any case, suggested that the ensured/stable social affair was better than the conflicting/stable parties on all authority-related measures. Obviously, replications of all the affiliation inspiration relations are required with various and more noteworthy models.

SDT conflicts with the idea that necessities which are typical at any rate can be constructed in a social setting. Several people have more grounded needs than others, making lone contrasts. In any case, specific complexities inside the hypothesis are based on

contemplations working out as expected because of how much needs have been fulfilled or not fulfilled. Inside SDT there are two general individual refinement considerations: causality introductions and life goals. Causality introductions are motivational associates that connect with either the manner by which individuals orchestrate an environment and control their lead accordingly or the amount they are ultimately self-picked transversely over different settings. SDT made three introductions: free, controlled and unsurprising (Baumeister & Leary 1995). Self-choice orientations result from fulfilment of the foremost needs. Solid controlled introductions result from fulfilment of capacity and relatedness needs, not self-administered needs, and are related with heading through inside and outside possible results, which impel unwavering working and decreased thriving. Segregated orientations result from neglect to satisfy every single one of the three needs. This is additionally identified with poor working and crippled being. As indicated by the theory, individuals to some extent possess every last one of the introductions, which can be utilised to intensify a person's desire for mental success and direct results (Ryan & Deci 2000b).

Life targets are entire arrangement objectives which individuals use to organise their exercises, and they fall into two categories. Inborn aspirations contain life objectives like association, generativity, and self-awareness. Outward aspirations have life targets like riches, endorsement, and interfacing with quality. There have been two or three examinations concerning this issue which plot normal goals being associated with more imperative flourishing, flourishing and performance (Ryan & Deci 2000b).

2.2.1.1 Personality and SDT

Choi, Oh, and Colbert (2015) broke down the associations between the Five-Factor Model Theoretical Framework (FFM) of behaviour qualities besides three kinds of legitimate obligation (brimming with feeling, institutionalizing, and length duty) and their variability transversely over individualistic and collectivistic social orders. Meta-investigative results in light of 55 self-governing precedents from 50 mulls over (N = 18,262) revealed that (a) all FFM qualities had a positive relationship with feelings of obligation; (b) all FFM attributes had positive relationship with managing duty; and (c) Emotive Steadiness, Extraversion, besides Plainness toward Knowledge appropriated adverse relationship through term obligation. In particular, Agreeableness was seen to be the trademark most solidly related to both being brimming with feeling and regularizing obligation (Choi, Oh & Colbert 2015).

The results also showed that Agreeableness had a more grounded relationship with being loaded with feeling and controlling duty in collectivistic social orders than in individualistic social orders. Choi, Oh, and Colbert (2015) provided information regarding theoretical and utilitarian repercussions of these revelations for personality, work demeanours, and labourer decision and upkeep.

2.2.2. Three Component Model of Commitment

As stressed by Meyer and Allen(2010) the three (3) area model of obligation suggested that commitment has three extraordinary parts that are differentiated by unique emotional situations. Furthermore, evidence showed that Meyer and Allen conceptualised the model for two (2) reasons: Firstly, to guide in the representation of existing examination and secondly, to fill in by way of a structure for forthcoming research works. Thus, apparently, the examination was founded on previous examinations which involved genuine commitment. The examination conducted by Meyer and Allen showed the essential three (3) "perspectives" that highlights employees' obligation towards the connection. However, Mercurio (2015) broadened this model by evaluating the exploratory and theoretical examinations on conclusive commitment. Mercurio posits that the condition of overflowing with feeling assurance is within the embodiment of authentic commitment.

In addition, Meyer and Allen hinted that the affective commitment is the "need" part of various-levelled assurance. The operator that is really given distinctly relays towards the goals on alliance besides requirements toward a touch of the connection. The agent revolves around the relationship and its "needs ". Thus, the obligation could then be influenced through broad assortment on the estimation abilities as well as phase and residency coupled with sex including getting ready. Nevertheless these influences seemed insubstantial, not persevering (Meyer & Allen 1991). The concern as per these features is that while all these could be identified, they could not be undeniably depicted. Thus, Meyer and Allen bequeathed the model positive relationship amid residency and assurance possibly due to residency linking separations to work position besides superiority. While working on this concept, Meyer and Allen stressed that all these things had been considered by Mowday, Porter, and Steers' (2006) regarding the awareness on obligation. Mercurio (2015) found that affective commitment apparently still influenced dynamic commitment.

Continuation commitment is the "need" aspect of commitment that focuses on an individual's need to work in connection with others. Undertakings are the enlargements and hardships which might occur if a person stays in or leaves the organisation. Therefore, a person's output might revolve around this relationship, if the person perceives a staggering outlay of mislaying influential enrolment – the side wager theory (Meyer & Maltin 2010). Issues include financial impacts (for instance, benefits accumulations) and the social costs (association linked through accomplices) which may be overheads of losing different levelled speculation. No matter what, a person does not perceive the importance of overheads as something so serious that it would compel him/her to stay in a connection that considered the receptiveness cum choices. For example, we have any additional alliance that concentrates particularly on affiliations, and the other angle of side wagers which would make those who subscribe to this concept leave the association. Thus, the major challenge with this perspective is that the side wagers do not just emerge instantly, often accumulating through phase and tenure (Meyer & Maltin 2010).

The last component is the normative assurance. In this context, the person's spotlight is switched on and remains on and this person stays in the relationship despite the suppositions linked to the obligation, which stresses the recent difference of levelled of commitment. Thus, the inclinations that might affect a person joining a group or association may vary from person to person. For example, the association or alliance might insert assets in setting up a worker that by then feel a moral obligation to workplace exertion and choose to stay in the relationship and meet the responsibilities required of them (Meyer & Allen 1991). Thus, this may comparatively reflect a shrouded level established way before the person enters into the relationship, either by their family unit or in another socialisation situations where one is expected to be linked to and true to that individual's connection or link. Thus, the representative stays in the relationship out of duty. In any case, when a person contributes what can best be described as awesome arrangement, such person will receive prizes.

Standardising assurance is considered to be higher in affiliations which respect keenness besides methodically passing on authenticity towards delegates which can offer remunerations as well, stirring different interests as well as various systems. Controlling commitment in delegates is practical in situations where masters dependably oversee those apparent perspectives of the business based on an operator flourishing. A specialist with more basic real commitment often possesses obvious credibility by enhancing the dynamic accomplishment and may most likely experience greater employment success. Lifted

proportions in employment success undoubtedly reduce specialist costs which may stretch out the connection or link's ability to pick and sustain limit. Thus, in the analysis tendered by Meyer and Allen (1991) on the examination involving the theoretical attestation rather than amendment, which may clear up the nonappearance of hugeness here of their examination as it emerged from the others.

Since the model was developed, there have been several attempts to investigate what the model is trying to accomplish. Much of this analysis has come from three experts, Omar Solinger, Woody Olffen, and Robert Roe. To date, the three-segment associated demonstrate has been viewed as the crucial model for authentic commitment since it organises three areas of prior obligation break down (Steers, Mowday & Shapiro 2004). Regardless, studies have shown that the model is not predictable with observational revelations. Solinger, van Olffen, and Roe (2008) utilise a later model to show that the three-component model (TCM) blends specific point of view. They meet at the confirmation that TCM is a model for envisioning turnover. It might be said that the model delineates why individuals should remain with their association whether, it is in light of the way that they need to or should. The model seems to solidify a point of view toward an objective, that being the relationship, with a disposition toward an immediate decision, which is leaving or remaining. They trust that the examinations should come back to the fundamental valuation for complete commitment as a point of view toward the connection and measure it in like way. Despite the fact the TCM is a not all that terrible a procedure to imagine turnover, these clinicians do not trust that it ought to be the general model (Solinger, van Olffen & Roe 2008). Since Eagly and Chaiken's (1993) model is so far reaching, it suggests that TCM can be portrayed as a particular subdivision of their model when looking at the general opinion of different levelled commitment. It goes on to suggest enthusiastic commitment levels with a way toward an objective, while continuation and regulation of obligation are tending to various considerations, suggesting foreseen social results, particularly staying, or getting out. An atmosphere encouraging an objective (the connection) is clearly material to a more expansive degree of practices than an attitude toward a particular direct (remaining).

2.2.3. Expectancy Theory

This theoretical framework stressed that a person may behave in consideration of how they are prompted to assert particular conduct or lead ahead of different behaviour in relations

or perspective to the outcome(s) of what the person expects the results of their action to be. In essence, the purpose of the preferred choice of the person is controlled by engaging the idea of the outcome. Notwithstanding, variations of ideas have appeared in academic discourse to a greater or lesser degree, considering how the person's strategy differs from the motivation of the person's idea which often normally comes up before coming up with any compelling decisions. Thus, the consequences are not dependent on any variable in making a prime decision on how to behave. (Lunenburg 2011).

Expectancy theory is about the psychological frameworks concerning decisions. It is about the individual making decision(s) that suit them. It clarifies the techniques which emphasise on the notion that a person's determination to make decisions regarding themselves is paramount. In his evaluation of the inspiration hypothesis, Victor Vroom suggested that the theory centres on the relationship between pays and execution coupled with the need to justify that the rewards tantamount to the efforts put forward by the person who had asserted the efforts in getting the job done.(Chiang, Shawn & Jang 2008).

In his evaluation, Vroom (1964) essentially portrays the concept of inspiration as an opportunity to oversee decisions regarding one's own progress, an idea that is controlled by the person. The person at the centre possesses the ability to settle on decision(s) in the context of evaluating whether the performance of a specific task would justify the reward that would be offered in return for the task. Thus, inspiration is an eventual outcome of the person's desire which highlights the importance of how one expects to be rewarded on the basis of the efforts put in accomplishing certain task(s)(Vroom & Jago 1978).

The expectancy theory regarding motivation clears up social technique for the reason that accounts for decisions made by certain people to act in one manner rather than the other. This hypothesis emphasises the notion that people have the potential to be persuaded to act towards the accomplishment of target goals on the understanding that those involved expect something in return for the efforts that had been put in the task accomplishment. Furthermore, Vroom stressed the importance of what he described as three factors in the theoretical framework which are made up of valence (V) trust (E) as well as instrumentality (I); stressing further that these three factors are fundamental for a person choosing a particular task above the other in a way that simply explains the notion that execution results in trust and hope that efforts would be adequately compensated (Vroom & Yetton; 1973; Vroom & Jago 1978).

Expectancy theory has three parts: expectancy, instrumentality, and valence. Expectancy is the conviction that one's exertion (E) will result in fulfilment of required execution (P) targets. This happens routinely in light of a person's past preliminary, certainty (self-abundance), and the obvious bother of the execution standard or goal. Self-plentiffulness is the person's inclination to perform certain roles sufficiently. In this regard, it is believed that the person would know whether they possess the requisite ability or needs to acquire the training and development that would enable them to accomplish the goals at hand. Thus, the notion of target focuses on when goals are set higher or when execution requirements are very difficult to attain. This may lead to a dwindlingly low desire to achieve goals. Under this type of circumstance, the person involved feels that their goals cannot be achieved. Seen control occurs when people expect that they will possess some level of command.(Vroom & Yetton 1973; Vroom & Jago 1978).

Instrumentality is based on the notion that a person's conviction will obtain them their rewards, provided execution can be met. The reward may take the form of a lift in pay, movement or attestation or it could comprise a feeling of accomplishment on its own. However, it may be worth stressing at this juncture that instrumentality may be seen as low in situation where the reward is the same as the introduction rendered in the first instance. This is equally the case, in a situation where commission execution is obviously related to results and how much money is made depends on instrumental results. Thus, in a situation where execution is on the high level and different stocks are merchandised, then more money is achieved by the person involved. Therefore, the elements are related to the person's instrumentality for amounts for trust, strategies as well as control (Vroom & Jago 1978). This involves confiding in the comprehensive network that would pick those that achieve whatever outcome. Thus, it is considered in view of the importance of execution and control of how choices are selected as well as who reaches which outcomes and strategies (Pizam & Milman 1993).

Valence is the respect which a person places on the reward for the results which is based on targets as well as the qualities as sources of motivation. Pivotal variables merge person's qualities as well as needs, goals, propensities, besides various sources which could fortify the inspiration for any explicit outcome. This is certainly not a transcendent level of fulfilment rather the common fulfilment of a specific outcome. The valence hints at the respect the individual puts on the prizes. Valence is one lead elective, where the choice is evaluated on the estimation of the reward (Liao et al. 2011).

While picking social choices, evidence seemed to show that the individual would often select a choice that best gave them a motivational power (MP). On the other hand, instrumentality and desire are considered to be behaviour (bits form of learning) which is learned from time to time and valence may be cultivated which is linked to a man's respect structure. Thus, models of respected outcomes in the working environment merge pay increments and prizes, types of progress as well as the period obtained from work coupled with the tasks given to workers or employees in the workplace all crucial. However, association may enable one to understand what attributes or qualities are expected of the association's representatives, which will subsequently allow the office to enable those that are specialists to find certain outcomes confusing in the workplace.(Chiang & (Shawn) Jang 2008).

Victor Vroom's expectancy theory is one such association theory concentrated on inspiration. As indicated by Holdford and Lovelace-Elmore (2001), Vroom stated that intensity of work exertion relies on the recognition that one's exertion will result in a longed-for result. Based on certain genuine outcome that may enhance performance of certain tasks, supervisors are expected to make use of the guideline that promotes remuneration. Similarly, managers would be expected to make sure that whatever is given as reward should be appreciated by the workers or employees. Also, based on the certainty of an achievable target, head tasks should be shared in a manner which seeks to update the workers abilities thereby promoting the workers' beliefs that reward can be enhanced on the basis of effort (Pizam & Milman 1993; Liao et al. 2011; Lunenburg 2011).

2.2.4. Social Exchange Theory

The social exchange theory espoused the imports of mental and sociological perspectives which clear societal change as well as the enduring qualities as the basis for a system that is 'geared' towards trade relationship between different parties in the society. (Cheon & Reeve 2015). Thus, the notion of social trade hypothesis seems to advocate that human relationships are limited to the basis of utilisation of energetic cash saving. This hypothesis appeared to have been developed based on cash-related perspectives, cerebrum research and humanism. It is worth noting that the concept of social trade hypothesis includes an important and noteworthy piece: the fundamental concept that it is sensible to select decision hypothesis and structuralism. Therefore, it is utilised occasionally within business environments to infer the dual sides besides repaying different variables that includes trades among others. (Cheon & Reeve 2015).

Humanist George Homans (2010) depicted the concept of social trade as being the trade action, extensive as well as immaterial, accomplishing the best results. It can be likened to an issue relating to two persons. Homans sets up the hypothesis and various scientists continuously clarify the hypothesis. Peter M. Blau (1986) and Richard M. Emerson (1976) differed with Homans (2010) all of them thought of as the certifiable experts of the trade perspectives on and around sociology. They dispute the route that there are still various strategies that can be used in. Homans' research appeared to critically examine the dyadic exchange concept. While John Thibaut and Harold Kelley (1986) were perceived as focusing on the examinations of the inner parts of the hypothesis relating to emotional contemplations. Lévi-Strauss (1969) stressed the importance adding values to the humanity based on the submissions made on trade, invoking relationships among family members structure as well as exchange of benediction among other factors.

Homans (1958) unites the structure in three recommendations: achievement, change, and the deprivation–satiating proposition. Achievement proposal is when an individual discovers that they are balanced for their activities; they have a tendency to go over the activity. Lift suggestion occurs that the more reliably a specific refresh has accomplished remuneration, the more likely an individual is to react positively. Thus, deprivation–satiating suggestion occurs when a person has frequently received a specific prize, the chances are that little productivity would be realised up till the period when obtaining the prize becomes likely (Homans 1958).

Blau (1986) concentrated his hidden associations on the notion that social trade hypothesis is 'geared towards' both budgetary and utilitarian perspectives, while Homans (1958) focused on stronghold estimates that which accumulate group build up the next level of respect to previous situations. Blau's own idea of the utilitarian centre requested that specialist perceive rewards in terms of what it would bring for them in the next level of socialisation. Thus, Blau believed that had individuals held on to an excessive view of emotional musings, then, these individuals would swear off. On that note, it seemed to be felt that Blau underlined specific cash related examination while Homans' appeared to focus extensively on mind research that pertains to human behaviour.

Richard Emerson's (1976) fundamental theory connected with Homans (1958) as well as Blau's own (1986) contemplations. Homans (1958) accepted the significance of social trade hypothesis as a dependant of encourage checks. This was shown in Emerson's work when he

hinted that exchange does not necessarily represent hypothesis but that it is a structure that could be unmistakable for hypothesis but must be clearly distinctive from the functionalism concept. Thus, Emerson's perspectives echoed Blau's view because the two of them appeared to focus on relationships that closely control the trading process. Furthermore, Emerson argued that the social trade theoretical framework is based on procedural system in human science which is delineated to allow for a financial investigation of people's situations within the work environment. (Emerson 1976).

Self-intrigue and reliance are focal properties of social exchange (Lawler & Thye 1999). These are the key sorts of support when no fewer than two on-screen characters have something of critical worth to one another, besides the simple need for trade or at any level (Lawler 2001). On the other hand, Homans (1958) utilises musings opportunity in the illustration of trade shapes. According to Homans (1958), the hugeness in people intrigue mix budgetary besides mental requirements. Thus, making up for the self-intrigue routinely stands as financial territory for social trade hypothesis when dispute as well as eagerness may arise often. This means that while analysing the concept of social trade, the idea of self-intrigue would often not be considered abnormal. However, self-intrigue may be reviewed from time to time since it revolves around the examination of social direction in humans. This line of reasoning builds up the hypothesis structure in light of the reliance of on-screen characters. They likewise featured social ramifications of various sorts of relationship, for example, contrasting control. According to their reliance definition, results depend upon a blend of parties' endeavours and shared and important arrangements (Thibaut & Kelley 1986).

Social trade hypothesis views trade in the form of societal lead which could amount to financial as well as societal outcomes for people within the workplace. Thus, social trade theory appeared to have the most part looked into by separating human affiliations and the business centre. The examination of the hypothesis from the microeconomics viewpoint is credited to Blau (1986). According to his perspective, each worker will broaden what they can gain. Blau conveyed that if musing could be learnt and done correctly, it would be conceivable for one to watch social trades all over, in advance relations, and furthermore from another angle. Consequently, it is possible to see social relations as friendly relationships because there is evidence to show that it brings fulfilment whereby individuals receive sensible rewards for their work. This also shows that actual, quantifiable capability among social and cash-related trade can be linked to the likelihood of trade among individuals. Thus, the neoclassic cash related theory sees performing expert like regulating with different parties on-screen character

yet rather with a market and ecological parameters, for example, advance price (Cook & Whitmeyer 1992). Unlike budgetary trade, the sections of social trade are extraordinarily fluctuated which may not be opportune to cutting down into smaller particles. As articulated by Stafford (2008), social trades join an association with someone else; fuse trust besides real commitments leaving rooms for flexibility as well as every so often fuse express bargaining at the same time.

Essential social trade models recognise that prizes besides the ability to bring cost down. The two sides of social trade acknowledge chance in one another besides relying on one another. Furthermore, costs are the portions of societal life that need incredulous inspiration for a man. For instance, the energy inserted in a relationship as well as the opposite vibes of a partner (Hastings & Saren 2003). Rewards are normally the fragments of the connection or union that have optimistic respect. Correspondingly, as with everything managing the social trade hypothesis, it has as its result fulfilment and reliance of affiliations. The social-trade viewpoint posits that individuals figure the general value in a specific association through deducting the expenses out of prizes that is delivered.(Emerson 1976; Hastings & Saren 2003).

.A number of benefits were evidenced demonstrating beneficial types of relationship. Evidence seemed to show that estimation in the connection or relationships do have great impacts on results. This shows process on the connections that might have been established. Furthermore, evidence seemed to suggest that positive affiliations relied on the proceeds, while affiliations that do not bring benefits most likely end. Thus, with frequently significant trade, every get-together provides opportunity to attend to necessities for members within the association even in the chop down expense that benefits members of the association. This takes into consideration estimation as well as advantages to members within the association. Other theoretical frameworks, normal association fulfilment guarantees that the association has to offer (Stafford 2008). Homans (1958) fabricates the hypothesis with respect in behaviourism to reason with individuals search for after remunerations to keep costs. The appeal of the prizes that a get-together gains from a trade relationship is settled on a decision with respect to some standard, which may differentiate from get-together to party (Homans 1958).

The purpose of social trade hypothesis is to clarify social change and heartiness as a technique for engineer trades among the association's members. The developments often happen as a result of an individual's insistence on assorted affiliations, openings besides procedures for help. On occasion, we might consider the concept of escort modelling of help;

the framework depicts a relationship involving a person in a most grounded relationship with the greater storeroom sphere. When a person grows affiliations they empower that individual besides helping them throughout various conditions which happened from time to time (Lavelle, Rupp & Brockner 2007). The same is true of changes to the directionality of help given to and by the person within the comprehensive network inside their enabling social occasion of people. Within the theoretical framework, there are distinctive sorts of help, simply described as the social help which ensues where and individual possesses the ability to get tricky, liberal, informative, unpretentious help. Such help may be described as energetic, which may comprise infatuation collaboration which runs on profitable affiliations. Irrefutable help are physical endowments given to somebody, for example, arrive, gifts, cash, transportation, sustenance, and finishing task. Instrumental help are organisations that are offered to a party within the association. Lastly, instructive help means passing on valuable knowledge (Lavelle, Rupp & Brockner 2007).

Nye (1978) identified the core recommendations which guide knowledge of the theoretical framework. First, evidence shows that individuals often picked the choices that would most likely benefit them the most. Second, money as a core factor is proportionate, as such a person picks decision based on imagining best outcomes. Third, prizes are a proportional core factor, as the individuals' base choices on anticipation of what would have to be given out (cost). Fourth, there is fast disbursement as another core factor proportionate, which is to say that the persons make the decisions which promise greater whole deal results. Fifth, whole deal results being viewed as identical, they pick decisions giving better incite results. Sixth, costs and distinctive prizes being considered on a parallel level, the persons pick that decision which may require underwriting certification. Seventh, the costs, besides distinctive prizes, showed that people pick associations which give them the greatest opportunities to run the show. Eighth, distinctive rewards and costs measure up to individuals picking alternatives depicted by insignificant vulnerability with respect to anticipated results. Ninth, distinctive financial prizes square with what the individuals picked- decisions which give the best guarantees for those individuals. Tenth, distinctive financial incentives besides cost equality enable the initial investment which they interface with, marry, and shape diverse relationships with those whose characteristics and ends generally are consistent with their own and expel or avoid those with whom they unendingly contradict this thought. Eleventh, distinctive rewards and costs measure up to the positively that they will interface with, marry, and outline diverse relationship with their counterparts, then those above or underneath them. Finally, in present day social requests,

evidence showed that people pick different concept which demonstrates certification of best reward advantages of scarcest budgetary employments (Nye 1978).

Nye (1978) at first presented seven proposals that showed connectivity afterward or where he highlighted recommendations in their entirety. Thus, underlying the core proposals recorded which assigned the broad recommendations besides the sans core importance which highlights suggestions which on exist on their own besides speculation. One recommendation among the many recommendations suggests that analysts thought or believed that everyone believes prerequisite of underwriting go about compelling the exercises espoused in the recommendations. A proposal within the recommendations showed its practicality when people make or reject things that they people like or dislike. The last suggestion appeared to be based on the notion that the overall population place an elevated regard on cash-related resources (Nye 1978).

Notwithstanding the way that Homans (1958) received an individualistic technique, an imperative target as far as the research is concerned tended towards explaining those littler scale that are central to societal interchange as well as societal structuring within the work environments. Reasoning along those lines, Homans (1958) endeavoured to highlight easy-going mind bogging societal direct customarily and rigid well-structured and regularly institutionalised work environments. In addition, Homans (1958) stressed that the concept of social hierarchy or structures ascends out of fundamental sorts of lead. He added that his perceptions of institutional and social structures are associated with exercises that people within the structure practice (Cook & Whitmeyer 1992).

Thus, Homans (1958) identified the core proposals which assisted with sorting out individuals' practices in perspective of compensations and costs. This course of action of speculative contemplations talks profoundly of Homans' adjustment of social exchange theory. The principle suggestion is that the success proposition communicates the lead which makes repeated beneficial results the most likely. The next suggestion is that the notion of stimulus proposition assumes that when a man's direct is remunerated previously, that person most possibly or likely may carry on with his/her past behaviour. Furthermore, that part of recommendation which stipulates value believes or assumes the notion that delayed consequence is seen or perceived as critical for the person's involved. In addition, the proposal which highlights the notion of deprivation-satiation recommendation assumes or stipulates a situation where a person gets a comparative incentive many times, the estimation of the

incentives may reduce. Also, another recommendation hinted on a situation where love appeared to have developed in view of the variations of incentives, it is stated that the person that gets beyond what was expected often display joy and happiness.(Cook & Whitmeyer 1992; Jones & Murrell 2001).

Social exchange theory is not one speculation but rather an edge of reference inside which various theories can address another, paying little heed to whether in dispute or basic support. All these speculations depend on a couple of doubts pertaining to people's disposition as well as possibility in associations. In the analyses tendered Thibaut and Kelley (1986) appeared to have built the speculation in light of two conceptualisations: one that spotlights on people as well as one which portrays the associations among one or more individuals. Thusly, beliefs that moreover comes under the groupings. These suppositions which state the notion of social exchange theory offers human impulse as well as consideration that individuals search for compensations and avoid disciplines; individuals are sound animals; and the rules that individuals manage survey financial incentives move after certain period that specific individual moves towards people all over.(Thibaut & Kelley 1986).

Furthermore, the notion that the concept of societal interchange speculation offers regarding the possibility in associations establish that associations are connected and social life is a strategy (West & Turner 2007). The prisoner's dilemma is an extensively used point of reference in diversion theory that undertakes to outline why or how two individuals may not facilitate with each other, paying little heed to whether it is to their most noteworthy, preferred standpoint in so doing, thusly. This displays the coordinated effort is to offer appropriate results, individuals may eventually behave in their own personal interest. Therefore, the associations incorporate interactions in spite of way that such equilibrium of this interchange is less continually identical. Individuals may achieve less their targets unaided to the extent that individuals all over groups have to wind up entertainers. On the planet today individuals view performing specialists as impartial people anyway that is not the circumstance once individuals accomplish their goals finally (Thibaut & Kelley 1986; West & Turner 2007, 2015).

The concept of societal interchange joins thought in connections as well as such idea relating to common duty that the two get-togethers see commitments to each other (Lavelle, Rupp & Brockner 2007). In their analyses, John Thibaut and Harold Kelley (1986) hinted that examination values of isolating the links within satisfaction and quality relationship. The appraisal lays the core sorts in connections, which are made up of the comparison level and

comparison level for alternative concepts. In the submissions made by Thibaut and Kelley, the notion of comparison level (CL) is considered as a form of 'gauge' used at addressing individual's perceptions of what these individuals could get from technique for compensations. A man's examination standard may be seen as levels with which judgement can be made in order to meet people's needs. Furthermore, the notion of the comparison level for alternative implies that most decreased standard in social incentives that any man will recognise given open prizes from elective associations or being alone toward the day's end, while using this appraisal mechanical assembly, a person that thinks and believes in elective settlements. Thus, the notion of comparison level and comparison level for alternative gives an extent on security. Where individual perceive alternative or viable choice and anxiety isolated from every other person rather than joining relationship and or social exchange speculation that forecasts such individuals may opt to remain in the association.(Thibaut & Kelley 1986; West & Turner 2007, 2015).

As shown by Thibaut and Kelley (1986), people take an interest in behavioural order and movement on exercises expected to lead to the realisation of set targets. Thus, this stands as an amicable situation per the doubt which people seemed to focus on in making judgement. Where individuals partake on direct groupings, such people rely somewhat in the social accessory. All together for lead courses of action to incite the concept of societal interchange, certain standards are critical and need expert level attention, such as the need to be organised or arranged at intervals which must be observed refined towards participation towards various individuals. There is equally the need to endeavour at change signifies propelling accomplishment that had been 'gained'. Therefore, that possibility on correspondence furthermore gets on the precedent. This means that correspondence control implies the normal fortress by two get-togethers of one another's conducts. Thus, this technique starts at something like a part gravitates towards the exchange reacts, fresh alternative ideas begin. At the inception of the technique and development, every result may make personal confidence enhanced. Regardless of way that the standard of correspondence may be an inside and out recognised govern, how much people and social orders apply this thought varies (Thibaut & Kelley 1986).

A couple of implications of power have been offered in terms of professional career researchers. For instance, a couple of researchers consider control to be specific and having no bearings on the concept of exchanges in anyway. While other commentators perceived the concept of exchange in its literary meaning. Nevertheless, profitable significance on force seemed to be initiated by Emerson (1976)that came up with the theoretical framework on the

relationship between power dependence. In his submissions, Emerson (1976) speculated that a man who depended on power usually raises possibility regarding the issue of power. Thus, it seemed apparent that power division impacts on the concept of social structures that triggers variations among people from get-togethers, for instance, a person that possesses prevalence between each other. Evidently, the notion of power inside that theoretical framework seemed to be controlled as a result of the elements; the arrangement in force consequently sorts out and crucial use. Experimental data exhibit that the position a performing craftsman has in a societal relationship orchestrate chooses comparative need besides in this way influence (Baldwin 1978; Cook & Emerson 1987).

As identified by Thibaut and Kelley (1986), the core sorts of force are the chance resistor and the direct resistor. Chance resistor appeared to be the capability to impact an assistant's results. Behaviour resistor revolves capacity towards roll out of someone else's lead improvement through alteration to one's specific behaviour. Individuals make precedents on alternatives that could adjust to control differences besides having to navigate the financial cost related towards rehearsing authority (West & Turner 2007). These models depict lead gauges or guidelines that show how people trade resources endeavouring to increase redresses and point of confinement costs. Three particular networks appeared to be depicted in Thibaut and Kelley's (1986) submissions where they speak to precedents that individuals make. Evidence showed that those given cross section and convincing structure besides other variables. This cross section addresses that social selections besides results which could controlled any mix on the outside variables (condition) besides inside variables (West & Turner 2007). This suitable system that addresses the augmentation on elective practices or possibly results that finally chooses that lead selections in societal chat (Rolloff 1981). This point addresses the manner in which individuals assume which prizes need changing among the individuals involved. (West & Turner 2007).

The structures inside the networks comprise the following: exchange, generalised interchange, besides creative interchange. On quick interchange, reaction appeared to be limited to performing craftsmen. A societal on-screen character offers some motivator to another, and exchange reacts. There are three one of a kind sorts of reciprocity (Cropanzano & Mitchell 2005). First, there is correspondence as a value-based case of related exchanges. Second, there is correspondence as a people conviction. Third, there is correspondence as a moral standard. A summed up exchange incorporates meandering correspondence between somewhere around three individuals (Collins 2010). For example, one individual

accommodates alternative, besides that beneficiary responds through accommodating someone else apart from that important character. Gainful interchange suggests the two on-screen characters need to contribute for them two to benefit. In the meantime, the two people realise focal points and costs (Collins 2010).

Another normal sort of exchange is the masterminded exchange, which is to say the exchange of standards all together for the two social events to go to a worthwhile agreement (Cropanzano & Mitchell 2005). Reciprocal exchanges and orchestrated exchanges are much of the time analysed and appeared differently in relation to locate their basic differentiations. One significant refinement among the interchange seemed to be the standard perils related towards interchange besides powerlessness considered dangerous to make. Masterminded interchange comprises official asides which are not confining exchanges. While measuring the levels of danger inside these exchanges, break even with issues that possessed biggest measure relating to dangers which conveys situations that are not very clear in nature(Collins 2010). A situation or instance involving peril which may happen in the midst of relating exchange is perceived as a factor that the other person may twist by refusing to give back where its due and completing the corresponding exchange. Confining masterminded exchanges incorporate insignificant proportion of threats that may render general population helplessness. While limitless orchestrated connections stand the danger as well as weakness amidst proportion on perils related through equivalent besides confining masterminded connections. Meanwhile one social event related with interchange takes an interest based on the concept of comprehension (Collins 2010).

Katherine Miller (2005) lists considerable important objections regarding social exchange theory in previous research investigations. This speculation declines people's participation to the basically sensible position that affects cash matters. This assumption favours straightforwardness made in 70's at the examinations on adaptability besides responsiveness that favoured, anyway it could be possible to have session that are open is not an appropriate decision whatsoever as far as connection is concerned. This assumption expects an authoritative objective of any connection is deemed to have ended where such is seen as a reality. Furthermore, the assumption seemed to place relationships in an immediate arrangement where a number of the relationships could avoid going through the stages that might have been laid down.(Miller 2005).

Marie S. Mitchell and Russell Cropanzano (2005) looked critically on the core issue regarding social exchange assumption as that which does not impact on the non-attendance of explanation on the uniqueness of exchange rules. Furthermore, reciprocity appeared to be an imperative interchange overseeing different discourse in the meanwhile. In their postulation, Cropanzano and Mitchell noted the possibility of the theory being far more greatly appreciated had a number of other researchers devoted energy to studying and critically evaluating the concept of hoard advantage among others (Cropanzano & Mitchell 2005). Thus, Meeker (1971) hinted that the import of inside social exchange methodology where every unit considers the rate that the parts correspondence, mental stability, unselfishness (social obligation), total benefits as well as position stability besides contention (competitiveness).

Rosenfeld (2005) stressed the importance of critical limit apart from the application through assurance in accessories as well as the social exchange theory, together with the inclusion of different ideas. On a precise note, Rosenfeld observed limits in the multi-ethnic links between usage of the concept and to social exchange theory. Rosenfeld (2005) demonstrated the significance of current issues in the social grouping where lesser degree of an opening between interracial accessories guidance level, budgetary position besides the social class along these lines, coupled with grasped usage of the societal interchange (Rosenfeld 2005).

Social exchange speculation has filled in the model of the social exchange which illuminate particular conditions that promote business. It added examination on affiliation accomplice associations besides association displaying. This theory showed that it is a useful adjustment of social exchange speculation. As shown by this model, hypotheses serve to settle associations. The more unmistakable the non-transferable endeavours a person has in a given relationship, the more relentless the relationship is presumably going to be. A comparable endeavour thought is associated in connection with exhibiting. Data seemed huge in building isolated associations among affiliations and customers (Cropanzano & Mitchell 2005). Through the information method, associations separate the customer's own particular individual needs. Starting here of view, a client transforms into a hypothesis. If a customer picks another contender, the hypothesis may not succeed. Where an individual had contributed enormously at stopping the connection that void extra advantage as far as the connection to save the fundamental efforts or attempts. The exchange theory seemed to be a central research investigation push towards business with business in social exchange. Thus, according to the examination driven by Wittmann, Lambe and Spekman (2001) firms survey money related

results as well as the social results at the trade besides balance with the trust that justify. The organisation similarly seeks extra points of interest given by other potential exchange assistants. The fundamental trade between associations is critical to choosing whether their relationship will broaden, proceed as previously or dissolve (Wittmann, Lambe & Spekman 2001).

An examination driven by A. Saks (2006) offers some examples which elucidate the responsibility of delegates in affiliations. This examination addressed standards on the social exchange speculation of elucidate the duties which created towards movement on associations among all those concerned in equivalent relationship. This examination perceived that people get financial besides socio emotional as well as possessions affiliation, thus, the need to show appreciation for the affiliation becomes exigent. This appeared to be a portrayal on responsibility aimed at the dual course association among business besides agent. Thus, the course that people opt to pay for affiliation is based on the depth in the duty. Evidence showed that if greater attraction is put in place, the labourer performs better and more important proportions on mental, energetic as well as energy possessions that may resolve the play out of action commitments. Exactly where affiliation flops to give budgetary, energetic possessions, labourers will draw back besides pull back with each other as well as functions and roles among all those involved (Saks 2006).

The social exchange speculation highlights the model that shows illumination of legitimate social responsibility behaviour. The notion connects to examining a theoretical framework's insights on activity besides social working among educators as backgrounds in addition to various levelled citizenry leads because of the teacher-school exchange (Elstad, Christophersen & Turmo 2011). Citizenship direct can moreover be showed up with delegates and their employers. This is showed up through progressive distinctive evidence which expect a fundamental occupation in various levelled citizenship direct. A labourer's identification with their supervisor requires a colossal effort in supporting and progressing matters connected with citizenship lead, filling in as an intervening segment with citizenship hones, saw various levelled value, and legitimate help in perspective of both the social exchange and social character speculation (Tinti et al. 2017).

The performing specialists in the social exchange are ordinarily observed as impartial animals that seem to possess a detailed knowledge, abstractly employed to make use of the knowledge besides settle on issues surrounding model as well as the natural interchange among

individuals. Thus, the concerned speculation on the social interchange supplements the social exchange theory that combines the feeling of a component of interchange methodology. Formalised at Lawler (2001), impact speculation takes a gander at the helper terms on interchange which convey feelings besides slants which after that separates process that people credit the sentiments at various societal. The designations on feeling, with this way, coordinate the unequivocally people's affiliation towards the associates as well as get-togethers, that pushes all around masterminded lead and obligation to the relationship (Lawler 2001).

A significant number of the social exchange theoretical frameworks emphasised three (3) core fundamental doubts: lead on the society's logic relies upon interchanges, where the person empowers another person(s) to gets prize for the individual by the needs at reacting as a result of social weight and people endeavoured at restraining the value at getting significantly a lot from the prize (Sprecher & Cate 2004). The impact speculation of social exchange relies upon suppositions that begin at the point of social interchange model as well as the impact of the model. This model emphasises three (3) types of people that possessed the ability to interchange among each other. That the performing craftsmen can settle on issues pertaining to what type of exchange could be given as well as the terms on which the exchange could be made upon is addressed. Thus, the social exchange demonstrates sentiments which certainly showed negativity. While emotional instincts are comprehended for compensation as well as order (i.e. sensation extraordinary that impacted positivity regarding sensation horrendous t brings about negativity on board). People endeavour not to demonstrate adversarial feelings as well as not imitate helpful sentiments on the social exchange. People that attempt at demonstrating the beginning of explanation behind opinions made by social exchange. Thusly, sentiments push toward people being credited for the inquiry which makes up for who they are. People disentangle besides interchanging the emotions within them concerning societal associations (for example, associates, social affairs, frameworks). Positive emotions conveyed in terms of professional career will fabricate commonality within the associations, where opposite sentiments could reduce commonality (Sprecher & Cate 2004).

The impact of the social exchange theoretical framework demonstrates the terms of the interchange advance social besides get-together associations to sentiments as well as passionate techniques. These speculative disputes centre on five cases. First, sentiments conveyed by profession are programmed, inside retorts. People often have feelings that (overall notions on perfection of obnoxiousness) dependent upon if the interchange seemed their exchange is compelling or not. The feeling often translated in the form of incentive besides people attempt

at performing the exercises again and again which mirror helpful sentiments as well as the unfriendly sentiments (Lawler 2001).

Second, individuals try to appreciate vital information that is contained in the social interchange what in a social exchange sentiment. People often make use of the interchange situation towards appreciating the foundation (assistants, get-togethers, on frameworks) embedded in these people's feelings. Without any doubt, people will most often credit their emotions towards the interchange associations on social events where errand must stick to at least an accessory, where an endeavour needs dependent (non-separable) duties, and when there is a common consciousness of other's desires at accomplishment on dissatisfaction at the interchange. This technique for interchange chooses components in the interchange errand as well as the effects on inclination made (Lawler 2001).

Third, the technique for exchange (productive, organised, relating, or summed up) gives a depiction in interchange errand. This endeavour composition was portrayed in level on dependence (uniqueness on errands) besides joint obligation among accessories to bring the mission to an end. The composition affected nature on manipulated inclination. Helpful interchanges related, besides the abnormal state on non-separability delivers most grounded sentiments. Corresponding interchange is often recognisable in deducing impression on joint commitment. This interchange makes insignificant enthusiastic comeback, yet people rather articulate sentiments about disproportionate trade. Summed up interchange often does not take place clearly, anyway dependence seemed a lot besides harmonization among assistants could be troublesome. Since evidence showed non prompt enthusiastic substance, feelings made seemed insignificant. Orchestrated interchanges could convey contradictory feelings in view of various reasons contained in exchanges; despite where trades could be powerful, people could possess the notion of inherent skill to enhance the circumstance, making energetic internal clash. All around, profitable exchanges convey the most grounded attributions of emotions, summed up (abnormal) exchange the weakest, with masterminded and corresponding exchanges the centre (Lawler 2001).

Fourth, the attribution of emotions happening as a result of various interchange theoretical frameworks influence that harmony sensed in accessories on social occasions. These various sorts form in interchange (gainful, relative, as well as summed up) moreover influence that harmony in recognising evidence which a person often experience in the interchanging association and assembling. This particular interchange creates benefit deal with

goal that had been handled regarding the sentiments besides effects a man's association. Loaded with feeling association happens where the societal element (accessory on get-together) becomes a goal central to the slants in the interchange; enthusiastic objectivity (separate) happens where a particular component appears to be the focus of poor emotion in the interchange's failure (Lawler 2001). Thus, the affective association cultivates harmony. Like the acknowledgment on feeling, beneficial interchange conveys most grounded brimming with feeling associations, summed up interchange the feeblest, as well as masterminded besides comparing interchange with one another. A major term for societal (assistant or get-together) acknowledgments may grow cohesion could be through lessening egotistic ascriptions on values and complaining on accomplishment on dissatisfaction on interchange. Exactly where people appear to possess bundle ascriptions on helpful sentiments starting in advance, which discards a personal value inclination as well as promoting attributes on oneself apart from gratitude for assistance. In any case, amass ascriptions resulting in poor feelings originating at the point of dissatisfaction lessen and discard the need to demonstrate prideful tendencies, realising significance shock on assistant of social affair rather disrespect. Lawler (2001) furthermore prescribes the import of resourcefulness (quality) as well as the need to manage their conducts in the interchange relationship or in the association and offer terms to loaded with feeling association through ascribing values or condemning the accomplishment as well as frustration in the interchange. Weiner's (1985) impact theoretical framework on social exchange hinted at the importance of combing soundness and ferocity, inspiring unmistakable feelings. Thus, the social interchange of social affiliations often serves as a wellspring of both robustness and control abilities. In this way, impact speculation on the social interchange recommends which unfaltering and manageable wellsprings centre on the positive responses (for example, satisfaction, values thankfulness) may bring out the associations of brimming with feeling. My contrast, enduring negative responses (i.e. terribleness, disfavour, shock) will necessarily result in workers feeling detachment (Weiner 1985; Lawler 2001).

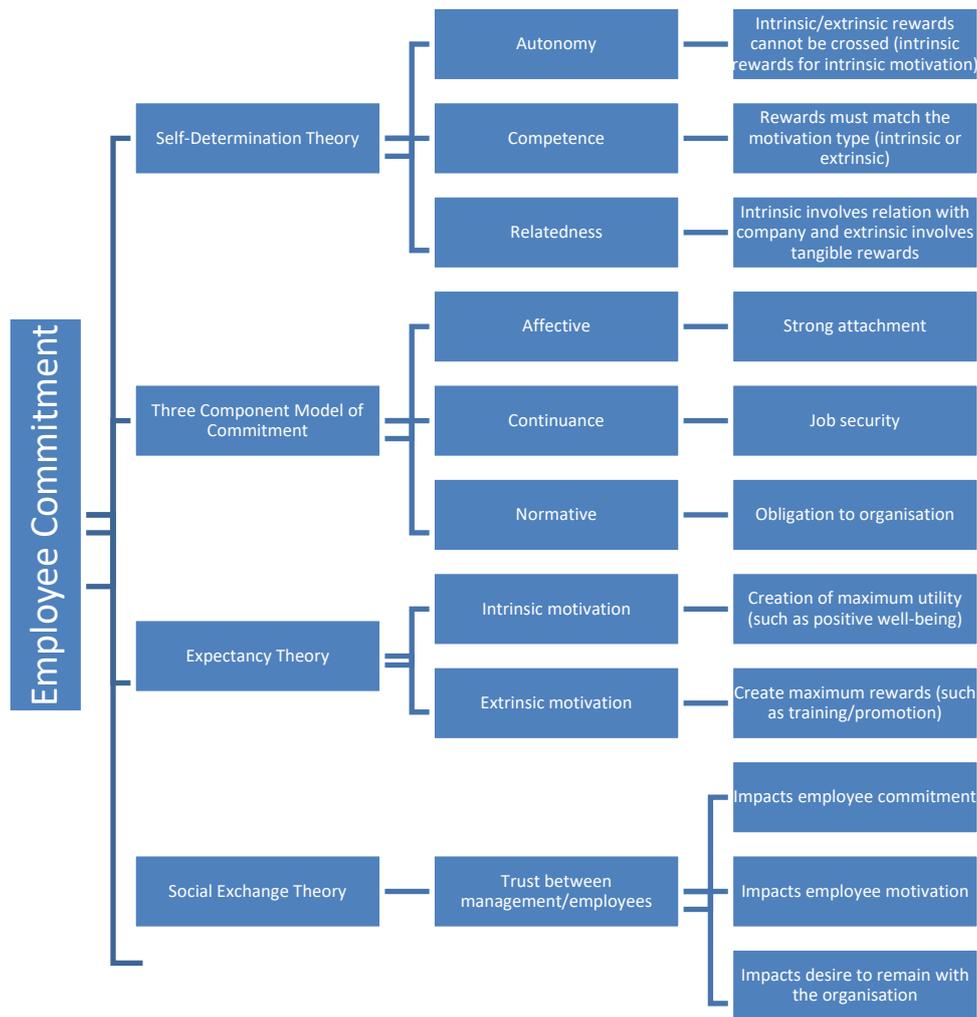
Fifth, through these energetic techniques, frameworks can help assemble properties. Reiterated exchanges empower a framework to progress into a social occasion. Impact speculation includes the duties of emotions in making group properties. Viable affiliations create constructive affections for the included individuals, which moves them to collaborate with comparative associates later on. As exchanges repeat, the strong associations wind up clear to various social events, making striking their activity as a get-together and making a get-together character that continues limiting the accessories jointly on the framework. Impact the

model stipulates the import of the frameworks on organised as well as corresponding interchange that may propel more grounded social ties inside assistants; beneficial or summed up exchange will propel more grounded framework or get-together level ties (Weiner 1985; Lawler & Thye 1999; Lawler 2001).

2.2.5. Theoretical framework from existing studies

As explored throughout this section, there are four theories guiding the present study: (1) self-determination theoretical framework; (2) the three-component theoretical model of commitment; (3) expectancy theory; and (4) social exchange theory. Self-determination theory is beneficial for organisational researchers because it complements work motivation theories. Sheldon et al. (2003) stated that the notion or concept of the self-determination theoretical framework has evolved on dichotomy on intrinsic theoretical framework versus extrinsic theory on motivation of its beginnings, which allows it to be applied to organisational research, such as transformational leadership and organisational/employee commitment. Meyer and Marylène (2008) also pointed out that employee engagement components could be attributable to the self-determination theoretical framework components. The three theoretical component model of commitment suggests that three aspects influence commitment as a result of different variables, intrinsic and extrinsic motivation among them (Meyer, Allen & Smith 1993). Pool and Pool (2007) found that organisational commitment is enhanced through expectancy theory because of intrinsic and extrinsic motivation. Gould-Williams and Davies (2005) empirically tested the exchange relationship between public sector managers and employees. Using social exchange theory, there was a 58% prediction in employee commitment variation, a 53% prediction in motivation variation, and a 41% prediction in desire to remain with the organisation variation. Moreover, other components of employee engagement (such as empowerment, fair reward offerings, and job satisfaction) affect motivation and commitment (Gould-Williams & Davies 2005). The following figure shows the conceptualisation of the current study:

Figure 1-Summary of theories linked to employee commitment



Source- Author (2020)

2.3. Literature Review

2.3.1. Employee Commitment

We have found that employee loyalty and commitment is not an absolutely new phenomenon when viewed in the light of existing Human Resource phenomena and terminology. Mabaso and Dlamini (2018) suggested that the concept has an appeal for management and business researchers investigating how to influence employees. The concept is important because of its association with positive organisational outcome especially in relation to job-related behaviour (Crow, Lee, & Joo, 2012; Joo et al., 2015). It is for this reason

that employee commitment seemed to have caught interests of scholars both public and private sectors. However, government's parastatals domain and its relationship to employee commitment remains relatively underexplored (Aboramadan, Albashiti, Alharazin, & Dahleez, 2020). Studies in the sector have focussed on other similar concepts such as employee morale, retention intention and job satisfaction (Aboramadan et al., 2020; Johnsrud, Heck, & Rosser, 2000). Organisations where employees exhibit low commitment may face deviant behaviour, absenteeism, and high turnover intension.

Before going ahead to review existing commitment literature, it is important explain the meaning of employee commitment. Mabaso and Dlamini (2018) suggested that the extent to which a person may identify with a company may influence their commitment. Thus, employee loyalty or commitment is often defined as emotional connection directed toward a particular company that see employees willingly put in more efforts to further their organisation's interest. (Aboramadan et al., 2020) conceptualised employee commitment as having three components. These components seemed to have been conceptualised according to the Three-theoretical model component (TMC) on commitment as follows: normative commitment, continuance assurance in addition to what is known as affective commitment. In brief, the concept of normative commitment deals with employees' zeal towards the functions towards their organisation. Continuance commitment explains employee's emotional attachment that is premised on the perceived cost that an employee may incur as a result of discontinuing employment. Finally, affective commitment focuses on employee emotional attachment based on the relationships that has been developed in the workplace (Meyer & Allen 1991).

Some of the earliest support for the employees' commitment concept came from Barber, Hayday and Bevan (1999) through the assertion that employee attitude and behaviour may impact customer retention and sales performance. Because of this study and the shift of the United Kingdom to a service-oriented economy, there were more studies conducted regarding employee interactions with customers, where employees' commitment was found to be an influencing factor. This realisation within the service economy led to an apparent change in the older understanding, where employees were viewed as organisations' greatest assets, to the newer perception of employees as the most valuable assets held by organisations, leading to the need to increase organisational investment in employees to encourage employees' commitment (Lambert & Paoline 2008).

In addition, further evidence was presented during the late 1990s regarding a link between employees' commitment and organisational profitability. Thomson et al (1999) stated that increased employee understanding and commitment (also known as intellectual buy-in) may lead to an enhancement of brand and organisational performance. Lee and Miller (1999) stated that the human element of organisations is a vital resource for the execution of organisational strategy. Using a study of Korean businesses, Lee and Miller (1999) found that organisational commitment to the well-being of employees seemed weak, the benefit relationship being based on increase in possessions. However, increase in possession is linked to beneficial impacts gained through viable strong communication among the organisational commitment directed towards coordinated well-being in employees and the strategies used for competitive advantage, as espoused by Porter (1985), which include cost leadership, innovative differentiation and marketing differentiation (Lee & Miller 1999).

Based on the academic work conducted in the 1990s regarding employees' commitment, strategies have been implemented at the operational level to encourage employees' commitment, allowing organisations to see positive impacts associated with employees' commitment. These impact human resource practices and business operations, including employees' retention, employees' absenteeism, organisational profitability, customer satisfaction and employees' turnover. As a result, employees' commitment has become an indispensable component of the inner workings of all organisations.

It has been argued that employees' commitment is a driver of organisational performance and growth (Stum 2001; Gu & Chi Sen Siu 2009; Terziovski 20010; Leroy, Palanski & Simons 2012). Meyer and Maltin (2010) were among those supporting this claim through the argument that a substantial volume of knowledge to show which organisational advantage(s) for employees that have demonstrated commitment at work is crucial and cannot be dismissed. Thus, it may be further concluded that employees' commitment is significant in the achievement of organisational goals. However, employees' commitment may be considered in one of two veins. For example, under some definitions, employees' commitment refers to the situation where the employees show solidarity with the organisation.

Conversely, under other definitions, employee commitment is said to involve the organisation being engaged with employees, confirming that employees believe in organisational goals. Under the second vein, employees' commitment involves organisational understanding that employees are a major component required for the accomplishment of

organisational goals and thus organisational success, prompting organisations to strive to optimise employees' performance and productivity (Gu & Chi Sen Siu 2009). We should note that continuing employment is a different beast from employee commitment which has been clearly defined and analysed in the above passages. Continuous or continuing employment means working for the same employer without a break or with short breaks that do not interrupt continuity of employment. These may include time out of service due to strikes, lock-outs and even unfair dismissal where an employee may be reinstated or re-engaged into the service after winning an employment tribunal case. The length of continuous or continuing employment confers certain rights on employees, including maternity pay, flexible working rights and redundancy pay among many others. (Nayak et al., 2018).

Research also revealed that continuous or continuing employment rules can play a significant role in determining the employment entitlements that one may be entitled to. Thus, it is important to understand how these rules operate and how they can potentially impact on the employer's decision-making when dealing with employee's rights and obligations, particularly when determining the termination of the employee's contract of employment. Having a greater understanding and knowledge of these areas of law as they relate to continuous or continuing employment may prevent unnecessary litigations that may ensue due to lack of better understanding of the position of the law. (Azeez et al., 2016).

Continuous or continuing employment refers to the uninterrupted period during which an employee has worked for a particular employer. This may have nothing to do with employee commitment, which the current study has already extensively discussed and analysed. Also, continuous or continuing employment may apply in a situation where an employee has undertaken work for a previous employer, in a situation where the employee is moved from one employer to another, subject to certain exceptions where continuity of employment is not deemed to be broken. For example, when on transfer of business, an employee must complete a minimum period of continuous employment with an employer in order to qualify for certain employment rights and pay entitlements as outlined under the employment law.

We should note that there are certain standard rights that all employees are entitled to from the very moment that the employee's status has been determined. In certain areas others (categories of employees) may have to accrue such rights with time and probably with or due to changes in legislations relating to employment. For example, the rights that are usually acquired automatically and without a minimum service requirement in employment include the

right to take maternity leave, working time rights and the right to be paid the national minimum wage (Staelens & Louche, 2017).

It is the position of the law that once employees have completed a certain qualifying period of service, they will then be entitled to what can be described as ‘enhanced employment rights’ which include the followings:

- The right to make a flexible working request (*subject to approval*)
- The right to statutory maternity, paternity and adoption pay
- The right to take paternity leave
- The right to claim statutory redundancy payment
- The right to claim unfair dismissal

An employee may be entitled to claim what has been described as enhanced employment rights once they have reached a certain length of service, depending on the terms of the employee’s contract of employment. This contract might include, for example, additional annual leave, enhanced contractual redundancy pay or any other enhanced rights that come under the contract after a qualifying period of time with the employer. All the highlights provided in the foregoing paragraphs have shown the clear distinction between the employee commitment and the continuous or continuing employment.

2.3.2. Factors influencing employee commitment

In this section the thesis focuses on how existing studies have investigated the factors that influence employee commitment. A key point to make here is that employee commitment has been explained more within the social exchange and expectancy theories. This means that employees made changes to their level of commitment due to actions taken by others or the external environment.

2.3.2.1 Unemployment

High joblessness could impact the situation in two sharply contrasting ways. It elevates slants of business delicacy, and it exacerbates a potential occupation adversity. Georgellis (2015) argued that both of these effects influence labourers in their various levelled duties. Disclosures in perspective of the Work and Employment Relations Survey (WERS) attested that agents in regions with high joblessness were more satisfied and more dependent on their relationship than specialists in low joblessness areas. In any case, the effect of nearby joblessness on delegate duty differentiated across over sorts of relationship in different mechanical divisions (Georgellis 2015). Confined examinations by kind of business revealed that the effect of joblessness on specialist dedication is most grounded in straightforwardly compelled associations and in private limited associations. Alternately, the positive effect of joblessness on specialist pride was clear across over most sorts of affiliations. The examination added to the present written work by showing absolute joblessness as a basic antecedent of definitive obligation. To date, existing examinations have overwhelmingly been based at the littler scale level, affiliation level harbingers (Georgellis 2015).

2.3.2.2 Work satisfaction

The study by Yousef (2017) investigated the quick and atypical associations among work satisfaction, legitimate duty, and perspectives toward progressive change and their estimations. Results demonstrated that agents in the explored divisions are significantly content with supervision and partners. However, they were to some degree content with work conditions and business security, and they had low satisfaction with the pay and progression highlights of the action (Yousef 2017). Results moreover demonstrated that specialists in the explored divisions are remaining with their recurring pattern workplaces either in light of the way that they are obligated to do things, or in light of the way that they have to do in that capacity, yet not by virtue of trusting that it as the correct course of action (Yousef 2017).

2.3.2.3 Perceived organisational support

Perceived organisational provision (P.O.P), comprising delegates' acknowledged affiliation towards the responsibilities, enables us to consider the need to make these workers happy. This appeared to have been seen as knowledge that could not be forgotten easily and which has enhanced these workers' zeal to be joined to that organisation (affective commitment, or AC). Kim, Eisenberger, and Baik (2016) suggested that delegates' acknowledgment interest of affiliation's over the need to accomplish the targets besides aims (saw legitimate capacity, on P.O.C) there is the possibility to promote the connection through reasonably satisfying socio requirements. Baik, (2016) and Kim and Eisenberger (2016) drove three examinations with agents based in the South Korea and America to study canny association among P.O.S as well as P.O.C besides the undeniable forerunners. The different levelled straight showing and standard least squared backslide results exhibited the P.O.C sustained that association between P.O.S as well as A.C besides the association stretched out to the additional functions to be carried out. (Kim, Eisenberger, & Baik 2016). Evidence showed that a significant number of pace setters started to contribute to the concept of P.O.C significantly higher than the contributions made to P.O.C. These disclosures proposed POC expect a basic employment in coordinating the association among POS and AC (Kim, Eisenberger, & Baik 2016).

2.3.2.4 Appraisal system

The study by Peng et al. (2016) explored how focused self-appraisals affected occupation burnout and dominantly revolved around the certification of the go-between occupations of variously levelled obligation and business contentment. A significant number of female restorative orderlies (numbering 583) enabled the successful accomplishment of the core-self-evaluation scale as well as organisational commitment scale as indicated by the Minnesota Satisfaction Questionnaire as well as the Maslach Burnout Inventory – General Survey (Peng et al. 2016). The results revealed that middle self-appraisals, progressive obligation, work satisfaction, and business burnout were basically related with each other. Assistant condition exhibiting demonstrated that middle self-appraisals would altogether be able to affect work burnout and are completely motivated by definitive obligation and

occupation satisfaction (Peng et al. 2016).

2.4 Turnover intention

The public sector of any country contributes significantly to the evolution as well as the execution of policies (Ronny Shibiti, 2020). As a consequence, it is important to undertake investigations into how to foster commitment and job retentions in the sector. Evidence from data suggest that workers that work for government exiting that sector on a turnover rate that is worrying (Mafukata & Mudau, 2016). The implication seemed to suggest that government-owned organisations often lose out on competent workforce that will help to drive development.

The Office of National Statistics (ONS) 2019 report provided a disturbing outlook on the retention of workers in the government-owned companies or organisations in the United Kingdom (UK). The report found that a significant higher number of workers' turnover were recorded in the government-owned companies or organisations especially within the social care. Support for this claim can be drawn from the Chartered Institute for Personnel and Development (CIPD). The CIPD report showed about 15% was leaving the public sector in 2016. The situation was similar for public sector organisations in USA with a 29% turnover rate (Obiero, 2014).

The existing conceptualisation of turnover has positioned the concept squarely as an outcome of organisational intervention. This suggests that turnover intention relates to actions and policies taken in a company which seeks to foster a climate which persuade workers to remain in employment for a considerable foreseeable era of time (Mohammad, 2015; Sandhya & Kumar, 2014). The goal is to ensure that quality and experienced employees do not leave an organisation, thereby negatively influencing the smooth flow of operations. However, such work did not fully explore how the cultural dimensions influence employee commitment.

2.4.1 Human resource management and influence employee turnover intention

HR turnover intention factors revolve around human resource management initiatives deployed to influence a worker's determination to tender their letter of resignation (Kumar & Santhosh, 2014; R Shibiti, 2017). Investigating factors that influence employee retention is

important as a high employee turnover may negatively influence an organisation's overall performance (Cohen et al 2017; Tourangeau et al., 2014). The Table 1 below summarises the extent to which job retention factors have been investigated.

Table 1-Human resource management factors that influence employee turnover intention

S/N	Responsible party	Factors influencing turnover intention	Authors
1	Organisation through HRM	Work life balance, compensation, career support, training and development, organisational support, supervisor/managerial support, job characteristics	(Dockel, Basson, & Coetzee, 2006)
2	Organisation through HRM	Job enlargement, challenging roles and responsibilities, work life balance, adequate compensation	Kumar & Santhosh, 2014: Lyria & Namusonge, 2017) Coetzee & Stoltz, 2015: Davidescu & Eid, 2017.
3	Organisation through HRM	Involvement in decision making, leadership, health and safety initiatives, flexible work arrangements, trust between employee and supervisor, coaching, mentoring and positive work relationships	(Mohammad, 2015)
4	Organisation through HRM	Career development, healthy work environment, inspirational leadership and adequate rewards	(Roy, 2015)
5	Organisation through HRM	Proper benefit initiatives, remuneration package and good work environment	(Coetzee & Pauw, 2013; Nacif, 2006; Tourangeau et al., 2014)

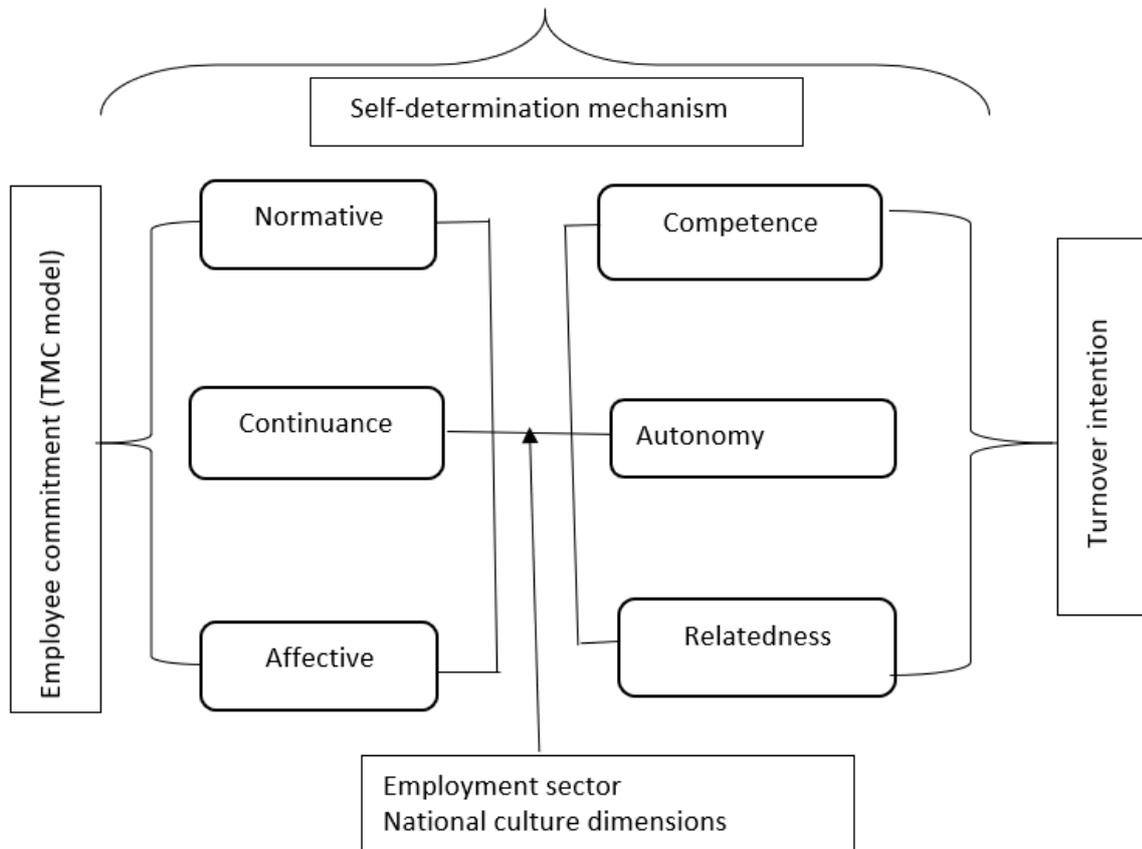
Source Ronny Shibiti (2020)

2.4.2 Employee innate factors and employee turnover intention

Building on the studies of Ronny Shibiti (2020), it is evident that although existing studies explored how to influence employee turnover intention, investigations into innate factors that emanate from employees have been few. It is for this reason that this thesis focuses on investigating how employee commitment may foster turnover intention. Investigating how employees' innate characteristics and features inform commitment and overall turnover intention is especially important for public sector organisations. Public sector organisations grapple with challenges that are unique to them because of their structure and ownership (Sun & Medaglia, 2019). Whereas private sector organisations have the resources to develop HR interventions that may influence employee commitment and overall turnover intention, organisations in the public sector may not (Gelaidan & Ahmad, 2013).

To understand how turnover intention may be influenced by actions emanating from employees, the thesis develops a conceptual framework premised on the Three-model component of employee commitment, Self-determination theory and Hofstede's dimensions of culture. The proposed conceptual framework is consistent with the study's objective of understanding how employee commitment may facilitate turnover intention.

Figure 2-Proposed conceptual framework



Source- Author, 2020.

2.5. Hofstede’s Cultural Dimensions

Seok-Hwan (2004) suggested that it was important to explore cultural aspects when investigating the three components of employee commitment. The reason being that employees’ views of commitment were influenced by the prevailing cultural orientation of the environment of business operation. That is, employees who originated from collectivist culture may perceive commitment differently from those from individualistic cultures. For this reason, this section explored Hofstede’s cultural dimension to understand the differences. The importance of these dimensions is seen in the findings section. To provide deeper understanding into the connection among worker compulsion as well as the need to resign their employment, demographic examination is conducted reflecting of Hofstede’s cultural dimension. This line of inquiry is consistent with the research of Gelaidan and Ahmad (2013).

The authors investigated the issues which may impact worker's commitment within government-owned companies as addressed by Yemen. Although their findings supported the notion that culture, especially organisational culture, influenced employee commitment, their research did not investigate the overall influence of employee commitment on turnover intention.

Geert Hofstede conceptualised the model that was developed to learn about various ethos around the globe in order to get a grasp of the intricacies of running businesses and how such could be carried out around the cultural backgrounds or groupings. The framework is used to draw a distinction between national cultures as well as the impacts such cultural differences have on business settings. This theoretical framework identified six (6) categories of cultures which are made up of the following: - (i) authority detachment guide (ii) socialism against egoism (iii) indecision prevention guide (iv) feminineness against maleness (v) temporary against long stretch direction (vi) limitation against lenience.

It is evident from investigation that Hofstede provided us with insight into learning the effect of ethos within the workplace. However, for the purpose of this thesis, particular emphasis will be laid on the femininity versus masculinity divide, which highlights that various cultural understandings among different genders exist around the world. Thus, across the globe, both genders often socially perceived contrarily which often carry out various function's responsibilities.

Hofstede indicated that *maleness* signifies overall possibility in a culture which aims to lend credence to the notion that it is masculinity that has dominated the work environment. This technically shows that a significant number of business ethics are based on principles of masculinity that place the male gender far and above the female gender and this is reflecting in pay differences between the two genders as well. Under such cultural beliefs, there remain gender differences as hinted in the foregone paragraph in values and attitudes that place importance on gender roles which should be clearly distinguished.

Furthermore, the high-masculinity countries focused on the notion that men are assertive and dominant, stressing further that machismo or what was described as exaggerated maleness in men being a good concept. They also prioritised the idea that people, especially men, ought to be decisive. In addition, Hofstede indicated that high-masculinity countries stressed the belief that activities that are carried out in the workplace seemed to be far more important and these issues are considered to be at the front burner and that it surpasses

responsibilities towards the family unit, adding further that making advancement and success as well as money are important.

Also, in societies where high masculinity is in operation, issues relating to work are normally based around people's gender, with particular emphasis on masculinity. Thus, mostly, under this culture, it is evident that male employees are often selected for roles which link to lasting professions. Female employees, on the other hand, are often found in employment calculated to last only until they get married and/or have children. Nevertheless, smaller families often delay the process of childbirth in some cases.

Furthermore, Hofstede stressed that the high-masculinity culture considers jobs a prime motivator, indicating that people work long hours and in certain respects often work more than five days a week. In most low masculinity cultures, on the other hand, work is typically less central as people take more time off from work and take longer vacations, placing much emphasis on the value of human-beings. In addition, in the macho philosophies, supervisors take decisions assertively; managers often do not unilaterally embark on decisions that would be seen to undermine the female attributes, where emphasis is placed on working in large organisations that focused on performance and growth in strategic decision-making process.

2.6 The Exploration of This Study in the Nigerian Context

This section focuses on providing a critical review of the Nigerian context. This section is important as it provides opportunity for me as the researcher to develop on the current studies within this empirical context on this research investigation (study). The section also strengthens the justification for investigating this research in the Nigeria context.

The Nigerian context

Nigeria is a country with a strong collectivist orientation, where people attach significant importance to their ethnicity (Agbiboa, 2012). As a consequence, there is evidence of widespread discrimination among people of different ethnicities. Investigating this study in the Nigerian context was premised on the suggestion of Seok-Hwan (2004) who noted that prevailing cultural orientation may have significant implications for the way employee commitment is manifested in an organisation.

Employees in Nigeria often times consider themselves more associated with the ethnic heritage such that they draw their identities from the ethnic group. Thus, the manifestation of ethnocentrism seemed apparent on areas regarding existence, labour inclusive besides this provides in depth rationale for investigating how employee commitment may positively influence their behaviour towards their organisations. There may also be a challenge of conflict between assurance towards a workplace as well as and employees' obligation to their ethnic heritage.

An important and key aspect of the ethnicity in Nigeria is the differentiation in treatment between male and females. Shani and Lau (2005) proposed the significance of the people's attitude as an indispensable component of workplace. Taking a deep view of the high masculinity orientation prevailing in the Nigerian culture, it is important to understand how SDT will foster employee commitment and turnover intention for both male and female employees.

2.6.1 Public sector debate in Nigeria

The Nigeria public sector organisations have been plagued with several challenges ranging from wastefulness of resources, inefficiency, absenteeism and overall poor performance (Anazodo, Okoye, & Chukwuemeka, 2012). Thus, employee commitment appeared to be a core component in the administration of organisations and researchers in related fields because employees' commitment is a critical component of the healthy organisational climate, increasing employees' morale, motivation and productivity simultaneously (Meyer & Maltin 2010). Also, Adebayo (2010) found that there are issues in the Nigerian public sectors regarding employees' commitment, where public sector employees are more often considered not to be committed to the organisations as compared to private sector employees.

In addition, private sector organisations have resources that may help to positively influence employee commitment compared to public sector organisations (Olowokere, Chovwen, & Balogun, 2014). This provides the rationale for this study because it promotes the need to conduct an in depth look at this issue in order to understand the causes of non-commitment among Nigerian public sectors employees. In addition, Ezirim, Nwibere and Emecheta (2010) suggested that the success or failure of organisations within Nigeria is

dependent upon employees' performance, further showing the relationship between employees' commitment and organisational factors such as culture and rewards.

Furthermore, other evidence exists within the Nigerian context, showing that workers seemed not to be emotionally connected to the companies that they work for (Ofoche 2012). This lack of employees' commitment among civil servants in Nigeria has led to downward trends of economic hardship and infrastructural development because many public sector employees are actually or allegedly involved in government fund embezzlement (Odesola & Obadan 2018). Therefore, there is a need to study the situation surrounding employees' commitment among employees in Nigeria's public sectors in order to garner further information regarding this situation, as well as to develop resolutions to this problem of employees' commitment in the Nigerian public sectors.

In addition, there is evidence to show that the public sector is a sector where people who work in that sector should be so proud to render their services because it reflects a sector which can be akin to helping members of the public as a whole. Examples include those who work in the public hospitals, public schools, police services and postal services to note just a few. In essence, this is a sector that serves the public interests generally, thus, employees' commitment within this sector is crucial.

Whereas employee turnover rate is high for government-owned companies, in the case of the advanced economies, situation is different for those in Africa, especially Nigeria, where government-owned companies often faced several difficulties which include; poor leadership, low wages and poor working condition (Abubakar et al., 2014). The challenge however for employees are much bigger than their organisation issues. This is because of the high unemployment rate in the country (Oruh et al., 2020). Consequently, for Nigeria, employee tend to remain in employment despite the hardships (Olowokere et al., 2014). The problem that persists for the sector is the active search for greener pastures outside of the organisations. It is for this reason that existing studies suggested that employees in the public sector may face a high turnover intention rate (Onwuemene & Oni, 2017). It is for this reason that the thesis focuses on employee turnover intention.

2.7 Summary of Key Points

This chapter has offered a critical evaluation of existing literature on employee commitment and job retention. Thus, an exploration of the self-determination theory was evaluated. The importance of this theoretical framework was linked to human inspiration which was characterised with innate need to change. The self-determination theory hinges on the inspiration of individual's decisions without outside impact and obstruction. The theory is based on how much a man's immediate needs are self-determined and, on the conviction, that human motivation is geared towards exertion, affiliation and commitment of individuals that self-determination theory referred to as 'normal change inclinations.

In the theoretical framework (SDT) three general principles were pinpointed which are competence, relatedness and autonomy as necessities that cannot be disposed of. Based on the significance of self-determination theory, a conceptual examination hypothesis (CET) is considered to be a sub-hypothesis of the self-determination theoretical framework (SDT) which centres on inspiration and ability to look at social and regular variable inspirations. Thus, while CET is based on the necessities of well-beings and opportunity that guarantees social setting occasions such as commitment on work on one hand, positive criticism improved consistent inspirations and negative information appeared to have decreased its impacts.

Further, the three-component theoretical concept regarding commitment indicated that commitment possessed three (3) extraordinary components. This is not the situation regarding distinctive mental states which were originally conceptualised for two reasons that were linked to providing guide in the representation of existing examination and also to fill in as a structure for future research investigation. This insight highlights three perspectives that portrayed workers' obligation to the connection. In addition, affective commitment which showed the need segment of different areas of commitment reinforces that those who fall within this type of commitment affectively relate to the goals of the alliance. Continuation commitment is perceived as the need to focus on the individual need to work in an organisation. While the normative commitment aims at individuals who chose to stay with the organisation that they have links with.

Further, this chapter highlights the importance of expectancy theoretical framework model which argues strongly that people often behave on the consideration of how these individuals are moved to select a particular headway over a different practice in areas that they expect the result that they have selected. In essence, the motivation behind people's action and

decision are based on engaging idea based on chosen outcome. Apparently, expectancy theory is linked to psychological frameworks which are connected with decision and it clears up the techniques that an individual experience to resolve on decision-making process. Thus, expectancy theory of motivation clears up the social technique for why certain people pick one lead over another. The underlining principle behind the expectancy theory is to clarify that people can be moved towards goals. In his exploration of the underlining principle of the expectancy theory, Vroom displayed three factors beneath it that centres on valence (V), trust as well as instrumentality (I). These various compositions seemed fundamental in making a selection based on the revelations of things.

In addition, social interchange theoretical framework which has been classified as societal intellectual as well as a sociological perspective which elucidates societal variation besides enduring quality for system in engineering trade among different individuals. The societal exchange theory supposition indicates that affiliations would be restricted based on utilisation in an energetic cost-effective stance. Thus, social trade views trade on the bases of a societal lead which end up or renders outcome which could either be financial or societal outcomes that clarify societal change and heartiness as a technique for engineer trades between parties. However, the notion that the societal interchange theory posits on human impulse involves the contention that individual search for compensations and the avoidance of disciplines highlights the importance of individuals as sound animals as well as the rules that stipulates that individuals use to survey cost and rewards move after some while besides after individual. Subsequently, the societal interchange speculation which stresses the import of possibility on association establishes that associations are connected and social life is a strategy.

Apparently, four theoretical frameworks seemed to be guiding this work: these are the self-determination theoretical model, the three-component model of commitment, expectancy theory and social exchange theory. Highlights were given to employee commitment and a considerable number of factors affecting employee commitment were detailed. These factors include unemployment, work satisfaction, perceived organisational support, appraisal system, turnover intention. Furthermore, a review of how human resource management influences employee turnover intention were highlighted as well as the analyses of how employee innate factors and employee turnover intention were explored in detailed. Furthermore, Hofstede's cultural dimensions that identified six categories of cultures were clearly explored and well analysed.

In addition, this chapter espoused a critical review of the Nigerian context as a country with strong collectivist orientation where the importance of ethnicity is highlighted. For example, it is evident that employees in the Nigerian context associate more with the ethnic heritage as these employees draw their identity from their ethnic groupings. However, a key aspect of the employees' ethnicity in Nigeria is the differentiation in how men and women are treated. Thus, emphasis is placed in this study on how SDT will help employee commitment and turnover intention for both male and female workers in the government-owned companies or organisations in Nigeria. In the articulation of government-owned companies or organisational debates on Nigeria, significant insights were drawn to the challenges faced in that sector where wastefulness of resources, inefficiency, absenteeism and overall poor performance seemed to be the order of the day in the sector. In essence, employee commitment may be used by external influences using social exchange and expectancy theories which has been the focus of this research investigation. All-in-all, it is evident based on analyses tendered herein that there are underexplored areas regarding characterization of worker's obligation or commitment as well as turnover intention of the government-owned companies or organisations in Nigeria is crucial to the study investigation.

Thus, the core aims of this section in particular would be to provide in depth explanation and exploration of existing literature critically in line with the objectives of the thesis. The theoretical literature section explored existing theories that was associated with the phenomenon under investigation. A key point identified here was that employee commitment could be fostered by both external influences using social exchange and expectancy theories. This has been the focus on extant studies that has dominated the debates. This thesis takes a different view by exploring innate factors that are personal to employees' manifestation of commitment. To achieve this, the thesis focuses on the Three-model component and attempts to understand how innate influences may foster positive outcome such as turnover intention. To understand this, the thesis develops a conceptual framework that suggests that the SDT variables may explain how employee commitment may influence turnover intention.

Investigating turnover intention within this line of argument important was important to broadening the understanding of the concept. This chapter provided evidence from literature showing that this was an underexplored area. Investigating how employees' innate characteristics and features informs commitment and overall turnover intention is important especially for public sector organisations. This is because unlike companies owned by private individuals, companies owned by the government may not possess the resources for human

resource interventions that may influence employee commitment and overall turnover intention. Building on this literature review, the next chapter will present methodological considerations.

Chapter three

Methodology

3.1 Introduction

This section intends to give a detailed explanation of the methodological stance taken in this study. Thus, in order to provide a good understanding of how employee commitment may influence turnover intention within the public sector in Nigeria, it is important that the thesis utilises the right methodological approach (Denzin & Lincoln, 2011).

This chapter is structured as follows: From the onset, this section outlined the approach of research as well as investigative techniques that would be deployed at collecting data of employees' commitment within the Nigerian public sectors. Consequently, this section examines my reflexivity at every point in this study. This was a case even towards the end where I would have to evaluate the trustworthiness of my research findings as well as the limitations contained in my research approach in order to give my finding an axiological impact. In a bid to understand this research study, it is appropriate to open channels for discussion in order that one can provide explanation as well as to conceptualise employee commitment as well as turnover intention within the Nigerian public sector. To understand the phenomenon, participants were interviewed to gain in-depth understand (Denzin & Lincoln, 2011). Taking this approach is important because the variables may be perceived differently, and as such interview approach provides a deeper insight.

3.2 Research paradigms and philosophical stance

The concept of research paradigm, as espoused by Healy and Perry (2000:p.27) could be said to be “the theoretical framework of the researcher” in a worldwide view that directs the investigator. Thus, it is evident that the three (4) most common paradigms are positivism, constructivism or interpretivism and pragmatism, each of these can be categorised further by examining their epistemology, ontology and methodology as hinted by Sobh and Perry (2006) and P. Johnson et al (2007)

Ontology describes the stage of reality of investigation on one hand while the concept of epistemology will describe that kind of connection that the researcher possesses on the nature of reality as indicated by Perry and Healy (2000); de Weerd-Nederhof (2001). Thus, the

notion of methodology explains the manner with which data are collected, analysed in respect of any study(Price& Cameron, 2009; Crescentini & Mainardi, 2009). It is evident from the literature that there are four patterns which can be deployed regarding social science study investigation which are made up of realism as a concept, constructivism another concept, positivism which is another concept as well as pragmatism (Perry and Sobh, 2006).

This paper initially intends to explore realism paradigm due to the connection it possesses in analysing case works research design as well as the manner in which data can be collected. (Perry et al 1999). Thus, pragmatism in research study possesses that suggestion on epistemology, ontology as well as methodology are crucial for research findings. While, the notion of ontology of realism believes that the study on social concepts should include reflective report on the people involved in the study(Perry and Sobh, 2006). Thus, the study aims at exploring the concept of employees' commitment and desire to tender resignation in the government-owned companies or organisations in Nigeria through perceptions on the employees.

From an epistemological perspective, evidence showed that researcher that explored realism intended to identify facts from different angles or perception on those involved in the study as espoused by Johnson et, al (2007). Thus, the approach with which data are collected under the realism concept seemed to be accepted generally in case materials with the aim of using qualitative data while analysing information collected at the point of interviewing participants besides surveillance which focus on proper evaluation on the public sector that were conducted (Perry et al.,1999). Therefore, it is worthy of conducting this research study.

From the preliminary literature review, research identified employees' commitment as a driver for positive organisational outcomes (Gu & Siu, 2009; Leroy, Palanski, & Simons, 2012; Stum, 2001). Therefore, it is worth noting at this juncture that links on workers' obligations as well as intention to resign from the employment is worthy of investigating. Also, situations of participants and their locations as espoused by M. Easterby-Smith, Thorpe, and Jackson (2012) may influence the way they perceive the phenomenon. Hence, a single reality may not be determined.

Based on the above, the philosophical position taken is one of social constructivism which has been accepted through discourse as well as the questions posed to the participants as these participants have many truths because these participants shared their understandings and self-created facts of employees' commitment in the Nigerian public sectors of their social

worlds as espoused by A. Cohen (2009) and Denzin and Lincoln (2011). Therefore, the ontological perspective is to explore these participants' realities and to produce knowledge reflective of these realities. For this reason, the thesis used a qualitative, interpretivist as well as critical approach in order to draw understanding and explanation of the meaning of employees' commitment and turnover intention within the public sectors in Nigeria (Easterby-Smith et al., 2012; Erickson, 2011).

3.2.1. Research Approach

Hashimov (2015) noted that having rich conversations with meaning as well as collecting and interpreting experiences to find meaning is a key feature of how qualitative research is carried out. Denzin and Lincoln (2011) supported this contention. On this basis, therefore, this study aims to focus on how participants' experiences and understanding are created within the societal understanding construct, rather than attempting to ascertain meaning in terms of quantity, amount, intensity, frequency or otherwise as espoused by Denzin and Lincoln (2011) and Erickson (2011). All indications demonstrate that a qualitative approach is the most appropriate to the study of employees' commitment within the Nigerian public sectors and the most likely to assist in interpretation of understanding the data obtained for this study (Bell & Bryman, 2007).

3.3 Study Design

3.3.1 The Nigeria Public Sector Context

Yin (2003) indicated the import of an *investigation plan* encompassing and investigation question which can be explained from analysing the information gathered during interviews and during the analyses, thus assisting in making sense of the data. Furthermore, B. Saunders et al. (2018) suggested that a study design ought to be an integral part of theories of strategy and approach of research.. Thus, this study design is based on case materials which are then integrated into collected data of reliable origin, allowing us to make sense of what we have learned. Wilson and Woodside (2003) and Yin (2003) have also stressed the significance of case material in this type of study, especially as an appropriate way to obtain and analyse data related to the current matters of day-to-day life. Based on this investigation's intention to examine employees' obligations in the Nigerian public sector, this type of study plan appears

appropriate. Furthermore, there is overwhelming evidence to indicate that making use of case materials undoubtedly offers an in-depth explanation of the analysed and evaluated data that were analysed and evaluated.

3.3.2 Snow-balling approach

I indicated in the foregoing paragraph that case study would be used in this study. At the initial stage, I did not know where to turn to in order to find those who would participate in my research. I thought that a snow-ball approach would help provide answers and also assist me in gaining admission to interviewees, to provide answers. Support for this line of reasoning can be drawn from the position asserted by Cohen et al (2019) who stressed that the snow-balling method would help to acquire additional participants with the relevant characteristics quickly.

I approached a friend of mine who works in the public sector in Nigeria. This individual became the first participant and he helped me in meeting four (4) other of his colleagues who also work in the public sector in Nigeria. As indicated by Cohen et al (2019) creating the first contact via the means of introduction is crucial in the snow-balling method because it takes away any element of unfamiliarity that may impede effective interviewing. I managed to secure positive responses to participate from three out of the four contacts that I was introduced to initially; only one of the four potential participants did not respond. However, after a couple of e-mail messages, I managed to get the approval of all the participants to take part in my research investigation and these potential participants, being workers in the public sector in Nigeria, assisted me in convincing similar workers of more than 5 years' experience to take part in my research investigation. As a matter of fact, these individuals helped me to get four (4) of their colleagues to take part in my pilot study which were conducted among nine (9) workers in the public sector in Nigeria.

I was initially concerned about the numbers of the interviews to be carried out because I was worried about the small amount of the sample in my study. At the initial stage, I did not yet understand how many interviews would be sufficient. As such, I went back to undertake some literature studies and I realised that numbers required varied in the studies. However, what seemed important is that such studies must satisfy the aims of the studies. For example, Tella, Ayeni and Popoola (2017) interviewed twenty-six public sector employees in Nigeria; Odesola and Obadan (2018) interviewed twenty-one participants in the public sector in

Nigeria; Adebayo (2010) conducted twelve participants in the public sector in Nigeria. Having determined a sufficient number of interviewees for my study, I then drew an end to it. T Guest et al (2016) hinted that the significance of gained information could potentially undermine its importance as well as values. Thus, I decided to use simple random sampling where every member of the population has an equal chance of being selected. Having decided that the simple random sampling technique should be used for this study, I did not hesitate to go ahead with this sample type, confident that it would offer me the chance or opportunity to give me the chance to interview public sector employees in Nigeria. On that note, I decided to stick to twenty-one participants for my study.

3.3.3 Inductive approach

The exploration of literature has shown that there are two (2) approaches to research investigations in general, which are deductive and inductive. Support for this claim can be drawn from Easterby-Smith; Creswell, 2007; Cameron and Price, 2009 who stressed extensively on the existence of the two approaches in research. While Saunders et al (2007) indicated that the deductive approach on one hand means examining the model, while on the other hand, inductive research focuses on how information is processed and explained with the main intention of creating a concept.

Thus, evidence has shown that the inductive approach is potentially more useful in administrative matters (Price and Cameron, 2009) on one hand, while Gummesson' (2000) accentuated the importance of the concept of inductive approach as the best way to get results when it comes to exploring human' understanding, perception and interpretations of an issue or problem. In their own submissions, M. T. Easterby-Smith and Thorpe (2002) said that the inductive approach predominately stressed on the significance of qualitative data as well as its triangulation as a means of investigating the differences of interviewees' perceptions or viewpoints. Thus, based on this study aim which seeks understanding of employees' commitment in public sectors, thus, exploring case materials in connection with inductive approach system seem more desirable. In addition, appropriate use of qualitative data as well as analyses are perceived as the most appropriate besides being the preferred methods that are used in this study.

3. 3.4 Selecting the participants

While endeavouring to provide answer to the research questions, it was important to identify participants who meet certain criteria. First, it required that participants in this study must be public sector employees within the Nigerian States. Secondly, it was necessary that participants must have been employed within the public sector for more than 5 years in order to determine whether such employees' commitment and turnover intention. Also, employees who have worked in the organisation overtime may have more understanding of the culture and climate of the organisation.

Furthermore, participants were drawn from a number of major public sector services across the nation (Nigeria) to ensure that this study is viable and that it is not sectional and that it covers almost all the public sectors in Nigeria. To achieve this, interviewees were 'sourced' from government-owned parastatals such as Lagos State at Ministry of Works & Housing because it has a working population of public service employees of more than 250, 000 (to represent public sectors in the western part of Nigeria). Participant were drawn from the Ministry of Public Health Management- Abuja the capital of Nigeria because it has more than 750,000 public service employees as well. Participants were also chosen from some few public service parastatals in Rivers States, Awa-Ibo, and Bayelsa States working in the Ministry of Local Government in each of the States in order to cover the Southern States in Nigeria. There were also respondents from public sector organisations in Sokoto State and Kaduna State as well as Borno State in order to cover the Northern parts.

3. 3.5 Pilot exercise

The pilot phase of interview occurred between June 2017 and October 2018. Every participant involved at this stage was based in Lagos which was one of the reasons why it was essential for the study to be conducted on a large scale rather than the pilot stage which was centred on a particular area of the country (Nigeria). The pilot exercise provided further insight into the interview protocol and helped to refine the interview questions to ensure that participants understand the questions being asked.

3.3.6 Approach to interviews

The researcher assured participants that the data collected in these interviews was strictly for academic purposes and that it would be kept safe, their privacy respected in line with GDPR. Consent was obtained from the interviewees for the sessions, which lasted between sixty to ninety minutes and each participant willingly took part in the interview session.

When the interview meetings began, I endeavoured to give explanation on the nature, scope and drive for the research examination. I got each of the participants to sign a consent form and I indicated to the participants that they have right to withdraw their participation. All of the question sessions ran for about an hour and half and each participant willingly took part in the interview session.

I made sure that the first five questions posed to the participants were closed questions which aimed at capturing the number of years of their service, their state of origin, their academic qualifications, and sexual orientations. These various questions were considered in order to establish the participants' profiles and know on how to comfortably interact with the participants.

The interview's main question was developed from the theme of my research which employees' commitment is. The approach was based on open questions intended to enable the participants to speak freely which made the participants respond deeply about their experience and understanding of the concept of employee commitment. For example, I posed questions about employee commitment and how it had affected their sense of professionalism as well as their-daily activities. The original list of twelve questions later gained an additional two questions to explore issues of commitment within the public sector in Nigeria. I used prompts as aids to some of the questions posed.

However, before the commencement of the interviewees, I asked the interviewees whether they understood concept of employees' commitment. I considered asking whether the participants understood the meaning of employees' commitment because the essence of the interview sessions would be based on the concept of employees' commitment, thus, the need for the participants to understand cannot be overemphasised. For that reason, I defined employees' commitment as the loyalty that the workers possessed towards organisations

(Paoline III, Lambert, Hogan, & Keena, 2018). I also provided examples of how employees' commitment works in organisational contexts.

I devised a pre-structured approach to the interviewing sessions while I excluded discussions that were not very important from the interview content. By deploying this device, I was able to ask the participants in more detail about areas that were not covered in the definition provided and also gave participants the chance to insert and integrate other aspects of their experiences or understanding. Despite my efforts in this area, I still noticed that there were one or two questions that the participants did not understand and as such I had to take time to re-phrase them. For example, question nine asked whether **commitment pays in the public sector**. I noticed that a large number of the participants did not really understand what was meant by this question. Therefore, I re-phrased the question in order to pave the way for clarification on what I meant for the participant to answer comprehensively. I went on to indicate in the re-phrasing question that what I meant for the participants to tell me in their responses was whether being committed has any reward or benefit at all. Once this clarification was provided, the participants were able to give appropriate responses based on their experiences and understanding.

My intention and approach to the interview was to make it interesting, and to create a platform for free-willed conversation. In order to accomplish these engaging and conversational platforms, I made all the participants understand that I was an active participant in the discussion. This perspective becomes necessary because, as espoused by Brinkmann (2014), the process of data collection for research purpose is not merely a discussion among friends due to fact that 'the interviewer dictates the terms and conditions of the interview session by providing explanation regarding the themes as well as making sure that the responses provided are written or recorded by the interviewer who is meant to be in control of the interview session. Despite this, I tried as much as possible to limit my control of the interview because I had indicated to the participants that they were free to express themselves within the context of the questions posed and that they had every right to terminate the interview if they wished.

Support for this line of reasoning can be drawn from the position asserted by Brinkmann (2014) where the author stressed that the session (*interview*) may be tense, adding further that deep interview seemed unique, mostly annoying skill where the person conducting the interview intends to ask further questions from the participants which the interviewer could not

easily interpret because the session may seem like a discussion among friends and be able to make real sense of such responses which aims to essentially probe the responses that participants give.

I was quite happy with the progression of the interview sessions, most especially with the semi-structured format because it gave me the opportunity to get the participants to provide in-depth explanation and understanding of their knowledge of employees' commitment and also enabled me to probe further for clarification where needed. This non-interference approach in the participants' responses meant that I had little or no control of the interviewees' answers, attempting as I was to allow the participants to freely express themselves on the subject-matter. I avoided leading questions because as espoused by Hoare, Buetow, Mills, and Francis (2013) the one conducting the interview are often warned on not asking leading questions no matter how small such leading question may be. Despite this, I sometimes interrupted the interview sessions so that clarity on the questions posed can be understood from the answers provided by the participants. This is to buttress the assertion made by scholars where they stressed that it may sometimes be okay to interject the interview session if need be in order that the interviewees may be put on track on the enquiries that are sought by the interviewer. (Easterby-Smith et al., 2012).

On one hand, however, I found merely paying attention and not interfering a difficult task as the need to lend support and improve understanding was more challenging than it sounded probably because one way of establishing good communication and trust with participants is demonstrating some level of empathy as supported by Easterby-Smith et al. (2012). However, that need for the one conducting the interview to just listen and not endeavour to assist may be tough as there is the likelihood of body language alteration from time to time while the interviewee is providing explanation to the question posed as indicated by M. Easterby-Smith et al. (2012). Thus, I have had to review and reflect on the first four interviews sessions, and such helped me to adjust my interview approach to allowing the participants to express themselves freely without interference.

3.3.7 Interview questions

All the following interview questions below were asked to interviewees that were ‘pulled’ from employees at the government-owned companies or organisations in Nigeria. See sample transcript in Appendix E.

1. Do you see yourself staying with your current organisation for your entire career? Why or why not?
2. Do you stay at your current position because of a feeling of obligation? Why or why not?
3. What do you understand by commitment?
4. How do you feel about employee loyalty?
5. Why did you choose the public sector over the private sector for employment?
6. What are the factors that influence your commitment most? Why?

3.3.8 Participant profiles

The table below provides a description of those that took part in this research investigation. Thus, twenty-one (21) workers at different government-owned companies or organisations in Nigeria were involved. The participants work in the following public sector organisations: ministry of local government affairs, ministry of public health management which is made up of public hospitals, police department, ministry of population and statistics, passport office and immigration department, ministry of finance, customs and excise department, ministry of environments, sports and leisure commission, ministry of justice which is made up of magistrate, high and court of appeal, ministry of town planning and approval which is made up of approvals and land registry, ministry of transport, tax office, the government agency that regulates foods and drugs known as (NAFDAC), as well as the government body that regulates financial misappropriation known as (EFCC) coupled with the government body that regulates drugs known as (NDLEA), ministry for education which is made up of public schools and learning institutes, office of the national youth service corps (NYSC) and licensing office for cars, shops and alcoholic permits.

Table 2-Participants description

Participant	State of Origin	Number of years in service	Role at work	Qualification
P1	Lagos State	20 years	Tax Officer	BSc
P2	Oyo State	20 years	Nurse	BSc
P3	Kaduna State	20 years	Finance Officer	BSc
P4	Ogun State	20 years	Admin Officer	BSc
P5	Lagos State	10 years	Procurement officer	BSc
P6	Kogi State	10 years	Admin Officer	HND
P7	Kwara State	10 years	Admin Officer	BSc
P8	Sokoto State	5 years	Tax Officer	HND
P9	Adamawa State	5 years	Admin Officer	BSc
P10	Kano State	12 years	Nurse	BSc
P11	River State	18 years	Nurse	BSc
P12	Akwa Ibom	20 years	Senior Admin	BSc
P13	Ekiti State	12 years	Tax Officer	HND
P14	Lagos State	11 years	Tax Officer	HND
P15	Oyo State	18 years	Senior Admin	BSc
P16	Kaduna State	20 years	Senior Admin	HND
P17	Bayelsa State	17 years	Tax Officer	HND
P18	Kano State	12 years	Nurse	BSc
P19	River State	18 years	Nurse	BSc
P20	Akwa Ibom	20 years	Senior Admin	BSc
P21	Ekiti State	12 years	Tax Officer	HND

3.4 Transcription and Data Analysis

3.4.1 Data analysis

Recorded interviews were carefully transcribed. In transcribing the materials, each participant was given a pseudonym to protect identifying information. Information from each transcript was coded. Bernard and Bernard (2013) suggested that codifying data was appropriate in this context because it was deemed a better approach to managing the data. Categorization of coding was made from the research themes of employees' commitment, turnover intention, and cultural issues. Furthermore, sub-categories and themes were created to fine-tune the coding and allow for deeper understanding.

Richards, Killian, Graber, and Kern (2019) indicated that the stage at which researchers scrutinise each transcript in detail for main theme and identifying, categorising topics that were contained in the transcript which seeks at providing understanding of the information that were collected during the interview stage because different range of information were outlined on the basis of the information that were collected. Thus, after painstakingly coding just a couple of the transcripts manually, the researcher realised the difficulties involved in tracking all the categories as well as sub-categories of the data. This led to the decision to provide software. NVivo 12 (which is qualitative data analysis software) was useful about management of data, such as classifying, arranging, and sorting out the data.

When I began my transcription, I realised that it was taking longer to get it done than I had anticipated. For example, it took me almost two (2) hours to transcribe just a twenty-minute interview recording. This claim can be supported by the assertion made by Dunleavy (2013) who indicated that the decoding the information would take about 6 hours to start and complete for each participant on the recording made for this study. Realising the Herculean task involved in transcribing, I had to ask for help from my wife who is a stenographer by training, who agreed to help me from time to time in the course of transcribing my interview recordings. As a result of the assistance rendered by my wife, the need to constantly review the work becomes exigent with actual the actual tapes that were recorded in order to make sure that there were no mistakes on the transcripts, I made sure that anonymity was maintained so as to keep these interviewees' identities protected in line with confidentiality agreement that I had initially signed with the participants in this research study. I then had to send the transcripts to the respective participants for confirmation of the contents of the recordings, its correctness and

truth and for further comment as far as the recording was concern. Thus, all the participants acknowledged receiving the transcripts and after a while got back to me to confirm the accuracy and authenticity of the transcripts as being perfect reflection of the actual recordings that were made initially.

Thus, when I had received the transcripts from the participants, I made sure that they were perfectly in order and that the contents were not different from the actual recordings that were captured on the audiotape. I listened to the recordings again and again in order to make sure that the contents were exactly what were on the transcripts. After analysing the transcripts and the audiotape recordings of the participants, I noticed a number of things worthy of highlighting. For example, while interviewing P10, this participant happened to be a woman and the interview session had been slated for 4:00 pm and while the interview was going on, I noticed that this particular participant was nervous as she kept looking at her wrist watch and eager to rush through the interview session and at one point, I had to pause the interview recording and asked her what the matter was, she then told me that as a married woman, she must be at work within a certain time, considering the depth of traffic congestion that are often experienced in Abuja, coupled with the fact that as a Muslim woman, her culture required her not to stay out late at night.

Also, during the interview session of participant P15, the interviewee looked unhappy and somewhat worried. When I noticed this, I asked for the audiotape to be paused as I needed to know whether it was worth carrying on with the interview or not. It was at that point that the participant informed me that his father was admitted to the hospital that every morning and that he was worried about his father's health. Based on the information given to me, I had a feeling that it might not be possible to get this participant to give me in-depth and insightful perspectives under these circumstances. Thus, I had to ask for the interview session to be rescheduled for another day and the participant agreed. When we met on this rescheduled date, I encountered a vibrant participant who gave his best and I found the contents of what he discussed with me to be very in-depth and 'rich'.

In addition, the interview session of P 20, it was scheduled for Friday between 1:00 pm but I realised that while I had been in the office where the interview was meant to held, I had arrived at the venue almost an hour earlier and I realised that this participant was nowhere to be found, I was worried as I had pre-arranged this session only a few days earlier but the participant showed up at the venue of the interview 2 hours after the scheduled time.

When asked, this participant apologised for turning up late and indicated to me that it was a Friday afternoon and that he had to go for the traditional Muslim Jumaat Prayer. I asked him if it was okay to still carry on with the interview and he indicated to me that it was perfectly okay to carry on because according to him, he had forgotten that that appointment falls on a Friday noon when the Jumaat Prayers are normally held and that as a devout Muslim, he must be there to pray in line with the Muslim traditions. So, the interview went on but affected my whole activity for that day, luckily, I had no other interview slated for that day as I knew the unpredictable environment that I was working in. This is also why I never agreed to interview more than one participant per day.

Being able to observe my environment and the participants' body language helped me tremendously in enriching my data collection. For example, during the interview sessions, I noticed that when one of the participants knew that his direct line manager knew that he was to be interviewed, his body language changed to that of someone who was not willing to take part in the interview. When I realised that situation, I asked this unwilling interviewee who had initially given his consent to see me in camera. I asked him what has happened and he informed me privately that he did not want his boss to know that he had agreed to take part in the interview because, according to him, what he had to say, had a lot to do with the manager. Thus, his interview session had to be rearranged for another day. Even while he was being interviewed on the other day that was agreed on, this participant made sure that the office door was closed, and he repeatedly checked to make sure that no one could hear his responses to the questions that he was posed. When the interview session concluded, he asked me to make sure that the confidentiality and anonymity causes are kept, and he was reassured that none of such would be breached.

3.4.2 Theorization and Data Summarization.

At every summarization of both the sub-categorization and categorization of the data, it is evident that employee commitment is critical within the public sector in Nigeria but seem lacking in view of the data analysed so far. The summary of the data collected seemed to be stressing on what the participants identified as 'massive corruption' within the public sector in Nigeria that seemed to be affecting the employees' commitment levels. This appeared to be a major finding noted in the analysis of the data collected from this research. In

addition, apart from corruption within the public sector, another finding identified based on data analysis is the notion held by the employees with the Nigerian public sector that government's business is no man's business. Thus, the impact of this finding appears to be at the centre of non-commitment among employees in the Nigerian public sector as no one sees the need to remain committed to the sector.

As a consequence of this non-commitment, the research had to make use of the conceptual framework theory because it guides the presentation of findings. The conceptual framework was premised on self-determination model as well as the three (3) component theoretical framework. This framework also highlighted impacts of an organisation's culture as well as the national philosophy.

3.4.3 Critical application of conceptual framework

So as to make sense of the information collected, the interviewer has provided means of rationalising the experiences espoused by the participants. The interviewer took careful looks at how the participants had responded in narrating their experiences and understanding of commitment and how these participants have reconstructed their commitment or lack of it within the public sector and how it had been positioned in the public sector service. This has led me to position these participants' experiences and understanding as interpretive structures on which the researcher placed on order and understanding by evaluating the conceptual framework in detail. In order to make sense of the data collected; I have placed an emphasis on the conceptual framework theory for the following reasons. First of all, as one of Nigerian extraction, all the participants felt comfortable to address the issue of commitment with me believing that the researcher was one of them. This made the subject matter (commitment in the public sector) much easier to talk about with me rather than if the subject-matter were to be discussed with someone not of Nigerian extraction.

Second, the expression of lack of commitment espoused by the participants appears to be a central aspect of these findings. In view of this, the researcher has had to discuss commitment within the public sector workers in Nigeria so that these employees would explain how well their understanding and experiences could be understood within the public sector services in Nigeria. Thus, this study has unearthed not just how commitment within the public sector is lacking but it has also revealed other aspects and hidden components of how non-

committal employees have stayed in the public sector despite their lack of commitment (embezzlement among employees within the public sector in Nigeria being one factor).

Third, this paper seemed both explored and analysed workers' experiences of employees' commitment within the public sector in Nigeria through their stories. The researcher used the conceptual framework principle of story-telling as the basis for bringing to life the participants' understanding and experiences and in naming their reality as espoused by Morrison, Robbins, and Rose (2008) and Ladson-Billings (2010). Above all, the researcher placed the participants' understanding and experiences within the critique of commitment's policies and practices and endeavour to contextualise it as the basis in which the participants' understanding and experiences were located as established in the results deduced from the literature framework. This includes my interpretation of the understanding of the subject-matter (employees' commitment) and used in deducing understanding of participants' knowledge as well as experiences in information analysed.

3.5 Reflexivity

Explaining Blackman, Phillips, and Sah (2019) stated that it is a method which enables researchers to understand areas of difficulty pertaining to these participants' involvement in the study and activity. However, that this study uses a qualitative approach and the researcher found it challenging to separate their own experiences from the findings of the investigation. With hindsight, reviewing the evidence of the study as well as the various issues surrounding the participants and the environment in which the interview took place, the researcher has arrived at a better understanding as espoused by Blackman et al. (2019) who stressed the need to take into consideration those important aspects of research study.

The researcher developed a more rigorous written awareness of the research process, fostering their awareness of the need to be accountable and unambiguous, maintaining the honesty and credibility of the research work. To enhance transparency and accountability, the researcher has had to consistently remember the various experiences witnessed during the interview sessions. Furthermore, the researcher has had to discuss the experiences with the supervisory team. Also, the researcher sought feedback from workshops and conferences and had the opportunities to have such experiences and understanding opened up for discussions, comments, suggestions and critical evaluations by colleagues, senior academics as well as

managers and entrepreneurs.

Identity and positionality

At the start of this study about three (3) years ago, I believed strongly in my ability as one who possesses a Human Resource Management (HRM) background working experience as HR Manager with a Master's Degree in Human Resource Management & Organisational Behaviours (HRMOB) that I was in an advantageous position to undertake this research study. Also, as one with many years of experience in Human Resource Management Practice and the public sector, it was much easier for me to connect with the participants. These qualities allowed me to see myself as an insider just like the participants who agreed to take part in this research study. Therefore, I put on the status of a public sector employee myself who has had to work with fellow public sector employees in my research study who now would be listening to these public sector employees' perceptions on employees' commitment within the public sector in Nigeria. This insider's knowledge offered me the opportunity to see myself as one who was championing the voices of these public sector employees and at the same time, one who would provide additional understanding and knowledge based on their experiences where necessary. As stressed by Creswell (2019:9): Researchers should position themselves in the research in order to acknowledge how their interpretation flows from their personal, cultural and historical experiences.

As one with a sound background in Human Resource Management and an employee in the public sector myself, I had a feeling that I was in a better position to understand the participants understanding and experiences as well as their struggle with the public sector as it can be argued that I possess similar experience and understanding with the participants. Nevertheless, my understanding and experiences did not mean that it would be easier for me to communicate and understand with the public sector employees in Nigeria who perceived me as a different public sector employee and Nigeria because I am a Diaspora who knows nothing about what the public sector employees are facing in this country (Nigeria). For example, I encountered challenges with P 5 and P 6 who initially were not so keen on opening up to my first two questions because I had a strong feeling that these participants saw me as one who worked for the Nigerian Government despite the fact that I had my University's identification tag around my neck. I had to pause the interview and showed these participants my International Travelling Documents before they were

able to openly respond to my questions in earnest. During this same interview session, P 6 seemed uninterested as he was seen drumming his fingers on the table as if to say that ‘I would not just say anything incriminating to you...’

Furthermore, P 17 kept me waiting for more than 2 hours and when he showed up, he didn’t offer me any explanation, other than to say that ‘this is Lagos’. I was quick to realise that I was not to be treated with any special courtesy as one of the participants had called me up hours before the interview to ask me whether I would give them what he referred to as ‘red pepper’ – a local terminology for a bribe. I had to explain to this participant that due to ethical reasons, I am not allowed to pay participants any bribe; otherwise, the integrity of my research would be undermined and worthless. I had to plead and appeal to this participant to understand the significance of my research study and the implication that red-pepper may have on my three (3) years study before he could agree to participate in the interview session. On the other hand, however, I had other participants who appeared to have understood the significance of my research study and complied and cooperated with me all through the interview session and never hesitated to speak when questioned. For example, P 18 and P 19 asked me to let them know if I had any challenges with those participants that they had introduced to me in this study and that if there was anything that they could do in order to help me with participants who seemed to be troubling me but I indicated to them that I would let them know if I needed any such assistance as I have not had issues with the participants so far, despite the fact that I had, because I believed that if I informed them of what I had been asked, such may impede the continuation of my data collection. Thus, all these different perspectives enabled me to have in-depth understanding on how to approach my study most especially in the area of data collection.

Establishing relationship with the participants.

I believed strongly that it was germane to develop strong relationship with the participants in order to maximise the extraction of information from them. Therefore, while conducting interviews for my study, I saw the need to demonstrate a high level of competence as an academic researcher and an interviewer to the participants while simultaneously demonstrating my understanding and experiences as a public sector employee. From these participants’ body language, I was able to deduce that a significant number of them appeared

not to have been interviewed before on matters relating to their work. Thus, I felt the need to make the participants feel comfortable with me during the interview session. For example, as I indicated earlier, I noticed that P 5 and P 6 were sceptical of me and seemed not too keen on opening up for me on the questions posed to them. Nevertheless, I equally felt it was important for me to not appear to exert too much influence on these participants as I did not want to be at the centre of what these participants had to say to me despite the fact that I intended to have close rapport and relationship with these participants. Thus, I deliberately distanced myself from having to talk or draw conclusions for the participants. For example, I had agreed to an interview session with a participant (a female). I had observed her keenness and determination to discuss the issue of employees' commitment with me; for example, she was one of the few participants who would e-mail me to remind me of 'our agreed date'. However, a day before the interview as I always did with all the participants, I rang her to remind her but her phone was switched off and I was unable to reach out to her throughout that day. On the agreed date of the interview, I made my way to her office where the interview session was meant to take place. I met her colleagues who told me that she had not turned up for work for a while. I waited all day and I did not hear from her, so I left depressed and dejected and I was wondering why she could have disappointed me without even bothering to write to let me know that she was not going to grant me the interview as agreed. So, I contacted another participant to introduce to me a replacement and I got help in that manner. However, a week later precisely, I received a call from the participant who had disappointed me. She told me that she had suffered a loss, that her daughter had died few days before the scheduled interview. She went on to tell me that her daughter died because she could not pay for medicine which was valued at £10=00 equivalent and wondered if there could ever be commitment in the public sector. She stressed further that her daughter died in a public hospital- which she referred to as General Hospital and that the employees in that hospital had asked her to get medications valued at £10=00 equivalent. Because no one in that hospital was willing to help her without being given a 'bribe' her daughter died, coupled with the fact that she as a public sector employee who had not been paid for over six (6) months, she rhetorically asked me how could she ever be committed to the public sector in this country (Nigeria). I empathised with her but felt helpless at the same time. Thus, I began to wonder in my mind how honestly an employee would be expected to remain committed truly. This kind of situation helped me to establish good relationship with the participants and at the same time offered me the chance to extract relevant and insightful information from the participants.

Support for the claim made in the previous paragraph can be drawn from the assertion made by Brinkmann and Kvale (2019), who stressed that if the context is not aligned in a way that is fitting for both the interviewer and the interviewee, then such can lead to a lack of reciprocity, stressing further that the key factors within the context are the interviewer and the interviewee. Thus, I had to make sure that there were a significant number of similarities between these participants and myself as the researcher as supported in the submissions made by Johnson-Bailey (2019) who highlighted the importance of strong bond between the interviewer and the interviewee as the basis of building strong relationship and creating opportunity to work better. Nevertheless, there were times when I had to cancel the scheduled interview date and time due to a lack of cooperation between the interviewee and me- the interviewer. Situations leading to the cancellation of interview sessions could doubtless be described as what Brinkmann and Kvale (2019) referred to as disconnection, which is made up of lateness for interview sessions by the participants, fear of being over heard by other colleagues of the participants and other personal matters affecting the participants that may impede the interview sessions that would be highlighted in the sessions below.

Unnecessary or uncomfortable power show/ shift/dynamics

As a Nigerian myself, I am aware of the importance of power among Nigerians. This situation showed on more than four (4) occasions with some participants especially those who are at a more senior level within the public sector. For example, I was kept waiting for hours by one particular participant and when this participant showed up, he provided no explanation whatsoever for his lateness. As if coming into the interview session late was not enough, I recognised that he had hostile body language. Realising all of this, I felt that the most appropriate thing to do was to develop a friendly rapport with him and get him to trust me.

On another instance where I had arranged an interview session with a participant, after confirming the date and venue of the interview slot, the participant refused to see me at the scheduled time for my interview session as his secretary would not allowed me to meet with his boss to conduct the interview because according to this secretary, the boss had his girlfriend with him in the office and despite showing this secretary evidence that I had a pre-arranged session with this boss, I was not allowed to see this participant. I had to step out the office to call him from a business centre with a different number and as he answered the call, I reminded

him of my pre-arranged interview slot with him. I was surprised when he told me to reschedule the appointment for another date and time because he had someone with him at that time. As such, I had to reschedule this interview for another day.

Another type of power displays that I witnessed in the course of conducting interviews in Nigeria came when I went for my interview session at a public sector in Nigeria, precisely at the Ministry of Finance in Abuja, when I got to the venue, I introduced myself at the security post and showed evidence of my scheduled interview. The security man realising that I came from the United Kingdom asked me to fill a visitor's form and instructed me politely to sit down on the bench in his post, I sat down here for more than 30 minutes and as my time slot was drawing nearer, I went over to him again to remind him that time was of the essence because I had informed the participant (his boss) of a particular time but the security man ignored me and charged at me that the boss would let me know when he was ready to see me. Thus, I had to step out to ring the participant about my predicament that I had been waiting for over 45 minutes for him at the security post. It was at that point that he asked me to stay at the security post; a few minutes after, he sent his secretary to come and called me to his office where the interview took place.

Also, another power show happened at the Lagos City Council office where I had an appointment to meet and interview one of the participants who happened to be a senior officer within the public sector. I had arrived the venue 40 minutes before the arranged time and I informed the participant on my mobile phone that I was in the building and she told me to stay by her office corridor. I waited and continued to wait until the agreed time slot. When I knocked on her office door again to let her know that our time for the interview had come, she was on her mobile phone and indicated to me by a wave of hand that she was busy on the phone and as such I had to stay outside her office premises for another 45 minutes after our agreed time slot before he got someone to call me in for the interview. At that point, I was expecting her to apologise for keeping me outside for a little bit over 45 minutes, but no apology was offered to me at all. What I seemed to get from this entire episode was a display of superiority and sense of power show by this participant. I got the impression that this participant felt that she was helping me with my study and cared less if she had kept me waiting for hours or not. While this annoying situation was going on, I kept my cool and still went on to conduct the interview as agreed because I knew the importance of the interview session to my study.

In addition, another show of power dynamic that I witnessed or experienced happened on the day that I was to interview another senior personnel at the public sector. Having previously agreed on a time and venue for the interview session; I got to the venue 45 minutes before the agreed time and informed the participant on his mobile phone because he was said not to be in the office, and he told me that he was on his way to the office. Thus, he arrived the venue of his office premises 15 minutes before the agreed time slot, but he kept me waiting as he made me to realise that he had other engagements to attend to. As such, I was not seen by this participant until 35 minutes after the agreed time slot. I had to maintain my cool as I did not want anything that would jeopardise my study because I knew the significance of collecting the data via interview session.

Another instance of power show that is worth highlighting happened in Abuja with another participant. As usual, I arrived at the venue of the interview 30 minutes before the agreed time slot and I was told by his secretary that that day being a Friday that this participant would not arrive in his office until noon and that interview was scheduled for 10:00 am. So, I rang him from my mobile phone to remind him of our interview time, he responded by saying to me that he could not get to work until noon. This surprises me a lot because I kept thinking how anyone would agree to see me almost 2 hours after an agreed time for an interview that I had pre-booked some 3 months earlier and even sent a mail to remind this participant about the interview date and time. At no time, was I told that he would not be able to see me at the agreed time? In any case, I had to stay for 2 hours to get the interview granted because I felt that if I did not comply by this participant's instruction and what I can referred to as power show, I may not be able to this participant interviewed. So, I had to comply as I understood the importance of getting the interview done for my study. All-in-all, I have come to realise that in Nigeria, there is a strong display of power dynamics across the whole nation as every individual seems to demonstrate some degrees of importance where they can as demonstrate by the security officer at the venue of a senior participant who kept me waiting for hours. Also, I have come to understand that if one needs to get things done in Nigeria, one must be extremely submissive and set considerable time aside because 'power show' may creep in and what natural could have taken an hour may take 10 hours even when one seems submissive.

Reflections on power show within the Nigeria context as experienced during the data collection

It did not take me long to realise that I had no power in Nigeria especially as a research as I was quick to realise that participants could frustrate one's effort as a result of demonstrating their power influence over one. As I have deep understanding that these interview sessions were indispensable to the success of my study, I did not mind to wait and set aside any form of frustration that I encountered during those endless times that I have had to wait outside participants' corridors or stay at the security post for a participant who was not even informed of my arrival. Thus, it became clear to me that these participants possessed greater power influence over me- as the researcher as espoused by Easterby-Smith et al (2019); Brinkmann and Kvale (2019).

Despite the power influences used on me by these participants on a number of occasions; I knew quite well that I risked my interview sessions with these participants if they had any impression that I was angry, frustrated and resentful towards them in any way. Therefore, I had to suppress anything that could show that I was not happy with their disposition, since any combative attitude on my part may result to the interview session being cancelled or, if not cancelled outright, it could lead the inadequate information tendered or surrendered to me or worse still may lead to responses to my questions. Thus, in certain instances where I had noticed some levels of resentment from the participants, I had to make these participants trust me and stress that the interview session(s) were for the enhancement of understanding the importance of employees' commitment within the Nigerian public sector as a whole. Once I had stressed such degree of importance of the study to the public sector and most especially when I have come forward to these participants as one who could be trusted and in search of knowledge, I often used to notice a positive and willingness in their countenance or body language.

On the other side of the aisle, however, I experienced instances where some middle-ranked participants who exhibited a great sense of power as I noticed that these levels of participants were eager and willing to divulge information to me on the subject-matter. For example, one participant was ready for the interview to go ahead as soon as I arrived at the venue some 30 minutes earlier than I usually did. This participant not only gave me a rousing welcome, he also made me to feel comfortable and asked me immediately if I was willing for us to begin the interview. All-in-all, I found this participant to be very civil and humble and seemed to me

to be a patriot. In another instance, I had the opportunity to conduct an interview session with an employee who asked me to let her know if I needed help with those whom she had introduced me to.

The impact of being a father and husband in the course of conducting these interviews

While a considerable number of the participants accepted me as a doctoral candidate conducting a research study, I was quick to note that some connected with me as a father and husband who must provide for his family members at the same time. Thus, in the course of our discussion, a few participants emphasised that employees' commitment in a nation where corruption is high at all levels may be impossible to demonstrate. For example, some of the participants asked me how I would have reacted if I worked in Nigeria and I learnt that corruption rules the entire political class from the presidency down to the ordinary man who works in the public sector. This made the participants to develop great rapport with me and I also managed to develop some deep sense of meticulousness to the participants' responses. I noticed that realising that I was a father and a husband helped these participants to connect with me in a more detailed manner because they (participants) felt that I would be in a better position to understand where the need to make money must come first before the need to develop commitment for the public sector where no one cares what happens to the employees who are committed. Furthermore, a significant number of these males' participants stressed the need for them to meet the societal perception of masculinity, being the provider in any family unit and stressed how the society look down on males who do not have jobs. These participants were able to identify my role as a father and a husband who must meet his family's needs. Thus, I benefitted a lot from the perception of the participants of me being a father and a husband.

Another instance where I was recognised as a father and a husband came up when a particular participant, a female indicated to me that the concept of employees' commitment is not taken serious among employees in Nigeria because men usually consider family first in a patriarchal society like Nigeria. This female participant went on to give me a narrative of how her husband who works in the public sector had to compromise his commitment because he was not paid for months at work and bills were piling up. She stressed that her family was threatened with eviction and yet his work colleagues who were not committed were getting bribes for their jobs in the public sector.

Identification of culture of 'egunje' (corruption) even with the involvement of a friend of a friend (snowballing) in Nigeria.

The impact of snowballing in my study cannot be overemphasised because it was through this snowballing method that I was able to gain access to a considerable number of participants that data were collected from. However, an interest feature emerged. This is what is known locally amongst people in Nigeria as 'egunje system'- a metaphor for corruption. It is similar to what was described in the foregone paragraph where a participant asked if I was going to 'tear him with red-pepper'. 'Egunje' I later learnt is a system where one is expected to give something in return for something. At the initial stage when and where a friend introduced me to another friend, this new friend that I had been introduced to, would ask me for 'egunje' before taking part in the interview session. I normally would have to take days to tell this new friend of the ethical component of my research study which forbids money to be given before interview could be granted as such may impede the integrity of my study at the end of the day. This concept was so pertinent in virtually all aspects of the participants recommended by a friend of another friend. It took me so long to understand that it is a common practice in Nigeria that featured in the reasons given by the participants as to why commitment is low and non-existing in certain respect or areas.

Thus, in view of all that I had experienced while conducting interview for this study, I have come to realise one factor in Nigeria that nothing can ever be done without 'egunje' at every aspect of their day-to-day life. For example, I realised that even while moving from one point to the other and at every police check point, what was asked from the driver who was driving me was 'egunje' but the police officer at check point would add that 'egunje for pure water' would be of great help. Therefore, my time in Nigeria was so intriguing despite the various disappointment encountered by the participants I found my experience in the country (Nigeria) interesting and their culture regarding 'egunje' is something that has enhanced my understanding of what my data revealed.

Recognition as a Nigerian in Diaspora played significant role in data collection.

The fact that a significant number of the participants recognised me as a Nigerian in the Diaspora played important role in my study for these participants saw me as 'fellow Nigerian' and such helped me a lot because if the same study had been undertaken by a

non-Nigerian, I am quite sure that it might have been a different situation because it is evidence that Nigerians will miss not opportunity to exploit someone that is not one of them. For example, I noticed that foreign nationals that I had the chance to meet while I was in the country (Nigeria) were asked to give 'egunje' even before they were allowed to pass through basic police checks, not to talk of price extortion of commodities- where a product that were sold to me for the equivalent of £10=00 was sold to the foreign national for £50=00. In another instance, cab or Uber fare that would ordinarily have cost £20=00 equivalent for an indigene would have cost a foreign national nothing less than £70=00. This shows that access to data by virtue of my nationality is a major factor that helped me in no small measure to complete my study.

Also, I noticed that it would have fared slightly difficult if I were not a Nigeria by descent. This made me appreciate the importance of my nationality in a country where people from other countries may not be able to go through what I went through during the course of this study. Furthermore, those participants who worked in the educational sector seemed to recognise the importance of my study as a fellow Nigerian because those who work in this sector indicated to me that they (participants) knew how the findings that this study would revealed could help to enhance the growth of educational development and understanding the employees' commitment in the public sector. For example, a participant who worked in the educational public sector stressed that as a fellow Nigerian, he appreciated my efforts in conducting this study because he believed strongly that the long-term benefits would undoubtedly lead to better understanding of the employees' commitment in the public sector. In addition, another participant who also worked in the educational sector helped me a lot in getting some of his colleagues to participate in the interview session, he stated that he was so happy and impressed realising that this study was conducted by a fellow Nigerian. According to this participant, I will do anything humanly possible to support your study because I know that at the end of the day, the findings that would have been revealed as a result of this study would add significant value to the educational sector as well as improving understanding the importance of employees commitment in the public sector in Nigeria as there is a big gap in the knowledge and understanding of employees commitment in the public sector in Nigeria compared to the depth of knowledge and understanding in the private sector.

3.6 Ethical Considerations

The University of Bedfordshire's ethical considerations which permeate this research study. In collecting data that would revealed the participants' truths, understanding and experiences regarding obligations at government-owned companies or organisations in Nigeria, this thesis considered values and rights of the interviewees that have chosen to be interviewed as Cohen et al (2019) hinted about what and how the participants' values and rights. The process ensured that participants' interests were protected. Doing this required informed consent, confidentiality, the right to privacy and the need to ensure the accuracy in my research study as espoused by M. Easterby-Smith et al. (2012) who stressed on the needs for those areas to be respected and adhered to.

The researcher understood the significance of access to data and as such the need to be accepted seemed an indispensable component of this research study. Thus, I endeavoured to assert that I was genuinely a research student by sending evidence of my studentship to the participants. I requested and obtained clearance from the relevant department (Director of Research School) on ethical approval before I began the data collection. So, when the time came for the interview to be conducted, having written and gotten via e-mail the consents of the participants, I presented myself in a professional and responsible manner with my University's identity card won around my neck while conducting the interview at all time. As one that is well-informed on the subject-matter (employees' commitment) and taking into cognisance the sensitive of the environment and the participants as well. These steps were considered necessary because of my use of the snow-balling method, leading me to believe that any negative impression experienced, may affect and caused denial of other participants' consent as indicated by Cohen et al (2019) who stressed that negative experience witnessed by the interviewees would lead towards denial of further access to the other participants.

In of the interests of preserving my openness about my study, I made sure that consent was obtained from the participants for freely agreeing to take part as espoused by (M. Saunders et al., 2009). Having clearer understanding of my study enables the participants' responses to be of great value and lend detailed insights on the subject-matter. Therefore, I got written permission from the participants to make use of audio- recording devise to go ahead with the recording sessions of the interviews as indicated to interviewees who are free to bring the interview to an end at any time if they like.

Furthermore, I informed the participants of anonymity and stressed on this importance of confidentiality throughout this study and even went on to inform these participants recording would be ruined immediately when completing the study as indicated by (Bell & Bryman, 2007). Thus, I used codes to store the identity of the participants on my transcripts and made sure that anonymity was maintained throughout in line with the confidentiality clause that I had entered with these participants. As such, I made sure that I stored all the data collected (either soft and hard data) on my personal laptop and in my personal locker with secured passwords that were not known by no other person except myself (M. Saunders et al., 2009).

As I used interview technique which was recorded and transcribed; I saw the need to send the transcripts to all the participants to make sure that the transcripts were genuine reflections of what these participants had expressed and that nothing had been misinterpreted in any way shape or form. Lo and behold! All the participants confirmed the accuracy of the transcripts and did not bother to change anything at all in the transcripts. Thus, I did everything humanly possible to make sure that the interviewees shall be happy as well as their willingness to partake in these study sessions.

3.7 Integrity of the Data and the trustworthiness

There is evidence to indicate that in asserting trustworthiness and integrity in a social science study like this, the significance of criticality, authenticity and plausibility cannot be overemphasised. Support for this assertion can be drawn from Easterby-Smith et al (2012), who they stressed the prominence of having to fulfil authenticity, plausibility, and criticality in social science study. Thus, there is evidence to show that this study appeared to have demonstrated plausibility by highlighting the experiences of the employees in the public sector in Nigeria who have put in no less than five (5) years in the public sector where these participants have had the opportunities to express compassions, anger and frustration about employees' commitment in the public sector in Nigeria.

Due to the consequence in which the study was conducted, the interviewer has had to reflect in depth and reflexively on the issue(s) surrounding employees' commitment at the government-owned companies or organisations in Nigeria and how the conclusions changed my perception of the public sector workers and what goes on in the public sector in Nigeria. Also, according to the observations made by a significant number of the participants after the interview had been concluded, these participants indicated that the line of questioning about

issues concerning how and why they (participants) have chosen to remain within the public sector despite the fact that salaries have not been paid in months showed the depth and critical awareness about the subject matter that the researcher have developed or become cognisance of.

Supporting the importance of showing deep and critical understanding around the subject matter (employees' commitment), Easterby-Smith et al (2012) indicated that the import of valuable qualitative exploration should be opinionated, noting further that taking side with the powerless fellows of the community as well as organisation. This study has endeavoured to highlight the perspectives of the core employees within the public sector who have put in no less than five (5) years in service as such can be used to provide credibility and new knowledge of their realities. Thus, I have had to share emotional experiences with these participants as well as providing friendly relations. This has led to this study achieving a high level of rapport with the participants.

Authenticity was a concern when demonstrating to stakeholders that the investigator possessed deep knowledge as far as the research theme is concerned. Thus, having to review the literature again and again as well as taking part in in-depth interview session and familiarising with the participants as well as interpreting their stories seemed to have given the research an opportunity to develop better understanding of the study. All these variables have undoubtedly helped to contextualise the knowledge required to successfully carry on with this study.

Criticality on the other hand revolves around the need to ask investigator introspect at interrogating his/her expectations as espoused by Easterby-Smith et al (2012) where needs of investigator at looking inward to examine his/her own thought and emotions cannot be overemphasised. While subjectivity appears to be an indispensable component in qualitative research work like this study and considering my own philosophical stance, the researcher has had challenge and question a researcher's role through this process of this study consistently. However, the researcher equally endeavoured to deviate from injecting own personal biases on the analyses of the data collected. Thus, the researcher has had to send copies of the transcripts to all those who participated in the work so as to endorse the authenticity of contents for information contain therein. Furthermore, through reflexive, the researcher has had to endeavour to increase own study's transparency as well as its findings. This process has been followed up with regular reflective practices.

3.8 Summary

One indispensable component of this chapter is to illustrate the techniques required in collecting and analysing the data gathered in respect of this study. Thus, an outline of the research paradigm for this study which directs the researcher's view is positivism, constructivism or interpretation and pragmatism. Each of these will need to be categorised and examined by epistemology, ontology, and axiology. Simply put, while epistemology is defined as the source of justified knowledge, ontology is defined as the nature of reality and axiology refers to the state of value that can be added as a result contained in this investigation.

This study's approach which has been selected in this work is qualitative because it is deemed appropriate to study of employees' commitment within the Nigerian public sector through the interpretations and meanings connected with the data that had been collected from the research. Also, case material has been designed in this work because it will undoubtedly enable the most comprehensive examination for importance of workers' commitment at government-owned companies or organisations in Nigeria. For this reason, an inductive approach is tipped for this study because of its large usage in management research investigation. Also, evidence appeared to have shown that the inductive method emphasises on the effort linked into qualitative means of collecting information as well as the triangulation of different sources so as to conduct investigation on different types of interviewees' perceptions. Thus, since case study is preferred, the inductive approach seems more appropriate in understanding employees' commitment in the public sector in Nigeria.

While an initial pilot study was carried out a few years ago, the selection of those who took part in the study was based on lowest timescale of 5 years' work- experience at government-owned companies or organisations in Nigeria as well as a semi-structured interview technique was adopted with the possibility of further probing questions where clarification is required and notification was given to prospective participants in advance and their consent was sought. Furthermore, in order to capture data from across the country (Nigeria) a number of States of the federation were selected for the participants to come from in order to reflect and capture data from across the nation. Thus, six (6) main questions were posed during the data collection with the possibility of probing question aimed at clarifying issues where need be. Efforts were put in place to capture data and analysed without any distortion of the information tendered by the participants. Ethical considerations were also given to protect the participants' interests in all way possible. Essentially, the core point

highlighted in this paper seemed to give an outline of methodology that which would be used in this work which is qualitative data gathering.

It is evident from all indications that this chapter has managed to provide an outline of the key methodological concerns relating to management research. Thus, the significance of realism research paradigm which essentially is a philosophical approach that focuses on the notion that absolute mind-set that should be devoid of external interference defines humanity which also shows that meaning of the world exists through human personal experiences that have been discussed as well as examined in terms of its epistemology, ontology and methodology as espoused by Cameron and Price (2019); Sobh and Perry (2019). Furthermore, this chapter provided an analysis of case materials as well as investigation plan alongside on an inductive method which was measured as appropriate model in providing answers to question as espoused by Saunders et al, (2018); Wilson and Woodside (2019); Yin. (2019).

Furthermore, the collection of information through interview sessions seemed to be the proper approach as espoused by Cassell, Radcliffe, and Malik (2019). The rationale for this line of thinking can be linked to Yin's (2019) submission which showed that obtaining information in this manner would improve our understanding of workers' commitment in the public sector in Nigeria in the most effective manner. Also, this chapter has explored the ethical considerations of this study in order to ensure its transparency, trustworthiness and integrity of this study as espoused by Creswell (2017). Thus, having highlighted the methods used to collecting information for this thesis, the next chapter will present an overview of the findings.

Chapter four

4.1 Findings

4.2 Meaning of employee commitment:

Participants were asked if they were committed to their organisation. The response was unanimous:

'The word 'commitment' seems too elusive to use. I will not really like to use that term to describe my affiliation with this organisation because there is absolutely nothing in place to indicate that this organisation deserves that kind of engagement from me. Therefore, I would just like to say that I work for this organisation and not committed please' (Health officer)

Participants' responses to their level of commitment made it necessary to examine their understanding of the construct. The findings seemed completely different from the academic definitions of commitment (Machokoto, 2019; Meyer et al., 2018). Three subthemes were deduced to understand the rationale for participants' view of commitment.

Lacking a sense of ownership

Findings showed that participants had no sense of ownership of the organisations where they work:

'No one in this country is sincerely loyal to the organisation that they work for, especially those in the public sectors like me because there is a strong belief in this

country (Nigeria) that public sector is actually no one's business and that whether we are committed or loyal or not, the public sectors will still survive' (Medical officer)

Under normal circumstances, the general perception is that government work ought to be respected and taken seriously. Support for this assertion can be drawn from the explanation provided by Habib et al. (2018) who stressed that due to the bureaucratic nature of government work (public service), it is hoped that those who have been saddled with the responsibilities of working in the public sector would take it to heart. However, within the Nigerian context, findings seem to challenge the general understanding and meaning of what working for government parastatals stand for as espoused in the explanation provided by (Habib et al., 2018).

Commitment based on rewards

Participants' view of commitment relied mainly on the monetary value that they derived from the organisation:

'Please let me tell you in a clean and clear term that I am not committed to my work but that I am only committed to what I can gain from working in the organisation that I currently work at' (Tax officer)

The above explanation of commitment deviates from the conceptualisation in existing debates. Scholars such as Cheon and Reeve (2015) defined commitment as the level of enthusiasm an employee has towards their work. However, this definition differs from the perception of commitment within the Nigerian public sector investigated.

Commitment based on self-help

Participants seem to suggest that the management of public sector organisations seemed not to care. Thus, employees in the Nigerian public sector seems to have developed what can best be described as ‘self-help commitment’:

‘I am not committed because no one can get things done with commitment in this organisation and even in Nigeria as a whole. The only thing that can make me to be committed is if there is a good structure in place that will secure my well-being. Unfortunately, public sectors in this country appear not to care for its employees’
(Admin officer)

4.3 Three model components of commitment

4.3.1 Normative commitment

Participants did not see their employment contract as a reason to be committed to their organisation:

‘Let me clarify issues here, the fact that I have worked in this organisation for a long time does not necessarily mean that I am committed to the organisation’ (Tax officer)

This suggests that the length of service that employees put in the Nigeria public sector have nothing to do with their commitment level. Some literature suggests that employees would often remain in organisations for a longer period due to the commitment and loyalty that such employees may have developed with the organisations (Mullins, 2007). To understand why participants did not feel any sense of obligation to their organisation, they were probed further, and findings showed that participants felt obligated to work to fulfil societal requirements and family obligations.

Commitment based on societal view

While participants did not feel any sense of obligation to their organisation, their focus was more on how society views people who were not working. Some parts of the society consider men that do not work or provide for their families to be irresponsible, irrespective of why they are not working or unable to support their families.

'Working in the public sector is also a status thing in this country, there is a general understanding and belief that working in the public sector in Nigeria is a prestigious thing to do' (Tax officer)

In contrast to the perceptions of employees in the public sector in Nigeria, the public sector in other parts of the world such as in the United Kingdom is a sector that people are usually happy to work in because it is seen as helping to contribute to the development of the society and humanity (Mullins, 2007).

Commitment based on family needs

Participants also mentioned that their feeling of obligation to work was premised on the need to meet their family's needs:

'I prefer to work in the public sector as against working in the private sector because I have the opportunity to provide for members of my immediate family by sending my children to school and also being able to pay my house rent' (Admin officer)

The above responses suggest that employee moral obligation in the empirical context is placed on the family due to societal pressure (Makama, 2013).

4.3.2 Continuance commitment

Findings here suggest that participants' commitment was hinged mainly on the gains that they benefit from their organisation.

'Another reason that would make me cease to work in the public sector is if I won the lottery and then never have to ever work for the rest of my life, otherwise, nothing will make me stop because there are numerous benefits to be gained from working in the public sector in Nigeria' (Tax officer)

To understand the benefits gained, participants responses showed that there were benefits gained from regular business operation. These benefits were divided into two, organisation level benefits and society level benefits. Organisation level includes pay, position, pension, and job security.

Cost of leaving employment -pay

It was not surprising that pay was very important to the participants especially as they attributed commitment more to monetary reward.

'The belief that no matter what happens, at the end of the month, I will be paid some amount as salary is also another reason why I am working for this organisation and it has nothing to do with my commitment to this organisation' (Admin officer)

Cost of leaving employment -position

Findings also suggested that participants considered the cost of losing the position that they have attained in their organisation:

'I am proud to say, therefore, that my current position, as well as my job in the public sector in Nigeria, are what made me say that it is my pride, and these give me a feeling of obligation to continue to stay in the public sector in Nigeria' (Procurement officer)

The results of the findings are interesting, deviating as they do from the assertions of existing debates. While previous studies found that employees position increased their feeling of

obligation and commitment to their organisation (Lemons & Jones, 2001), this was not the case here. Participants were interested in getting promoted because of the benefit it has for their family and their status in society.

'My current position has a lot to do with the feeling of obligation because as the head of the family, I must provide for my immediate family members. Therefore, I will not be true to you if I say otherwise' (Senior Admin officer)

'The fact that in the society, I am being respected and valued as an important member of the society also gives me a sense of obligation in my current position as an employee in the public sector in Nigeria' (Finance officer)

Existing Social Exchange Theory suggests that position will result in a dyadic exchange (Cook et al., 2013; Davies & Gould-Williams, 2007). Cook et al. (2013) achievement proposal suggested that when one discovers they are balanced for their activities; they tend to go over the activity. This line of argument was not the case for participants in this study. Participants were striving for a higher position because of the status and more money that comes with it. Society's view strongly influenced the behaviour of employees (Pepple, 2020).

Cost of leaving employment -job security

Here participants considered the unemployment crises in the country as a reason for remaining in employment. For them, public sector employment is more secure. There is a general notion that public sector jobs are for life and most of the respondents tend to subscribe to this idea.

'Furthermore, fear of sudden retrenchment makes commitment to be non-existence because in this country and most especially among private sectors employees, there are no legislations that seem to protect employees' rights. Thus, the fear of being suddenly made redundant is why employees are not commitment' (Records officer)

Cost of leaving employment -private practice

The majority of the participants mentioned that they had established their own business while working in the public sector. This has helped them to supplement their salaries. The challenge here was that the participants seemed to be more committed to their own business than their employment. However, having a business and working was important to them:

'I cannot foresee any reason that will make me give up working in this organisation and it is not because of my commitment or loyalty to the organisation but because I can run my own business and I can also make some extra money one way or the other from working in this organisation' (Admin officer)

Cost of leaving employment -corrupt practices

Further findings on the continuance of commitment highlight the novelty of this research. The results showed that corrupt practices were not considered as wrongdoing. Participants considered the extra revenue generated from their workplace as a reason to remain in employment.

Corrupt practices- embezzlement

Here participants viewed the bribes received from the public as a fringe benefit. They also had no challenge explaining how funds meant for public programmes and project were embezzled and shared in the workplace. All the participants that took part in the data collection or interview session expressed corruption as the norm within the public sectors in Nigeria.

'I am working for this organisation is as a result of what I get to be shared from, like the monies that were meant to be used for infrastructural development which the senior level officers share among themselves and which subsequently trickle down to the lower cadre in this organisation' (Tax officer)

Corrupt practices-embezzlement benefits as self-help

The participants articulated the issue of inadequate minimum wages or non-implementation of minimum wages in the public sector as being of heightened sensitivity that has hindered employees' commitment.

'In the public sector, we (employees) are here to help ourselves because the government cares less about the employees in the public sector' (Admin officer)

Corrupt practices-bribes considered as generosity

Attempting to understand why participants were comfortable with taking bribes, they were asked why that was done. The findings here show that the culture of the country normalised bribery.

'I am loyal and committed to the money paid to me as an employee and the extra money that can be made while rendering service to members of the public that we are supposed to serve' (Procurement officer)

Based on the explanation provided by these participants, employees in the public sector in Nigeria seemed to have devised a strategy to replace inadequate minimum wages and the non-implementation of minimum wages that have been agreed upon by the employees in the public sector in Nigeria with proceeds from bribes and other illegitimate means. The strategy that has been substituted for inadequate wages or non-implementation is 'preying on the members of the public' whom these employees are supposed to serve. What this translates to is that these employees have opted to demand 'money' from members of the public that they are supposed to serve diligently.

Corrupt practices-embezzlement considered a national cake

As a result of the wider corruption in the government, participants considered their actions normal and getting what belongs to them:

'As a matter of fact, everyone in the public sector sees his/her position in the public sector as an opportunity to have a share of what we have come to describe as 'share of the national cake'. (Records officer)

These findings showed that a significant number of the participants viewed the public sector organisations in Nigeria as an opportunity to enrich themselves without regards to the impact their actions have on the organisation(s) as well as for the purpose for which the organisation was set up.

4. 3. 3 Affective commitment

Findings here highlight the importance of workplace relationships on participants' commitment and willingness to stay employed. Interestingly, the relationships mentioned were those that facilitated their corrupt practices in the workplace:

'Having access to some of the government's allocations for certain projects are usually embezzled by those at the top and in order not for the middle and junior officials not to whistle blow on them, we have a good relationship with the top and when such allocation is made, that money is shared by everyone in our office' (Admin officer)

Participants have also established relationships with members of the public that make it easy for them to collect bribes:

'I am currently working in an area that deals with members of the public and members of this public do give us money in order for them to get the services that this department provides, otherwise, such services, free though, may not be given to the members of the public' (Senior admin officer)

Following these findings regarding the normative, continuance and affective commitment, it was not surprising that participants in the context of this study did not consider salary an important aspect of motivation:

'I would like to tell you at this juncture that in our organisation, we have not been paid for well over 9 months, almost a year and in situation where our salaries are not paid, how on this planet earth do you expect us to be impressed not to even talk of committed? No one has been paid for months and things are not easy at all in this country (Nigeria).... But I still enjoy going to work because of the side deals' (Senior Admin officer)

Understanding employee commitment and turnover intention

Overall, participants expressed no intention to leave their organisation because of the laissez faire culture that promoted a lack of scrutiny and accountability

'Furthermore, if I am not able to be making as much money that I am currently making at my present place of work. Maybe, if there is the restoration of accountability from those who are at the top in organisations that belong to the government. Probably such may be the starting point that will make me not to want to work for this public sector organisation'. (Tax officer)

Findings also showed that participants considered the benefits of working in the private sector and the public sector. Their choice to remain in the public sector was because of the fringe benefits and lack of scrutiny in the public sector

'... besides, the public sector is devoid of serious accountability that the private sector often does have regularly. I chose the public sector to the private sector because I may not go to work for days in a week and still get paid my monthly salary without any

recourse whereas the private sector does not allow for such to happen due to the depth of scrutiny that takes place in the private sector' (Finance officer)

'Without any doubt, the fact that the public sector is not seriously scrutinised makes the public sector a good place to work' (Health officer)

Chapter five

5. Discussion

5.1 Introduction

Chapter three of this study addressed the vital methods and procedural concerns. The chapter provided insight into the different philosophical issues and the appropriate one for this study was discussed. The chapter also discussed various method and techniques of collecting information. This process of information gathering as well as the challenges encountered during the process was also explained.

In this chapter therefore, the study will discuss the findings that were gathered from information gathering and discuss a number of implications in these findings. This section will begin by examining the key findings in the study. This will be presented in themes. The themes included the entire issues covered in the interview process. The findings relate to employees' commitment within public sector organisation. The cases examined present detailed accounts of employees' commitment within public sector organisations in Nigeria. The cases suggest that employees have similar experience because of the socio-political and economic factors confronting them.

The advocates of privatisation, commercialisation and deregulations of the economy have always cited low productivity to support their claim (Buick, Blackman, O'Donnell, O'Flynn, & West, 2015). Hence, there is a need to understand the true causes of low productivity. Employee commitment stood out as a major factor influencing productivity in any organisation. Therefore, the next section will begin by revealing the themes that emerged during the study. Findings and analysis presented in this chapter is done in line with the purpose that this research identified in chapter one.

5.2 Main Theme: Meaning of Commitment

In determining the emerging themes to be explored in employees' commitment within the public sectors in Nigeria, I have decided first of all to endeavour to define the term 'employee commitment' in this study aimed at giving significant importance to my study. By tendering the definition of employee commitment within my study, it is believed that I will be able to evaluate commitment's relevance to these participants' understanding as highlighted issues in the public sectors in Nigeria. Thus, providing the definition of employees' commitment that

these participants have intentionally or unintentionally articulated and stressed experienced by virtue of their (participants) years of service within the public sector in Nigeria.

To understand how committed participants were to their organisation, participants were asked if they were committed to their organisation. The response was unanimous, showing the general level of employee commitment in the public sector in Nigeria:

'I am not committed because no one can get things done with commitment in this organisation and even in Nigeria as a whole'(P1)

'The word 'commitment' seems too elusive to use. I will not really like to use that term to describe my affiliation with this organisation because there is absolutely nothing in place to indicate that this organisation deserves that kind of engagement from me. Therefore, I will just like to say that I work for this organisation and not committed please' (P18)

'It impossible for anyone to be committed to organisation without money in this country and, I am just being honest and frank with you because this country, loyalty cannot give you real result' (P12)

'To be honest, I am not committed because there is nothing that can motivate that commitment that you have asked me about' (P15)

'The only reason for my commitment is simply because I am moving towards my retirement soon and for me; I will rather like to stay loyal in order for me to get my pension but there is this other fear that that pension may not be paid on time or even paid at all' (P3)

'The only type of commitment that many of us the employees in the public sector have is the commitment to what we can individually gain for ourselves and how the society see us as individuals...let me simply put it straight to you the only form of commitment that I have as an employee is the salary that I expect to be paid as at when due and nothing else' (P2)

'Honestly, there is nothing to make me to be committed in the organisation that I currently work at the moment' (P7)

The above responses suggest that employee commitment is far from materialising at the government-owned companies or organisations in Nigeria. Attempt at deducing better insights and meaning of commitment, the following sub themes were identified from participants' reactions. It is evident from the contents of participant responses that 'employee commitment'

as important as it appeared within this study, the participants seemed to submit that they are not really keen on commitment as such.

There were other forms of commitments that are the driving force(s) behind these participants' zeal in working in the public sectors in Nigeria. While discussing with the participants, it became evident that participants' perceptions of commitment seemed completely different from the academic definitions of commitment which seemed to be the core reason why it was important and apparent to provide the definition of commitment (Machokoto, 2019; Meyer et al., 2018).

According to Cheon and Reeve (2015; p 79) "commitment to work or work commitment is the level of enthusiasm an employee has towards his/her tasks assigned at a workplace...", stressing further that "...it is the feeling of responsibility that a person has towards the goals, mission and vision of the organisation..." that "...he/she is associated with...". On the other hand, Meyer, and Allen (1991; p 57-58) defined employees' commitment "as the attachment that an employee has on their.." organisation "due to their experiences..." which may indicate the "...level of satisfaction and.." engagement among employees.

From another perspective, (Wainwright, 2019; p.34) indicated that employees' "commitment is the bond employees experience with their organisation...", indicating further that "employees who are committed to their organisation generally feel a connection with their organisation...", often "...feel that they fit in and feel they understand the goals of the organisation...", adding further that "the added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support". In view of this definition, given by Meyer and Allen (1991) it is evident that this definition seems more appropriate to the tenant of this study which seeks to investigate the employees' commitment in the public sector in Nigeria- which essentially aims to look at employees' attachment to their organisation. Furthermore, it is apparent that Wainwright's definition which states that employees' "...commitment is the bond employees experience with their organisations" (p.19) is also crucial to this study's context. In view of these different definitions of employees' commitment, therefore, it is apparent that what this study intends to highlight is the employees' attachment to their organisation or what Wainwright defined as the bond that employees experience with their organisation. This leads us to various themes that emerged during the interview sessions.

5.2.1 Sub-Theme: Lack of sense of ownership

Findings showed that participants had no sense of ownership the organisations where they work. For example, a key phrase recurring was that government was no man's business:

'No one in this country is sincerely loyal to the organisation that they work for, especially those in the public sectors like myself because there is a strong belief in this country (Nigeria) that public sector is actually no one's business and that whether we are committed or loyal or not, the public sectors will still survive' (P2)

'my commitment level is the believe that government's business is no one's business, who really cares and after all, government' (P14)

Under normal circumstances, the general perception is that government work ought to be respected and taken seriously. Support for this assertion can be drawn from the explanation provided by Habib, Jamal, and Manzoor (2018) who stressed that due to the bureaucratic nature of government work, it is hoped that those who have been saddled with the responsibilities of working in the public sector would take it to heart. However, within the Nigerian context, findings seemed to have challenged the general understanding and meaning of what working for the government parastatals stand for as espoused in the explanation provided by (Habib et al., 2018).

5.2.2 Sub-Theme: Commitment based on reward

Participants' view of commitment revolved mainly around the monetary value that they derived from the organisation:

'Your commitment in the public sector in Nigeria will not fetch you any reward' (P8)

'Please let me tell you in clean and clear term that I am not committed to my work but that I am only committed to what I can gain from working in the organisation that I current work at' (P6)

'Based on the singular fact that I am able to make enough money to feed members of my family is a significant achievement for me as an employee in the public sector in Nigeria' (P11)

'I am only interested in the salary that I earn monthly'(P20)

The above definition of commitment deviates from the conceptualisation in existing debates. Cheon and Reeve (2015; p.39) defined commitment “as the level of enthusiasm an employee has towards his/her tasks assigned at a workplace”. However, this perception clearly differs from that among the interviewees from the Nigerian public sector. Participants seemed to be saying in essence that commitment is non-existent for them because the organisation has nothing in place to ‘attract’ their commitment but that the only factor that motivates them to remain in this organisation is what they can get from coming to work regularly which are made up of two things which are their salary and extra money offered to them by members of the public that they are supposed/meant to serve as employees in the public sector.

5.2.3 Sub-Theme: Commitment based on self-help

Participants suggested that the management of public sector organisations seemed not to care.

'I am not committed because no one can get things done with commitment in this organisation and even in Nigeria as a whole. The only thing that can make me to be committed is if there is a good structure in place that will secure my well-being. Unfortunately, public sectors in this country appear not to care for its employees' (P16)

Employees that are not paid would undoubtedly resort to ‘looking after’ themselves in order to make both ends meet at all costs, even if they must do so at the peril of the organisation. Taking a critical perspective of the situation where employees are not keen on performance leads me to wonder how the public sector organisations in Nigeria are not fulfilling their obligations or roles. There seems not to be any definite key performance indicators that can be used to evaluate performance- an aspect that seems to have eroded performance, thereby leading to non-commitment from the workers. Thus, employees in the Nigerian public sector seem to have developed what can best be described as ‘**self-help commitment**’ which seems to show that when organisations refuse to support their most important assets, then, the employees will put everything in place to look after themselves individually. This would seem to be exactly what has happened in the public sector in Nigeria with the employees whose salaries are not paid for almost a year.

Based on the above response, employee commitment in the Nigerian public sector context is not necessarily associated with emotional attachment. However, commitment is looked at from the point of view of what an employee could gain in terms of reward and taking care of their self-interest. Employees had no feeling of responsibility towards their organisation. There is absolutely no evidence to show that commitment within the existing literature ever see commitment in these perspectives. Support for this assertion can be drawn from the definition provided by Cheon and Reeve (2015; p.35) who defined commitment “as the level of enthusiasm an employee has towards his/her tasks assigned at a workplace”.

The above findings also suggest that employees in the public sector may not be loyal to their organisation. The concept of loyalty in the public sector is considered an integral component of accomplishing organisational objectives and goals. This is particularly so because without loyalty it is difficult if not impossible for the organisation to meet its goals. Arguably, therefore, it become pertinent to stress that loyalty is a key component of commitment in any organisational setting. According to D. Johnson and Lake (2019) “Loyalty is first and foremost about reciprocity. Employees should have the feeling that the organisation wants the best for them and as a result the employees will continue to do their best and not look for another job. Employee loyalty is thus determined by how the organisation has arranged things and the way this is conveyed to the employees”. In another vein Chine et al. (2017) defined loyalty as a “feeling of allegiance”. However, there is evidence to show that within the Nigerian public sector employees’ perception of loyalty seemed to be based on what these employees can get from attending work on a day-to-day basis.

5.2.4 Development of Theoretical Framework

Following from the explanation provided on the meaning if workers’ commitment in the context of Nigerian public sector, the next subsection attempts to understand the mechanism for linking commitment to turnover intention using the Three Model component and Self-determination Theorisation. In brief, normative commitment deals with employees sense of duty to their organisation; continuance commitment explains employees emotional attachment that is premised on the perceived cost that an employee may incur as a result of discontinuing employment, while affective commitment focuses on employee emotional attachment based on the relationships that has been developed in the workplace (Meyer & Allen 1991).

Considering Allen & Mayer's perspective (1990; p. 18), "three dimensional model of commitment which are affective, continuance and normative..." in which "...affective commitment is based on how much individual 'want' to remain in the organisation" on one hand, while "...continuance commitment refers to an awareness of the costs associated with leaving the organisation and normative commitment reflects a feeling of obligation to continue employment", in a nutshell, "...employees with high level of normative commitment feel that they ought to remain with the organisation". Thus, the pertinent question that comes to mind is why employees in the Nigerian public sectors still choose to remain in the organisation despite the fact that salaries are not paid for almost a year. Is it that their commitment is affective, continuance or normative? Based on the analyses of the participants' submission, it appears reasonable to submit that these employees in the public sector in Nigeria do not remain committed to their respective organisations based on the framework tendered in the Allen and Mayer's framework.

5.3 Main Theme-Normative Commitment- Obligation

Participants did not see their employee contract as a reason to be committed to their organisation:

'let me clarify issues here that the fact that I have worked in this organisation does not necessarily mean that I am committed to the organisation' (P4)

The length of service which workers put at government-owned companies or organisations actually need nothing to do with their commitment levels at all as a number of existing literature seem to have suggested that employees would often remain in organisations for significantly considerable number of time because commitment and loyalty which such employees may have developed with the organisations (Mullins, 2007). However, it is evident from the analyses of the participants' submissions that lengthy service at work in the public sector in Nigeria is not an indication of loyalty to the organisations. This perspective is particularly important since it shows at the uniqueness of the government-owned companies or organisations in Nigeria. Here, employees' service is antithetical to the submissions made in existing literature that length of service put in by workers is evidence of loyalty to that company.

In an attempt to understand why the participant did not feel any sense of obligation to their organisation, they were probed further, and findings showed that participants felt obligated to work to fulfil society requirements and family obligations

5.3.1 Sub-Theme Obligation based on society view

While interviewees seem less concerned or possessed any feeling or move towards their organisation, their focus was more on how the society view people who were not working.

‘working in the public sector in Nigeria appeared to have enhanced a ‘cultural perception’ in a society like ours because if one does not work in this country, then, one has no value, and no one will respect you in the society as well’(P16)

‘working in the public sector is also a status thing in this country, there is a general understanding and belief that working in the public sector in Nigeria is a prestigious thing to do’ (P13)

‘there is what I will like to describe as ‘cultural perception towards work in general’- for anyone to be respected in this community, here in Nigeria, in particular and in Africa generally, you must have something that you are doing for a living, otherwise, you will not be respected by people within the community that you live’(P8)

‘I am deeply interested to be seen to be working in the society; otherwise, I will not be respected in the society’ (P1)

Participants agreed that they have had to keep working in the public sector in Nigeria not because they are committed but because the society in which they live in perceive men without jobs as ‘irresponsible’. A significant number of participants did not hesitate to emphasise the ‘pride’ that the society ‘accords’ them as one who works in the public sector in Nigeria. In addition, it is apparent that the culture of operation that exists within the Nigerian public sector, in view of the data collected from the participants is a culture of masculinity. Masculinity is the quality which gives one a sense of belonging after having accomplished some triumphs, emphasising on macho and toughness in gender. Thus, in view of the data gathered from the participants, one may deduced what employees in public sector seem to possess is what can simply be referred to as masculine commitment (Hofman & Newman, 2014).

In a nutshell, one may submit from various perspectives on employees in the government-owned companies or organisations in Nigeria, commitment is non-existence and that the meaning of commitment for these employees is linked to their masculinity and individualism as espoused by Hofstede's cultural dimensions which placed so much emphases on passions held by workers remaining committed to their work based on their masculinity. Also, there is element of individualism in the employees' cultural understanding because many of the interviewees stressed on the importance of accomplishing for self and for their immediate family members. However, despite the analyses tendered in the foregone paragraphs about what commitment means to the workers at the government-owned companies or organisations in Nigeria, government-owned companies or organisations are managed by the Federal/State as well as Local governments which includes all kind of public facilities such as health care centres for the members of the public, water supply and roads to note just a few. Unlike the perceptions of employees at government-owned companies or organisations in Nigeria, and other countries across the world like UK is a sector that people are usually happy to work for due to the fact that it is considered a sector that helped to add values to the communities as well as humanity (Mullins, 2007).

5.3.2 Sub-Theme Obligation based on family needs

Participants also mentioned that their feeling of obligation to work was premised on the need to meet their family's needs:

'society usually based a man's responsibility on whether he works or not, if I am to be respected by my wife and children as the head of the family, I must be working and bringing in money always. Otherwise, no one in this society will provide me with the deserved respect and honour' (P12)

'Personally, I wish to work at government-owned companies or organisations against working in at private sector because I have the opportunity to provide for members of my immediate family by sending my children to school and also being able to pay my house rent' (P6)

'In a nutshell, I am in this organisation in order to protect myself and my future as well as my children who are still in school' (P19)

'it provides me the chance to have money that I have been able to fulfil my role as a father and husband' (P8)

The concept of employees' commitment is not taken serious among employees in Nigeria because men usually consider family first in a patriarchal society like Nigeria (Makama, 2013). A significant number of participants stressed on the need for them to meet the societal perception of masculine being the provider in any family unit and stressed on how the society look down on males who do not have jobs. These participants were able to identify my role as a father and a husband who must meet his family's needs.

5.4 Main Theme-Continuance commitment- Cost of leaving employment

In the section of the findings and analysis, it was clear that participant's commitment was hinged mainly on the gains that they benefited from their organisation.

'the fact that I choose to remain in this organisation must not be interpreted for commitment.... I already told you all about the benefits that I gained from working here' (P9)

'another reason that would make me to cease to work in the public sector is if I won the lottery and then never have to ever work for the rest of my life, otherwise, nothing will make me to stop because there are numerous benefits to be gained from working in the public sector in Nigeria' (P17)

To understand the benefits gained, participants responses showed that there were benefits gained from regular business operation. These benefits were divided into two organisations level benefits and society level benefits. Organisation levels include pay, position, pension, and job security.

5.4.1 Sub-Theme-Continuance commitment- Cost of leaving employment-pay

It was not surprising that pay was particularly important to the participants especially as they attributed commitment more to monetary reward.

'I have decided to work for this organisation. Firstly, simply because of the salary' (P2)

'the belief that no matter what happens that at the end of the month, I will be paid some amount as salary is also another reason why I am working for this organisation and it has nothing to do with my commitment to this organisation' (P7)

'Despite the inadequacies in the public sector, I must work in order to feed myself and family members' (P18)

'I am only committed to the money that I can make and the salary that I get paid on a monthly basis but for sincere commitment or loyalty, I doubt it, if there can be sincere commitment because everything in this country is based on exchange of monies' (P13)

'The reason why I cannot stop working for this organisation now is because I feel satisfied because I am making enough money and things are going on well for me and also because I am making enough money from this organisation, I could not make the same amount of money if I have to move to the private sector' (P19)

'This question seems pertinent because the media have highlighted the importance of increasing the public sector employees' salaries. However, the present government has refused to implement that agreement up until this very moment sir and as such employees' commitment is being undermined' (P1)

On reviewing these responses, the researcher wondered initially how employees within the public sector in Nigeria have survived under a system where they are not paid at the agreed time, in certain cases running up till a year. This appears to be a major and worrying angle that I felt was practically impossible to sustain under any circumstance. Thus, when the theme emerged during the interview session when and where the participants kept on emphasising that in the public sector, non-regular payments of salaries seemed to have hinder employees' commitment. While there is overwhelming evidence to show that existing literature seemed to have highlighted the importance of motivation in gaining employees' commitment.

Support for this claim can be drawn from the position espoused in the expectancy theory, which proposes that a person will act totally on the basis of how they are prompted at demonstrating particular lead which is different practices to perspective at what is expected to the result which were picked direct will be in a general sense. The motivation to make certain decision is geared towards engaging idea based on the outcome. Notwithstanding, within the meeting point, the hypothesis is the academic system based on a person's strategy distinctive motivates apply. Decisions are made before coming to terms with every other thing. Therefore, outcomes seemed variable at decision-making process on how to behave (Lunenburg, 2011). Furtherance, the expectancy theory of motivation clears up the social technique for why people pick one lead elective over the other. This hypothesis stipulates that one may be persuaded to pursue goals that one expects to be useful connection between endeavours besides performance. A positive outcome on an inconceivable performance may result in an appealing

prize, something that comes from performance, which fulfils a fundamental requirement as well as what is more of the outcome that fulfils requirements seen as endeavour advantageous.

The core point that I am trying to highlight or articulate in this context is that it is possible for non-regular payment of salaries in the public sector in Nigeria to be linked to expectancy theory of motivation. Said theory states that employees within the organisation do have some form of expectation that they will be paid. In a situation where such payment is not forthcoming, demotivation will result. Within the perimeter of commitment discourse, that can mean non-commitment as expressed by the participants that were interviewed during the course of this research investigation. This study revealed that the public sector employees in Nigeria are working in environments that are tensed and unimaginable in many advanced economies as a result of non-regular payment of employees' or workers' salaries for a long period of time.

5.4.2 Sub-Theme-Continuance commitment- Cost of leaving employment-position

Findings also suggested that participants considered the cost of losing their position that they have attained in their organisation.

'I am proud to say therefore, that my current position as well as my job in the public sector in Nigeria are what made me to say that it is my pride and these give me feeling of obligation to continue to stay in the public sector in Nigeria' (P5)

'There is absolutely no doubt that my current position is as a result of sense of feelings of obligation' (P20)

'Also, without this job and my current position, I would I be able to 'earn the respect' that I am currently getting from members of my community at the moment' (P13)

The results from the findings are interesting. They deviate from the assertions of existing debates. While extant studies found that employees position increased their feeling of obligation and commitment to their organisation (Lemons & Jones, 2001), this was not the case here. Participants were interested in getting promoted because of the benefit it has for their family:

'I can practically say categorically that my current position in the public sector is a feeling of obligation and the reason is because it offers me the chance to be seen as real man and also offers me the chance to be able to provide for my immediate family members and not to mention the fact that I am able to earn a living for myself among others' (P12)

'Yes, I strongly believe that my position is linked to feelings of obligation because without my job and my position, I would not be able to make enough money that I will be using to feed members of my family' (P11)

'my current position has a lot to do with feeling of obligation because as the head of the family, I have obligation to provide for my immediate family members. Therefore, I will not be truth to you if I say otherwise' (P15)

'I am current staying at my current position because there is a feeling of obligation and the reason(s) are that working in this organisation in my current position has offered me the opportunity to pay for my children's school fees' (P1)

Position in organisations also had deep meaning for employees. However, instead of this influencing employees' commitment to their organisation (Lemons & Jones, 2001), participants saw their position as a means of attaining societal status:

'I have no doubt in saying that staying in my current position is due to feeling of obligation and the reason is because by staying at my current position in the public sector, I have been able to provide for my family members and also working and staying in my official position has allowed the society to accept me as a real man' (P2)

'In a nutshell, there is a strong collaboration between my position stand in the society, based on this singular reason alone, I know for a fact that my job and my position are connected to obligation which is staying at my current position in the public sector will offer me the chance to be respected and I will also be able to make both ends meet in terms of being able to provide for myself and my immediate family members at the same time' (P5)

'my current position has a lot to do with feeling of obligation and I mean obligation to meet and satisfy the societal expectation of me being a complete man' (P12)

'the fact that in society that I am being respected and valued as an important member of the society also gives me a sense of obligation in my current position as an employee in the public sector in Nigeria' (P3)

'I have a sense of obligatory towards my position and also the fact that the societal impression of me as an employee' (P1)

Existing Social Exchange Theory suggests that position will result in a dyadic exchange (Cook, et al. 2013). Thus, Cook et al. (2013) achievement proposal suggested that when one discovers they are balanced for their activities; they have a tendency to go over the activity. This line of argument was not the case for participants in this study. Participants were striving for higher position because of the status and more money that comes with it.

5.4.3 Sub-Theme-Continuance commitment- Cost of leaving employment-pension

Participants also considered that public sector jobs were pensionable. While this was not considered to have deep meaning for the participants, it was considered as valuable as private sector organisation' pension systems were inadequate:

'The only reason that will stop me from working is if I am sacked or I reach my statutory retirement age of 65. Otherwise, I will still need to carry on work for this organisation. This is because monies can be made easily from the public sectors easily' (P4)

'For if I aren't sacked by government; I will continue to retain my employment contract with this organisation. The other reason why I will stop working for this organisation is when I attain the retirement age of 65 years' (P11)

'Nothing of my own violation will make me to stop working in the public sector except if I reach the statutory age of retirement of 65 years or when I would have put in 10 years in service or which comes first, either age 65 or that I have been working here for 10 years' (P1).

Participants who were getting close to their retirement seemed to worry more about leaving the organisation:

'I sincerely do not mind spending my entire life career with this organisation at all. I am more than happy to stay here for life because it is a place where I have served for more than 20' something years of my career life and to be asked to leave this organisation now will be a waste of time and energy that I have invested in the last 20' something years' (P3).

'The only reason that will stop me from working is if I am sacked or I reach my statutory retirement age of 65- which I am just some few years away from reaching' (P2)

'I said if I am fired or if I reach the statutory age of retirement of 65 years or when I would have put in 35 years in service or which comes first, either age 65 or that I have been working here for 35 years. For me, those are the reasons that will make me to stop working for this organisation' (P9)

'Nothing of my own violation will make me to stop working in the public sector except if I reach the statutory age of retirement of 65 years or when I would have put in 10 years in service or which comes first, either age 65 or that I have been working here for 10 years' (P16).

5.4.4 Sub-Theme-Continuance commitment- Cost of leaving employment-job security

Here participants considered the unemployment crises in the country as a reason for remaining in employment. For them, the public sector employment was more secure:

'There is also the fear of job insecurity' (P14)

'There is also the fear of unexpected job lost in the public sector organisations in Nigeria' (P19)

'Furthermore, fear of sudden retrenchment makes commitment to be non-existence because in this country and most especially among private sectors employees, there are no legislations that seem to protect employees' right. Thus, the fear of being suddenly made redundant is why employees are not commitment' (P5)

Earning income in Nigerian society is considered a significant thing, unlike in the UK where the State provides some form of welfare for those who are not in employment. In the Nigerian context, there is absolutely nothing like the social security system in line in Nigeria. However, the closest to social security system that exist in Nigeria is a close knitted family unit where relatives often look after each other where necessary. Even at such situation where close family members look after each other in what can best be described as social security system that exists in UK.

The downside of the Nigerian type of social security system is that even the benevolent people too must have some sources of income or must be in employment. Thus, employees within the public sector in Nigeria consider being in employment to be an issue that cannot be underplayed. The result of which centres on their commitment levels with the sector. Therefore, whatever that would 'threaten' their job is frowned upon and this perspective was highlighted during the interview session. Lending credence to this assertion, one may tender Ibrahim and Al Falasi's (2014) position who hinted that in the Nigerian classical society family members do normally look after each other properly and thus it is important for the breadwinner to have stable income or be in employment so as to demonstrate benevolent role of having to look after another family members very well. Based on the position asserted by Ibrahim and Falasi (2014) it is glaring that being in possession of some form of income or employed is a subject matter that is considered a great deal in the Nigerian society.

This finding was supported by Odusola and Obadan (2018) in their study titled: 'Productivity and Unemployment in Nigeria' - where they stressed that the mere fact that public sector employees in Nigeria are not guaranteed job security is perceived as main core causes of lack of commitment at government-owned companies in Nigeria.

In furtherance to the perspective highlighted by Ibrahim and Falasi (2014); Osibanjo, Salau, Falola, and Oyewunmi (2016) stressed that the economic success of an individual member in the family is for every community member that knows and lives within the vicinity of the successful individual as everyone close to this successful individual will rely on him in perpetuity. While Ezirim, Nwibere, and Emecheta (2010) described this close knitted system as 'the branka-dede system' where all peasants in a society depend on a single affluent individual in a society or community for their day-to-day upkeep. Adding credence to the culture of looking after one another within the Nigerian society. Adebayo (2012) stated that it is a common practise in the Nigerian societies to protect one another and help to fund beneficiaries to schools, stressing further that once a family member is employed, that individual would have to look after the other family members that are not employed.

Further findings on the continuance commitment highlighting the novelty of this research. The results showed that corrupt practices were not considered as wrongdoing. Participant considered the extra revenue generated from their workplace as a reason to remain in employment.

5.4.5 Sub-Theme-Continuance commitment - Private practice

The majority of the participants mentioned that they had established their own business while working in the public sector. This has helped them to supplement their salaries. The challenge here was that the participants seemed to be more committed to their own business than their employment. However, having a business and working was important to them:

'I cannot foresee any reason that will make me to give up working in this organisation and it is not because of my commitment or loyalty to the organisation but because I can run my own business and I can also make some extra money one way or the other from working in this organisation' (P1)

'Also, conflict of interest is another factor that affects employees 'commitment. This is because a large number of employees in the public sectors in Nigeria often run their own businesses apart from working in the public sectors and as a result of which employees are not committed to the public sectors' (P16)

'Also, the fact that it gives me the chance to set up my own private practice aside is another reason why I like to work in this organisation because if it was in the private sector; I can assure you that you cannot even try to do something else other than face what you have been employed to do' (P2)

'working in the public sector has offered me the chance to set up my own business such as selling stuffs that can bring me extra money by the side. Therefore, my feeling about employee loyalty is that it does not exist because no one is going to be loyal to government organisation and then remain hungry for life. My focus is on my own private investment which is about my own personal business growth which is where my loyalty lies rather than loyalty to the public sector that is no man's business' (P7).

'Also, many employees in the government-owned companies' government-owned companies prefer to set up their own personal business is also affecting the employees' commitment' (P9)

'Honestly, I will prefer to complete my career life in the public sector because of the freedom that I have to do something else apart from working as an employee in this organisation' (P3)

There is evidence that the general notion in organisational setting is that there should be little or no conflict of interest within those who work in the same organisation. Credence to that assertion can be credited with K. Y. Kim, Eisenberger, and Baik (2016) where they stressed

that those who work in the same organisation are expected to synergise efforts in order to enable the organisation to accomplish goals that have been set to be achieved in the organisation. Furthermore, lending credence to the importance of reconciling differences among employees in the organisation, Meyer and Maltin (2010) hinted that in order for organisations to achieve its target, then all those who work in the organisation must coordinate efforts as one, otherwise, conflict of interest within the organisation is a recipe for the organisation to fail wholly. However, data collected for this study seemed to show something in which contradicted the existing literature. A significant number of the interviewees that took part revealed that corruption seem endemic within government-owned companies Nigeria.

The research showed that due to the culture of corruption that was discussed in the foregone paragraph, many employees within the public sector in Nigeria have developed means of filling the gap by resolving to some other means to cover the issue of corruption and lack of regular salary payment at government-owned companies in Nigeria. Data collected indicate that all participants informed me that the period of time that they would have had to stay at their respective workplaces in the public sector, they would rather opt out to do their own personal businesses as a means of closing the gap that corruption and lack of regular salary payment might have created. This position was clearly articulated by virtually all those who took part in the data collection or interview session in one way or the other.

What seems apparent from the narrative espoused by participants is that due to employers and the governments not taking care of the employees in the public sector, particularly regular salary payment. Due to the resulting possible outcome of lack of any motivational incentive for the employees, virtually all the participants have consciously indicated or expressed the need to set up alternative means of income in order to close the gaps that may have been created by the employer (government). However, what is strange in the Nigerian context is workers at government-owned companies choosing to set up alternative job opportunities to make ends meet since salaries are not paid for months and running into a year.

In other countries, the factors which might have triggered employees in the public sector to set up alternative job opportunity do not include being paid by the employer. Thus, the Nigeria situation is unique and seems not to have been experienced in other countries across the world. While there are a number of the developing nations that have salaries delayed, no other countries in the developing countries do have a situation where salaries have not been paid for a year, the few countries in the developing world that have had salaries

delayed have never had to hold employees' salaries for more than two months maximum.

5.5 Corrupt practices

5.5.1 Sub-Theme-Continuance commitment -Corrupt practices- fringe benefits

Here, the participants viewed the bribes received from the public as a fringe benefit. They also had no challenging explaining how funds meant for public programs and project are embezzled and shared in the workplace. All the participants that took part in the data collection or interview session expressed corruption as the norm within the public sectors in Nigeria. Evidence seems to show that corruption within the Nigerian society is a notorious fact, a fact that is known to all. Support for this claim can be drawn from the statement made by the British Former Prime Minister, David Cameron who described Nigeria and Afghanistan during the Commonwealth Summit in London as fantastically corrupt nations. Interestingly, I found that all the participants that took part in the interview highlighted corruption as being the main reason why they (participants) could not remain committed to the organisations that they work with or work for:

'I am working for this organisation is as a result of what I get to be shared from, like the monies that were meant to be used for infrastructural development which the senior level officers share among themselves and which subsequently trickle down to the lower cadets in this organisation' (P1)

'The only form of commitment that I have to this organisation is what I can get from the organisation, which mainly is about my salary and indeed any other extra money that I can make while working in this organisation' (P5)

'plus, as a staff in this organisation, there are certain benefits that I get for working in this organisation that are not official but still I get these benefits... I am currently working in an area that deals with members of the public and members of this public do give us money in order for them to get the services that this department provides, otherwise, such services, free though, may not be given to the members of the public' (P8)

'by working in this public sector, official money that was designed for project in the country that is shared for employees, minister and permanent secretary is another reason why I have chosen to be working in the public sector in Nigeria' (P3).

5.5.2 Fringe benefits- Bribes considered as self-help because of low pay

‘in the public sector because we the employees are here to help ourselves because government cares less about the workers at public companies’ (P7)

The interviewees appeared to stress on the issue of inadequate minimum wages or non-implementation of minimum wages in the public sector as being of heightened sensitivity that has hindered employees’ commitment and to worsen the situation, these participants equally highlighted the irregularity of salary payments to the employees which have led to frustration, demotivation and non-committal towards the public sector in Nigeria. While analysing this theme, it is apparent from the analysis that the issue has been a major factor that has affected commitment between the workers at public sector in the country (Nigeria). This insight highlights the significance of Maslow’s Hierarchy of Needs, which indicates that for one to grasp insights as to how motivation is derived, it is crucial to organise human needs in order of their importance. These may include needs like food, water and the urge to accomplish success in life. In view of Maslow’s theoretical framework, it can be deduced from the participants’ explanations that these employees’ needs are far from being met. As such, concepts such as self-fulfilment have not equally been realised. This explains why employees in the public sector appeared to have indicated that they are not committed to the organisation that they have had a considerable number of years in service. All the participants expressed their displeasure over the inadequate minimum wages or non-implementation of minimum wages for the public sector employees in Nigeria as one of the main reasons why they have lost their commitment in the public sector in Nigeria as such has affected their motivational levels as espoused in Maslow’s theory of human hierarchical needs in any organisational setting.

This occurrence within the public sector in Nigeria might add value towards employees’ demotivation at work. This is what Mullins (2007) referred to as ‘demotivational factors’ as one of the causes of non-committal towards organisation.

5.5.3 Corrupt practices- Fringe benefits- Bribes considered as generosity

Attempting to understand why participant were comfortable with taking bribe, they were asked why that was done. The findings here show that the culture of the country normalised bribery.

'those members of the public that we serve are usually very generous to us. I like that aspect of the members of the public generosity a lot. Not to even mention that extra monies that comes from the government's allocation that are distributed amongst employees from the top to the bottom' (P1)

'I work at government-owned company and those members of the public that we serve are usually very generous to us. I like that aspect of the members of the public generosity a lot. Not to even mention that extra monies that comes from the government's allocation that are distributed amongst employees from the top to the bottom' (P13)

'I am loyal and committed to the money paid to me as an employee and the extra money that can be made while rendering service to members of the public that we are supposed to serve' (P4)

On the basis of the explanation provided by these participants, there is no doubt that the employees at the government-owned companies in Nigeria seemed to have devised a strategy to replace inadequate minimum wages and the non-implementation of minimum wages that have been agreed upon by the workers at the government-owned companies in Nigeria. This strategy is 'preying on the members of the public' whom these employees are supposed to serve. What this translates to in reality is that these employees have opted to demand 'money' from members of the public that they are supposed to serve diligently.

5.5.4 Corrupt practices- Fringe benefits- Bribes considered as part of the national cake

As a result of the wider corruption in the government, participants considered their actions normal and getting what belongs to them:

'Factually, everyone in government-owned company sees his/her position in the public sector as opportunity to have a share of what we have come to describe as 'share of the national cake'. (P8)

In view of the above response provided by participants, it seemed to suggest that any organisation in Nigeria that is owned by the government is treated as what a participant described as the '**national cake**' that must be fed upon by all workers that have the opportunity to work in any of those sectors in Nigeria. This study revealed to me a deep sense of corruption that has eaten into the fabrics of the nation. Even in a situation where an individual tries or

endeavours to do otherwise, such an individual is treated and looked upon as an outcast. Indeed, such individual will be eliminated, if necessary, such having been perpetuated on individuals who tried to live by the rules.

These conclusions showed that a significant number of the interviewees see the public sector organisations in Nigeria as an opportunity to grab whatever can be grabbed. They seemed not to have much regard for the organisations or the purposes for which they were established.

5.6 Main Theme-Affective commitment- relationships

The findings here highlight the importance of workplace relationships on participant commitment and willingness to stay employed. Interestingly, the relationships mentioned were those that facilitated their corrupt practices in the workplace:

'having access to some of government's allocations for certain projects are usually embezzled by those at the top and in order not for the middle and junior officials not to whistle blow on them, we have good relationship with the top and when such allocation is made, that money is shared by everyone in our office' (P9)

Participants have also established relationships with members of the public that make it easy for them to collect bribes:

'I am currently working in an area that deals with members of the public and members of this public do give us money in order for them to get the services that this department provides, otherwise, such services, free though, may not be given to the members of the public' (P12)

Following the findings, the normative, continuance and affective commitment, it was not surprising that participants in the context of this study did not consider salary an important aspect of motivation:

'permit me to make certain clarifications here, if that organisation is an organisation that provides services for members of the public, then, I will stay and continue to work without being paid because those whom we provide services for will have to pay me bribe' (P11)

'I will like to tell you at this juncture that in our organisation, we have not been paid for well over 9 months, almost a year and in situation where our salaries are not paid, how on this planet earth do you expect us to be impressed not to even talk of committed? No one has been

paid for months and things are not easy at all in this country (Nigeria)... But I still enjoy going to work because of the side deals' (P20)

5.7 Main Theme- Factors that affect commitment and turnover intention relationships- culture

A country's culture influences its inhabitants (Sparrow & Wu, 1998). This is especially severe for developing countries with a collectivist setting. Here the findings showed that society and organisational had enormous influence on commitment and turnover intention.

5.7.1 Sub-Theme- Commitment and Turnover Intention Relationships- national culture

'The society will look down on you and you will not be respected by members of the society where you reside if you don't have money to show for it' (P1)

'Furthermore, working in the public sector in Nigeria appeared to have enhanced a 'cultural perception' in a society like ours because if one does not work in this country, then, one has no value, and no one will respect you in the society as well' (P18)

'Another interesting thing that would make me to prefer the public sector to the private sector is that working at the government-owned companies in Nigeria is perceived as a sign of prestigious because the society seems to have a strong belief that those who work in the public sector are rated far more than others and as such we need to live up to society expectation to maintain our prestige' (P5)

'This is a country where a man is judged according to whether he is has money or not. If it were not for my current position in the public sector, it can be argued that the shame that I would have been facing in the society may have made me to die unexpectedly' (P3)

'Also, I had indicated that without my current position and job, I will not be able to make end meets at home and in the society' (P6)

Reflecting on Hofstede's theorisation of national culture, it was expected that Nigeria would rank higher for collectivism orientation (Hofstede, 2009). However, this was not the case for the behaviour of participants in this study. Participants' main interest was not the common good but rather their individual need. Thus, the culture of work within the Nigerian public

sector context can be linked to what Hofstede identified as *individualism* in the theoretical framework in which the importance of individuals versus the group interests had been espoused. According to Hofstede, (2009; p. 33) “individualism can be defined as a preference for a loosely knit social framework in which individuals are expected to take care of only themselves and their immediate family members...” as opposed to collectivism.

Based on analyses on the participants’ submission, it appears reasonable to submit that these employees in the public sector in Nigeria do not remain committed to their respective organisations based on the framework tendered in the Allen and Mayer’s framework. However, what can be observed is a culture of individualism as espoused in the Hofstede’s (2009; p. 62) cultural dimension where it is stressed that “individuals are expected to take care of only themselves and their immediate family members.” This resonated more with what had been said by interviewees that when the organisations that they work for are not paying salaries, the only pragmatic way to survive under such circumstance is to resolve what Hofstede refers to as individualism under the cultural dimensions.

Those who work in the public sector appear to have lost any sense of patriotism, no one seems to care at all and what I have found in participants’ responses is a culture of individual interest similar to that diagnosed in Hofstede’s cultural dimension in which individualism is espoused as a concept that emphasises on what the individual within the society values based on what individual wants to what the society want at large. This study seemed to have highlighted the importance of what employees in the public sector can gain as self-interest rather than what the entire community can benefit from by the establishment of those public sectors.

5.7.2 Sub-Theme- Commitment and Turnover intention relationships- Organisational Culture

This was facilitated because of the laissez faire culture that promoted a lack of scrutiny and accountability:

‘I like working in this organisation because it offers me the chance to come to work as at the time that I like as long as I can get some of my colleagues to cover up for me’ (P2).

‘I like the fact that it is government’s job and no one particular person will have to take it up to be scrutinizing you as it is the case in the private sectors’ (P19).

‘Furthermore, if I am not able to be making as much money that I am currently making at my present place of work. Maybe, if there is the restoration of accountability from those who are at the top in organisations that belong to the government. Probably such may be the starting point that will make me to not to want to work for this public sector organisation’ (P3).

‘lack of accountability among those who work in the public sectors in Nigeria. In addition, the general perception that government’s business is no man’s business’ (P5).

5.8 Main Theme- Commitment and Turnover Intention relationships- Sector

Findings also showed that participants considered the benefits of working at privately owned companies as well as government-owned companies in Nigeria. Their choice to remain in the public sector was because of the fringe benefits and lack of scrutiny at government-owned companies:

‘Additionally, government-owned company is devoid of serious accountability that the private sector often do have on a regular basis. I chose the public sector to the private sector because I may not go to work for days in a week and still get paid my monthly salary without any recourse while as the private sector does not allow for such to happen due to the depth of scrutiny that takes place in the private sector’ (P3)

‘Without any doubt, the fact that the public sector is not seriously scrutinise makes the public sector a good place to work at’ (P19)

‘Working in the public sector provide with less stress of scrutiny by the establishment compared to the private sector where there is a strong and heavy scrutiny on a regular basis’ (P12).

5.9 Main Theme- Why public sector workers are not committed to their job

Here the thesis sought understands why employee commitment is low in the public sector. Findings from participants showed that corrupt leadership, nepotism, exclusion from decision making and lack of legislation for workers right were issues:

5.9.1 Sub-Theme- Why public sector workers are not committed to their job- corrupt leadership

Findings here were interesting. Although participant considered it normal to benefit from corrupt practices as alluded to earlier, they held their leaders to a different standard:

‘The depth of corrupt practices in the public sector in Nigeria will make commitment impossible. Take for instance, if you are committed and your colleagues are not, wouldn’t your efforts be frustrated’ (P1)

‘The depth of corruption is a major factor that seemed to have affected my lack of commitment to the public sector in this country (Nigeria). (P10)

‘What appears to have eroded our commitment and loyalty is the depth of corruption at all levels in this country (Nigeria)’ (P15)

‘Corruption is high on the reasons that affect employees’ commitment in the public sectors. There is hardly any senior public officer in this country that is not corrupt’ (P8)

‘There is overwhelming evidence to show that virtually all the public sector in Nigeria is full of corrupt practices and the fact that nothing is being done to address the issue is affecting employees’ commitment’ (P2)

‘Just take a look at the depth of corrupt practices at government-owned companies in Nigeria which makes commitment impossible at government-owned companies in Nigeria’ (P5).

5.9.2 Sub-Theme- Why public sector workers are not committed to their job- Nepotism

In addition to poor leadership, participants lamented the nepotism that was widespread in their organisations:

‘Another issue that seemed to have affected employees’ commitment is the issue of nepotism that appeared to have taken away the issue of meritocracy rather than mediocracy’ (P18)

‘I do not see how such can be reconciled because of the culture of impunity that we as a people have come to embrace over the years. For example, senior management team only employs people from their own area’ (P4)

‘Furthermore, impunity in the system is also one other major factor that make workers at government-owned companies not to be dedicated towards the sector. A permanent secretary is appointed and he or she transfer people in that office and bring in those that they favour’ (P7)

There is overwhelming evidence that nepotism hinders meritocracy (Safina, 2015). Organisations that function on nepotism find it very difficult to meet goals because nepotism stands in the way of performance. However, this study has managed to shed light on one important thing for me as a researcher: no one can actually get things done without knowing someone who knows someone. This insight was demonstrated when the participants were asked what has hindered their commitment within the public sector in Nigeria. One factor that kept coming up again and again was that no one can ever get things done in this country (Nigeria) without knowing someone who knows someone on top out there. According to Oruh, et al (2020; p.88), “nepotism is defined as the practice among those with power or influence of favouring relatives or friends, especially by giving them jobs...”

However, within the Nigerian public sector, employees that took part in this study defined the concept of nepotism to mean ‘**man-know-man**’. Thus, favouritism is a cancer that has eaten deep. The unfortunate fact surrounding nepotism is that it encourages laziness.

5.9.3 Sub-Theme- Why public sector workers are not committed to their job- Exclusion from decision making

Participants also expressed concern over how decisions were made in their organisations. They complained about the system excluding them in the decisions that affect their work:

‘Deep seated bureaucracy is a major issue that is affecting commitment. As an employee, one would have thought that major decisions on what we do here ought to be made by those of us who work directly in this sector but what do we see? Decisions are made by ministers who are not even professional but merely political office holders who probably have no cue on how certain things can be done or achieved’ (P1).

5.9.4 Sub-Theme- Why public sector workers are not committed to their job- Workers right protection

Participants also mentioned the importance of protection of workers’ right for their sense of employee commitment:

the legal system must be strengthened in a way that it will be no respecter of people in high places and then, maybe, employees in the public sectors may begin to heighten their commitment levels towards the organisations that they work for...

Anything other than overhauling the system by enacting laws to protect employees' rights and eradicating favouritism may not help in enhancing employees' commitment in this country at all...

lack of proper legislation to protect the employees' rights at work can also impede on employees' commitment...

it is also important for employees' rights to be protected and safeguarded as well...

5.10 Main Theme- Employee Commitment and Turnover Intention

Overall, the conclusions from this study suggest that turnover intention for public sector workers was low. However, the reasons given are a cause for concern as participants' continued employment is premised on the continued moral decadence that has plagued the public sector:

if I am not able to be making as much money that I am currently making at my present place of work.

I am not able to be making as much money that I am currently making at my present place of work. However, if there is reform where every possible individual would have to be punished for wrongdoings but with the present situation, nothing will stop me from working in the public sector in Nigeria. I will do everything humanly possible to continue to work in the public sector because of the benefits that I can gain for myself and not because I am committed to the public sector as an organisation.

In a nutshell, I cannot foresee any reason that will make me to give up working in this organisation and it is not because of my commitment or loyalty to the organisation but because I can run my own business and I can also make some extra money one way or the other from working in this organisation.

Maybe, if there is the restoration of accountability from those who are at the top in organisations that belong to the government.

It became apparent while exploring different literature that commitment within any organisational setting is germane as it enhances performance and productivity (Mullins 2007). Due to the significance of commitment in helping organisations to accomplish goals, many experts and authors have identified commitment as one of the most important components that can facilitate organisational development (Mullins, 2007). However, the findings and discussions in this study revealed that participants do not see commitment in this light. It is evident that the perception of commitment in the view of employees in the Nigerian public sector challenged the submissions made in existing literature.

There is evidence to show that employees' commitment was considered to be an integral component of organisational goals (Mullins, 2007). In addition, employees' commitment is a driver of organisational performance and growth (Stum 2001; Gu & Chi Sen Siu 2009; Terziovski 20010; Leroy, Palanski & Simons 2012). Furthermore, Meyer and Maltin (2010) were among those supporting this claim through the argument that substantial evidence showed organisation's advantage benefits are crucial and cannot be dismissed. Thus, it may be further concluded that employees' commitment is significant in the achievement of organisational goals. However, employees' commitment may be considered in one of two veins. Under some definitions, employee commitment refers to the situation where the employees show solidarity with the organisation.

Under other definitions, employee commitment involves the organisation being engaged with employees, confirming that employees believe in organisational goals. Therefore, under the second vein, employees' commitment involves organisational understanding that employees are a major component required for the accomplishment of organisational goals, leading to the understanding that employees' performance is crucial for organisational success, prompting organisations to strive to optimise employees' performance and productivity (Gu & Chi Sen Siu 2009).

Tella, Ayeni, and Popoola (2007) noted that many successful organisations have established policies and procedures for supporting the well-being of employees because of the strong belief that employee satisfaction leads to employee commitment. Thus, employee commitment under this context sees the psychological addition of workers in organisation. Dolan, Tzafirir & Baruch (2005) stressed that employees' obligation seemed to be based on psychological immersion on employee with workplace through a sense of belonging, the willingness to accept challenges and ownership of organisational goals. Thus, per Fugate,

Stank, and Mentzer (2009), employees' commitment enables strategic goal accomplishment. Bragg (2002) argued that the adoption of employees' commitment enabled employees to extend their performance past managerial expectations. Whitener (2001) argued that high employees' commitment is indispensable for increasing output capacities and obtaining sustainable competitive advantage.

Furthermore, Dex, Smith, and Winter (2001) noted that employees' performance is influenced by the degree of employees' commitment to the organisation. Akintayo (2009) noted that organisations are dependent upon committed employees to create and sustain competitive advantage and high-performance standards. Hunjra et al. (2010) argued that employees' commitment provides human capital- a significant asset for most organisations. These employees are often motivated to add significant value to their successes in an organisation.

Nevertheless, within the context of this study, as indicated in the previous paragraph, the participants' perception of commitment challenges the literature definitions of commitment. Thus, a large number of interviewees who took part in this work hinted that commitment is linked to corruption and that if it (corruption) is to be reduced and commitment enhanced, the participants will require better employee treatment at all levels within the public sector in Nigeria. In addition, it was hinted that creating a work-friendly ambiance is a prerequisite for improving employees' commitment within the public sector in Nigeria. Thus, in analysing this first research question, it became apparent that an emergent topic kept coming up in efforts to commitment can be improved within the public sector employees in Nigeria.

5.11 What benefits will employees' commitment add to the public sector in Nigeria?

Overwhelming evidence shows that the public sector generally is one that employees should be happy to work in, since it caters for the general well-being of the people in the community. Evidence for this appears in studies by (Leroy et al., 2012; Terziovski, 2010) who note that the public sector provides services for members of the public at zero or substandard rates, stressing further that the public sector's main interest is the betterment of the local people within the community. In view of the analyses tendered above, it seems glaring that employees in the public sector usually has some senses of community service and pride in working in the sector. Tella, Ayeni and Popoola (2007) hinted that those who work in the public sector do so with a

high sense of pride and duty to serve the community, because working in the public sector is offering service and duties to the entire community at large.

Based on the explanation provided in the above paragraph, it we can conclude that there are considerable number of benefits that can be derived or added by employees' commitment in the public sector in Nigeria. These benefits that employees' commitment could help add to the public sector in Nigeria are explored below with brief explanations.

- ***Easy and faster service accessibility-*** Public service provides different number of services to the members of the public at large and in situation where there is high level of employees' commitment; it is believed that the public sector will be able to offer faster service and easy accessibility of the services that are being rendered. Thus, this technically means that if employees' commitment is entrenched within the public sector in Nigeria, the benefit that will be derived is easy and faster service accessibility, among other things.
- ***Better customer care management-*** There is evidence to show that committed employees would go the extra miles to make sure that customers' needs, and well-being are looked after. Thus, one benefit that employees' commitment can add to the public sector in Nigeria is the delivery of better customer care management service that can be enjoyed by the members of the public that the sector is designed or established to serve.
- ***Effective and efficient service delivery-*** Another added benefit that employees' commitment can bring to the public sector in Nigeria is the delivery of effective and efficient service to the members of the public by employees that are committed to their jobs. It is believed that committed employees will go the extra mile to make sure that services are rendered to the users in a more effective and efficient manner at any time.

5.12 Summary:

This session outlines the core understanding and knowledge that were discovered in the study after data collected were carefully analysed and examined. Thus, a number of themes emerged in the analyses of the data collected regarding employee commitment and turnover intention in the public sector in Nigeria. The findings and analyses discovered are linked to the main aims of this research as outlined the earlier paragraph. The study sought to investigate the contextual meaning of employee commitment and turnover intention within context of the Nigerian public sector. I also hoped to examine the employment sector characteristics which impacts workers'

commitment at government-owned companies in the Nigeria context. There was also a desire to identify the connection among employee commitment on employee turnover intention in Nigerian public sector. Ultimately, I hoped to develop a theoretical framework to facilitate the understanding as well as the enhancement of human resource practices relevant for enhancing commitment as well as reducing turnover in Nigerian public sectors.

Based on these aims and on the data collected and analysed, the following findings and themes emerged in this study: -

- The meaning of commitment within the public sector in Nigeria, where one participant said '*... the word "commitment" seems too elusive to use, I will not really like to use that term to describe my affiliation with this organisation because there is obviously nothing in place to indicate that this organisation deserves that kind of engagement from me. Therefore, I would just like to say that I work for this organisation and not committed please*'. While in another instance, another participant echoed that '*...the only type of commitment that many of us, the employees in the public sector have is the commitment to what we can individually gain for ourselves and how the society see us as individuals...let me simply put it straight to you that the only form of commitment that I have as an employee is the salary that I expect to be paid as at when due and nothing else*'.

This kind of submission seems to demonstrate some lack of sense of ownership from the employees in the public sector in Nigeria. Also, employees seemed to believe that commitment for them must be based on a reward system.

Based on the data analysed, the theoretical framework of Meyer and Allen was used to support the findings. The affirmative, continuance and normative commitment theory played an important role in the exploration and analyses of the data collected in understanding the employee commitment and turnover intention in the public sector in Nigeria. The other themes which comes up from the information gathered in this study are: -

- Normative commitment based on obligation. In the submission of one of the participants, it was stressed that '*...working in the public sector in Nigeria appeared to have enhanced a "cultural perception" in a society like ours because if one does not work in this country, then, one has no value and no one will respect you in the society as well*'. Adding credence to the submission made by the participant's statement above, another participant identified as 'P13' hinted that '*working in the public sector is also*

a status thing in this country, there is a general understanding and belief that working in the public sector in Nigeria is a prestigious thing to do'.

These different submissions showed that obligation as identified in these findings is based on an understanding that it stems societal view of the employees in the Nigerian work context. Furthermore, it is evident from the analyses of the data collected and analysed that another obligation that emerged is based on an obligation of family needs. Support for this claim can be found in the articulations made by some of the participants where a participant identified as P12 hinted that:

'Society usually based a man's responsibility on whether he works or not, if I am to be respected by my wife and children as the head of the family, I must be working and bringing in money always. Otherwise, no one in this society will provide me with the deserved respect and honour'. While another participant identified simply as P6 stated that '...I prefer to work in the public sector as against working in the private sector because I have the opportunity to provide for members of my immediate family by sending my children to school and also being able to pay for my house rent'.

On the continuance commitment and the cost of leaving employment pay, participant P19 said:

'...the reason why I cannot stop working for this organisation now is because I feel satisfied because I am making enough money and things are going on well for me and also because I am making enough money from this organisation, I could not make the same amount of money if I have to move to the private sector'. In the same twist, another participant described simply as P1 stressed that '...this question seems pertinent because the media have highlighted the importance of increasing the public sector employees' salaries. However, the present government has refused to implement that agreement up until this very moment sir and as such employees' commitment is being undermined'.

Furthermore, corrupt practices also emerged. This also underscores the continuance commitment models which highlights corrupt practices linked to fringe benefits. This was demonstrated by a participant identified simply as P8:

‘...as a staff member in this organisation, there are certain benefits that I get from working in this organisation that are not official but still I get these benefits... I am currently working in an area that deals with members of the public and members of this public do give us money in order for them to get the services that this department provides, otherwise, such services, free though, may not be given to the members of the public’. Lending support to the submission made by P8 another participant hinted that ‘...by working in this public sector, official money that was designed for project in the country that is shared for employees, minister and permanent secretary is another reason why I have chosen to be working in the public sector in Nigeria’.

Other deductions which materialized among the information gathered and scrutinized included affective commitment relationship, factors that affect commitment and turnover intention relationship culture, commitment and turnover intention relationships, why public sector workers are not committed to their job, employee commitment and turnover intention as well as what benefits will employees’ commitment add to the public sector in Nigeria. Essentially, this chapter had provided detailed explanation and exploration of the findings that were deduced from the data collected and analysed regarding workers’ obligation as well as the intent to leave the workplace(s) at government-owned companies in Nigeria. These various themes were considered integral parts of this research investigation. The next chapter presents the conclusions, contributions, limitations, as well as recommendations aimed at future studies.

Chapter Six

Conclusions, contributions to research and implications for practice

6.1 Introduction

This section draws on the examination of discussions presented in chapter 5. The thesis considered a relevant topic that has significant implications for organisation. Although the issue of turnover was considered less challenging in the past (Budhwar & Boyne, 2004; Markovits et al., 2007), this cannot be said to be the case today. Some reasons for this are; the changes in the nature of work, employment relationship and organisations, life-long career is no longer the case in contemporary workplace (Klein & Park, 2016; van Rossenberg et al., 2018). There have been instances where employees needed to move out of the organisation to move up the career ladder.

It is for this reason that turnover is considered to be challenging for organisation (CIPD, 2020). Existing theorisations suggest that employee turnover often begins with the intention to quit – turnover intention. Turnover intention refers to the removal procedure in which a worker begins to think about leaving their job (Soojin Kim et al., 2017). Specifically, turnover intention does not mean resigning from work per se but a key predictor of leaving (Oruh et al., 2019). However, studies suggest that employees with the intention to leave may exhibit negative behaviour that may be detrimental to an organisation’s optimal functioning (Machokoto, 2019; Thomas et al., 2017; Wei, 2015).

To mitigate the prevalence of turnover intention, studies have suggested that having employees that are commitment is important (Joo et al., 2015; Kalidass & Bahron, 2015). Therefore, one core issue for human resource managers is attracting employees who could be emotionally attached to their organisation (Oruh et al., 2019). This is because employee commitment contributes towards employee turnover intention and employees who exhibit lower experience of commitment to their organisation will probably leave after a period of reflection on whether to remain or leave (Huselid, 1995).

Despite the importance of employee commitment and its implications for turnover intention, the mechanism that explains this relationship remains unexplored. Consequently, this

thesis draws on the three-component model (TMC) by Allen and Meyer (1991) and Allen and Meyer (1990), who described commitment in three different ways; such as the desire to stay in organisation (affective commitment), perceived cost of leaving an organisation (continuous commitment) and an obligation to remain with the organisation (normative commitment). Using the TMC commitment model, this thesis attempts to explain the mechanism for commitment and turnover intention using the Self-Determination Theory (SDT). To understand the mechanism for employee commitment and turnover intention, the thesis focus on the following aim and objectives set out on this study.

Drawing on the analysis of findings and discussions the thesis presents some conclusions in the next section.

6.2 Conclusions from the research

The conclusions presented here highlight the challenges to influencing worker obligation as well as intent to leave the workplace. From every analysis in this study and reflection of existing literature, the following conclusions may be deduced.

6.2.1 Meaning of employee commitment

While existing studies have demonstrated that employee commitment is an emotional state of mind where an employee feels a deep sense of attraction for their organisation such that they work hard to improve it, this was not the case for the empirical framework in this work. Thus, the meaning of worker commitment seems elusive in this context and is based solely on the material gains. Specifically, employee considered meaningful commitment to develop from rewards and benefits. Consequently, this thesis concludes that the emotional attachment attributes surrounding employee commitment do not exist within the empirical context as participants displayed lack of sense of ownership.

6.2.2 Employment sector characteristics that influence employee commitment and turnover intention

Whereas studies suggest that employees in the public sector may have a lower sense of commitment in comparison with their counterparts in the private sector (Behera et al., 2020; Budhwar & Boyne, 2004), this study has not shown that to be the case. Previous studies found that the public sector employees had lower turnover rate but exhibited higher turnover intention

due to the low pay and working conditions (A. V. Adebayo & Ilesanmi, 2020; Oyewobi et al., 2012). However, within this work, employees have resorted to self-help by taking advantage of the lack of control and scrutiny to engage in deviant actions aimed at enriching themselves. Consequently, the thesis concludes that public sector employees' turnover intention may continue to be low as long as employee can exploit the organisational structure and the culture of corruption persists.

6.2.3 Three model commitment manifestation

Existing theorisation suggests that employee commitment manifests in three ways (normative, continuance and affective) (Meyer & Allen, 1991).

6.2.3.1 Three model commitment manifestation -normative commitment

In the normative, studies showed that workers were obliged towards their workplaces due to sense duty (Meyer & Maltin, 2010). Employees sought to develop their organisation because of their emotional attachment to it. This was however not the case here. Employee in the empirical context focussed mainly on their obligation to their family and their society. This attitude is supported by ethnic diversity scholars who suggested that ethnic identity may influence employees' view of themselves such that loyalty is placed more to their ethnic heritage. Employee saw their employment as a duty to care for themselves and maintain good social image.

Interestingly, position in organisation has been linked with a deep sense of commitment as employees in senior positions considered themselves to be critical to their organisation's success (Bennett & Durkin, 2000). However, in the empirical context, employees sought senior positions at work mainly for the societal respect that comes with such position and also for the opportunity to improve their lifestyle. Consequently, this thesis concludes that normative commitment in this study means staying employed due to a sense of duty to family and society.

6.2.3.2 Three model commitment manifestation -continuance commitment

Here, findings were consistent with the existing theorisation that employees consider the cost of leaving their organisation as a reason for remaining in employment (Meyer et al., 2013). The point of difference however was that employees in the empirical context did not consider them as strong enough to foster emotional attachment. Secondly, this study expands upon the factors identified as cost to include fringe benefits from corrupt practice and ability to work

and manage private practice. The conclusions here as a follow: first, that continuance commitment may manifest differently due to empirical context. Secondly, where employees run their private ventures and stay employed in the public sector, they view the cost of leaving more in terms of their private practice and exhibit stronger emotional connection to it.

6.2.3.3 Three model commitment manifestation-affective commitment

While affective commitment has been linked with string emotions based on workplace relationships, this thesis takes conversation somewhat further (A. Cohen, 2009; Meyer et al., 2013). Participants' relationships were only meaningful within and outside those organisations which connive with them to perpetuate corrupt activities and support their deviant behaviour. Consequently, in the context on this study, workplace relationship influences emotions only when it enhances personal gains.

6.2.4 Self-determination mechanism

This section presents conclusions to support one of the major contributions of the thesis. The thesis concludes that indeed the SDT theory supports the rationale for worker linkage with their intent to leave the workplace(s).

6.2.4.1 Competence

Prior studies have suggested that committed employees saw the need to use their skills and abilities to improve their organisation (Ryan & Deci, 2000; Wilson et al., 2008). This thesis however suggests that, in the empirical context, employees are willing to stay employed when the organisational climate allows them to use their competence to set up private ventures. Thus, the focus of competence is the actualisation of personal gains.

6.2.4.2 Autonomy

People like to work in environment where they have autonomy to make work-based decisions and control their routine (Ryan & Deci, 2000; Wilson et al., 2008). However, autonomy in this study was premised on identified weaknesses in the system that allowed employees the freedom to act without scrutiny. Thus, this thesis conceptualises autonomy within the empirical context as the lack of scrutiny.

6.2.4. 3 Relatedness

Similar to the affective commitment, the thesis asserts here that relatedness only focussed on maintaining relationships in the organisation and service users to protect fringe benefits.

6.2.5 Environment and commitment -turnover relationship

As part of the objectives of this thesis, there was need to investigate the extent to which the environment influences employee commitment and turnover intention relationship.

6.2.5.1 Employment sector and commitment -turnover relationship

Findings here deviates from existing studies that suggested a stronger connection among employee obligation as well as intent to leave workplace(s) at private sector (Behera et al 2020; Budhwar and Boyne, 2004). The thesis therefore suggests that while employee commitment maybe devoid of emotion connection with an organisation, in the empirical context, existing organisational culture may explain why employees view their job in the public sector more favourable than others in the private sector.

6.2.5.2 National culture and commitment -turnover relationship

Studies have suggested that Nigeria is a country where people have connection with their culture (Hofstede, 2009). Findings showed that employees' deviant behaviour was fuelled by their need to meet society expectations. This was because the notion of bribe in the country was considered a normal practice (Husted, 1999). Consequently, in the empirical context, national culture may contribute greatly to the misbehaviour of workers.

6.2.5.3 Organisational culture and commitment -turnover relationship

As a combination of experiences, values, philosophy and organisational expectations, organisation culture influences how things are done in an organisation (San Park & Kim, 2009; Sparrow & Wu, 1998). The thesis suggest that the non-commitment behaviour is made worse by the prevailing lack of control culture that persists in the public sector.

6.2.6 Turnover intention

Whereas this study arrives at a similar conclusion on turnover intention to other studies (Abolade, 2018; Ogonny & Majola, 2018), turnover intention from other studies suggested that the organisational structure of public sector organisations made employee feel the need to stay (Ronny Shibiti, 2020). This study however differs in the rationale for employees' turnover intention. Consequently, the thesis posits that should the same generation of employees remain in employment, turnover intention in the public sector will be low as long as the organisational culture remains unchanged.

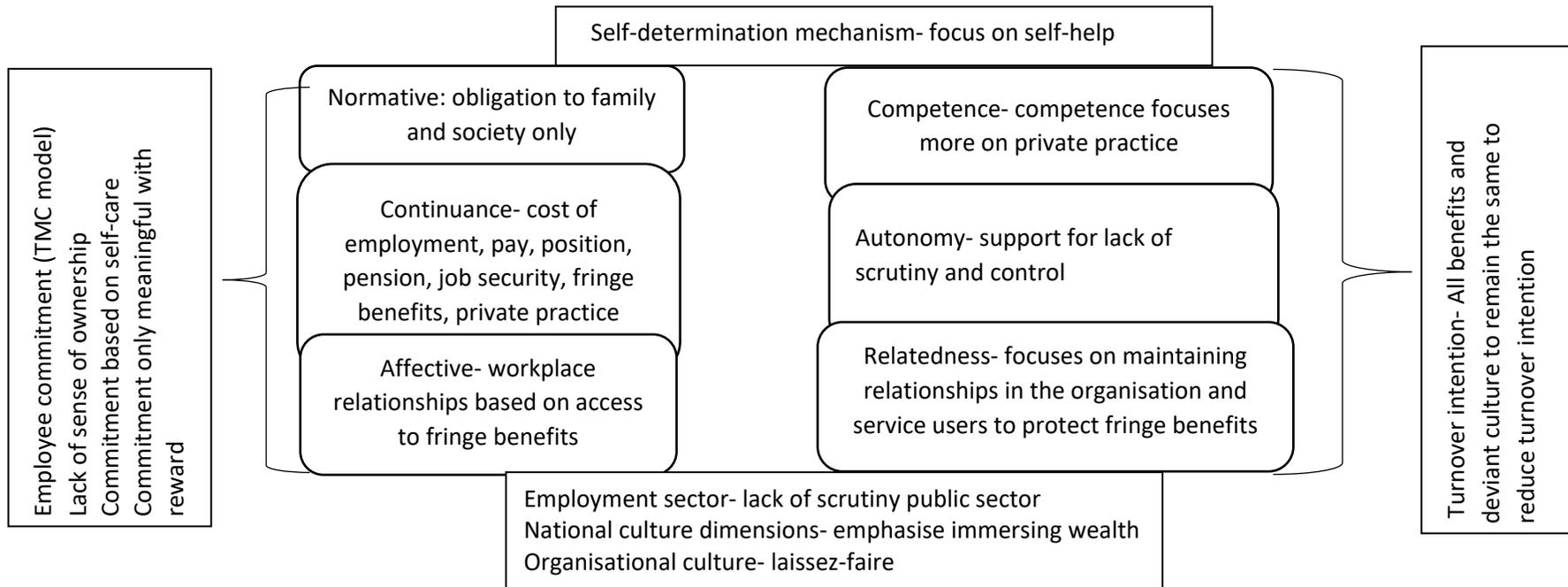
6.3 Contribution to research

There is evidence to show that interviewees were drawn from across the country. The thesis makes the following contribution to literature.

6.3.1 Development of a framework

The thesis develops an agenda that explains the device with which worker commitment influence turnover intention. This framework provides a starting point by highlighting the problems and will help in the determination of how to resolve the challenges of employee commitment in the public sector in Nigeria. See Figure 3

Figure 3-Framework for linking employee commitment to turnover intention in the Nigerian public sector



Source: Author- 2020

6.3.2 Mechanism for linking employee commitment and turnover intention

Whereas other studies have suggested that employee commitment may influence turnover intention, the boundary conditions underpinning such relationships were not known. The thesis shows that SDT theorisation explain the mechanism for employee commitment and turnover in the empirical context.

6.3.3 Employment sector and employee commitment-turnover relationship

This thesis contributes to extant studies by explaining the role of employment sector in the connection among worker obligation as well as the intent to leave the workplace. Thus, this novelty is based on a conceptualisation of employment sector and constitutes a possible facilitator of employee commitment and turnover relationship in the public sector.

6.3.4 Organisational culture and employee commitment-turnover relationship

This thesis adds to extant studies by explaining the duty in companies' culture in the connection amid worker commitment and turnover intention. The novelty is in the conceptualisation of organisational culture and a possible facilitator of employee commitment and turnover relationship in the public sector.

6.3.5 National culture and organisational misbehaviour

While studies suggest that national culture and organisational culture are intrinsically related, the thesis contributes to extant studies by showing that national culture may influence both organisational culture and employee misbehaviour.

6.3.6 Individual factors that influence employee commitment and turnover intention

This thesis contributes to literature by highlighting individual factors that influence employee commitment and turnover intention. While the individual factors identified (competence, autonomy and relatedness) does not influence emotional connection to the organisation, it reinforces employee willingness to remain in employment.

6.4 Implications for practice

Based on the above contributions, the thesis presents the following implication for practice.

6.4.1 Identifying the challenges facing employee commitment in the public sector

While there have been several studies that have explored challenges of worker commitment within government-owned companies in Nigeria, the framework developed in this study makes it easy for practitioners to identify the challenges from at employee level, organisational level and societal levels.

6.4.2 Need for structural change

This work implicated structure in public sector organisations. It highlighted the weaknesses in the control processes. There is need for improvement in the control systems. This may include rotating employees on a regular basis and the improvement of internal auditing functions. There is also a need to include employees in the decision-making process.

6.4.3 Recruitment drive

Based on 5.4.2 above, the organisation should set a plan in motion for recruiting new employees as majority of participant suggested that they will leave the sector if there is an improvement in the internal control processes.

6.4.4 Policy for private practice

Following the importance of this for employees in the public sector, it is worthwhile to consider developing a policy framework for regulating the setting up of private practices. This will help to reduce the challenge of conflict of interest.

6.5 Limitations

It is understandable that this study may have some limitations:

6.5.1-Empirical context

Data was collected in Nigeria. This means that the conclusions may not be pertinent to other countries, especially in the west. However, Nigeria represents the developing countries and has similar cultural orientation. Thus, the findings may be useful outside the country, especially among developing countries.

6.5.2 Methodological approach

This research used a qualitative approach. This method has been criticised for lacking in validity (M. Saunders et al., 2009). However, efforts were made to eliminate bias. Interviewees were assured of their anonymity and themes generated using codes. There is also a challenge of generalisability especially because of the small sample size (M. Easterby-Smith et al., 2012). However, qualitative studies allow for in-depth understanding of the phenomenon. Additionally, participants were drawn from different parts of Nigeria and from different public sector organisations to get a broad view of the issues.

6.6 Recommendations for future study

This thesis makes the following recommendations for further research investigation(s); first, data could be collected in the western context to enable for future comparative analysis. Secondly, the framework could be tested using a quantitative approach to test for the generalisability of the findings. Furthermore, non-dysphoria (IS THIS THE WORD?) Nigerians may endeavour to undertake similar study in order to check whether the information and approaches of the participants will be different from what was experienced by this researcher. In addition, future study may combine both qualitative and quantitative methods in the methodology stance.

Also, future studies in this area may wish to undertake similar study by putting side by side the views among men and women employees at government-owned companies in Nigeria, since there is evidence to show that the male participants hinted that the society appears to have great expectations and a high degree of respect for men who have work in the society and because evidence seems to show that the Nigeria society is purely a matriarch society where men are far more valued and respected than their female counterparts. It may fare better if future study in this area endeavours to classify employees' perceptions in the public sector in Nigeria based on their class structures and age differentiations because there is the notion of generation X, Y and Z which is a pertinent component of demographic stance. In addition, it may be worthy if future study can endeavour to broaden its participatory audience to include elected officers who are also public sector employees rather than focussing on the functional employees who have been employed to perform certain tasks in the public sector in Nigeria.

6.7 Summary

This chapter provided insights on the values as well as effects that this research has adduced as well as the conclusion drawn from this study. Thus, the following conclusions were drawn from this study:

- Meaning of employee commitment within the Nigerian public sector. This perspective was provided by those interviewees that participated in this research.
- Employment sector characteristics that influence employee commitment and turnover intention. This extant study showed that the public sector employees in Nigeria had lower turnover rate but seemed to exhibit higher turnover intention as a result of low pay and working condition.
- The three-model commitment manifestation. All the three model of commitment espoused in the model which are affective, continuance and normative commitment were explored as well as analysed concluded within this research investigation.
- The notion of self-determination mechanism. It was evident from this study that an insight on the self-determination theory were explored, analysed, and critically evaluated and linked to employee commitment and turnover intention.
- Environment sector and commitment-turnover relationship. The study also provided insights and drew conclusion on the employment sector and commitment turnover relationship in this study by highlighting the connection among employee commitment and turnover intention in the public sector organisations generally but with particular reference to the Nigeria context.
- National culture and commitment- turnover relationship. This particular conclusion was highlighted in the context of where people are connected with their culture as it was espoused that employees in the public sector are concerned by societal impression on them.
- Organisational culture and commitment- turnover relationship. This aspect was espoused in the combination of experiences, values, philosophy, and even organisational expectations all of which culminated into organisational culture and commitment.
- Turnover intention. This suggested in the study that the organisational structure of public sector organisations compelled employees to want to stay.

The following findings are the contributions made in this study: -

1. The development of a framework- This offers an opportunity at explaining the mechanism through which employee commitment influence turnover intention in the public sector in Nigeria.
2. Mechanism for linking employee commitment and turnover intention- The exploration of the self-determination theory (SDT) explained the mechanism for employee commitment and turnover intention at government-owned companies in Nigeria.
3. Employment sector and employee commitment- turnover relationship: - This was pinpointed in the conceptualization of the employment sector and possible facilitation of employee commitment and turnover relationship in the public sector in Nigeria.
4. Organisational culture and employee commitment- turnover relationship: - This was highlighted in the exploration of the conceptualization of the organisational culture and a possible enhancement of employee commitment and turnover relationship in the public sector in Nigeria.
5. National culture and organisational misbehaviour: - The study demonstrates an in-depth understanding of the national culture's influencing both organisations' philosophy as well as employee misbehaviours at government-owned companies in Nigeria.
6. Individual issues which impact on employee commitment and turnover intention: - This manifests in a situation where the individual factors identified competence, autonomy and relatedness, none of these influence emotional connection to the organisation but rather it reinforces employee's willingness to want to stay at government-owned companies in Nigeria.

Thus, the implications of this study are as follows:

- Identification of the challenges facing employee commitment at government-owned companies in Nigeria: - Thus, the development of this framework conceptualized in this study provided ample opportunity to identify the challenges from different perspectives in the public sector in Nigeria.
- The need for structural change: - It was evident from this study that there is need for improvement in the control system which would enable employees on a regular basis to improve internal functions, such as decision-making processes in the public sector in Nigeria.

- Recruitment drive: - The explanation and exploration showed that organisation should plan in motion for recruitment of new staff as espoused by virtually all those who took part in this study regarding employee commitment and turnover intention in the public sector in Nigeria.
- Policy for private practice: - The essence of this implication for at government-owned companies' employees in Nigeria is for the formulation of policy framework in the private sector alike in Nigeria.

The previous paragraphs have provided an in-depth summary of different contributions, implications and conclusions 'drained' in this work with detailed insights on each of the areas noted.

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Appendix A: Invitation to Participate

This appendix comprises a copy of the Invitation to Participate letter provided to prospective participants.

Dear Public Sector Employee,

You are being invited to participate in a study entitled “An Exploration of Employee Commitment and Turnover Intention: A Case Study of Nigeria's Public Sectors.” Based on existing literature, employee commitment has become one of the most significant concepts in the management of organisations and researchers in related fields because employee commitment is a critical component of the healthy organisational climate, increasing employee morale, motivation, and productivity simultaneously (Meyer & Maltin 2010). Therefore, it is reasonable to point out that a lack of organisational commitment to employees leads to a negative effect on employee productivity, which has a tremendous contribution to the inability of the organisation to accomplish goals. Because of the relationship between employee and organisational commitment, it is important to understand that the two forms of commitment complement one another.

Your participation in this study would involve answering couple of interview questions.

Sincerely Yours

Peter Akinsowon

+447921518769

Appendix B: Informed Consent Form

This appendix comprises a copy of the informed consent form provided to participants. Informed Consent for the Study Entitled “An Exploration of Employee Commitment and Turnover Intention: A Case Study of Nigeria's Public Sectors.”

Purpose of the Study

Commitment: A Case of Nigeria’s Public Sectors.” Based on existing literature, employee commitment has become one of the most significant concepts in the management of organisations and researchers in related fields because employee commitment is a critical component of the healthy organisational climate, increasing employee morale, motivation, and productivity simultaneously (Meyer & Maltin 2010). Therefore, it is reasonable to point out that a lack of organisational commitment to employees leads to a negative effect on employee productivity, which has a tremendous contribution to the inability of the organisation to accomplish goals. Because of the relationship between employee and organisational commitment, it is important to understand that the two forms of commitment complement one another.

Role of the Participant

You will participate by answering couple of questions which is only expected to take about 30 to 60 minutes of your time. Qualitative participants will be randomly selected until 2 managers and 2 employees are selected. The interview is expected to last for 60 minutes and will be conducted in person (face-to-face interview session) which will be recorded.

Ethical Concerns

Your anonymity is protected through the use of numbers to identify you. If you participate in the semi-structured interview and your quotations are used, you will only be identified by your participant number. Data will be maintained on a password-protected computer in encrypted files and will be deleted after 3 years.

Terms of Agreement

By signing below, you are confirming that you:

- Are over 18 years of age and that you currently work in the Nigerian public sector.
- Understand the terms of this form; and that you are participating voluntarily.

Signature

Date

Appendix C: Interview

The interview questions are the same for the employees in the public sector in Nigeria.

1. Do you see yourself staying with your current organisation for your entire career? Why or why not?
2. Do you stay at your current position because of a feeling of obligation? Why or why not?
3. What do you understand by commitment?
4. How do you feel about employee loyalty?
5. Why did you choose the public sector over the private sector for employment?
6. What are the factors that influence your commitment most? Why?

Appendix D- Further notes on Reflexivity

Identity and positionality

At the start of this study about three (3) years ago, I believed strongly in my ability as one who possesses a Human Resource Management (HRM) background, having worked as a HR Manager and holding a Master's Degree in Human Resource Management & Organisational Behaviours (HRMOB) that I was in an advantageous position to undertake this research study. Also, as one with many years of experience in Human Resource Management Practice, it was much easier for me to connect with the participants. These qualities made me see myself as an insider just like the participants who have agreed to take part in this research study. Therefore, for the purposes of the study, I assumed the role of a public sector employee who now would be listening to fellow public sector employees' perceptions on employees' commitment within the public sector in Nigeria. This insider's knowledge offered me the opportunity to position myself as one who was championing the voices of these public sector employees and at the same time, one who would provide additional understanding and knowledge based on their experiences where necessary. As stressed by Creswell (2019:9), researchers should position themselves in the research in order to acknowledge how their interpretation flows from their personal, cultural and historical experiences.

As one with a sound background in Human Resource Management and an employee in the public sector myself, I had a feeling that I was in a better position to empathise with the participants' understanding and experiences as well as their struggle with the public sector as it can be argued that I possess similar experience and understanding with the participants. Nevertheless, my understanding and experiences did not mean that it would be easier for me to communicate and understand with the public sector employees in Nigeria who perceived me as different because I am a member of the diaspora who knows nothing about what the public sector employees are facing in this country (Nigeria). For example, I encountered challenges with P 5 and P 6 who initially were not so keen on opening up to my first two questions because I had a strong feeling that these participants saw me as one who works for the Nigerian Government despite the fact that I had my University's identification worn around my neck. I had to pursue the interview and showed these participants my International Travelling Documents before they were able to openly respond to my questions in earnest. Also, during this interview session, P 6 seemed uninterested as he

was seen drumming his fingers on the table as if to say that ‘I would not just say anything incriminating to you...’

Furthermore, P 17 kept me waiting for more than 2 hours and when he showed up, he did not care to offer me any explanation, other than merely indicating to me that ‘this is Lagos’. I was

quick to come to the realisation that I was not treated with any special courtesy as one of the participants had called me up hours before the interview to ask me whether I would give them what he referred to as ‘red pepper’ – a local terminology for a bribe. I had to explain to this participant that due to ethical reasons, I am NOT allowed to pay participants any bribe, otherwise, the integrity of my research would be undermined and worthless. I had to plead and appeal to this participant to understand the significance of my research study and the implication that red-pepper may have on my three (3) years study before he could agree to participate in the interview session. On the other hand, however, I had other participants who appeared to have understood the significance of my research study and complied and cooperated with me all through the interview session and never hesitated to speak when questioned. For example, P 18 and P 19 asked me to let them know if I had any challenges with those participants that they had introduced to me in this study and that if there was anything that they could do in order to help me with participants who seemed to be troubling me but I indicated to them that I would let them know if I needed any such assistance as I have not had issues with the participants so far, despite the fact that I had, because I believed that if I informed them of what I had been asked, such may impede the continuation of my data collection. Thus, all these different perspectives enabled me to achieve an in-depth understanding on how to approach my study, most especially in the area of data collection.

Establishing relationship with the participants.

As a researcher willing to extract information from participants, I believed strongly that it was germane to develop strong relationships. Therefore, while conducting interviews for my study, I saw the need to demonstrate high level of competency as an academic researcher and as an interviewer to the participants while showing at the same time my understanding and experiences as a public sector employee. From the contents of these participants’ body language, I was able to deduce from these participants that a significant

number of them appeared not to have been interviewed before on matters relating to their work. Thus, I felt the need to make the participants feel comfortable with me during the interview session. For example, as I had indicated earlier on in the foregone paragraph that I noticed that during the interview that P 5 and P 6 were sceptical of me and seemed not too keen on opening up for me on the questions posed to them. Nevertheless, I equally felt it was important for me to not appear too influencing on these participants as I did not want to be at the centre of what these participants had to say to me based on the questions that would be put to them despite the fact that I intended to have close rapport and relationship with these participants. Thus, I deliberately distanced myself from having to talk or draw conclusion for the participants. For example, I had agreed an interview session with a participant (a female) whom I had observed her keenness and determination to discuss the issue of employees' commitment with me because she happens to be one of the few participants who would e-mailed me to remind me of 'our agreed date'. However, a day before the interview as I always did with all the participants, I rang her to remind her but her phone was switched off and I was unable to reach out to her throughout that day. So, on the agreed date of the interview, I made my way to her office where the interview session was meant to take place. I met her colleagues who told me that she had not turned up for work for a while. I waited all day and I did not hear from her, so I left depressed and dejected and I was wondering why she could have disappointed me without even bothering to write to let me know that she was not going to grant me the interview as agreed. So, I contacted another participant to introduce to me a replacement and I got help in that manner. However, precisely a week later, I received a call from that participant who had disappointed me. She told me that she had suffered a loss, that her daughter had died few days before the scheduled interview. She went on to tell me that her daughter died because she could not pay for medicine which was valued at £10=00 equivalent and wondered if there could ever be commitment in the public sector, she stressed further that her daughter died in a public hospital- which she referred to as General Hospital and that the employees in that hospital had asked her to get medications valued at £10=00 equivalent and because no one in that hospital was willing to help her without being given 'bribe' that her daughter died, coupled with the fact that she as a public sector employee who had not been paid for over six (6) months, she rhetorically asked me how could she ever be committed to the public sector in this country (Nigeria). I empathised with her but felt helpless at the same time. Thus, I began to wonder in my mind how honestly an employee would be expected to remain committed truly. This kind of situation assisted me to establish good relationship

with the participants and at the same time offered me the chance to extract relevant and insightful information from the participants.

Support for the claim made in the previous paragraph can be drawn from the assertion made by Brinkmann and Kvale (2019) where they stressed that if the context is not aligned in a way that is fitting for both the interviewer and the interviewee, then such can lead to lack of reciprocity, stressing further that the key factors within the context are the interviewer and the interviewee. Thus, I have had to make sure that there were a significant number of similarities between these participants and myself as the researcher as supported in the submissions made by Johnson-Bailey (2019) who highlighted the importance of strong bond between the interviewer and the interviewee as the basis of building strong relationship and creating opportunity to work better. Nevertheless, there were times during the interview sessions that I have had to cancel the scheduled interview date and time due to lack of cooperation between the interviewee and me- the interviewer. Situations leading to cancellation of interview sessions that had been previously arranged, no doubt could be described as what Brinkmann and Kvale (2019) referred to as disconnection which is made up of lateness for interview sessions by the participants, fear of being over heard by other colleagues of the participants and other personal matters affecting the participants that may impede the interview sessions that would be highlighted in the sessions below.

Unnecessary or uncomfortable power show/ shift/dynamics

As a Nigerian myself, I am aware of the importance of power among Nigerians and how much importance is attached to power and how the average Nigerians see power. This situation showed on more than four (4) occasions with some participants especially those who are at a more senior level within the public sector. For example, I was kept waiting for hours by one particular participant and when this participant showed up, he did not even bother to provide any explanation whatsoever for his lateness. As if coming into the interview session late was not enough, I equally perceived that he had hostile body language and realising all these, I felt that the most appropriate thing to do was to develop a friendly rapport with him and got him to trust me.

Furthermore, I noticed that another instance where I had arranged an interview session with a participant and after confirming the date and venue of the interview slot, the

participant refused to see me at the scheduled time for my interview session as his secretary would not allowed me to meet with his boss to conduct the interview because according to this secretary, the boss had his girlfriend with him in the office and despite showing this secretary evidence that I had a pre-arranged session with this boss, I was not allowed to see this participant. So, I had to step out the office to call him from a business centre with a different number and as he answered the call, I told him about my pre-arranged interview slot with him and I was surprised as he told me to reschedule the appointment for another date and time because according to him, he had someone with him at that time. As such, I had to reschedule this interview for another day.

Another area of power show that I witnessed in the course of conducting interview in Nigeria came when I went for my interview session at a public sector in Nigeria, precisely at the Ministry of Finance in Abuja, when I got to the venue, I introduced myself at the security post and showed evidence of my scheduled interview but the security man realising that I came from the United Kingdom asked me to fill a visitor's form and instructed me politely to sit down on the bench in his post, I sat down here for more than 30 minutes and as my time slot was drawing nearer, I went over to him again to remind him that time was of the essence because I had informed the participant (his boss) of a particular time but the security man ignored me and charged at me that the boss would let me know when he was ready to see me. Thus, I had to step out to ring the participant about my predicament that I had been waiting for over 45 minutes for him at the security post. It was at that point that he asked me to stay at the security post and few minutes after, he sent his secretary to come and called me to his office where the interview took place.

Also, another incident of power show that I noticed during the interview session happened at the Lagos City Council office where I had an appointment to meet and interview one of the participant who happened to be a senior officer within the public sector, I had arrived the venue 40 minutes before the arranged time and I informed the participant on my mobile phone that I was in the building and she told me to stay by her office corridor. I waited and continued to wait until the agreed time slot and when I knocked on her office door again to let her know that our time for the interview had come, she was on her mobile phone and indicated me by a wave of hand that she was busy on the phone and as such I had to stay outside her office premises for another 45 minutes after our agreed time slot before he got someone to call me in for the interview. At that point, I was expecting her to apologise for

keeping me outside for a little bit over 45 minutes, but no apology was offered to me at all. What I seemed to get from this entire episode was a display of superiority and sense of power show by this participant. I got the impression that this participant felt that she was helping me with my study and cared less if she had kept me waiting for hours or not. While all this annoying situation was going on, I kept my cool and still went on to conduct the interview as agreed because I knew the importance of the interview session to my study.

In addition, another show of power dynamic that I witnessed or experienced happened on the day that I was to interview another senior personnel at the public sector. Having previously agreed on a time and venue for the interview session; I got to the venue 45 minutes before the agreed time and informed the participant on his mobile phone because he was said not to be in the office and he told me that he was on his way to the office. Thus, he arrived the venue of his office premises 15 minutes before the agreed time slot, but he kept me waiting as he made me to realise that he had other engagements to attend to. As such, I was not seen by this participant until 35 minutes after the agreed time slot. I had to maintain my cool as I did not want anything that would jeopardise my study because I knew the significance of collecting the data via interview session.

Another instance of power show that is worth highlighting happened in Abuja with another participant. As usual, I arrived at the venue of the interview 30 minutes before the agreed time slot and I was told by his secretary that that day being a Friday that this participant would not arrive in his office until noon and that interview was scheduled for 10:00 am. So, I rang him from my mobile phone to remind him of our interview time, he responded by saying to me that he could not get to work until noon. This surprises me a lot because I kept thinking how anyone would agree to see me almost 2 hours after an agreed time for an interview that I had pre-booked some 3 months earlier and even sent a mail to remind this participant about the interview date and time. At no time, was I told that he would not be able to see me at the agreed time? In any case, I had to stay for 2 hours to get the interview granted because I felt that if I did not comply by this participant's instruction and what I can referred to as power show, I may not be able to this participant interviewed. So, I had to comply as I understood the importance of getting the interview done for my study. All-in-all, I have come to realise that in Nigeria, there is a strong display of power dynamics across the whole nation as every individual seems to demonstrate some degrees of importance where they can as demonstrated by the security officer at the venue of a senior participant who

kept me waiting for hours. Also, I have come to understand that if one needs to get things done in Nigeria, one must be extremely submissive and set considerable lengthy time aside because 'power show' may creep in and what natural could have taken an hour may take 10 hours even when one seems submissive.

Reflections on power show within the Nigeria context as experienced during the data collection

It did not take me long to realise that I had no power in Nigeria especially as a research as I was quick to realise that participants could frustrate one's effort as a result of demonstrating their power influence over one. As I have deep understanding that these interview sessions were indispensable to the success of my study, I did not mind to wait and set aside any form of frustration that I encountered during those endless times that I have had to wait outside participants' corridors or stay at the security post for a participant who was not even informed of my arrival. Thus, it became clear to me that these participants possessed greater power influence over me- as the researcher as espoused by Easterby-Smith et al (2019); Brinkmann and Kvale (2019).

Despite the power influences used on me by these participants on a number of occasions; I knew quite well that my interview sessions with these participants if they could have any sense or impression that I appeared angry, frustrated and resilient towards them in any way. Therefore, I had to suppressed anything that could show that I was not happy with their disposition because I knew quite well that any evidence that I wished to fight back may result to the interview session being cancelled or if not cancelled outright, it could lead the inadequate information tendered or surrendered to me or worse still may lead to responses to my questions. Thus, in certain instances where I had noticed some levels of resentment from the participants, I have had to make these participants to trust me and stressed that the interview session(s) is for the enhancement of understanding the importance of employees commitment within the Nigerian public sector as a whole. I noticed that once I have stressed such degree of importance of the study to the public sector and most especially when I have come forward to these participants as one who could be trusted and in search of knowledge, I often used to notice a positive and willingness in their countenance or body language.

On the other side of the aisle, however, I have managed to realise that there are instances where some middle-ranked participants had exhibited great sense of power show as I noticed that these levels of participants were eager and willing to diverge information to me on the subject-matter. For example, one participant was ready for the interview to go ahead as soon as I arrived at the venue some 30 minutes earlier as I usually did. This participant not only gave me a rousing welcome, he also made me to feel comfortable and asked me immediately if I was willing for us to begin the interview. All-in-all, I found this participant to be very civil and humble and seemed to me to be a patriot. In another instance, I had the opportunity to conduct an interview session with an employee who asked me to let her know if I needed help with those whom she had introduced me to through the method of snow-balling that was put in place to gain access to those participants who agreed to work with me in my study.

The impact of being a father and husband in the course of conducting these interviews

While a considerable number of the participants accepted me as a doctoral candidate conducting a research study, I was quick to note that some connected with me as a father and husband who must provide for his family members at the same time. Thus, in the course of our discussion, a few participants emphasised that employees' commitment in a nation where corruption is high at all levels may be impossible to demonstrate. For example, some of the participants asked me how I would have reacted if I work in Nigeria and I learnt that corruption reins the entire political class from the presidency down to the ordinary man who works in the public sector. This made the participants to develop great rapport with me and I also managed to develop some deep sense of meticulousness to the participants responses. I noticed that realising that I am a father and a husband made these participants to connect with me in a more detailed manner because they (participants) felt that I would be in a better position to understand where the need to make money must come first before the need to develop commitment for the public sector where no one cares what happens to the employees who are committed. Furthermore, a significant number of these males participants stressed on the need for them to meet the societal perception of masculine being the provider in any family unit and stressed on how the society look down on males who do not have jobs. These participants were able to identify my role as a father and a husband who must meet the family needs. Thus, I benefitted a lot from the perception of the participants of me being a father and a husband.

Another instance where I was recognised as a father and a husband came up when a particular participant, a female indicated to me that the concept of employees' commitment is not taken serious among employees in Nigeria because men usually consider family first in a patriarchal society like Nigeria. This female participant went on to give me a narrative of how her husband who works in the public sector had to compromise his commitment because he was not paid for months at work and bills were piling up. She stressed that her family was threatened with eviction and yet his work colleagues who were not committed were getting bribes for their jobs in the public sector. Based on the experiences that I have gained as a result of role as a father and a husband.

Identification of culture of 'egunje' (corruption) even with the involvement of friend of a friend (snowballing) in Nigeria.

The impact of snowballing in my study cannot be overemphasised because it was through this snowballing method that I was about to gain access to a considerable number of participants that data were collected from. However, an interest feature emerged. This is what is known locally amongst people in Nigeria as 'egunje system'- a metaphor for corruption. It is similar to what was described in the foregone paragraph where a participant asked if I was going to 'tear him with red-pepper'. 'Egunje' I later learnt is a system where one is expected to give something in return for something. At the initial stage when and where a friend introduced me to another friend, this new friend that I had been introduced to, would ask me for 'egunje' before taking part in the interview session. I normally would have to take days to tell this new friend of the ethical component of my research study which forbids money to be given before interview could be granted as such may impede the integrity of my study at the end of the day. This concept was so pertinent in virtually all aspects of the participants recommended by a friend of another friend. It took me so long to understand that it is a common practice in Nigeria that featured in the reasons given by the participants as to why commitment is low and non-existing in certain respect or areas.

Thus, in view of all that I had experienced while conducting interview for this study, I have come to realise one factor in Nigeria that nothing can ever be done without 'egunje' at every aspect of their day-to-day life. For example, I realised that even while moving from one point to the other and at every police check point, what was asked from the driver who was driving me was 'egunje' but the police officer at check point would add that 'egunje for

pure water' would be of great help. Therefore, my time in Nigeria was so intriguing despite the various disappointment encountered by the participants I found my experience in the country (Nigeria) interesting and their culture regarding 'egunje' is something that has enhanced my understanding of what my data revealed.

Recognition as a Nigerian in diaspora played significant role in data collection.

The fact that a significant large number of the participants recognised me as a Nigerian in diaspora played important role in my study for these participants saw me as 'fellow Nigerian' and such helped me a lot because if the same study had been undertaken by a non-Nigerian, I am quite sure that it might have been a different situation because it is evidence that Nigerians will miss not opportunity to exploit someone that is not one of them. For example, I noticed that foreign nationals that I had the chance to meet while I was in the country (Nigeria) were asked to give 'egunje' even before they were allowed to pass through basic police checks, not to talk of price extortion of commodities- where a product that were sold to me for the equivalent of £10=00 was sold to the foreign national for £50=00. In another instance, cab or uber fare that would ordinarily have cost £20=00 equivalent for an indigene would have cost a foreign national nothing less than £70=00. This shows that access to data by virtue of my nationality is a major factor that seemed to have helped me in no small measure towards the completion of my study.

Also, I noticed that it would have fared slightly difficult if I were not a Nigeria by descent. This made me to appreciate the important of my nationality in a country where people from other countries may not be able to go through what I went through during the course of this study. Furthermore, those participants who worked in the educational sector seemed to recognise the importance of my study as a fellow Nigerian because those who work in this sector indicated to me that they (participants) knew how the findings that this study would revealed could help to enhance the growth of educational development and understanding the employees' commitment in the public sector. For example, a participant who worked in the educational public sector stressed that as a fellow Nigerian, he appreciated my efforts in conducting this study because he believed strongly that the long term benefits would undoubtedly lead to better understanding of the employees' commitment in the public sector. In addition, another participant who also worked in the educational sector helped me a lot in getting some of his colleagues to participate in the interview session, he stated

that he was so happy and impressed realising this this study was conducted by a fellow Nigerian. According to this participant, I will do anything humanly possible to support your study because I know that at the end of the day, the findings that would have been revealed as a result of this study would add significant value to the educational sector as well as improving understanding the importance of employees commitment in the public sector in Nigeria as there is a big gap in the knowledge and understanding of employees commitment in the public sector in Nigeria compared to the depth of knowledge and understanding in the private sector.

Appendix E- Sample transcript

RESPONDENT 1'S TRANSCRIPT

RESEARCHER: - Good Morning to you. Thank you very much for agreeing to take part in this interview. As I had indicated in the letter sent to you earlier that whatever information you reveal will be treated with the highest level of confidentiality and that the purpose of this interview is purely for academic and that no one will divulge any information to a third party without your written consent.

RESPONDENT 1:- Good Morning to you too. It is my joy to be here today with you for the interview section sir. We may start when you are ready sir.

RESEARCHER: - For how long have you been working for this organisation?

RESPONDENT 1:- I have been working for this organisation since 1999 which makes it to be 20 years since I have been working for this organisation now.

RESEARCHER: - Wao!!!! 20 years and are you committed to this organisation? Or why have you decided to stay for so many years in this organisation?

RESPONDENT 1:- Yes for 20 years I have been working for this organisation but on the issue of commitment. Do you mean whether I love this organisation?

RESEARCHER: - (Cuts in....) I mean whether you are loyal to this organisation.

RESPONDENT 1:- Loyal or what did you just say now? I am only interested in the money that is being paid to me as salary every month but for loyalty, I cannot say that I am loyal at all. Let us be frank, this is Nigeria, who is loyal at work in government parastatal? Let me be frank with you, **is it impossible for anyone to be loyal to organisation without money** in this country sir. And, I am just being honest and frank with you because this country, **loyalty cannot give you real result. Will loyalty pay your rents and bills?** Of course, no and for that reason, **I am only interested in the salary that I earn monthly.**

RESEARCHER: - But I learnt that some public sector parastatals do not pay salaries regularly?

RESPONDENT 1: - Sir, that is not at the federal parastatals sir, go and ask from those of us who work for the federal government, **we are often paid every month. However, our salaries**

may be few days behind the actual pay-day but to say that we at the federal parastatals are not paid for months is a lie.

RESEARCHER: - Thank you very much for that clarification, so it is only those who work for the State Parastatals that do not get paid regularly as reported in the media?

RESPONDENT 1:- Correct sir, it is those who work for the various States that do not get paid their salaries for months. However, I am not surprised at all because **the depth of corruption and lack of accountability in this country (Nigeria) is very high.** Sir, just imagine the way and manner that our leaders in this country are embezzling public funds. So, you now see why I stated earlier that I cannot be loyal to this organisation but that my own loyalty is on the salary that I earn every month.

RESEARCHER: - (Cuts in again).... Excuse me, supposing you were not paid for months, like you counterparts who work for the State Parastatals. Will you still be working for the same organisation?

RESPONDENT 1:- Honestly, honestly, I won't work for that organisation or still stay at that parastatal at all. However, permit me to make certain clarifications here, **if that organisation is an organisation that provides services for members of the public, then, I will stay and continue to work even without being paid** because those whom we provide services for will have to pay me bribe. Let me give you an example sir. I have a friend who works for the State, I won't mention the State but this friend of mine, works for the State and he works for that State Car Licensing Office. He makes his salary from people who have come to get their cars licenced.

RESEARCHER: - How is that possible? Is it not clearly stated how much one needs to pay to get one's car registered or licensed? So, how can your friend make money from merely working in the State's Licensing Office?

RESPONDENT 1:- Sir, I must that you that in Nigeria, no one can get anything done in line with the government's requirement. I can tell you that now sir. Let me give you an example sir of how it is done. Let us say that the cost of registering your car officially is N25, 000=00 (Twenty-Five Thousand Naira). These officials will tell you that the plate numbers are not available and that it will take like a year for them to get supply. Sir, do you want to wait for a year? (*Respondent asked rhetorically*). Then these officials will tell you that they can help you if you need help quickly to get your car registered and this is where you will be told to pay

extra N15,000=00 (Fifteen Thousand Naira) Sir, will you pay it or not when many others are willing and prepared to even pay more for the same service. Do you now see why those who work at the State Parastatals still go to work despite the fact that these workers are not paid regularly? **This country (Nigeria) is corrupt absolutely and this is a fact that no one can deny even this so-called government policy on corruption is a myth and not a reality.**

RESEARCHER: - Let us focus on your organisation. So, let me know why exactly have you decided to work for this organisation?

RESPONDENT 1: - In fact, there are a number of reasons why **I have decided to work for this organisation. Firstly, simply because of the salary. I am deeply interested in the salary. Secondly, I need to be seen to be working in the society; otherwise, I will not be respected in the society. The idea of job security, no doubt, plays an important role in the reason why I have decided to work for this organisation. Thirdly, I can be making some extra money by working as I often do make some money for working right here now. Supposing I do not work here, how can I make these extra monies?** *(Respondent asked rhetorically again)* When allocations are given to our department, such monies are usually ‘distributed’ among employees who work in that organisation. **That is why certain government projects are ever executed at all or in certain respect just merely done and not completed.** Lastly, the issue to minimum wage. Sir, do you think that what I make monthly can really sustain me and my family members without what I get as extra at work?

RESEARCHER: - What exactly did you mean a while ago when you stated that the minimum wage? Are you saying that the minimum wage is a factor that affects the reason why you are working for this organisation?

RESPONDENT 1:- (Quickly cuts in) That is not what I mean sir, what I was trying to get you to understand is that **the minimum wage is so small** that it cannot even take care of my own personal need and as such seemed to have taken away any reason for me not to look for extra means of making money and not being loyal, after all, no one in this country is sincerely loyal to the organisation that they work for, especially those in the public sectors like myself because there is a strong belief in this country (Nigeria) that **public sector is actually no one’s business** and that whether we are committed or loyal or not, the public sectors will still survive and in case, such public sector does not survive, no one person will suffer. Look at the Nigeria Airways, don’t you know that that sector was ‘killed’ by employees’ **lack of loyalty or commitment because staff in those days were only putting their family members on the**

aircraft for free and staff too were travelling on the aircraft at no single cost, not to mention how the aircraft pieces of equipment were taken and converted to personal use during the days of Nigeria Airways operations in this country.

RESEARCHER: - Since you indicated that you are not loyal nor committed to this organisation; what exactly do you really like about this organisation?

RESPONDENT 1- Frankly speaking sir, there are corruption at every level in the public sector. Did I not tell you earlier that monies that were designed to go into certain infrastructures are shared by civil servants from the top through to the middle session and subsequently the lower cadets of the public sector are also given some share? So, if I am not a staff member, how will I be able to get this money? Working in the public sector is also a status thing in this country, there is a perception that if one works in the public sector, one will be perceived as an important member of the society because after all, one is working for the government. Also, I like to work in this organisation (public sector) because it offers me the opportunity to set up what we often referred to as PP- which means private practise. By private practise, it means that I can on the other side set up my own business, like selling stuffs at work to colleagues. All these, make me to like working in the public sector in Nigeria. Frankly speaking, you will not be able to get away with all those issues if you work in the private sector in this country (Nigeria).

RESEARCHER: - So, what is/are the factors that has/have affected your commitment. I mean why are you not committed or why won't you be committed, what factors/reasons affect your commitment?

RESPONDENT 1:- There are many factors that have affected my ability to remain committed to this organisation and indeed to Nigeria as a whole, sir, just look at the depth of corruption in our country, also look at the massive amount of money that those at the helms of affairs are embezzling in this country? Sir, which sector of this country is working as it should be? None at all and why? Simply because of corruption and then why should I be committed? Also, the other factor that has affected my commitment level is the believe that government's business is no one's business, who really cares and after all, government comes and government goes, especially if you look at the amount of waste and monies that are being stolen at the top levels in this country. Look at the past rulers in this country, either dead or alive, which of these people are not billionaire in dollars? For example, Is it Abacha's Loot or Babangida's wealth that all came from stealing from the nation's treasury that one needs to

mention or what? So, why will I be committed sir? In addition, sir, the other reason or factor that has affected my commitment level is low salary. **Do you know that the minimum wage in the public sector is not motivating at all?** How can a middle-ranked officer like me be paid just N30, 000=00 per month as salary when it costs me more to come to work every day for a month? However, **I have to keep coming and working because it is said that half loaf is better than nothing at all.** Therefore, I cannot be committed at all sir due to the reasons or factors that I have stated sir.

RESEARCHER: - So, what will make you NOT to work for this organisation?

RESPONDENT 1:- The only reason that will stop me from working is if I am sacked or I reach my statutory retirement age of 65. Otherwise, I will still need to carry on work for this organisation. This is because monies can be made easily from the public sectors easily....

RESEARCHER: - (Suddenly cuts in...) Does that not mean that you are loyal or committed to this organisation then?

RESPONDENT 1- (Quickly cuts in too...) No, no, no, I disagree with that interpretation sir, I had stated earlier that my stay with this organisation or why **I am working for this organisation is as a result of what I get to be shared from, like the monies that were meant to be used for infrastructural development which the senior level officers share among themselves and which subsequently trickle down to the lower cadets in this organisation.** Will I get such share if I am not a member of staff sir? Plus, as a member of staff of this organisation, I can successfully operate my own business on the other side without any hindrance. Also, **I am sincerely working for this organisation because of the money that I get paid as salary because without working here,** I cannot be getting that kind of money on a month by month basis. I am only committed to the money and to other benefits that I often do derive from working in this organisation and not because of any commitment because no one is really committed in this country at all sir.

RESEARCHER: - Well, thank you very much for those clarifications. So, can you shed more light on what will make you give up working for this organisation?

RESPONDENT 1: - Other than compulsory retirement as a result of old age or the number of years in service that I have put into service. The other reason would have to be if no amount of monies are allocated for each public sector and the possibility of such happening is close to none existence. In a nutshell, **I cannot foresee any reason that will make me to give up**

working in this organisation and it is not because of my commitment or loyalty to the organisation but because I can run my own business and I can also make some extra money one way or the other from working in this organisation.

RESEARCHER: - Can you please quickly clarify one important point for me. What exactly is or are your position(s) on the issue of commitment to this organisation that you have put in more than 20 years' service in?

RESPONDENT 1:- The simple point that I am trying to get you to understand is that it is very difficult if not impossible to get employees to be committed or loyal in this organisation because **no one can get anything done without having to pay bribe** in one form or the other because from the top to the bottom people have come to realize that everyone who works in the public sector is working to help him or herself. For example, I have a car that I drive from home to work and each time that I get stopped by the Police anywhere in this country (Nigeria), **I usually get to bribe the Police otherwise, these police officers will never let me go even in situation where all my vehicle papers are intact.** Sir, have you not been told how **Police killed a bus-conductor simply because of N20=00 that this bus-conductor refused to pay as bribe to the Police-Man.** Let me be frank with you sir, **I do not know how those who are ruling this country expect those of us who work for public sectors to be committed or loyal to the organisations when the governors and top politicians are busy embezzling billions of Naira at the top.** I have been working in this organisation for about 20 years and I do not know of any employee in this organisation that can swear that he/she is honestly committed to this organisation. **There is high level corruption at the top and even this government of President Buhari who came up on the mantra of fighting corruption is not serious at all.** Sir, just look at those close to the President; these people have one case or the other to answer but simply because of these people's closeness to this present government, no one is doing anything to bring these corrupt individuals to justice and now at this organisation, one expects me to be loyal or committed. **I am only committed to the money that I can make and the salary that I get paid on a monthly basis but for sincere commitment or loyalty, I doubt it, if there can be sincere commitment because everything in this country is based on exchange of monies,** just think of the idea of kidnapping that seems to be in vogue around the country nowadays, kidnappers often demand monies from relatives of those that they have held or kidnapped and what is the government doing to stop it? Nothing and as such, no one can preach commitment to employees in the public sectors in Nigeria because it is the employees' only opportunity to grab their own share of the national cake.

RESEARCHER:- (Cuts in) Well, thank you very much for the brilliant insights that you have provided for me on the issue of commitment in the public sector where you have been working for about 20 years now. I am satisfied with the depth of information that you have provided for me today and I will reach out to you if I need further clarifications or details. Once again, I will like to thank you very much for accepting my invitation to participate in this interview.

RESPONDENT 1: - Thank you very much sir

RESEARCHER: - Thank you very much for sparing time to talk to me today. *(Both respondent 1 and researcher shook hands and then switched off the tape recorder used for the recording).*

Appendix F- Research Ethics Scrutiny of UNIVERSITY OF BEDFORDSHIRE

Research Ethics Scrutiny (Postgraduate Research Students)

When completing this form please ensure that you read and comply with the following:

Researchers must demonstrate clear understanding of an engagement with the following:

1. *Integrity* - The research has been carried out in a rigorous and professional manner and due credit has been attributed to all parties involved.
2. *Plagiarism* - Proper acknowledgement has been given to the authorship of data and ideas.
3. *Conflicts of Interest* - All financial and professional conflicts of interest have been properly identified and declared.
4. *Data Handling* - The research draws upon effective record keeping, proper storage of data in line with confidentiality, statute, and University policy.
5. *Ethical Procedures* - Proper consideration has been given to all ethical issues and appropriate approval sought and received from all relevant stakeholders. In addition, the research should conform to professional codes of conduct where appropriate.
6. *Supervision* - Effective management and supervision of staff and student for whom the researcher(s) is/are responsible
7. *Health and Safety*- Proper training on health and safety issues has been received and completed by all involved parties. Health and safety issues have been identified and appropriate assessment and action have been undertaken.

The **Research Institutes** are responsible for ensuring that all researchers abide by the above. It is anticipated that ethical approval will be granted by each Research Institute. Each Research Institute will give guidance and approval on ethical procedures and ensure they conform to the requirements of relevant professional bodies. As such Research Institutes are required to provide the University Research Ethics Committee with details of their procedures for ensuring adherence to relevant ethical requirements. This applies to any research whether it be, or not, likely to raise ethical issues. Research proposals involving vulnerable groups; sensitive topics; groups requiring gatekeeper permission; deception or without full informed consent; use of personal/confidential information; subjects in stress, anxiety, humiliation, or intrusive interventions must be referred to the University Research Ethics Committee.

Research projects involving participants in the NHS will be submitted through the NHS National Research Ethics Service (NRES). The University Research Ethics Committee will normally accept the judgement of NRES (it will never approve a proposal that has been rejected by NRES), however NRES approval will need to be verified before research can commence and the nature of the research will need to be verified.

Where work is conducted in collaboration with other institutions ethical approval by the University and the collaborating partner(s) will be required.

The **University Research Ethics Committee** is a sub-committee of the Academic Board and is chaired by a member of the Vice Chancellor's Executive Group, appointed by the Vice-Chancellor, and includes members external to the University

Research Misconduct: Allegations of Research Misconduct against staff or postgraduate (non-taught) research students should be made to the Director of Research Development.

UNIVERSITY OF BEDFORDSHIRE

Research Ethics Scrutiny (Annex to RS1 form)

SECTION A To be completed by the candidate

Registration No: **97146855**

Candidate: **Peter Akinwande AKINSOWON**

Degree of: **Doctor of Philosophy (BMRI Business) Full Time**

Research Institute: **BMRI**

Research Topic: **‘An investigation into Employees’ Commitment: A Case of the Nigeria’s Public Sector’.**

External Funding: **Self-Funded**

The candidate is required to summarise in the box below the ethical issues involved in the research proposal and how they will be addressed. In any proposal involving human participants the following should be provided:

- clear explanation of how informed consent will be obtained,
- how will confidentiality and anonymity be observed,
- how will the nature of the research, its purpose, and the means of dissemination of the outcomes be communicated to participants,
- how personal data will be stored and secured
- if participants are being placed under any form of stress (physical or mental) identify what steps are being taken to minimise risk

If protocols are being used that have already received University Research Ethics Committee (UREC) ethical approval, then please specify. Roles of any collaborating institutions should be clearly identified. Reference should be made to the appropriate professional body code of practice.

- It is proposed that a letter seeking participants' consent will be given to prospective participants before the commencement of the study (data collection). Also, participants will be informed in advance about the purpose of the research through notices that will be given to selected organisations and their staff.
- The researcher will ensure that no names of individuals or their organisation is revealed in any publication. Participants will be guaranteed confidentiality and anonymity. The researcher will ensure that any trace of participants' details are carefully deleted from all forms of publications.
- The nature of the research is to investigate employees' commitment within the Nigeria's Public Sector. Its purpose is for academic nature and it aims at adding to existing knowledge. On completion, participants and their organisations will be sent copies of the data analysed as well as the recommendations made.
- The personal data of participants will be properly and securely kept on password document in a USB electronic drive. Also, print documents will be kept with the researcher in a locked-up drawer in the University, accessible only by the researcher. Once data have been analysed, they will be destroyed in order to further guarantee the participants' protection. Due to the fact that the expected completion of my PhD is November 2019, I intend to destroy all data by 2020.
- The researcher will endeavour to inform the participants beforehand that their involvement is voluntary and that they (participants) are free to not just express themselves as they wish but that they are equally free to withdraw participation and consent at any stage of the study. Therefore, no participant will be put under any form of stress or pressure to take part in the research. All participants will be made to be at ease at every stage of the study.

Answer the following question by deleting as appropriate:

1. Does the study involve vulnerable participants or those unable to give informed consent (e.g. children, people with learning disabilities, your own students)?

No

If **YES**: Have/will Researchers be DBS checked?

N/A

2. Will the study require permission of a gatekeeper for access to participants (e.g. schools, self-help groups, residential homes)?

No

3. Will it be necessary for participants to be involved without consent (e.g. covert observation in non-public places)?

No

4. Will the study involve sensitive topics (e.g. sexual activity, substance abuse)?

No

5. Will blood or tissue samples be taken from participants?

No

6. Will the research involve intrusive interventions (e.g. drugs, hypnosis, physical exercise)?

No

7. Will financial or other inducements be offered to participants (except reasonable expenses)?

No

8. Will the research investigate any aspect of illegal activity?

No

9. Will participants be stressed beyond what is normal for them?

No

10. Will the study involve participants from the NHS (e.g. patients) or participants who fall under the requirements of the Mental Capacity Act 2005?

No

If you have answered yes to any of the above questions or if you consider that there are other significant ethical issues, then details should be included in your summary above. If you have answered yes to Question 1 then a clear justification for the importance of the research must be provided.

*Please note if the answer to Question 10 is yes then the proposal should be submitted through **NHS research ethics approval procedures** to the appropriate **NRES**. The UREC should be informed of the outcome.

Checklist of documents which should be included:

Project proposal (with details of methodology) & source of funding	(Attached herein)
Documentation seeking informed consent (if appropriate)	N/A
Information sheet for participants (if appropriate)	N/A
Questionnaire (if appropriate)	N/A

(Tick as appropriate)

Applicant declaration

I understand that I cannot collect any data until the application referred to in this form has been approved by all relevant parties. I agree to carry out the research in the manner specified and comply with the statement of ethical requirements on page 1 of this form. If I make any changes to the approved method, I will seek further ethical approval for any changes.

Signature of Applicant:Sowon..... Date: 18-07-18.....

Signature of Director of Studies:  Date: 01/09/18

This form together with a copy of the research proposal should be submitted to the Research Institute Director for consideration by the Research Institute Ethics Committee/Panel

Note you cannot commence collection of research data until this form has been approved

SECTION B To be completed by the Research Institute Ethics Committee:

Comments:

Approved

Signature Chair of Research Institute Ethics Committee:

Date:

This form should then be filed on the student's record

If in the judgement of the committee there are significant ethical issues for which there is not agreed practice then further ethical consideration is required before approval can be given and the proposal with the committees comments should be forwarded to the secretary of the UREC for consideration.

There are significant ethical issues which require further guidance

Signature Chair of Research Institute Ethics Committee:

Date:

This form together with the recommendation and a copy of the research proposal should then be submitted to the University Research Ethics Committee

**Appendix G- PGR Ethics Forms -Peter Akinsowon - BMRI Research Ethics Approval
No. BMRI/Ethics/Student/2018-19/001**

BMRI Research Ethics Approval No. BMRI/Ethics/Student/2018-19/001

Dear Peter,

The BMRI Research Ethics Committee has considered your application with revised documents for Ethics approval for your research project. I am providing ethics clearance for this project in my capacity as the Chair of the BMRI Ethics Committee with the following conditions:

- The confidential data should be shared with your supervisory team to ensure transparency in your research. All personal data should remain anonymous outside the researcher and supervisory team.
- The Data should be kept in secured university facilities in accordance with university policies.
- Data collected should be destroyed within a reasonable period after the completion of your research, in consultation with your supervisory team.

While executing your project, please ensure that you adhere to the ethics principles of the University (<http://www.beds.ac.uk/research-ref/rgs/research-ethics>) at all times. Please note that if there is substantial change in your research project, you may have to seek ethical approval again.

Since this project is not externally funded, this clearance is not forwarded to the University Research Ethics Committee for further approval.

The BMRI Research Ethics Committee wishes you success in your interesting research project.

I am copying RGS in this email so that they can keep this ethics approval in records.

Regards

Ram.

Appendix H- Publications By Author

PUBLICATION(S)

- **BRITISH ACADEMY OF MANAGEMENT (BAM) PUBLICATION (2015).**
- **BRITISH ACADEMY OF MAGEMENT (BAM) PUBLICATION (2018).**
- **BRITISH ACADEMY OF MANAGEMENT (BAM) PUBLICATION (2019).**
- **PUBLIC ORGANISATION REVIEW PUBLICATION (2021).**