

Management Strategies and Workers Job Commitment in Southwestern Nigeria University

Timothy Olugbenga Ajadi (Ph.D.)

Faculty of Education
University of Free State
Bloemfontein
South Africa

ORCID ID: <https://orcid.org/0000-0003-0751-0786>

Abstract—The level of workers commitment to their job in southwestern Nigerian universities seems unencouraging considering the comments from the society on the ways students are being treated. Therefore, this study investigated management strategies and workers job commitment in southwestern Nigeria Universities. The population for the study comprised all academic and non-academic staff from the federal owned universities in the southwestern Nigeria which include: University of Lagos, Federal University of Technology, Abeokuta, University of Ibadan, Obafemi Awolowo University, Ile-Ife, Federal University of Technology, Akure and Federal University, Oye-Ekiti. A sample of 250 participants was selected from each of the three selected university making a total of 750 participants altogether. Questionnaire titled 'Management Strategies and Workers' Commitment Questionnaire (MSWCQ) was used to collect information relating to respondent's demographic data, management strategies and workers commitment. The instrument was validated and trial tested. Descriptive and inferential statistics were used to answer the research questions raised for the study. The results showed high-involvement strategy as the most prominent of the three strategies and workers job commitment is significantly related to management strategies. The study recommends that university management in southwestern Nigeria Universities should be encouraged to use high involvement management strategy more than ever.

Keywords—Management Strategies, High-Performance Strategy, High Commitment Strategy, High-Involvement Strategy, and Workers Job Commitment

Introduction

Worker's commitment is key to the level of success recorded in the workplace. It allows a university to meet its goals and stick to its vision. Without a committed workforce, university could lose all that they have achieved over the years, be it recognition, respect or its ranking position. Committed worker's provide quality services that enhance productivity.

They are those who are prompt and punctual at work, attend to their duties without force. In a university, according to Dube and Ndofirepi (2023) workers commitment is the feeling of responsibility that a worker has towards the goals of the university. When a worker is committed in the university, he or she is more likely to perform assigned responsibilities that will assist the university in achieving the objectives of setting up the university. Lambert and Hogan (2009) stated that committed workers are loyal to the institution, share its values, and identify with the goals of the institution. Thus, they have no reason to disengage from the institution without giving required notice. By implication, the labour turn-over in institution where workers show commitment is not as much as in institution where workers are not committed. This is supported by Lambert and Hogan, (2009) who concluded that workers commitment reduces labour turnover. Lambert and Hogan define labour turnover as a situation where workers either voluntarily resign or are terminated by the management.

University worker's job commitment is workers' responsibility and dedication to the university (Adisa & Adolu, 2022). It has to do with the level of enthusiasm a worker has towards the assigned duties in the university. It is the feeling of responsibility that a worker has toward the goals, mission, and vision of the university he/she is working for. In opinion of Babajide, Adeyeni and Aboderin (2019), it is the emotional responsibility a worker has towards the mission, vision and goals of the university. A university committed worker is well attached to his or her job, believe in the philosophy of the system and have stake in the university success or failure. The success of the university is the joy of a committed university worker but feels concerned and worrisome when the university is not making the expected success

Commitment to work in the university leads to efficiency and effectiveness of the university and its

products. On their part, Visagie and Steyn (2011) related worker commitment to acceptance of institutional change. The university spend little resources in monitoring worker's activities where workers are committed. Zeb-Obipi and Agada (2018) posited that university workers job commitment has three multi-dimensional perspectives: affective, normative and continuance. Affective dimensional commitment is a kind of commitment in which workers are emotionally tied to the development of the university, based on good work experiences. Zeb-Obipi and Ikoromasoma,(2021) posited that this has to do with the emotional attachment of worker to their assigned jobs in the workplace. In the university, affective dimensional commitment is workers mental, physical and emotional commitment to the system which may not be easily quantified.

The normative dimensional job commitment is a commitment which is based on workers perceived responsibility to the university. This could be as a result of the obligation expected of a worker to achieve the institutional goals and objectives (Zeb-Obipi & Ikoromasoma, 2021). However, the normative dimensional commitment is based on the economic and social costs that a staff will most likely suffer from leaving or resigning from the university job. Continuance dimensional job commitment is a commitment based on what workers stand to benefit or lose for continuing working with and for the institution. Dube and Ndofirepi (2023) informed that workers consider many factors before decided to continue working with any institution such as years put in service of the institution, age of the worker, educational qualifications of the worker, fringe benefits, survival prospects of the institution.

Patrick, Padini and Jans (2016) informed that workers assess their contributions to the university, benefit(s) accrued to them before they continue working for the institution and what they will lose if they disengage from the institution. Alalfy and Elfattah (2021) concluded that a worker who stands to lose nothing can disengage from the service of an institution with or without notice. In addition, Adebakin, Ajadi, and Subair, (2015) concluded that a worker with employable skills is not likely to develop any form of continuance commitment to a particular institution. A worker with no marketable and or employable skills for other jobs tends to develop continuance commitment and show more commitment to the institution because of the inability of the worker to compete favourably for other jobs. A committed team of workers is a university's dream come true according to Omigbule

(2021). They are the best for the long-term plan of a university, institution or any business: A committed worker is compatible and productive individual with higher levels of satisfaction, loyalty and responsibility.

The management of universities are responsible for building the culture of commitment. This can be done through the use of appropriate management strategy to coordinate activities in the university. Every university in Nigeria is established to achieve certain objectives in addition to the overall objective stipulated by the Federal Government of Nigeria - FGN (2004). Generally, universities in Nigeria are established to: be a leading institution globally and produce graduates of international standard, with appropriate knowledge and skills in their field of study; produce employable graduates who will be highly employable and be employer of labour; provide high quality research and develop activities that will promote the development of the nation and enhance the image of the University and researchers; harness modern technology especially information communication technology and modern social, economic and financial strategies to run a cost efficient and effective academic programmes and institutional management, among others.

The Times Higher Education (2023) on Global University Ranking showed that the level of workers commitment in southwestern Nigeria University to their jobs seems not encouraging. This is due to the fact that of the 1,904 universities ranked across 108 countries and region, none of the public university in the southwestern Nigeria was among the top 800. The Premier University of Ibadan ranked between 801 – 1,000, University of Lagos and Federal University of Technology, Akure ranked between 1,001 – 1,200 while Obafemi Awolowo university ranked 1,501 +. Other public Universities in the region did not even make the list of the 1,904. The is a worrisome situation as it speaks volumes of the image of the public universities beyond the country.

Management strategies that will enhance workers commitment involve techniques that will create a supportive atmosphere where workers have autonomy and motivated to put in their best. The strategies include techniques used in controlling and directing activities in the university to achieve the set goals on record time. Armstrong (2022) pointed out that effective university administration employs three strategies which include planning, execution and monitoring. Ineffective university management according to Babasile (2023) might micromanage, overly controlling, focusing too much on workers

inefficiencies and or fostering poor life balance. To be able to achieve the goals of university as stipulated by the FGN (2004), management strategy that will encourage workers to be at work promptly and punctually must be employed. In addition, planning to ensure productive monitoring of staff to ensure workers relate friendly with stakeholders, communicate effectively, work transparently and be ready to assist at no cost to the beneficiary must be embraced.

Management strategies are mechanisms put in place by administration on how to ensure efficient management of men, materials, money and time resources available for institution operation. To Bosiok and Sad (2013), they are strategies set out by the institution to show employees the established ways of carrying out its mandate. Adeyemi (2016) noted that the choice of management strategy is a function of the prevailing management practices in the institution. This is because, management strategy is targeted towards institutional goals and worker's job satisfaction.

Researchers (Giffords, 2009; Georgia, George, & Labros 2013; Zeb-Obipi, & Ikoromasoma, 2021) classified management strategies into general and specific. The general management strategies are broad which expresses the general institutional goals. Evidence from Georgia, George, and Labros (2013); Zeb-Obipi, and Ikoromasoma, (2021) showed that general management strategies include high-performance, high-commitment and high involvement management strategies. High performance management strategies according to Zeb-Obipi, and Ikoromasoma (2021) are basically designed to increase the quality and quantity of productivity, and service delivery through unbiased selection of workers procedures, provision of regular training, appropriate payment system by the institution. This strategy does not take into consideration issues affecting workers well-being. The interest is to increase the performance of the workers as this will increase the profitability of the organisation.

In addition, high commitment strategies according to Alibau (2020), is basically aimed at encouraging workers commitment without inducement, punishment or threat that are inimical to the harmonious relationship between the worker and the institution. This strategy is purely based on trust established in the workers and enjoyed over the years. The trust has helped in building the spirit of commitment in the workers as the workers will not want to let down the organisation in terms of discharging responsibilities

that will move the organisation forward at minimal cost.

The third management strategy is referred to as high involvement management strategy. This strategy according to Alibau (2020) is designed to involve worker in the bureaucratic process of making decision for the institution. This strategy according to Akintunde (2020) enables employees to be highly responsible and abide with the rules and regulations of the institution due to their involvement in coming up with the regulations that will guide the operations of staff in the organisation in the short and long run. The strategy respects the interest of the workers and allows them have a say on matters concerning them and the institution. This management strategy according to Zeb-Obipi, and Ikoromasoma, (2021) is a strategy used to set out what the institution intends to achieve in the areas of human capital management, community responsibilities, knowledge management, institutional development. The strategy is aimed at meeting specific need of the organisation in the areas identified.

The use of high-performance management strategies is found to contribute to workers commitment in workplace. Management use this strategy to ensure increase in productivity and profit without showing iota of concern to employee's well-being. Hence, this strategy is employed because it is cost effective on the part of management. This is corroborated with the findings of Olanpade (2018) who conducted a study on workers level of commitment in private Universities in Nigeria. The study concluded that workers commitment was high because management set standard and target for the workers. The need to set target for workers is to ensure that management is working towards the institution direction and focus on what is important to the institution. In addition, studies by Josef and Cruiz (2018), Lifehack and Bandbull (2020); Mlambo, Kadela and Cravert (2022) positively relate workers commitment to high performance management strategy. On the contrary, study by Brian and Wilay, (2019) revealed that workers reluctantly attend to their responsibilities when management is more interested in productivity without adequate attention given to workers welfare. In a related development, Gunlu, Aksarayli and Percin (2010). found that productivity declined gradually when management investment in machine and equipment outweighs it investment in human capital development.

Mugizi, Bakkabulindi and Bisaso (2015) found in their conceptual discussion of the framework for the study of employee commitment in Makerere, East Africa that personnel management strategy that is most practicable in Makerere is high-performance strategy. This might not be unconnected to the fact that management set targets for each employee to be achieved to earn the full pay for the day. In addition, Chew and Chan (2008), Edwards and Billsberry (2010), Gutierrez, Candela and Carver (2012) found high-performance strategy as the most preferred in production organization in the United States of America and Australia. This is to ensure that the productivity is on the increase each day of production. So also, Boselie (2010) found high-performance management strategy as the most employed in Dutch health care sector. Agwu (2015) in addition found high-performance strategy as most acceptable to Agip Oil Company in Nigeria.

Employment of high commitment strategies has also been found to be related to the commitment of workers to organisation in various ways. This is revealed in a study by Muchiri and Jedidah (2021). on management strategy practices and workers output in Canon Chemicals Limited, Kenya. The study found workers output increases marginally when workers are encouraged to do their job without undue interference and monitoring from the management. However, management frown at idleness and sanction workers for not making a trial. Workers are able to display their competence and ability voluntarily without fair of punishment from the management. When they did not get concept right initially, they have the benefit of doubt and opportunity of doing it over again. This will build their confidence since management did not punish workers for making a trial. The only offence that attracts punishment by management is idleness and not making effort whether right or wrong. The management encourages the employees to push through their ideas.

Study by Ojo (2016) and Olabisi (2018) identified inability of management to put up adequate remuneration and attractive condition of service as conditions preventing securing high commitment from workers. Workers are also interested in their well-being which is one of the reasons for taking up employment. In a related study by Organ and Krah (2020) on employee's commitment and productivity sustainability in production industry in Berlin. The study found correlation between employee's commitment and their ability to use their initiative without supervision. This reduces the amount

expended on monitoring and supervision of employees on the job with employees demonstrating competence even when they are not monitored. However, in Nigeria, study by Babatunde and Adebambo (2017) found low level of government commitment in institutions of higher learning in terms of funding, welfare facilities and staff remuneration as factors responsible for low level of workers commitment in institution of higher learning. So also, study by Adeniyi, Olowo, and Ajadi, (2021) on academic staff union versus government negotiation strategies as a veritable tool for sustaining industrial harmony in Ondo State secondary schools, Nigeria. The study found trust as the most important variable that contribute to industrial harmony and teachers' commitment in the study area.

According to Boro (2018), high-commitment strategy was found to be highly deployed at various levels of management in developing countries. The study emphasized the need to motivate workers and make them happy not only at the work place but after the work. This will encourage the workers to remained committed to the organisation that provides for their own needs. To Bosiok and Sad (2013), high-commitment strategy was highly preferred. Tella, Adeyinka, Ayeni and Popoola (2017) concluded that high-involvement management strategy is most deployed among library staff in Oyo State, Nigeria. In addition, Kyenge (2019) found high-involvement strategy as the most prominent, followed by high-commitment strategy by the administrators of local government in Nigeria.

The third management strategy is the high involvement strategies. This strategy was designed to improve workers commitment in the workplace. This strategy according to Adelola (2017) is required to achieve major goals in any human organisation. The more worker is involved in the management of workplace, the more productive such a worker. The management is expected to employ all opportunities to involve workers in the running of the organisation to draw their total commitment. It is a strategy that emphasizes workers individual responsibility, independence, and empowerment of workers across all levels as against focusing on one higher power. Olufowobi and Babatayo (2017) conducted a study on teachers' job involvement in Nigeria secondary schools and found decline in workers commitment in public secondary school due to non-involvement of teachers in curriculum development. Curriculum of secondary schools in Nigeria are drawn by the federal government and handed over to the various states'

ministry of education for onward handing over to schools for implementation. The teachers according to the study felt slighted to be implementing curriculum which they are not instrumental to its formulation. This reflects in their attitude to teaching and handling of students matters. In a related study, Adeyemi and Omotuyi (2018) conducted a comparative analysis of teachers' commitment in private and secondary schools in Lagos State, Nigeria. The hypothesis tested indicated a significant difference in the mean ratings of private and public secondary school teachers on their commitment. There was increase in teachers' commitment in private secondary schools in the study area despite ridiculous remuneration, poor condition of work and their non-involvement in management of the school.

The Human Relations Theory developed by Mary Packer Follet, a social Philosopher (1868 – 1933) is appropriate to be used to explain this study. The theory focused on people and their interactions. The theory according to Mary Packer Follet posited that when individuals are treated with human dignity, they are encouraged to be committed to the goals of the organisation. The basic problem identified by this theory was related to building and maintaining good relationship among various group of people within the organisation. The type of relationship between the university administration and its work force or treat the work force will determine the level of commitment from the work force based on the theory of Human Relations. A university administration that considers the work force as partner in progress and involve them appropriately and adequately will enjoy more of their commitment than the university administration that take the workforce for granted and bring down decision from top all the time.

Problem

Management strategies employed by university is very germane to the level of success recorded in the area of recognition, respect and the global ranking. For any university to be able to stand out successfully, the management strategies employed must be the one that will encourage worker's to be highly committed to the institution which will reflect in the output of the university. However, in universities in southwestern Nigeria, it seems the level of workers commitment to their job seems unencouraging considering the comments from the society on the ways students are being treated and their matters as well as the position of the university in southwestern Nigeria on the global ranking according to the Times Higher Education (2023). Hence, this study investigated management

strategies and workers job commitment in Southwestern Nigeria Universities

Objectives of the Study

The following are the objectives of conducting this study:

- i. Identify the most prominent management strategies used by the university management in southwestern Nigeria Universities
- ii. Determine the relationship between university management strategies and workers job commitment in Southwestern Nigeria Universities

Methods

The descriptive research design of the ex post facto was adopted for this study with population of all academic and non-academic staff from the six federal universities in southwestern Nigeria (University of Lagos, Federal University of Technology, Abeokuta, University of Ibadan, Obafemi Awolowo University, Federal University of Technology, Akure and Federal University, Oye-Ekiti). The multi-stage sampling procedure was adopted for this study. The first stage was the use of purposive sampling technique to select the three first generation universities in the zone (University of Lagos, University of Ibadan and Obafemi Awolowo University). The second stage was the use of simple random sampling technique to select 250 participants from each of the selected university making a total of 750 participants altogether. A self-designed questionnaire titled 'Management Strategies and Workers' Commitment Questionnaire (MSWCQ) was used to collect information relating to respondent's demographic data, management strategies and workers commitment. The instrument was validated and trial tested. The draft of the instrument was handed over to colleagues in the faculty who are experts in items generation for their observations. The criticisms and corrections were used to improve on the final instrument used to elicit responses from the respondents. To ensure that the instruments was reliable, test-retest of the instrument was carried out on 20 academic, and 20 non-academic staff of the Federal University, Oye - Ekiti which was not part of the sample for this study. The reliability index of 0.89 was obtained for the instrument which was considered adequate for the instrument. The research question was answered with descriptive statistics (percentages) while the research hypothesis was analyzed with inferential statistics (Pearsons Product Moment Correlation). Percentages was used to identified the most prominent management strategies used by the university management while

PPMC was used to test the relationship between university management strategies and workers job commitment

Results

Research Question: What is the most prominent management strategies used by the university management in southwestern Nigeria Universities?

Table 1: Management Strategies

Strategies	Mostly Used (%)	User (%)	Rarely (%)	U Not (%)	Total (U)
High-performance	80 (44.4)	50 (27.8)	25 (13.9)	25 (13.9)	180 (1)
High-commitment	120 (54.5)	50 (22.7)	30 (13.6)	20 (9.2)	220 (1)
High involvem	150 (42.8)	100 (28.6)	70 (20)	30 (8.6)	350 (1)
Total	350	200	125	75	750

Research Hypothesis: There is no significant relationship between university management strategies and workers job commitment in Southwestern Nigeria Universities

Table 2: Relationship Between University Management Strategies and Workers Job Commitment

Variables	Management Strategies	Job Commitment
Management Strategies	1	
Job Commitment	0.752	1

N=750

Discussion of Results

Result presented in Table 1 showed that the most prominent strategies used by the university management in the study area was high- involvement strategy 150(42.89%). This was followed by high-commitment management strategies according to the respondents 120(54.5%). The findings in Table 1 showed that the least prominent management strategies according to the respondents was high-performance 80(44.4%). This is to say that the most prominent strategy employed is the type that involve workers highly in participating in university activities. This might not be unconnected with the fact that workers are involved in decision-making through their trade union and representatives at various levels to provide their position and deliberate on it at the appropriate time and forum. The decision arrived at will likely be more embraced due to their involvement.

There is no individual or corporate organization that will want to be part of failure if involved ab-initio. The result is in contrary to the findings of Boro (2018), who found high-commitment strategy was highly deployed. It is also in contrary to the findings of Bosiook and Sad (2013), who found high-commitment strategy to be high preferred. In addition, the findings of Tella, Adeyinka, Ayeni and Popoola (2017) concluded that high-involvement management strategy is most deployed among library staff in Oyo State, Nigeria. So also, Kyenge (2019) found high-involvement strategy as the most prominent, followed by high-commitment strategy by the administrators of local government in Nigeria. The result presented in Table 1 was also in line with Human Relations Theory propounded by Mary Follet who proposed that when individuals who are workers are treated with dignity by adopting high-commitment strategy and involve them in making decisions in the university, they will be more committed to the course of the university. This will make it possible for the university to be efficient and effective in discharging their responsibilities to the society.

Result presented in Table 2 showed a significant relationship between management strategy and workers job commitment (0.752). this might be due to the fact that Workers job commitment is significantly related to management strategy. This might be because the management will adopt friendly strategy to ensure maximum cooperation from the workers and sustainability of the institution. Management is likely to be aware that if workers did not show commitment, the business may fold up and there will nothing for management to manage. Hence, the need to adopt a management strategy that will voluntarily encourage workers' job commitment. It might also be because the contributions of workers to the institution is more and needed to be defended by showing more commitment. The workers concerned may nor even have marketable skills to get other jobs hence will show commitment to the job they are holding on to irrespective of the management strategy employed. This is in line with the position of Patrick, Padini and Jans (2016). The result may also be due to the affective, normative and continuance perspectives of workers to their work as concluded by Zeb-Obipi and Agada (2018).

Conclusion

The study concluded that high involvement management strategy is the most prominent management strategy adopted in southwestern Nigeria Universities. This is followed by high-commitment and high-performance management

strategies. The study also concluded that there exists a significant relationship between management strategies and workers job commitment in southwestern Nigeria Universities.

Recommendations

The following are recommended based on the findings of this study:

University management in southwestern Nigeria Universities should be encouraged to use high involvement management strategy more than ever. This is because it is the most prominent strategy. This might be because, it is bringing the desired results in terms of workers job commitment in the university.

The University management in the study area should also be grounded in the various management strategies through training and re-training. This will avail them the opportunity of understanding the peculiarity of each and when to deploy the appropriate of the strategies to ensure workers job commitment.

References

Adebakin, A. B., Ajadi, O. T and Subair, S. T. (2015). Required and possessed university employability skills. Perceptions of the Nigerian employers. *World Journal of Education*, 5(2), 115 - 121

Adelola, L. O. (2017). High commitment strategy and teacher' job satisfaction in Oyo State secondary schools. *Journal of Emerging Issues in Education*, 7(2), 57 -75

Adeniyi, A. A., Olowo, B. F., and Ajadi, O. T. (2021): Academic staff union versus government negotiation strategies: A veritable tool for sustaining industrial harmony in Ondo State secondary schools, Nigeria. *International Journal of Indonesian Education and Teaching*, 5(1), 71 – 82.

Adeyemi, J. L. (2016). Management strategies and its impact on worker's performance. *Journal of Management Science*, 15(2), 78-86.

Adeyemi, O. A. and Omotuyi, K. I. (2018). Comparative analysis of teachers' commitment in private and public secondary schools in Lagos State, Nigeria. *Journal of Education Studies*, 14(1), 8 - 27

Adisa, O. A and Adolu, M. B. (2022). Human resources management and university workers commitment. *International journal of Educational Administration and Planning*, 16 (1), 72 – 91

Agwu, M. O. (2015). Impact of fair reward system on employees' job performance in Nigerian Agip Oil

Company Limited Port-Harcourt. *British Journal of Education, Society & Behavioural Science*, 3(1), 47-64

Akintunde, O. D. (2020). Human resource management strategies. Lagos: Malthouse management Books

Alalfy P. L. and Elfattah, J. K. (2021). Worker's commitment in Egyptian Universities. *Journal of Education and Teaching*, 12(2), 68 - 82

Alibau L. O (2020). Worker's turnover and educational institution management effectiveness. *Journal of Human Management*, 19(3), 74 – 97

Armstrong, M. (2022). Handbook of reward management practice. London: Kogan page

Babajide, M. O., Adeyeni, B. K and Aboderin, G. I. (2019). Worker commitment, job satisfaction, and managerial strategies of Oyo State Library Management Board. *Library Philosophy and Practice*, 21(2), 37 - 52

Babasile, G. M. (2023). Management of Universities in Nigeria. Ibadan: Awemark Publishers

Bosiok, D., and Sad, N. (2013). Leadership styles and creativity. *Online Journal of Applied Knowledge Management*, 1(2), 64 – 77.

Babatunde, D. O and Adebambo, E. M (2017). Influential relationship between government and workers commitment in Nigerian institution of higher learning. *International Journal of Innovative Social Sciences and Humanities Research*, 5 (2), 37 - 56

Boroş, S. (2018). Management strategy identification: Theoretical and empirical analyses of competing conceptualisations. *Cognition, Brain, Behaviour*, 22(1), 1-27.

Boselie, P. (2010). High performance work practices in the health care sector: A Dutch case study. *International Journal of Manpower*, 31(1), 42 – 58.

Bosiok, D., & Sad, N. (2013). Leadership styles and creativity. *Online Journal of Applied Knowledge Management*, 1(2), 64 – 77.

Brian, N. and Wilay, E. (2019). Management commitment to workers of a TV production centre for open education facility. *Journal of Social Sciences*, 10(2), 30 - 41

Dube, N. and Ndofirepi, T. M. (2023). Academic staff commitment if the face io a role (im) balance between work and personal life: can job satisfaction help?

European Journal of Management Studies, 25, issue 3, 57 - 72

Federal Government of Nigeria (2004). National policy on education. Lagos: NERDC

Georgia, A., George, A., and Labros, S. (2013). Employee recruitment and selection in the insurance sector: The case of the Greek insurance group. *European Journal of Management Sciences*, 1(1), 1-20.

Giffords, E. D. (2009). An examination of organisational commitment and professional commitment and the relationship to work environment, demographic and organisational factors. *Journal of Social Work*, 9(4), 386-404.

Gunlu, E., Aksarayli, M., and Percin, N. S. (2010). Human resource management and hotel staff commitment in Turkey. *Journal of Contemporary Hospitality Management*, 22(5), 693-717.

Josef, J., and Cruiz, D. A. (2018). Management strategies, workers commitment and intention to stay. *Journal of Manpower*, 37(3), 203-222.

Kyenge J. (2019). The challenges of local government administration in Nigeria. *Journal of Management and Corporate Governance*, 5(1) 70-76.

Lambert, E., and Hogan, N. (2009). The importance of job satisfaction and organisational commitment in shaping turnover intent a test of a causal model. *Criminal Justice Review*, 34(1), 96-118

Lifhack, J. A., and Bandbull, J. (2020). Testing a multi-dimensional management theory of worker-institution fit. *Journal of Management*, 28(4), 176-193.

Mlambo, V., Kadela, L. L and Cravert, L (2022). The structural relationships between management strategies, workers commitment, job satisfaction, institutional support, and worker-institution fit among nursing faculty. *Journal of Nursing* 42(2), 1201-1214.

Muchiri, N. R and Jedidah, V. M. (2021). Human resource management practices and employee performance in Canon Chemicals Limited in Kenya, *Journal of Human Resource and Leadership*, 5(3), 61 - 73

Mugizi, W., Bakkabulindi, F. E. K. and Bisaso, R. (2015). Framework for the study of employee commitment. *Makerere Journal of Higher Education*, 7 (2) (2015) 15 – 47

Ojo A. B. (2016). Issues and challenges of workers commitment in Nigeria. In P. K. Ojedele, M. O. Arikewuyo and A. C. Njoku (eds.). *Challenges of Educational Development in Nigeria*. Ondo: National Institute for Educational Planning and Administration, 725 - 748

Olabisi, T. O. (2018). Condition of service and teachers' commitment in Oyo State secondary schools. *Journal of Sociology and Education in Africa*, 15(1), 72 - 91

Olanpade (2018). Analysis of workers commitment in private Universities in Nigeria. *Journal of Social Research*, 24(2), 108 – 110

Olufowobi, K. and Babatayo, S. (2017). Teachers' job involvement in Nigeria secondary schools. *African Journal of Education Research*. 21(2), 44 – 62

Omigbule, C. N. (2021). The politics of commitment in Nigerian Universities. *Journal of Education*, 13(2), 102 - 129

Organ and Krah (2020). Employee's commitment and German productivity sustainability. Retrieved from <https://www.geracademy.org/document> on the 12th November, 2023

Patrick, P., Padini, T.Y., and Jans, M. L. (2016). Management commitment and turnover intention in union and non-union firms. *Asian Journal of Management*, 12(2), 72 – 96

Tella, A. O., Adeyinka, R. C., Ayeni, C. O. and Popoola, S. O. (2017). Work motivation, job satisfaction, and organisational commitment of library personnel in Academic and Research Libraries in Oyo State, Nigeria. *Library Philosophy and Practice*, 9(2), 63 - 77

The Times Higher Education (2023). World university ranking. Retrieved from <https://www.timeshighereducation.com/world-university-ranking2023/world-ranking> on the 20th November, 2023.

Visagie, C. M., and Steyn, C. (2011). Organisational commitment and responses to planned organisational change: An exploratory study. *Southern African Business Review*, 15(3), 98-121.

Zeb-Obipi, I. & Agada, J.T. (2018). Workplace social programmes and employee commitment: A literary reflection. *IOSR Journal of Business and Management*, 10(10), 20-29.

Zeb-Obipi, I., and Ikoromasoma, E. (2021). Workplace management strategies and employee commitment in local government councils in Rivers State, Nigeria.

International Journal of Information Management, 8(2),
106 - 120