ORGANISATIONAL CULTURE ON EMPLOYEES' COMMITMENT: IMPLICATIONS FROM FEDERAL COLLEGES OF AGRICULTURE IN SOUTHWEST, NIGERIA

[1]Abiona, B. G., [1]Olaoye, F. O., [1]Ayinde, A. F. O., [2]Oyekale, T. O., [3]Adeyeye, O. A., [1]Sodipe, R. O. and [3]Fakoya, E. O.

[1]Department of Agricultural Administration, Federal University of Agriculture, Abeokuta, P.M.B. 2240, Ogun State, Nigeria
[2]Department of Agricultural Economics and Farm Management, Federal University of Agriculture, Abeokuta, P.M.B. 2240, Ogun State, Nigeria
[3]Department of Agricultural Extension and Rural Development, Federal University of Agriculture, Abeokuta, P.M.B. 2240, Ogun State, Nigeria

*Corresponding authors' email: abionabg@funaab.edu.ng   Phone: +2347039227947

ABSTRACT

The norms and values of goal driven organisaton is one of the important factors that affect employee's commitment. For organisaton to thrive well, especially in most of the developing countries such institution must be fair in terms of culture. Therefore, this study determined organisational culture on employee's commitment: implication from Federal Colleges of Agriculture in Southwest Nigeria. Multistage sampling procedure was used to select 180 respondents from Federal College of Agriculture, Akure and Federal College of Agriculture, Ibadan through a well-structured questionnaire Data were obtained on respondents' personal characteristics, organisational culture and levels of employees' commitment. Data were analysed using descriptive (percentage, frequency count and mean), and inferential (Ordinary Least Squares (OLS) regression statistics. Results revealed that 56.1% of the respondents were male, 85% were married, and 96.7% were first degree holders with a mean age and monthly income of 38.7 years and ₦119,284.30 respectively. Results also showed that leadership culture ($\bar{x}$= 3.83), norms and values ($\bar{x}$= 3.77) were identified as the most common organisational cultures existing in the study institutions. Furthermore, personal factors (ß = 0.77, p < 0.05), workloads (ß = - 0.24, p < 0.01), norms and values (ß = 1.23, p <. 0.05) were significantly related to employee's job commitment. The study concluded that excessive workload significant influenced employees' commitment. Improvement on norms and values o that will ease excessive workload among the employees is highly recommended.

Keywords: Organisation culture, employee, commitment, agricultural organisation

INTRODUCTION

Prominent among the factors that affect employees productivity in any organisation is culture which could be said as a general perception of the entire workforce (Abiona *et al.,* 2022; Abiona *et al.,* 2021; Abbas *et al.,* 2020; Candelario *et al.,* 2020 and Abiona *et al.,* 2019). Organisational culture can be comprehensively viewed as way by which members of an organsation consciously think, make their decisions and how they perceived the environment around them (Abiona *et al.,* 2022; Adam *et al.,* 2020; Diana *et al.,* 2020; Daniel, 2019; Abiona 2015; Paauwe *et al*., 2013; Schein, 2004). Scholars opined in their previous studies that certain organisational culture aid in shaping individual attitude or employee's behaviour (Barkhuizen and Gumede, 2021; Alparslan and Saner 2020; Davidescu *et al.,* 2020; Arifin *et al.,* 2019; Abiona *et al.,* 2019 Silverthom, 2004 and Rothwell *et al*., 2012). For example, Abiona *et al*., (2020); Adeogun *et al.,* (2019); Daniel (2019) and Silverthorne (2004) asserted that bureaucratic organizational culture in Taiwan brought about least worker's job satisfaction. It was obvious from literature that collective organizational culture serves as an important role in the level of workers' job satisfaction (Sinurat *et al.,* 2021; Lasta *et al.,* 2021; Aini and Ariefiantoro, 2018 and Rothwell *et al*., 2012). For organisation to thrive well,such company or institution must create enabling organisational culture. According to Abedi and Rostsmi, (2022); Adi, (2022); Abiona *et al., (*2016); Adeogun *et al.,* (2019) and Martins and Terblanche (2003), culture as a concept has been strongly associated with values, norms and beliefs which an organization set as standard for employee to embrace in their day to day activities. Cahya *et al.* (2021); Ahmad *et al.,*

(2020); Alparslan and Saner, (2020) and Abiona *et al.,* (2014) categorically stated that organisational culture has direct influence on organisational products and their service delivery. Atmojo and Iqbal (2022); Haeruddin *et al.* (2021); Ameswari *et al.* (2021); Abiona *et al.* (2018); and Schein (2004) defined organisational culture as a dynamic binding force within an organisation revolves around engaging, interacting and shaping of an employees to give better gesture, behavior and attitude by the management. Organisational culture is the sum total of effective way of modifying employee's thinking and proposed actions to summon or perfectly handle problems and opportunities before the organization.

Moreover, It can also be seen as an established workable template for an organisation. Hence, Schneider and Smith (2004) see organisational culture a leadership by example concept that must be adhered to if an organisation must achieve its set aims and objectives. It is also a set of forces that shape and determine human behavior in any organisation (Adi, 2022; Abiona *et al.,* 2016; Adeogun *et al.,* 2019). The culture of an organisation can be said to be influenced by several factors, prominent among which are national culture, previous events in the organisation, personalities and the socialization of individual members, past experiences of organisation, literacy level and work settings (Atmojo and Iqbal, 2022; Ameswari *et al.,* 2021; Abiona *et al.,* 2018 and abiona *et al.,* 2016). This also takes into consideration values and beliefs of such organisation. Therefore, this study determines organisational culture on employees' commitment: implication from Federal Colleges of Agriculture in Southwest, Nigeria. Specifically, the study

addressed the following objectives; description of personal characteristics of the respondents, determination of level of organisational culture and determination of employee's job commitment in the study area.

MATERIALS AND METHODS

The research study was carried out in Federal Colleges of Agriculture and College of Agriculture, Ibadan in Southwest, Nigeria. The Institutions are on a mission to help the nation reduce its unemployment rate, increase food security, and equip its students with the skills required to be self-reliant through agriculture. Also, both Colleges conduct research and generate technologies that will enhance agricultural production, improve food security and livelihood of the citizen in country.

A multistage random sampling technique was used to select the respondents from the study areas. Out of 579 respondents in the two selected College of agriculture, 31% were selected which is equivalent to 180 respondents that were interviewed for the study. The data for the study were obtained using a structured questionnaire. The questionnaire was designed into sections to generate information about personal employee's data, organisational culture data and employee's job commitment data. Organistaion culture was measured with 3 domains (Leadership, norms and values and workload) and also the effects on employee's job commitment was further measured using 5 points Likert typed rating scale (Strongly agree =5, agree = 4, undecided= 3, disagree = 2 and strongly disagree =1) to the statement relating to job commitment in a positive direction. Descriptive and inferential statistics were further used for data analysis. Ordinary Lease square regression analysis and T-test were used to determine the effects of organisation culture on employee's job commitment.

RESULTS AND DISCUSSION
Personal Characteristics of the Respondents
Table 1 presents results of personal characteristics of the respondents in study areas.

Age: The mean age of the respondents was 38.7 years with 45.6% between the ages of 31-40 years. This implies that respondents in the study institutions are still in their youthful and active stage which enables hem to carry out their tasks effectively. This study is quite in line with that of Abiona *et al.*, 2022; Abiona *et al.*, 2020; Adeogun *et al.,* 2019 and Abiona *et al.*, (2017) who asserted that more than half of the employees in agricultural institutes in SouthWest Nigeria are within the age range of 31–50years. Several authors Adi, (2022); Abiona *et al., (*2016) and Adeogun *et al.,* (2019) and Kahn *et al.,* (2013) opined that employees tend to have more sense of obligation and become matured as they grow older in their workplaces.

Sex: Majority (56.1%) of the respondents were male while, 43.9% were female. This implies that both sexes were well represented in the study institutions; although, male staff were predominant in the study institutions. This result agrees with the findings of Ibeun (2002) who reported that male employees have higher opportunities than female employees in terms of employment, most especially in agricultural institutes. This result also corroborates the assertion of Abiona *et al.,* (2018) and Abiona (2015) who said most organisations in south-west Nigeria are predominantly male and this could also be as a result of rigorous and stressful activities carried out in the study institutions.

Monthly Income: The mean monthly income of the respondents was ₦119,284.30 with 36.1% earning between ₦101,000 and ₦150,000. It is worthy to note that most of the respondents earn 200 US dollar per month, this implies that the respondents are fairly paid in the study institutions compared to other counters in most developed countries. This corroborates the findings of Ayansina *et al.,* (2020) that if any employee earns better in an organisation, it will have a great deal on their level of commitment in the organisation.

Years of work experience: The mean years of experience of the respondents was 11.1 years, with 31.7% of the respondents had 6 – 10years of work experience. This result is a clear evidence that, employees have stayed in the organisation enough to share their view on how organisational culture affects their job commitment in the organisation.

Table 1: Personal Characteristics of the respondents (n=180)

Variables	Frequency	Percentage	Mean
Age			
21 – 30years	14	7.8	
31 – 40years	82	45.6	38.7years
41 – 50years	65	36.1	
> 50years	19	10.6	
Sex			
Male	101	56.1	
Female	79	43.9	
Monthly Income			
<100000	36	20.0	
101000 – 150000	65	36.1	₦119,284.30
151000 – 200000	38	21.1	
201000 – 250000	19	10.6	
251000 – 300000	15	8.3	
>300000	7	3.9	
Years of work experience			
<5	43	23.9	11.1years
6 – 10	57	31.7	
11 – 15	48	26.7	
16 – 20	23	12.8	
21 – 25	8	4.4	
>25	1	0.6	

Data: 2023

Organisational Culture in the Study Institutions (n = 180)
Table 2 presents organisational cultures of the respondents in the study institutions. This was examined with 3 domains such as leadership, norms and values and workloads.

Leadership ($\bar{x}$ = 3.83)
Leadership regards to perception of individual employees concerning their work relationship with one another in the organisation. In any culture leadership is the status that someone occupy to guide, control, coordinate, motivate and manage the affair of people under them(Abiona *et al.,* 2022; Abion *et al.,* 2021; Abiona *et al.,* 2020; Abiona *et al.,* 2019 and Abiona *et al..* 2018). Leadership ($\bar{x}$ = 3.83) is one of the key factors in any culture that can determine commitment of any employee in an organization. this result implies that, good leadership in any institution will bring harmonious working relationship among the employees, clear communication between superior and subordinates. This result indicates that perfect communication between employees will increase their committed level. It is worthy to note that, smart leaders changes mode and procedure of work by aiding quick completion of task among the respondents. Notable scholars (Adekunle, 2020; Onuegbu and Okeke, 2018; Dalluay and Jalagat, 2016) said good superior officers must have the skill of addressing or solving immediate problem which could bring about positive rewards to the entire organization. Abiona *et al.,* (2021); Mamza *et al.,* (2020); Adekunle (2020); Onuegbu and Okeke (2018); Dalluay and Jalagat (2016) and Babatunde and Emem (2015) were of the opinion that, working in a stable and saved cultural environment will propel the employee to be committed to the achievement of organisationl goals and objectives. Organsation with good culture will help the employees to be more productive, happy and be willing to spend their quality time in building the image of the organisation (Abiona *et al.,* 2014; Stoetzer, 2010; Gustafsson *et al.,* 2005).

Norms and Values ($\bar{x}$ = 3.77)
In any organisation, there are basic rules and principles that govern work environment within the organisation which employees must comply with, especially in a goal driven organisation(Metin and Asli, 2018; Al- matari and Omira, 2017 and Paauwe *et al.,* 2013). Most of the norms and values are the pointers that guides and directs most of the activities of the employee in their respective duties.

Workload ($\bar{x}$ = 3.55)
Workload is the responsibility or task assigned to individual on a daily basis. According to Agustine and Nawangsari, (2020); Afzal *et al.,* (2019); Liu *et al.,* (2018)and Paauwe *et al.,* (2013), workload is one of the factors that depict whether employee will be committed to an organisation or not. The result revealed that, workload is the distribution of work is an equitable among employees which becomes burdensome when some of the employee and reduce staff productivity. It is worthy to note that; workload is much when some colleagues are on leaves or when some display some deviant behavior which could affect some dedicated staff therefore reduce their commitment with the organization (Abiona *et al.,*2020; Akca and Küçükoğlu, 2020; Afzal *et al.,* 2019; Lei *et al.,* 2019 and Liu *et al.,* (2018).

Table 2: Organisational Culture in the Institution

Organisational culture	Mean	SD
Leadership	3.83	1.26
Norms and Values	3.77	1.12
Workload	3.55	1.26

Data; 2023

Employees´ Commitment in the Study Institutions
Table 3 shows major commitment identified among the respondents of Federal Colleges in Southwest Nigeria as; career commitment ($\bar{x}$ = 3.41), individual commitment ($\bar{x}$ = 4.06), service commitment ($\bar{x}$ = 4.02) and employees' satisfaction ($\bar{x}$ = 3.91). it worthy to note that individual are committed to their organisation through punctuality, meeting deadlines and also shouldering the challenges of the organization by providing adequate solution. This results is in line with the assertion of notable authors(Abiona *et al.,* 2022; Syardiansah *et al.,* 2020; Tripathi *et al.,* 2020; Feng *et al.,* 2019; Ogohi *et al.,* 2019 and Noor, 2018) who were of the opinion that individual will be committed if they are part of the visions and missions of the organisation. More so, service commitment was identified as way by which respondents were committed to their organisations because of acceptance of tasks and working towards the target of the organisations. This results support the findings of Abiona *et al.,* 2021; Ghiyats and Aulia, 2020; Purnomo *et al.,* 2020 and Abiona and Oragwu (2019); Nugraha *et al.,* (2018) who were of the opinion that employees in a profit driven organisation will be adhered to the service of that organisation based on the project or assignment at hand. Furthermore, based on individual and service commitment of the respondents in the study areas, it was identified that employee's satisfaction was also one of the reasons while they are committed to their institutions. That is, it is difficult for a dis-satisfied employee to be committed and remain loyal with their organization. Based on this respondent were committed because they were pleased with the nature and schedule of task which give them confidence and respect and peers in other organization. also, most of the respondents in the study areas were free to take initiative, help to protect the image of the organisation and reduce most of the deviant behaviors in their organisations (Bezdrob and Šunje, 2021; Seema *et al.,* 2021; Wang *et al.,* 2020; Maswani *et al.,* 2019; Lorincova *et al.,* 2019; Qureshi *et al.,* 2019; Vipraprastha *et al.,* 2018 and Valaei and Rezaei 2016). It also important that, if employees are well satisfied with the growth and development of their career, effective job delivery will be easier. Based on the observations from the study areas, respondents were committed seriously to their career development because they were proud of their profession and willing to pass it to younger generations. This has helped most of the respondents to carve niche for themselves which made more productive and attractive to other organisations. This results is supported with notable authors (Abiona *et al.,* 2020; Bezdrob and Šunje, 2021; Seema *et al.,* 2021; Dai and Akey-Torku, 2020; Patricia and Asoba, 2020; Rothausen and Henderson, 2019) who were of the opinion that, most of the employees in a reputable organisations want to be identify with their profession which serve as mirror image of the organisation.

Table 3: Employees' commitment

Employees' commitment	Mean	SD
Career Commitment	4.14	0.91
Individual commitment	4.06	0.98
Service commitment	4.02	0.99
Employees' satisfaction	3.91	1.06

Data: 2023

Implications of Organisational Culture and Employees' Commitment

The results of linear regression analysis of the components of organisational culture, personal factors, norm and values and workloads on employees' commitment, in Table 4 shows that all the variables were significantly ($p<0.05$) contributed to employees' commitment in the study locatons. The R^2 valueof 0.631 indicated that 63.1 percent of variance in employees' commitment was explained bycomponents of organisational culture. Examining each component of organisational culture however revealed that personal factors (ß = 0.77), workloads (ß = -0.24) and norms and values(ß = 1.23) have contributed significantly to employee's commitment at ($p\leq0.01$), ($p\leq0.05$) and($p\leq0.01$) respectively. Beta values for personal factor and workload are 0.77 and -0.24 respectively, which means that, if there will be a change of one unit in personal factor, it will bring about 0.74 increase in employees' commitment whereas one unit increase in employees' work load, will reduce employees' commitment by 0.24. There is a direct relationship between personal factors and employees' commitment which implies that harmonious working relationship among the employees enhances their commitment to the organisation. That is, this result implies that, working in a stable environment where employees get to know one another very well helps to facilitate work and reduces pressure. This finding is in tandem with Macias-Velasquez *et al.*(2021); Nasurdin *et al.*(2018); Turunç *et al.*(2018); Naidoo (2018); Stoetzer (2010) who opined that when employees are able to deal or interact with their bosses, peers, and subordinates very well, this will positively influences their commitment with the organisation. More so, the negative significant relationship between workload and employees' commitment implies that, the more the workload of employees, the less their commitment to the organisation. Notable scholar (Agustine and Nawangsari, 2020; Afzal *et al.,* 2019; Liu *et al.,* 2018; Paauwe *et al*., 2013 and Chang, *et al.* 2010) were of the opinion that, increase workload may lead to occupational stress for the employees. Also, the assertion of Abiona *et al.,*(2020); Akca and Küçükoğlu, (2020); Afzal *et al.,* (2019); Lei *et al.,* (2019) and Liu *et al.,* (2018); Chang, *et al.* (2010) that unpredicted workload, role overload and cumbersome job description demoralizes employees which could also make them to disobey the culture of their organisation.

Table 4: Implication of Organisational Culture and Employees'Commitment

Predictor	Coefficients	StandardError	T
Constant	43.774	4.500	9.728
Age	0.014	0.06	2.333**
Sex	0.032	0.01	1.784*
Years of experience	0.091	0.08	2.532**
Monthly income	0.372	0.08	1.891*
Personal factor	0. 768	.189	4.062***
Workload	-.239	.224	-1.98*
Norms and Values	1.230	.215	5.716***
R^2	0.631		
Adjusted R^2	0.653		
F ratio	10.11		

Data: 2023

CONCLUSION

Based on the results of this study, it has been established that leadership is a vital tool in any image driven agricultural organisations; and it contributes to employees' commitment. The study also established that personal factors positively increase the commitment of the employees in the study area will help employees to increase their performance at work. The study also concluded that, norms and value were positively significantly related to employee's commitment in the study area. Furthermore, the study concluded that workload was negatively significant to employees' commitment thereby decreasing employees' level of commitment in the study institutions. The findings of this study showed that Agricultural organization should focus more on how to improve the leadership skills of the employees so as to get them more committed and loyal to organization.

REFERENCES

Abbas, A., Khan, R., Ishaq, F. & Mehmood, K. (2020). The Role of Organizational Culture in Job Satisfaction and Turnover: A Study of Pakistani Employees. Business Ethics and Leadership, 4(1), 106–112. https://doi.org/10.21272/bel.4(1).106- 112.2020

Abiona, B.G., Odetayo, T.D., Adeogun S.O. & Fakoya O.E. (2022). Effects of workplace politics practice on employees' job performance in selected Federal Universities of Agriculture in Nigeria. *DUTSE International Journal of Social and Economic Research (DIJSER)* 8(1): 80-88

Abiona, B. G., Adesanya, D. A., Oyekanmi, S. T. & Ajayi, M. T. (2021). Devianct Behavior of Employees and Job Performance-Evidence from Selected Agricultural Research Institutes in Nigeria. *Acta Universitatis Agriculturae et Silviculturae Mendelianae Brunensis*, *69*(2): 241-249.

Abiona, B. G., Adesanya, D. A., Adeyeye, O. A., Ajiboye, A. E. & Ajayi, M. T. (2020). Organisational Climate and Employees Job Performance: Implications for Agricultural Institutions. *Journal of Extension Systems*, *36*(2):1-6

Abiona, B.G. Aliu, O.S. Ajiboye, M.D. & Tony, A. (2019) Effect of Leadership Competency on Employee's Job Turnover in Ogun-Oshun River Basin Development Authority (OORBDA), Ogun State, Nigeria. *Journal of Sustainable development*, 10(1):123-129.

Abiona, B. G., Adeogun, S. O., Ajayi, M. T. & Adegboyejo, A. E. (2018). Perceived Effectof Social Networking Tools on Student's Academic Performance in Federal University Of Agriculture Abeokuta, Ogun State, Nigeria. *Ife Journal of Agriculture*, *30*(1): 1-7.

Abiona, B.G, Adeogun, S.O, Fapojuwo, O.E. & Aliu S. (2017), Effects of Organisational Culture on Employee Job Performance in Oyo State. *Cerad Journal 10*(2): 12-18.

Abiona, B. G., Fakoya, E. O. & Adeogun, S. O. (2014). Factors Affecting Academic Performance among Federal University of Agriculture Students' in Ogun State Nigeria. *69*(51): 57-5.

Abedi, Q. & Rostsmi, F. (2022). Relation of Organizational Culture with Job Satisfaction of Mazandaran Medical University.

Adam, M., Nurdin, R., A.Djalil, M., & Septianto, H. (2020). The Influence of Organizational Culture on Job Satisfaction and Organizational Commitment and Their Impacts on Employee Performance on Tax Service Office Pratama Banda Aceh, Aceh, Indonesia. East African Scholars Journal of Economics, Business, and Management, 3(3), 213–216. https://doi.org/10.36349/EASJEBM.2020.v03i03.0 02

Adekunle O.A (2020) The effects of leadership styles on organizational behavior and performance in some selected organizations in Nigeria. Journal of Public Affairs, 7 (3) 45-57

Adi, N. (2022). Research in Business & Social Science Determinants of employee performance : The mediating role of job satisfaction. International journal of research in business and social science, 11(2), 144–156. https://doi.org/https://doi.org/10.20525/ijrbs. v11i2.1595

Agustine, T. D., & Nawangsari, L. C. (2020). The Effect of Compensation and Work Loads Towards Intension of Turnover with Work Satisfaction as a Variable Mediation in Clinic Employees of PT Nayaka Era Husada Branch of Bekasi. International Journal of Innovative Science and Research Technology, 5(7), 1304–1312. https://doi.org/10.38124/IJISRT20JUL714

Ahmad, N. A. R., Muhtar, M., & Abubakar, H. (2020). Pengaruh Lingkungan Kerja, Kepemimpinan Dan Pengendalian Diri (Locus of Control) Terhadap Kinerja Pegawai Melalui Kepuasan Kerja Di Dinas Kominfo Kabupaten Pangkep. Indonesian Journal of Business and Management, 2(1), 28–34. https://doi.org/10.35965/jbm.v2i1.170

Afzal, S., Arshad, M., Saleem, S., & Farooq, O. (2019). The impact of perceived supervisor support on employees' turnover intention and task performance. Journal of

Management Development, 38(5), 369–382. https://doi.org/10.1108/JMD-03-2019-0076

Akca, M., & Küçükoğlu, M. T. (2020). Relationships between mental workload, burnout, and job performance: A research among academicians. In Evaluating Mental Workload for Improved Workplace Performance (pp. 49–68). IGI Global

Aini K N and Ariefiantoro T (2018). The Influence of Motivation, Work Environment, and Work Discipline on Employee Performance at PT. Nusantara IX Plantation Semarang. Volume 16 No 4. Scientific Journal of the University of Semarang.

Al- matari, E.M. and Omira B. (2017). The Mediating Effect on Organization Commitment on the Relationship between Organizational Culture and Organizational Performace in Public Sector: Evidence from KSA. International Jornal of Business and Management Science. 7(1), 67-77.

Alparslan, A., & Saner, T. (2020). The influence of sustainable talent management on job satisfaction and organizational commitment: Moderating role of in-service training. Revista de Cercetare Si Interventie Sociala, 69(June), 96–121. https://doi.org/10.33788/rcis.69.6

Amangala, T. A. (2013). The Effect of Demographic Characteristics on Organisational Commitment: A Study of Salespersons in the Soft Drink Industry in Nigeria. *European Journal of Business and Management*, *5*(18): 109-118.

Ameswari, A., Wibisono, C., & Widia, E. (2021). The Effect of Work Environment, Motivation, and Work Culture on Employee Performance through Job Satisfaction as Intervening Variables in PT Bank Tabungan Negara (PERSERO). Journal Research of Social Science, Economics, and Management, 01(2), 79–90. https://doi.org/10.36418/jrssem.v1i2.11

Arifin, A. H., Saputra, J., Puteh, A., & Qamarius, I. (2019). The role of organizational culture in the relationship of personality and the organization's commitment to employee performance. International Journal of Innovation, Creativity, and Change, 9(3), 105–129.

Atmojo, P. T., & Iqbal, M. A. (2022). Influence of Organizational Commitment, Work Environment , and Work Motivation as Intervening Variables on Job Satisfaction of Employees Directorate General of Foreign Trade , Ministry of Trade. Budapest International Research and Critics Institute (BIRCI-Journal): Humanities and Social Sciences, 22592–22605. https://doi.org/https://doi.org/10.33258/birci. v5i3.6272 22592

Babatunde, O. and Emem, I. (2015).The Impact of Leadership Style on Employee's Performance in an Organization, Journal of Inernational Knowledge sharing Platform 5(1), 2224-5731.

Barkhuizen, N. E., & Gumede, B. (2021). The relationship between talent management, job satisfaction, and voluntary turnover intentions of employees in a selected government institution. S.A. Journal of Human Resource Management, 19, 1–12. https://doi.org/10.4102/sajhrm.v19i0.1396

Bromiley, P., and Rau, D. (2016). Social, Behavioral, and Cognitive Influences on Upper Echelons During Strategy Process: A Literature Review. *Journal of Management*, *42*(1): 174-202.

Cahya, S. F., Astuti, W., & Triatmanto, B. (2021). The Impact of Organizational Culture and Emotional Intelligence on Employee Performance: An Empirical Study from Indonesia. The Journal of Asian Finance, Economics and Business, 8(11), 285–296. https://doi.org/10.13106/jafeb.2021.vol8.no11.0285

Candelario, L., Tindowen, D. J., Mendezabal, M. J., & Quilang, P. (2020). Organizational Commitment and Job Satisfaction among Government Employees. International Journal of Innovation, Creativity, and Change. Www.Ijicc.Net, 13(10), 2020. www.ijicc.net

Chen C. and Huang, J. (2009). Strategic Human Resource Practices and Innovation Performance: The Mediating Role Of Knowledge Management Capacity. *Journal of Business Research*, *62*: 104-114.

Cohen, E. (2007). *Leadership Without Borders: Successful Strategies from World-ClassLeaders* (1st ed.).
Daniel, C. O. (2019). Impact of organizational culture on job satisfaction in organizations. International Journal of Commerce and Management Research, 5(1), 97–102.

Dalluay, D. V. S. and Jalagat, D. R. C., (2016). Impacts of Leadership Style Effectiveness of Managers and Department Heads to Employees' Job Satisfaction and Performance on Selected Small-Scale Businesses in Cavite, Philippines. International Journal of Recent Advances in Organizational Behaviour and Decision Sciences 2(2), pp. 734-751.

Davidescu, A. A. M., Apostu, S. A., Paul, A., & Casuneanu, I. (2020). Work flexibility, job satisfaction, and job performance among Romanian employees-Implications for sustainable human resource management. Sustainability (Switzerland), 12(15), 2–53. https://doi.org/10.3390/su12156086

Diana, I. N., Supriyanto, A. S., Ekowati, V. M., & Ertanto, A. H. (2021). Factor Influencing Employee Performance: The Role of Organizational Culture. Journal of Asian Finance, Economics, and Business, 8(2), 545–553. https://doi.org/10.13106/jafeb.2021.vol8.no2.0545

Dimelu, M. U., Enwelu, I. A., Attah, C. P., and Emodi, A. I. (2014). Enhancing Performance of Farmers' Cooperative in Rice Innovation System in Enugu State, Nigeria. *Journal of Agricultural Extension*, *18*(2): 206-219.

Feng, Z., Hardin, W. G., & Wu, Z. (2019). Employee productivity and REIT performance. Real Estate Economics. https://doi.org/10.1111/1540- 6229.12307

Ibeun, M. O. (2002). Demographic Analysis of Human Resources in Nigerian Fisheries and Aquatic Sciences. *Journal of Aquatic Sciences*, *17*(1): 63-65.

Giao, H. N. K., Vuong, B. N., & Tung, D. D. (2020). A model of organizational culture for enhancing organizational commitment in telecom industry: Evidence from Vietnam. WSEAS Transactions on Business and Economics, 17. https://doi.org/10.37394/23207.2020.17.23

Ghiyats, F., & Aulia, I. N. A. (2020). The Effect of Competence and Motivation of Employee Performance With Organizational Commitment as Mediating Variables in PT. Maleo Kreatif Indonesia. International Journal of Innovative

Science and Research Technology, 5(7). https://doi.org/10.38124/ijisrt20jul707

Haeruddin, I., Idris, M., & Sjarlis, S. (2021). Pengaruh Lingkungan Kerja dan Kepemimpinan Terhadap Produktivitas Kerja Melalui Kepuasan Kerja Pegawai pada Sekretariat Daerah Kabupaten Pangkep. Jurnal Aplikasi Manajemen & .3(1), 22–31.
Kahn, M., Sheppes, G., and Sadeh, A. (2013). Sleep and Emotions: Bidirectional Links and Underlying Mechanisms. *International Journal of Psychophysiology*, *89*(2): 218-228.

Klein, A. (1996). Validity and Reliability for Competency-Based Systems: Reducing Litigation Risks. *Compensation and Benefits Review,* *28*(4): 31-47. http://dx.doi.org/10.1177/088 636879602800405

Lei, J., Luo, M., Chui, E., & Lu, W. (2019). Whether Professional Training Matters: Attitudinal Antecedents to the Turnover Intentions of Social Workers in Guangzhou, China. Journal of Social Service Research, 45(3), 444–454. https://doi.org/10.1080/01488376.2018.1480569

Lorincová, S., Štarchoň, P., Weberová, D., Hitka, M., & Lipoldová, M. (2019). Employee motivation as a tool to achieve sustainability of business processes. Sustainability (Switzerland), 11(13). https://doi.org/10.3390/su11133509

Liu, H., Fan, J., Fu, Y., & Liu, F. (2018). Intrinsic motivation as a mediator of the relationship between organizational support and quantitative workload and work-related fatigue. Human Factors and Ergonomics in Manufacturing & Service Industries, 28(3), 154–162. https://doi.org/10.1002/hfm.20731

Mamza, I.Y, Suleiman A. and Usman, M (2020). Effect of leadership styles on employees' performance in Nigeria institute for trypanosomiasis research, kaduna state. African scholar journal of mgt. science and entrepreneurship 18 (7)23-44

Maswani, Syah, T. Y. R., & Anindita, R. (2019). The Relationship Between Organizational Culture and Job Satisfaction Towards Organizational Commitment and Employee Performance. Russian Journal of Agricultural and Socio-Economic Sciences, 88(4). https://doi.org/10.18551/rjoas.2019- 04.19

Macias-Velasquez, S., Baez-Lopez, Y., Tlapa, D., Limon-Romero, J., Maldonado-Macias, A. A., Flores, D.-L., & Realyvasquez-Vargas, A. (2021). Impact of Co-Worker Support and Supervisor Support Among the Middle and Senior Management in the Manufacturing Industry. IEEE Access, 9, 78203–78214. https://doi.org/10.1109/ACCESS.2021.3082177

Naidoo, R. (2018). Role stress and turnover intentions among information technology personnel in South Africa: The role of supervisor support. SA Journal of Human Resource Management, 16(1), 1–10. https://doi.org/10.4102/sajhrm.v16i0.936

Nasurdin, A. M., Ling, T. C., & Khan, S. N. (2018). Linking social support, work engagement and job performance in nursing. International Journal of Business & Society, 19(2), 363–386.

Metin, K., Asli., K. (2018). The relationship between organizational commitmenr and work performance: A case of Industrial Entreprises. Journal of Economics and Social Development (JESD), 5 (1), 46-51.

Noor, M. F. T. A. M. (2018). The Influence Of Workload, Salary And Coworker Toward Job Satisfaction Among Employees (pp. 1–51).

Nugraha, P. C., Susilo, H., & Aini, E. K. (2018). Pengaruh Human Capital terhadap Kinerja Perusahaan. Journal Administrasi Bisnis, 57(2), 180–189.

Muneer, S., Iqbal, S. M. J., Saif-Ur-Rehman, K., and Long, C. S. (2014). An Incorporated Structure of Perceived Organisational Support, Knowledge-Sharing Behaviour, Organisational Trust and Organisational Commitment: A Strategic Knowledge Management Approach. *Pakistan Journal of Commerce and Social Sciences, 8*(1): 42-57.

Murat, K., Mustafa, F. and Turgay, S. (2014). Human Resource Management Practices, Job Satisfaction and Organisational Commitment. *International Journal of Academic Research in Business and Social Sciences, 4*(9): 178-190.

Nath, G. K., and Agrawal, R. (2015). Job Satisfaction And Organisational Commitment: Is it Important for Employee Performance

Ogohi, C. D., Ogohi, C., & Abbas, U. I. (2019). Influence of Performance Appraisal Management on Employees Productivity. Global Scientific Journals, 7(3).

Onuegbu, R. C. and Okeke, M (2018). Effect of leadership styles on employee performance in selected Nigerian organizations: a study of Naze industrial clusters, Owerri. International Journal of Management Sciences. 1, 43 – 59

Paauwe, J., Guest, D., and Wright, P. (2013). *HRM and performance* (1st ed.). Chichester, West Sussex, UK: Wiley.

Patwary, A. K., and Rashid, B. (2016). The Impacts of Hospitality Services on Visit Experience and Future Visit Intention of Student Travelers. *International Journal of Business and Technopreneurship, 6*(8): 107-125.

Qureshi, M. A., Qureshi, J. A., Thebo, J. A., Shaikh, G. M., Brohi, N. A., & Qaiser, S. (2019). The nexus of employee's commitment, job satisfaction, and job performance: An analysis of FMCG industries of Pakistan. Cogent Business and Management, 6(1). https://doi.org/10.1080/23311975.2019.16 54189

Rothwell, W., Prescott, R., Lindholm, J., Yarrish, K., Zaballero, A., and Benscoter, G. (2012).

The Encyclopaedia of Human Resource Management (1st ed.). San Francisco: Pfeiffer.

Rowden W. (2002), The Relationship Between Workplace Learning and Organisational Commitment in US Small to Midsize Businesses. *Human Resource Development Quarterly*.

Seema, Choudhary, V., & Saini, G. (2021). Effect of Job Satisfaction on Moonlighting Intentions: Mediating Effect of Organizational Commitment. European Research on Management and Business Economics, 27(1). https://doi.org/10.1016/j.iedeen.2020.100137

Silverthorne, C. (2004). The Impact of Organisational Culture and Person-Organisation Fit on Organisational Commitment and Job Satisfaction in Taiwan. *Leadership and Organisation Development Journal*, 25(7): 592 – 599.

Tripathi, D., Priyadarshi, P., Kumar, P., & Kumar, S. (2020). Microfoundations for sustainable development: leadership and employee performance. International Journal of Organizational Analysis, 28(1). https://doi.org/10.1108/IJOA-01-2019-1622

Turunç, O. A Çalışkan, H Turgut, İ. M. (2018). Moderating Role of Job Satisfaction on the Relation between Leadearship Styles and Organizational Silence. Journal of Business Research - Turk, 10(3), 350–361. https://doi.org/10.20491/isarder.2018.477

Vanhala, M., Heilmann, P., and Salminen, H. (2016). Organisational trust dimensions as antecedents of organisational commitment. *Knowledge and Process Management*, *23*(1): 46- 61.

Vlachos, P. A., Tsamakos, A., Vrechopoulos, A. P., and Avramidis, P. K. (2009). Corporate Social Responsibility: Attributions, Loyalty, and the Mediating Role of Trust. *Journal of the academy of marketing science*, *37*(2): 170-180.

Walsh F. Görg, H. and Strobl, E. (2007). Why Do Foreign-Owned Firms Pay More? The Role of On-The-Job Training. *Review of World Economics*, 143: 464-482.

Wang, X., Zheng, X., and Zhao, S. (2022). Repaying the Debt: An Examination of the Relationship Between Perceived Organisational Support and Unethical Pro-Organisational Behavior by Low Performers. *Journal of Business Ethics*, *179*(3): 697-709.

Weekley J. (2005). Succession Planning: Issues and Answers, *Journal of Management Development, 32*: 23 - 41

Zaitouni, M., Sawalha, N. N., and El Sharif, A. (2011). The Impact of Human Resource Management Practices on Organisational Commitment in the Banking Sector in Kuwait. *International Journal of Business and Management*, *6*(6): 1