



DETERMINANTS OF EMPLOYEE COMMITMENT AMONG EMPLOYEES OF PRIVATE UNIVERSITIES IN EDO STATE

BY

ODIWO, W.O (PhD),

Department of Business Administration, Faculty of Arts, Management and Social Sciences, Edo State University Uzairue, Edo State, Nigeria.

KIFORDU, A.A (Ph.D)

Department of Business Administration, Faculty of Management Sciences, Delta State University Abraka, Delta State, Nigeria.

Abstract

The study examined the determinants of employee commitment among private universities employees in Edo State. The aim of the study is to determine the effect of remuneration, evaluate employee involvement and access training and development on employee commitment. A descriptive survey research design was adopted for the study. The population of the study comprised the staff of the private university (Samuel Adegboyega University) in Edo State. The sample size was 302. Convenience sampling through Krejcie & Morgan sampling table was employed in this study. Primary data used for the study were gathered through the administration of well structured questionnaire. Questionnaire was used to elicit information from target respondents. Data gathered were analyzed using regression model.

The result showed that remuneration positively affects employee commitment; furthermore, the result showed that employee involvement positively affects employee commitment and training and development positively affect employee commitment. Thus, concluded that remuneration, employee involvement and training and development positively affect employee commitment among private universities employees in Edo State from which the recommendation was proffered.

Introduction

Employee's mindsets and their fundamental attitude are crucial in achieving and maintaining high performance (Snyder & Burke, 2012). One of the attitudes that could lead to high performance is employee's commitment towards the organization. Because of the centrality in understanding and predicting work place behaviour, organizational commitment has emerged as a promising area of research in recent time (Adebayo, 2006; Nehmeh, 2009). Organizational commitment is of great academic and managerial interests given the relationship between commitment and desirable organizational outcomes such as creativity and innovativeness increases job performance, loyalty and job satisfaction (Chughtai & Zafar, 2006; Passarelli, 2011).

Committed employees helps create organization's competitive advantage and are motivated to give their best to the organization. In the same vein, in rapidly' changing and uncertain business environment, organizations are reluctant "a job for life" which has made the notion of organizational commitment even more pertinent from organization perspective (Nehmeh, 2009). In most cases, commitment is related either to work, career, or the organization (Guney, Diker, Guney, Ayranci & Solmaz, 2012).

Employee commitment presents a direct cost to the entire organization in terms of training new employees, replacement and separation for the departing employee (Rieu & Kamara, 2016). It further results in low levels of efficiency and poor customer satisfaction. In Nigeria, little research has been conducted regarding employee commitment in the education industry with respect to private universities. One of the biggest challenges in developing countries is that the performance of private institutions are always below expected even when their employees are supposed to perform according to a standardized quantity and quality.

All these employee commitment and relations issues are manifested in terms and conditions of employment leading to poor performance of the private universities in Nigeria (ILO, 2012), only few service-based organizations conducted the exit interviews or the employee attitude surveys to determine the actual causes of these labour turnovers. The researcher posited further that lack of motivation strategies and poor recruitment strategies as the major challenges affecting employee commitment in private university system in Nigeria. Other effects are seen in declining labour productivity in the sector of the country's economy, increasing unit labour cost and low levels of competitiveness. It is on this premise the study seeks to establish the



determinants of employee commitment in private institutions in Nigeria, specifically among private universities in Edo State. To this end, this study examined the determinants of employee commitment among employees of private universities in Edo State.

Research Questions

- i. To what extent does remuneration affect employee commitment among private universities employee in Edo State?
- ii. To what extent does employee involvement affect employee commitment among private universities employee in Edo State?
- iii. What effect ,does training and development have on employee commitment among private universities employee in Edo State?

Research Objectives

This study was guided by the following specific objectives are to:

- i. Examine how remuneration affect employee commitment among private universities employee in Edo State;
- ii. Establish how employee involvement influence employee commitment among private universities employee in Edo State;
- iii. Explore how training and development affect employee commitment among private universities employee in Edo State.

Research Hypotheses

The following null hypotheses were tested in this study:

- i. remuneration does not significantly affect employee commitment among private universities employee in Edo State;
- ii. employee involvement does not significantly affect employee commitment among private universities employee in Edo State;
- iii. training and development does not significantly affect employee commitment among private universities employee in Edo State.

Conceptual Clarifications

Employee Commitment

Employee commitment is a concept that has to do with the level of commitment and loyalty that workforce demonstrates to employers. As part of this concept, determining the level of task that employees feel toward an employer is important. The fundamental idea is that if an employee is truly committed to the objectives and plans of

the organization, he or she will manifest that commitment in terms of individual work ethic, the support of organizational goals and generally be dedicated to the enduring success of the employer's business (Osemeke, 2016).

In view of this, commitment is defined as the connection between the organization and the employees. It is also described as willingness and steady forces that determines and maintains the attachment of an individual to a particular organization (Vance, 2006). In other words, it is a psychological bond that is characterized by the members' feeling of attachment, obligation, and loyalty to a given organization. Commitment also describes the level of employees' acceptance of the organization's goals and the willingness they have to work towards these goals (Manetje & Martins, 2009). According to Meyer and Allen (as cited in McMahon, 2007), organizational employees' commitment has three main aspects: affective, continuance, and normative commitments. Affective commitment is defined as the emotional and sentimental attachment an individual has towards an organization.

Determinants of Employee Commitments

Reward: Edirisooriya (2014) described reward is the benefits that arise from performing a task, rendering a service or discharging a responsibility. The principal reward for performing work is pay, many employers also offer reward packages of which wages and salaries are only a part. The packages typically include: bonuses, pension schemes, health insurance, allocated cars, beneficial loans, subsidized meals, profit sharing, share options and much more" (Agwu, 2013).

Most business organizations use one type or another of rewards to enhance workers performance. Unfortunately, it is not yet clear as to which type of rewards in particular has the most effective impact on people reactions and performance.

Employee involvement: Despite the high profile of employee involvement concepts in organisations recently, there have been many differing views and definitions of the subject. According to Lawler & Mohrman, (1989) employee involvement is defined as a method that utilizes the capacity of the workforce and it is designed to enhance workers commitment to the overall organization success. Another important definition was made by Robinson, Perryman and Hayday (2004), who stated that

employee involvement, can be described as the positive attitude that a worker has towards the values of an organization. Further, he stated that involved employees are of business context, and collaborate with colleagues to improve their job performance within the job for the benefit of the organization.

Training and Development: Oladele & Akeke (2010) defined training as the systematic process of altering employees behaviour to further organisational goals, he also maintain that it refers to teaching of operational and technical employees how to do the job for which they were hired. People can be taught to become more motivated by showing them how to deconstruct tasks and challenges, and how to feel less intimidated by their job roles. Demonstrating to them how to cope in the workplace can lead directly to improved motivation (Daniel, 2001). Training and development helps to ensure that organisational members possess the knowledge and skills they need to perform their jobs effectively, take on new responsibilities, and adapt to Changing conditions (Okotoni & Erero, 2005).

Theoretical Framework Theory Z

For the purpose of this study, theory Z will underpin this study because theory Z focused on increasing employee loyalty to the company by providing a job for life with a strong focus on the well-being of the employee, both on and off the job. Theory Z is Dr. William Ouchi's so called Japanese Management Style popularized during the Asian Economic Boom of the 1980's. According to Ouchi, Theory Z management tends to promote stable employment, high productivity, and high employee morale and satisfaction (Ouchi, 1981). Theory Z suggests that involvement of employees in related matters improves their commitment and performance. Involvement implies meaningful participation of employees in the decision making process, particularly in matters directly affecting them. Such participation generates a sense of responsibility and increases enthusiasm in the implementation of decisions. Top managers serve as facilitators rather than decision-makers. Under theory Z potential of every employee is recognized and attempts are made to develop and utilize it through job enlargement, careers planning and training. Implication of Theory Z on compensation is that employees apply

discretion and work autonomously without close supervision, because they are trusted and therefore compensation acts as supplement to satisfy material needs (Ouchi, 1981).

Review of Empirical Studies

Olannye (2016) investigated the driving employee affective commitment through internal branding in Deposit Money Banks in Nigeria. The survey research design technique was employed. The study covered 16 money deposit banks in Asaba metropolis in Delta State, Nigeria. The stratified random sampling technique was employed to select 300 employees as sample objects. The research instrument was a 25-item structured questionnaire of the likert type scale. The analytical tools used are principal component factor analysis, correlation and multiple regression analysis. The findings revealed that brand oriented training exhibited a relatively overwhelming effect on employee affective commitment, indicating the importance of acquisition of brand specific skills towards enhancing employees ability to deliver brand promise. It is concluded that internal branding has become an important determinant of employee's affective commitment to organizational values within the banking industry due its potential to elicit internalizing of organizational best practices and emotional bonding in alignment with organizational goals. It is recommended that employee's affective commitment require proper internal. Communication, effective brand oriented training and appropriate leadership Styles, towards improved performance and competitiveness in the money deposit banks.

Rieu & Kamara (2016) explored the determinants of employee commitment in hotel industry in Nairobi County based on a case study of rated hotels in Nairobi Central Business District (NCBD). A descriptive research design was adopted to build a profile of the factors that influence employee commitment in the hotel industry. The population of interest was 152 employees (senior and middle level) of the identified rated hotels in the Nairobi Central Business District for the study. The study adopted a census survey design to collect primary data. The studies used questionnaires because there are flexible and facilitate the capture of in-depth knowledge of the respondents and promote respondent

cooperation. A pilot study was conducted to pretest the validity and reliability of instruments for data collection. Quantitative data was edited, summarized and coded for easy classification in order to facilitate interpretation of the data. The tabulated data was analyzed using multiple linear regression and Statistical Package for Social Science (SPSS). The regression model was used to assess the collective effect of the four independent variables. It is notable that there exists a strong positive relationship between the independent variables and dependent variable as shown by R value (0.765). The coefficient of determination (R²) explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable and the four independent variables that were studied explained 58.50% of the employee commitment as represented by the R².

Alsiewi (2016) investigated the role of job satisfaction in determining normative organizational commitment in Libya. The study was carried out among primary school teachers in Libya. Data from 468 respondents were collected through a questionnaire. Multiple regression techniques were used to examine relationships among the independent variable and six dependent variables related to job satisfaction. The job satisfaction factors which were found to relate more closely and positively to normative commitment among the teachers were: job relevance and satisfaction, school environment, general satisfaction, and job security. Opportunities for growth and development and pay and benefits, however, had no significant positive effect on the normative commitment of the teachers.

Andrew (2017) identified the impact of Employees' Commitment on Organizational Performance in Eravurpitru Divisional Secretariat in the district of Batticaloa, Sri Lanka. Both descriptive and explanatory research methodologies were adopted in this study. A five point Likert-Type scaled questionnaire was constructed and administered among selected Staff of Eravurpatru Divisional Secretariat. The results of the study indicate that the Employees' Commitment (Affective, Normative, Continuous) are significantly related to 'Organizational Performance in Eravurpatru Divisional Secretariat. The research findings reveal that there exists positive relationship

between the three commitments and Organizational Performance. It has also been proved from the results that there exists strong correlation between the three independent variables and Organizational Performance. These outcomes in turn are associated with guiding the top management for working towards increasing employees' commitment level, and the management should hire employees who are likely to become linked to the organization, this shall have a great impact and take the organization towards promising competitive edge.

Liu, Tso, Yang & Guan (2017) analyzed the effects of employee satisfaction and demographic indicators on employee commitment to organizational culture at the enterprise level in Chinese. With data from a survey of 3029 employees from 27 state-owned enterprises (SOEs), a hierarchical linear model (HLM) is used to identify the influencing factors of employee commitment to organizational culture at the enterprise level. Results show that applying FILM can substantially improve the explanatory power of employee satisfaction factors on commitment to organizational culture using nested enterprise contextual variables. Although measurement scales and satisfaction models have been proposed over the years, only a few studies have addressed the particular nature inherent in Chinese SOEs. HLM, which accounts for the nested data structure and determines the effects of employee satisfaction factors on commitment to organizational culture without bias, is developed in this study. Through an insider view based on empirical work, this research can improve the ability of senior managers to understand the culture and dynamics of organizations, to deliver strong leadership, and to enhance corporate internal management.

Kariuki & Kiambati (2017) established the mediating and moderating effect of employee commitment and organizational citizenship behaviour on the relationship between empowerment and firm performance in Kenya. A survey questionnaire was the tool of data collection and was distributed to the 96 non-managerial employees of a manufacturing firm. Out of the 96 questionnaires issued randomly, 86 were returned, indicating a 91.6% response rate. The reliability test showed that study dimensions were reliable. Inferential statistics was used to analyse data. Results showed that employee

empowerment had a positive and significant influence on organizational performance organizational commitment mediated the relationship between employee empowerment and organization performance; and OCB did not have a moderating effect.

Methodology

Research Design

The survey research design was used to this study. Descriptive survey research design Involves the use of questionnaire to gather necessary information needed for the study.

Data and Method of Data Collection

Primary data was used which was collected through questionnaire as its sources to get information from the sample respondents.

The population for the study constituted the entire employee of private university in Edo State. However, Samuel Adegboyega University is the only private university in Edo State. The numbers of employees in private university were

obtained from the personnel office, which the population is one thousand, three hundred and ninety five (1395).

Sample Size and Sampling Techniques

Three Hundred and two (302) respondents were sampled using Krejcie and Morgan sample size table. This was done through convenience sampling.

For the purpose of data analysis; descriptive statistics included the use of frequency table to analysis respondents demographic information while inferential statistic through multiple regression analysis was used to test the hypotheses with the aid of statistical package for social sciences (SPSS 20.0).302 questionnaires were administered while 294 were filled and submitted for analysis.

Table 1 Distribution of Respondent by Sex

Table 1 shows 36.7% (108) of the respondents are Male and 63.6% (186) of the respondents are Female, which implies most of the respondents are Female.

Table 1 Sex Distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	108	36.7	36.7	36.7
Female	186	63.3	63.3	100.0
Total	294	100.0	100.0	

Source: Field survey, 2020

Table 2 Distribution of Respondent by Marital Status

Table 2 shows that 89,8% (264) of the respondents are married and 10.2% (30) of the respondents were single thus imply majority of the respondent were single.

Table 2 Marital Status Distribution

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Married	264	89.8	89.8	89.8
Single	30	10.2	10.2	100.0
Total	294	100.0	100.0	

Source: Field survey, 2020

Table 3 Distribution of Respondent by Qualification

Table 4.3 shows that 40.8% (120) of the respondents are 0 Level holder, 14.3% (42) of the respondents are OND/NCE holder, 42.9% (126) of the respondents are HND/B.Sc holder while 2.0% (6) of the respondents have other degrees thus implies that majority of the respondent are first degree (HND/B.Sc) holder.

Table 3 **Qualification Distribution**

	Frequency	Percent	Valid Percent	Cumulative Percent
Olevel	120	40.8	40.8	40.8
OND/NCE	42	14.3	14.3	55.1
Valid HND/B.Sc	126	42.9	42.9	98.0
Others	6	2.0	2.0	100.0
Total	294	100.0	100.0	

Source: Field survey, 2020

Table 4 Distribution of Respondent by Work Experience

Table 4 shows that 40.8% (120) of the respondents falls below 2 years of experience, 38.8% (114) of the respondent falls between 2-5 years of experience, 18.4% (54) of the respondent falls between 6-10 years of experience and 2,0% (6) of the respondent falls above 11 years of experience thus implies that majority of the respondent falls below 5 years of experience.

Table 4 **Work Experience Distribution**

	Frequency	Percent	Valid Percent	Cumulative Percent
Below 2	120	40.8	40.8	40.8
2-5	114	38.8	38.8	79.6
Valid 6-10	54	18.4	18.4	98.0
11 Above	6	2.0	2.0	100.0
Total	294	100.0	100.0	

Source: Field survey, 2020

Interpretation of Results

Hypothesis One

Remuneration has significant effect on employee commitment among Private Universities

Employees in Edo State Co-efficient of Multiple Determinants Table 4 revealed that the regression co-efficient between employee commitment and the explanatory variable on remuneration show a positive figure of 0.346, this indicates that there is a moderate relationship between remuneration and employee commitment which implies that the explanatory variable has a positive effect on employee commitment. The co-efficient of multiple determinant (R2) with a co-efficient of 0.120 shows that the explanatory variable can explain 12.0% of the behavior of organizational performance while the remaining 88.0% can be explained by the stochastic variable or other variables that were not put into consideration. The adjusted R2 further confirms the result of the R2 with a co-efficient of 0.111 which shows 11.1% explanation of the behaviour of the employee commitment by the explanatory variables after adjustment while the remaining 88.9% is explained by the error term. The value of R2 test for the goodness of fit i.e How fitted the data is which is 0.120 (12.0%)

Table 5 **Model Summary**

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics		Sig
						R Square Change	F Change	
1	.346 ^a	.120	.111		.98864	.120	13.160	.000

Source: Author's field survey 2020

The table .6 gives a summary of the regression result of the ordinal least square using SPSS 20.0 software. From the table it can be deduced that the value of constant parameter is given as 1.393 and remuneration construct value are leave pay 0.065, regular bonus 0.130 and fringe benefit 397 respectively. The regression result above shows that employee commitment is constant at 1.393; this implies that if the explanatory variable is held constant, employee commitment will increase by 1.393%. The co-efficient of remuneration are given as are leave pay 0.065, regular bonus 0.130 and fringe benefit 397 respectively, this shows that the remuneration is positively related to employee commitment and therefore implies that an increase in remuneration will result in to 6.5%, 13.0% and 39.7% all at 0.05 level of significance increases on employee commitment.

Table 6 **Coefficients^a**

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	1.393	.459		3.035	.003
Leave Pay	.065	.085	.048	.769	.442
Regular Bonus	.130	.096	.083	1.348	.179
Fringe Benefit	.397	.084	.287	4.734	.000

Source: Author’s field survey 2020

Decision Rule:

If F_{cal} is less than F_{tab} : Accept H_0 and reject H_1

Consider F_{cal} as 13.160 and F_{tab} 1.650

Therefore, we accept alternate hypothesis. Hence remuneration has significant effect on employee commitment.

Table 7 **ANOVA^a**

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	38.590	3	12.863	13.160	.000 ^b
Residual	283.451	290	.977		
Total	322.041	293			

Source: Author’s field survey 2020

Hypothesis Two

Employee involvement has no significant effect on employee commitment among Private Universities Employees in Edo State.

Co-efficient of Multiple Determinants

Table 8 revealed that the regression co-efficient between employee commitment and the explanatory variable on job involvement show a positive figure of 0.412, this indicates that there is a moderate relationship between job involvement and employee commitment which implies that the explanatory variable has a positive effect on employee commitment. The co-efficient of multiple determinant (R^2) with a co-efficient of 0.170 shows that the explanatory variable can explain 17.0% of the behaviour of employee commitment while the remaining 83.0% can be explained by the stochastic variable or other variables that were not put into consideration. The adjusted R^2 further confirms the result of the R^2 with a co-efficient of 0.161 which shows 16.1% explanation of the behaviour of the employee commitment by the explanatory variables after adjustment while the remaining 83.9% is explained by the error term. The value of R^2 test for the goodness of fit i.e I-low fitted the data is which is 0.170 (17.0%).

Table 8 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics		Sig.
						R Square Change	F Change	
1	.412 ^a	.170	.161		.98064	.170	19.799	.000

Source: Author’s field survey 2020

The table 9 gives a summary of the regression result o the ordinal least square using SPSS 20.0 software. From the table it can be deduced that the value of constant parameter is given as 2.6 12 and job involvement construct value are information 0.254, joint work management 0.437 and suggestion 0.05 8 respectively. The regression result above shows that employee commitment is constant at 2.6 12; this implies that if the explanatory variable is held constant, employee commitment will increase by 2.612%:

The co-efficient of job involvement are given as are induction 0.254, joint work management 0.437 and suggestion 0.058 respectively, this shows that the job involvement is positively related to employee commitment and therefore implies that an increase in job involvement will result in to 25.4%, 43.7% and 5.8% all at 0.05 level of significance increases on employee commitment.

Table 9 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	2.612	.500		5.219	.000
	Informed	.254	.056	.249	4.524	.000
	Joint Work Mgt	.437	.075	.315	5.794	.000
	Suggestion	.058	.098	.033	.588	.557

Source: Author’s field survey 2019

Dic1s1on Rule:

If F cal is less than F tab: Accept H and reject H₀

Consider F-cal as 19.799 and F-tab 1.650

Therefore, we accept alternate hypothesis. Hence, job involvement has significant effect on employee commitment.

ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	57.119	3	19.040	19.799	.000 ^b
	Residual	278.881	290	.962		
	Total	336.000	293			

Source: Author’s field survey 2020

4.2.3 Hypothesis Three

Training and development has no significant effect on employee commitment among Private Universities Employees in Edo State.

Co-efficient of Multiple Determinants

Table 11 revealed that the regression co-efficient between employee commitment and the explanatory variable on training and development show a positive figure of 0.373; this indicates that there is a moderate relationship between training and ' development and employee commitment which implies that the explanatory variable has a positive effect on employee commitment. The co-efficient of multiple determinant (R2) with a co-efficient of 0.1 39 shows that the exlanatory variable can explain 13.9% of the behaviour ol' employee commitment while the remaining 86.1% can be explained by the stochastic variable or other variables that were not put into consideration. The adjusted R2 further confirms the result of the R2 with a co-efficient of 0.130, which shows 13.0% explanation of the behaviour of the employee commitment by the explanatory variables after adjustment while the remaining 87.0% is explained by the error term. The value of R2 test for the goodness of fit i.e How fitted the data is which is 0.139 (13.9%).

Table 11 Model Summary

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate	Change Statistics		Sig.
						R Square Change	F Change	
1	.373 ^a	.139	.130	.130	.71944	.139	15.628	.000

Source: Author's field survey 2020

The table 4.6 gives a summary of the regression result of the ordinal least square using SPSS 20.0 software. From the table it can be deduced that the value of constant parameter is given as 3.140 and training and development construct value are induction 0.039, workshop and seminar 0.35 1 and conference 0.053 respectively. The regression result above shows that employee commitment is constant at 3.140: this implies that if the eplanatory variable is held constant, employee commitment will increase by 3.140%.

The co-efficient of training and development are given as are induction 0.039, workshop and seminar 0.351 and conference 0.053 respectively, this shows that the training and development is positively related to employee commitment and therefore implies that an increase in training and development will result in to 3.9%, 35.1% and 5.3% all at 0.05 level of significance increases on employee commitment.

Table 12 Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error			
(Constant)	3.140	.388		8.090	.000
1 Induction	.039	.068	.033	.584	.560
Workshop	.351	.051	.380	6.842	.000
Conference	.053	.070	.043	.751	.454

Source: Author's field survey 2020

Decision Rule:

If F_{cal} is less than F_{tab} : Accept H_0 and reject H_1

Consider F_{cal} as 15.628 and F_{tab} 1.650

Therefore, we accept alternate hypothesis. Hence training and development has significant effect on employee commitment.

Table 13 ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	24.267	3	8.089	15.628	.000 ^b
Residual	150.101	290	.518		
Total	174.367	293			

Source: Author's field survey 2020

Discussion of Findings

Remuneration scored on three variables, which are leave pay regular bonus and fringe benefit. However, they were all found positive and significant on employee commitment at 0.05 level of significance and with moderate value relationship. Alternate hypothesis was accepted while null hypothesis was rejected thus implied that remuneration significantly affect employee commitment. This finding is consistent with the research carried out by Ismail and Razak (2016) examine the relationship between job satisfaction and organizational commitment in Malaysia. The study revealed the ability of administrators to provide sufficient intrinsic satisfaction and extrinsic satisfaction might lead to greater organizational commitment.

Job involvement scored on three variables which are information, joint work management and suggestion. However, they were all found positive and significant on employee commitment at 0.05 level of significance and with moderate value relationship. Alternate hypothesis was accepted while null hypothesis was rejected thus implied that remuneration significantly affects employee commitment. This finding is consistent with the research carried out by Ireferin & Mechanic (2014) examined the Effect of Employee Commitment on Organizational Performance with special interest in Coca Cola Nigeria Limited. The study revealed that the level of employee commitment of the Staff of Coca Cola Company Plc is very high; there is a high relationship between employee commitment and organizational performance; there is also a very high relationship between employee commitment and employees' turnover.

Training and development scored on three variables, which are induction training, workshop and seminar and conference. However, they were all found positive and significant on employee commitment at 0.05 level of significance and with moderate value relationship. Alternate hypothesis was accepted while null hypothesis was rejected thus implied that remuneration significantly affect employee commitment. This finding is consistent with the research carried out by Andrew (2017) who identified the impact of Employees' Commitment on Organizational Performance in Eravurpatru divisional Secretariat in the district of Batticaloa, Sri Lanka. The study found that there exists positive relationship between the three commitments and Organizational Performance. It has also been proved from the results that there exists strong correlation between the three independent variables and organizational performance.

Conclusion

This study investigated the determinants of employee commitment of among private universities employee with reference to Edo State. From the obtained results of inferential statistics indicated that the entire employee commitment determinants (remuneration, job involvement and training and development) measured have Positive and significant effect on employee commitment at 0.05 level of significance. However, job involvement has the highest significant value due to its psychological drive and satisfaction on human being. The entire hypotheses have moderate significant value on employee commitment. Furthermore, it was found that alternate hypotheses were

accepted and the null hypotheses were rejected.

Recommendations

Based on the findings of this study, it was found fair remuneration will significantly enhances employees' commitment within the Nigeria work environment specifically in the educational sector where there is huge workload and time factor. Therefore, the study recommends that management should include a good amount of remuneration like good salary structure, bonuses, allowances and other reward management programme such as recognition, career advancement to increase the employee's level of commitment and boost staff morale.

Furthermore, management of private universities should ensure that their staff or employees are involved in decision-making process especially the decision that has to do with the workers and daily operation. This will give room for more commitment and psychological attachment to their job, which will in turn enhance employee effectiveness and presence. Involving employee in decision making will also prepare individual for the higher responsibility and problem solving without any iota of doubt.

The developmental opportunity programme should be reviewed from time to time to ensure that they give out a training that is relevant to employee's needs and aspirations through effective training and career assurance to inspire the work for a very long time. In view of the above, private university managements should ensure that the incentive to be given to employees will surely make them feel well treated and see themselves as important asset of the organization. Finally the training and developmental programme should come annually and periodically to enhance employee skills in handling their daily operation.

References

Adebayo, D. O. (2006). The moderating effect of self-efficacy on job insecurity and organizational commitment among Nigerian public servants. *Journal of Psychology in Africa*, 16(1), 35-43.

Agwu, M. O. (2013). Impact of fair reward system on employee's job performance in Nigerian Agip oil company limited port-Harcourt. *British Journal of Education, Society and Behavioural Science*, 3(1), 47-64.

Alsiewi, A. M. (2016). Normative Commitment in the Educational Sector: The Libyan Perspective *Journal of Research in Mechanical Engineering*, 2(12), 07-

16.

Andre, A. (2017). Employees' commitment and its impact on organizational performance. *Asian Journal of Economics, Business and Accounting*, 5(2), 1-13, 2017.

Chughtai, A.A., & Zafar, S. (2006). Antecedents and consequences of organizational commitment among Pakistani University Teachers. *Applied Human Resources Management Research*, 11 (1), 39—64.

Daniels, S.: (2003). Employee training A strategic approach to better return on investment. *Journal of Business Strategy*, 24(4), 39-42.

Edirisooriyaa, W. A. (2014). Impact of rewards on employee performance: with special reference to electric company. *Reshaping Management and Economic Thinking through Integrating Eco-Friendly and Ethical Practices. Proceedings of the 3rd international Conference on Management and Economics*, University of Ruhuna, Sri Lanka, 311-318

Guney, S., Diker, O., Guney, S., Ayranci, E., & Solmaz, H. (2012). Effects of organizational communication on work commitment: A case study on public agency in Ankara. *Business Management Dynamics*, 2(4), 18-29.

International Labour Office (2012). The effect of working time on productivity and firm performance; A research synthesis Paper, 33, 1-34.

Irefin, P., & Mechanic, M. (2014). Effect of commitment on organizational performance in Coca Cola Nigeria Limited Maiduguri, Borno State. *Journal of Humanities and Social Science*, 19(3), 33-41.

Ismail, A., & Razak, M. R. A. (2016). Job satisfaction as a determinant of organizational commitment. *Journal of Contemporary Issues and Thought*, 6, 10-18.

Kariukj, A., & Kiambati, K. (2017). Empowerment, organizational commitment, organization citizenship behaviour and firm performance *Management Studies*, 5(4), 290-300.

Lawler, E. E., Ledford, G. E., Mohammed, S. A., Dulworth, M. R., & Winby, S. S. (1989). *Employee involvement in America: A study of contemporary practice*. Houston, TX: American Productivity & Quality Center.

Liu, F., Tso, K. F. G., Yang, Y. & Guan, J. (2017). Multilevel analysis of employee satisfaction on commitment to organizational culture: Case Study of Chinese State- Owned Enterprises. *Mathematics Computation Application*, 22(46), 1-14

Manetj, O. & Martins, N. (2009). The relationship between organizational culture and organizational commitment. *South African Business Review*, 13(1). 87-105

- Nehmeh, R. (2009). What is organizational commitment, why should managers warn It in their workforce and is there any cost effective way to secure it?. SMC Working Paper, Issue,5
- Okofoni, O., & Erero, J. (2005). Manpower Training and Development in the Nigerian Public Service. Administrative Journal of Public Administration and Management,16(1), 1—12.
- Oladele, P. O., & Akeke, N. I. (2010). Principles and Practice of Management Mushin Lagos: Rakson Publication.
- Olannye, A. P. (2016). Driving employee affective commitment through internal branding in Deposit Money Banks in Nigeria. American International Journal of Social Science, 5(3), 121-130.
- Osemeke, M. (2016). Identification of determinants of organizational commitment and employee job satisfaction. An International Multi-disciplinary Journal, Ethiopia 10(2),81-102. .
- Ouchi, W. G. (1981). Theory Z. New York: Avon Books.
- Passarelli, G. (2011). Employees' skills and organisational commitment. International Business Research, 4,2842.
- Rieu, S. N., & Kamara, M. (2016). Determinants of employee commitment in Hotel Industry in Nairobi County: A Case of Rated Hotels in Nairobi Central Business District International Journal of Innovative Social Sciences and Humanities Research 4(4),1-21,
- Snyder, D. & Burke, S. (2012). Increasing Employee Engagement in Non-profit Sector How to Engage Employees for Higher Performance. Research Report. Accenture Talent & Organization
- Vance, R. J. (2006).