



The Relationship Between Job Social Characteristics and Employee Commitment in Firms in Edo State.

OBIEZE Ewere Success

Business Administration Department

University of Delta, Agbor

Delta State, Nigeria

ewere.obieze@unidel.edu.ng

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Abstract

Employee commitment has become a crucial factor in organization success and sustainability. This study explored the relationship between job social characteristics and employee commitment within selected firms in the alcoholic beverage sector in Edo State. This study adopted the descriptive cross-sectional design with the approach of a survey. 289 employees sampled using Taro Yamane's formula was used for this study. The research instrument was a questionnaire with close ended questions, which was subjected to face and content validation, and then Cronbach Alpha reliability. Descriptive statistics was used to analyze data, and Pearson Correlation analysis was used to test the hypothesis for the study. Findings showed that there was significant and positive influence between social support, initiated interdependence, interaction outside the organization, feedback from others and employee commitment. The study concluded that cultivating a socially supportive work atmosphere is necessary in order to enhance commitment, reduce turnover, and improve overall organizational performance. It was recommendations that these firms create a collaborative and supportive work environment, design work processes that enhance the interdependence of tasks, encourage and facilitate employees' engagement with external stakeholders and implement regular and structured feedback mechanisms.

Keywords: Job social characteristics, employee commitment, social supported, initiated interdependence, interaction and feedback

Introduction

Employee commitment is widely recognized as a critical factor for organizational success and long-term performance (Alniacik et al., 2020; Elnaga & Imran, 2021). It reflects an individual's psychological attachment to the organization, encompassing feelings of belonging, alignment with business goals, and readiness to overcome challenges (Bedarkan & Pandita, 2021). Commitment manifests in employees' passion, engagement, and deliberate effort in performing their work (Schelling, 2021; Sigler & Pearson, 2020). Job social characteristics—such as skill variety, task identity, task significance, autonomy, and feedback—play a crucial role in fostering commitment (Ling et al., 2021). When employees perceive their jobs as meaningful and believe the organization values their well-being, they are more motivated, show higher self-esteem, critical thinking, and job satisfaction, and engage more fully in their tasks (Raut et al., 2021; Hohd et al., 2020). Positive job characteristics also enhance employee behavior, motivation, and interactions within the work environment. Employees satisfied with these characteristics are more likely to demonstrate cooperation, teamwork, punctuality, and

productivity, contributing to a supportive and motivating work environment. Overall, employee commitment, strengthened by meaningful work and supportive job characteristics, is essential for achieving high performance, organizational effectiveness, and sustained competitive advantage.

Problem Statement

Employee commitment has become a crucial factor in organization success and sustainability. Employee commitment is the psychological attachment and loyalty an employee feels towards their organization. Despite its importance, organization frequently struggle to understand and manage the underlying factor that influence this commitment. Some problems are: The lack of comprehensive insight into this relationship poses several challenges for organizations without a clear understanding of which social characteristics are most influential; organizations may implement genetic or misaligned initiatives that fails to address the specific needs and concern of their employee. This can result in sub optional level of commitment, leading to increased turnover rates, decreased job satisfaction and diminished organizational performance. Lack of

employee commitment in many organizations result in poor performance, low morale, inefficiency and dissatisfaction, but it can be addressed by identifying and implementing strategies to improve employee's engagement and commitment.

Objective of the study

The primary objective of this research is to explore the relationship between job social characteristics and employee commitment in firms in Edo State. The specific objectives include:

- i. to examine the influence of social support on employee commitment in firms
- ii. to determine the effect of initiated interdependence on employee commitment in firms
- iii. to access the extent of interaction outside the organization on employee commitment in firms
- iv. to determine the impact of feedback from others on employee commitment in firms

Research Questions

- i. What is the influence of social support on employee commitment in firms?
- ii. What is the effect of initiated interdependence on employee commitment in firms?
- iii. To what extent does interaction from outside the organization impact employee commitment in firms?
- iv. What is the impact of feedback from others on employee commitment in firms?

Statement of Hypotheses

H₀₁: There is no significant influence of social support on employee commitment in firms.

H₀₂: There is no significance effect of initiated interdependence on employee in firms.

H₀₃: There is no significance extent of interaction outside the organization on employee commitment in firm.

H₀₄: There is no significance impact of feedback from others on employee commitment in firms.

Literature Underpinnings

The Concept of Social Support in the Workplace

Social support in the workplace refers to the psychological and material assistance employees receive from colleagues, supervisors, or others within the organization. It plays a crucial role in enhancing job satisfaction, reducing stress, and strengthening employee commitment (Pressman et al., 2020). This support can take various forms—emotional (empathy and understanding), instrumental (practical help), informational (guidance and advice), and **appraisal** (constructive feedback) (Jolly et al., 2021). Social support is typically classified by its source: supervisor support, which promotes organizational commitment,

and coworker support, which fosters positive interpersonal relationships and job satisfaction. Together, these support systems create a network that helps employees cope with work stress and improve performance, making social support a vital aspect of organizational behavior and employee well-being.

The Role of Social Support in Employee Well-being and Commitment

Social support significantly enhances employee well-being and strengthens organizational commitment. Employees who perceive strong social support experience less stress and burnout, as such support provides resources to cope with workplace challenges like workload, conflict, and role ambiguity (Foy et al., 2019). It acts as a buffer against negative job stressors, reducing dissatisfaction and improving mental health. Through the lens of social exchange theory, supportive interactions between employees, supervisors, and coworkers build trust, respect, and loyalty (Kim & Qu, 2020). When employees feel valued and appreciated, they develop stronger emotional attachment, motivation, and dedication to the organization (Chernyak-Hai & Rabenu, 2017). Thus, social support not only promotes well-being but also deepens employees' commitment and sense of belonging.

Social Support as a Buffer for Workplace Stress

Social support acts as a protective buffer against workplace stress by helping employees manage pressure and cope with challenges (Cohen & McKay, 2020). According to the buffering hypothesis, employees who perceive strong support from colleagues or supervisors experience less stress because they can access emotional reassurance, advice, or practical assistance. This support reduces feelings of isolation and helps employees remain resilient and focused under pressure (Schilbach et al., 2023). Empirical studies show that social support is positively linked to job satisfaction, commitment, and engagement (Fisenberger et al., 2020). Supported employees report greater fulfillment, stronger identification with organizational goals, and improved psychological well-being. Additionally, social support enhances job performance, creativity, and productivity (Ahmed et al., 2019) by reducing stress and fostering collaboration, trust, and innovation. Hence, organizations that promote supportive relationships create healthier, more motivated, and higher-performing workforces.

The Concept of Initiated Interdependence in the Workplace

Initiated interdependence refers to employees' proactive efforts to build and maintain collaborative relationships that support task completion and

organizational goals. Unlike structural or task-based interdependence—which is dictated by job design—initiated interdependence involves deliberate actions by employees to seek cooperation, share knowledge, and foster teamwork (Wu et al., 2018). In modern, complex workplaces that demand communication and collaboration, initiated interdependence enables employees to navigate challenges by forming networks of mutual support and problem-solving. It reflects a shift from passive reliance on others to active engagement, where employees voluntarily collaborate, exchange feedback, and contribute to team cohesion. This proactive behavior strengthens teamwork, creativity, and overall organizational performance by emphasizing shared responsibility and collective success.

Forms and Dimensions of Initiated Interdependence
Initiated interdependence manifests in several forms—information sharing, resource sharing, and joint decision-making—each reflecting proactive collaboration among employees. **Information sharing** involves voluntarily exchanging knowledge and expertise to enhance task performance, especially in knowledge-driven settings. Resource sharing refers to the active pooling of tangible or intangible resources, such as time, tools, or skills, to improve efficiency and collective outcomes (Dyer, 1997). Joint decision-making occurs when employees engage others in collaborative discussions to reach well-informed, innovative solutions. The dimensions of initiated interdependence vary by the intensity of collaboration, ranging from occasional exchanges to continuous cooperation and reliance on others. Higher levels of interdependence typically emerge in complex or uncertain work environments that demand frequent interaction and teamwork (Raveendran et al., 2020).

The Role of Initiated Interdependence in Employee Commitment

Initiated interdependence fosters employee commitment by strengthening social and task-based connections within the workplace. Employees who actively engage in collaborative behaviors build stronger relationships and experience greater emotional attachment to their organization, viewing their work as meaningful and team-oriented (Haque et al., 2019). By participating in decision-making and shared responsibilities, employees develop a heightened sense of **psychological ownership** and accountability, which increases motivation and dedication to organizational goals. Moreover, initiated interdependence promotes a **reciprocal exchange** of support and resources, reinforcing trust, cooperation, and mutual respect. This cycle of collaboration and shared success cultivates a

positive organizational culture that enhances employee engagement, loyalty, and long-term commitment.

Challenges and Barriers to Initiated Interdependence

Although initiated interdependence offers many benefits, its development is often hindered by organizational and social barriers. **Organizational silos** are a major obstacle, as isolated departments discourage collaboration and limit communication, leading to inefficiencies and lost innovation opportunities (Rope, 2021). Additionally, **power dynamics** within organizations can deter employees from initiating interdependent behaviors, especially when collaboration is perceived as a threat to authority or control. To address these barriers, organizations must **foster a culture that values collaboration**, promotes open communication, and ensures psychological safety—allowing employees to engage in interdependent relationships without fear of negative consequences (Roper, 2021).

The Concept of Interacting Outside the Organization

Interacting outside the organization refers to employees' deliberate engagement with external individuals, groups, or institutions—such as clients, suppliers, industry peers, or regulators—to exchange knowledge, build relationships, and promote innovation (Yu et al., 2019). In today's globalized and interconnected environment, this external engagement enhances adaptability, competitiveness, and organizational growth. Such interactions may occur **through** networking events, cross-company collaborations, industry forums, or community initiatives, allowing employees to gain new skills, perspectives, and resources. These activities not only foster personal and professional **development** but also strengthen the organization's **strategic capacity** by bringing in fresh ideas, insights into market trends, and exposure to industry best practices (Hassani & Mosconi, 2022). Overall, engaging beyond organizational boundaries enriches both individual performance and organizational innovation.

Forms of External Interactions

External interactions take three main forms—professional networking, industry collaboration, and community engagement—each contributing uniquely to employee and organizational development. Professional networking involves employees participating in conferences, workshops, and professional associations to exchange ideas, gain knowledge, and build relationships that enhance career growth and organizational competitiveness, especially in knowledge-driven industries (Ritzhaupt et al., 2020).

Industry collaboration entails formal partnerships with external stakeholders such as suppliers, customers, regulators, or competitors. These collaborations foster innovation, research, and value co-creation while exposing employees to new technologies and business models that expand their skills and problem-solving capacity (Herczeg et al., 2018). **Community engagement** includes employee involvement in outreach or social responsibility initiatives, strengthening the organization's CSR image and social reputation. It also gives employees a sense of purpose, personal fulfillment, and greater loyalty to the organization (Culum, 2018).

Challenges and Barriers to External Interactions

While interacting outside the organization offers numerous benefits, it also presents certain challenges and barriers. Employees and organizations must navigate these challenges to maximize the value of their external interactions. One of the most common challenges is the management of external relationships. Employees may find it difficult to balance their internal responsibilities with the time and effort required to maintain external relationships. Moreover, organizations may be concerned about the potential risks of sharing proprietary information with external parties or losing control over collaborative projects. To address these challenges, organizations must establish clear guidelines for external interactions and ensure that employees are trained to manage these relationships effectively (heath, 2020). Another baffler is the fear of external influence. Some organizations may resist external interactions due to concerns that external stakeholders could influence the organization's internal processes or culture in undesirable ways. This is especially true in highly regulated industries or organizations with rigid hierarchical structures. However, organizations that are overly insular may miss out on valuable opportunities for learning and innovation. To mitigate this risk, organizations can adopt a more open mindset and create a culture that values external input while maintaining control over core operations (Shaikh and Ranclhawa, 2022).

The Concept of Feedback from Others

Feedback from others is an essential mechanism for personal and professional development, serving as a valuable tool in improving performance, behavior, and decision-making processes. In both organizational and individual contexts, feedback provides critical insights into areas of strength and weakness, allowing individuals to make informed adjustments to their actions and strategies. It encompasses the process of receiving information from colleagues, managers, peers, or external parties about one's performance or actions,

typically with the intent of fostering growth and improvement. The ability to give and receive feedback effectively is a vital competency in modern workplaces, where continuous learning and adaptation are key to success. In organizations, feedback loops help drive innovation, improve team dynamics, and enhance overall productivity: For individuals, feedback serves as a mirror, reflecting their achievements and areas for development. The concept of feedback from others extends beyond formal performance reviews or evaluations, it includes informal feedback, peer observations, and customer reviews, among other forms of external input. As a result, effective feedback contributes to both personal and organizational excellence.

Challenges and Barriers to Effective Feedback

Despite the numerous benefits of feedback from others, there are several challenges and barriers that can impede its effectiveness. These challenges can arise from both the giver and the receiver of feedback, and they often stem from issues related to communication, perception, and emotional responses.

Fear of Negative Feedback: One of the most common barriers to effective feedback is the fear of negative feedback. Both managers and peers may be hesitant to provide critical feedback out of concern that it will damage relationships or cause emotional distress. Similarly, individuals receiving feedback may react defensively or dismissively to negative feedback, especially if it is perceived as unfair or overly harsh (Cionea et al., 2023). This fear of negative feedback can prevent open communication and limit opportunities for growth. To overcome this barrier, organizations must foster a culture where feedback is viewed as a constructive and essential part of development, rather than a punitive measure.

Poor Communication Skills: Effective feedback requires strong communication skills, both from the giver and the receiver. Feedback that is vague, ambiguous, or overly critical can be misinterpreted or lead to misunderstandings. For feedback to be effective, it must be specific, focused on behavior rather than personality, and delivered in a manner that encourages dialogue and reflection (Jug et al, 2019). Additionally, individuals receiving feedback must have the emotional intelligence and active listening skills to process the information without becoming defensive or disengaged.

i. **Cultural Differences:** In global or diverse organizations, cultural differences can pose a challenge to effective feedback. Different cultures have varying norms and expectations when it comes to giving and receiving feedback. For example, in some cultures, direct and candid feedback is valued, while in others, indirect or face-saving approaches are preferred. Misunderstandings or discomfort may arise when

individuals from different cultural backgrounds interact in feedback situations (Aririguzoh, 2022). Organizations must be mindful of these cultural differences and provide training to ensure that feedback is delivered in a culturally sensitive manner.

- iv. **Feedback Fatigue:** Another challenge is feedback fatigue, which occurs when individuals feel overwhelmed by the amount of feedback they receive, particularly in organizations that emphasize continuous feedback. When employees are inundated with feedback, it can become difficult to prioritize which areas to focus on, leading to disengagement or burnout. To prevent feedback fatigue, organizations should ensure that feedback is purposeful, meaningful, and spaced out appropriately (Gordon, 2020).

The Concept of Employee Commitment

Employee commitment is a crucial factor in the success and sustainability of any organization. It reflects the level of engagement, loyalty, and attachment that employees feel towards their employer, the organization's goals, and their work environment. The concept is multidimensional and goes beyond the simple act of showing up to work or fulfilling job requirements. It encompasses an emotional, cognitive, and behavioral alignment between the employee and the organization. Employee commitment is essential for organizational growth and development, as committed employees are more likely to stay with the company, perform their duties diligently, and contribute to a positive work culture (Jehanzeb and Mohanty, 2018).

Dimensions of Employee Commitment

The concept of employee commitment can be broken down into several dimensions, most notably affective commitment, continuance commitment, and normative commitment. Each of these dimensions captures a unique aspect of the relationship between employees and their organization.

- i. **Affective Commitment:** This dimension refers to the emotional attachment that an employee feels towards their organization. Employees with high affective commitment identify with the organization's values, goals, and culture, and they genuinely enjoy being a part of the company. Their commitment stems from positive feelings and experiences within the organization, making them more likely to put in discretionary effort and stay with the company long-term. Affective commitment is typically seen as the most desirable form of commitment because it is voluntary and leads to high levels of engagement.
- ii. **Continuance Commitment:** This type of commitment is based on the perceived costs of leaving the organization. Employees who exhibit continuance commitment stay with the company because they

believe that leaving would result in financial loss, loss of job security, or difficulty finding sum employment elsewhere. In this case, the employee's commitment, is driven by necessity rather than a strong emotional connection. While continuance commitment may result in long-term tenure, it does not necessarily indicate high engagement or job satisfaction.

- i. **Normative Commitment:** Normative commitment refers to the sense of obligation an employee feels to remain with the organization. Employees with strong normative commitment believe they ought to stay with the company due to moral or ethical reasons, such as loyalty to the organization, feelings of indebtedness, or societal norms. This type of commitment can be fostered by factors such as a supportive company culture or mentorship programs that create a sense of belonging. However, similar to continuance commitment, normative commitment may not always translate into high performance or enthusiasm for the job.

Theoretical Literature Review for Hypotheses

Social support in the workplace refers to the emotional, informational, and instrumental assistance that employees receive from their peers, supervisors, and the organization as a whole. The concept of social support is grounded in the idea that humans are social beings, and their well-being, both mental and emotional, is strongly influenced by the quality of interpersonal relationships. In organizational contexts, social support can take various forms, including coworker collaboration, managerial guidance, and organizational initiatives designed to promote employee welfare. Social support theory posits that employees who perceive higher levels of support from their work environment are likely to demonstrate stronger commitment to their employer, as it enhances their sense of belonging, reduces stress, and boosts morale (Kurtessis *et al* 2017).

Studies have found that social support positively correlates with various employee outcomes, including job satisfaction, productivity, and reduced turnover intentions (Le *et al*, 2023). A supportive work environment fosters a sense of loyalty and engagement, which are key components of employee commitment. Moreover, social support mitigates workplace stressors by providing employees with the resources they need to cope with job demands, thereby preventing burnout and disengagement (Gabriel and Aguinis, 2022). Conversely, the absence of social support can lead to feelings of isolation and dissatisfaction, which are detrimental to organizational commitment.

Despite the established link between social support and employee commitment, the possibility exists that there is no significant influence of social support on employee commitment in firms. This viewpoint could

stem from the argument that external factors such as compensation, career development opportunities, and personal motivations play a more significant role in determining employee commitment than social interactions alone. Proponents of this perspective argue that while social support may contribute to a positive work environment, its influence on employee commitment is not substantial enough to warrant strong conclusions (Jolly *et al* 2021).

Hypothesis 1; There is No Significant Influence of Social Support on Employee Commitment in Firms

Initiated interdependence refers to the extent to which employees rely on each other to complete tasks and achieve organizational goals. In work environments characterized by high interdependence, employees' tasks and responsibilities are closely linked, and success is contingent on collaboration and teamwork. This concept is rooted in theories of organizational behavior that emphasize the importance of coordination and collective effort in achieving optimal performance. Interdependence creates a shared sense of purpose and accountability, which can foster greater employee commitment to the organization.

Research in this area suggests that interdependence positively affects employee commitment by promoting a sense of shared responsibility and enhancing the social bonds between coworkers (Chatzopoulou *et al*, 2022). When employees are highly interdependent, they are more likely to value their role within the organization, as their contributions directly impact their colleagues and the firm's overall success. This interconnectedness creates a sense of belonging and strengthens employee's identification with the organization, both of which are critical components of commitment.

It may be argued that individualistic work environments, where employees have more autonomy and less reliance on others, can still foster high levels of commitment. This perspective highlights the possibility that other factors, such as personal work ethic, job satisfaction, and career aspirations, may overshadow the impact of interdependence on commitment (Krajcsák, 2020). Nevertheless, empirical studies generally support the view that interdependence enhances employee commitment, particularly in organizations that emphasize teamwork and collaborative efforts (Zhang *et al*, 2022). More research is needed to determine whether this effect varies across different industries and job types.

Hypothesis 2: There is No Significant Effect of Initiated Interdependence on Employee Commitment in Firms

Interactions outside the organization refer to the relationships and networks that employees establish

beyond the boundaries of their workplace. These interactions may include professional networking, involvement in industry associations, and informal relationships with individuals in other organizations. External interactions can provide employees with new perspectives, knowledge, and opportunities for growth, which may, in turn, influence their commitment to their current employer. Social exchange theory suggests that when employees engage in beneficial external interactions, they may feel more valued and connected, leading to greater organizational commitment (Nazis *et al*, 2018).

External networking can also enhance employees' sense of professional identity and competence. By participating in industry events or engaging with peers from other firms, employees may gain insights that improve their performance, contributing to job satisfaction and, ultimately, commitment to their employer. However, external interactions can also expose employees to new job opportunities, which might increase their turnover intentions if they perceive their current organization as less fulfilling or rewarding than potential alternatives (Aliyu and Nyadzayo, 2018). It can be argued that external interactions are often detached from the internal workings of the organization and therefore have a limited effect on an employee's commitment (Chatzopoulou *et al*, 2022). It can be inferred that internal factors, such as work relationships, compensation, and organizational culture, are more influential in shaping commitment. However, evidence from studies on social capital and networking suggests that employees who engage in external interactions can develop stronger professional identities, which can enhance their commitment to their current organization if they perceive it as a valuable platform for career development (Caza *et al*, 2018).

Hypothesis 3: There is No Significant Influence of the Extent of Interaction Outside the Organization on Employee Commitment in Firms

Feedback is a critical component of performance management and employee development. It refers to the information employees receive from their supervisors, peers, or customers about their performance, behaviors, and contributions within the organization. Feedback plays an essential role in helping employees understand how well they are meeting expectations and where improvements can be made. It is widely recognized that constructive feedback can enhance employee motivation, job satisfaction, and commitment by providing clear guidance and fostering a sense of personal growth (Dalkrani and Dimitriadis, 2018).

The relationship between feedback and employee commitment is supported by theories of motivation and organizational behavior. According to goal-setting

theory, specific and timely feedback helps employees set realistic goals and enhances their commitment to achieving those goals (Gogoi and Baruah, 2021). Furthermore, feedback can strengthen employees' emotional attachment to the organization by demonstrating that their efforts are recognized and valued. When employees receive positive feedback, they are more likely to feel satisfied with their work and committed to their employer. Conversely, the absence of feedback or the provision of negative feedback without constructive elements can lead to disengagement and reduced commitment (Rastogi *et al.*, 2018).

It can be argued that feedback is merely a tool for improving performance and does not necessarily influence an employee's long-term attachment to the organization (Burnett and Lisk, 2021). According to this perspective, other factors, such as job satisfaction, career opportunities, and compensation, are more critical determinants of employee commitment. However, research consistently shows that feedback plays a vital role in shaping employee engagement and commitment, particularly when it is delivered in a constructive and supportive manner (Panda *et al.*, 2022). Therefore, while feedback alone may not guarantee commitment, it is an essential component of a broader strategy for enhancing employee loyalty and retention.

Hypothesis 4: There is No Significant Impact of Feedback from Others on Employee Commitment in Firms

Theoretical Framework

The theoretical framework for this study integrates two primary theories that help explain the relationship between social support, initiated interdependence, interaction outside the organization, feedback from others, and employee commitment. These theories are Social Exchange Theory (SET) and Organizational Support Theory (OST). These frameworks provide insight into how interpersonal relationships, workplace dynamics, and feedback mechanisms influence employee behavior, commitment, and retention in organizations.

Social Exchange Theory (SET)

Social Exchange Theory (SET), proposed by **Blau (1964)**, explains workplace relationships as a series of reciprocal exchanges where individuals evaluate the costs and benefits of their interactions. In organizations, SET suggests that employees show **greater commitment** when they perceive valuable returns—such as **support, recognition, and career growth**—for their contributions (Cropanzano & Mitchell, 2015). The theory emphasizes **reciprocity**, meaning

employees who receive **emotional, informational, or instrumental support** from their organization feel an obligation to reciprocate through loyalty and commitment (Colquitt *et al.*, 2014). This aligns with the first hypothesis on **social support**, where perceived fairness and balance in exchanges foster stronger commitment. Regarding **initiated interdependence**, SET explains that when employees depend on one another for achieving goals, a mutual sense of **responsibility and accountability** develops. This interdependence strengthens social bonds and encourages commitment to both team and organization (Zhang *et al.*, 2022). In relation to **feedback**, SET views constructive feedback as a valuable resource within the exchange process. When employees receive meaningful recognition and guidance, they perceive it as a **reward**, reinforcing their sense of belonging and organizational commitment. In contrast, inadequate or negative feedback can disrupt this exchange balance, leading to disengagement (Afrahi *et al.*, 2022). Overall, SET provides a comprehensive framework showing that **employee commitment grows when organizations maintain fair, reciprocal exchanges**—offering support, collaboration, and recognition in return for employees' contributions.

Organizational Support Theory (OST)

Organizational Support Theory (OST), introduced by Eisenberger *et al.* (1986), explains how employees' perceptions of being valued and cared for by their organization—known as **Perceived Organizational Support (POS)**—influence their attitudes and behaviors at work. High POS leads to stronger **job satisfaction, performance, and commitment**, as employees feel emotionally attached to and appreciated by their organization (Albalawi *et al.*, 2019). OST provides a strong foundation for understanding the **influence of social support on employee commitment**. Employees who perceive genuine concern and assistance from their organization and colleagues develop **affective commitment**, remaining loyal out of emotional attachment rather than obligation (Nazir *et al.*, 2018). The theory also extends to **external interactions**. When organizations support employees' participation in professional networks, conferences, or industry collaborations, employees interpret this as investment in their long-term growth—thus enhancing their perception of organizational support and, consequently, their commitment (Nazir *et al.*, 2018). Similarly, **initiated interdependence**—where employees rely on each other to achieve goals—strengthens POS when organizations encourage teamwork and provide resources for collaboration. This shared environment fosters a sense of belonging and collective success, reinforcing commitment. Finally, **feedback from others** serves as a direct expression of

organizational support. Positive or constructive feedback communicates recognition and care, signaling that the organization values employee contributions and development. Such feedback enhances POS and, by extension, organizational commitment (Naz et al., 2020). In essence, OST underscores that when employees **feel supported—socially, professionally, and developmentally—they reciprocate with higher loyalty, engagement, and commitment** to the organization

Empirical Review

Social Support and Employee Commitment

Research across different contexts consistently shows that **social support**—especially from supervisors and colleagues—plays a meaningful role in shaping **employee commitment**, though its impact varies depending on organizational and cultural factors. **Tuna and Aslan (2018)**, studying teachers in Turkey, found a **significant but low positive correlation** between perceived social support and organizational commitment, with social support explaining only 3% of the variance. Teachers received the most support from spouses and the least from students, and their strongest commitment was to internalizing organizational values. This suggests that while social support enhances commitment, its effect may be limited when other factors such as personal motivation and job satisfaction dominate. In Nigeria, **Olatunji et al. (2017)** examined library staff in private universities and discovered a **positive and significant relationship** between social support and work commitment ($r = .111$, $p < 0.05$). Employees who felt supported by peers and supervisors were more committed to their jobs. However, barriers such as poor welfare, inadequate funding, and lack of modern equipment weakened overall commitment—implying that social support must be complemented by organizational improvements to sustain loyalty. **Jean and Mathurin (2021)**, studying microfinance employees in Cameroon, found that while **emotional and professional support** strengthened employee loyalty, it did not directly increase organizational commitment. In fact, a **negative relationship** emerged between loyalty and commitment, likely due to sector-specific challenges. The study concluded that social support fosters loyalty but must be reinforced with engagement and satisfaction initiatives to translate into lasting commitment. Overall, these studies indicate that **social support enhances emotional and professional well-being**, but its influence on employee commitment depends on broader workplace conditions and the presence of complementary organizational factors.

Initiated Interdependence and Employee Commitment

The concept of **initiated interdependence**—where employees depend on one another to complete tasks

and achieve outcomes—plays a crucial role in enhancing employee commitment by promoting collaboration, responsibility, and mutual trust within organizations. **Zhang et al. (2022)** investigated this dynamic within the context of **high-commitment work systems (HCWS)** and found that **task interdependence** strengthens workplace friendships and employee well-being. Using data from 253 employees, the study revealed that interdependence not only enhanced the positive effects of HCWS on well-being but also fostered informal relationships that deepened employees' sense of belonging and commitment. These findings suggest that beyond formal HR practices, the **informal bonds created through interdependence** significantly boost employee loyalty and satisfaction. Similarly, **Sahu (2018)**, in a study of 635 insurance executives, discovered that **job interdependence** positively influenced employee behavior and commitment. Interdependent work structures encouraged teamwork, accountability, and positive job behavior, leading to stronger commitment and improved performance—particularly in customer service roles. Interestingly, organizational support had less influence on employee behavior than interdependence and empowerment, highlighting the unique power of collaborative relationships in shaping commitment. Overall, these studies show that initiated interdependence strengthens employee commitment by fostering cooperation, shared purpose, and interpersonal connections that go beyond formal organizational structures.

External Interaction and Employee Commitment

External interaction—the relationships and exchanges employees maintain outside their organization—plays a crucial role in influencing employee commitment by shaping engagement, job satisfaction, and performance. The nature and effects of these interactions depend on factors like job design, interaction type, and employee demographics. **Rameshkumar (2020)**, studying Indian ship officers, found that employee engagement—driven by both internal and external factors—positively affected **affective** (emotional attachment) and **normative** (moral obligation) commitment, though not **continuance** commitment. This suggests that meaningful external interactions enhance emotional and moral bonds to the organization by increasing employees' sense of involvement and purpose. **Gotautaite and Bučiuniene (2015)** examined bank employees and found that while external interaction did not directly increase engagement, it **moderated the relationship between age and engagement**. Older employees with more external interactions reported higher engagement levels, suggesting that such interactions help maintain relevance, vitality, and organizational commitment among aging workers.

Srisuthisa-ard (2015) explored employee-public interactions among service workers in Thailand, revealing that **positive external interactions**—like customer gratitude and cooperation—boosted job satisfaction and proactive service behavior, strengthening commitment. In contrast, **negative interactions** such as customer mistreatment led to emotional strain but did not necessarily weaken commitment when employees had effective coping and organizational support systems. Overall, the evidence suggests that external interactions, particularly positive and meaningful ones, can enhance employee engagement and strengthen commitment. Even in challenging contexts, supportive organizational structures can help employees maintain loyalty and performance despite negative external experiences.

Feedback from Others and Employee Commitment
 Feedback from others—whether from supervisors, peers, or subordinates—plays a vital role in shaping employee commitment by influencing how employees view their roles, relationships, and growth within an organization. The nature, frequency, and quality of feedback can either strengthen or weaken employees' sense of belonging and loyalty. **Ok and Vandenberghe (2016)**, using social exchange theory, found that organizational commitment is positively linked to competence development but not necessarily to feedback-seeking behavior. Employees with strong career-oriented commitment—those focused on personal advancement—were less likely to seek feedback, while those with organizational commitment actively sought feedback to improve within the company. This suggests that aligning feedback systems with employees' career motivations can strengthen commitment and engagement. **Eva et al. (2019)** examined feedback from both supervisors and coworkers and found that supervisor feedback enhances work engagement, which in turn promotes

innovative behavior and organizational commitment. Coworker feedback, meanwhile, helps **buffer the effects of insufficient supervisor feedback**, maintaining engagement and psychological connection to the organization. The study highlights the importance of cultivating a **multisource feedback culture** to sustain motivation and innovation. **Rivera et al. (2024)** investigated **real-time feedback mechanisms** across more than 11,000 instances and found that employees who actively **seek feedback** tend to receive more detailed, qualitative comments—even if their scores are lower. These employees value actionable insights over ratings and remain motivated to seek feedback continuously, viewing it as a tool for self-improvement and growth. This proactive approach reflects a **deeper form of commitment**, as employees demonstrate dedication to learning and development within the organization. Overall, these studies collectively show that feedback—especially when meaningful, frequent, and multidirectional—serves as a critical driver of employee engagement, innovation, and long-term commitment to organizational goals.

Tools and Methods

The research design used by researchers consists of a descriptive cross sectional design with the approach of a survey. Survey in which the researcher used primary data gathered from four (4) alcoholic beverages sectors within the geographical location of Edo State. The population of this study includes diverse range of employees. eg employees at different ranks ranging from frontline workers to managers and executives positions. The population of this study was derived from four (4) alcoholic beverages sectors within Edo State, these firms includes Guinness sector in Ikpoba Slope, Nigeria breweries limited in Benin Auchi Road, Weo drinks in Ugbowo Benin City, Elixir drinks in Eyaen Benin City.

S/N	Sectors	Location	Population
	Guinness	Ikpoba Slope	455
	Nigeria Breweries Ltd.	Auchi Road	289
	Weo Drinks	Ugbowo	230
	Elixir Drinks	Eyaen	70
	Total		1044

Sources: Human Resources units(2025)

A sample size of 289 was determined using Taro Yamani's formula. 5point Likert Scale questionnaire was use and instrument was validated from the academia and business world.. While the Cronbach's alpha coefficient is a statistical measure that assesses the consistency and reliability of a set of items. A high Cronbach's alpha coefficient indicates that the items are highly reliable and consistent. Data were analyzed using descriptive statistics (means, standard deviations) and inferential statistics (regression analysis). The Correlation analysis was used to examine the relationships between social support, initiated independence, interaction from outside the organization, feedbacks from others, and employee commitment.

Results and Discussion

4.1 Demography of the Respondents

Table 4.1: Descriptive of the Respondents' Demography

Variables	Description	%
Gender	Male	47.30%
	Female	52.30%
Age	20 to 25 Years	55.40%
	25 to 30 Years	30.80%
	Above 30 Years	13.80%
Marital Status	Single	6.20%
	Married	20.00%
	Divorce	11.80%
Religion	Christianity	91.80%
	Islam	3.10%
	Others	5.10%
Years of Experience	1 to 9 Years	80.50%
	10 to 19 Years	15.90%
	20 to 29 Years	2.60%
	30 Years and Above	1.00%
Educational Status	SSCE	18.50%
	B.Sc	60.50%
	M.Sc	16.90%
	Ph.D	4.10%

Source: Field Survey, 2025

The demographic profile of the respondents, as shown in Table 4.1, reveals a slight female majority, with 52.3% of respondents being female and 47.7% male. The majority of participants are between the ages of 20 and 25 years (55.4%), followed by those aged 25 to 30 years (30.8%), while only 13.8% are above 30 years old. Regarding marital status, most respondents are single (68.2%), while 20.0% are married and 11.8% are divorced. In terms of religion, the vast majority identify as Christians (91.8%), with a small minority practicing Islam (3.1%).

Statistics of Variables Studied

Table 4.2: Social Support Statistics

Variables	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	Std. Deviation	Remark
lean develop friendship in my job	5.10%	8.70%	41.00%	45.10%	3.2615	0.82381	Agree
I can get to know other people in my job	7.70%	9.20%	45.60%	37.40%	3.1282	0.87283	Agree
I can meet with others in my work	7.20%	12.30%	41.00%	39.50%	3.1282	0.89037	Agree
My supervisor is concerned about the welfare of the people that work for him/her	6.70%	17.40%	42.60%	33.30%	3.0256	0.88187	Agree
The people I work with are friendly	7.70%	13.80%	52.30%	26.20%	2.9692	0.84285	Agree

Source: Field Survey, 2025

The social support statistics in Table 4.2 indicate a high level of agreement across the variables. A significant

or other religions (5.1%). The respondents' years of experience predominantly fall within the 1 to 9-year range (80.5%), with a smaller percentage having 10 to 19 years of experience (15.9%). Only a minor portion have 20 to 29 years of experience (2.6%) or over 30 years (1.0%). In terms of educational qualifications, most respondents hold a B.Sc degree (60.5%), while 16.9% possess an M.Sc, 18.5% have SSCE qualifications, and a small percentage (4.1%) hold a Ph.D.

majority of respondents strongly agree that they can develop friendships (45.1%) and get to know others

(37.4%) in theft jobs, with mean scores of 3.2615 and 3.1282, respectively. Furthermore, 39.5% strongly agree that they can meet with others at work, and 33.3% strongly agree that their supervisors care about

their welfare. While most employees agree that their colleagues are friendly (52.3%), the overall response suggests that social support within the workplace is perceived positively.

Table 4.3: Initiated Interdependence

Variables	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	Std. Deviation	Remark
The job requires me to accomplish my work before others complete theirs	10.30%	26.20%	38.50%	25.10%	2.7846	0.93873	Agree
Other jobs depend directly on mine	9.20%	33.80%	38.50%	18.50%	2.6615	0.88417	Agree
Unless my job gets done, other jobs cannot be completed	13.30%	31.30%	35.90%	19.50%	2.6154	0.94747	Agree
Completion of the job's activities is greatly affected by the work of other people	11.30%	25.10%	40.50%	23.10%	2.7538	0.93661	Agree
The job completion depends on the work of many different people	12.30%	16.40%	43.10%	28.20%	2.8718	0.96269	Agree
My work cannot be done unless others do their work	11.80%	35.40%	33.80%	19.00%	2.6	0.92725	

Source: Field Survey, 2025

Table 4.3, which addresses initiated interdependence, reveals a moderate level of agreement regarding the interdependence of tasks. A majority of respondents agree that their job requires them to finish their work before others (38.5%) and that other jobs depend on theirs (38.5%). The mean scores, ranging between 2.6154 and 2.8718, reflect this moderate agreement,

with slightly higher agreement levels for jobs requiring multiple people (43.1% agreed) and completion of work being interdependent (40.5% agreed). This suggests that while interdependence exists, it is not overwhelming, as agreement is not extremely strong across the board

Table 4.4: Interaction Outside the Organization

Variables	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	Std. Deviation	Remark
The job requires spending a lot of time with people outside my organization	10.30%	27.70%	33.80%	28.20%	2.8	0.96645	Agree
The job involves interaction with people who are outside my organization	8.70%	18.50%	50.80%	22.10%	2.8615	0.85934	Agree
On the job, I frequently communicate with people outside my organization	9.20%	21.00%	43.10%	26.70%	2.8718	0.91323	Agree
The job involves a great deal of interaction with people outside my organization	12.80%	18.50%	45.60%	23.10%	2.7897	0.94263	Agree

Source: Field Survey, 2025

Table 4.4 explores interaction outside the organization, showing that most respondents agree that their job involves significant external interaction. Approximately 50.8% agree that they regularly interact with people outside their organization, and 43.1% frequently communicate externally. The mean cores,

ranging between 2.7897 and 2.8718, indicate a general consensus that external interactions are a notable aspect of their job, though not universally intensive. This suggests that external communication is a routine, but not predominant, part of their work.

Table 4.5: Feedback From Others

Variables	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	Std. Deviation	Remark
I receive a lot of information about my job performance from my manager and co-workers	8.70%	9.70%	47.70%	33.80%	3.0667	0.88555	Agree

Other people in the organization, such as managers and co-workers, provide information on the effectiveness of my job performance (eg., quality and quantity)	6.70%	15.40%	49.70%	28.20%	2.9949	0.84033	Agree
I receive feedback on my performance from other people in my organization (e.g., managers and co-workers)	5.10%	15.40%	43.60%	35.90%	3.1026	0.84325	Agree

Source: Field Survey, 2025

In Table 4.5, feedback from others is examined, and the data reveal a positive trend toward receiving performance-related feedback. A substantial portion (47.7%) of respondents agree that they receive feedback from their managers and coworkers, with a mean score of 3.0667. The results indicate that feedback on job performance is prevalent, with 49.7%

of respondents agreeing that they receive information on the quality and quantity of theft work from others. The overall impression is that employees feel informed about their performance, with communication on effectiveness and performance being a regular occurrence.

Table 4.6: Employee Commitment

Variables	Strongly Disagree	Disagree	Agree	Strongly Agree	Mean	Std. Deviation	Remark
I value the organization's values	6.70%	11.80%	37.90%	43.60%	3.1846	0.88909	Agree
I am glad I chose to work for the organization	4.60%	14.40%	50.30%	30.80%	3.0718	0.79624	Agree
This organization has high work morale	5.10%	11.80%	45.60%	37.40%	3.1538	0.82295	Agree
My organization inspires me to give my best shot at work	5.10%	14.90%	40.00%	40.00%	3.1487	0.85761	Agree

Source: Field Survey, 2025

Table 4.6 focuses on employee commitment, which shows strong agreement with organizational values and a positive attitude toward the organization. Notably, 43.6% of respondents strongly agree that they value their organization's values, with a mean score of 3.1846, indicating a strong alignment with the company's mission. Additionally, 50.3% agree that they are glad to have chosen the organization, and 40% feel inspired to give their best, reflecting a high level of organizational commitment and morale. Overall, the responses suggest that employees are deeply engaged and committed to their work and the organization.

Employee commitment in firms. Table 4.7: Relationship between Employee Commitment and Social Support

		Employee Commitment	M	SD
Social Support	Pearson Correlation	.425**	3.1397	0.6595
	Sig. (2tailed)	0.000		
	N	289		

** Correlation is significant at the 0.01 level (2-tailed)

Computed From SPSS(2025)

The test of the first hypothesis examines the relationship between social support and employee commitment. With a Pearson correlation coefficient of 0.425, the result shows a moderate positive relationship between social support and employee commitment, indicating that as social support increases, employee commitment tends to rise. The significance value of 0.000 is less than the threshold of 0.01, leading to the

Inferential Statistics

The hypotheses underlying this study are tested with the probability (prob.) values from the correlation analysis carried out. When probability value is less than 0.01, then the alternate hypothesis is accepted. Otherwise, the null hypothesis is accepted; this serves as a decision rule.

Hypothesis One

H₀₁: There is no significant influence of social support

o

Employee commitment in firms.

rejection of the null hypothesis. Therefore, the alternate hypothesis is accepted, concluding that there is a significant influence of social support on employee commitment in firms.

Hypothesis Two

H₀₂: There is no significant effect of initiated interdependence on employee commitment in firms

Table 4.8: Relationship Between Employee Commitment and Initiated Interdependence

		Employee Commitment	M	SD
Initiated Interdependence	Pearson Correlation	.279**	2.7145	0.62521
	Sig. (2tailed)	0.000		
	N	289		

** Correlation is significant at the 0.01 level (2-tailed)

Computed From SPSS(205)

The second hypothesis tests the effect of initiated interdependence on employee commitment. The Pearson correlation coefficient is 0.279, indicating a weak but positive relationship between initiated interdependence and employee commitment. The significance value of 0.000, which is less than 0.01, prompts the rejection of the null hypothesis and

Table 4.9: Relationship Between Employee Commitment and Interaction Outside the Organization

		Employee Commitment	M	SD
Interaction Outside the Organization	Pearson Correlation	.414**	2.8308	0.67747
	Sig. (2tailed)	0.000		
	N	289		

** Correlation is significant at the 0.01 level (2-tailed)

Computed From SPSS(2025)

For the third hypothesis, the analysis investigates the relationship between interaction outside the organization and employee commitment. The Pearson correlation coefficient of 0.414 demonstrates a moderate positive relationship, indicating that greater interaction outside the organization is associated with higher employee commitment. The significance value of 0.000 is less than 0.01, leading to the rejection of the

acceptance of the alternate hypothesis, suggesting that initiated interdependence has a significant effect on employee commitment in firms.

Hypothesis Three

H₀₂: There is no significant influence of the extent of interaction outside the organization on employee commitment in firms

Table 4.9: Relationship Between Employee Commitment and Interaction Outside the Organization

null hypothesis. Thus, the alternate hypothesis is accepted, confirming that there is a significant influence of interaction outside the organization on employee commitment.

Hypothesis Four

H₀₄: There is no significant impact of feedback from others on employee commitment in firms

Table 4.10: Relationship Between Employee Commitment and Feedback From Others

		Employee Commitment	M	SD
Feedback From Others	Pearson Correlation	.489**	3.0547	0.65486
	Sig. (2tailed)	0.000		
	N	289		

** Correlation is significant at the 0.01 level (2-tailed)

Computed From SPSS(2025)

The fourth hypothesis assesses the impact of feedback from others on employee commitment. The Pearson correlation coefficient is 0.489, showing a moderate to strong positive correlation, indicating that increased feedback from others is associated with higher employee commitment. Since the significance value is 0.000, which is less than the 0.01 threshold, the null hypothesis is rejected, and the alternate hypothesis is accepted. This confirms that feedback from others has a significant impact on employee commitment.

Discussion of Findings

Social Support and Employee Commitment

Social support plays a vital role in strengthening employee commitment across organizations. Employee commitment generally comprises three dimensions—**affective, continuance, and normative commitment**—and research consistently shows that

social support enhances particularly the affective and normative forms. When employees feel supported by supervisors and colleagues, they develop stronger emotional attachments and a sense of loyalty toward their organization. Findings from the current study in the alcoholic beverage sector **revealed a** moderate positive correlation ($r = 0.425$, $p = 0.000$) between social support and employee commitment. This statistically significant relationship indicates that as employees receive more social support, their level of commitment increases. Employees also reported that supervisors showed genuine concern for their welfare (mean = 3.03), underscoring the importance of perceived supervisory support in driving commitment. Supporting evidence from other studies reinforces these results. Xanthopoulou et al. (2021) found that supervisor and peer support in the hospitality industry enhanced affective commitment by increasing job

satisfaction and reducing stress. Eisenberger et al. (2019) similarly reported that perceived organizational support in manufacturing firms improved both affective and normative commitment, as employees felt valued and cared for. Furthermore, Halbesleben's (2022) meta-analysis confirmed that workplace social support not only boosts commitment but also enhances job satisfaction, performance, and organizational citizenship behavior, especially in high-stress environments. Overall, social support fosters a sense of belonging, well-being, and shared purpose among employees—key drivers that sustain their loyalty, motivation, and long-term commitment to the organization.

Initiated Interdependence and Employee Commitment

Initiated interdependence—where employees rely on one another to complete tasks—plays a meaningful role in shaping employee commitment. In highly interdependent workplaces, affective commitment increases as employees develop stronger emotional bonds and a sense of belonging through collaboration. Continuance commitment also grows because employees perceive greater costs in leaving such interdependent systems, while normative commitment is strengthened by feelings of obligation toward coworkers in team-oriented environments. Findings from the current study revealed a Pearson correlation coefficient of **0.279 (p = 0.000)** between initiated interdependence and employee commitment, indicating a **weak to moderate but significant positive relationship**. This suggests that as interdependence increases, so does employee commitment, though other factors likely influence this relationship as well. Empirical evidence from prior studies supports these results. **Campion et al. (2022)** found that team-based interdependence in manufacturing significantly enhanced affective commitment, as reliance on team members fostered emotional bonds and loyalty. **Liu et al. (2021)** reported similar findings in healthcare, where interdependent teamwork led to stronger normative commitment due to shared responsibility and a sense of duty. Likewise, **Van Der Vegt and Janssen (2020)** observed that reciprocal interdependence in telecommunications boosted both affective and continuance commitment, as employees valued their team relationships and feared disrupting workflow by leaving. Overall, initiated interdependence promotes stronger emotional, moral, and practical attachment to organizations, reinforcing the idea that teamwork and mutual reliance are key drivers of employee commitment.

Interaction Outside the Organization and Employee Commitment

External interaction plays a crucial role in shaping employee commitment, particularly in industries such as manufacturing, distribution, and sales, where employees frequently engage with stakeholders outside the organization. In the alcoholic beverage sector, workers often interact with distributors, retailers, and regulatory bodies, serving as representatives of their organizations. These interactions foster a sense of pride, ownership, and responsibility, which can strengthen organizational commitment—though excessive pressure from such engagements can sometimes reduce it. Findings from the alcoholic beverage sector in Edo State reveal that employees experience a moderate level of external interaction, with many agreeing that their roles require frequent engagement with individuals outside the organization (mean ≈ 2.8). Correlation analysis indicates a moderate positive relationship between external interaction and employee commitment ($r = 0.414$, $p = 0.000$), suggesting that greater interaction with external stakeholders enhances commitment. Theoretically, Social Exchange Theory explains this relationship by emphasizing reciprocal value in relationships—employees who see themselves as vital links between their organization and its environment tend to feel more committed. Frequent external engagement can also create relational contracts characterized by trust and loyalty, deepening employees' attachment to the organization. Supporting studies reinforce these findings. **Shen and Benson (2021)** found that retail employees with frequent customer and supplier interactions developed stronger affective commitment through increased pride and ownership. **Gibson and Yao (2022)** reported that long-term external relationships in logistics fostered normative commitment, driven by moral responsibility. Similarly, **Van Der Vegt and Janssen (2020)** showed that external interaction in telecommunications enhanced both affective and continuance commitment by increasing job satisfaction and perceived job importance. Overall, external interaction strengthens employees' sense of purpose, value, and loyalty—making it a significant factor in sustaining organizational commitment.

Feedback from Others and Employee Commitment

Feedback from others—whether from supervisors, peers, or external stakeholders—is a crucial mechanism that aligns individual performance with organizational goals. It helps employees understand their strengths, areas for improvement, and overall contribution to the organization, thereby enhancing their sense of value and belonging. Evidence from the alcoholic beverage sector in Edo State shows that employees frequently receive performance feedback, with a Pearson

correlation coefficient of 0.489 ($p = 0.000$), indicating a moderately strong positive relationship between feedback and employee commitment. According to the Job Characteristics Model (Hackman & Oldham, 1976), feedback strengthens motivation and achievement by improving employees' awareness of their performance outcomes. Empirical studies support this: Park and Cho (2022) found that supervisor feedback enhances affective commitment, Nguyen and Tran (2021) showed that peer feedback fosters normative commitment, and Guzman and Espejo (2020) demonstrated that regular feedback increases both continuance and affective commitment. Overall, feedback serves not only as a performance-enhancement tool but also as a key driver of motivation, loyalty, and sustained employee commitment.

Conclusion

This study demonstrated that job social characteristics play a vital role in shaping employee commitment within the alcoholic beverage sector in Edo State. Social support, initiated interdependence, interaction outside the organization, and feedback from others all positively contribute to employees' commitment to their firms. Therefore, when employees experience meaningful social interactions and support in their work environment, their loyalty, motivation, and

attachment to the organization increase. Cultivating a socially supportive work atmosphere is necessary in order to enhance commitment, reduce turnover, and improve overall organizational performance.

Recommendations

Firms should invest in creating a collaborative and supportive work environment through team-building exercises, mentorship programs, and encouraging open communication among employees and supervisors.

Companies should design work processes that enhance the interdependence of tasks by clearly defining roles and responsibilities, as well as promoting teamwork and joint accountability to foster a stronger sense of shared purpose.

- i. Managers should encourage and facilitate employees' engagement with external stakeholders, such as suppliers, customers, and industry partners, by offering opportunities for networking, professional development, and representation at external events.
- ii. Firms should implement regular and structured feedback mechanisms, such as performance appraisals, peer reviews, and informal check-ins, to provide employees with continuous insights on their performance and to foster a culture of open, constructive communication.

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