

TITLE PAGE

**EFFECT OF EMPLOYEE COMMITMENT IN ORGANIZATIONAL
PRODUCTIVITY IN INDOMIE NOODLES COMPANY KADUNA**

BY

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DECLARATION

I declare that this research work has solely been undertaken by me under the supervision of **DR. M.L Pongu** of the Department of Business Administration. Kaduna Polytechnic, I have neither copied someone's work nor has someone else done it for me. All reference made to published literature have been duly acknowledge.

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APPROVAL PAGE

This is to certify that the project report titled “effect of employee commitment in organizational productivity in Indomie Noodle Company Kaduna” is written by **Odion Jonathan Esene** KPT/CBMS/19/39802, has been read and approved as having met the requirements governing the preparation and presentation of research project in Kaduna Polytechnic. It is hereby approved for meeting its requirement for the award of Higher National Diploma in Business Administration and Management, and for its contribution to knowledge and literary presentation.

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DEDICATION

I dedicate this project report to God Almighty who walked with me all through.

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My profound appreciation goes first and foremost to the Lord Jesus Christ and my Saviour, who has been my soul of profound throughout my academy. My appreciation also goes to my project supervisor in the person of **DR. M.L Pondu** who devoted his precious time to effect the necessary correction and gave his approval, may the Almighty God bless you for all your help, contribution and encouragement. I wish to express my sincere appreciation to my Parent for their encouragement and support physically, my siblings, and all others in my family who have been of help and encouragement to me.

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ABSTRACT

This research work assessed, examined the effect of employee commitment on organizational productivity. Employee commitment was conceptualized as a three-dimensional construct comprising affective, continuance and normative commitment. The study therefore examined the effect of each these commitment components on organizational productivity using data obtained from respondents drawn from Indomie Noodle company in Nigeria. Data were collected via the use of questionnaires while hypotheses were developed and tested using regression analysis. Findings indicate that while affective and continuance commitment had a significant positive effect on organizational productivity, the effect of normative commitment on organizational productivity was not significant. Moreover, among these three components of commitment, it was affective commitment that had the most significant positive effect on organizational productivity. The study therefore concludes that while employee commitment can influence organizational productivity positively, it is the nature of commitment that matters. Given that affective commitment contributes more to organizational productivity, we recommend that managers should create enabling work environments that will engender the growth of affective commitment among employees.

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CHAPTER ONE

1.0

INTRODUCTION

1.1 Background to the Study

Employee commitment is now considered a natural process for effective performance of individuals and organizations (Armstrong 2015). In today's competitive environment, preparing and retaining committed employees is imperative for organizational development (Ivancevich, 2015), as committed employees work harder and perform their tasks with devotion and dedication. The objective of organizational development is to improve the capacity of organization to increase its efficiency for achieving strategic objectives. Building the capacity of the organization is possible when every employee realizes his responsibility and accountability for outcomes related to his performance.

Organizations strives hard to induce commitment in their employees.

They are using different means and method to enhance employee's commitment. It is not surprising that employee commitment is a fundamental activity for the success of an organization. Every employee has a desire to reach his self-actualization motivational level (Dorenboseh and Veldhoven, 2016). Therefore employee must be given opportunities to improve his knowledge, skills and abilities. Employee development programs provide chances for promotion and career growth. Such activities in an organization create commitment in employees, which is a basic requirement for effective functioning of organization.

Performance improvement in an organization goes beyond the commonly accepted principles of good management and effective leadership by engaging the emotional commitment of the employee (Katzenbach, 2016) Commitment is the differentiating

factor between top performing companies and those of average performance (Katzenbaeh. 2017). Emotionally engaged employees are more productive and more customer-focused. High-levels of employee commitment are positively correlated with superior financial performance in organizations demonstrated by significant increases in operating and net profit margin (International Survey Research, 2001; Gallup, 2012; Watson Wyatt Global Consulting, 2013). Individuals and teams that are committed to the values and goals of an organization have a higher morale and lower turnover, increased job satisfaction, and increased productivity (Cohen, 2013; Meyer & Allen, 2017; Mowday, Porter, & Steers, 2016). -Lo (2017) noted that “employees with sense of employee commitment are less likely to engage in withdrawal behaviour and more willing to accept change.

Hence, there is no doubt that these values appear to have potentially serious consequences for a core of committed individuals who are the source of organizational life, similarly, workers who become less committed to an organization, will route their commitment in other directions; thus, it is important to know how to develop the right type and level of employee commitment to ensure that better employees are retained; in the same vein, employees who develop a high level of employee commitment tend to be highly satisfied and are fulfilled by their jobs, In addition the current global economic scenario, organizational change is a continuous process that requires support of all employees in the hierarchical structure” (Lo, 2015). Most organizations have realized that the performance of their workers plays a vital role in determining the success of the organization (Zheng, 2012; Ajila and Awonusi, 2014). As such, it is important for employers and managers alike to know how to get the best of their workers. One of the

antecedent determinants of workers' performance is believed to be employee commitment (Ali, 2015; Ajila and Awonusi, 2017). Employee commitment has become one of the most popular work attitudes studied by practitioners and researchers. Akintayo (2010) and Tumwesigye (2018) noted that one of the reasons why commitment has attracted research attention is that organization depend on committed employees to create and maintain competitive advantage and achieve superior performance. Committed employees who are highly motivated to contribute their time and energy to the pursuit of organizational goals are increasingly acknowledged to be the primary asset available to an organization (Ilunjra, 2013).

They provide the intellectual capital for such organizations and has become their most critical asset (Ilunjra, 2013). Furthermore, employees who share a commitment to the organization and their collective well-being are more suitable to generate the social capital that facilitates organizational learning. It is therefore important for organization to know the aspects that play important role or have big impact in boosting the commitment of their employees. Several factors had been identified in the literature as determinants of employee commitment. Some of the identified factors include:

Leadership style (Lo, 2016); organizational fairness (Ponnu and Chuah, 2017); corporate social responsibility (Rchman, Yousa and Zia, 2015) etc. I However, most of the past studies the employee commitment in Nigerian were not related to bottling company as is the case with this study. Hence, this study focused on the of employees' commitments on organization productivity in Indomie Noodle Company of Nigeria. As such, it is pertinent to examine the role of employee commitment in achieving organizational performance among the staff of Indomie Noodle Company of Nigeria.

1.2 Statement of Research Problem

In today's competitive and dynamic world every organization is facing new challenges regarding competitive organizational performance and creating committed workforce (Addae and Wang, 2016). In the present competitive environment no organization can perform at the maximum level, unless each employee in the organization is committed to the objectives of the organizations. Hence, it is important to understand the concept of commitment and its influence for feasible outcome. A committed employee develops a bond with an organization and thus creates better organizational performance. Successful organizations depend on the high performance of their employees to meet their objectives. In order to achieve their strategic aims and keep their competitive advantage, their employees must perform at high levels (Dessler, 2016). Organizational behavior philosophers believe that it is also crucial to have the right employees for the right jobs (Kristof—Brown, Zimmerman and Johnson, 2015). The person job fit is important because it determines whether or not the employee is well suited for the job (Zheng, Sharan and Wei, 2015).

Organizations need to understand that employees have their own requirements and personal wishes that need to be considered. This can determine if the employee feels positive or negative about the organization and needs to be treated individually (Schermerhorn, 2015). Organizations must meet their strategic aims and advantage in the marketplace by employing and keeping high performing employees (Dessler, 2016). Moreover, recent studies have shown that high commitment practices can work well synergistically and are reflective of a general commitment strategy (Gagné, Chemolli,

Forest kind Koestner, 2017). Furthermore, high commitment work practices do improve performance, labour productivity and the quality of service (Meyer, 2015).

Researches in the past have examined a number of elements that can affect job performance. Mulki and Marshall (2016) and Al Ahmadi (2017) shows that a crucial organizational element is employees' commitment to their job. human resource system can facilitate the development of organizational competencies through eliciting employees' commitment to the firm (Bridger, Kilminster and Slaven, 2017). Gagné, et al. (2018) have found that the sense of employees' obligation to organization become more positive when flexible time scheduling is being adopted by the organization.

It is necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term basis (Galais and Moser, 2019). however, the importance of employee's commitment on organizational productivity in every organization cannot be undermined irrespective of its size, type or location. As noted earlier, most of the past studies of employee commitment in Nigeria were not related to the study of academia, this has overtime become a problem to the study of employees commitment in the academic arena. Therefore, this study identifies the level of employees commitment on organizational productivity in Indomie Noodle Company of Nigeria. and estimating the impact of employees' commitment on organizational performance as the employees commitment has become a major determinant of the organizational productivity in particular the performance of government institutions, public, private enterprises or programs that are quite inadequate.

1.3 Objectives of the Study

The general objective of the study is to investigate the effect of employees commitment on organizational productivity in Indomie Noodle Company of Nigeria. The specific objectives are to:

- i. examine the level of employees' commitment on the organizational productivity in Indomie Noodle Company of Nigeria.
- ii. evaluate the relationship between employees commitment and organizational productivity in Indomie Noodle Company of Nigeria.
- iii. assess the effect of employees' commitment and job satisfaction on Indomie Noodle Company of Nigeria employee's basic need.

1.4 Research Questions

The following research questions guided the study.

- i. What is the level of Indomie Noodle Company of Nigeria employees' commitment on the productivity of the organization?
- ii. Does employees' commitment affect the organizational productivity in Indomie Noodle Company of Nigeria?
- iii. To what extent has employees' commitment in Indomie Noodle Company of Nigeria impacted on job satisfaction and satisfaction of employee's basic need?

1.5 Significance of Study

The study was significant to the following beneficiaries:

The organizations: this study will enable the organization to know the various effects of employee commitment in organizational productivity, most especially in indomie noodle company Kaduna.

Ministries of the societies: it could also help the ministries of the societies, to appreciate the effect of employees' commitment on their performance which would promote the productivity of the societal ministries.

Institution (government, policy makers public sectors, private sectors, e,t,c). It could go a long way to assisting in timely decision making concerning this institutions, on their employees satisfaction and retention and to determine the factors that are responsible for employees commitment which ascertains the organizational productivity.

Academias: it would serve as a tool of analysis reference, publications and development to the general academias.

The researcher of this study: it will also be significant to the researcher of this study that is the student that carryout the research work.

Other researchers:

This study will be significant not only to the student that carryout the research work, but also other researcher that will also want to carry out a research on the same research topic, it will serve as a guide to them.

1.6 Scope of the Study

This study focused on the impact of employees' commitment on the organizational productivity in Indomie Noodles Company Kaduna. The dependent variable is "organizational productivity" while the independent variable is "employees' commitment". This study shall be restricted to the staff of Indomie Noodles Company Kaduna, because we feel they are better suited individuals who can provide the required information being an organisation in public domain. The period of study is from 5 years 2016 – 2021.

1.7 Definitions of Terms

For purpose of this study, the following key terms have been defined in this study:

Employee Commitment: Employee commitment can be seen as dedication to one's employing organization, willingness to work hard for that employer, and the intent to remain with that organizational attachment of the individual to the organization.

Employee performance: Employee performance is defined as whether a person executes their job duties and responsibilities well. Many companies assess their employee's performance on an annual or quarterly basis in order to define certain areas of that need improvement.

Employee: Is a person who is hired and paid to work for someone else, which could be an organization, institution or government parastatal.

Organization productivity: it is a performance measure encompassing both efficiency and effectiveness

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter focuses on conceptual issues, empirical reviews, in relation to the subject matter of the study. To address the subject, this study undertakes a review of literature on the individual components of the subject matter and combinations of such individual components as a basis for developing the researcher's idea on the general concept of the study. The review of literature aims to provide a detailed account of earlier studies in order to identify the relationship differences that exist in the literature which the current study attempts to find out.

The following are the areas of the research intended to search:-

- i. Review of related literature
- ii. Conceptual framework
- iii. The concept of employee commitment
- iv. Model of commitment
- v. Organizational commitment and employee performance
- vi. Management commitment
- vii. Determinations of employees' commitment in an organization
- viii. Some definitions of organizational productivity
- ix. Summary of the review

2.1 Concept of Employee Commitment

Commitment is considered to be psychological immersion of an individual with his institute through sense of belonging, ownership of organizational goals and being ready

to accept challenges (Tzafrir, & Baruch, 2013). Creating commitment among employees is important because without this it will become difficult for an organization to achieve strategic goals. Organizational commitment means the involvement of an employee to perform his work with zeal and excitement (Dorenhosch & Veldhoven, 2012). Performance of an organization is directly related to commitment level of employees (Ivancevich, 2014). Committed employees will be able to perform their jobs more than management expectations (Bragg, 2012). High level commitment is indispensable for increasing output and obtaining sustainable competitive advantages (Whitener, 2014).

Morrow (2016, as cited in Cohen, 2013) argues, that commitment is commonly seen as an attitude that reflects feelings like attachment, identification or loyalty to the object of commitment” (Morrow, 2016). Cohen (2013) supports the argument by describing individual employee commitment as an attachment that may be psychological as well as emotional. In addition, according to Meyer and Herscovitch (2015) all definitions of commitment in general tend to follow two characteristics in which (a) commitment is a mind—set or a force that can take different forms and it (b) binds an individual to a course of action. Fornes et al. (2012) on the other hand emphasize the meaning of values by defining individual commitment as ‘the strength of the employee’s identification with the values of other individuals and peers within the organization (team commitment), and his/her work (job commitment) and careers (career commitment)”.

It seems like employee commitment may have various similarities to organizational commitment. However, what seems to be a significant difference between these two types of commitments is the target or targets of commitment. hence, it is now well recognized that employees can develop multiple commitments (Meyer & Herscovitch,

2015). A number of researchers believe that employee commitment can have multiple foci (or objects or targets) and motives (Becker et al., 2016). All commitments have at least one or more targets (Brown, 2015; Meyer & Herseovitch, 2016) and the levels of commitment differ towards different targets in the work environment (Cohen, 2013).

According to Brown (2015) commitment may vary according to differences in focus, terms, and time-specific evaluation. An individual can make multiple commitments to a certain party and the strength of the commitment is dependent on the individual's constant evaluation of the commitment. 'The commitment is then affected by the individuals' feelings and attitudes about the commitment as well as history and reasons behind it. (Brown, 2015) All commitments are affected by the individual's own reasons and motivations (Argyris, 2012), hence, instead of committing only to the organization, an employee may commit to many other targets in the workplace and the commitments are all different depending on the motivation and reasons behind them.

Finally, it can be concluded that committing to anything related to the work environment is called employee commitment. Employee commitment appears to be a multidimensional concept that has several different definitions. Based on former literature, this study defines employee commitment as an attachment (Mathieu & Zajac, 2012) of an employee to one or more targets in a work environment (Cohen, 2013). Employee commitment is different depending on the motives to and targets of the commitment (Becker et al., 2016) and it is affected by employee's feelings and attitudes about the commitment (Brown, 2015).

2.2 Model of Commitment

According to Meyer & Allen (2015) commitment “is a psychological state that characterizes the employees’ relationship with the organization and has implication for the decision to continue membership in the organization.”

Affective Commitment Dimension

This represents the individual’s emotional attachment to the organization. According to Meyer and Allen (2015) affective commitment is ‘the employee’s emotional attachment to, identification with, and involvement in the organization’. Organizational members, who are committed to an Organization on an affective basis, continue working for the organization because they want to link closely with the same organization (Meyer and Allen, 2015). Members who are committed on an affective level stay with the organization because they view their personal employment relationship as congruent to the goals and values of the organization (Beck and Wilson, 2016). The organizational commitment model of Meyer and Allen (2015) indicates that affective commitment is influenced by factors such as job challenge, role clarity, goal clarity, and goal difficulty, receptiveness by management, peer cohesion, equity personal importance, feedback, participation, and dependability. Affective commitment development involves identification and internalization (Lee and Chen, 2013).

Continuance commitment dimension

The second dimension of the tri-dimensional model of organizational commitment is continuance commitment. Meyer and Allen (2015) define continuance commitment as “awareness of the costs associated with leaving the organization”. It is calculative in nature because of the individual’s perception or weighing of costs and risks associated

with leaving the current organization (Meyer and Allen, 2015). Meyer and Allen further state that employees whose primary link to the organization is based of continuance commitment remain because they need to do so”. This indicates the difference between continuance and affective commitment. The latter entails that individual’s stay in the organization because they want to.

Continuance commitment can be regarded as an instrumental attachment to the organization. Where the individuals association with the organization is based, on an assessment ‘of economic benefits gained (Meyer and Allen, 2015). Organizational members develop commitment to an organization because of the positive extrinsic rewards obtained through the effort-bargain without identifying with the organization’s goals and values.

Normative commitment dimension

The last dimension of the organizational commitment model is normative commitment. Meyer and Allen (2015) define normative commitment as “a feeling of obligation to continue employment’. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Meyer and Allen, 2015). According to Meyer and Allen (2015) “employees with normative commitment feel that they ought to remain with the organization”. In terms of the normative dimension, the employees stay because they should do so or it is the proper thing to do. Lee and Chen (2013) found that “employee commitment will go up when they feel, affiliation with the organization and also when organization recognizes them as a part of organization. Recognition as a part of organizational success story will increase the commitment level and also the individual and organizational productivity”.

2.3 Organizational Commitment and Employee Performance

Silverthorne and Ilung (2013) studies the “relationship between organizational commitment, and job performance found that there was a positive relationship between organizational commitment and job performance. ‘Their study suggested that companies needed to strengthen their employees’ commitment towards organization in order to enhance organizational performance”.

2.4 Conceptual Clarification

Since the 1950s commitments in the workplace have attracted the attention of academics and practitioners (Cohen, 2013). Especially organisational commitment has received a great amount of attention mainly due to the managers’ and organisational analysts’ interest towards finding ways to increase employee performance and retention (Steers, 2016). However, little is known about employee commitment to targets such as energy management or energy efficiency. One thing is still certain: employee commitment leads to positive effects for the company (Nijhol’ et al., 2014) and its employees (Meyer & Herscovitch, 2015). However, what kinds of positive effects still seems to remain as a question with many possible answers. It appears like a committed employee gains certain benefits of the commitment, which in turn reflects as benefits to the organisation as well. The concept of employee commitment is multi-dimensional and its definitions differ greatly. Even though the study of workplace commitments have gained increasingly more attention, there still remains confusion and disagreement on what commitment is, where it is directed, how it develops, and how it affects behaviour (Meyer & Herseoviteh, 2015). Despite the focus on employee commitment in this study, literature concerning other forms of workplace commitments is used for understanding the complexity and

formation of the concept. Researches of all kinds of commitments often refer to organizational commitment, hence it is here seen as a basis for the definition of employee commitment.

Organizational commitment seems to have different levels of commitment depending on the motives the employee has towards staying in the organization. Thus, some researchers have come to a conclusion that the definition of organizational commitment entails several different components or categories. Allen and Meyer (2015) have created a three component view to explain the meaningfulness of organizational commitment. They argue that organizational commitment has three different components or scales of commitment: affective, continuance and normative commitment. These three scales differ in reasons why employees stay in the organization and how they are committed to the organization. In affective commitment employees stay in an organization because they want to and they have an emotional attachment to the organization. In continuance commitment employees stay in an organization because they have to.

Their commitment is based on the recognition that the cost of leaving the organization is greater than staying. In normative commitment employees stay in an organization because they ought to do so and this arises from the feeling of obligation to the organization. (Allen & Meyer 2015) hence, committed employees do not necessarily have only positive feelings or motives towards the organization but instead commitment may also arise from the feelings of compulsion or obligation towards the organization.

Despite the context in which commitment is studied, whether organizational or employee commitment, all commitments have few similarities (Meyer & Iliescovitch, 2015). Many researches seem to agree with definitions of organizational commitment and define

commitment as a feeling of attachment. Organizational commitment was observed as the degree to which an employee identifies with a particular organization and its - goals and desires to maintain membership in the organization (Judge and Robbins, 2019). Employee participation is a vehicle to gain commitment to responsibility. Satisfied employees are more committed to an organization and its goals, and committed employees will use extra energy to promote the interests and well-being of the organization in which they work (Ilaggerty, 2015).

Employee Performance Organizations achieve their objectives when competent and committed employees are engaged (Khan, Razi, Au and Asghar, 2013). Getting committed employees who are competent and ready to give in their best in the pursuit of the objectives of the organization has been one of the problems facing most organizations especially in the service industry'. Sharrna and Bajpai (2012) assert that employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals.

The high levels of effort exerted by employees with high levels of organizational commitment would lead to higher levels of performance and effectiveness of both the individual and the organizational levels. Employee Performance is defined as the attained outcome of actions with the skills of employees who perform in some situation (Prasetya and Kato, 2014).

2.5 Management Commitment

Management commitment can be defined as “engaging in and maintaining behaviours that help others achieve their goals” (Cooper, 2016). The introduction of participatory initiative presupposes the full commitment of management for it to be successful. ‘Ibis is

because management is responsible for leading and motivating the workforce; for creating the requisite supportive culture; and for creating the policy framework, which is necessary for the effective implementation of employee participation in decision making (Venter et al., 2012).

According to Macey and Schneider (2014), cited in Bishakha, Ganapathy and Malavika (2016) it is the organization's responsibility to create conditions that sincerely engage the work force. The disclosure of business and financial information to employees by management is a critical requirement for effective employee participation in decision making and is a true test of management's commitment to the process (Venter et al., 2012). Employees are better able to make more informed decisions, as well as a greater impact in the decision-making process if they have the right information at their disposal. If employees have & the right information at their disposal, they will be able to identify more strongly with the aims objectives and vision of the organization.

2.6 Determinants of Employees' Commitment in an Organization

On the factors influencing employees commitment in various organization as observed by various scholars include:

Training and development

Training and development has direct bearing on performance of an individual and functioning of the organization (Apospori, Nikandrou, Brewster, & Papalexandtis, 2013). Not that it motivates an employee but it also create job satisfaction. Training and development programs help an organization to function effectively and efficiently. (Moorman, & Organ, 2013). Universally all business organizations are making efforts to improve the productivity of individuals and organizations by effectively implementing

training and development programs (Aguinis & Kraiger, 2014). It is important for every organization to make investments in the training and development programs for the successful accomplishment of its goals (Bassanini & Scarpetta, 2014). Training and development of an employee is an important function of every organization which marks valuable impact on effective functioning of the organization (Adeniyi, 2012).

Reward systems

The reward system of an organization affects the motivation and employee satisfaction level (Ray tone, 2013). A fair reward system plays dominant part in raising moral of employee and efficient functioning of the organization. The concept of reward systems is based on the assumption that if you raise the employee morale and the commitment level through the fair reward systems, better organizational functioning will follow (Armstrong, 2012). A fair compensation package is considered as a key tool for building employee commitment and organizational success. Reward system of an organization is an important factor for evoking the employee commitment (Youndt, & Snell, 2014). Organizational reward systems are the most important motivational tools managers have at their disposal.

Performance management

Performance management system is a comprehensive and organized approach for efficient functioning of an organization. It enhances the employees' commitment and motivation by providing clear direction and objective feedback on performance (Armstrong, 2012). The concept of performance management is grounded on the belief that organization performance is dependent on employee's performance. Performance management is a basic action to control the activities of work force (Pradhan and

Chaudhary, 2013). Armstrong (2012) opines that the performance management system has positive influence on commitment level of employees. The availability of opportunities for development, advancement growth, and recognition will greatly increase the motivational level among employees. Performance management provides data for manpower planning. Explicitly the capacity record is gathered through employee performance management system of an organization. Performance management embeds strategic goals in individual goals.

Organizational development

Organizational development is a well thought out developmental plan which is based on improving employee's well-being and organizational effectiveness (Robbins and Judge (2012).

Ogundele (2012), states that expansion and growth of organization can be used interchangeably because growth cannot be achieved without expansion. Development has a direct link with expansion. Robbins and Judge (2012) argue that organizational effectiveness can be measured through its capacity to survive, adapt and maintain itself as a growing organization. For development and growth, organization needs to have a long-term plan to improve its capacity through the effective use of its workforce,

2.7 Some Definitions of Organisational Productivity

Pritchard (2016) states that while there is agreement that organizational productivity is important, there is little agreement on what the term organizational productivity means. This notwithstanding, most authors agree that the term organizational productivity should be defined in terms of organizational effectiveness and efficiency (Pritchard, 1990). (Ilmasckaran. Virtanen and Yli-Olli (2014) define organizational productivity as a

combination of the efficiency and effectiveness of an organization. Organizational effectiveness is the degree to which an organization achieves its goals. Organizational efficiency is knowing how to do a task, and doing it right with less time and resources (Smith, 2013). Organizations which effectively use their workforce by creating opportunities for them to participate in decision making, either directly or indirectly, are generally more efficient, effective and productive than organizations, which do not properly engage employees in the management of the business (Lilele & Fields, 2014). Proponents of employee participation in decision making claim that engaging the workforce or participative management increases employees' morale, job satisfaction, commitment and productivity (Parnell & Crandall, 2012). Participative management is a process in which subordinates share a significant degree of decision-making power with their immediate superior (Judge and Robbins, 2012). In this regard, Odendaal (2014) adds that participative management is usually promoted as a solution, if not a panacea for low productivity. If employees are engaged in decisions that affect them, employees will become more motivated, committed to the organization, productive and satisfied with their jobs (Odendaal, 2014). Klerck (2013), employee participation in decision making increases the efficiency of an organization owing to an increase in the flow of information.

2.8 Empirical Review

Steers (2016), found that more committed employees wish to terminate from the organization at minimum level. There will be higher intention of these employees, who are committed to their organization, to remain in the organization and they work hard in performing their tasks that will increase their positive attitude towards the organization

and that thing will ultimately increase the productivity of the organization. This thing will result in higher organizational performance. Steers (2016) found that employee commitment is directly related with the company turnover.

Artur (2012), concluded that organizational performance will be enhanced by higher level of employee commitment. Arthur also found productivity of the organization ultimately increased with the help of organizational commitment. Mayhew, and Pack (2015), had found that employee commitment decrease the probability of employees' tendency of leaving the Job.

Owens (2013) also found in his studies that committed employees lead to higher organizational performance and very low level of employee shift from the organization.

Effective organizational commitment is always a result of the care behavior of the major employees along with their behavioral factors like turn over intention (Addae et al, 2016).

Moorman (2013), which examined the relationship between perceptions of fairness and commitment, it is interesting to note that interactional justice as the only sources of justice found to related to commitment. One possible reason for this is that distributive and procedural justice referred to the organization as a whole while interactional justice focused on the degree to which the behavior of the supervisor enacted the formal procedure in a fair manner. Employees' impressions of the fairness of their interactions with their supervisors communicated more information to them about trust and equity than the presence or absence of fair procedures. The actions of the supervisors are probably the most effective and compelling communicator of an employee's value.

Folger and Konovsky (2015), also reported that procedural justice better predicted organizational commitment and trust in supervision than distribution justice.

The main implication of these studies is that supervisors can directly influence employees' commitment. The perception of fairness that originated from interactional justice was based on whether the supervisor correctly used the procedures that were designed to promote fairness. Correctly and on the nature of the supervisors' behavior while enacting those procedures. If managers thus want to increase employee commitment, they should work to increase the fairness of their interactions with employees.

Harter et al. (2012), cited in Avey, Hughes and Norman (2015), it was discovered that an organization can use engagement to improve its effectiveness and efficiency. This finding is in line with Martell's (2014), cited in Dutoit and Posthuizen (2013), Isabirye (2012) studies which proved that organizations cannot only use participative management to become "world class", but can also use it to improve work performance and productivity. Similarly, the Gallup organization which studied the impact of employee participation in decision making in 7,939 business units in 36 companies, found that employee participation in decision making is directly associated with increased performance, customer satisfaction, effectiveness, productivity, profitability and a reduction of employee turnover (Konrad 2013).

According to Miller and Monge (2016), employee participation fulfills needs, which leads to satisfaction, which reinforces motivation, and this, in turn, increases workers' productivity. Schuler (2013), states that employee participation in decision making improves satisfaction at work, and job satisfaction will increase commitment and productivity. Khan, (2015) investigated the impact of employee commitment (Affective commitment, continuance commitment and Normative commitment) on employee job

performance from a sample of 153, public and private sector employees of oil and gas sector in Pakistan. The result revealed a positive relationship between employee commitment and employee's job performance. Therefore, job performance emerged as a determinant of employee commitment. Thus Khan, (2013) advised manager to pay special attention to attendants of employee commitment and all the factors which foster employee commitment so as to increased employee performance and subsequently increase organizational productivity.

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working at home, improved employees' commitment in the private sector but not in the public sector. These findings also showed that where employees, but not the employees, thought the organization had a cringe ethos is an important determinant of increased employees' commitment. This implies that employees' commitment is largely determined by the organizational culture, especially toward their family welfare, of the company which they work for and not by the attitude of the employer or supervisor toward them.

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Prokopenko (2012), defined organizational productivity as the relationship between output that are generated by a production system and inputs that are provided to create the output. Thus, productivity is defined as the efficient and effective use of organization and resources. Similarly Pritchard (2016), expands on this definition by stating that organizational productivity is a combination of the efficiency and effectiveness of an organization where efficiency is a measure of outputs divided by inputs, for example, monthly output of a production unit divided by the number of personnel hours used to generate the output, and where effectiveness is the relationship of outputs to some standard or expectation, for example, monthly production output expressed in a percentage of the organizational goal for that month. It can be deduced that organizational productivity refers to the effective and efficiency use of the resources of an organization.

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Lo (2012) examined the relationship between leadership styles (focusing on transformational and transactional leadership styles) and employees' employee commitment in Malaysia using regression analysis and found that transactional leadership are more able to bring in commitment in employees than transactional leaders. Their finding indicates that transactional leaders have a more significant and stronger relationship with employee commitment. This implies that the leader who gives advices, needs of pay attention to the individual needs of followers will enhance the level of employee commitment of the employees. Avolio, (2014), examined the linkage between transactional leadership and employee commitment by focusing on psychological empowerment and structural distance using a sample of 250 staff's nurses employed by a large public hospital in Singapore. Their finding showed that there is a positive associate between formational leadership employee commitment revealing that psychological empowerment medicated the relationship between transformational leadership and employee commitment. Shastri, (2012) examined the relationship between charismatic leadership and employee commitment in Indian organization with a sample of 147 employees from Eastern and Northern Indian and found that the two major antecedents (charismatic leadership and job satisfactions) exert strong effect on employee commitment of the employees of Indian organization in the study sample. This finding

indicates that people tend to be more satisfied if their leader displays charismatic behavior which makes them to be more committed to their organization. Since it was found that leader's sensitivity to members' needs is related to employee commitment, then managers need to be clear about the goods and values of the organizations as to align them with the need of the workers. This will help to reduce the high turnover rates being experienced in today's industrial world.

Akintayo (2013) investigated the impact of work family role conflict on employees' commitment of industrial workers in Nigeria using linear regression analysis and t-test and found that there was a significant but negative contribution of work family role conflict to employee commitment. Based on this finding, Akintayo (2013) recommended that organizational support programmes need to be introduced and provided for all levels of workers in order to reduce the burden of work – family role conflict interface and virtually induced commitment to their jobs. He further stated that the level of family responsibilities of the workers need to be considered during recruitment, in assigning responsibilities and placement process in order to foster employee commitment.

2.9 Summary of the Review

Chapter two which is the review of literature gives a full detail of the concept of employees' commitment, model of commitment, organizational commitment and employees' performance, determinants of employees' commitment in an organization which include training and development, reward systems, e.t.c.

It also gives full detail of management commitment some defines of organizational productivity and the works done by different authors concerning the topic of discussion.

The followings are the opinions of the research based on the various sources quoted:

(i) Patrick Owens (2013) also found in his studies that committed employees leads to higher organizational performance and very low level of employee shift from the organization.

The researcher's opinion on this quote is that, yes it is true that committed employees lead to very low level of employee shift from the organization, because certain conditions like lack frequent payment of salary, bonuses, attitudes of both the management and other staffs e.t.c can make the employee to shift from the organization.

(ii) Prasetya and Kato (2014) asset that, employee performance is defined as the attained out come of actions with the skills of employee who performance in some situations

The researcher's opinion on this quote is that, employee performance can also be defined as the mental and physical effort put in by employees in the process of carrying out their daily work activities in the organization.

(iii) Invancevich (2014) quoted that, performance of an organization is directly related to commitment level of employees.

The researcher's opinion on this quote is that, yes it is true that the performance of an organization is directly related to commitment level of employees, because without the employees the organization cannot function effectively.

(iv) According to Meyer & Allen (2015), commitment "is a psychological state that characterizes the employees' relationship with the organization and has implication for the decision to continue membership in the organization".

The researcher's opinion on this quote is that, commitment is truly a psychological state in the life of an employee and can determine the relationship between the employee and the organization because if the employee does not feel committed again in the organization, the employee might decide to leave the organization.

- (v) Chen, Silverthorne and Hung (2013) studies the “relationship between organizational commitment, and job performance found that there was a positive relationship between organizational commitment and job performance. Their study suggested that companies needed to strengthen their employees’ commitment toward organization in order to enhance organizational performance.

The researcher’s opinion on this quote is that yes it is true that companies needed to strengthen their employees’ commitment towards organizational performance, because both the organization and the employees need to work together for the organization to perform effectively.

- (vi) Cooper (2016) quoted that, management commitment can be defined as engaging in and maintaining behavior that help others achieve their goals”.

The researcher’s opinion on this quote is that, management commitment can also be defined as the physical and mental effort put in by management, in terms of finance, materials, ideas, time, e.t. in order to make the organization achieve it’s aims and objectives.

- (vii) Moorman, Niehoff, & Organ (2013) quoted that, training and development programs help an organization to function effectively and efficiently.

The researcher’s opinion on this quote is that yes training and development programs help an organization to function effectively and efficiently, because it will make the management and staffs to be more knowledgeable and skillful in their areas of specialization.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter discusses the methodology of the study, that has to do with the methods used by the researchers to carry out this research work.

The following are the areas the researcher intends to carry out in order to perform his researcher work.

- (1) Research design
- (2) Area of the study
- (3) Population of the study
- (4) Sample size and sampling techniques
- (5) Instrument for data collection
- (6) Validity and reliability of instruments
- (7) Methods of data presentation and analysis.

3.1 Research Design

This study will employ survey research design which is a systematic methods of data collection that explores the relationship between the dependent and in dependent variables.

3.2 Area of the Study

The area to be covered in this study is Indomie Noodles Company, Multi- Pro Ent Ltd. BIO and 11 Ado Bayero complex, Bayagidah street KADUNA, Kaduna state. The research was restricted to the staff of Indomie Noodles company Kaduna.

3.3 Population of the Study

The population of this study shall consists of a total of one hundred and ten employees of Indomie noodles company Kaduna, which comprises of thirty two (32) senior staff and seventy- eight (78) junior staff involving male and female.

3.4 Sample Size and Sampling Techniques

Based on the fact that the total population of Indomie Noodle Company Kaduna is too small, the entire population that is 110 shall be use as the sample size, thus census method shall be use.

3.5 Instrument for Data Collection

Primary source of data is shall be use for this study. The primary data is obtained through question naira. The instruments for data collection for the study is structured question naira. Questionnaire according to Sambo (2013) is a research instrument that consists of a set of question on a specific subjects under investigation to which the participants in a study are expected to respond. Part A seeks information on the demographic characteristics of respondents (gender, age, years of work, marital satus, professional qualifications and name of department) while parts B is containing the level of employees commitment on the organization productivity in Indomie Noodle Company Kaduna, the relationship between employees; commitment and organization productivity in Indomie Noodle Cmpnay Kaduna, and lastly, the employees commitment and job satisfaction on Indomie Noodles Company Kadun employee's basic need or employment benefits.

The questionnaire format is 5 point likert scale that is 5 – strongly Agree (SA); 4 – Agreed (A); 3 – undecided (UD); 2- Disagree (D); 1 – strongly disagree (SD).

Questionnaire is distributed to all staff of Indomie Noodles Company Kaduna.

3.6 Validity and reliability of Instrument

The basic important way of ensuring that the right instrument has been used and correct measurement take is the the out come of a study must be in consonance with two major criteria for measuring quality known as validity and reliability (Ojo 2013). To obtain the validity of an instrument, three experts are required to vet and cross check the items generated in the questionnaire in order to ensure accuracy and clarity of the instrument (Osuala 2019). To this end, a copy of the questionnaire accompanied by a letter constraining the purpose of the study and the research questions will be presented to the supervisor of this project, in the person of Dr. M.L. Pondu, Chief lecturer of the polytechnic in the person of Sirkayde .A. and Mal. A.D Umar.

Reliability has to do with consistency obtained from the result of the application of the instruments. An instrument is reliable if it consistently gives the same or similar result. A pilot test need be conducted on few respondents from an organisation to pretest the efficacy of the questionnaire; this is in conformity with the views of Nwana (2012).

Reliability was therefore obtained by giving some of the questionnaires to about twenty selected staff of the company to see if the questionnaire is consistent in measuring what it ought to measure. Besides, the difficulties likely to be experienced by those that would be used in the pilot study shall be noted and corrected accordingly. The 20 staff used for the pilot study did not participate in the actual study.

3.7 Method of Data Collection

The researcher will personally administer the questionnaire to the respondent of the organization and collected it back for analysis.

3.8 Method of Data Analysis

Data shall be presented in tables and analyzed using the simple percentage and arithmetic mean on a 5-points Likert's scale, which has a cut-off point of 3.0. This point will be used as the basis for making judgment on the decision rule.

The arithmetic mean accepted point is calculated as follows:

$$\text{Mean } (\chi) = \frac{\sum f\chi}{\sum f}$$
$$= \frac{5 + 4 + 3 + 2 + 1}{5} = \frac{15}{\sum f}$$

Therefore, $\chi = 3$

Hence, any mean score that is 3 and above is to be treated as agreed and if it falls below or less than 3, it will be regarded as disagreed.

The 5 points Likert's scale is in the of SA, A, UD, D and SD.

Where:

SA = Strongly Agree = 5

A = Agree = 4

UD = Undecided = 3

D = Disagree = 2

SD = Strongly Disagree = 1

Decision Table

	SA	A	UD	D	SD
Grade	5	4	3	2	1
Range	4.5-5.0	3.5-4.4	2.5-3.4	1.5-2.4	0.5-1.4

Decision rule: Any mean score below 3.0 will be rejected but any mean score above or equal to 3.0 will be accepted.

CHAPTER FOUR

4.0 Introduction

This chapter deals primary with the analysis and computation of questionnaire data collected from Indomie Noodlec Company Kaduna. In response to them the result is expressed in percentage. Out of one hundred and ten (110) questionnaire distributed, only hundred (100) of them were complete and returned.

The followings are area the research intend to search

- i. characteristics and classification of respondents
- ii. data presentation and analysis
- iii. summary of findings
- iv. discussion of findings

4.1 Characteristics and classification respondents

The respondents were classified and characterized, based on the following

1. Age: 18 – 29, 30 – 39, 40 – 49 50 and above
2. Gender: male, female
3. Educational qualifications: primary education, 'o' Level, NCE/ND, HND/B.Sc, M.Sc / PHD
4. Mantal status: single, married, divorced, widow/widower
5. Working experience: 1-5, 5-10, 11-15, 16-20, 21-25, 26-30, 31 and above
6. Categories of staff selected for the study

HR/Admin Dept, Inventory/stock Dept, Production unit, Packaging Dept, Transport Dept / others,

4.2 Data Presentation and Analysis

This contains presentation and analysis of data collected from the respondents. The response was collected through the use of questionnaire, shall be presented, analyzed through the use of statistical table and statement.

Section 1: Biodata of the respondents

Table 4.1: Age Distribution

	Frequency	Percent	Valid percent	Percentage (%)
18-29 years	30	30.0	30.0	30.0
30-39 years	43	61.4	61.4	91.4
40-49 years	15	7.0	7.0	8.9
50 and above	12	1.6	1.6	2.5
Total	100	100.0	100.0	

Source: Field Survey, 2022

Table reveals that 30% respondent fall between the age bracket of 18 – 29 years, 61,4% respondent fall between 30-39 years, 7.0% respondents fall between 50 and above.

This indicate that the majority of the respondents fall between the age bracket of 18-29 years.

Table 4.2

Question: 2 Sex Distribution of Respondents

	Frequency	Percent	Valid percent	Percentage (%)
Male	73	61.4	61.4	61.4
Female	27	38.6	38.6	100.0
Total	100	100.0	100.0	

Source: Filed Survey, 2022

Table reveals that 61.41% respondents are male while the remaining 38.6% respondents are female. This indicates that the majority of the respondents are male in the organization.

									e a r	e m a r k
	INDOMIE Noodles Company, pay end of the year bonus to reduce workers' turnover and boost their morale.							—	4 . 0	A g r e e d
	The Company pay its workers leave grant during vacation to encourage							—	4 . 1	A g r e e d

	them to develop more interest on their jobs.									
	INDOMIE Noodles Company, gives monetization incentive to their workers which make them to own properties and encourage them to do more on their jobs.								3 .9	A gr ee d

Source: Field Survey, 2021

Grand Mean = 12.0

Total 4.3.1 shows the mean scores on the impact of other financial incentives on staff motivation in INDOMIE Noodles Company. Variable I had a mean score of 4.0 this implies that the respondents agreed that Total pays end of the year bonus to reduce

workers' turnover and boosts their morale. Variable 2 had mean score of 4.1 and implied that the respondents agreed that the company pay its workers leave grant during vacation to encourage them to develop more interest on their jobs. While variable 8 had the mean score of 3.9 and implies that the respondents agreed that INDOMIE Noodles Company, gives monetization incentives to their workers which make them to own properties and encourage them to do more on their jobs.

Table 4.3.2: The kind of non-financial incentive that INDOMIE Noodles Company, give to its staff to boost their productivity.

	Variable											R e m ar k
4	Total grants in-service training to its workers to improve their skills.							—				A g r e e d
5	Total promotes its											A g r

	<p>Noodles Company, pays part of its workers' premium in order to ensure the good health of its workers towards improved productivity.</p>							<p>_____</p>		<p>gr ee d</p>
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Source: Field Survey, 2021

Grand Mean = 19.1

The data in table 4.3.2 above shows the mean scores on the kind of non-financial incentive that INDOMIE Noodles Company, give to its staff to boost their productivity. To this end, variable 4 had mean scores of 3.8 and implied that PAN grants in-service training to its workers to improve their skills. Variable 5 had mean scores of 4.0, meaning that INDOMIE Noodles Company, promotes its workers to reward performance and long service.

Variable 6 and 7 had mean scores of 3.8 and 3.5 respectively. This implies that the respondents agreed that Total gives its workers one day off-duty in a week to enhance their satisfaction, and that Total also runs cafeteria services to meet its workers' needs

while variable 8 with the mean score of 4.0 greater than the cut-off point of 3.0, shows the adequacy of response to the survey statement where respondents overwhelmingly agreed that Total pays part of its workers' Nation Health Insurance Scheme premium in order ensure the good health of its workers towards improved productivity.

Table 4.3.3: The factors militating against Total Nige Plc incentive scheme.

	Variable							M e a n	R e m a r k
	Total salary is based on grade level and does not put into cognizance.							3 . 4	A g r e e d
	Total salary is meager when compared to							3 . 9	A g r e e d

	the salary of private courier services.									
	Total incentive does not promote performance by paying for hard work.								37	Agreed
	Total does not carry out staff evaluation and performance appraisal when promoting its staff.								37	Agreed

Sources: Filed Survey, 2021.

Grand Mean = 14.7

Table 4.3.3 displays the data on the mean scores on INDOMIE Noodles Company, incentive scheme. To this end, variable 9 had a mean score of 3.4. This implies that the respondents agreed that INDOMIE Noodles Company, salary is does not put into cognizance workers' performance but grade level. Variable 10 had a mean score of 3.9 and meaning that the respondents agreed that INDOMIE Noodles Company, salary is meager when compared to the salary of private courier services.

Variable 11 had a mean score of 3.7, this implies that the respondents agreed that INDOMIE Noodles Company, incentive does not promote performance by paying more for hard work. Variable 12 also had the mean score of 3.7 and implied that the respondents agreed that INDOMIE Noodles Company, does not carry out staff evaluation and performance appraisal when promoting its staff.

4.4 Summary of Findings

The followings are the major findings of the study:

- i. The kind of other financial incentives that INDOMIE Noodles Company, give its workers are basically bonus, leave grant, magnetization benefits and national health insurance scheme premium, which facilitate their productivity to a large extent.
- ii. The non financial incentives that INDOMIE Noodles Company, used in boosting workers' productivity include in-service training, promotion, off-duty, cafeteria services and part payment of its workers' NHIS premium.
- iii. The challenges confronting INDOMIE Noodles Company, incentive schemes arise from the inability of the company to design salary based on performance, payment of meager salary as compared to other similar companies, and that INDOMIE Noodles Company,

does not carry out staff evaluation and performance appraisal when promoting its staff, hence, it does not pay more for hard work.

4.5 Discussion of Findings

The analyzed data for this study is not just revealing but demand further discussion. In specific terms, the findings are discussion thus.

Research Question 1: *what is the impact of other financial incentives on staff motivation in INDOMIE Noodles Company,?*

In providing answer to the above research question, variable 1, 2 and 3 of the data analyzed in table 4.3.1 were utilised. The data in the selected variable shows the adequacy of responses from the respondents to the effect that other financial incentives deployed by INDOMIE Noodles Company, have strong positive impact on staff motivation. This is even so with the grand mean score of 4.0 far greater than the cut-off point of 3.0, showing that the respondents' responses were in the affirmative to the research survey statements.

Research Question 2: *what kind of non-financial incentive does INDOMIE Noodles Company, give to its staff to boost their productivity?*

To provide answer to the above raised research question, variable 4, 5, 6, 7, and 8 of the data in table 4.3.2 were used by the researcher. The analysis of the variables shows that INDOMIE Noodles Company, makes best use of in-service training, promotion, off-duty, cafeteria services and part payment of its workers' NHIS premium as non-financial incentive to boost its workers' productivity, and thereby demonstrating the level of

respondents' agreement to the survey statement on the grand mean score of 3.8 greater than the 3.0 bench mark.

Research Question 3: *what are the constraints militating against INDOMIE Noodles Company, incentive scheme?*

Variable 9, 10, 11 and 12 of the data analyzed in table 4.3.3 were utilised in answering the research question raised above. The analysis revealed the grand mean score of 3.7 greater than the cut-off mark of 3.0. Hence, the respondents answered in the affirmative that INDOMIE Noodles Company, is confronted with the challenges of inability to design salary based on performance, payment of meager salary as compared to other similar companies, and without carrying out staff evaluation and performance appraisal when promoting its staff, hence, does not recognise the additional efforts of its workers by not paying more for hard work.

1.2.7 Determinants of Employee Commitment

Numerous factors have been found to inspire commitment. For instance, Ongori (2007) opines that the degree to which employees are committed or loyal to their organization depends largely on job enrichment employee empowerment and compensation. . Camilleri (2002) investigated some of the major antecedents that contribute in making employees committed to an organization using regression method and analysis of variance and found that education level, personality and position are significance that determine an individual's level of employee commitment. Ills findings further revealed that education level and position are significantly stronger for the continuance and normative dimensions of employee commitment while personality is significantly stronger for the continuance and effective dimensions.

2.7 Organisational Productivity and Employee Participation

According to Pritchard (1990), organisational productivity has received so much attention in recent years that it is now a household concept. For example, we talk with our spouse, friends. and family relatives about how productive one's day was. Organisational productivity is a basic goal of nianagement in today's business environment (Jamal & Wayne, 2007). This is so because if the productivity of an organisation is higher than that of ts competitors, thai organisation survives better because higher productivity will result in higher profits, and more job opportunities (Pritchard, 1990). According to Prokopenko (1 987), productivity improvement is not merely about doing things better, hut it is doing the right things better.

2.3 Empirical Review

Richard Steers (1977) found that more committed employees wish to terminate from the organization at minimum level. There will be higher intention of these employees, who are committed to their organization, to remain in the organization and they work hard in performance their tasks that will increase their positive attitude towards the organization and that thing will ultimately increase the productivity of the organization. This thing will result in higher organizational performance. Steers (1977) found that employee commitment is directly related with the company turnover.

Jeffrey Arthur (1994) concluded that organizational performance will be enhanced by higher level of employee commitment. Arthur also found productivity of the organization ultimately increased with the help of organizational commitment. Green, Feisted, Mayhew, and Pack (2000) had found that employee commitment decrease the probability of employees' tendency of leaving the job. Patrick Owens (2006) also found in his studies that committed employees lead to higher organizational performance and very low level of employee shift from the organization. Effective organizational commitment is always a result of the core behavior of the major employees along with their behavioral factors like turnover intention (Addac et al., 2006).

Moorman (1991), which examined the relationship between perceptions of fairness and commitment, it is interesting to note that interactional justice was the only source of justice found to relate to commitment. One possible reason for this is that distributive and procedural justice referred to the organisation as a whole while interactional justice focuses on the degree to which the behaviour of the supervisor enacted the formal procedures in a fair manner. Employees' impressions of the fairness of their interactions with their supervisors communicated more information to them about trust and equity

than the presence or absence of fair procedures. The actions of the supervisor are probably the most effective and compelling communicator of an employee's value.

Folger and Konovsky (1989) also reported that procedural justice better predicted organisational commitment and trust in supervision than distributive justice. The main implication of these studies is that supervisors can directly influence employees' commitment. The perception of fairness that originated from interactional justice was based on whether the supervisor correctly used the procedures that were designed to promote fairness correctly and on the nature of the supervisor's behaviour while enacting those procedures. If managers thus want to increase employee commitment, they should work to increase the fairness of their interactions with employees.

Harter et al. (2002), cited in Avey, Hughes and Norman (2008), it was discovered that an organisation can use engagement to improve its effectiveness and efficiency. This finding is in line with Jvartell's (1987), cited in Du Toit and Oosthuizen (1999); Isahiry (2007) studies, which proved that organisations cannot only use participative management to become "world class", but can also use it to improve work performance and productivity. Similarly, the Gallup Organisation which studied the impact of employee participation in decision making in 7,939 business units in 36 companies, found that employee participation in decision making is directly associated with increased performance, customer satisfaction, effectiveness, productivity, profitability and a reduction of employee turnover (Konrad, 2006).

According to Miller and Monge (1986), employee participation fulfills needs, which leads to satisfaction which reinforces motivation, and this, in turn, increases workers productivity. Schuler (1980) states that employee participation in decision making

improves satisfaction at work, and job satisfaction will increase commitment and productivity.

Khan. (2010) investigated the impact of employee commitment (Affective commitment, Continuance commitment and Normative commitment) on employee job performance from a sample of 153 public and private and public sector employees of oil and gas sector in Pakistan.

The results revealed a positive relationship between employee commitment and employees' job performance. Therefore, job performance emerged as a determinant of employee commitment. Thus, Khan, (2010) advised managers to pay special attention to antecedents of employee commitment and all the factors which foster employee commitment so as to increase employee performance and subsequently increase organizational productivity.

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Boxall and Smith (2001) applied OLS regression of the log commitment scale, a range of covariates using data from the 1998 Workplace Employee Relations Survey (WERS) conducted in British establishments from October 1997 to June 1998 to model the determinants of the extent of employees' normative or affective commitment to their employer and found that access to some family friendly policies such as child care and working at home, improved employees commitment in the private sector but not in the public sector. Their findings also showed that where employees, but not the employer, thought the organisation had a caring ethos is an important determinant of increased employee commitment. This implies that employees commitment is largely determined by the organizational culture, especially towards their family welfare, of the company which they work for and not by the attitude of their employer or supervisor towards them. Amos et al. (2008) defined organisational productivity as, the ratio of outputs to inputs, where performance effectiveness and efficiency are measures of organisational productivity. Effectiveness refers to achieving organisational goals, which is directly linked to levels of customer satisfaction, while efficiency refers to the cost of resources in relation to goal achievement (Amos et al., 2008).

Prokopenko (1987) defines organisational productivity as the relationship between outputs that are generated by a production system and inputs that are provided to create the output. Thus, productivity is defined as the efficient and effective use of organisational resources. Similarly, Pritchard (1990) expands on this definition by stating that organizational productivity is a combination of the efficiency and effectiveness of an organization, where efficiency is a measure of outputs divided by inputs, for example, monthly output of a production unit divided by the number of personnel hours used to

generate the output; and where effectiveness is the relationship of outputs to some standard or expectation, for example, monthly production output expressed in a percentage of the organisational goal for that month. It can be deduced that organisational productivity refers to the effective and efficient use of the resources of an organisation.

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Avolio, (2004) examined the linkage between transformational leadership and employee commitment by focusing on psychological empowerment and structural distance using a sample of 520 staff nurses employed by a large public hospital in Singapore. 'Their findings showed that there is a positive association between transformational leadership and employee commitment revealing that psychological empowerment mediated the relationship between transformational leadership and employee commitment.

Shastri, (2010) examined the relationship between charismatic leadership and employee commitment in Indian organization with a sample of 147 employees from Eastern and Northern India and found that the two major antecedents (Charismatic leadership and job satisfaction) exert strong effect on employee commitment of the employees of Indian organization in the study sample. This finding indicates that people tend to be more satisfied if their leader displays charismatic behaviour which makes them to be more committed to their organization. Since it was found that leader's sensitivity to member's needs is related to employee commitment, then managers need to be clear about the goals and values of the organization so as to align them with the needs of the workers. This will help to reduce the high turnover rates being experienced in today's Industrial World.

Akinyayo (2010) investigated the impact of work-family role conflict on employee commitment of Industrial Workers in Nigeria using linear regression analysis and t-test and found that there was a significant but negative contribution of work-family role conflict to employee commitment. Based on this finding, Akintayo (2010) recommended that organizational support programme needs to be introduced and provided for all levels of workers in order to reduce the burden of work-family role conflict interface and virtually induced commitment to their jobs. He further stated that the level of family responsibilities of the workers need to be considered during recruitment, in assigning responsibilities and placement process in order to foster employee commitment.

2.4 Theoretical Framework

2.4.1 The Side-Bet Theory

The primal thinking was based on Howard Becker's (1960) conception that defined employee commitment as the side-bet theory. This approach was one of the earliest

attempts to study a comprehensive conceptual framework about employee commitment from perspective on the individual's relationship with the organization. According to Becker's theory, the relationship between employee and organization are based on the "contract" of economic exchange behaviour, committed employees are committed because they have totally hidden or somewhat hidden investments, "side-bets," they have made by remaining in a given organization. If someone left, the investments of "side-bet" will be claimed hardly. The term "side-bets" refers to the accumulation of investments valued by the individual. Becker (1960) argued that over a period of time certain costs accrue that make it more difficult for the person to disengage from a consistent pattern of activity, namely, maintaining membership in the organization.

Becker's approach claimed that a close connection between employee commitment and employees' voluntary turnover behaviour exist. In fact, it identifies employee commitment as a major predictor in the explanation of voluntary turnover. 'This contention was supported by later research that followed Becker's theory. According to these studies, commitment should be measured by evaluating the reasons, if any, that would cause a person to leave his organization.

While the side-bet theory was abandoned as a leading commitment theory, the close relationship between employee commitment and turnover as advanced by Becker affected most of the later conceptualization of commitment and established turnover as the main behaviour that should be affected by employee commitment. The influence of the side-bet approach is evident in Meyer and Allen's Scale (1991), which might be named as the continuance commitment. This scale was advanced as a tool for the better testing of the

side-bet approach and is one of the three dimensions of employee commitment outlined by Meyer and Allen (1991).

Middle Affective- Dependency Period

Second period of employee commitment was advanced by Porter et al. (1974). The focus of commitment shifted from tangible side-bets to the psychological attachment one had to the organization. The affective dependence school attempted to describe commitment as a kind of attitude-centered but “economic-contract”. Employee’s retention does not only come from economic factors but also affective influence and the later maybe more significant. Accordingly, commitment was defined by Porter and his followers as “. . .the relative strength of an individual’s identification with and involvement in a particular organization...” (Mowday, Steers and Porter, 1979). Then they claimed employee commitment was combined with three parts:

Strong Acceptance”, “Participation” and “Loyalty”. The exchange theory was established as the main explanation for the process of commitment (Mowday, Porter and Steers, 1982). ‘The advanced commitment as an alternative construct to job satisfaction and argued that commitment can sometimes predict turnover better than job satisfaction.

Commitment was characterized by 3 related factors (Mowday, 1979):

- i. A strong belief in and acceptance of the organization’s goals and values.
- ii. A willingness to exert considerable effort on behalf of the organization.
- iii. A strong desire to maintain membership in the organization.

Based on the approach of Porter, Steers, Mowday, Boulian operated the famous OCQ (Organizational Commitment Questionnaire) which combined 15 items. It followed the three dimensional definition and met satisfied reliability. In addition to the items that

reflect the attitudinal notion of commitment, the OCQ included items that refer to what O'Reilly and Chatman (1986) termed the consequences of commitment. Critics of the OCQ would argue that some of the items of the scale deal with turnover intentions or with performance intentions and that all of the statements are more reflective of behavioural intentions than attitudes (O'Reilly and Chatman, 1986).

To overcome the limitation of OCQ, O'Reilly and Chatman (1986), Meyer and Allen (1984) extend it into multi-dimension model respectively. Due to the criticism of the scale, whether justifiable or not, the need for an alternative to the OCQ became evident, with the call coming from two sources. One of them was the O'Reilly and Chatman (1986) approach that was specifically advanced as a conceptual and operational alternative to the OCQ. The second one which of Meyer and Allen (1984), started first as a methodological paper aimed at an improved examination of the side-bet approach using scales more appropriate for this goal.

2.4.2 Two-Factor Theory

In his Two-factor Theory, Frederick Herzberg (1959) addresses the issue of workplace motivation. The theory introduces two elements or "factors" to account for overall job satisfaction: motivators and hygiene factors. While the presence of motivators in a job can contribute to the increase in the level of satisfaction, the absence of hygiene factors in the workplace can be the cause of dissatisfaction. Hygiene factors allude to the environment and the context of the work. This can include salary, safe working conditions, status, job security, etc. Motivators are related to the characteristics of the job itself and they include challenging work, recognition, responsibility etc. According to the theory motivators and hygiene factors are non-exclusive.

Satisfaction and dissatisfaction cannot be considered as the opposite ends of continuum. 'Therefore an increase in the level of job satisfaction does not necessarily imply a decrease in job dissatisfaction, since the elements affecting satisfaction and dissatisfaction are different. The Iwo- Factor is also often referred to as the Motivation-hygiene Theory (Iavies, 2008). I Herzberg's theory oilers an explanation to why employees still lack motivation when confronted with high salaries and great working conditions. 'The latter two elements only represent hygiene factors, which keep dissatisfaction at bay. According to llerzberg, motivation comes from the job itself. 'Therefore, it is important for managers to look into the nature of the jobs they ask their employees to do. Herzbcrgs idea is that if you want an employee to perform well and do a good job, he should have a good job to begin with. SC), in order to improve job attitudes and productivity, employers must attend to both factors and not assume that an increase in satisfaction leads to a consequential decrease in dissatisfaction. In consequence. I Herzbergs work implies that almost anyone will respond positively to a job with highly motivating factors. This theory was used to explain how human resource management practice impact on employee commitment.

2.4.3 Human Resource Management Theory

human resource management theory is established on the assumption that employees and organization coexist mutually through exchange relationship (Selen, 2000). they arc reliant on each other. None of them can function effectively lacking the sustenance of the other party. Both parties mutually coexist by supporting each other for their efficient functioning. (Levine, 2001). Simpson (2009) has stated that this type of relationship is due to two factors, first is the inducement by the organization and the second is the

employee contribution. 'The employees contributions to the organization is based on the employee's commitment, his performance and participation in all important decisions relating to the work of the organization.

2.4.4 Social Exchange Theory

Curry (2006) postulates that the concept employee commitment is best defined through the deployment of the social exchange theory. The social exchange theory is grounded in an economic model of human behaviour whereby interactional processes between individuals are persuaded by a desire to increase rewards and decrease losses (Curry, 2006). The social exchange theory's point of departure is that the relationships that provide more rewards and diminish costs earn enduring reciprocal trust and attraction. For instance, if employees are more efficient and effective in executing assigned duties they cut costs of not being productive and employers that are generous in rewarding and supporting their employees eliminate poor performance as a result of dissatisfaction of employees. Thus, the social exchange process entails both material benefits and psychological benefits that include status, loyalty and approval.

In organization researchers, the social exchange theory, and the concept of perceived organizational support have been applied to explain the psychological process underlying the employee attitudes and behaviors. Review of perceived organizational support literature uses social exchange theory interpretation of organizational commitment to explain how an employee's commitment to an organization is influenced by the organization's commitment to employee (Jackson et al., 2004). According to Curry (2006), there is a behavioural correlation between commitment and turnover in the organization. For organizations to be effective they depend on the employees productivity

which is a variable that is also affected by the willingness and degree of engagement in the task assigned to them and beyond the required role.

From the perspective of the employee-employer relationship, social exchange theory suggests that employees respond to perceived favourable working conditions by behaving in ways that benefit the organization and/or other employees. Equally, employees retaliate against dissatisfying conditions by engaging in negative work attitudes, such as absenteeism, lateness, tardiness or preparing to quit the organization (Crede et al., 2007).

It is therefore, expected that employees who perceive their working conditions to be negative and distressing, would reciprocate with negative work attitudes such as job dissatisfaction, low morale and reduced organizational commitment, while those who perceive the workplace conditions as positive and challenging would reciprocate with positive work attitudes, such as high commitment, job satisfaction and low turnover (Crede et al., 2007).

From the foregoing, social exchange theory was employed in this research study due to the fact that the study was aimed to understand employee commitment in 7Up Bottling Company of Nigeria. Therefore, understanding the commitment of 7Up Bottling Company of Nigeria employees towards the organizational development is best explained by social exchange theory.

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CHAPTER FIVE

SUMMARY CONCLUSION AND RECOMMENDATION

5.1 Summary

The study is on the impact of employee commitment on organizational productivity in Indomie Noodles Company Kaduna, change may seem ever-present, it is an unnatural provision in which most organizations deal. Normally, change produces a crisis when it significantly disrupts expectations about important issues or events. As such, the upheaval of change becomes inevitable to the extent that its magnitude has a far-reaching impact on organization productivity, its internal employees and pertinent stakeholders.

Both scholars and practitioners would agree that employee to change is a prime obstacle for effective organizational change processes and commitment, whether incremental or discontinuous change. In particular resistance manifested through employee dysfunctional attitudes and behaviours that can be devastating to effective organizational productivity. Failure to anticipate, plan and focus on change leads organizations to low productivity. In view of this, it could be seen that change is inevitable to every organization, whenever change occurs there are a lot challenges that

follow suit its expected benefits, and ineffective change management will live the organization into confusion.

The findings of the study reveals new rules, strategies, tactics within the same industry force organizations to change the way they do business. It was revealed that organizations try to meet the challenges as a result of competitors influence through their price structures and product lines. Managers are fearful of the new demands that would be placed on them by the business change and uncertainty and fear of the new system compound the desire of employees to continue with the “old way” to which they had grown accustomed.

5.2 Conclusion

Based on the finding it can be concluded that new rules, strategies, tactics within the same industry force organizational to employee commitment the way they do business. Organizational productivity helps organizations to meet the challenges as a result of competitors influence through their price structures and product line.

Furthermore, change in structure and job designs can improve employee’s motivation thereby improving productivity and reducing costs. Organizational productivity increases the technical capability of employees’ as they may be opportune to attend training to meet the current in the

organization productivity. employees' make best use of individuals' skills and knowledge when involved in planning and implementing changes in the organization.

However, managers are afraid of loss of power and control and employees commitment' are afraid of loss of job. Employee's lack understanding around the vision and need for change. Uncertainty and fear of the new system compound the desire of employees to continue with the "old way" to which they had grown adapted.

5.3 Recommendations

Based on the findings of this research work, the following recommendations are made:

- i. The new roles should be concisely explained to the respective employees prior to implementing change. This is to stifle out any doubts, fears or resistance.
- ii. Goals and objectives should be frequently redefined and relayed to all employees. This should aid clearing up any misunderstanding and possible resistance to change.
- iii. Organization should be given the freedom to evolve and try innovative ways of doing their jobs without the fear of being penalized for mistakes.

- iv. Organization should be encouraged to speak up if they feel that change is causing a conflict.
- v. Extra incentives should be made available for employees to further encourage and reward compliance.