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ORGANIZATIONAL WORK PROCESS AND EMPLOYEE COMMITMENT IN THE NIGERIAN BANKING SECTOR

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Abstract

This study examined the effect of organizational work process and employee commitment in the Nigerian banking sector. The specific objectives are to: ascertain the effect of job security on employee commitment; determine the influence of job design on employee commitment; evaluate the effect of internal communication on employee commitment; ascertain the influence of workplace relationship on employee commitments (EC). The cross-sectional survey (CSS) research design was adopted. Stratified random sampling (SRS) technique was employed. Structured questionnaire was the instrument employed in collecting primary data from the employees of selected banks under study. The correlation & multiple regression analyses were used. Result shows that Job security ($\beta = 0.322$, $P < 0.05$), Job design ($\beta = 0.231$, $P < 0.05$), IC ($\beta = 0.272$, $P < 0.05$) and WPR ($\beta = 0.165$, $P < 0.05$) has significant positive effects on employee commitment. According to study's findings, organizational work processes have an impact on employee's commitment (EC). The study made several recommendations, including that businesses establish a supportive work environment to boost employee motivations and increase the likelihood that workers will put up sufficient effort when doing their duties. The study showed that firms can achieve the necessary alignment between the person and task through job design.

Keyword: Organizational Work Process, Job Security, Job Design, Internal Communication, Workplace Relationships, Employee Commitment.

INTRODUCTION

The success of any business in the services sector depends on level of customer services, defined by staff employees who deals with customers directly. Since angry employees do share their dissatisfaction with customers, having unhappy employees in service industry may be related to irresponsibility (Chengedzai, 2021). This undoubtedly has a detrimental impact on client happiness and loyalty, which has repercussions for the revenue and general success of businesses in this industry. This makes it crucial focusing on welfare of workers in companies that operate

in the service sector to gather up-to-date knowledge to improve it for the benefit of each company (Chengedzai, 2021).

According to Zhaing and Liu, (2020), organizational process is a description of how members feel about their workplace. From past studies, businesses succeed because they do good deeds (Spreitzer & Camieron, 2018). When employees work together to maximize each other's potential, the result is a win-win situation for everyone involved (including the organization, which experiences outcomes that are characterized by profitability & sustainability). Each organization may have its own unique organizational process.

It may distinguish an organization from others and have an impact on how staff members behave at work.

Employees are more likely to commit corruption in public or private firms if their opinion of organizational process is more egoistic and less ethical (Gorsira, Steg, Denkers & Huisman, 2019). Organizations need a healthy work environment culture to increase employee's motivation and likelihood that workers will put up sufficient effort when doing their duties. Consequently, a successful procedure promotes employee productivity and lowers turnover.

For business to succeed, it's essential. According to Jung and Ali (2017), one of most crucial elements of a fantastic and comfortable workplace is the organizational process. Therefore, it will boost workers' productivity if a leader can establish a terrific environment.

In general, business organizations, especially banks, perceive an expansion of strategic human resource development roles. To take care of their workforce and strategically energize their human capital toward achieving performance excellence, achieving organizational goals, and bringing about changes in business activities, modern organizations are driven to adopt innovative practices and establish HR management units (Akif, 2020).

Organizational processes, on the other hand, are a crucial component for human element to interact efficiently, which reflect upon employee performance, improved productivity, work loyalty, and greater superordinate-subordinate trust. According to Hawthorne Studies, which were conducted in this area under the direction of behaviorist Elton Mayo, providing employees with a suitable and engaging work environment has a good and direct impact on their performance in terms of innovation and excellence for human resources and larger organization (Akif, 2020).

Organizational process is also regarded as one of crucial managerial and technological processes that top managers should address to produce really useful results.

Therefore, developing a suitable organizational structure is not a secondary option for modern organizations; rather, it's essential to guarantee significant merit-based excellence in the face of fierce global competition. Tourist businesses typically work with a variety of clients with varied psychological, cultural, and social traits. Hotels are also becoming more diverse in terms of star ratings, which imposes appropriate organizational procedures that support competition, enhance employee performance, and provide a more stable work environment with job security and low turnover rates (Akif, 2020).. The link between organizational process and its effects has been the subject of numerous research. Additionally, organizational commitment is one of its effects, and literature pays a fair amount of emphasis to establishing this connection. As a result, there is

much discussion about the connection between organizational procedure and employee commitment.

Nevertheless, organizational processes, and their culture, economic, and social growth, vary from every perspective. In this regard, some businesses have complex reporting structures that are challenging for workers to follow. For example, certain subordinates may be held accountable for more than their superiors due to contradictory authority and obligations. The management process includes all aspects of managing people in businesses. Some managers have been unable to grasp the importance of people in businesses and have not acknowledged them as being synonymous with the company. Some businesses in various industries frequently ignore the impact that workplace relationships, internal communication, job security, & job design may have on employee commitment.

Employees who are in danger of losing their jobs frequently exhibit higher levels of perceived stress, anxiety, despair, and negative emotions, while displaying lower levels of pleasant emotions. Employees may be less likely to come up with novel solutions to organizational problems if their jobs are insecure. Only sizable modern organizations, however, have recognized the benefits of efficient workplace communication. Some management personnel believe that communicating is the easiest responsibility for everyone to complete, however studies have proven that communication may make or break an organization.

Some tasks cannot be performed properly when a job is designed for an individual because of insufficient skill levels, which could lower company's productivity. Majority of managers are still learning importance of fostering helpful, encouraging, and courteous working relationships if they want their staff to work well together.

Hypothesis Development

The following null hypotheses guided the research objectives

HO₁: Job security(JS) has no significant effects on employee commitment(EC) in the Nigerian Banking sector

HO₂: Job design(JD) has no significant influence on employee commitment(EC) in the Nigerian Banking sector

HO₃: Internal communication(IC) has no significant effects on employee commitment (EC) in the Nigerian Banking sector

HO₄: Workplace relationship(WPR) has no significant effects on employee commitment(EC) in the Nigerian Banking sector

LITERATURE REVIEW

Conceptual Review

Concept of Organizational Work Process (OWC)

The term "organizational work process" (OWC) refers to setting or overall social system in which employees work, including their culture, values, traditions, behavioral patterns, social beliefs, and various work methods that have an impact on activities and social and business interactions within organization (Akif, 2020). The term "organizational work process" refers to a variety of prerequisites and factors that top management provides to employees to help them choose a career path. These prerequisites and factors include organizational structure,

organizational culture, rules, management style, communications preferences, procedures, and work policies, all of which can have positive or negative impact on an employee's performance and work-related behaviors (Akif, 2020). How well these environmental factors are matched with employee demands and requirements determines its good or negative effects.

There are numerous organizational work process components that fall into two categories: tangible and intangible (Akif, 2020). The elements of organizational work process serve as a crucial hub for influencing employees' behaviors and attitudes, both favorably and adversely. Positive attitudes undoubtedly influence behavior quality, performance, satisfaction, excellence, and job loyalty. They also foster cooperation between managers and their staff, produce interchangeable benefits, and generally advance the common goals of company, its stakeholders, & its employees (Akif, 2020). In contrast, negative attitudes and behaviors lead to job conflicts, poor performance, leaving a job, etc. rather than efficiently serving the interests of parties inside and outside the business (Singh et al., 2011).

Description of Variables

Job Security

Job security (JS) is the likelihood that an employee will keep their position; high level of job security (JS) means that the employee has a low risk of losing their position. According to Lu, Du, Xu, and Zhang (2017), job security relates to employees' expectations on the consistency and longevity of their employment with a company. Some employees may exhibit resilience in difficult working situations, which are "ways of feeling, thinking, and behaving that can allow for recuperative functioning" (McLarnon & Rothstein, 2018). Because workers are nested inside multilayer systems, resilience depends not just on individuals but also on environmental possibilities and resources (Bone, 2015).

Job Design

A key component of HRM is job design, which involves defining the contents, processes, and relationships of jobs to meet organizational and technology requirements and the social & personal needs of job holder or employee. Process of good job design helps companies achieve synchronization between employee and job that is necessary to maintain the individual's mental health, shield him from cases of depression or mental exhaustion, and raise the degree of his job satisfaction (Panatik, 2010).

To improve the degree of motivation, and productivity of person performing this task, changes are being made to tasks' content and procedures (Zareen, Razzaq, & Mujtaba, 2013).

Organizational Communication

Organizational communication, as defined by Lindlof and Taylor (2011), "studies corporate life as constituted through discursive processes such as conflict, teamwork, and leadership." Information can move more easily within an organization when there is effective internal communication (IC). A thriving internal communication system helps an organization's workforce share information effectively. Based on chains of command within organization, these communication networks may be upward, downward, vertical, or horizontal. Organizational communication, it seems, often demonstrates what an organization stands for, the reason for its

existence, the different clients it serves, how their workloads are completed, and hierarchy of reporting amongst members.

Internal Communication

Promoting good communication within a company is utmost goal of internal communications. It entails creating and distributing messages and campaigns on behalf of management and fostering communication with the organization's constituents. A sort of internal communication has occurred in organization where the flow of communication regarding employees' jobs is done between or among them. According to Trahant (2018), internal communication is defined operationally as the interchange of formal & informal communications between members of top hierarchy and employees within a company. Or, peer-to-peer, from leader to leader or employee to employee, for example. It exists between leaders, managers, & employees..

Workplace Relationship

Workplace connections are distinct interpersonal relationships that have significant effect on the people involved and the organizations in which they are formed and grow. These relationships have many facets, can exist inside or outside the company, & can be both good and bad. Without skilled employees, no business can operate profitably (Okoye & Ezejiofor, 2022). They are extremely important to company's overall performance. Employees feel more valuable and committed to their jobs when they are recognized as essential components of company's purpose. According to Charlene and Bacong (2017), it's probably making a significant contribution to organization's development..

Organizational Commitment

Organizational commitment, as described by Meyer and Allen (2019), is a psychological condition that describes the employee's relationship with organization and has impact on choice of whether to remain a member of organization or not.

Increasing employee performance, motivation, and lower turnover intentions are main outcomes of organizational commitments, according to a recent review of literature on its antecedents and consequences (Obiora, & Okwuise, 2016; Naz, Ali, Afzal and Zia-ur-rehman, 2012).

Independent Variables

Dependent Variable

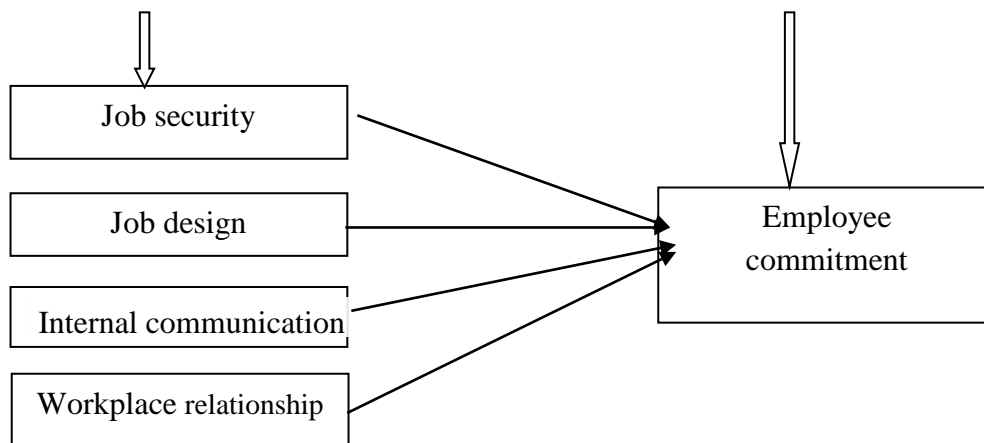


Figure 1 Conceptual Framework
Source; Researcher's Model (2023)

Theoretical Review

The paper hinges on the adaptation-Level Theory. According to adaptation-level theory (ALT; Bowling, Beehr, Wagner, and Libkuman, 2005; Heilson, 1964; Sheldion and Lyubomirsky, 2012), people get used to new surroundings, and their psychological system responds to departures from their existing degree of adaptation. According to Frederick and Loewenstein (1999) Automatic habituation mechanisms enable consistent stimuli to fade into the background while yet leaving enough psychological resources for people to deal with fresh stimuli, which almost definitely require immediate attention. This is an adaptive function of automatic habituation mechanisms.

Empirical Review

Asmaa, Azza and Zaineb (2019) investigated link between creative work practices, organizational processes, and leadership behaviors among nurses at Zagazig University Hospitals in Egypt. For this investigation, a descriptive correlation was employed. 384 nurses were chosen via stratified random sampling (SRS) from the aforementioned scenarios. According to findings, 83.9% of nurses had a favorable opinion on transformational leadership behavior.

Maissoud, Purevduilam, Weimiing and Wing-Kieung (2019) investigated organizational structure and work methods: sample size comprise of 165 officers who serve in primary & middle levels of Mongolian government's administrative divisions. The model's reliability & validity are confirmed by factor analysis, reliability tests, collinearity tests, and correlation analyses. SEM is used in multiple regression analysis to assess the study's hypotheses. Results shows leadership style(LS) & job satisfaction(JS) are jointly affected organizational process.

Aicar, Yenier and Taiyan (2018) explored organizational identification and ethical work process. Two ethical work process factors have beneficial impact on organisational identity, according to result from the survey of 122 employees.

Theurer, Tumasjan and Welp (2018) used a conjoint experiment based on 9,440 assessments nested within 1,180 employees to explore contextual work design and employee creative work behavior. Result shows all autonomy characteristics had a substantial direct effects on employee perceived IWB.

Aysen (2018) investigated how organizational commitment(OC) and perceived performance were affected by organizational process. The Statistical Package for Social Sciences, ANOVA and linear regression analyses were employed. The results demonstrated a strong correlation between organizational commitment (OC) and perceived organizational performance.

Chengedzai (2021) explored how organizational processes affect workers' wellbeing. With use of regression analysis, hypotheses were tested. Managers in similar contexts may utilize the study's findings as diagnostic aids or as a benchmark for strategic actions to address issues relating to employee well-being.

Richa, Santosh and Mukesh (2014) studied work engagement, process strength, and organizational process in India. 432 employees from 38 Indian businesses participated in the data collection. The study variables were examined using hierarchical regression analysis. Work engagement was highly correlated with process quality.

METHODOLOGY

This study used cross-sectional method as its research design strategy. Due to geographical limitations, it's not possible to study all bank employees in Delta State, so the population consisted employees of a few chosen banks (First Bank Asaba, UBA Asaba, GT Bank Asaba, Zenith Bank Asaba, Access Bank Warri, Eco Bank Warri, and Providus Bank). Table 3.2 displays the lists of seven (7) banks that were chosen. using stratified random sampling. The respondents structured questionnaire to provide pertinent information. The opinions of respondents were evaluated using a five (5) point Likert scale.

With little regard for the wider population being studied, these descriptive statistics were employed to describe and summarize the distribution of variables or sampling parameter throughout the sample. Through multiple regression analysis, the study's hypotheses were put to test. The outcome was predicted using multiple regression analysis, which also demonstrated how much the independent variables influenced the dependent variable.

Table 1
Proportion Sample Size from Each Bank

S/N	Firms	Sample Size
1	First Bank Asaba	28
2	UBA Asaba	23
3	Eco Bank Warri	25
4	Zenith Bank Asaba	27
5	Access Bank Warri	24
6	GT Bank Asaba	41
7	Providus Bank Asaba	23
Total		190

Source: Survey Analysis (2023)

Model specification

The general form of equation to predict EC is described as follows:

$$EC = \beta_0 + \beta_1 JS + \beta_2 JD + \beta_3 IC + \beta_4 WPR + \varepsilon$$

Therefore:

JS = Job Security

JD = Job Design

IC = Internal Communication

WPR = Workplace Relationship

EC = Employee Commitment

RESULTS AND DISCUSSION

Table 2

Analysis from the Field Survey

Pattern focused	Number Administered	Number returned	Unused copies	Number used	Response Rate
Managers & Employees of selected Banks	190	172	3	169	88.9%

Source: Distributed Questionnaire (2023).

Out of 190 questionnaire copies distributed, 172 were returned, 3 copies were not properly filled, and 169 were useable. Therefore, the analysis was based on usable sample size of 88.9% response rate.

Table 3
Analysis of Respondents Profile

S/N	Variables	Frequency	Percentage (%)
1	Gender:		
	Male	66	39
	Female	103	61
	Total	169	100
2	Age Range:		
	Below 30 years	54	32
	31-40 years	62	37
	41 years and above	53	31
	Total	169	100
3	Marital Status:		
	Single	76	45
	Married	93	55
	Total	169	100
4	Educational Qualification		
	OND/NCE	101	60
	HND/B.Sc.	56	33
	Master	12	7
	Total	169	100
5	Years of Job Experience		
	Below 5years	58	34
	5-10years	49	29
	11 years and above	61	36
	Total	169	100

Source: Field Survey, 2023.

Table 4
Inter-Correlations and Descriptive Statistics for Study Variables

Variable	EM	JS	JD	IC	WR
1.EC	1.0000				
2.JS	0.6863	1.0000			
3.JD	0.6225	0.458**	1.0000		
4.IC	0.5511	0.434**	0.663**	1.0000	
5.WPR	0.5332**	0.569**	0.629**	0.611**	1.0000

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

Source: SPSS Software version 23.0, 2023.

From Table 4, all variables had positive connection with EC. Hence, JS, JD, IC and WPR have vital impact in employee commitment(EC) Nigerian banking sector since they exert positive sign.

Table 5
Regression Analysis of Organizational Work Process and EC

Coefficients ^a					
Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	T	Sig.
1(Constant)	1.025	1.14		0.899	123.370

JS	0.377	0.096	.322	3.927083.000
JD	0.313	0.082	.231	3.817073.002
IC	0.216	0.085	.272	2.541176.002
WPR	0.228	0.097	.165	2.350515.023

a. Dependent Variable: EC

Source: SPSS Software version 23.0, 2023.

Table 5, displayed significant relationship between organizational work process and EC. The result indicated that JS,JD,IC and WPR has positive effect on EC with ($\beta = 0.322, P<0.05$), ($\beta = 0.231, P<0.05$), EC ($\beta = 0.272, P<0.05$) and EC ($\beta = 0.165, P<0.05$).respectively.

Table 6
Fitness of Model

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	241.301	4	56.445	66.546	.000 ^b
	Residual	139.491	164	.854		
	Total	380.792	168			

a. Dependent Variable: EC

b. Predictors: (Constant), WPR , JD , JS , IC

Source: SPSS Software version 23.0, 2023.

The *F*-ratio in table 6 test whether the overall regression model is a good fit for the data. The table showed that the components of organizational work process significantly predict EC, $F(4, 154) = 66.546, p < 0.05$. The implication of this is that the regression model is a good fit of data.

Table 7
Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of Estimate
1	.754 ^a	.610	.689	.9736

a. Predictors: (Constant), WPR , JD , JS , IC

Source: SPSS Software version 23.0, 2023.

Table 7 indicated extent which the components of organizational work process(OWP) accounted for change in EC. As R Square value displayed, it indicated that 69% (0.689) of change in EC is brought about by organizational work process(OWP). R Square measures the proportion of variance in dependent variable that was explained by variations in predictor variable.

Hypotheses Testing

The multiple regression analysis was utilized as an analytical technique for testing the hypotheses. The p-values reported in the regression coefficient tables were used for testing study hypotheses.

Table 8
Hypotheses Testing

Hypotheses	Testable Forms	Prediction	Actual result	Decision
Ho₁	<i>JS ≠ IC</i>	Significantly positive	Positively significant with coefficient =0.377& p-value 0.000<0.05.	Accept Alternate
Ho₂	<i>JD ≠ IC</i>	Significantly positive	Positively insignificant with coefficient= 0.313& p-value =0.002 > 0.05.	Accept Alternate
Ho₃	<i>IC ≠ IC</i>	Significantly positive	Negatively significant with coefficient= 0.216 & p-value = 0.0002<0.05.	Accept alternate

Ho₄	<i>WPR ≠ IC</i>	Significantly positive	Positively significant with coefficient= 0.228 & p-value = 0.0023<0.05.	Accept alternate
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≠ means has no significant effect

Source: Researcher's Computation (2023)

Discussion of Results

From Table 8, JS showed (0.6863** $p < 0.01$) with EC. This means that JS is fit measure of organizational work process(OWP). Furthermore, from Table 4, JS showed ($\beta = 0.322$, $P < 0.05$) with EC. Since the p-value critical is lesser than the calculated level of significance (0.000 < 0.05) in table 5, the alternate hypothesis was accepted. This showed that JS has significant positive effects on EC. This is in agreement with James (2012) finding that JS has a tremendous impact on EC and the success of firm. This means that working in an organization with inadequate JS causes people to lose faith in their future, which has a negative impact on performances.

Also, JD has (0.6225** $p < 0.01$) with EC. This proposed that JD is fit measure of organizational work process(OWP). Furthermore, Table 4 showed ($\beta = 0.231$, $P < 0.05$) on EC. Based on this result, the alternate hypothesis was accepted. This indicated that JD has a significant positive influence on EC. This supports the finding of Panatik (2017) that the process of effective JD enables enterprises to achieve the needed harmonization between employees and their jobs, which in turn allows individuals to retain their mental health, avoid situations of depression or mental tiredness, and raise their job happiness. This suggested that job characteristics are an essential component in overcoming the challenges that various organizations' human resources departments face.

Meanwhile, IC displayed (0.5511** $p < 0.01$) with EC. This means that it's fit measure of organizational work process(OWP). Furthermore, Table 4 reported ($\beta = 0.272$, $P < 0.05$). This proposed that alternate hypothesis should be accepted which indicate that IC has a significant positive effect on EC. This is in agreement with Rosendahl, Olaisen and Revang (2014) finding that IC is at the heart of every organization and is critical to its success. This means that when strong IC is essential for a successful firm, strategic managers' capacity to engage employees and achieve goals is harmed.

Lastly, table 4 showed that WPR has (0.5332** $p < 0.01$) with EC. This means WPR is fit measure of organizational work process(WPR). Table 5 indicated ($\beta = 0.165$, $P < 0.05$) on EC. This proposed that alternate hypothesis should be accepted which proposed that WPR has a significant positive influence on EC. This is in agreement with O'Brien(2014) finding that employees will be more productive, efficient, produce less conflict, and be more loyal if there is a good relationship in place. This showed that while informal ties are a positive aspect of organizational culture, they may also be a source of inefficiency and inconvenience.

CONCLUSION AND RECOMMENDATION

The study came to conclusion that EC is affected by organizational work processes. The greatest favorable impact on EC comes from JS. When a person feels secure or safe in whatever project they are involved in, JS has strong motivator that enables them to advance in life. It also offers contentment and satisfaction. A person is motivated to perform at his highest level when he feels

certain of security, especially in his job, and sees it in action because nothing poses a threat to him.

While some employees aim on variety of duties to diversify their knowledge, skills, and experience, others are exceptional at a select few. Based on such extensive input, employees may decide how organize their work activities, or they may look for novel, difficult jobs with great motivational potential.

Internal commutation it's a significant factor that influences organizational culture, authority, and organizing process. The company may become inefficient due to poor IC. Managers utilize IC as tool to enlist the aid of their workforce in reorganizations or other changes. Each team member is unique in terms of personality, skills, and weaknesses, which is advantageous given that they all have a shared objective and vision for success of business. One company can stand out from the competition with strong partnership. According to study's recommendations, which were based on its results and conclusion,

1. It is necessary to make distinctions based on who communicates with whom, how they interact, what information they share, and why to develop effective internal communication.
2. Employers should take care of staff members so they can take care of tasks.
3. As efficient communication can result in great outcomes, it's crucial to maintain good employee connections throughout the company.
4. To raise employee motivation and possibility that workers would put up the necessary effort in completing their duties, organizations should establish a positive work environment.

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