NEAR EAST UNIVERSITY GRADUATE SCHOOL OF SOCIAL

SCIENCES BUSINESS ADMINISTRATION PROGRAM

EXAMINING THE EFFECT OF HUMAN RESOURCES PRACTICES ON ORGANISATIONAL COMMITMENT IN THE NIGERIAN PUBLIC SERVICE SECTOR

KEHINDE GBOLAHAN SOMOYE

PhD THESIS
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Abstract

The primary aim of this study was divided into three: first, to provide empirical evidence on how reward can trigger employees to act in a way that is in tandem with an organisation's performance evaluation criteria (PEC) in the service delivery sector. Also, it examines how organisations can use the reward to influence organisational commitment (OC)**.** Second, to prove that having good practices of recruitment and selection will increase OCamong employees. And lastly, to describe the internal recruitment source (IRS) in the Nigerian local government (LG) and the impact of these sources on OC. A descriptive cross-sectional survey design was adopted. Primary data were collected using structured questionnaire by targeting the employees in the Nigerian public service sector. The study used the data collected from 522 respondents in the Local Government. Data were analysed on SPSS (version 20) using regression. The analysis of this study identifies reward to influence PEC and OC in the public service sector. The results obtained demonstrate that reward has a significant influence on OC. Besides, the reward system of an organisation was found to be a significant channel to reinforce the desired behaviours that inform performance criteria. Likewise, recruitment and selection practice positively and significantly impacts OC among LG employees. In investigating the relationship between IRS and OC, it was found that the former has a positive significant influence on the latter.With the findings of this study, it is concluded that reward is a key variable that can help the public service sector to become more effective and efficient. However, managers' use of reward can make PEC worthy of appreciation by the employees, thereby increasing OC. Also, considering incumbent employees to join the pool of candidates in the recruitment and selection process can make employees have a stronger OC. Meanwhile, employees with the perception that their organisation uses IRS can easily perceive their organisation as one that intrinsically rewards its committed employees. As this study stands to be distinguished, recommendations for future studies were laid out to enrich the body of research in this area.

Keywords: reward; performance evaluation criteria; organisational commitment; recruitment and selection practice; internal recruitment source; local government; public service sector.

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CHAPTER ONE

INTRODUCTION

Every organisation wants to grow with increasing profits, and this can only happen when its human resources, the organisation's most valuable asset, are happy and committed. This is why it is imperative that organisations, private or public, must a working human resource management (HRM) that will chisel and channel the efforts of the organization to invest in their human capital. In other words, a serious investment begins from the HRM that manages the organisation's human resource. This investment cuts across sets of practices, HRMP, that concern human capital so as to bring about an ecstatic workplace.

Human resource management practices (HRMP) have received an extensive study in wide-ranging cultures and contexts in organizations and the academia. It is a staffing practice used by organizations to align the management of its employees (Itika, 2011: 29). This practice includes recruitment, selection, placement, appraisal, rewards (Itika, 2011: 29). This functions have been individually or collectively investigated in many service delivery organizations with so many organizational outcomes such as organizational commitment, job satisfaction, performance and work engagement (Ahmad et al., 2019; Bello and Jakada, 2017; Cherif, 2020; de Brito and de Oliveira, 2016; Güngör, 2011; Jawaad et al., 2019; Kalhoro et al., 2017; Mabaso, 2019; Mohebbifar et al., 2017; Sung et al., 2018; Sriviboon and Jermsittiparsert, 2019; Victor and Hoole, 2017). These practices have shown to have significant, insignificant positive and negative relationships with organizational outcomes.

Adequate and fair reward is one of the main essential that determines the quality of employees' work life. According to Franco-Santos and Gomez-Mejia (2015), it is central to the HRMP and it is termed as a specific monetary return, object or event that is given to an employees in return for their work well done. It is defined based on its two classification: extrinsic reward and intrinsic reward (Dahlqvist and Matsson, 2013; Erasmus and Schenk, 2008: 488; Özutku, 2012). The extrinsic rewards are tangible cash given to the employees which includes pay, remuneration, training, health insurance, promotions etc (Nankervis et al., 2019: 356). On the other hand, intrinsic rewards are rewards that are non-financial and this includes achievement, recognition (written or spoken) and work-life balance (Tufail et al., 2016; Schweyer et al., 2018). Both types of rewards are significantly related to organization outcomes such as employee attitude (Ajmal et al., 2015), employee engagement (Obicci, 2015), workplace trust and work engagement (Victor and Hoole, 2017); job satisfaction (Riasat et al., 2016), and organizational commitment (Amdan et al., 2016).

Recruitment and selection is one of the parts of the process of getting desirable individuals to work for the organisation (Gusdorf, 2008: 1). A meticulous recruitment and selection practice is one of the strategies employed by management of organization to build and uphold a culture of quality (Adisa, et al., 2017; Kanyemba et al., 2015; Otoo et al., 2015). This practice has to be meticulous in the sense that when the organization wants to have an input from the environment by hiring employees or internally from the incumbent employees due for promotion, any mistake may cause a negative consequence that will affect the whole organization. It make take a long process and time to get the desired type of employees but it becomes fruitful if it has achieved quality by the virtue of alleviating biases in the process.

Performance evaluation criteria (PEC) is a concept which is a subset of performance evaluation.It is known to describe the common beliefs of employees accompanied by a greater degree of agreement and compliance (Saturno et al., 199). The key component of PEC is the stimulation and continuance of existing or new behaviours needfrom employees by the organization to achieve desired organizational goals. Sparingly or overly, some concepts like reward are found useful and required to stimulate and support the desired positive work behaviours expected from employees. Organizations that is serious and determined to get the best behaviours from their employees need to take there performance evaluation management earnestly. The performance evaluation processes can be watered down when PEC are not understood, appreciated, displayed and rewarded. In the worst case scenario, employees that do not agree and comply with organizational PEC will become a nuisance to the organization and hence affecting the effective organizational performance which is why PEC is needed to be valued and elevated as a concept in performance evaluation processes.

Organizational commitment (OC) is one of the organizational outcomes that affects success of organizations. OC becomes visible and potent when there is a marriage between the employees' knowledge and understanding of the future of the organization and there destiny, and prospect in the organization (Oh, 2019). It boils down to the hands on the management of the organization to ensure that OC is stimulated and encouraged (Scales and Brown, 2020). This can happen when the trust atmosphere is created by the management which allows the employees to perceive that there efforts will be appreciated and reward and there future is secured in the organization. This trust atmosphere is one that gives the employees an idea of their values and the reason why they need to display high level of commitment towards the organization (Savolainen and Häkkinen, 2011). Effort to ensure OC brings down avoidable conflicts between the employees and the management.

In sequel to this premise, this study investigates the human resource management practices (HRMP) and the effect they have on OC among employees working in the Nigerian public service sector.To start with, the public service within developing countries is continuously diagnosed by policy-makers and researchers as having challenges of performance and management of its human resource which has crippled expectations as regards service delivery. Nigeria is not an exemption (Ojeifo and Alegbeleye, 2015). The Nigerian public service is one of the gifts of the colonial masters with three tiers – the federal, state and local government (Rasul and Rogger, 2018). However, this study is narrowed down to the local government (LG hereafter) civil service in Nigeria.

It is true and it has been more often said that LGs are established in order to bring services closer to the citizens (Miller, 2002; Awortwi and Helmsing, 2014; Carvalhosa et al., 2017). Bringing service to people can be further refined to create a proper and conducive environment for grassroots people via efficient and effective service delivery (Majekodunmi, 2012; Osman et al., 2014). To uphold this core objective, so many reforms have taken place up until 1979 (the military regime of Obasanjo) but it is unfortunate that little or no many effects have been noticed when gauging some parameters like poverty level, infrastructures (like good primary healthcare service, good feeder road, environmental sanitation, agricultural development, good educational facilities in LG schools etc.) at the grassroots level. So many scholars have attributed the reason for these problems to corruption (Oviasuyi et al., 2010; Majekodunmi, 2012; Bolatito and Ibrahim, 2014; Boris, 2015; Eke, 2016), lack of autonomy (Oviasuyi et al., 2010; Majekodunmi, 2012; Bolatito and Ibrahim, 2014; Boris, 2015), financial constraints, (Oviasuyi et al., 2010; Onyishi et al., 2012; Bolatito and Ibrahim, 2014; Boris, 2015;); leadership problem (Bolatito and Ibrahim, 2014; Majekodunmi, 2012; Boris, 2015), lack of continuity by succeeding government (Oviasuyi et al., 2010), lack of basic amenities (Bolatito and Ibrahim, 2014), general indiscipline (Onyishi et al., 2012), inadequately skilled employee (Onyishi et al., 2012; Atakpa et al., 2013; Bolatito and Ibrahim, 2014), poor HRM practices such as poor training and development (Agbodike et al., 2014), poor recruitment and selection (Oviasuyi et al., 2010; Majekodunmi, 2012) – and these have lowered the performance of the public servants with a consequential effect on the effectiveness of this tier's public service.

The study leverages on what notable scholars have revealed about the key issues to foster effective public service in the Nigerian LG while it identifies relationships that no much works have demonstrated to enhancing specific behaviours such as commitment. As it was noted earlier about the importance of the LG in a State in terms of service delivery, it is important to reiterate that this is what makes the public service a major part of the modern government (Woo, 2015).

The Nigerian LGs have been known to have limited commitment among its human resources which are often traced to the reason why they are ineffective in executing their constitutional responsibilities. According to the demands of the grassroots, the ability to be successful and produce the intended results can be a measure of the employees' OC. However, this introductory chapter has been structured to unravel the background of the study, problem statement, its objectives and research questions coupled with its significance, limitations and the general structure.

1. 1 Background of Study

Reward refers to potent leverage to motivate employee behaviour, a particular monetary return or event that employees receive in exchange for performed tasks in the workplace and a precondition for achieving organisational goals (Cristofori et al., 2018; Gbande, 2016; Monica and Luis, 2015). There are sources for rewards. Among several sources for reward (such as job, skill, seniority), according to Hamukwaya and Yazdanifard (2014), a proper performance-based reward system is fundamental. Before an employee can be rewarded, there should be an objective yardstick to it which forms the bases upon what to be rewarded.

These yardsticks are called criteria. Using appropriate criteria by an employing organisation to evaluate the employees can positively affect the organisational performance (Pettijohn et al., 2000). In practice, what is evaluated are the certain behaviours required from employees to ensure that the services that bring forth performance are provided in the organisations. However, the efficiency of this evaluation mainly rests on the criteria for evaluation (Venclová et al., 2013). For organisations to reinforce the desired behaviours and making these behaviours to be exhibited continuously, the reward is one of the needed tools (Dad et al., 2010).

Organisational commitment (OC) is considered as one of the most important concepts in the area of organisational behaviour and human resource management (HRM) (Dhar, 2015). It refers to individuals' loyalty or bond to their employing organisation (Demiret al., 2009). It has been a concept highly valued in every organisation which connects the employee to the organisation (Oyeniyi, 2013). By definition, it is a psychological state in which employees-employer relationship is understood, with an ultimate influence on the decision of employees to continue to work in the organisation and to make an effort to add value to the organisation (Cao et al., 2019; Imamoglu et al., 2019). It has been asserted that it is an attachment of an employee to an organisation (Labrague et al., 2018), and this attachment can be affective, normative, or continuance which are the factors that describe the level of commitment employees have towards their organisation (Scales and Brown, 2020). Among many scholars, Nazir et al. (2016) showed that increasing OC is linked to a good reward system. Research shows that the substantial level of reward offered by an organisation to its employees for commitment can influence the employees to be more committed. In practice, this suggests that for employees, the more the frequency of reward for commitment, the stronger the possibility to increase commitment.

Recruitment is a practice that is employed to increase the number of qualified applicants for the vacant positions in an organisation and selection is concerned with choosing the suitable applicants to be offered the opportunity to fill the vacant positions (Brown et al., 2019). The methods used in recruitment and selection can determine the kind of new employees that are employed in an organisation. In fact, to motivate and increase the morale of incumbent employees in an organisation, one of the best ways can be by embracing a merit-based approach to recruitment and selection by the managers (Egeberg et al., 2019; Setyowati, 2016). Among the advantages of having effective recruitment and selection are the employment and keeping of satisfied employees, increasing productivity, employee performance and organisational performance (Kang and Shen, 2013; Oaya et al., 2017). Moreover, according to the classical work of Wiener (1982), recruitment and selection practices may have an impact on the employees' level of organisational commitment.

Furthermore, it lies in the hands of the HRM in the LG to target current employees through internal recruitment sources who are medically fit, professionally fit, responsible (married, single or divorced), literates, and with no criminal record, that would be committed to the organisation. This study has not relegated the external recruitment source. However, effectively applying the right methods of internal recruitment can enhance the OC of the employees in the organisation (Richardson, 2009; Saviour et al., 2017). Even if an external recruitment source will be considered, the current qualified employees should not be ignored for the new higher positions.

1.2 Statement of the Problem

In the service delivery sector, in which the public sector is a key player, services such as education, energy, health, security, roads, transportation, and many other services targeted at citizens, tourists, public and private companies remain part of their responsibilities. These responsibilities are channels of investment to a nation's economy in which its daily activities are to be propelled by an effective and committed large pool of human resources for good service delivery to the people. However, in Nigeria, the Local Government (LG) which is a service delivery sector has not provided optimal services to meet the basic needs of the people at the grassroots. One of the reasons as provided by Onyishi et al (2012) is that there is an inconsiderable commitment to duty on the part of the employees. In addition, as highlighted by Nwokorie (2018), reward in the LG does not take into account performance as it is tainted with unfairness and nepotism. Unfortunately, due to the increase in corruption level, exhibiting good behaviours has lost relevance in the LG performance evaluation criteria. The needed commitment in the LG can occur if it administers reward appropriately to the desired behaviours exhibited to given responsibilities. This, as noted by Pittet al (1995), can make employees committed to the organisation, making them serve it better.

In the Nigerian public service sector, employees reach the age to retire, some resign for another job, some are transferred, while some pass away. All these have been issues that always create vacuums in this sector across the country. LG, which is part of the Nigerian public service, has been faced with challenges in filling up these vacuums by the incumbent or new employees. The challenge has been striking a balance to maintain a climate of performance such as employing qualified individuals which can synchronize for performance with the incumbent employees. This challenge persists because the recruitment and selection practices are marred with nepotism, favoritism, partiality, and corruption. Applicants and incumbent employees circumvent the normal routine of recruitment and selection by shady acts to get promoted or occupy a new position. This can be discouraging to proactive employees and decreasing their commitment to the organisation because the consequences of these marred practices become loud, undermining their individual and group performance as noted by Büte (2011) and Gusdorf (2008). Also, many LG workers have suffered a lack of timely and regular promotions. Even when recruitment and selection are done, letters to effect the promotion are delayed or not implemented which thus signifies the absence of promotion. This affects a lot of incumbent employees who are older and/or educated, who have been around in the organisation for long, who must have experienced a lot, done a lot, and expecting the managers to recognize and acknowledge their efforts via the recruitment and selection practices for senior positions. The abuse of these practices makes these employees uncommitted and giving them limited or no opportunities to display their wealth of knowledge and experience. In fact, this has been one of the major reasons why LG employees retire as junior officers.

Although recruitment is classed as a challenging duty of human resource managers, a wrong method makes it more challenging for the organisation. It can increase apathy level among employees, ignoring rules and regulations at the workplace and end up transforming to an internal threat – uncommitted employees. This is why it is not surprising to find a lot of LG workers (both the junior and senior) who are not too loyal and unconcerned. This depicts that the system of recruiting is disorganized, hence allowing the continuous sequence of actions or in-actions that are considered not good for grassroots people. This is now a common threat to almost all the LGs in Nigeria which has stunted their growth. Little attention has been directed to this area, and yet, it is becoming a major challenge to the LG thereby affecting the organisational commitment of employees in the Nigeria public sector.

1.3 Objectives of the Study

i. This study examines how organisations can use a reward system to motivate employees to act in a way that is in tandem with the organisation's PEC and how reward influences OC

ii. This study intends to prove that having good practices of recruitment and selection will increase OC among employees.

iii. This study is enthused to describe the internal recruitment source in Nigerian LG and the impact of these sources on OC.

1.4 Research Questions

i. How can organisations use a reward system to motivate employees to act in a way that is in tandem with the organisation's PEC and how can reward influence OC?

ii. Can having a good recruitment and selection practice increase OC among employees?

iii. Can internal recruitment source serve as a tool to foster OC?

1.5 Gap in the Literature

The existing literature have examined reward and its outcomes but studies that have focused on reward against OC and PEC are few. There are a couple of gapsin the literature calling for a need to understand the increasing role of reward in organizations using theories such as SET and Skinners theory to explain these relationships. One critical question to be answered is how reward can perform a dual function of influencing employees' OC and the behaviours that organisations desire to reinforce in PEC. This is a gap to be filled because it is seldom known how reward is used to generate these outcomes which is of benefit to organizations. These crucial functions are understudied and further investigation is absolutely needed. SET helps to explain the roles of reward to foster employee-employer relationship. In this, the incremental role is established because it is believed that existing understanding about SET can better explain the reward functions. This presents the originality of this current study. Coupled with this is the setting of the study which is the Nigerian public service sector and no previous study has examined this relationship to fill this gap. Another gap identified in the literature is the dearth of works addressing the use ofrecruitment and selection practice and internal recruitment source as a tool to promote OC in the LG. Very few studies have purposively placed emphasis on this area which makes this study a significant gap filler. However, using the Skinners theory, no work has demonstrated the impact recruitment and selection practice has on OC in the service delivery sector such as the LG, making this study the first.

1. 6 **Contribution**

The significant contribution this study made are four. Firstly, the study determined the the relationship between reward and OC. Although some studies have established that reward influences OC, however, this study contributed to the academia by revealing the impact of extrinsic reward on outcome that has received not so much academic research in relations to extrinsic reward, such as OC in the Nigerian service delivery sector (LG to be precise). Reward, extrinsic reward, can influence OC among employees by motivating the employees to increase there efforts towards their work and increase their constructive perception about their employing organization. OC is one of the important organizational concepts which is because of the associated cost attach to it. Low performance of employee is inevitability detrimental to an organization, and bigger loss when there is contractual agreement between the organization and low performing employees. According to this study, it is recommended that organizations exploit the potency in extrinsic reward to attain high level of OC among employees. It is emphasized, while building up arguments from social exchange theory (SET) in this study that reward can be used as an organizational support for employees, making them feel obligated to embrace the norm of reciprocity and ensuring that they become a better performer for effective organisational performance.

The second contribution of this study explains the influence reward has on PEC. This is considered less apparent in the LG and there is no study that has examined the influence reward has onPEC in the service delivery sector. The Skinners theory was explored and it is suggested that reward can function as a channel to reinforcing the desired behaviours that inform PEC within the LG workforce. PEC is an important variable in periodic evaluation activities of organization to achieve corporate goals. Investigating influence of reward on PEC can help managers to know areas employees can be supported or trained for and it can aid future researchers know behaviours and outcomes required for the development of employees to achieve organizational goals.

Thirdly, this study contributed to the body of literature by recognizing recruitment and selection practice not just as one of the HRM activities that foster survival and success of an organisation but also as a variable that has an influence on employees' career. Based on SET, this study argued that OC will be observed among employees when they acknowledge that their organisation and leaders/managers are fair-minded and supportive, which can eventually develop an organisational culture that supports impartial recruitment and selection process.However, advancement in an employees' career is a basic right that directly affects employees' commitment. Drawing from the advantages inherent in having committed employees who have worked for years with the impact that favours optimal service delivery in the LG, and having them promoted, transferred or mixed with newly employed qualified employees, understanding can be gotten as regards the degree to which recruitment and selection practice of the LG affects the employees' OC. However, this study proved that while attracting qualified applicants in the LGs in Nigeria, human resource managers can use internal recruitment source as a tool to foster OC in the LG.

Lastly, this study contributes to the HRM, and civil service literature by revealing a deeper relationship that exists between the investigated variables (reward, recruitment and selection practice, PEC, and OC) which can bring about effective service delivery.

1.7 Structure of the Study

This study is divided into five sections and they include the introductory chapter which is chapter one. The second section is the literature review which is chapter two of this study. Chapter three is the methodology section which lays out the approach used in solving the research questions of this study. The fourth section concerns the findings of this study which presents the statistical results generated from the analysis of the data collected. The last section is the fifth chapter and it presents the study discussion, conclusion and recommendations for future studies.

CHAPTER TWO

LITERATURE REVIEW

The core aim of this study was to study the effect of HRMP (such as reward, recruitment and selection) on OC and to research reward's influence on PEC. This chapter featured a rigorous review of current peer-reviewed journal papers that were employed to lay out the pertinence of this study toward enhancing effective service delivery in the LG. For this review of literature, the author did a general search by using the Near East University's online library which has a substantial database of information such as EBSCO Host Databases, ProQuest Research Library, Emerald Insight, SpringerLink Journals, ScienceDirect, Taylor and Francis Online, Web of Science and Wiley Online Library. In addition, to make sure there is a collection of rich information on this study, the author also used search engines such as Google and Google Scholar. The keywords used for searching and finding related papers include reward, human resource management practice, recruitment practice, selection practice, internal recruitment source, performance evaluation criteria, affective commitment, continuance commitment, organisational commitment, local government, Nigerian local government, civil service and public service sector.

There were some limitations with the sources of information related to the topic of the study originating from unique searches. This limitation is mainly associated with performance evaluation criteria and its relationship with reward. This review rests heavily on recent literature with the prime support of some old literature to present the emerging perspectives.

2. 1 Human Resource Management Practices

Human resource management practices (HRMP) refers to the activities of an organisation designed to manage their employees and making sure that they are organized and motivated to achieve the goals of the organisation (Tiwari and Saxena, 2012). It relates to some practices, formal policies, and philosophies that are organized to attract, develop, motivate, and retain employees who see to the effective functioning and survival of the organisation (Tan and Nasurdin, 2011). According to Hussain and Rehman (2013), HRMP is represented as organisational culture. It varies considerably across organisations which ultimately affects performance, survival, employee productivity and tenure (Burton et al., 2019). Even though it has the nature of enhancing employee skills, and promoting employee well-being (Cooper et al., 2019), it has been proven to inspire employees to increase job satisfaction, commitment, and turnover (Khandakar and Pangil, 2019). It is stated that when employees perceive that their professional interests correspond with HRMP, the tendency is high that the aftermath will be a positive effort from them (Cho et al., 2013).

There are some approaches used to understand HRMP and they include:

a) **Universalistic Approach:** This approach is concerned with the effectiveness of individual HRMP, regardless of each other or the wider context (Verburg et al., 2007). This approach perceives that a set of practices can attain competitive advantage and firm performance (Beh and Loo, 2013). With this approach, without considering business context, HRMP can improve the way employees are constructively managed within organisations to increase their performance (Hamid, 2013). This approach means a direct relationship between specific approaches to human resources and performance (Sajeevanie, 2015). The universalistic approach focuses on the 'best practices', which means that organisations can achieve great success if they recognize and endorse 'best practice' in the way they manage human resources (Beh and Loo, 2013). Viewing this approach from microeconomics, the human capital theory suggests that individuals have skills, knowledge, and abilities that offer economic value to organisations (Syed and Jamal, 2012). The benefit of this approach is that it is simple in applying and its application cuts across any organisation, industry and all geographical locations (Iqbal, 2019).

b) **Contextualist approach:** This approach focuses on the understanding of the differences between and within the various HRM clusters in various contexts (Ferreira et al., 2012). It assumes that HRM can be applied at a variety of levels with its scope not restricted to the organisational level (Brewster, 1999). This approach reconsiders the relationship between SHRM and its context, with its primary objective entailing the understanding of what is contextually unique and why (Ehnert, 2009: 107). This presents a descriptive and global annotation via a comprehensive model, applicable to various environments incorporating the characteristics of all geographical and industrial contexts (Martin-Alcazar et al., 2005). It is beneficial because it is not rigid when planning the strategic management of human resources (Ferreira et al., 2012). In this approach, five major bundles of practices are identified and they are profit-sharing rewards, communication, share ownership rewards, employee representation and training and teamwork (Ferreira et al., 2012).

c) **Contingency approach:** Contingency theory concerns the organisation and its environment. It also shows how human resource professionals relate to the organisation (Bitmiş and Ergeneli, 2011). It is opined that a successful HRMP rests on factors which include the industry, local context, or strategy involved, and these factors are termed contingency factors (Kaiser et al., 2015). These are what form a support for the achievement of organisational objectives. This model emphasized that human resource policies should synchronize with the circumstance in which they operate so as to have advantageous influences (Verburg et al., 2007). This model has mostly been understood based on external and internal fit (Harney, 2016). External fit entails that there must be a match between organisational HRMP and organisational strategy; and a mismatch between context and HRMP will, in the end, lead to insignificant performance (Harney, 2016). In other words, performance can be positively affected when it is well aligned with the organisational strategy. HRMP can be likened to a context where it functions as a system and when their internal fit is crucial to success. According to Kepes and Delery (2007), the internal fit is about the arrangement of HRMP that works concertedly, and which can be branded as the arrangement of systems, bundles, or clusters. However, this approach puts forward the fact that an organisation's strategic model either expands or decreases the impact of HRPM on performance (Sajeevanie, 2015).

According to Armstrong (2006), Demo (2012), Huselid (1995), Kipkebut (2010), Mayrhofer et al (2019), and While and Ling (2012), HRMP consists of recruitment and selection practice, training and development, reward, motivation, to mention a few. However, this study aims to examine the influence of reward, and recruitment and selection practice (and internal recruitment source) on the organisational commitment of the employees. Meanwhile, the reward was further examined to see its influence on PEC.

2. 1. 1 **Reward**

In an increasingly competitive society as we have today, organisations that are passionate about their visions and missions are constantly adapting their strategies to attract, motivate and retain competent persons. An efficient reward system seems to be the best way to go about it. Reward is an organisational obligation to the employees to compensate for their contribution towards the attainment of organisational goals (Nwokocha, 2016; Saleem, 2011). Many researchers have argued that reward is the greatest source of motivation to the employees (Tsede and Kutin, 2013; Karami et al., 2013; Nwokocha, 2016). It is known that everyone needs the motivation to function effectively and efficiently. According to Armstrong (2010), a reward is a form of recognition of a person's contribution. This recognition, which can be tangible or non-tangible, is on the basis of the job that such individuals do, the level of their performance, competence or skill (contingent or variable pay), or for their services in the job (service-related pay) (Nwokocha, 2016). It is in view of this that an organisational reward system has to be well broadened to capture the contributions at a diverse level. The essence of this reward is such that employees can enhance the quality of their work (Mujtaba and Shuaib, 2010). In the views of Karami et al. (2013), there are three reasons why organisations should consistently give rewards. First, with a good reward system, the organisation can attract employees who have the right competencies and qualifications. Second, the reward that is given to employees instead of service compensation is a medium to get a response from the previous performance; and third, the reward is a motivational tool for future performance. This implies that with reward, an organisation gets the best persons for the job and enhances the commitment of the employees. There are two broad types of reward broadly recognized: intrinsic and extrinsic.

2. 1. 1. 1 **Intrinsic rewards**

Intrinsic rewards originates from Maslow's classical levels of needs (McLeod, 2007; Turabik and Baskan, 2015). It recommends that individuals can rewards themselves in the way that is similar to feelings of accomplishment and development. Employees can truly reward themselves for specific sorts of conduct since they believe they have achieved something of worth, or when they have accomplished an objective, grown in an expertise or have gained an increasing experienced in the field of work.

It is emphasised that concentration on intrinsic rewards shows that the job itself is sufficient to encourage employees, giving them a feeling of self-worth, and pleasure (Renard and Snelgar, 2016; Thomas, 2009). These intrinsic rewards can be especially full of feeling in the changes experienced in an organizational structure. In any case, the allotment of these rewards in an orderly and reasonable way is imperative to their prosperity. Generally, intrinsic rewards are internal to the receiver and are less substantial (Fang et al., 2013). They are exceptionally not objective, in that they indicate how the individuals see and view their work and its worth. It was contended that intrinsic rewards are natural in the essence of the task itself' and incorporate 'motivational qualities, for example, skills, liberty and evaluation feedbacks coupled with cooperation in dynamic and job lucidity.

2.1.1.1.1 **Intrinsic Rewards and Outcomes**

Riasat (2016) stated that extrinsic and intrinsic rewards have substantial relationship with performance of employee. Preceding scholars resolved that if workers are intrinsically stimulated, they will efficiently improve firms' reputation as well as their productivity but they almost overlooked that is it intrinsic prizes attached with emotions or not (Tausif, 2012). The rewards are more important to public personnel unlike to those engaged in the private sector. Consequently, intrinsic prizes may be more domineering than extrinsic prizes in public establishments that seem to be determined by lower-powered motivation structures (Perry et al., 2010).

2.1.1.1.2 **Types of intrinsic rewards**

There are a couple of intrinsic rewards as identified by Thomas (2009) and they are:

a) **Sense of meaningfulness:**This reward includes thesignificance of the reason an employee is attempting to satisfy. An employee feels that he/she has a chance to achieve something of genuine worth—something that is core to the bigger plan of things. They feel that they are on a pathway that merits their time and effort, giving them a feeling of direction.

b) **Sense of choice:** Employees donot hesitate to select how to achieve there tasks—to use there best opinion to choose those work exercises that sound and feel good to them and to perform them in manners that appear to be suitable. They feel responsible for work, have faith in the methodology they are taking, and feel answerable for making it work.

c) **Sense of competence**:Employees feel that they are taking care of their work exercises well—that their performance of these exercises meets or surpasses their own benchmark, and that they are doing acceptable and great work. They develop a feeling of satisfaction, pride, or even creativity in how well they handle these exercises.

d) **Sense of progress.**Employees are given the opportunity to know that their endeavour are truly achieving something. They feel that their work is on target and moving the organization in a positive way. They see persuading clue that situation is improving, giving them trust in their power of decisions making now and in the future.

2.1.1.1.3 Important Benefits of the Intrinsic Rewards to the Organization and Employee

The intrinsic rewards appear to make a solid, win-win type of motivation for both the organization and its employees. From the organization's perspective, the effect of the intrinsic rewards on worker self-management is substantive. Employees with elevated levels of intrinsic rewards become casual recruiters and advertisers for their organization. They prescribe the organization to companions as a work environment and boast of its services to possible clients. For instance, individuals with high reward levels show more prominent concentration and are appraised as increasingly successful by their supervisors.

Workers with high reward levels experience increasingly positive feelings and less negative ones at work. Their job satisfaction is higher, they report less pressure side effects, and are bound to feel that they are growing expertly. The intrinsic rewards are solid indicators of retention (Mgedezi et al., 2014).

The intrinsic rewards are a generally viable source of motivation for employees. There is next to zero possibility of depletion with this type of motivation. Moreover, intrinsic rewards don't require the nearness of the chief, as exhibited by the development of the virtual work and work from home condition.

2.1.1.2 Extrinsic Rewards

Extrinsic rewards are the physical rewards that originate from an external source (employers) as it were. An appropriately planned extrinsic reward can likewise be emotionally appended with the employees since employees esteem such rewards (Shraddha, 2018). An extrinsic reward is also positively related to the job performance of the employees however it is not required that employees get a reward each time they achieve an undertaking. It relies on the arrangement of the company (Shraddha, 2018).

An Extrinsic reward really satisfies employees' extrinsic factors and subsequently, it does lowers the turnover rate in the organization. Ahmed (2009) affirms that there is a statistically significant relationship among reward and recognition, likewise motivation and satisfaction. Carraher et al (2006) advocated that there should be a successful extrinsic reward framework to retain the best employees in the organization and reward ought to be identified with their productivity. Another reality that can be seen from the above is that intrinsic rewards are generally subjective in nature and cannot be measured easily. For instance,recognition is not easy to measure.

Extrinsic reward alludes to the performance of a conduct that is essentially subject to the accomplishment of an outcome that is discernable from the activity itself (Ryan and Deci, 2000). It is performed so as to accomplish some other outcome. For example, a young employee may do something spectacular at office so as to get a recompense. Thus, an employee may work so hard to be rated the best employee. Extrinsic reward is multidimensional and shifts from completely external to completely internal (Gerhart and Fang, 2015).

Extrinsic reward is an external push that drives employees to accomplish individual and organizational goals (Hee et al., 2016). Besides, it guides employees perform some obligations by utilizing guidance to receive rewards consequently (Hee, et al., 2016). Outstanding relationships between employees, improved facilities, great working conditions, and higher managerial at the office are the types of extrinsic rewards (Kamanzi and Nkosi, 2011). In China, an investigation uncovered that work commitment is directly related with both intrinsic motivation and extrinsic motivation (Van Beek et al. 2012). It was said that extrinsic rewards give the impression to be an indicator of AOC and satisfaction, and not COC, job involvement (Perry et al., 2010; O'Driscoll and Randall, 2011) .

Extrinsic rewards assumed a significant function in prior periods when work was commonly normal and bureaucratic, and while conforming to rules and strategies was vital. This work provided employees a couple of intrinsic rewards with the goal that extrinsic rewards were frequently the main motivational instruments accessible to organizations (Kenneth, 2009).

Meanwhile, the combined effect of both financial and non-financial rewards creates a deeper and long-lasting impact on employees' performance and commitment to sustainable organisational success (Anku-Tsede and Kutin, 2013). From this perspective, a reward can be seen to be monetary or non-monetary. Nwokocha (2016) aligns with this view and further categorizes them thus:

Under financial (monetary) rewards, we have the following:

a) **Base Pay:** This is the payment made to the employee based on the amount of time he/she spends on the work. It can be hourly, daily, weekly, monthly or yearly (Armstrong and Stephens, 2005). Because the base pay is fixed, it often mismatches with market realities thereby reducing its reward value.

b) **Merit-Based Pay:** This is the predetermined criteria by which the organisation rewards the employees not just for meeting a particular target but by following a certain meritorious approach (Nwokocha, 2016). It can be in the form of a bonus to such employees which may be calculated on the basis of their basic salary (Snell et al., 2015: 461). According to Rao (2010), this reward makes employees goal-oriented. However, this type of reward may force the employees to be narrowed-minded by only striving to achieve those goals with financial benefit and leaving others undone.

c) **Pay for Performance:** This type of pay makes the employee and the employer think of performance at the same level (White, 2009). The essence of pay for performance is to make the employees strive, thrive, produce results and contend for the winning slot each and every day (Nwokocha, 2016). This boosts the relationship that the employee has with the employer.

d) **Payment by Result:** This is a form of payment by the result which is usually a part of the employee's overall pay (Nwokocha, 2016). For instance, a payment calculated with the employee's basic salary because he/she is able to complete work in an expected time with results.

e) **Employee Benefits:** This is a package added to the employees' total pay, basically to further their well-being (Nwokocha, 2016). These packages are usually attractive in order to attract and retain the best hands for the organisation. Armstrong and Stephen (2005) identify five types of this pay and they include personal security (health care provision, sick pay, redundancy pay); financial assistance (company loans at a very low-interest rate, relocation packages); personal needs (maternity and paternity leave, company discount, retirement benefits). Others include flexible benefits which give the employees the room to choose their own employment package; and voluntary benefit which the employee has to pay for if he/she wants to enjoy it.

The non-financial rewards are types of reward given by organisations that do not involve any direct financial payments and often arise from the work itself (Nwokocha, 2016). Individuals have one amongst many desires to work in an organisation not only because of money but for other things such as having peace of mind, security, and to utilize their God-given potentials. So, a reward system that is tailored towards the needs of the employees and not necessarily money is the non-financial reward. There is a need for organisations to blend their reward strategies in line with organisational and employees' needs (Nwokocha, 2016).

2.1.2 Performance Evaluation Criteria

In organisations, employees are adequately informed about their roles through the job description. This job description can include, for example, responsibilities, skills and job input that relates to the specific jobs which are expected to accurately reflect a comprehensive scope expedient for employees' success in the organisation (Jacobson, Trojanowski, and Dewa, 2012). Mader-Clark (2013) noted that job description communicates an organisation's expectation reflecting clear-cut goals. Besides, PEC can be interpreted to be similar to organisational goals (Shen, 2004). The soft goal is an example of an organisational goal that clearly explains the nature of PEC. Fekete and Rozenberg (2014) and Kang and Shen (2016) explained soft goals as work attitude and behaviour, individual performance, experience, leadership skills, interpersonal skills and customer service quality.

Furthermore, while defining performance evaluation, Seniwoliba (2014) explained it to be an evaluation process where quantitative scores are assigned to a certain employee's performance based on predetermined criteria. The criteria are borne out of the understanding of the relative connections they have with organisational performance. Inspiring the implementation of PEC among employees can be a positive move for an organisation for its potency to encourage employees to behave in the desired way that suits the expectations of the organisation for success. From another perspective, PEC describes the common beliefs of employees accompanied by a greater degree of agreement and compliance (Saturno et al., 1999). When an employee has a trait or displays a behaviour naturally that favours or disfavors organisational goals, a point of confluence between the employee and employer can positively or negatively alter the future relationship between both sides. This remains one out of many reasons why criteria are needed to be clear, with both sides agreeing to it for performance evaluation.

According to Duraisingam and Skinner (2005), PEC is to be correctly identified by organisations. Also, the employees need to perceive these criteria as being relevant and applicable to their daily tasks, acceptable and fair and mutually agreed between management and employees. Participation of employees in the development of these criteria aids their perception in that it fosters cooperation between the managers and the employees, thereby preventing any future conflicts between them (Islam and Rasad, 2006). Objectivity is one characteristic of a fair performance evaluation which is to be based on behaviours as regards some functions that are under the control of the employees (Çelik, 2014). Communication is key here. Just as communicating the result of an evaluation process to employees is important, so is the communication of PEC. As noted by Erdogan (2000), this is the duty of an employing organisation. As a fair process, these criteria are to be understood by the employees prior to the evaluation period (Erdogan, 2000). And as a matter of preference, what makes up the PEC indicate importance and what is absent indicate unimportance (Islam and Rasad, 2006).

2. 1. 3 Recruitment and Selection Practice

Recruitment and selection practice is quite pivotal to the attainment of organisational visions and missions, and LG is not an exception. It is a gateway through which new hands come in to stir the organisational wheels towards the direction of the organisational objectives. Recruitment is the process of choosing the right candidate for a post in consideration of maturity, a high sense of belonging, skills and a good moral attitude (Yaro, 2014). Recruitment for any organisation is very crucial right through the whole lifespan of that organisation (Brown et al., 2019; Mukoro, 2005). As for Rohitarachoon and Hossain (2012), recruitment and selection function as a vacuum and a filler respectively through which organisation obtains competent and skilled hands as human resources. The personnel departments are usually saddled with the responsibility of recruitment and selection of employees.

There is a slight difference between recruitment and selection, although they work concurrently. Recruitment as the first stage of employment involves determining the required number of personnel, what kind of employment is needed (contractual or pensionable) and designing the means of attracting the right candidates for the job (Olatunji and Ugoji, 2013). Selection is, therefore, the process of choosing from the people that applied for the job (Wilhelmy et al., 2017). The approach adopted in the recruitment and selection process determines to a large extent how much the organisation achieves her visions and missions which the new and incumbent human resources are to work towards (Abdollahbeigi et al., 2017). However, improving organisational tasks has been a difficult exercise for LG and introducing ICT to recruitment and selection exercise can be a pathway for creating a pool of talent (Strohmeier and Diederichsen, 2010). This, therefore, demands a workforce plan that broadens the spectrum of approach to ensure that the purpose of the recruitment does not fail. At the LG level, the data to help design the selection process to determine what the standard should be could be obtained by reviewing the performance of those who are currently struggling with the job and those who are excelling (Brown et al., 2019). This refers to the organisational appraisal to ascertain the level of achievement of those who are currently in the job, and define what the standard should be for the new intake. The bottom line here is designing a recruitment and selection strategy that is cost-effective, fair, acceptable, has the intended effects on the applicant pool and satisfactory for the current employees.

There are standards for recruitment and selection practices as proposed by the Constitution and the Civil Service Rules and Regulations (policy guidelines) and they include transparency, uniformity, standardization, and meritocracy which are the focal points of the Weberian bureaucratic model (Adenugba et al., 2017). Following these standards, no doubt, the outcome of the recruitment process would be skilled and competent manpower. According to Adenugba et al (2017), by adopting non-meritocratic hiring, the outcome is the predominance of the civil service system with docile personnel whose fate is determined by politicians, right from the point of entry through the career ladder. Akintunde (2017) also advocates for this merit principle in the recruitment process. This is on the conviction that the merit system promotes outstanding performance by the recruitment of the best hands (Cardona, 2006). The procedure for the merit principle in the recruitment process includes an independent recruitment agency of the commission and then a competitive examination (Cardona, 2006; Van-Biesen, 2006). Basically, the first step to be taken in the recruitment process is the advertisement of vacancies (Akintunde, 2017). The applications are received from the interested candidates after which there is short-listing to examine the requirements for filling the vacancy (Mustapha et al., 2013). This examination is usually very competitive as it aims to significantly reduce the number of candidates. The examination could be a mixture of different forms of questions. Candidates who scaled through this stage are usually invited for a personal interview. The essence of the interview amongst others is to assess some traits (such as cognitive abilities, job knowledge, personalities, etc.) of the applicants. However, it has been observed that the personal interview often creates room for nepotism and favoritism which may not actually result in the best outcome of the recruitment process. This is the main reason why an independent recruitment agency is preferable (Akintunde, 2017). This is the standard for a merit-based approach to recruitment and selection.

2. 1. 3. 1 **Recruitment Source**

McMurray et al (2010) have argued that using proper recruitment processes have been a key strategy to gain access to skillful and capable potential employees in the labor market. Organisations are aware that if there are no applicants in a recruitment process, which is an important objective to be simplified, later stages are going to be in vain. So, this accounts for the reason why before proper recruitment exercise begins, organisations cautiously endeavor to find job seekers and encourage them to apply via the methods adopted by the organisation (Van Hoye and Lievens, 2009). This process becomes further simplified when recruitment sources are identified (Holm, 2010). Likewise, Richardson (2007) noted that in the early stage of the recruitment process, organisations are required to decide: if to maintain status quo as regards job title, status and wages, what criteria (such as experience or skill) should be modified, and if incumbent employees in other positions are qualified to fill up the vacancies. In as much as these can be established, other questions to be answered include the place of recruitment, the recruitment source, when to begin recruitment, and the detailed information about the job (Breaugh and Starke, 2000).

Many scholars have suggested that recruitment sources employed by an organisation to attract the pool of job seekers are crucial to the formation of organisation characteristics (Mani, 2012). Meanwhile, Jøranli (2018) has admitted that recruitment process is a link to an external source of knowledge and this implies that an influx of employees into the organisation can be of advantage to an organisation in the long-term (Richardson, 2007). This recruitment source is not limited to an external source of knowledge, it is also a source of promotion to incumbent employees in an organisation.

However, recruitment source is an essential prerequisite that needs to be elevated and well-tailored to inform applicants about vacancies in an organisation and gives birth to an interesting attraction (Van Hoye, 2011). It is the point from which ripple effects are created for having the right employees applying for vacant positions in an organisation (Horvath, 2014). Employees can be recruited through internal and external sources, but this study will focus on the internal source.

2.1.3.2 **Internal Sources**

Van Fleet (1991: 271) defined internal source as a medium where organisations chose their incumbent employees instead of employing someone external. With this source within the organisation, an internal labour market is formed (O'Meara and Petzall, 2013: 76). The special attribute of the internal source is that an active employee within the organisation becomes more motivated to work towards the interest of the organisation (Kleynhans et al., 2009: 88). However, it is believed that it should add to the quality of the candidate pool (Mani, 2012). There are a number of examples of the internal source which this study is concerned with and are discussed subsequently.

To start with is an internal advertisement. This can be done by using a range of media such as the organisation website to sensitize the current employees of the vacancies within the organisation (El-Kot and Leat, 2008). Concisely, employee referrals which allow incumbent employees to attract potential job seekers to their organisation which could be through word-of-mouth (Stockman et al., 2017). This source is known to give rise to a higher quality of job seekers who tend to attract a lot of attention (Zottoli and Wanous, 2000). Blau (1990) added that it results in higher employee retention rates. Also, employees can be given a promotion to a higher level within the organisation (Pride et al, 2014: 257). This type of internal source cannot be dissociated from career advancement process in an organisation because it is a key part of organisational mobility systems that offer employees tangible rewards and status and thus help to stimulate their motivation (De Souza, 2002). Likewise, lateral transfer, another internal source, in which an employee is moved from one high-ranked section or job to another (Bidwell, 2011). Compton (2009:49) noted a dual benefit of lateral transfer by stating that it paves the way for promotional opportunities for the employees and it allows the organisation to access applicants' abilities and competencies. Former employees who left the organisation for various reasons can be called back since their performance, attitude, behaviour and other characteristics are well known, coupled with the tendency of facing a minimum risk in employing them again (Durai, 2009: 138-139). These former employees have adequate knowledge about the culture, goals and settings of the organisation better than any eternal job seekers. Even though the internal source is under the control of the organisation (Van Hoye and Lievens, 2005), it has its own risk which has to do with the probability of having a large pool of applicants, which might lead to conflicts and discontent (Osoian and Zaharie, 2014: 76).

2.2 Organisational Commitment

Organisations that thrive in a very competitive market do consider having committed employees as part of their human resource in other to achieve organisational set goals and objectives (Milgo et al., 2014). Being seen as a necessary part of the organisation creates a psychological relationship between the organisation and the employees, whereby the employees see themselves as part of a team working towards the success of the organisation (Brenda and Onuoha, 2016; Khan et al., 2014). For both the employing organisation and the employees, it has been related to valuable outcomes which can bring about increased feelings of belonging, security, efficacy, greater career advancement, increased compensation, and increased intrinsic rewards for the employees (Azeem, 2010).

Organisational commitment is concerned with the employees' attitude towards their employing organisation and its goals (Majoret al., 2013). This attitude is aroused as a result of either the recognition or unrecognition and acceptance or non- acceptance of the goals or values of the employing organisation whether or not they are inclined to make efforts to improve the efficiency of their organisation (Chen et al., 2015). From another perspective, according to Mowday et al (1979) and quoted by Lee and Mitchell (1991), OC is the strong belief and acceptance of the organisation's goals and values, the willingness to exert considerable effort on behalf of the organisation, and a desire to maintain membership. It is explained as an acknowledgement of the sympathy and support for the values and keeping up relationships with the organisation (Erdurmazlı, 2019). Based on the exchange theory, employees putting on table efforts and loyalty to reciprocate benefits like pay, support and recognition bring about OC (Lawrence et al., 2012). In fact, Yağar and Dökme (2019) believe that organisational goals and values are a sign of a higher OC. The loyalty of employees to their employer illustrates the heart of OC as noted by Obedgiu et al (2017). An employee that exhibit loyalty has a high tendency of staying with their job, and thus retaining a loyal employee is a benefit to an organisation because they will continue to contribute to the organisational success (Hidayati et al., 2019).

It is a psychological relationship between the organisation and the employee, where the employee proves to be a team member towards organisational success (Brenda and Onuoha, 2016). OC is what sustains employees to stay in the organisation for a long tenure, makes them understand the goals and work assiduously towards meeting targets. Also, it signifies intention towards organisation performance (Minárová, 2018). In fact, it was said that OC has consequences in the employee intention to continue or to remain in the organisation (San-Martín et al., 2020). According to Goshin et al (2020), employees' intentions to uphold professional standards are prime for improving organisational tasks. Mulvaney, 2014 also emphasized that OC is a workplace attitude. This position is consonant with the common thinking about OC. Guzeller and Celiker (2019) claimed that OC is amongst the very vital and sensitive attitudes employees develop towards their organisation.

OC has been claimed to be among one of the main HRM outcomes that take precedence over only adherence to organisational rules and regulations by creating a better willful commitment from the employees to the organisation (Ross and Ali, 2017). This commitment to an organisation can be affected by the human resource practices that organisation engages in (Buck and Watson, 2002). These practices can be an organisation's reward system, such as promotion and tenure, merit pay, and allocation of space and travel funds (O'Meara, 2015). When organisations engage in these practices, the tendency is high that employees meet their expectations for their career development and hence contribute positively to the organisation (Okabe, 2005). In other words, a needed and important resource to stimulate organisational and employee growth and development is commitment (Lambertet al., 2018) and employees must recognize that their organisation has established the proper conditions to nourish their commitments by fulfilling its obligation towards them (Lawrence et al., 2012).

It must be noted that employees who demonstrate OC are likely to engage in extra steps above and beyond standard requirements and are, therefore, unlikely to engage in futile behaviour (Suifan et al., 2017). On a general note, OC brings forth positive outcomes for the employees and the employing organisation. These outcomes can result in an improved sense of belonging, security, efficacy, increasing career progression, increasing compensation, and increasing intrinsic rewards (Liu et al., 2019). Its antecedents include several variables such as job satisfaction, motivation, participative decision making, organisational support, financial reward, communication, promotion prospects, and leadership (Lok and Crawford, 2001; Salami, 2008). Coupled with this, it has been noted to be dependent on some demographic variables such as age, organisational tenure and education (Elizur and Koslowsky, 2001).

OC among employees exhibits three concomitant attitudes as generally acclaimed by researchers in reference to Meyer and Allen (1991). They are affective, continuance and normative.

2. 2. 1 Affective Organisational Commitment (AOC)

It means employees devote themselves to actions because of the desire to achieve goals in favour of their organisation. This type of commitment explains employees' emotional attachment to organisations thereby increasing their desire to be a member of the employing organisation (Lim, 2010; Stazykl et al., 2011) and it has an influence on employee productivity and performance (Chang et al., 2015); It also represents employees attitudinal attachment to an employing organisation (Agostini et al., 2019; Iskandar et al., 2019; Kumari and Afroz, 2013; Mercurio, 2015; Tetteh et al., 2020). The tendency is high that employees exhibiting AOC will perceive organisational values as more suitable for theirs (Loi et al., 2018).

2.2.2 Normative organisational commitment (NOC)

It is employee's moral obligation to remain associated with the organisation (Abdallah et al., 2016; González and Guillen, 2008; Grego-Planer, 2019; Jaros, 2017; Meyer and Parfyonova, 2010; Sow et al., 2016). It is the employee's perception of moral responsibility to the organisation (Chang et al., 2015). In essence, normatively committed employees may express some behaviours without it being that they have recognized that expressing these behaviours is for personal gain but because it is just the right and moral thing to do (Wiener, 1982). It can be said that it is the costs that employees would have to obtain if the decision to leave an organisation is inevitable. The psychological contract has an effect on NOC and this indicates employees' perception about the terms of the exchange between them and the employing organisation (El-Kassar et al., 2017).

2.2.3 Continuance Organisational Commitment (COC)

It means being calculative as an employee before taking a decision to leave an organisation - an ability that creates awareness. Many researchers have explained it to be a psychological state that takes into account the recognition of costs associated with leaving the organisation (Farrukh et al., 2017; Grego-Planer, 2019; San-Martín et al., 2020; Suliman and Iles, 2000). It is believed that this cost must outweigh the benefits (Khan et al., 2018). Major et al (2013) noted that it is about employees' accumulated costs and limited alternatives.

Employees expressing affective and normative commitment are believed to display attitudes that show their willingness to make sacrifices for their organisation in spite of the fact that direct reward is not dependent on this while continuance commitment is inspired with the presence of rewards for performance (Lawrence et al., 2012). Meanwhile, AOC and NOC seem to have similar antecedents and effects (Fullerton, 2014).

As noted by Nehmeh (2009), OC is what sustains employees to stay in the organisation for a long tenure, makes them understand the goals and work assiduously towards meeting the targets. According to Irefin and Mechanic (2014), individuals who are less committed are more interested in their personal success than organisational success. In effect, they do not put their heart into the job and an opportunity elsewhere would result in them quitting the job. On the other hand, committed employees will see themselves as a part of the organisation and remain loyal to it (Permarupan et al., 2013). They see the success of the organisation as theirs too, and any danger to the organisation is considered as a threat to them (Irefin and Mechanic, 2014). So, OC can be seen as the extent to which the employees see themselves as part of the organisational values and missions and are committed to achieving them.

2. 3 The Civil Service

2. 3. 1 Introductory to the Civil Service

It is over a century since the establishment of international civil service across the world (Hell, 2007). The year 1919 marked the beginning of the emergence of these experts at the authorization of Versailles Peace Conference during 1919 and the succeeding creation of the League of Nations in January 1920 (Charnovitz, 2003).For international authority, a global civil service matters merely because it would be difficult to stimulate and preserve a rules-based world order without it.

An independent civil service is germane for the functions within the worldwide authority system (Cardona, 2002). Previously, employees of international civil service were anticipated to the allegiance of intercontinental municipal and to continue to be unbiased sovereign of any power external to their establishment. An imperative role is played by Civil service (CS) within the state. An essential part of our governmental system includes Civil service systems. Demmke and Moilanen (2010) noted that contemporary administration depends majorly on the services delivered by the civil services of the nation and her labour force. The value of instigated public strategy pronouncements and consequently the value of life in the nation is a function of the experiences and proficiency of public employees. Demmke and Moilanen(2010: 5) asserted that further that functions anticipated by civil service are ethical and democratic, population protection and functioning in a manner that is justifiable and serving of the society is inclusive. Across all countries of the world, there are instituted civil services for the discharge of the aforementioned responsibilities.

In contemporary times, civil service systems have come under powerful examination. There exist a discussion on the fundamental situation of civil servants in the political, societal and administrative systems. Raadschelders et al (2007: 1) debated that the hypothetical domination of the civil service in delivery of public service has progressively wrecked down. It was advocated by Caspar van den Berg and Theo Toonen (2007) that there are three pillars that serve as the prop for multi-level governance: absence of dominant for of expert; the contribution of non-state actors in formulation of strategy and strategy execution; and less supervised collaboration in public domain by legitimate agreement but in its place, being fluid, parallel and informal.

Besides citizens, non-profit organizations, interest groups, private actors, enterprises, etc are regarded as imperative as public sector actors. However, the majority of executive functions and pronouncements that safeguard the interest of the publicis appropriate to the civil servants (Peters and Pierre, 2004). Although, civil servants undertake the part of “mediators” or “envoys” between a wide range of private participants and non-profit. Consequently, it can be indicated that the know-how necessities for employees of civil service have improved.

It is understandable that numerous peripheral and interior aspects change the concept, purpose, and scope of civil service. Nevertheless, in diverse nations similar issues can lead to different penalties. This is a function on each nation’s ancient knowledge, model of state governance, economic and social situation.

2.3.2 The Concept of Civil Service

The most universal depiction of civil service would comprise employees of civil service and their activity while effecting the allocated functions and conclusions made by politicians. In other words, it is a system of civil servants who perform the allocated roles of a community management. The idea and choice of civil service in a certain country is subject to the legal agenda, which expresses the areas of public and private sectors and their connection (Poon et al., 2009).

Aueret al(1996) elucidated that in UK and Ireland, there exist no distinct between the countries civil service sectors; consequently, the organizational and social environments of employees of civil service and employees of private sector in those countries have many comparisons. Countries like Germany and France have separate employee management systems in the private and public sectors. The body of civil servants comprises of civil servants who work in essential and local public government institutions (Aueret al., 1996). For most countries, civil service comprises of upper-level, mid-level, and civil servants who work for organizing, autonomous, and ancillary institutions (Aueret al., 1996). There are variation in the scope of civil service and that some countries apply a constricted concept of the national civil service (for instance Ireland and Poland), while the rest use a broad explanation (for instance Netherlands, France and Finland)(Demmke and Moilanen, 2010).

In Lithuania, civil service comprises of many departments of the central government and the local administration (Smalskys and Urbanovič, 2017); countries like Poland has just state administration (Kocon, 1991). Nevertheless, a country like Italy has a wider concept that covers not only officials of central and local government who implement administrative duties but also employees of public sector who offers public services, that includes doctors, employees of educational institutions etc (Marchetti, 2010).

However, all nations are categorized by the fact that the drive of civil service, irrespective of the political condition and variations of governments, is to guarantee resourceful, specialized, clear, and politically unbiased operation of the goals of the nation. The saying that the administration (civil servants) remains but politicians change, will be always germane (Williams, 1998). Smalskys and Urbanovič (2017) suggested that a non-politicized and proficient civil service, when political forces change, guarantees stability of action and assurance to society. All countries must guarantee the high quality of performance of personnel who come to work in the civil service and be sure that only qualified civil servants are accepted to the civil service through the selection process, appointment or competition.

2. 3. 3 **Civil Service Models**

Scholars have said that it becomes progressively problematic to categorize dissimilar countries into ethnicities or environmental or civil service groups (Ospina, 2001). When investigating/equating civil service systems of dissimilar nations, scholars often cluster them into Western European, Anglo-American (Halligan, 2007), continental European (Demmke and Moilanen, 2010), Anglo-Saxon, Mediterranean (Demmke and Moilanen, 2010), Eastern

European, Scandinavian, Asian (Burns, 2007), or African (Adamolekun, 2007).Auer et al (1996), Demmke and Moilanen (2010), scrutinizedcivil service systems of numerous nations, and distinguished numerous key structures according to which all European Union member states would be classified. The first classification is career model and position model.

2. 3. 3. 1 Career model

it is dominant in continental Europe, with the prevalence of traditional hierarchicalpublic administration, rational bureaucracy and formalized operational rules.The model reflects the continental European administrative culture, for instance, the Romano-Germanic or German-French administrative access to the public sector and civil service governance (Smalskys and Urbanovič, 2017). Here the legal-hierarchical principles of organization of civil service dominate (Smalskys and Urbanovič, 2017).The career model is characterized by centralized selection of candidates to civil service (usually to entry positions). After a preparatory or trial period a person acquires an indefinite employment guarantee (until retirement) and the status of a civil servant (Smalskys and Urbanovič, 2017).

2. 3. 3. 1. 1 Weaknesses of the career model include:

The career model has some weakness and they are:

a) When civil servants have strong social guarantees, they do not have the motivation to ensure the quality of their work (Druskienė and Šarkiūnaitė, 2018). Competition for specific positions does not exist; it can be hard to dismiss a person. In other words, a civil servant can be employed "for life" (Jamil et al., 2013: 138).
b) Another weakness is that maintenance costs of civil service are high. As a civil servant is guaranteed employment and remuneration rises depending on the length of service or qualification grade, it is not easy to maintain such service (OECD, 2016).

2. 3. 3. 2 **Position Model**

It is common in Anglo-Saxon countries, with the prevalence of managerial principles, pragmatic administration, and charismatic leadership (Smalskys and Urbanovič, 2017).The position model, characteristic of the U.K. civil service, involves selection of employees to fill specific positions (Smalskys and Urbanovič, 2017). Open competitions are applicable not only to the highest civil service positions. In this model, employment of a civil servant commonly involves a contract (Ketelaar et al., 2007). Promotion, reward for work an so on depend on assessment of the employee performance, qualifications, competence, and skills rather than belonging to a particular qualification class or category (Auer et al., 1996).

According to Smalskys and Urbanovič (2017), the position model does not have a developed hierarchical system—there is more teamwork and decisions are based on discussions between the manager and subordinates; employees are more available to the public. Business management methods in personnel management (the influence of new public management) make persons who have experience only in the private sector eligible for public office. During the selection process managerial skills rather than formalized criteria are assessed.

2.3.3.2.1 Weaknesses of the Position model

These weaknesses are as follows:

a) There is a weak attachment of civil servants to the institution (contracts weakens long-term loyalty); selection from the external environment is not always compatible with the interests of the state or classified information (Smalskys and Urbanovič, 2017).
b) Low efficiency of implementation of the long-term strategy (due to regular turnover of employees)

2.3.4 Pressures and Challenges Confronting Civil Service Systems

Civil service researchers such as Bossaert et al (2001) and Czaputowicz (2008) are of the opinion that of the two competing systems of civil service—closed (career model) and open (position model)—the reforms of the open civil service system win. It has been argued that the establishing principles of the open, results-oriented civil service system, under the influence of new public management, will permanently eliminate the closed, vertically integrated, and formal procedure–oriented career model (Smalskys and Urbanovič, 2017). It has been reasoned that the civil servants of the future will have to be at ease with more difficulty and suppleness. They will have to be contented with change, often swift change. At the same time, they will make more independent decisions; be more responsible, accountable, and performance-oriented; and be subject to new competency and skill requirements (Demmke and Moilanen, 2010).

However, it should be accentuated that various crisis phenomena in the economy and uncontrolled migration from unstable states inexorably reinforce the neo-Weberian trends of vertically (top-to-bottom) integrated governance and boost the elements of the career model in civil service (Villanueva, 2015). On the other hand, due to the aging population, the civil services of different countries encounter problems of personnel selection (Smalskys and Urbanovič, 2017). The governance responsibilities will also involve civil and non-governmental organizations and not only being dispersed within public sector organizations (Michal,2017). This multi-level governance environments will also place civil servants in a completely new light, that is, they are not just subordinates, quiet yet persistent experts or policy drafters, but also network managers (Raadschelders et al., 2007: 7).

The management practices of post-communist countries also suggest that the execution of the open civil service system faces impediments inherited from the past widespread nepotism (especially at the local governance level), irresponsible public financial management, self-discrediting public procurement, and other manifestations of corruption (Poon et al., 2009). Therefore, it is not possible to firmly emphasize that an open civil service system, based on the position model, can be implemented in the civil services of most European countries (especially in Central and Eastern Europe). The lack of transparent employee selection and objectively measured annual evaluations of civil servants will not allow creation of a "purified" open civil service system (Smalskys and Urbanovič, 2017). In most countries the hybrid model of state service, with elements of both the open and closed civil service models (perhaps already functioning), will dominate (Smalskys and Urbanovič, 2017).

2. 4 **Nigeria in Brief**

Nigeria is a country located in West Africa and with her main revenue coming from crude oil. A brisk preview of Nigeria before independence can be condensed according to Oduwobi (2011) that the birth of Nigeria began from when the colonial period was abolished which reproduced the geographical location known as Nigeria today. In the year 1900, the geographical configuration of Nigeria was defined under three political and administrative units, namely, the Colony and Protectorate of Lagos, the Protectorate of Southern Nigeria, and the Protectorate of Northern (Afigbo, 1991; Oduwobi, 2011; Mohammed, 2013). During this period, until 1960, the major method of allowing the traditional rulers to perform some delegated tasks back then was by the introduction of a direct and indirect rule system (Reed, 1982) which patterned the government of that period. A chain was created where the traditional rulers were the Native Authority and enforcer of laws coming from the top and their jurisdiction is within the scope of local administration of their regions and/or kingdom. Hierarchically, from the top is the Administrative Governor, Provincial Lieutenant Governors, Division District officers and then Native Authority (Reed, 1982). Even though this system suffered some complications, however, it was operative for some years.

2.5 The Local Government in Nigeria

Fatile et al (2013: 227) stated that in developing nations, the origin of contemporary local government has been a convoluted type, it has been a trial and error age episode, a mix of modernity and tradition from time immemorial. Structure of governance in Nigeria at the grassroots level has never come with accomplishment of nationhood in the year 1960 and neither was it the achievement of foreign controllers (Wuam, 2012). Local administrations have continuously been an essential part of numerous societies and human societies that became recognized as Nigeria with consolidation of 1914 by Sir Frederick (Afigbo, 1971; Mohammed, 2013). In pre-colonial periods it rotated around the traditional expert of each area.

Nigeria previously had a Central Government and Regional Government known as the Unitary System of Government up until the administration of General Olusegun Obasanjo (1976 – 1979). His administration brought politics to the grassroots by the introduction of the Local Government (LG) as the third tier of the government (Ahmad, 2013; Egberi and

Madumelu, 2014; Abdulhamid and Chima, 2015; Boris, 2015). The way they operate has a presidential model (Diejomaoh and Eboh, 2012) in which each of the LG in Nigeria, according to Law, have a democratically elected chairman or career administrator known as secretary heading each administrative section of the LG and various departments occupied by the labour force (Awotoku, 2005) who are considered as the public servants or LG workers. Constitutionally and currently, there are seven hundred and seventy-four (774) Local Government Council Areas in Nigeria, and they are operating a uniform system of local government administration (Ukiwo, 2006; Oviasuyi et al., 2010; Adeyemi, 2012; Olasupo and Fayomi, 2012). As entrenched in the living legacies of the military regime, the Nigerian 1999 Constitution has functions of the LG which includes: the provision and maintenance of primary, adult and vocational education, the development of agriculture and natural resources other than the exploitation of minerals, the provision and maintenance of health care services, and such other functions as may be conferred on a local government council by the House of Assembly of the State (Meenakshisundaram, 1994; Constitution of the Federal Republic of Nigeria, 1999; Ojo, 2003; Mwalimu, 2005; Olayiwola, 2013).

Without mincing words, it is upon the shoulders of the Local government workers around the world that rests a crucial responsibility of enabling development and positively impacting on the standards of living of the people at the grassroots. Without capable LG workers, the third tier would create a big vacuum in the structure of the government.

2.5.1 Local Government and National Development in Nigeria

Before the colonial period, local government has been in operation in Nigeria (Abdulhamid and Chima, 2015; Isa, 2016). Agba et al (2013) declare that local government existed in distinct groups, informal laws, ethnics, tribal associations and groups with their own purposes, and heads. There is lack of consistencies in the structure of governance. Throughout the colonial era, native establishments were recognized to replace the traditional local establishments to put the local administration in base (Abdulhamid and Chima, 2015; Guyo, 2017), and they made a formal system of government charged with the responsibilities of tax management, sanitary inspections, building and market maintenance arcades, local courts, upkeep of burial grounds and a host of others (Ukiwo, 2006; Diejomaoh and Eboh, 2010).

After independenc in 1960, there was alternative structure of local administration that was contemporary but were replications of the areas that occurred (Blanton et al., 2001; Ikeanyibe et al., 2019). The local administrations in the Northern province had comparable features in terms of management, regulating, investment, functions and processes. Same extends to the two other provinces in Nigeria i.e. Western and Eastern regions. In this epoch, local administrations were independent and act as an influential structure of government in growth from the masses (Agagu, 2004).

In 1976, local administrations were transformed and a sort of consistency in processes and intentions were recognized through the nation which creates the contemporary local administration mode of process, management, investment and structure as it is appropriate today (Ikeanyibe et al., 2019; Onah and Anikwe, 2016). Local administration structure was invigorated to better competence in organization and delivery of service most particularly to the local parts (Ezekiel and Oriakhogba,2015; Oviasuyi et al., 2010). This improvement was so comprehensive that it presented the local administration a legitimate role to link the dominant government in service delivery, development, and grassroots partaking democracy (Chukwuemeka et al., 2014; Onyekachi, 2016). A thoughtful exertion as contended by Odigbo and Osuagwu (2013) was that the local administration signifies a part of an acknowledged exertion at resolving apparent complications of rural growth and the financial relegation of the rural people. To make this struggle meaningful, Nigerian constitution of

1999 gives room for the local administrations to be governmentally separated and reorganized into 774 units throughout the nation (Abdulhamid and Chima, 2015; Matfess, 2016). Consequently, the local administration becomes an essential part of national growth. The 1976 Restructuringstates out the points below as the principal objectives of local administration in Nigeria (Abdulhamid and Chima, 2015):

a) To make suitable facilities and progress happenings approachable to local requirements and inventiveness by emerging or allocating such facilities to local demonstrative organizations;
b) To simplify and convey the implementation of democratic self-sovereignty close to the local heights of our humanity and to inspire resourcefulness and management abilities;
c) To assemble material and social possessions via the participation of associates of the community in their local areas and;
d) For the provision of a give-and-take channel of communiqué between administration at the local level, administration at the state level, and administration at the Federal or nationwide level.

Nevertheless, the administration at the local level has under-achieved in its constitutional roles when likened with other two tiers ofgovernment, for instance, the state government and the federal governments (Chukwuemeka et al., 2014; Fajonyomi and Olu-Owolabi, 2013; Odalonu, 2015). Kyenge (2013) made it clear that this height of shortfall has weakened the principle of the local administration in the delivery of elementary economic needs and social needs which includes primary health care, primary education, and management of waste for the grassroots populace. Abdulraheem(2012) added that the structure of primary health care in some areas are in deterioration and not even in reality in so many locality. In a research carried out by Adeyemo (2005), it was revealed that there is a suspension in the essential number of healthcare employee, difficulties of transportation, and poor communal deployment for provision, unreachability to health centers owing to bad landscape as well as poor administration, supervision and regulation.

2.5.2 Challenges Facing Local Governments in National Development

2.5.2.1 Lack of Independence and Undue Intrusion

Nowadays, one of the utmost difficulties faced by the local administration in Nigeria is the absence of independence and unwarranted intrusion in the dealings of the administrations by the administrations at the state level (Carr, 2006; Keuffer, 2016). The call for political independence and financial independence of the government at the local level has been an age long demand which has been sustained to take delivery of a negative reaction from the State House of Assemblies for authorization in courtesy of the government at the state level (Adeyemo, 2005). These governments at state levels exploit the establishment of Section 7 (1) of the amended 1999 Constitution of the Federal Republic of Nigeria which make available that "The structure of government at the local level by constitutionally elected Government at the Local height is under this structure guaranteed, and consequently, every State Government shall be confined to Section 8 of this Constitution of the country, safeguard their survival under a law which make available for the formation, arrangement, configuration, function and finance of such assembly" Adeyemo (2013).

In Federal Republic of Nigeria, every state is guilty of illegal disbursements of the resources that is meant for the government at the local level via election financing, excessive reduction of salary of primary school teachers, presiding over the local government statutory obligations, dubious joint account project by the government at the state and local level, non-deployment of training account notwithstanding the compulsory inference of postulated proportions for these commitments, non-disbursements of pensioners funds, handling them over to associates and experts.

In many cases, governors of some state sack the entire executive of the local government by misusing the provision of the constitution. Ukonga (2012) stated that caretakers have limited or restricted power in project execution and functioning and in addition, the caretakers are loyalists and stooges of the state governors. The state government is vested with the power to conduct local government elections, although the election lacks merit in most cases as the governors are fond of interfering in the electoral processes. Candidate imposition is always the case as this will protect the interest of the sitting governor without enabling the masses to have a say in the politics of the state.

To this end, Diejomaoh and Eboh (2010) noted that this unwarranted meddling has condensed the government at the local level as an attachment or somewhat an addition of the government at the state level making the government at the local level look like a ministry under the auspices state government. Adeyemi (2013) detected that the governments at the local level have become slavish to the governments at the state level where they have to hold on for instructions before they can proceed on any scheme or obligation. It consequently opined on one hand in the processes of the government at the local level by this means interpreting it weakened to distribute economic and social goods to the people at the grassroots (Agba et al., 2013).

2. 5. 2. 2 **Financial Challenge**

The federation account is the most important basis of income accumulated to the local government or the constitutional distribution from the local administration. Next to the federation account is the internally produced sources and the 10% augmentation from the state government. Chukwuemeka et al (2014) explains that there is a serious challenge with this preparation as the money from the account of the federation is enormous but it never go straight into the local government treasuries for once, somewhat it flows over a Joint Account by the State-Local Government which the state governments have dominate right to use to. The virtue of the section 162 of the 1999 Constitution of the Federal Republic of Nigeria established the State Joint Local Government Account System (SJLGAS) in order of expedite rural progress of the local societies through operative management of the resources going into the coffers of the local government from the account of the federation (Abdulhamid and Chima, 2015; Obika, 2018; Okafor, 2010). The SJLGAS has become a medium of making needless discounts or reduction form the incomes accumulating of the local government from the account of the federation to the accounts of the state government (Agbani and Ugwoke, 2014).

In this respect, the government at the state level even declined or failed to issue the augmentation of 10% expected from its own side. This has brought about owing of salaries of workers by the government at the local level for even up to three months in some cases or even more. It likewise interpreted into lack of adequate fund for projects. According to (Okoli, 2000), primary health care and primary education that are within the control of the government at the local level are short of facilities, manpower and equipment needed for the effective running of the local amenities.

2. 5. 2. 3 **Corruption and Wastage**

After the government at the state level has grossly deducted the funds before handling the rest to the government at the local level, the little transferred to the government at the local level is recklessly spent and mismanaged, this has been what the government at the local level have been accused of doing over the while. Uhunmwuangho and Aibieyi (2013) observed that most of the spending of the government at the local level are marred by corruption and waste. According to Obi (1996), the poor state of transparency in the government at the local level was as a consequence of intertwined catastrophe emanating from the Nigeria factor, shabby accounting and secretarial regulatory system, dearth of trial of reprobates, deceitfulness and deficiency of sufficiently upheld financial proceedings, battle in role observation by the local government chairmen and among others. Ukiwo (2006) stated that despite the fact that, corruption exploitation is existent in the country across all the three tiers of government which include Federal, state and local government, the head or chairmen of government at the local level are known for only the collection of allocation and returning to their state capital without any form of transparency and accountability in their dealing at the local level

2.5.2.4 Inadequate Skilled Personnel

In the Nigerian local government, there is shortage of skilled personnel to organize and execute programs and projects. Numerous experts and skilled personnel reject jobs offered by Nigerian local government as a result of insufficient remuneration, delayed payment of insufficient pay, leave-taking plans and implementation to amateurish employee unsystematically execute developmental programmes. Unskilled teacher are occupied in the primary schools owned by the local government, same is the case of the primary healthcare centers where you will find unsatisfactory and unskilled givers of health care to care for the residents of the rural communities (Adegbami, 2013).

2.5.3 Projections for Local Government in National Growth

Adegbami (2013) is of the resilient view that it is imperative to perform a statutory restructuring which will change the position of the governments at local level back on the route of an independent level of administration with both financial and managerial sovereignty. This will debar the unjustified intrusion from any government at the state level and give the government operating at the local level an opportunity to choose its providence in development and application of strategies and agendas. Furthermore, it will provide the government at the local level more significant income to develop the present-day poor state of wellbeing of its employees that has been trodden upon by the governments at the state level.

Secondly, as part of the statutory restructuring, elections into the government at the local level must be done autonomously without the inference by the of the government at the state level. The masses at the level of grassroots must be availed the chance to bring into power a leader who will defend their rights. Doing this will enhance a high level of provincial mobilization and inclusion in the matters, works and issues of government at the local level and also facilitate the growth form the proletarian

Thirdly, the federal government's anti-corruption campaign ought to be stretched to the level local government also. Local governments must be authorized to announce their financial statement and make it accessible to the agencies of anti-corruption for examination and confirmation. This will safeguard integrity, answerability and transparency and in the structure of administration of local government.

Fourthly, the government at the local level need to be elevated in the areas of building capacity via training and retraining of its employees for the purpose operative scheduling and execution of projects, this is needful in the methodology of public management. It is very imperative for government at the local level to improve in a similar standpoint government at the state level and government at the federal level via the use of upgraded machinery of management, which include authority to safeguard and even a maintainable improvement. In the long run, this will safeguard an operative and competent approach of service distribution.

CHAPTER THREE

THEORETICAL FRAMEWORK AND HYPOTHESIS DEVELOPMENT

The focal point of this chapter is to lay out understanding about the theories that have become a background to understanding relationships between employees and employing organizations. Two theories are focused on and they are social exchange theory (SET) and Skinners' theory of reinforcement. The chapter is furthered by delving intoformulation of hypotheses, as informed by the gaps identified in the literature.

3. 1 **Theoretical Framework**

3. 1. 1 **Social Exchange Theory (SET)**

According to Cherry et al (2016:15), the theory of social exchange was popularized by three scholars Claude Levi-Strauss, Peter M. Blau and George C. Homans and, who declared that result of process of exchange is social behavior.The reason for exchange is mainly to make the most of benefits and minimize cost in the process.In order to decide the worth of any relationship, Cherry et al (2016:14) noted that the theory of social exchange recommends that people value the costs and benefits of every relationship. Cherry et al (2016:14) proceeded that social discussion comprises of more than the analysis of cost-benefit; it encompasses comparing the potential alternatives and also encompasses inaugurating evaluation levels founded on social experiences, and prospects. Wayne et al (2002:16) postulated that theory of social exchange has been applied to settings of organisational to make available a source for accepting the parts played by the organisations in generating outlooks of employee commitment and pro-organisational behaviour such as performance and organizational citizenship bevahiour.

The reciprocity norm is one salient feature of the theory of social exchange, which indicates that an individual sympathetically treated by another person will probably return the gesture in a progressive method (Cropanzano and Mitchell, 2005). In the relationship of exchange between an employee of an organization and a supervisor and also between the organization and the employee, the standard of mutuality or exchange is an essential element.Dabos and Rousseau (2004:12) contended that exchange within an organisation refers to the obliging mutuality between the organization and the employees and between/among employees. According to Shaw et al (2009:18), in thoughts with opinion of Dabos and Rousseau (2004:12), it was made clear that employee who are gratified with the outcomes of the exchanges at their place of work will be motivated to reply constructively in the direction of the goals, needs, mission or vision of the organisation. In another way, employees who observe a high level of support from the organization or who has a top notch quality relationship (mutuality) with the supervisor or management feel a sense of obligation and respond in terms of approaches and performances that are of advantage to the exchange partner.

An additional influence that is usually accentuated by the theorists of social exchange in their research on exchanges of organisational partners' is the discernment of organizational fairness or justice. Study conducted by Moorman et al (1998:12) stated that awareness of justice talks about an employee's appraisal of the unrestricted activities taken by the organisation, which are symptomatic of the point of organisational support. Greenberg (1990:399) stated vividly that explanations of organisational justice are 'a base prerequisite for the personal gratification of the individual employed by the organization and the operative running of organizations.

Organizational justice is categorized into four phase which includes interactional justice, distributive justice, procedural justice, informational justice (Colquitt et al., 2013), all of these indicates the result of showing perceptions of employees- all these four replicate of outcome perceptions of employees, interpersonal interactions, processes, and how employees are preserved within the organization.

In application of the theory of social exchange, scholars theorized that regardless of the objectives of a policy restructuring which includes policy monetization, the awareness of the employees concerning their position on the scale of relationship would be determine whether they would buy into the strategy. Discernments of employees' about the atmosphere and strategy would govern how they would regulate their work behaviour towards strategy recommendations. Therefore, if civil service employees identify strategy of monetization trick by their employer i.e the state or federal government to remove its backing from them or to deprive them of their privileges, they are most likely to negatively reply by displaying attitudes that are against the goals of the organization which includes poor commitment, lack of adequate performance and disloyalty. Perhaps the employees of civil service recognize policy monetization to be just and also as a communication for support to the organization, they will replay by showing attitudes that are in favour of the goals of the organization which includes positive commitment, top notch performance, citizenship behavior to the organization and loyalty to the organization. Therefore, there will be a consideration by the employees of civil service where the excellence of the federal and state civil service will be seen as their topmost significance. Consequently, the civil employees will not destabilize the strategies positioned at promoting the efficiency of civil service.

Social exchange theory suggests that there is an existence of relationship exchange between their employing organization and an employee, and this is as an outcome of their contract of employment. In addendum, an opinion was raised by Konovsky and Pugh (1994) and it says that an agent of the organization is the supervisor. Tekleab and Chiaburu (2010) stated that for the fact that an employee of an organization has an exchange relationship with the supervisor, the supervisor is acknowledged as a pillar that facilitates the framework of social exchange simply because the supervisor can encourage the relationship the employee has with the organization.

In the words of Brass et al (2004), it was said that the theory of social exchange has clearly shown the potential to elucidate collaborations in projects of innovation. Blau (1964), Cropanzano and Mitchell (2005) stated that theory of social exchange stipulates that bidirectional exchange is the prerequisite for an exchange- this implies that something must have been given before something can be returned - and over time, the exchange results in codependent relationships and equally satisfying transactions. Social interactions are engrossed on recognizing how the pasts of actors' projected recompenses jointly influence their social relations in a group conduct, choices (Blau 1964). A cost-benefit standpoint founded on self-interest is the base upon which the awareness of the theory of social exchange is founded (Homans 1958). Blau (1964) states that the contribution of actor's resources is ascertained upon the assurance of reciprocity of their contributions and the growth of relationship comes into play, there surfaces a possibility for exchange. According to Emerson (1976), principles of negotiations and reciprocity are the norms guiding exchange with the principles that formed them being adapted to the partner. The standard for behaving in an exchange is the principle of reciprocity. Gouldner (1960) and Cropanzano and Mitchell (2005) opined that principle of negotiation is applied during negotiation between or among partners. Social exchange is consequently suggested to be significant to the success or failure of alliance projects.

Rhoades and Eisenberger (2002) postulates that theorist of social exchange regard relationship of employment as an effort trade-off and allegiance physical reimbursements and social recompenses. Any provision of adequate staffing levels in an organization that permits the individual to effectively discharge his or her job, the norm of exchange proposes that the individual will refund the organization with greater heights of affective organizational commitment.

Wayne et al (1997) suggestded that theory of social exchange endorses that employee of an organization pursue a balance in their interchange associations with organizations by engaging behaviors that support goals of organization in amount to the grade of employer commitment and care shown towards them as individuals. Rhoades and Eisenberger (2002) states that norm of reciprocity obliges the proportionate return of favorable treatment when individual is treated well by the organization.

3. 1. 1. 1. **Criticisms**

One of the most conspicuous queries raised about the theory is the amount to which humans truly are as coherent and manipulative as the theory of social exchange would lead us to consider. Many of the theory of social exchange criticisms centers around the initial assumptions and postulations of Homans (1961). The modalities of the conceptualization costs and rewards was brought about by criticisms of theory of social exchange.

In your relationships, how frequent do you assess cost and rewards, project the future, determine the profit, compare it to alternatives? There is likelihood that one will not constantly account it but occasionally (Redmond 2015). For instance, how certain can you estimate the size of saving account built up by your friend? Our rewards and costs are mostly impressionistic than planned. Human behavior analysis of Homan (1961) depends mostly on principles of operant conditioning than rationality and estimated decision making.

As earlier discussed, human differ in the values of reward placed on things. This differentiation makes it challenging to perfectly calculate the values of reward, for instance, twenty thousand dollars is not of the same value for everybody. Value measurement and capability to organize investigation to substantiate the proposition is challenging since there is no uniformity in value placement. Values of reward are available to interpretation. In addendum, existence of rewards is only in intangible or symbolic form, boosting the difficult of estimating them. For instance, a closest friend cooks rice for another in the morning to take to place of work, the exact cost and time involved in cooking the rice is of lower value of reward compared to the gesture received from the other friend who has done the cooking.

Generalization of exchanges by human is another form of criticism charged in contradiction of theory of social exchange; meaning that the theory of social exchange is reductionist (bringing something down to a limited factor). To elucidate interaction by humans just in terms of profits, cost, exchange and reward leaves out other factors. Conversely, since its preliminary outline, the theory of social exchange has become more multifaceted as other concepts were included such as motives, power, time, social structure, trust, milieu/framework, and relationship have all become portion of numerous models of social exchange theory. The claim that social exchange theory is a reductionist became greatly reduced due to clarifications by theory of social exchange.

3.1.1.2. **Social Exchange in Work Place**

A study conducted by Wajda and Angela (2012) contributed to the theory of social exchange and the norm of mutuality by broadcasting experimental outcomes from a Swedish illustration. The goal of the conducted study by Wajda and Angela (2012) was to examine the degree to which affiliations social exchange and its fundamental correspondence mechanism are established within a work environment among Swedish, hence testing the appropriate postponements of the theory. Towards the end of relationship of perceived organizational support with outcome of two works (personal initiative and affective organizational commitment) were examined and the arbitrating role of responsibility sensitivity on those associations was confirmed using an illustration of technical and engineering employees.

Part of the psychological contract includes the responsibility feeling. Dulac, et al(2008) declared that the processes of Psychological contract assist people to recognize the features of the social exchange comprising emotional commitment by providing a deeper consideration of the social relationships crescendos.According to Eisenberger et al (2001),perceived organizational support is related positively to the proactive behavior at work and affective organizational commitment. Pertaining to the role of deliberation felt by responsibility, the outcomes revealed that felt responsibility elucidates the mode of relationship existing between a form of positive behavior such as personal initiative and perceived organizational support. The result also shows that there was no form of support that existed for the intention that responsibility feeling arbitrates the relationship between affective organizational commitment and Perceived organizational support (POS).

3.1.2 **Skinner's theory of reinforcement**

Reinforcement theory introduced by B.F. Skinner which denotes Behaviorism or Operant Conditioning and has widely been used in psychology today. The emphasis of the theory of reinforcement is that the behavior of an individual is a dependent of its significances. The development of behaviorism curtailed from the displeasure with the contemplative procedures of psychoanalysis and humanism in which some scholars were dissatisfied with the nonappearance of directly discernable phenomena that could be scrutinized and conduct experiment with. Nevertheless, Skinner took a dissimilar course by connecting his opinions on regulating motivation via abundant incentives, industries such as education, business, prisons, mental and governmental institutions to accomplish an extensive discernment of behavior of human. Identifying the reason an employee conducts himself the way he does, Skinner saw no role for individual's goals or objectives in it (Banaji, 2011). Skinner opined that exterior behavior and its atmosphere are of significance. Skinner's foremost influence to psychological science was the perception of reinforcement, dignified in his values of operant habituation. Also examined through theory of reinforcement are the conservational factors that have emotional impact on behavior of human.

Reinforcement theory has four most important approaches which are:

a) positive reinforcement
b) negative reinforcement,
c) extinction, and
d) punishment.

3. 1. 2. 1 Workplace Application of theory of reinforcement

Principles of Skinner's behavioral adjustment illustrated that behavior is identified by its significances. Consensus has been reached by the administration consultants that applied psychology procedures can be used to decide various issues in the workplace. Skinner (1973), highlighted the importance of distinguishing the desired significance, which will encourage the anticipated behavioral reaction. From the time of the commencement of Skinner's discovery in 1969, theory of reinforcement has been comprehensively investigated and introduced in the industrial background to contract the incidence of unsolicited behavior and increase the incidence of anticipated behavior. Raj et al (2006) and Agashi (2017) noted that the ideologies of behavior amendment in volunteering clarification to management matters which include non-attendance and unpunctuality have been demonstrated by the researches of applied theory of reinforcement, they can also support in improving efficiency of workers.

The usability of theory of reinforcement in the workplace replicates in the research like Kadlub (2009). A distinctive scenario can be established in the instance of Snowfly. Snowfly is a new formation that organizes, recruits and manages labor force motivation plans. Theory of reinforcement which comprises of four subjects; accountability, appropriate incentive rewards, positive reinforcement and instant recognition was implemented by the establishment to augment enthusiasm of the employees (Kadlub, 2009). Though, Hockenbury and Hockenbury (2010) punishment, which is also regarded as applied reinforcement theory of positive punishment has been used more than other types of reinforcement. Reward involves a fact that a worker is not penalized for not connecting in unreasonable behavior but the reinforced behavior is lessening unreasonable behavior as an alternative of truly making effort to increase anticipated behavior. Positive reinforcement is associated with effectiveness in the organization and increasing appropriate behavior.

3.1.2.2 **Merits and Demerits of Reinforcement Theory**

The theory of reinforcement can propose suggestions to motivation of employees. It concentrates on the outward atmosphere and uses the examination of the atmosphere to elucidate and regulate behavior of employees. Glasser (1990) postulated that incentive can be lessened in connected actions for the reason that the imitation can hamper the feeling of worker's self-determination. The theory of reinforcement never addressed thinking processing characteristics and problem-solving characteristics. According to Funder (2010), Weegar and Pacis (2012) and Baum (2017), studies on behaviourism were mainly executed on animals whereas the ecological inducements are regarded to be the behavior transformer and not on any interior influences that may be existent.

Theory of reinforcement was introduced in numerous studies which include: raising the child, employee motivation, animal training. Theory of reinforcement identifies numerous characteristics which assists the individual to mold his own action and behavior. In summary, theory of reinforcement stipulates that incentives can make an impact in shaping behaviors. Reinforcement theory comprises four methodologies; these methodologies are:

a) Positive reinforcement
b) Negative reinforcement
c) Extinction
d) Punishment

Positive reinforcement: In a school environment, if the student works so hard with high level of enthusiasm and performs well in his studies, the teacher of the student will certainly give a reward to the student and this reward will serve as a form of motivation for the student in order to keep the good performance.This technique can also be introduced in every employee working assiduously and getting excellent results in an organization. For instance, in the school, the student is awarded a good mark by the teacher due to performance in class. Other students in the class can also be motivated in this same way. In a simple manner of elucidation, positive reinforcement denotes that if anyone dishes out a positive reply to something or engage in some positive acts, such individual must be positively rewarded (Maag,2001). For instance, if the teacher showers encomium on any punctual student, this singular act will have a positive influence on the other students who witnessed the event. It is also a medium to accumulation of monotonous inducement to upsurge a positive behavior or reaction. Furthermore, in a workplace, if the boss gives a reward to an employee making progress and behaving well, the giving of the reward is a positive reinforcement for the employee (Wei & Yazdanifard, 2014).

One prominent kind of positive reinforcement is ATTENTION- this can be shown by teacher by giving the following:

a) A Grin or smile
b) Handshake
c) Hug
d) Sitting close to a student
e) Consideration of positive point for the students
f) Enjoy events with the students
g) Offering multiple choices to students in class
h) Not condemning of student
i) Focusing on the positive attitude of a student
j) Patting on the back.

Negative reinforcement: Just in the same way a positive reinforcement can occur in the classroom or in an organization, the contrast is regarded as a negative reinforcement. Positive behaviorcan be increased via positive and negative reinforcement (MacPherson et al., 2010). For instance, if a student comes late to class for a lecture and the teacher prevents the student from entering, this will serve as a deterrent or negative reinforcement for other student in the class. In some cases, punishment is regarded wrongly as negative reinforcement (Dad et al., 2010). Lessening the tendency of having a bad attitude repeated via the use of aversive inducements is known as punishment (Arvey, 2015). The elimination of aversive inducements for the purpose of proliferating the possibility of having a behavior reoccur is known as negative reinforcement (Wei and Yazdanifard,2014). Negative reinforcement, is capable to have constructive influence on the behavior of others, it is a way of creating an ideal atmosphere for a growing child or student.

Punishment reinforcement: Whenever an employee does anything injurious to the organization, the manager of the organization punishes the employee. For instance, in any organization, if an employee brings about a loss to the organization due to negligence or incompetence, a salary reduction will be introduced as a corrective measure and this reduction can be installment or one-time depending on the ration of the loss incurred to the salary of the employee.

The word punishment is, "usually narrowed to eventualities purposefully organized by other people, who organized them for the reason that the consequences are reinforcing to them" (Skinner 1972). He noted that an individual route to chastisement once such a person critiques, derides, faults, or physically assaults another in order to conquer undesirable behavior.

In a simple way, Punishment is: "intended to eliminate uncooperative, hazardous, or if not unwelcomed behavior from a repertoire on the hypothesis that an individual who has been disciplined is less probable to act in the similar way another time" (Bond,2019). It simply implies to put on uncooperative results to express uncooperative behaviors (Mooijman and Graham, 2018).

Fundamentally, these two notions are bewildering. The first dissimilarity between negative reinforcement and punishment is that: "Punishment minimizes the tendency of an unfavorable behavior" (Erford, 2017: 23; Holli, 2003: 113; Luescher, 2oo8: 160) while "Negative reinforcement upsurges the possibility of an anticipated behavior" (Sidman,2006). The second aspect is that: "Punishment comprises discharging a negative result when an unwanted behavior arises” (Lukowiak and Bridges, 2010). And “Negative reinforcement involves eliminating a negative result when an anticipated behavior arises” (Iwata, 2006).

Extinction reinforcement: Extinction implies, “lack of reinforcements” (Yechiamet al., 2002). In words, it implies, taking down the possibility of distasteful behavior by eliminating the reward for that type of behavior. For instance, in the place of work, if a worker recurrently engages in positive actions in the direction of flying the status of the organization but if from other end, he does not see any form of compensation, he /she will lose his drive of doing his work effectively. Correspondingly, if the worker fails to assist the company and this failure leads to financial loss to the organization, the organization will regard the employee as defunct or extinct.

3.2 Hypotheses Development

3.2.1 Reward and performance evaluation criteria

In the list of decisions that an average organisation makes, one of the top prioritiesneed to be the reward system. On one side, human resources in an organisation must be paid for their work. Meanwhile, from a general point of view, it must be stated that work is not an end in itself, rather a means that gives individuals the opportunity to acquire the resources needed to enjoy their time away from the job (Wrzesniewski et al., 1997) Realistically, work is essential, nevertheless, the acquired resources can be money which is associated with employees’ perception of their work. The perception may be just to be present at work regularly during the working hours, carry out the necessary tasks and get paid at the end of the month. This primarily gives employees the opportunity to afford their basic needs, go on vacations and to be at leisure. On another side, employees would not only settle for a salary as they are also interested in promotion, advancement, fringe benefits, to mention a few (Dewhurst, Guthridge, and Mohr, 2009). Correctly rewarding employees can direct them to achieve the goals of the organisation which can have an indirect influence on the quality of services delivered to the customers (Asaari et al., 2019).

It is observed by Paulsen (2002) that an organisation can be a group of coordinated people working as a team to achieve a set of goals - especially the soft goals, which precisely explain the nature of PEC as noted previously. In order to meet these soft goals, amongst other requirements, an important one is building a team who knows the nature of the tasks to be carried out and can get them done with the appropriate behaviours for organisational performance.

In the public sector, as claimed by Verbeeten (2008), there are many managers at different levels who have multiple goals and this can complicate the criteria applied to the administration of reward to employees. For employees' sake, the public sector has to be consistent with clear operating goals. According to Van der Hoek, Groeneveld and Kuipers (2018), having clear operating goals can help employees in knowing the expectations of the organisation and behave in a way that will make the goals achievable. In principle, when managers come to a decision that a team is needed to achieve a set of goals, each member of this team should have a strong feeling that their behaviours will be rewarded by the criteria accepted by the management. This can prompt the exhibition of behaviours to central goals and encourage not just the freedom in how these goals are achieved but also in offering rewards appropriate to it.

While at the point of hiring new employees organisations look for some specific behaviours in them that are core ingredients to achieve the organisational performance. By rewarding these behaviours, new or incumbent employees are routinely reminded of the goals of the organisation and how to achieve them. By so doing, these behaviours become criteria to evaluate the employees.

The relationship between reward and PEC was clearly understood when viewed under the lens of Skinner's theory. According to the theorists, Luthans and Kreitner (1985), four behaviorally oriented strategies were proposed by Skinner to shape employees' behaviours. They are positive reinforcement, negative reinforcement, punishment and extinction (Luthans and Kreitner, 1985). This study focuses on the first, which is a positive reinforcement. It was said that a reinforced behaviour will be repeated, which is often a consequence of an applied reward to the behaviour(s) of interest after it has been acted (Scott and Cogburn, 2017). For instance, an employee who is rewarded for punctuality or innovation at the workplace will put more effort into this behaviour. One of the main functions of performance evaluation is that it describes the behaviour that is desired, coupled with an observation of employees' true behaviour (Šišinački et al., 2017).

In other words, when organisations create the appropriate climate of organisational support such as reward, they reinforce these desired behaviours among employees. Failure of an organisation to identify, design and roll out a reward system will automatically and purposely reinforce undesirable behaviour among employees. The effectiveness of PEC depends on how just, well and fair organisations reward their employees. The reason for an employee to have low ratings in performance may be because of the poor reward system of the organisation. In the following sequence, this study proposes the below hypothesis:

H1: The reward system of an organisation is a channel to reinforcing the desired behaviours that inform PEC

3.2.2 Reward and organisational commitment

While a myriad of studies has shown a strong correlation between an organisational rewarding system and OC (Eisenberger and Stinglhamber, 2011; Malhotra et al., 2007; Mabaso and Dlamini, 2018; Milgo et al., 2014; Nazir et al., 2016), there has been no comprehensive study that proves otherwise. Korir and Kipkebut (2016) examined the effect of reward management on employees' commitment in the universities. The study found that financial reward management practices collectively have a significant effect on OC. While examining the effect of reward practices on employee commitment, Okinyi (2015) assessed the reward policies put in place by faith-based health organisations to enhance employees' commitment and also examined the effect of intrinsic rewards on employees' commitment in the organisation. It was revealed that there is a strong relationship, and the better the practice the more committed employees will be to the organisation. Similarly, Brenda and Onuoha (2016), while examining the relationship between dimensions of reward management strategies (pay structures and employee benefits) and the indicators of OC (affective and continuance commitment), the findings showed a positive relationship between reward management strategies and OC. It was concluded that the implementation of pay structures and employee benefits significantly enhances OC (affective and continuance commitment). Ahmed, Ismail, Amin et al. (2012) and Smyth and Zimba (2019) describe reward to organisational support and employees always try to give their best in the form of commitment to return this support.

However, in this section, this study intends to understand how the Social Exchange Theory (SET) is applied in this relationship. Previously, this theory has been used in health care (Guo et al., 2017; Nazir et al., 2018), social psychology (Chernyak-Hai and Rabenu, 2018; Wikhamn and Hall, 2012), business (Jeong and Oh, 2017), and marriages (Sabatelli et al., 2018), to mention a few. Its main foundation emphasized on the assumption that purposive actors engage and nurture relationships according to the belief that rewards will be beneficial (Zafirovski, 2005). The exchange relationships between two or more actors, which can be a worker and an organisation, is the core concern of SET. An exchange takes place within an environment where there are interactions, allowing actors to manage resources that are valued by other actors (Molm et al., 2000; Nunkoo, 2016). In addition, in the exchange for criteria such as innovativeness, communication or reliability to service delivery, employees anticipate organisational supports such as rewards. Similarly, organisations expect employees to perform with desirable results in exchange for rewards. According to Lin, Chiu and Liu (2019), SET puts forward that provision for reward should be done appropriately to enhance performance. This stems from the fact that as employees gain the support of their employing organisation, they feel obligated to embrace the norm of reciprocity for this support by ensuring that they become a better performer for effective organisational performance (Tokay and Eyupoglu, 2018). Quite plainly, an organisationally committed employee is expected to be a better performer (Al Zefeiti and Mohamad, 2017).

Employees are the human resource that evaluates the favorable and unfavorable factors in the organisation before taking action. For example, the voluntary exchange of symbolic resources takes place when employees understand that there are benefits attached, according to Hsu et al (2017). This is the norm of reciprocity, and as affirmed by Sungu et al. (2019), it plays a significant role in strengthening the social framework. According to Brown and Roloff (2015), organisational support will strengthen an employee’s belief that the organisation recognizes and rewards increased performance. More so, favorable opportunities for rewards serve to communicate a positive valuation of employees’ contributions. This enables employees to interpret the organisational value and become committed to it.

On the authority of SET theorists, it has been proposed that reward brings forth greater commitment from employees, which has a positive effect on their future engagement toward organisational goals (Tsai and Kang, 2019). Reward systems exist with a specific long-run objective to motivate employees to work towards the achievement of organisational goals (Abbah, 2014; Anku et al., 2018). This is possible when the reward system has brought about commitment to the employees. In the study of Osemeke (2016), it was identified that OC is greatly influenced by the type of reward that the employees receive. Also, employees' commitment to their organisation is enhanced by the use of a profit-sharing arrangement (Long, 2000; Osemeke, 2016), which is a system with the intent of returning to the employees a share of the fruits of their collective labour (Coyle-Shapiro et al., 2002).

By utilizing SET to examine the relationship between reward and OC, the evidence shows that increased perception is obtained in regard to the reason why employees increase their OC with a good reward practice. A social exchange relationship suggests obligation and rights on the organisation and its employees (Liu et al., 2018). The employing organisation should offer rewards to its employees, in exchange for their commitment. Based on this premise, this study proposes the following hypothesis:

H2: Organisation reward practice positively influences OC among employees

3. 2. 3 Recruitment and selection and organisational commitment

OC is quite essential to the achievement of organisational goals and objectives (Khan, 2010; Irefin and Mechanic, 2014). It is the extent to which the employees see themselves as part of the organisational values and missions and are committed to achieving them. Having incumbent employees that are not/less committed in an organisation can be a disaster for the organisation. The reason is that these employees are going to be more interested in their personal success than organisational success. They will not put their heart into the job and an opportunity elsewhere would result in them quitting the job. They will see themselves not as an integral part of the organisation. They will see the failure of the organisation not as theirs, and any danger to the organisation is considered not as a threat to them too (Irefin and Mechanic, 2014). One of the ways an organisation can be flooded with committed employees can be through a strengthened recruitment and selection practice. By looking at an existing theory on OC, the impact of recruitment and selection can be better understood. Explicitly, this study present that recruitment and selection practices can significantly impact OC. Drawing on the study of Saviour, Kofi et al (2017), which is among the very few studies on this area, this study demonstrates that recruitment and selection practices are designed to put in place employees who can exhibit commitment in an organisation. Moreover, the empirical study of Jamil and Naeem (2013) indicated that outsourcing recruitment process has no impact on OC. In practical terms, the study of Mahal (2012) revealed that OC is a force that binds recruitment and selection practice. Hashim et al (2016) showed that recruitment is important for OC. However, Johar et al (2019) demonstrated that recruitment had an insignificant effect on OC. In particular, this study puts forth arguments that recruitment and selection practices that match with the human resource needs of an organisation are the best fit for increasing the OC of employees.

Based on Social Exchange Theory (SET), this study presents that OC will be observed among employees when they acknowledge that their organisation and leaders/managers are fair-minded and supportive, which can eventually develop an organisational culture that supports impartial recruitment and selection process. Having LGs with perforated recruitment and selection practices reflect an organisation with poor leadership. According to Blau (1964), the successful exchange happens when both the organisation and its employees exhibit a commitment towards each other. A committed leader will disallow a porous entry of employees into its organisation because it will be a great danger for the organisation. The effect is that incumbent employees will show a reasonable level of commitment when they perceive their leaders/managers being impartial in making decisions. Furthermore, social exchange relationships develop when employers are concerned with the employees' welfare which brings about positive consequences (Cropanzano and Mitchell, 2005). A practice that allows individuals that possess the right quality for a vacant organisational task to get employed will create a ripple effect causing a healthy influence on the commitment level of other employees. The reason is that having employees who are not candidates of nepotism or favoritism will have no reason to integrate into the organisation with unwanted toxic habits that bleed over to the employees hired in the future. For these future employees may presume that their actions are the way things are done in the organisation. All these naturally create a good workplace memory and culture that increases the commitment level of other employees. According to Ahmad and Schroeder (2002), recruited and selected employees should have inherent enthusiasm and abilities to perform as a member of a team, solve problems, and creative in improving processes. To exhibit these abilities, commitment is essential. In other words, hiring based on standard practices, OC will increase naturally and a strong OC fuels service delivery in the public sector. Based on this, this study will test the following hypotheses:

H3: There will be a positive significant impact between recruitment practice and OC

H4: There will be a positive significant impact between selection practice and OC

3.2.4 Internal Recruitment Source and OC

When employees perceive that their psychological contract has been broken, they are likely to believe that their organisation cannot be trusted to fulfil its future obligations, and consequently decrease their own commitment to the organisation to restore balance in the exchange relationship (Guerrero et al., 2014).

Just as we have in literature the antecedents that trigger OC, so do we have some that can reduce OC among employees. Against all of the positives of OC, it is a concept of a double-edged sword. Even though many scholars have brought to light the benefits of OC to the organisation, employees and customers via the fulfilment of various needs (Nehmeh, 2009; Salman et al., 2014; Radosavljević et al., 2017), its negatives are apparent and it may also come as a disconcert. This has propelled this study to couple recruitment source with OC to understand how the former can impact the latter.

A viable reason, amongst other reasons, why employees will or will not exhibit OC can be traced to the organisational recruitment source, a rarely researched relationship, which can either encourage or upset employees (Moser, 2005). This is why gaining insight into how OC works in organisations is of great importance to scholars, professionals and human resource managers.

Organisations keep maximizing recruitment and selection to ensure that individuals with good attitudes are hired for the success of the organisation. The success of an organisation cannot be separated from the commitment of its employees (Nehmeh, 2009). Basically, the aim of recruitment is to situate employees in the apt department such that they can function effectively with the right attitude exempli gratia loyalty to the organisation, willingness to make an effort beneficial to the organisation, degree of goal and value conforming to the organisation, and the desire to nurture participation (Devece et al., 2016). These behaviours are discretionary and it is believed that human resource practices can foster OC which will bring about organisational performance (Sun et al., 2007).

Social exchange theory is grounded on the concept of reward, cost, and comparison and the concepts of fairness and reciprocity are its key evaluators (Hsieh et al., 2019). In this theory, there are two sides, one party (the employee) is convinced that the other party (the organisation) will reciprocate his/her good intentions. In the organisation, this theory is applicable when employers "take care of the employees," which thereby bring about beneficial outcomes (Cropanzano and Mitchell, 2005). This theory explained that employees' OC is contingent on their awareness as regards a balance of reward utilities over input utilities (Amernic and Aranya, 1983). These reward utilities can be human resource practice such as a fair, competitive and equitable reward and compensation system (Milgo et al., 2014) while the input utilities can be termed voluntary acts of employees that are motivated by the returns they are believed to bring (Bosak, 2019).

In an organisation, it is clear according to Horvath (2014), that the recruitment source has the ability to influence the attitudes and behaviours of job seekers but this study intends to stretch this concern to the current employees. The relationship inherent in social exchange theory begins and continues with characteristic fairness and equity that favours the employing organisation and the employees. Essentially, internal sources of recruitment can be used to build this relationship because they can be a powerful tool in the hand of the organisation to convincingly commit to promoting their employees even at the expense of better external job seekers (DeVaro et al., 2015). It is a tool for motivation and recognition (Marquis et al., 2009: 251). However, when the employees sense unrecognition, unfriendliness and resentment from the employing organisation, a feeling of exploitation sets and the level of commitment may drop down. In organisations, when the most reasonable method to recruit is by considering an internal source (such as promotion, lateral transfer, employee referral etc.), but instead considers an external source, it can send an unfavorable signal to the existing employing who are fit for the new or higher vacancy. Likewise, while organisations consider using internal recruitment source, employees who are skillful, knowledgeable and competent for a new or higher vacancy in their organisation expect that they will be selected, but when not selected after submission of applications, and successful interviews or screening exercise, it can put them in a stagnant career path. Consequently, they begin to feel the organisations do not care about elevating them to their full potentials, hence, passing a message to the employees that the organisation does not value their input and positive attitudes towards the organisation. To other employees that understand and acknowledge that some co-employees deserve to benefit from the organisation's internal source of recruitment but were ignored, the organisation also sends a message to them that they do not reward positive attitudes such as commitment.

It is in the nature of individuals to reciprocate received benefits by showing goodwill and helping the other party to which there exist an exhibition of social exchange relationship (Cropanzano and Mitchell, 2005). The dearth of promotion opportunities marred by promotion processes or perception of unfairness in the promotion decisions can cause a low level of loyalty, commitment and performance (Sharabiet al., 2012; Jin and Waldman, 2016). Based on this, it is hypothesized that:

H5: Benefiting from internal recruitment source has an influence on OC

CHAPTER FOUR

METHODOLOGY

4. 1 Research Model

The research model in Figure 4.1 explains the connections between the variables of this study. As it was identified in the research objectives and explained in the literature review of this study, five hypotheses were proposed. These hypotheses are identified and highlighted below:

H1: The reward system of an organisation is a channel to reinforcing the desired behaviours that inform PEC

H2: Organisation reward practice positively influences OC among employees

H3: There will be a positive significant impact between recruitment practice and OC

H4: There will be a positive significant impact between selection practice and OC

H5: Benefiting from internal recruitment source has an influence on OC

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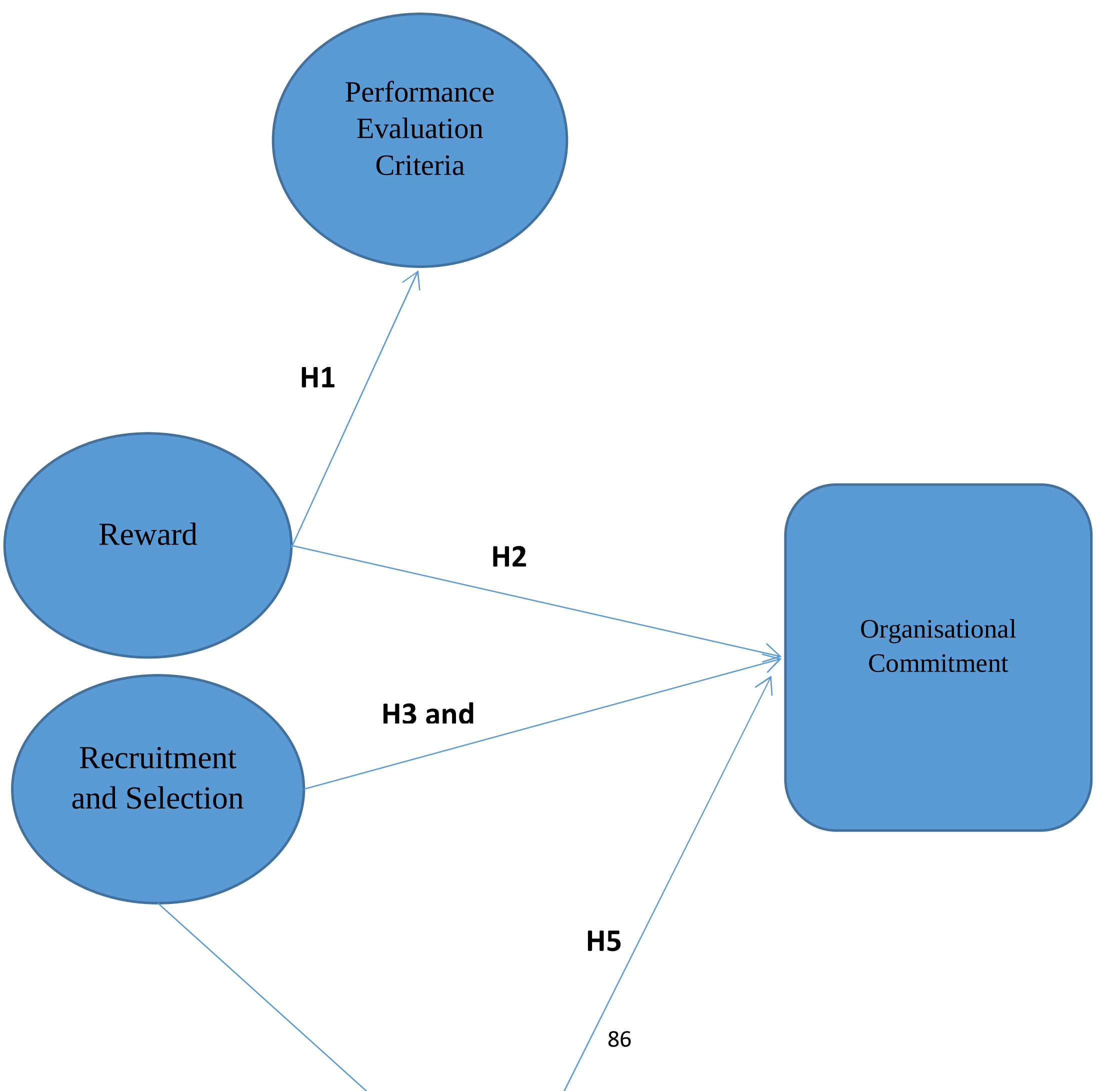

Figure 4.1: Research Model

Source: Author's own Creation

4. 2 Research Process

This study adopted a research process which Saunders et al (2009: 108) illustrated as an onion. Each layer as shown in Figure 4.2 are available and need to be systematically used when carrying out a research. Based on the explanation given by Saunders et al, a couple of issues must be considered before getting to the point of data collection and analysis which is the core of the onion. Each layer of the onion will be discussed subsequently in relations to this study with the aim of justifying the elements of interest and to present how it aided in the endeavour to answer the research questions of this study.

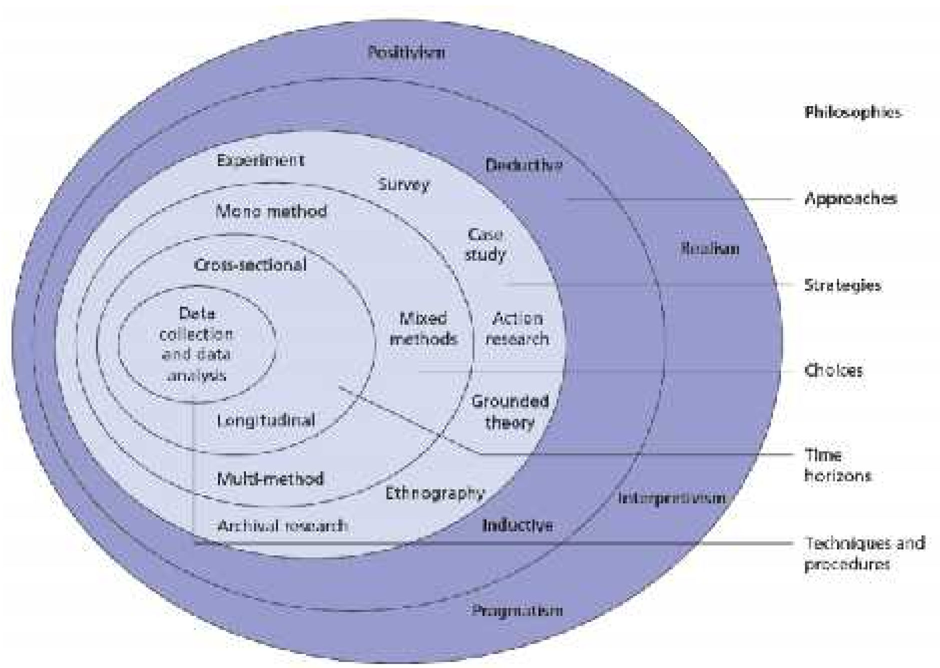

Figure 4.2: Research process "onion"

Source: Saunders et al (2009 :108)

4. 2. 1 **Research Philosophy**

This is the first outer layer in Figure 5.2 that has to do with the development of knowledge in a particular field (Saunders et al., 2009). It is required that it matches the study's research questions. It is believed that research philosophy is what determines the methodology researchers will adopt for there studies. Consequently, it informs the choice of objectives and instruments to be developed and used to solve the problem a research has identified (Khaldi, 2017). There are three segments that forms a research philosophy. These three segments determine the way that a research is being carried out. The first is the ontology and it is known to be a researcher's perspective of reality (Mack, 2010). It has to do with researchers' assumptions about how the world works and their engagement to a specific view (Hürlimann, 2019: 112). In fact, in the social context, it means the kinds of things in existence. It is also known to be the nature of the knowable (Dieronitou, 2014). Assumptions of an ontological kind concern the very nature of social entities being investigated (Dieronitou, 2014). The second segment of research philosophy is axiology. The whole axiology is a hidden examination of the world of culture as regards its artificial origin, which is the point production, exchange, and consumption. The third research philosophy is epistemology which will be discussed in detail in the subsequent subsection. However, this third research philosophy is selected by the researcher because it is the most suitable philosophy that fits the research area of this study.

4. 2. 1. 1 **Epistemology**

This is a researcher’s perspective of how one acquires knowledge (Mack, 2010). It provides a philosophical background for determining what kinds of knowledge are valid and satisfactory (Gray, 2019: 19). It is a theory of knowledge that concerns with the nature and the scope of knowledge (Slevitch, 2011). It is the basis of the question "what is the scientific method”(Fuller et al., 2013). It is about the foundation of knowledge which can be hard, existent, transmissible in a tangible form, softer and more personal (Dieronitou, 2014). There are four principles of research philosophy which epistemology encompass and they are:

a) **Interpretivism**: It uses phenomenology as a means to acquire knowledge and information (Aliyu et al., 2014). It gives social life-world a cultural and historical interpretation (Gray, 2019: 23); and it emphasis that natural reality and social reality are parallel to each other, and this implies different kinds of method will be needed (Gray, 2019: 23). Additionally, it is believed that all qualitative research have there roots in interpretivism (Corry et al., 2019).

b) **Positivism**: it is believed that all quantitative research have there roots positivism (Corry et al., 2019). The fundamental rational of positivism believes that an objective reality exists which is not dependent of human behavior coupled with the fact that it is never a product of the creativity of the human mind. It is assumed that the senses are exploited to collect data that are objective, observable and quantifiable (Gale and Beeftink, 2006). Besides, positivists quest vehemently for the truth of (scientific) knowledge, thus seeking to make that knowledge a faultless reflection or true representation of the world (Sousa, 2010). This truth are subject to explanation and prediction and quantitative methodology guides the epistemological belief (Everest, 2014).

c) **Realism:** In realism, the continual unification of events is neither an adequate nor a needful assumption for the manifestation of a causal law (Durand and Vaara, 2006). Realists, however, consider both the observables and unobservables of the world as objects of potential inquiry (Chakravartty and van Fraassen, 2018; Humphreys, 2019; Sousa, 2010; Woodside, 2010: 463). Generally, realism is grounded on a the school of thought that there are real objects that its existence have no dependence on the knowledge of their existence (Soini et al., 2011). A characteristic feature of realism is its analysis of causation, which is in contrast with the regularities among chronology of events (Sayer, 1999: 19).

d) **Pragmatism:** This philosophical approach views objects as historical or as a social artefact (Durand and Vaara, 2006). It seeks to report live experience and is part of the history of social science (Zefeiti and Mohamad, 2015). It explains a social construction of the world observed by the awareness people give to ideas and their cognisance, anticipation and opinion about the value of both knowledge and the research procedure (Durand and Vaara, 2006). According to Corry et al (2019), pragmatic implies the notion that research methods should be considered in respect to their practical consequences. Pragmatists focus on the idea that a proposition fits a purpose and is able to create actions (Gray, 2019: 28).

4. 2. 2 Research approach

According to Soiferman (2010), when critically examining the intent of a quantitative or qualitative research, theories are tested by deductions to support hypothesis or otherwise for the former while theories are developed by induction through gathering of information from people for the later. Thus, research approach is categorized into two:

a) **Deductive Approach**: This approach concerns testing of hypothetical statement, after which the statement is either accepted or rejected (Gray, 2019: 16). Accordingly, observation is carried out in this approach so as to falsify, object or create a theory (Gray, 2019: 28). This approach begins with a simple true statement about how the world works (Nisbet et al., 2009). Systematically, at the inception of a deductive approach is an idea or theoretical framework and subsequently, data is employed to prove or disprove the idea (Schadewitz and Jachna, 2007).

b) **Inductive approach:** This approach is designed to provide a conceptual approach to action and changes in real life situations (Liu, 2016). It does not aim at formulating theories but its scope is about the presentation and description of the essential themes (Liu, 2016). It makes use of data to generate ideas (Schadewitz and Jachna, 2007). Detailed reading of raw data is carried out to generate themes, models or concepts which are all products of data interpretation (Jebreen, 2012). The data are gotten often through unstructured interview and afterwards, theory is created. According to Thomas (2006), inductive approach offers a simple, direct approach for explaining findings in the context of centralized assessment questions.

In this study, knowledge was created all through this study which is a reflection of what is reasonably appropriate to be logical and proven in current literature. Also, positivist position was chosen for this study since it is aimed to demonstrate the relationships that exist between HRMPs and OC. Another reason the positivism position was chosen for this study was because the research questions of this study was answer through the used of a quantitative approach which gives the study its unique objectivity. Meanwhile, this study proposed some hypotheses which are to be tested to get some findings for the study. The research approach this study aligns with is the deductive approach, not just because it is an attribute of positivism (Dieronitou, 2014) but because it helps to give the factual account of this study.

4. 2. 3 **Research Design**

Also know as methodological choices, research design can be regarded as the strategy a researcher has chosen while taking coherence and rationality into consideration in an attempt to combine various component of a study (Saunders et al., 2012: 40). Once a researcher develops and clearly defines the research problem, he/she will be expected to set a research design. According to Labaree (2009), a research design plays the role of ensuring that the evidence in question allow researchers to effectively approach research problems rationally and without any form of ambiguity. It lays out the synopsis of what the researcher intends to do starting from writing the hypothesis and its operational implications up until the conclusive part of data analysis (Kothari, 2004: 31). Research design is very important required because it aids the exploration of several research operations hence, making research very efficient and also producing superlative information at a low cost and less time (Kothari, 2004: 31). Walliman (2017: 9) identified some research designs which include historical, descriptive, correlation, comparative, experimental, simulation, evaluation, ethnological, action, feminist, and cultural. At the understanding of the study's objective, research questions and other factors like the population size, descriptive and correlation research design was employed. It is a descriptive research design when a study of status is carried out with a solution to problems coupled with practices improved via observation, analysis, and description (Koh and Owen, 2000). Examples of descriptive research method are the survey, which can be by questionnaires, personal interviews, phone surveys, and normative surveys (Koh and Owen, 2000). For this study, a questionnaire was used for the descriptive research design and descriptive statistics was done to obtain the percentage frequencies, mean, and standard deviations. Also, the researcher used a correlation research method in other to examine the relationship between two concepts (Walliman, 2017: 10). The correlation research design is multivariate where the researcher used mainly hierarchical multiple regression to understand how the independent variable impacts the dependent variables of this study.

4. 3 **Research Techniques and Procedure**

4. 3. 1 **The Study Population**

The study was carried out in the South-west region of Nigeria. This region is notably known to be part of the old Western Region and dominated by the Yorubas (Azeez *et al.,* 2007). There are six states in this region and they are Ekiti, Lagos, Ogun, Ondo, Osun and the Oyo States respectively. There are 16 LGs in Ekiti, 57 LG areas in Lagos State, 20 LG areas in Ogun State, 18 LG areas in Ondo State, 30 LG areas in Osun State and 33 LG areas in Oyo State. These LG areas are spread according to the location of the towns where they are located. According to Figure 4.3, it can be seen that these States are bordered to each other. The population of the South West region is estimated at 32.5 million people (AOAV and NWGAV, 2013).

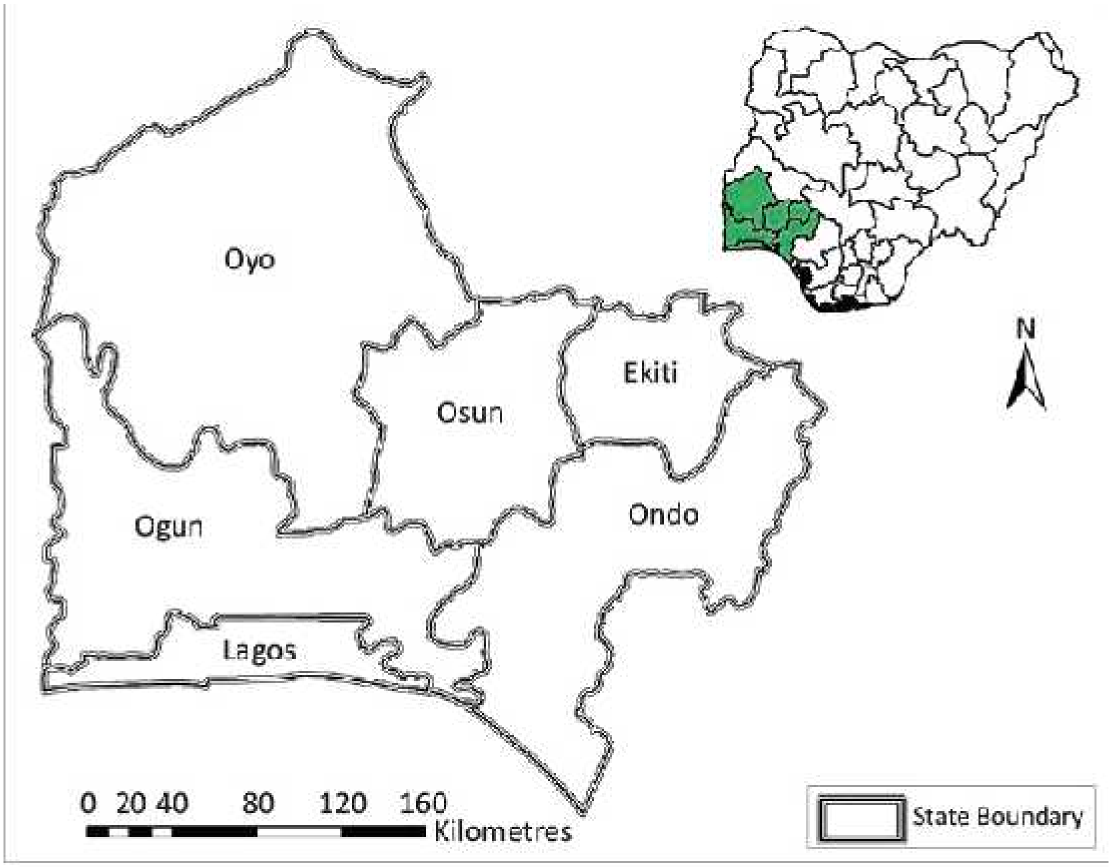

Figure 4.3: Map Showing Location of the Six States in the South-West Geopolitical Zones in Nigeria

4. 3. 2 Participants and Data Collection

Data for this study were collected from the LG employees in two States located in the South-West of Nigeria. A stratified sampling technique was used to select the two States and 10 LGs. The reason for using it is because "it narrows the difference between the different types of individuals through classification, which is conducive to extracting representative samples and reducing the sample size" (Shi, 2015). Convenience sampling technique was used to select the employees because it allowed the researcher to engage respondents according to their availability and accessibility (Elfil and Negida, 2017).

Osun State and Ekiti State are among the two 'Yoruba' States in the South-Western part of Nigeria. With its political and religious relevance, rich tradition, culture and history, and large and resilient labor force, these two States have become well known by LG researchers. The LGs used for this study were selected as the source of the population for the study. The LGs are perceived to have a large number of employees serving a huge number of grassroots. Each of the LG has Directors of Personnel Management and a reasonable relationship with their employees.

At the inception of the data collection, the researcher got the consent of the Directors of Personnel Management with permission to collect data after officially introducing the objective of the study to them. This indicated that the 10 LGs were willing to participate in the survey. All the LGs allowed the researchers to administer the questionnaire to their employees directly. The researchers sought the help of at least a staff member in the Personnel Management Department for coordination during the survey process. The questionnaire copies were self-administered by the employee and returned after completion.

Even though in the Labor Act of Nigeria, there is no rigid working hour for full-time LG workers. Working hour is based on terms set and agreed on by the employer and employee. However, most LGs start work by 9:00 am and end by 4:00 pm. The researcher took advantage of this time and administered the questionnaire to the employees when they arrive at the LG and they were asked to return the filled questionnaire at the closing time or the next day. This process enabled the employees to give their true and sincere opinions.

As regards common method variance (CMV), the researcher reduced it by mixing the items of all the variables. According to Reio Jr (2010), CMV introduce systematic bias into a study by artificially inflating or deflating relationships, hence, endangering the accuracy of conclusions drawn about the relationships in the studied variables. This reduction was done by making sure that there was no heading to specify which variable's questions were answered. Coupled with this, CMV was reduced by adhering to the rules of anonymity and confidentiality. The respondents were aware of this before answering the survey and the researcher ensured that all respondents voluntarily participated in the survey.

When this survey was carried out, the total population of the 10 LGs was 4,422 (as released by the DPMs). Calculating the sampling size based on the study of Krejcie and Morgan (1970), a total of 354 employees was to be used (±5% precision level and 95% confidence level). To have robust results, the researchers distributed 600 copies of questionnaire copies in all the 600 LGs. Because each LG has a different population size, the researcher had to ensure there is proportional representation. This was done by multiplying together the total number of distributed questionnaire copies (600) and the population of employees in each LG. The total was divided by the total population of employees in the 10 LGs. This is presented in Table 5.1. In total, 525 copies were collected from the field of survey, three copies were not usable while 522 copies were usable. The calculated response rate based on the 600 copies distributed is 87.5%.

Table 4.1: The distribution of respondents and collected responses based on different LG and collected responses

LG	Population Size	Proportion	Sample	Collected Response
Irewole	260	$\frac{600*260}{4422}$	35	33
Ayedaade	258	$\frac{600*258}{4422}$	35	32
Ede North	253	$\frac{600*253}{4422}$	34	31

Iwo	253	$\frac{600*253}{4422}$	34	30
Egbedoore	329	$\frac{600*329}{4422}$	45	37
Osogbo	282	$\frac{600*282}{4422}$	38	33
Olorunda	316	$\frac{600*316}{4422}$	42	40
Ido/Iso	1010	$\frac{600*1010}{4422}$	138	199
Moba	755	$\frac{600*755}{4422}$	103	90
Ilejemeje	706	$\frac{600*706}{4422}$	96	80
Total	4422		600	525

All the respondents were at ease with the objectives of the study due to the simplicity of each item of the questionnaire. The respondents were offered gifts worth 2 USD each to motivate them to voluntarily respond to the items of the questionnaire. The questionnaire had a cover page where they were informed of the researcher's strict adherence to the rules of confidentiality and anonymity. No one was forced to attempt the questionnaire and anyone who was no longer interested to continue the survey was allowed to opt-out.

4. 3. 3 **Measures**

The literature review of this study informed the questionnaire that was used. All the items in the questionnaire were adopted and adapted. The reward items were adapted from the study of Kassabgy et al (2001), the items for reward were not edited and they were used just as it was adopted. PEC was adapted from the study of Othman (2014). Some items were edited to suit the tonality of this study. For example, the initial construct was ‘Job Knowledge’ and it was reconstructed to be ‘I am evaluated based on Job knowledge’. Recruitment and selection were operationalized using nine questions and ten questions respectively from El-Kot and Leat (2008). OC was measured using Meyer and Allen (1997)’s affective and continuance commitment scales. In OC items, ‘organisation’ was replaced with ‘LG’. For example, ‘The setting of our Local Government is comfortable’. A five-point scale ranging from “1 = strongly agree” to “5 = strongly disagree” were used for reward, PEC, recruitment and selection and OC. The questions in the questionnaire were sectioned into two (section A and B). In Section A, the questionnaire contains all the items for reward, PEC, recruitment and selection and OC mixed together. No identifications were made for each variable.

Some demographic variables were used and controlled statistically in this study. They were used because they may affect the investigated variables of this study as seen in related studies (Benligiray and Sonmez, 2013; Üngüren and Ehtİyar, 2016; Yağar and Dökme, 2019). These variables are age, gender, length of service and education. Age, length of service were measured in five categories. Having a lower score means lower age, shorter length of service and lower level of education. Gender was treated as a dichotomous variable with “1 = male” and “2 = female”. All the four demographic variables formed the second Section B of the questionnaire. It was placed as the second section so as to avoid social desirability response since they are personal information which is needed for this study. Table 1 below illustrates the variables of the study, the sections on the questionnaire and their sources.

Table 4.2: Variables, sections and sources

Variable	**Section**	**Sources**
Reward	Section A	Kassabgy et al (2001)

Performance Evaluation Criteria		Othman (2014)
Recruitment and selection		El-Kot and Leat (2008)
Organisational commitment		Meyer and Allen (1997)
Demographic variables (age, gender, length of service and education	Section B	

4. 3. 4 **Data Analysis Preparation**

After the collection of data from the field of survey, all usable questionnaires were transferred and coded on SPSS (Statistical Package of Social Sciences). From inspections, there were no extreme figures. Afterwards, Mahalanobis distance in SPSS was done to identify multivariate outliers and from inspections, three (3) values were observed to be lower than the p-value ($p<0.001$). These three (3) responses were completely removed from the dataset leaving 522 responses left for the study's analysis.

CHAPTER FIVE

ANALYSIS AND RESULTS

In the previous chapter of this study, the methodology for this study was systematically laid out in accordance with the research design. Likewise, the study flow continues in this chapter with the presentation of the analysis of data collected from the survey field which was undertaken in the two South-western States of Nigeria. The analytical strategies used in this study were purposed to test the proposed research hypotheses in the literature review. There were five main hypotheses and they were all tested using standard multiple regression analysis. Four demographic variables were controlled which are education, gender, age and length of service. A descriptive statistic was conducted with these control variables and correlation matrices were presented.

The section of this study is divided into six subsections. The first subsection presents the descriptive information of this study's demographic variables. The second subsection presents the reliability and validity of the constructs. The third subsection focuses on the normality test. The fourth subsection is about the psychometric analysis of the variables. The fifth subsection presents the main findings of the study featuring the correlational and regression analysis between all investigated variables. The last subsection is a summary of the findings of this study.

5. 1 **Socio-Demographic Information**

The descriptive information for the demographic variables as shown in Table 5.1 reveals that more than half of the respondents are female (52.3%) while the respondents in the age group of 41 - 50 years (36.4%) are above one third. 28.5% of the respondents have got 11-15 years length of service. However, the majority are Bachelor's degree holder (52.7%).

Table 5.1: Descriptive statistics of the demographic variables

Variable	Options	Frequency	Percentage
Gender	Male	249	47.7
	Female	273	52.3
Age	30 years and below	112	21.5
	31 - 40 years	163	31.2
	41 - 50 years	190	36.4
	51 - 60 years	55	10.5
	61 years and above	2	0.4
Length of Service	1-5 years	130	24.9
	6-10 years	89	17.0
	11-15 years	149	28.5
	16-20 years	110	21.1
	21 years and above	44	8.4
Education	BSc	275	52.7
	MA/MSc	40	7.7
	M.Phil	22	4.2
	PhD	6	1.1
	Others	179	34.3

5.2 Test of Normality

Probability plots were done to graphically access normality of the distribution with a Q-Q plot. Following the normal distribution assumption, the results of the expected and probability plots were subjected to examination. Accordingly, in all cases, most of the points hugged the horizontal line with very few points deviating away from the line as shown in Figure 5.1, 5.2, 5.3, 5.4, and 5.5.

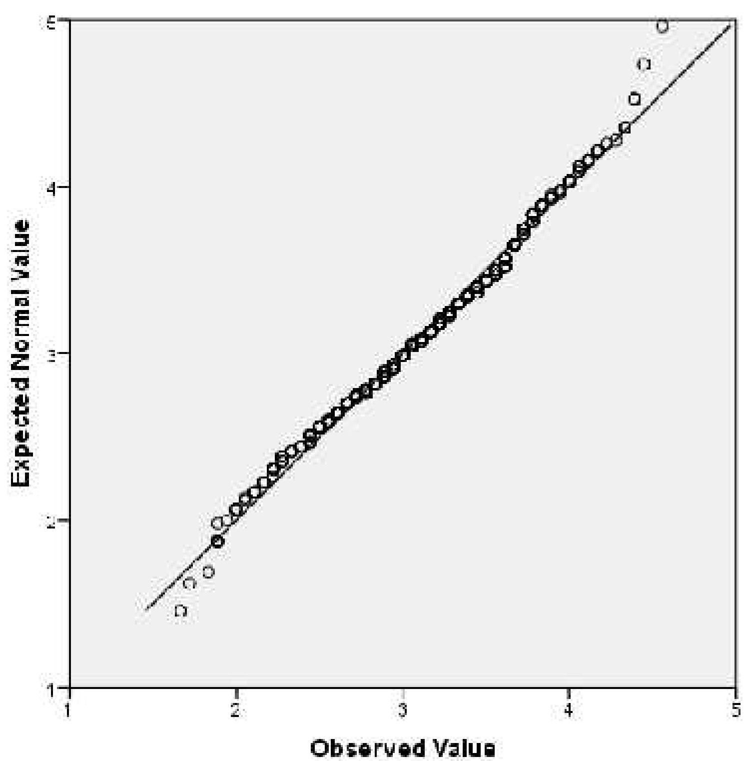

Figure 5.1: Normal Q-Q Plot of organisational commitment

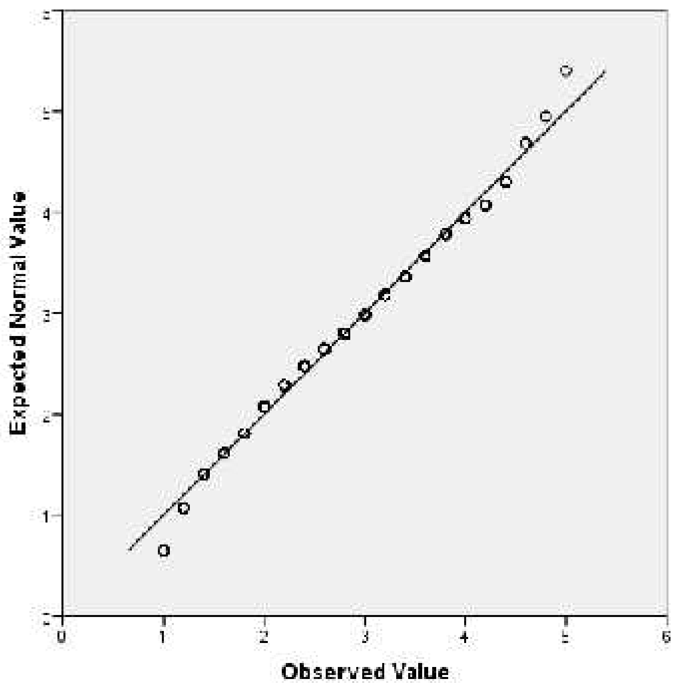

Figure 5.2: Normal Q-Q Plot of Performance Evaluation Criteria

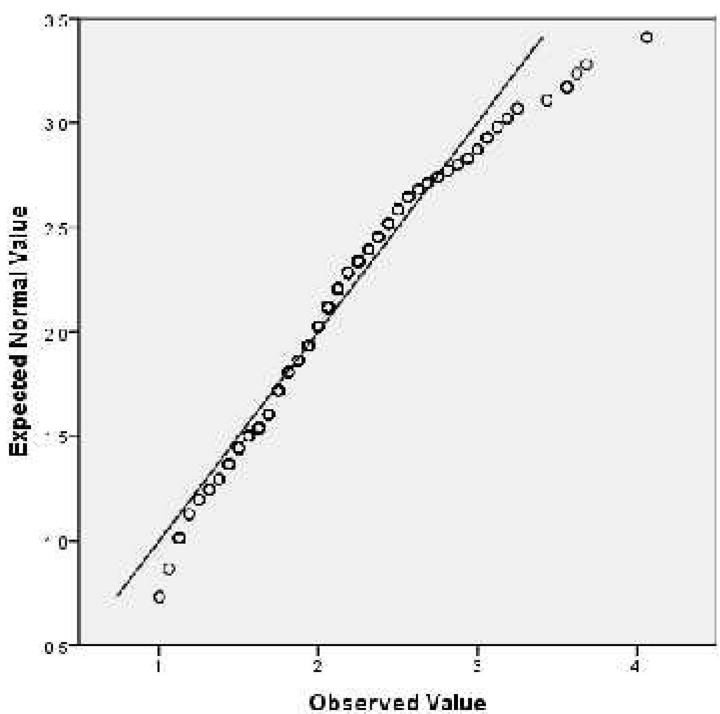

Figure 5.3: Normal Q-Q Plot of Reward

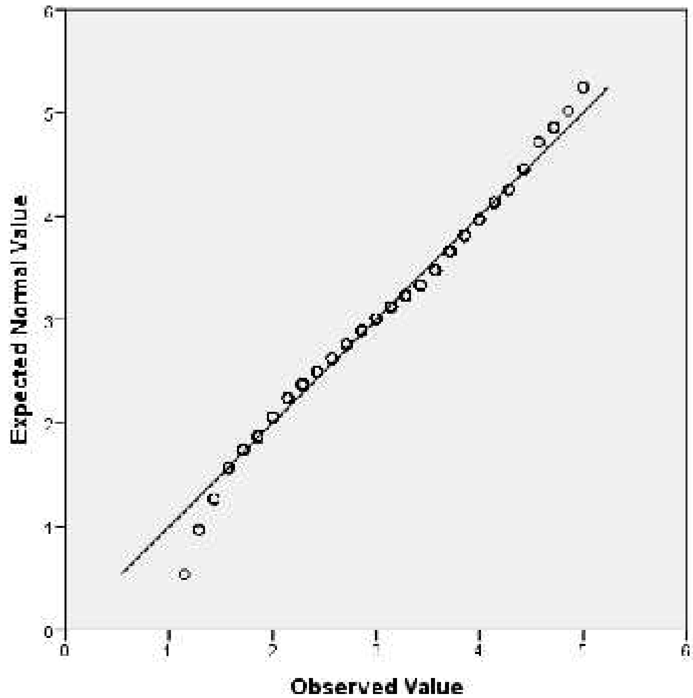

Figure 5.4: Normal Q-Q Plot of Recruitment

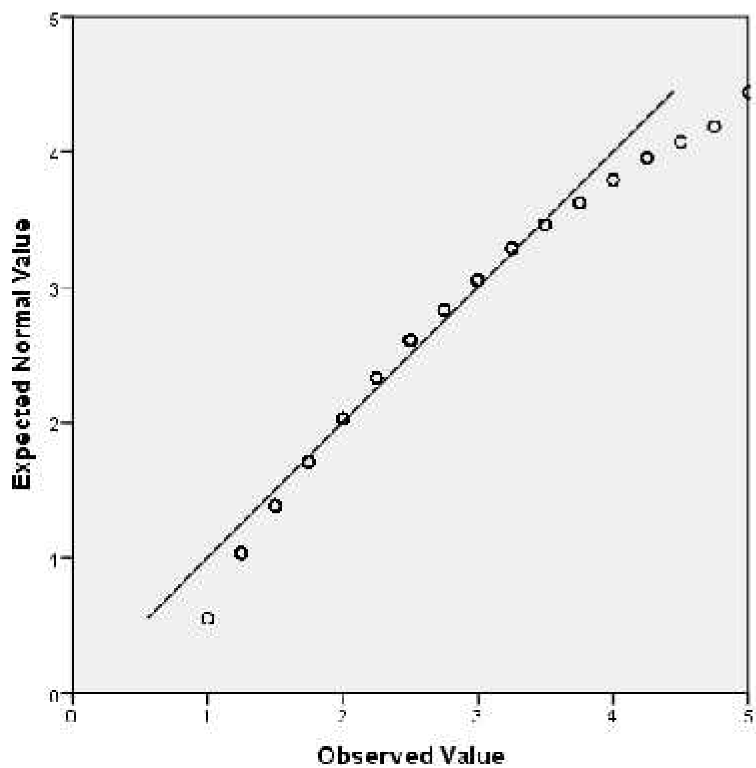

Figure 5.5: Normal Q-Q Plot of Selection

5. 3 Psychometric Analyses

5. 3. 1 Reliability Scale

Before the main study was carried out, a reliability analysis was conducted for all the variables of the study with 30 respondents to access the internal consistency of the items. The Cronbach's alpha value gave statistical insight to the internal consistency of all the variables of the study. Using SPSS, the Cronbach alpha was generated for all the variables. Items that resulted in a low alpha value were deleted and the items that raised the alpha values were preserved. As presented in Table 5.2, all variables are above 0.5 which depicts that they are good and acceptable as recommended by Hinton et al (2004).

Table 5.2: Pre Reliability Test

S/No	Variables		No. Of Items	α Coefficient	Items Deleted	Item Code	Final α
1	OC	AOC	8	0.69	3	AOC1, AOC3, AOC7	0.79
		COC	8	0.60	4	COC1, COC3, COC4, COC5	0.68
							0.78
2	Reward		22	0.51	17	REW22, REW21, REW20, REW19, REW18, REW15, REW14, REW13, REW12, REW11, REW10, REW9, REW8, REW7, REW3, REW2, REW1	0.91

S/No	Variables	No. Of Items	α Coefficient	Items Deleted	Item Code	Final α
3	PEC	16	0.79	4	PECV1,PECV2 PECV13,PECV14	0.87
4	Recruitment Practice	9	0.82	2	RF, RI	0.85
5	Internal recruitment Source	4	0.72	1	RPD	0.74
5	Selection Practice	10	0.52	6	SPA, SPB, SPD, SPE, SPF, SPJ	0.79

5. 3. 2 Validation and Construction of the Instruments

Factor Analysis (FA) is a potent requirement in research to explore construct validity and detail variability among investigated variables coupled with the checking of variables that are related so as to ensure the reduction of redundancy in data (Hair et al., 2010). FA was used in this study to ensure the understanding of all the investigated variables so as to know the effect each has on organisational commitment in the public service sector. The existing items for each of the variables of the study were subjected to principal component analysis (PCA) to ascertain if the items loaded appropriately in their variables respectively. PCA is a common method used to find patterns in data of high dimension (Lindsay, 2002). While finding this pattern, having variables with factor loadings greater than 0.50 is an indication of variables with highest significance and impact and they are to be retained as suggested by Hulland (1999) and Truong and McColl (2011). This study considered 0.6 as the recommended cut-off value of Kaiser-MeyerOlkin (KMO) as suggested by Pallant (2013). The communalities cut-off point 0.4 as recommended by Osborne et al (2008) was used. Any variable below this point is excluded from the factor analysis. The analysis of the variance identified the Eigenvalue which is used to determine how many factors to retain (Yong, and Pearce, 2013). The rule of thumb used as a criterion in the component selection is the eigenvalue-greater-than-one rule as classically noted by Kaiser (1960). In addition to the elements in the analysis of variance, we have the percentage of variance and cumulative percentage. All these are presented by the extracted factors before rotation and after rotation.

5. 3. 2. 1 **Factor Analysis of Organisational Commitment (OC)**

Principal component analysis (PCA) was used to do factor analysis for the five items and four items related to AOC and COC respectively, making it nine items in total for OC. At the inspection, component loadings for one item of AOC (AOC4) had loading below the 0.4 recommended cut-off and the communalities of two items (AOC2 and AOC4) were below 0.5 recommended cut-off point. These two items were excluded. COC (COC7) had its loading and communalities below 0.4 cut-off point. This item was as well excluded. After the exclusion process, the correlation matrices among the remaining items of these two variables revealed a number of correlations, which showed that the responses were fit for factorization. From the variance matrix in Table 5.3, the PCA revealed the presence of one component with eigenvalues more than 1.0 for AOC and COC that accounts for 43.23% and 75.08% of the total variance in these constructs respectively. This showed that these are the AOC and COC measures having the highest impact. In Table 5.4, the KMO measure of sampling adequacy is 0.71 and 0.62 for AOC and COC respectively. The Bartlett's Test of Sphericity for AOC and COC is 0.000. Since the KMO test for AOC and COC are greater than 0.60 and the significance statistic is less than the significant level of 0.05, it is inferred that the data for AOC and COC are correlated and are acceptable for factor analysis. In the solution for AOC and COC as presented in Table 5.5, for AOC, the component loadings and communalities for three items were all above 0.5 and 0.4 respectively, and they were included for the factor analysis and this applies to the three items for COC. Hence, they were retained and computed for OC in the further analysis.

Table 5.3: Total Variance Explained for Organisational Commitment

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
			Affective Organisational Commitment			
1	1.73	43.23	43.23	1.73	43.23	43.23
2	.91	22.66	65.90			
3	.72	18.09	83.98			
4	.64	16.02	100.00			
			Continuance Organisational Commitment			
1	2.25	75.08	75.08	2.25	75.08	75.08
2	.46	15.16	90.24			
3	.29	9.76	100.00			

Table 5.4: KMO and Bartlett's Test Result of Organisational Commitment

KMO and Bartlett's Test		
	AOC	**COC**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.71	.62
Bartlett's Test of Sphericity	Approx. Chi-Square	625.22	135.14
	Df	3	3
	Sig.	.000	.000

Table 5.5: Component Matrix and Communalities for AOC and COC measures

Organisational Commitment	**Component**	**'Communalities**
	1	
Affective Organisational Commitment		
AOC5	.88	.77
AOC6	.89	.79
AOC8	.83	.69
Continuance Organisational Commitment		
COC2	.76	.58
COC6	.69	.48
COC8	.75	.56

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

5.3.2.2 Factor Analysis of Reward

PCA was used to do factor analysis for the five items related to reward. The correlation matrices among the items of this variable revealed a number of correlations, which showed that all responses were fit for factorization. From the variance matrix in Table 5.6, the PCA revealed the presence of two components with eigenvalues more than 1.0 and these explained 36.74% and 24.12% of the variance respectively. This showed that all the reward measures are having a high impact. In Table 5.7, the KMO measure of sampling adequacy is 0.62 for reward. The Bartlett's Test of Sphericity is 0.000. Since the KMO test for reward is greater than the cut-off point of 0.60 and the significance statistic is less than the significant level of 0.05, it is inferred that all the data for reward are correlated and are acceptable for factor analysis. The component loadings and communalities of the rotated solution are presented in Table 5.8. The three items loaded on component one and two items on component two with their loadings above the cut-off point of 0.5. The communalities for these items were above 0.4. These items in the two components were retained for reward in the further analysis.

Table 5.6: Total Variance Explained for Reward

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	**% of Variance**	**Cumulative %**	**Total**	**% of Variance**	**Cumulative %**
1	1.84	36.74	36.74	1.55	30.99	30.99
2	1.21	24.12	60.86	1.49	29.87	60.86
3	.74	14.86	75.72			
4	.67	13.44	89.16			
5	.54	10.84	100.00			

Table 5.7: KMO and Bartlett's Test Result of Reward

KMO and Bartlett's Test		
		AOC
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.62
Bartlett's Test of Sphericity	Approx. Chi-Square	265.312
	Df	10
	Sig.	0.000

Table 5.8: Component Matrix and Communalities for Reward measures

Organisational Commitment	**Component**		**Communalities**
	1	2	
REW16	0.78		0.60
REW5	0.73		0.53
REW4	0.63		0.49
REW6		0.85	0.72
REW17		0.83	0.71

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

5.3.2.3 **Factor Analysis of Performance Evaluation Criteria**

Explanation of the variability and correlation among the items was done with the main intention of getting rid of redundant data. Table 5.9 presents the factor analysis of the PEC items. The items that makeup PEC are 12 items in total. These items were subjected to FA and the results revealed that there were three critical factors extracted from the component analysis that accounts for 36.42%, 9.25% and 8.37% of the total variance in this construct respectively as presented in Table 5.9. In Table 5.10, the KMO measure of sampling adequacy is 0.876. The Bartlett's Test of Sphericity for PEC is 0.000. Since the KMO test for this variable is greater than 0.60 and the significance statistic is less than the significant level of 0.05, it is inferred that the data for PEC are correlated and are acceptable for factor analysis. The component loadings and communalities of the rotated solution are presented in Table 5.11. Four items loaded on separately on component one, two and three respectively with their loadings above the cut-off point of 0.5. The communalities for these items were above 0.4. All these items in the three components were retained for reward in the factor analysis.

Table 5.9: Total Variance Explained for Performance Evaluation Criteria

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.37	36.42	36.42	2.43	20.29	20.29
2	1.11	9.25	45.66	2.08	17.35	37.63
3	1.00	8.37	54.03	1.97	16.40	54.03
4	.88	7.30	61.33			
5	.79	6.60	67.93			
6	.68	5.70	73.63			
7	.67	5.60	79.23			
8	.62	5.16	84.39			
9	.52	4.32	88.71			
10	.50	4.19	92.90			
11	.44	3.66	96.55			
12	.41	3.45	100.00			

Table 5.10: KMO and Bartlett’s Test Result of Performance Evaluation Criteria

KMO and Bartlett's Test		
		AOC
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.88
Bartlett's Test of Sphericity	Approx. Chi-Square	1595.66
	Df	66
	Sig.	.000

Table 5.11: Component Matrix and Communalities for Performance Evaluation Criteria measures

Organisational Commitment	**Component**			**Communalities**
	1	**2**	**3**	
Work Management	.69			0.58
Ability to understand	.69			0.59
Ability to finish work on time	.66			0.47
Ability to receive instruction from superior	.65			0.48
Leadership		.79		0.70
Communication		.71		0.60
Reliability		.58		0.47
Interpersonal relations	.	.57		0.48
Innovativeness			.78	0.63
Decision Making			.70	0.57
Behaviour			.58	0.50
Handling office equipment			.50	0.43
Extraction Method: Principal Component Analysis.				

Organisational Commitment	Component			Communalities
	1	2	3	
a. 1 components extracted.				

5.3.2.4 Factor Analysis of Recruitment Practice (RP)

PCA with varimax rotation was used to do factor analysis for the items related to RP. The items that make up this variable are seven items in total. These items were subjected to FA and two factors were requested because the items for RP were fashioned to index two constructs: internal recruitment source and external recruitment source with eigenvalues of more than 1.0 as presented in Table 5.12. After rotation, the first factor accounted for 37.95% of the variance, and the second factor accounted for 14.26%. The correlation matrices among the items of this variable showed a number of correlations, which showed that all responses were fit for factorization. In Table 5.13, the KMO measure of sampling adequacy is 0.79 while Bartlett's Test of Sphericity is 0.000. Since the KMO test for RP is greater than 0.60 and the significance statistic is less than the significant level of 0.05, it is inferred that the data for RP are correlated and are acceptable for factor analysis. The component loadings and communalities of the solution for RP loaded above the cut-off point of 0.5 and 0.4 respectively as presented in Table 5.14. All the seven items for RP were retained and computed for RP in further analysis.

Table 5.12: Total Variance Explained for Recruitment Practice

Component	Initial Eigenvalues			Rotated Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	2.66	37.95	37.95	1.87	26.71	26.71
2	.10	14.26	52.21	1.79	25.50	52.21
3	.87	12.37	64.58			
4	.72	10.27	74.85			
5	.68	9.68	84.53			
6	.58	8.22	92.75			
7	.51	7.25	100.00			

Table 5.13: KMO and Bartlett's Test Result of Recruitment Practice

KMO and Bartlett's Test		
		PEC
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.79
Bartlett's Test of Sphericity	Approx. Chi-Square	579.33
	Df	21
	Sig.	.000

Table 5.14: Component Matrix and Communalities for Recruitment Practice measures

Organisational Commitment	**Component**		**Communalities**
	1	**2**	
RP7	.79		.62
RP3	.76		.62
RP1	.57		.41

RP8	.79	.62
RP4	.64	.43
RP5	.62	.48
RP2	.50	.46

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 3 iterations.

5. 3. 2. 5 **Factor Analysis of Selection Practice (SP)**

PCA with varimax rotation was used to do factor analysis for the items related to SP. The items that make up this variable are four items in total. These items were subjected to FA with eigenvalues more than 1.0 as presented in Table 5.15. After rotation, the first factor accounted for 44.03% of the variance. The correlation matrices among the items of this variable showed a number of correlations, which showed that all responses were fit for factorization. In Table 5.16, the KMO measure of sampling adequacy is 0.66 while Bartlett's Test of Sphericity is 0.000. Since the KMO test for SP is greater than 0.60 and the significance statistic is less than the significant level of 0.05, it is inferred that the data for SP are correlated and are acceptable for factor analysis. The component loadings and communalities of the solution for SP loaded above the cut-off point of 0.5 and 0.4 respectively as presented in Table 5.17. All the four items were retained and computed for SP in the further analysis.

Table 5.15: Total Variance Explained for Selection Practice

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1.76	44.03	44.03	1.76	44.03	44.03
2	.82	20.45	64.47			
3	.79	19.74	84.22			
4	.63	15.79	100.00			

Table 5.16: KMO and Bartlett's Test Result of Selection Practice

KMO and Bartlett's Test		
		Selection Practice
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.66
Bartlett's Test of Sphericity	Approx. Chi-Square	171.81
	Df	6
	Sig.	.000

Table 5.17: Component Matrix and Communalities for Selection Practice measures

Selection Practice	Component	Communalities
	1	
SPA	.70	.49
SPH	.67	.46
SPD	.64	.41
SPC	.64	.41

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

5. 4 Descriptive Statistics of Variables

The meanscores of the investigated variables were calculated as shown in Table 5.18. The respondents showed in there responses that they have a low level of OC as there disagreement responses is high (M = 3.16, SD = 0.60). Also, the respondents claimed to get reward slightly below average from their organization as there disagreement to getting good reward is above average (M = 2.77, SD = 0.86). The respondents showed in their agreement to PEC that their organization expected some positive behaviour from them (M = 2.14, SD = 0.56). Meanwhile, they agreed in their perception that their organization often conduct recruitment exercise (M = 2.14, SD = 0.56) and it was seen that the organization employs the use of internal recruitment source (M = 2.11, SD = 0.71). The selection practice had an agreement response that showed that the organization engages in selection practices as well (M = 2.29, SD = 0.69).

Table 5.18: Meanscores of investigated variables

Variables	**Mean**	**SD**
Organizational commitment	3.16	.60
Reward	2.77	.86
Performance evaluation criteria	2.14	.56
Recruitment practice	2.18	.60
Selection practice	2.29	.71
Internal recruitment source	2.11	.69

5.5 Hypotheses Testing

Table 5.19 presents the descriptive information of the perception of the employees concerning the criteria their employing organisation base their performance evaluation on. Analysis of the mean scores of PEC shows that employees perceived all the criteria to be important as they agree to it that they are evaluated on their bases. However, reliability (mean =1.95, SD =0.77), behaviours (mean =2.01, SD =0.92) and work management (mean =2.08, SD =0.86) had the highest scores, respectively.

Table 5.19: Employee perception of Performance evaluation criteria

Items	Mean	Std. Deviation
Reliability	1.9518	.77334
Behaviour	2.0116	.92366
Work Management	2.0751	.86331
Communication	2.0809	.85492
Decision Making	2.0906	.92242
Innovativeness	2.0983	.90685
Ability to receive instruction from superior	2.1252	.92463
Ability to understand	2.1252	.91624
Ability to finish work on time	2.1464	.92673
Handling office equipment	2.1676	.93662
Leadership	2.2697	1.08360
Interpersonal relations	2.4066	1.06653

5.5.1 Correlational analysis between Reward, Performance Evaluation Criteria and Organisation Commitment

5.5.1.1 Results: Test of relationship

The correlation statistics are presented in Table 5.20 with two levels of significance (p=.05, and p=.01). It was discovered that reward and OC are significantly and positively correlated (β = .36, p < .01). Reward and PEC are also significantly and positively correlated (β = .18, p < .01). All of the controlled variables except age were observed to correlate with other variables. They were used in the subsequent regression models of study variables.

Table 5.20: Correlation Analysis

OC, organisational commitment

PEC, performance evaluation criteria

Variables	**1**	**2**	**3**	**4**	**5**	**6**	**7**
OC (1)	1						
Reward (2)	.36**	1					
PEC (3)	.15**	.18**	1				
Age (4)	.02	.01	.04	1			
Gender (5)	-.00	-.05	.09*	-.11*	1		
Length of Service (6)	-.09*	-.02	.02	.63**	-.08	1	
Education (7)	.09*	.07	.05	-.07	-.06	-.03	1

*. Correlation is significant at the 0.05 level (2-tailed).

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

5.5.1.2 Results: Test of regression analysis

Before conducting the regression analysis, the absence of heteroscedasticity was checked. This test was done by using the Breusch-Pagan (BP) and Koenker test. This test indicated the absence of heteroscedasticity (BP: p = 0.320; Koenker: p = 0.125). Also, there was no multicollinearity symptom in the multiple regression model (VIF = 1). Proceeding into the regression analysis proper, hierarchical multiple regression was conducted to understand the influence of the investigated variables on the other. This test was chosen reason being that it allowed the researcher to identify while controlling for gender, length of service and education, the input of reward in predicting PEC. Table 5.21 and 5.22 present the regression analysis with two models each, to test the Hypotheses 1 and 2 of this study.

Using regression analysis, based on 522 entries, the hypothesis one of this study was tested and Table 5.21 presented the regression analysis results. As shown in this table, the PEC was regressed on the controlled variables and reward with results in Model 1 and 2 respectively. In model 1, none of the controlled variables significantly affected PEC. In model 2 reward was introduced and only gender was observed to affect PEC ($\beta = 0.09$, $p < 0.05$). However, reward was observed to influence PEC ($\beta = 0.19$, $p < 0.001$). The R^2 (0.05) revealed that 5% of the variance in PEC could be explained by the variance in the reward. It can be said that most influence that is experienced by PEC does not come from reward alone, but also from gender, even though it has a little contribution. Hence, hypothesis 1 was supported, which states that the reward system of an organisation is a channel to reinforce desired behaviours that inform PEC.

Table 5.21: Regression Analysis of the influence of Reward on PEC

	R	**R^2**	***df***	**F**	**t**	**β**
Model 1	.11	.01	518	2.06		
Gender					1.94	.09
Organisational tenure					.62	.03

	R	R^2	*df*	F	t	β
Education					1.62	.07
Model 2 (PEC)	.22	.05	518	6.68***		
Gender					2.18	.09*
Organisational tenure					.75	.03
Education					1.33	.06
Reward					4.51	.19***

PEC, performance evaluation criteria

*. Correlation is significant at the 0.05 level (2-tailed).

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

***. Correlation is significant at the 0.001 level (2-tailed).

As shown in Table 5.22, OC was regressed on the controlled variables and reward. As shown in this table, OC was regressed on the controlled variables and reward. In model 1, as regards the controlled variables, organisational tenure and education negatively and positively affected organisational commitment respectively ($\beta = -0.09$, $p < 0.05$ and $\beta = 0.09$, $p < 0.05$). The R^2 (0.02) revealed that 2% of the variance in OC could be explained by the variance in the organisational tenure and education. This implies that most influence that is experienced by OC does not come from the controlled variables, even though their contribution is minimal. Introducing reward in model 2, none of the controlled variables affected OC. However, reward was observed to significantly predict OC ($\beta = 0.36$, $p < 0.001$). The R^2 (0.14) shows that 14% of the variance in OC could be explained by the variance in reward. Hence, hypothesis two was supported, which states that reward practice of organisation influences OC among employees.

Table 5.22: Regression Analysis of the influence of Reward on OC

	R	R2	df	F	t	β
Model 1	0.13	0.02	518	2.74*		
Gender					-0.25	-0.01
Organisational tenure					-2.01	-0.09*
Education					1.97	0.09*
Model 2 (OC)	0.38	0.14	518	21.64***		
Gender					0.14	0.01
Organisational tenure					-1.92	-0.08
Education					1.50	0.06
Reward					8.78	0.36***

OC, organisational commitment

PEC, performance evaluation criteria

*. Correlation is significant at the 0.05 level (2-tailed).

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

***. Correlation is significant at the 0.001 level (2-tailed)

5.5.2 Correlational analysis between Recruitment Practice and Organisation Commitment

5.5.2.1 Results: A test of a relationship

This section concerns the correlation between the control variables, RP and OC. The correlation matrix table, Table 5.23 presents the information as regards variables to be controlled for subsequent analysis of this study. The potential controlled variables (age, gender, length of service, and education) and RP were made to be the predictor variables in the equation for regression while the dependent variable remains the OC. The result in correlation matrix depicts that RP had a positively weak significant relationship with OC (β =

0.16, $p < 0.01$), education and length of service had a positive and negative weak significant correlation respectively with OC ($\beta = 0.09$, $p < .05$; $\beta = -0.09$, $p < .05$). Age and gender had positive and negative weak non-significant relationships with OC ($\beta = 0.02$, $p > 0.05$; $\beta = -0.00$, $p > .05$). This means that only education and length of service affected OC significantly. In the correlation matrix, no correlation was above 0.90 which shows that there is an absence of multicollinearity (Kleinbaum et al., 1998). The highest correlation between two variables was observed between age and length of service which was 0.64. However, the four controlled variables are selected and used as control variables for subsequent analysis.

Table 5.23: Correlation Analysis

	1	**2**	**3**	**4**	**5**	**6**
Organisational Commitment (1)	1					
Recruitment Practice (2)	$.16^{**}$	1				
Education (3)	$.09^{*}$	.00	1			
Length of Service (4)	$-.09^{*}$	-.07	-.03	1		
Age (5)	.02	-.06	-.08	$.64^{**}$	1	
Gender (6)	-.00	.05	-.07	-.08	$-.09^{*}$	1

** Correlation is significant at $p < .01$

* Correlation is significant at $p < .05$

5.5.2.2 **Results: A test of regression analysis**

Before the regression analysis was conducted, the absence of heteroscedasticity was confirmed. This test was done using Breusch-Pagan (BP) and Koenker test, This test indicated the absence of heteroscedasticity (BP: $p = 0.81$; Koenker: $p = 0.78$). Proceeding into the regression analysis proper, hierarchical multiple regression was conducted to understand the influence of the control variables (gender, age, length of service and education) and the main predictors (RP) of this study on outcome variables (OC).

Using regression analysis, based on 522 entries, the third hypotheses of this study were tested and Table 5.24 presents the regression analysis results. As shown in Table 5.24, the OC was regressed on the controlled variables and RP with results in Model 1 and 2 respectively. In Model 1, out of the four controlled variables, only gender did not significantly affect OC ($\beta = 0.01$, $p>0.05$) while education and age positively significantly affected OC ($\beta = 0.10$, $p<0.05$; $\beta = 0.14$, $p<0.05$) and length of service negatively significantly affected OC ($\beta = -0.18$, $p<0.01$).

In Model 2, RP was introduced and only gender was observed not to affect OC ($\beta = -0.04$, $p>0.05$). Education and age positively significantly affected OC ($\beta = 0.10$, $p<0.05$; $\beta = 0.15$, $p<0.01$) and length of service negatively significantly affected OC ($\beta = -0.17$, $p<0.01$). However, RP was observed to influence OC ($\beta = .16$, $p < .001$). This is expected and in tandem with the theoretical perspective this study identified with (SET). The R^2 (.05) revealed that 5% of the variance in OC could be explained by the variance in the RP. It can be said that most impact that is experienced by OC in Model 2 does not come from RP alone, but also from education, length of service and age (R^2 = 0.03). Hence, hypothesis three was supported which means that the RP has a positively significant impact on OC.

Table 5.24: Regression analysis for the impact of recruitment practice on OC

	R	R^2	Df	F	t	β
Model 1	.17	.03	518	3.65**		
Education					2.19	.10*
Length of Service					-3.14	-.18**
Age					2.51	.14*
Gender					.11	.01
Model 2 (OC)	.23	.05	518	5.81***		
Education					2.21	.10*
Length of Service					-3.05	-.17**
Age					2.62	.15**
Gender					-.04	-.00
Recruitment Practice					3.75	.16***

OC - Organisational Commitment

*** Correlation is significant at p < .001

** Correlation is significant at p < .01

* Correlation is significant at $p < .05$

5.5.3 Correlational analysis between Selection Practice and Organisational Commitment

5.5.3.1 Results: A test of a relationship

This section concerns the correlation between the control variables, SP and OC. Table 5.25 presents the correlation matrix for these variables. The potential controlled variables (age, gender, length of service, and education) and SP were made to be the predictor variables while the dependent variable remains the OC. The result in Table 5.25 depicts SP had a positive weak significant relationship with OC ($\beta = 0.10$, $p < 0.05$), while education and length of service had a positive and negative weak significant correlation respectively with OC ($\beta = 0.09$, $p < .05$; $\beta = -0.09$, $p < .05$). Age and gender had positive and negative weak non-significant relationships with OC ($\beta = 0.02$, $p > 0.05$; $\beta = -0.00$, $p > .05$). This meant that only education and length of service affected OC significantly. In the correlation matrix, no correlation was above 0.90 which shows that there is an absence of multicollinearity (Kleinbaum et al., 1998). The highest correlation between two variables was observed between age and length of service which is 0.64.

Table 5.25: Correlation analysis

	1	2	3	4	5	6
Organisational Commitment (1)	1					
Selection Practice (2)	.10*	1				
Education (3)	.09*	.00	1			
Length of Service (4)	-.09*	-.07	-.03	1		
Age (5)	.02	-.05	-.08	.64**	1	
Gender (6)	-.00	.03	-.07	-.08	-.09*	1

*. Correlation is significant at the 0.05 level (2-tailed).

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

5. 5. 3. 2 **Results: A test of regression analysis**

Before the regression analysis was conducted, the absence of heteroscedasticity was confirmed. This test was done using Breusch-Pagan (BP) and Koenker test, This test indicated the absence of heteroscedasticity (BP: $p = 0.66$; Koenker: $p = 0.62$). Proceeding into the regression analysis proper, hierarchical multiple regression was conducted to understand the influence of the control variables (gender, age, length of service and education) and the main predictors (SP) of this study on outcome variables (OC).

Using regression analysis, based on 522 entries, the fourth hypotheses of this study were tested and Table 5.26 presented the regression analysis results. As shown in the regression analysis table, the OC was regressed on the controlled variables and SP with results in Model 1 and 2 respectively. In Model 1, out of the four controlled variables, only gender did not significantly affect OC ($\beta = 0.05$, $p>0.05$) while education and age positively significantly affected OC (β = 0.10, p<0.05; β = 0.14, p<0.05) and length of service negatively significantly affected OC (β = -0.18, p<0.01).

In Model 2, SP was introduced and only gender was observed not to affect OC (β = -0.01, p>0.05). Education and age positively significantly affected OC (β = 0.10, p<0.05; β = 0.14, p<0.05) and length of service negatively significantly affected OC (β = -0.18, p<0.01). However, SP was observed to influence OC (β = .09, p < .001). The R^2 (.04) revealed that 4% of the variance in OC could be explained by the variance in the SP. It can be said that most impact that is experienced by OC in Model 2 does not come from SP alone, but also from education, length of service and age ($R^2 = 0.03$). Hence, hypothesis four was supported which means that the SP has a positively significant impact on OC.

Table 5.26: Regression analysis for the impact of selection practice on OC

	R	R^2	df	F	t	β
Model 1	.17	.03	518	3.65**		
Education					2.187	.10*
Length of Service					-3.144	-.18**
Age					2.514	.14*
Gender					.105	.01
Model 2 (OC)	.19	.04	518	3.85**		
Education					2.196	.10*
Length of Service					-3.056	-.17**
Age					2.539	.14*
Gender					.053	.00
Selection Practice					2.128	.09*

OC - Oragnisational Commitment

*** Correlation is significant at $p < .001$

** Correlation is significant at $p < .01$

* Correlation is significant at $p < .05$

5. 5. 4 **Correlational analysis between internal recruitment source and OC.**

5. 5. 4. 1 **Results: Test of relationship**

This section concerns the correlation between the control variables, IRS and OC. Table 5.27 presents the correlation matrix for these variables. The potential controlled variables (age, gender, length of service, and education) and IRS were made to be the predictor variables while the dependent variable remains the OC. The result in Table 5.27 depicts IRS had a positive weak significant relationship with OC (β = 0.15, $p < 0.01$), while education and length of service had a positive and negative weak significant correlation respectively with OC (β = 0.09, $p < .05$; β = -0.09, $p < .05$). Age and gender had positive and negative weak non-significant relationships with OC (β = 0.02, $p > 0.05$; β = -0.00, $p > .05$). This meant that only education and length of service affected OC significantly. In the correlation matrix, no correlation was above 0.90 which shows that there is an absence of multicollinearity (Kleinbaum et al., 1998). The highest correlation between two variables was observed between age and length of service which is 0.64.

Table 5.27: Correlation analysis

	1	**2**	**3**	**4**	**5**	**6**
Organisational Commitment (1)	1					
IRS (2)	.15**	1				

Education (3)	.09*	-.03	1			
Length of Service (4)	-.09*	-.03	-.03	1		
Age (5)	.02	-.04	-.08	.64**	1	
Gender (6)	-.00	.01	-.07	-.08	-.09*	1

*. Correlation is significant at the 0.05 level (2-tailed).

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

5.5.4.2 **Results: Test of regression analysis**

Before the regression analysis was conducted, the absence of heteroscedasticity was confirmed. This test was done using Breusch-Pagan (BP) and Koenker test, this test indicated the absence of heteroscedasticity (BP: $p = 0.265$; Koenker: $p = 0.199$). Proceeding into the regression analysis proper, hierarchical multiple regression was conducted to understand the influence of the control variables (education, length of service, age, and gender) and the main predictor (IRS) of this study on outcome variable (OC).

Using regression analysis, based on 522 entries, the fourth hypotheses of this study were tested and Table 5.28 presented the regression analysis results. As shown in the regression analysis table, the OC was regressed on the controlled variables and SP with results in Model 1 and 2 respectively. In Model 1, out of the four controlled variables, only gender did not significantly affect OC ($\beta = 0.05$, $p>0.05$) while education and age positively significantly affected OC ($\beta = 0.10$, $p<0.05$; $\beta = 0.14$, $p<0.05$) and length of service negatively significantly affected OC ($\beta = -0.18$, $p<0.01$).

In Model 2, SP was introduced and only gender was observed not to affect OC ($\beta = -0.01$, $p>0.05$). Education and age positively significantly affected OC ($\beta = 0.10$, $p<0.05$; $\beta = 0.14$, $p<0.01$) and length of service negatively significantly affected OC ($\beta = -0.17$, $p<0.01$).

However, SP was observed to influence OC (β = .18, $p < .001$). The R^2 (.05) revealed that 5% of the variance in OC could be explained by the variance in the IRS. It can be said that most impact that is experienced by OC in Model 2 does not come from the IRS alone, but also from education, length of service and age ($R^2 = 0.03$). Hence, hypothesis five was supported which means that benefiting from internal recruitment source has an influence on OC.

Table 5.28: Regression analysis for the impact of internal recruitment source on OC

	R	R^2	df	F	t	β
Model 1	.17	.03	518	3.65**		
Education					2.19	.10*
Length of Service					-3.14	-.18**
Age					2.51	.14*
Gender					.11	.01
Model 2 (OC)	.23	.05	518	5.62***		
Education					2.31	.10*
Length of Service					-3.17	-.18**
Age					2.65	.15**
Gender					.08	.00
Internal Recruitment Source					3.63	.16***

*** Correlation is significant at p < .001

** Correlation is significant at p < .01

* Correlation is significant at p < .05

5. 6 Summary of results

This study presents a summary of the findings in Table 5.29 below:

Table 5.29: Summary of Findings

Research Question	Hypothesis	Result
Can reward system be used to motivate employees to act in a way that is in tandem with the organisation's PEC?	Hypothesis 1	Accepted
How reward influences OC?	Hypothesis 2	Accepted
Can having good practices of recruitment and selection will increase OC among employees?	Hypothesis 3 and 4	Accepted
Can internal recruitment source serve as a means to foster OC?	Hypothesis 5	Accepted

CHAPTER SIX

DISCUSSION, IMPLICATION, CONCLUSION, LIMITATION, STRENGTH, LIMITATIONS AND RECOMMENDATION FOR FUTURE STUDIES

This study has investigated HRMP and its effect on OC among the public service workers in Nigeria. This study has been carried out using a quantitative research method among LG employees. The findings from the collected data showed that the investigated HRMP have a positive significant influence on Nigerian LG employees' OC. All of these variables have been made known in the previous chapter. These significant influences have led to a couple of the recommendations in this study. However, this chapter concludes this study. First off, discussion of findings will be given, next is the limitation and the recommendation for future studies, while the fourth concerns the conclusion of the current study.

6.1 Discussion

6.1.1 Discussion of Findings on Reward, Performance Evaluation Criteria and Organisational Commitment

In this cross-sectional study based on LG employees, the important objective was to present more grounds for understanding how reward positively influences the behaviours that organisations desire to reinforce in PEC and how reward influences OC. The discussion of the findings of this study is presented below.

The results of this study showed that reward significantly influences OC. The public service sector needs to give commensurate reward to its employees in exchange for their services. A lot of empirical findings have given credence to the fact that reward greatly influences organisational commitment. For instance, Chen, Yang, Gao, Liu and De Gieter (2015), Danish and Usman (2010), Korir and Kipkebut (2016), Mabaso and Dlamini (2018), Miao et al., 2013), Paşaoğlu (2015), Taba (2018) found that reward was positively related to OC. This relationship may be due to the strategies of recognition and appreciation of employees based on either their behaviours, performance or both. An average employee will not work for free and this means that reward can be a signal for an employee to know how well he/she is contributing to the resultant performance of the LG service delivery. Rewarding employees, not only in the monetary form but also in non-monetary forms via expression or statement of gratitude or by offering greater responsibility, can increase their commitment. Nonetheless, a positive relationship was established by the result of this study, which simply means that higher reward will bring about increasing employee commitment. This implies that incumbent employees are retained coupled with substantial overall organisational performance.

Accordingly, the organisational reward is essential for the actualization of the essence of the primal idea of PEC, a proactive behaviour, amongst the employees. Based on the findings of this study, it was found that reward influenced PEC positively. This is because organisational goals require some attitudes and behaviours that are essential to attain set objectives. Due to this, they become part of the criteria to reward performance. In short, these attitudes and behaviours are seen, recognized and harvested by the organisation from their employees because they reward it.

The public sector has set objectives which are accomplished through employees displaying some required abilities. Additionally, they know these abilities and their employees are evaluated based on them, coupled with a reward attached to it. Having a reward system that is openly rolled out fairly and justly to employees who perform well can increase the dexterity in expressing expected and demanded abilities towards subordinates and tasks assigned to them. In other words, rewarding employees can be a medium to ensure that the public sector gets the specific types of behaviour they are looking for. As a tool to direct these behaviours for organisational benefits, managers use them as criteria for performance evaluation. However, according to the equity theory, when employees observe an imbalance in the reward for their input (which reflects the criteria for performance evaluation), the more distress they may experience in the form of anger (Al-Zawahreh and Al-Madi, 2012). In support of this observation, Maicibi (2003) stated that rewards should generally be commensurate to employees' job input.

The Nigerian public sector rewards employees who have the required knowledge about their job, show a high level of honesty and trustworthiness, coupled with reliability under pressure, and display good behaviour and a high level of commitment. These are classed as the top five most important criteria perceived by the respondents of this study, which is a mirror of what the public sector rewards most since it is key to excel in service delivery. It does not mean that the public sector does not reward skills like the ability to handle office equipment, leadership skills or interpersonal relations (which are the three criteria of least importance), but this order speaks volumes of what they want most from their employees. Hence, the positive relationship established in this study points out that the most important criteria in performance evaluation are what the Nigerian public sector places preference in terms of values and reward.

6.1.2 Discussion of Findings on Recruitment and Selection Practice and Organisational Commitment

Many research has been conducted on recruitment and selection practice (Farnham and Stevens, 2000; Ishii et al., 2013; Secară, 2010; Waxin et al., 2018; Yu, 2018) and OC (Mulvaney, 2014; Obedgiu et al., 2017; Kim and Kim, 2015; Yağar and Dökme, 2019) in the public service sector. However, there are fairly little studies that have critically explored their relationship (Hashim et al., 2016; Jamil and Naeem, 2013; Johar et al., 2019; Mahal, 2012; Saviour et al., 2017) while no study has studied this relationship among LG employees making it to stand out as the first. Sequel to this, the inspiration behind this study, which was the primary objective of this study, was to unravel the impact the recruitment and selection practices have on OC.

Through a regression analysis, this study demonstrated that recruitment and selection practice positively and significantly impacts OC among LG employees. This surmises that by having the best practice of recruitment and selection, the ideal candidates are ushered into the organisation and this can positively influence employees' tendency of identifying with the goals and values of the employing organisation coupled with an increasing team spirit. Similarly, as deduced from the findings of this study, balancing the human resource manager-job seeker relationship and the human resource-incumbent employee relationship is an indicator that can encourage OC. Incumbent employees can feel comfortable to continuously increase their OC. A situation whereby this relationship is tweaked unfairly to favour job seekers that are not unqualified, a decrease in continuance commitment is triggered. In other words, employees would perceive pollution of long term effort put in place to build a formidable performing team.

Based on the SET, it was hypothesized that recruitment and selection practice would have a positive impact on OC because employers' impartial recruitment and selection process will naturally increase OC. The effects of recruitment and selection practice on OC turned out to be positive as well. When looking at the implicit meaning of recruitment and selection practice, it can be said that this finding is a logical one because recruitment is the process of choosing the right candidate for a new position while selection gives the opportunity to choose the qualified from the multitudes. Employees in this study expressed a high rating on OC because recruitment and selection practice unleashes well-grounded, measurable, and negligible unfavourable impact on LG service delivery. It is therefore affirmed that having good recruitment and selection practices will increase the value of an organisation in terms of performance. Recruitment and selection may be time-consuming and money gulping but when done efficiently and without a hitch, it produces the desired results which in turn increases OC among employees. Furthermore, having desired results in recruitment and selection practice reflects the organisational goals, strategies and policies that esteem its human resources. Not only will the personnel managers know the job demands of the organisation, but employees also are aware of this as well, and it could be explained that having recruitment and selection practice that marries the skills and competency of potential employees with these job demands will increase incumbent employees' OC.

At times, inadequate manpower can occur or be foreseen in an organisation, and organisations usually swift into planning when observed. While planning, recruitment and selection practice can be used as a tool to reward employees with the remarkable performance so as to explore more untapped potentials for new and higher roles in the organisation. The positive and significant impact that recruitment and selection practice has on OC can be traced to the belief that considering incumbent employees for upgrading such as for promotion, rotation or transfer to a higher level (in other to cater for the shortfall of manpower) instead of only recruiting and selecting externally. This perspective is in tandem with the claim of Dessler (2000), who noted that considering incumbent employees to join the pool of candidates in recruitment and selection process can make employees have a stronger commitment to the organisation.

However, this study unraveled a stimulating fact in which it was established that controlled variables function as a predictor of OC. Moreover, while controlling for recruitment practice, it was found out that age and education level of employees play no vital role in the increase in OC exhibition except for the length of service of employees. As noted previously in this study, recruitment is the first stage of employment. It is believed that at this stage, anybody qualified is expected to apply for the vacant positions. But what seems to be fascinating in this study is that the OC of incumbent employees decreases as the length of service increases. Normally, as employees' length of service increases, investments increase social exchange sets in and the decision to commit increases (Cohen, 1993). This depicts a positive relationship between the length of service and OC which is also suggested by Meyer and Allen (1997). The reason behind this negative impact is unclear but aligning with the study of Liou and Nyhan (1994), it is established that a negative relationship exists between the length of service and affective commitment. Also, while controlling for selection practice, length of service showed a negative effect as well. Meanwhile, all the three controlled variables (age, length of service and education) played a positive and significant role in impacting OC. Age increase showed a direct positive effect on OC and this could be because of the sensitivity involved in selection practice. It is the very critical moment when incumbent employees start thinking about the credibility of who is going to judge the applicants and the sincerity in the strategies that will help to determine who fits into the organisational culture they have moulded for years. It is a fact that with increasing age witnessed by employees in an organisation, the tendency is high that employees get to display more OC which is an opportunity for the organisation to secure their direct or indirect participation in selection activities to get the right results. Likewise, education had a positive significant effect on OC. This could mean that the educated incumbent employees understand the importance of employing new applicants into the organisation at the point of the selection stage when compared to the recruitment stage.

6.1.3 Discussion of Findings on Internal Recruitment Source and Organisational Commitment

One of the results of the study found a positive and significant relationship between RP and OC. However, to further examine this relationship, it was decided to understand the relationship between the IRS and OC. This was done because of some reasons. First, the items adapted to measure RP (from the study of El-Kot and Leat, 2008) measured RP with a mixture of items identifying two sources of recruitment. When these items were subjected to factor analysis, two distinct factor loadings were extracted showing IRS and ERS as the distinct factors. Second, reviewed literature has neglected the study of the IRS as it affects OC. And lastly, all of the respondents to this study are incumbent employees and understanding their perceptions on IRS as it affects their commitment is an interesting academic puzzle to solve. Considering these reasons, this study sought to examine the function the internal recruitment source can serve as a means to foster OC among employees in the workplace and to test the hypothesis that benefiting from internal recruitment source has to influence on OC.

In investigating the relationship between IRS and OC, it was found that the former has a positive significant influence on the latter. This finding is in consonance with the studies of Van Latham and Leddy (1987) and Matthew Bidwell (2011) who both demonstrated that the IRS has an effect on employees' OC. Following these reference points, this finding strongly suggests that employees with the perception that their organisation uses internal recruitment source, which is a source of non-tangible benefits, can easily perceive their organisation as one that intrinsically rewards its committed employees. This finding was expected based on the illustration given by Meyer and Nujjoo (2012) as regards affective commitment. It was explained that it is an employee's emotional attachment, identification and involvement with the organisation as a result of favourable perceptions of tangible and non-tangible benefits.

Meyer et al (1993) put forward that employees recognize the reason to remain committed to their employing organisation because they feel they have to remain there. Moser (2005) provided empirical evidence to support this with a significant influence of IRS on OC. This logical assumption implies that leaving is tantamount to forfeiting favourable career improvement and other benefits attached to it. It can be understood that employees believe that their jobs can aid them to achieve their career goals (such as timely and regular promotions that attract attractive benefits and status) which may subject them to greater cost if they opt-out. On the other hand, managers must understand that when employees believe that there is little or no prospect in their job, the cost drops down and the quest to get a better job increases. Relatively, a job with a prospect can be one where the managers are always considering their employees for advancement through best practice of internal recruitment exercise. As elaborated by DeVaro et al (2015), this form of consideration motivates employees to become more committed if it is going to be in the best interest of the employees and their employers.

6. 2 Implications

6. 2. 1 Theoretical Implication

From a theoretical perspective, this study enriches and rejigs the understanding of Skinner's theory of reinforcement (Skinner, 1969) in the context of the public service sector. Over the years, this theory has decreased in popularity because of its waned influence in the past years but this study has garnished its school of thought. This study validates the reinforcement theory which gained its support in the established link between reward and PEC. This link promulgated the core objective of this theory as regards the potent mechanisms for predicting and controlling employee behaviours. Accordingly, this theory as informed from this study revealed that manipulating rewards with the attempt to increase OC of employees is inviolable but the crucial point is that it must not be simultaneous. Adequate understanding (on the part of the employees) that this is the desired behaviour and simple structure (set up by the management) for contingencies of reward on job will bring about positive and negative consequences for effective and ineffective behaviour. By virtue of this notion, the focus of Skinners theory can be said to revolve round modification of individual behaviour in organization. This focus gains support with the introduction of reinforcement concept. Bringing reward into the picture, an event will be confirmed reinforcing in a situation when event that follows effective or ineffective job behaviours makes the behaviour to increase in tendencies of being repeated. However, on a general note, it can be deduced that the higher the rewards, the more the behaviours that organisations desire to reinforce in PEC.

This study improve the underlying idea behind SET in the context of the public service sector. It showed how SET can be applied to have a deeper understanding of the functions of reward influencing commitment. It was emphasised in this study that the need to have a good reward system for employees will herald the possibility for a desirable outcome such as the commitment of employees to their organisation. SET is crucial when there is a need to persuade employees, making them to produced a desired organizational result or making them to love the employing organization. One and very important currency that can be used to exhibit social exchange relationship is reward. Managers (who are organizational agents) must understand this social exchange concept so as to get optimum performance from their employees. When a tilt of exchange is perceived by one of the parties, such that one is losing and the other is gaining, the obligation to reciprocate decreases. Against the backdrop of this study, reward is the currency that is often perceived to be beneficial by the employees while OC is the currency that is of benefit to the organization. It can be submitted that the fundamental implication of this theory is that a well reciprocated exchange between organization and employees willing to offer a broad varieties of strength and skills can produce a high sense of OC.

6. 2. 2 Practical Implication for Managers

This study offers a rich understanding about reward, recruitment and selection practice, PEC, and OC within the organizational context. From a managerial perspective, knowing the importance of this variables is important. The findings of this study revealing that PEC and OC will be an outcome of reward, and that OC will be an outcome of recruitment and selection practice and internal recruitment source is noteworthy.The establishment of these relationships can foster a strong indivdualized relationships between employees and the organization. Human resource managers in the Nigerian public sector need to know which criteria are appropriate and also ensure their employees are aware of these criteria that would be used to carry out the performance evaluation and influence their rewards. An organisation should be meticulous and flexible to juxtapose their required evaluation criteria with the observed performance of the employees. This brings about feedback and extensive review that is satisfactory, thereby allowing a fair and just reward system. A public sector that wants to satisfy their customers' needs to identify the most important attitudes and behaviours inherent in their employees and create an evaluation system that adopts these attitudes and behaviours as criteria to be evaluated and rewarded. Organizations can properly use reward after evaluating behaviours to make there employees feel important which can cause an increasing quality perception about the employee-employer relationship. This will bring about good service delivery to the service consumers.

Nevertheless, managers need to understand that what is rewarded will be repeated irrespective of the capacity, responsibility and level the good employees occupy in the public sector. This can cause a causal sequence in the organisation that will yield positive results especially when the salient use of these attitudes and behaviours are within the scope of the evaluation criteria. In as much as the public sector understands the importance of commitment, the reward can be utilised to influence it. Fair and just reward attached to impressive competencies makes OC increase among the employees. Managers in the public sector can seize this opportunity because it turns out to be a channel of relevant work efficiency of the employees. In addition, managers can class reward as a germane factor of current OC programs in their organisations, for it has the potential to foster the progress factor in line with the performance of employees.

Also, recruitment and selection exercise carried out by the organisation can be expensive but the gain of using it well can increase OC. In the LG, there is a constant need for human resource to meet the daily demand of the grassroots for service delivery. Job seekers who can perform expertly with a high level of dexterity are to be sought after to build a great LG. No matter the situation, capable hands are never going to be scarce in a country with vast experience and high education level. Achieving a confluent of the incumbent and ideal new employees as a team can help the health of the LGs thereby maintaining a significant level of OC.

6. 3 Conclusion

This study has investigated HRMP and its effect on OC among the public service workers in Nigeria. This study has been carried out using a quantitative research method among LG employees. The findings from the collected data showed that the investigated HRMP have a positive significant influence on Nigerian LG employees' OC. This result support the belief, according to the perception of the employees, that management of the LG attach importance to all the observed PEC but three of the criteria had the highest importance in this order: reliability, behaviours and work management. Also, the result showed that PEC had a low relationship with reward which meant that unfair and bias reward systems will promote ineffective behaviours and vice versa. It is believed that identifying and introducing PEC to employees is not enough. Another finding of this study contributed to an understanding of the relationship between reward and OC amongst the employees. Even though the relationship is not simple and should not be examined, however, managers and employees need to know the importance of reward to develop a good working relationship that will increase working performance. Besides, SET received some contributions as a result of this findings of this study.

The data of this study showed that recruitment and selection practice used by managers have significant effect on OC. It is deduced that best practice of recruitment and selection allows the employment of ideal candidates into the organisation. Drawing from the findings of the study,there was an high rating on OC because recruitment and selection practice unleashes well-grounded, measurable, and negligible unfavourable impact on LG service delivery. Based on this, it is expected that having good recruitment and selection practices will increase the value of an organisation in terms of performance. The result of this study supported the idea that positive and significant impact that recruitment and selection practice has on OC can be because of the consideration of upgrading incumbent employees bygiving them promotion, rotation or transfer to a higher level instead of only recruiting and selecting individuals externally.

This study found that IRS had a positive significant influence on OC. This finding strongly suggests that employees with the perception that their organisation uses internal recruitment source, which is a source of non-tangible benefits, can easily perceive their organisation as one that intrinsically rewards its committed employees. Furthermore, this study confirms the fact that when managers considers their employees for advancement, its gives their job a prospect which is packed with capsules of motivation for more OC.

6. 4 Strength, Limitations and Recommendation for Future Studies

A potent strength of this study is the sample size. According to Dolnicar et al (2016), using a larger sample size increases the likelihood of having an improved data analysis and bringing about accurate discovery of relationship. This inevitability aids in strengthening the statistical observations of this study. This gives the study set of findings that are generalizable in nature, which implies that it can be generalized to other LG employees both within and outside the South-western region of Nigeria.

For the purpose of explanation and replication, as embraced by Ridder (2017), one key strength of this study is the application of theories. Two notable theories, SET and Skinners theory, are applied to form a foundation to understand the interactions of the investigated variables. These theories explained the contexts of social exchange and reciprocity as the nucleus of employee-employer relationship which can generate a larger impact on organizational outcomes such as OC.

Another strengthen is prevention of common method variance. As recommended by Rodríguez-Ardura and Meseguer-Artola (2020), the items of the questionnaire used for the survey of this study were succinct, mixed, and accurate. Besides, the respondents of this study were assured of strict adherence to the rules of anonymity and confidentiality in data collection. More so, they were assured that the choice of answers selected for each item will not be observed right or wrong. The respondents were assured as well that the data would be protected and solely used for research purpose. Some items in OC were kept in negative format for its wordings. These were considered as remedies to reduce common method bias in this study giving the study an academic strength.

While this study was carried out, the researcher was faced with some limitations and one of them is funding. The fund required for this study was enormous and it was provided exclusively by the researcher. Ideally, the researcher would have secured fund to execute this research from academic and research boards in his home country to contribute to this study but there was no means to do so. This set itself as a limitation in the long run for the researcher to collect more data from other LGs. However, the research design was cross-sectional which is a limitation. We suggest that future studies can use a longitudinal or experimental design to get a better result.

Something to consider for further research is the influence of intrinsic motivators since this study focuses on extrinsic motivators and employers can get onto a slippery slope with increased financial rewards, e.g. where will the boundaries be? In addition to what should be considered for future research is the external recruitment source, because this study mainly focused on internal recruitment source and its relationship with OC. Also, a normative organisational commitment was not considered as part of the construct to measure OC dues to its very low-reliability level, further studies can consider it alongside continuance and affective commitment to measure OC.

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APPENDIX ONE

QUESTIONNAIRE

ON ASSESSING THE SIGNIFICANCE OF HUMAN RESOURCE MANAGEMENT PRACTICES AND EMPLOYEE PERFORMANCE FOR EFFECTIVE CIVIL SERVICE IN NIGERIA

This questionnaire is part of the on-going research in finding out information about the significance of Human Resource Management Practices and employee performance so as to achieve an effective civil service in Nigeria. Your kind and objective responses will significantly contribute to the study. This study forms part of the requirements leading to the award of Doctor of Philosophy in Business Management at the Near East University to the PhD student conducting this survey. Any information provided is strictly for academic purposes and would be treated with utmost confidentiality and anonymity. Please note that there are no true or wrong answers and if you feel like opting out of the survey, please feel free to inform the researcher.

Thank you for your time.

Kehinde Gbolahan Somoye

Business Administration Department

Institute of Graduate Studies

Near East University

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Business Administration Department

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The questions in the questionnaire were sectioned into two (section A and B) as shown in Appendix 1. In Section A, the questionnaire contains all the items for reward, PEC, recruitment and selection and OC mixed together. No identifications were made for each variable.

Talk about Appendix 2-11 in LG list or population

Talk about Appendix 1 in strenght area

Section One

Please indicate by ticking (√) the extent you agree with the following statements.

SA:*Strongly Agree*; A:*Agree*; N:*Neutral*; D:*Disagree*; SD:*StronglyDisagree*						
	Statement	**SA**	**A**	**N**	**D**	**SD**
1.	The feedback you received at your most recent performance review is useful					
2.	I am able to introduce changes without going through a lot of red tape					
3.	I am allowed sufficient freedom to do what is necessary in my work in order to do a good job					
4.	I am included in my Local Government's goal-setting process					
5.	I am not afraid of what might happen if I quit my job without having another one line up					
6.	I do not believe that a person must always be loyal to his or her organization					
7.	I do not feel a 'strong' sense of belonging to my Local Government					
8.	I do not feel emotionally attached to this Local Government					
9.	I do not feel like 'part of the family' at my Local Government					
10.	I enjoy discussing about my Local Government with people outside it					
11.	I have a good relationship with my supervisor(s)					
12.	I have a good relationship with people in my Local Government					
13.	I have a good salary					
14.	I have good fringe benefits					
15.	I have good job security					
16.	I have prospects for promotion					
17.	I like to be evaluated based on attendance					
18.	I like to be evaluated based on Job knowledge					

SA:*Strongly Agree;* A:*Agree*; N:*Neutral*; D:*Disagree*; SD:*StronglyDisagree*						
	Statement	**SA**	**A**	**N**	**D**	**SD**
19.	I work for a reputable Local Government					
20.	Independence and initiative are rewarded					
21.	My work is enjoyable and stimulating					
22.	One of the few serious consequences of leaving this Local Government would be that scarcity of available alternatives					
23.	One of the major reasons I continue to work for this Local Government is that leaving would require considerable personal sacrifice – another organization may not match the overall benefits I have here					
24.	One of the major reasons I continue to work in this Local Government is that I believe loyalty is important and therefore feel a sense of moral obligation to remain					
25.	Right now, staying with my Local Government is a matter of necessity as much as desire					
26.	The evaluation form my department uses accurately evaluates my performance.					
27.	The people I serve evaluate me positively					
28.	Things were better in the days when people stayed in one organization for most of their careers					
29.	This Local Government has a great deal of personal meaning for me					
30.	Word of mouth is used as a source of recruitment in my LG					
31.	I think that people these days move from organization to organization too often					
32.	I like to be evaluated based on commitment					
33.	My LG use educational institutes as a source of recruitment					
34.	My LG use panel interview as a method of selection					
35.	It would be very hard for me to leave my Local Government right now, even if I wanted to					
36.	I think that I could easily become as attached to another organization as I am to my Local Government					

SA:*Strongly Agree;* A:*Agree*; N:*Neutral*; D:*Disagree*; SD:*StronglyDisagree*						
	Statement	**SA**	**A**	**N**	**D**	**SD**
37.	I was taught to believe in the value of remaining loyal to one organization					
38.	My LG use references as a method of selection					
39.	My LG use recruitment agencies as a source of recruitment					
40.	I really feel as if this Local Government's problems are my own					
41.	My job provides scope to learn and develop my abilities to my full potential					
42.	My LG use advertisement externally as a source of recruiting					
43.	I like to be evaluated based on honesty and trustworthiness					
44.	My LG use application forms as a method of selection					
45.	I have good relationships with colleagues					
46.	My LG use psychometric tests as a method of selection. (Psychometric test measures individuals' mental capabilities and behaviour)					
47.	I do not think that to be a 'company man' or 'company woman' is sensible anymore					
48.	I feel that I have very few options to consider leaving this Local Government					
49.	Jumping from organization to organization does not seem at all unethical to me					
50.	I like to be evaluated based on interpersonal relations					
51.	I like to be evaluated based on my ability to receive instruction from superior					
52.	My job performance has improved as a result of the performance appraisal process.					
53.	My supervisor is responsive to suggestions and grievances					
54.	My LG use graphology as a method of selection					
55.	I like to be evaluated based on ability to understand					
56.	My supervisor gives clear guidance					

SA:*Strongly Agree;* A:*Agree*; N:*Neutral*; D:*Disagree*; SD:*StronglyDisagree*						
	Statement	**SA**	**A**	**N**	**D**	**SD**
57.	I like to be evaluated based on work Management					
58.	It would not be too costly for me to leave my Local Government now					
59.	I have a manageable work load					
60.	I like to be evaluated based on ability to finish work on time					
61.	My LG recruit from amongst current employees (internally)					
62.	I get enough feedback about my performance.					
63.	My LG use assessment centres as a method of selection					
64.	My LG use LG website as a source of recruitment					
65.	My LG use search/selection consultants as a source of recruitment					
66.	My job is challenging					
67.	Too much in life would be disrupted if I decided to leave my LG now					
68.	My job provides sufficient variety in tasks/type of activity					
69.	I like to be evaluated based on ability to handling office equipment					
70.	I like to be evaluated based on my behaviour					
71.	My LG use aptitude tests as a method of selection					
72.	If I got another offer for a better job elsewhere, I would not feel it was right to leave my organization					
73.	My LG use curriculum vitae (CV) as a method of selection					
74.	I know that I am really helping doing my job well					
75.	I like to be evaluated based on my innovativeness					
76.	I like to be evaluated based on my ability to make decision					
77.	I would be very happy to spend the rest of my career with my Local Government					
78.	My LG use commercial website as a source of recruitment					

SA:*Strongly Agree;* A:*Agree*; N:*Neutral*; D:*Disagree*; SD:*StronglyDisagree*						
	Statement	**SA**	**A**	**N**	**D**	**SD**
79.	My LG use one-to-one interview as a method of selection					
80.	I like to be evaluated based on reliability					
81.	My performance appraisal is conducted on time each year.					
82.	I like to be evaluated based on my ability to communicate					
83.	My LG use group selection methods as a method of selection					
84.	I like to be evaluated based on leadership					
85.	My LG use advertisement internally as a source of recruiting					
86.	My supervisor evaluates me positively					

Section Two [Background Information]

Please indicate by ticking (√) and fill in appropriate answer to each question.

1. Gender
   a. Male b. Female

2. Age
   (a) 30 years and Below (b) 31-40 years (c) 41-50 years (d) 51-60 years (e) 61 years and above

3. Length of service with your Local Government? ……………
   (a) 1-5 years (b) 6-10 years (c) 11-15 years (d) 16-20 years (e) 21 years and above

4. Educational career of the respondent
   a. BSc b. MA /MSc c. M.phil d. PHD e. Any other diploma

APPENDIX TWO

Irewole Local Government Employee Population

IREWOLE LOCAL GOVERNMENT

P.M.B 5002, Ibadan-Ile-Ife Expressway, Ikire, Osun State

OFFICE OF THE CHAIRMAN

Hon. Prince Aderemi Abass - Chairman
08033723807

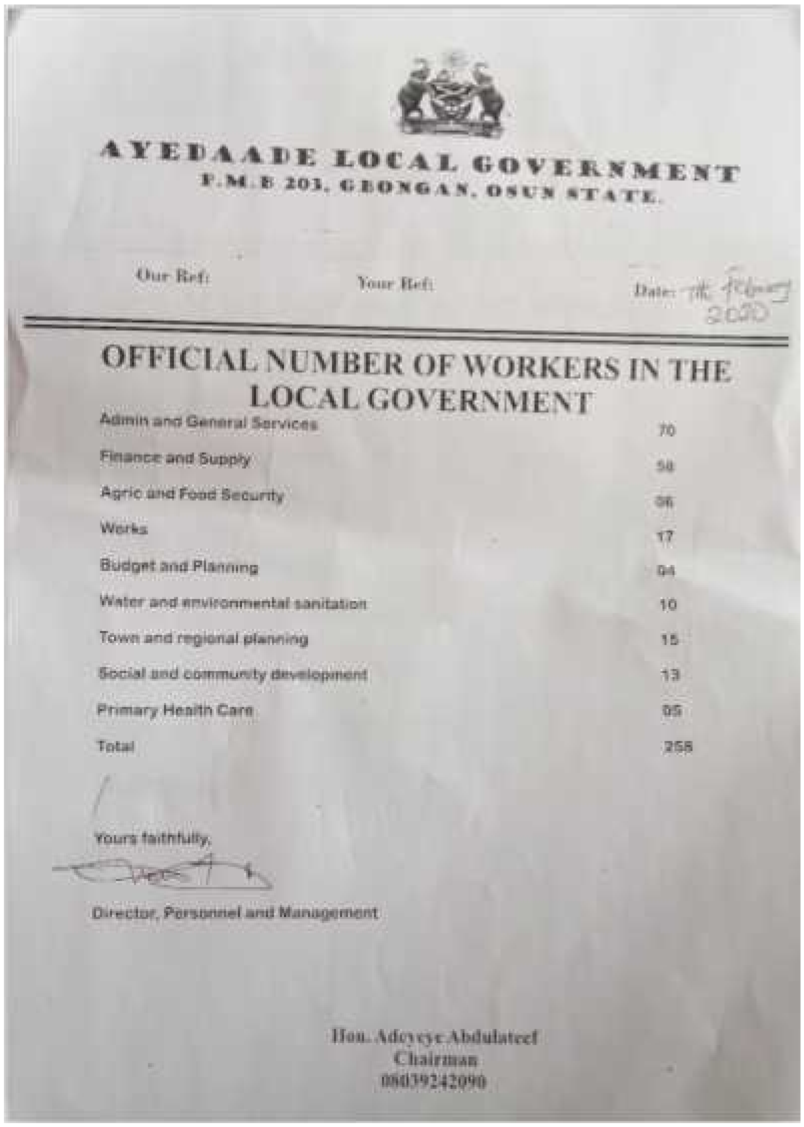
Our Ref: Your Ref: Date: [illegible]

LOCAL GOVERNMENT WORKERS

Admin and General Services	63
Finance and Supply	45
Agric and Food Security	14
Works	20
Budget and Planning	7
Water and environmental sanitation	6
Town and regional planning	7
Social and community development	20
Primary Health Care	78
Total	268

APPENDIX THREE

Ayedaade Local Government Employee Population



AYEDAADE LOCAL GOVERNMENT
P.M.B 203, GBONGAN, OSUN STATE.

Our Ref: Your Ref: Date: 7th February 2020

OFFICIAL NUMBER OF WORKERS IN THE LOCAL GOVERNMENT

Admin and General Services	70
Finance and Supply	58
Agric and Food Security	06
Works	17
Budget and Planning	04
Water and environmental sanitation	10
Town and regional planning	15
Social and community development	13
Primary Health Care	05
Total	258

Yours faithfully,

Director, Personnel and Management

Hon. Adeyeye Abdulateef
Chairman
08039242090

APPENDIX FOUR

Ede North Local Government Employee Population

EDE NORTH LOCAL GOVERNMENT

Oja Timi, Ede, Osun State

OFFICE OF THE CHAIRMAN

Our Ref:
Your Ref:
Date: 07/02/2020

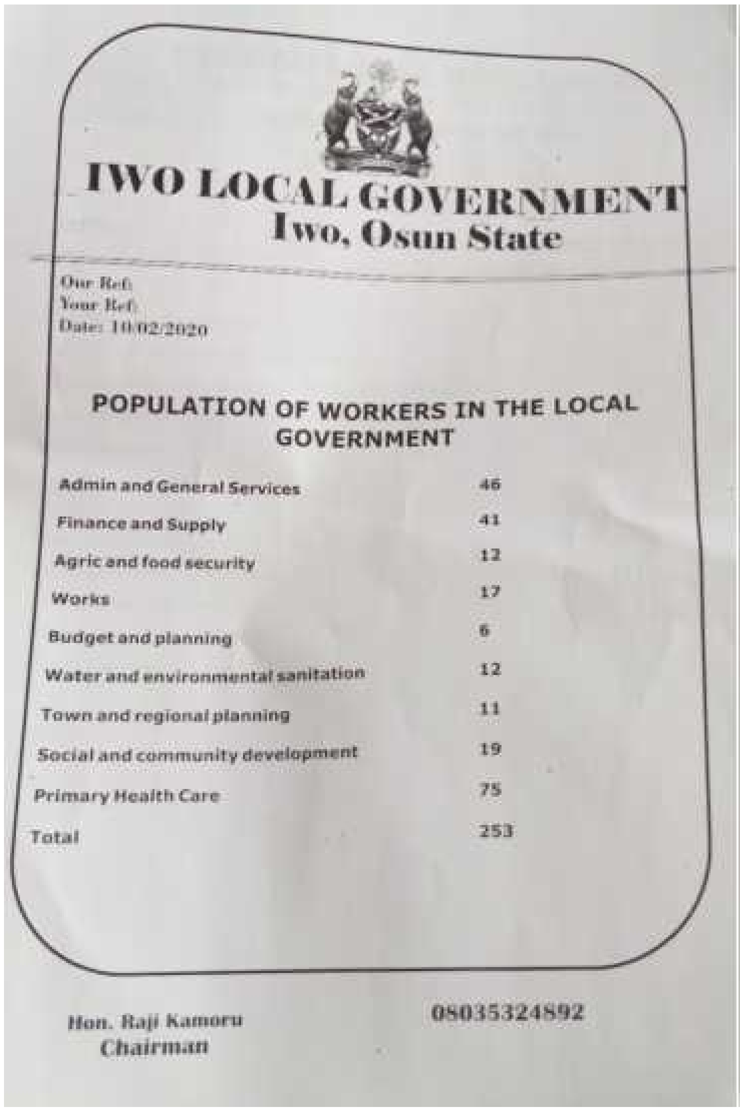
Hon. Daud Akinloye
Chairman
08074618545

TO WHOM IT MAY CONCERN:OFFICAL WORKERS IN THE LOCAL GOVERNMENT

Admin and General Services	47
Finance and Supply	45
Agric and Food Security	10
Works	15
Budget and Planning	6
Water and environmental sanitation	92
Town and regional planning	8
Social and community development	21
Primary Health Care	9
Total	253

APPENDIX FIVE

Iwo Local Government Employee Population



IWO LOCAL GOVERNMENT
Iwo, Osun State

Our Ref:
Your Ref:
Date: 10/02/2020

POPULATION OF WORKERS IN THE LOCAL GOVERNMENT

Admin and General Services	46
Finance and Supply	41
Agric and food security	12
Works	17
Budget and planning	6
Water and environmental sanitation	12
Town and regional planning	11
Social and community development	19
Primary Health Care	75
Total	253

Hon. Raji Kamoru
Chairman

08035324892

APPENDIX SIX

Osogbo Local Government Employee Population

OSOGBO LOCAL GOVERNMENT

P.M.B 4318, Ibokun Road, Oke Baale, Osogbo, Osun State

OFFICE OF THE CHAIRMAN

Hon. Adegoke Musa. O
Chairman
08035885638

Our Ref: **Your Ref:** **Date:** 7th February 2020

Dear Sir or Ma,

TO WHOM IT MAY CONCERN

RE: POPULATION OF OFFICIAL WORKERS

The population of workers in this local is 282. The breakdown is as follows:

Admin and general services	46
Finance and supply	30
Agric and food security	9
Works	10
Budget and planning	8
Water and environmental sanitation	17
Town and regional planning	8
Social and community development	21
Primary health care	133

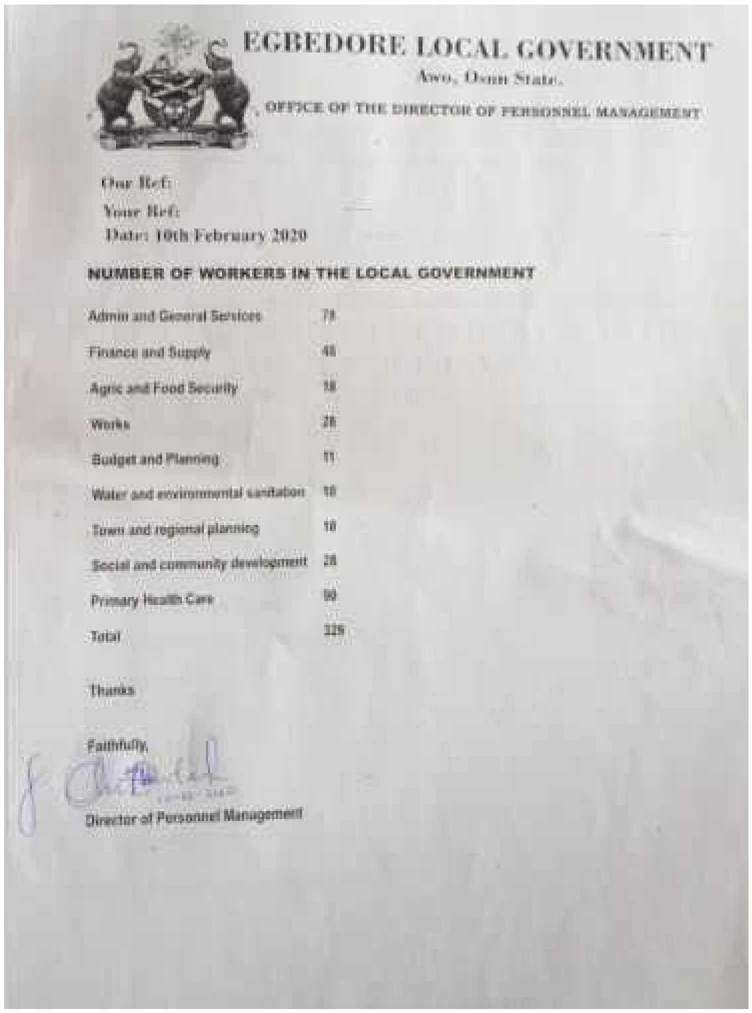
Faithfully,

for

Hon. Adegoke Musa
Chairman

APPENDIX SEVEN

Egbedore Local Government Employee Population



EGBEDORE LOCAL GOVERNMENT

Awo, Osun State.

OFFICE OF THE DIRECTOR OF PERSONNEL MANAGEMENT

Our Ref:

Your Ref:

Date: 10th February 2020

NUMBER OF WORKERS IN THE LOCAL GOVERNMENT

Admin and General Services	79
Finance and Supply	45
Agric and Food Security	18
Works	28
Budget and Planning	11
Water and environmental sanitation	10
Town and regional planning	10
Social and community development	28
Primary Health Care	90
Total	329

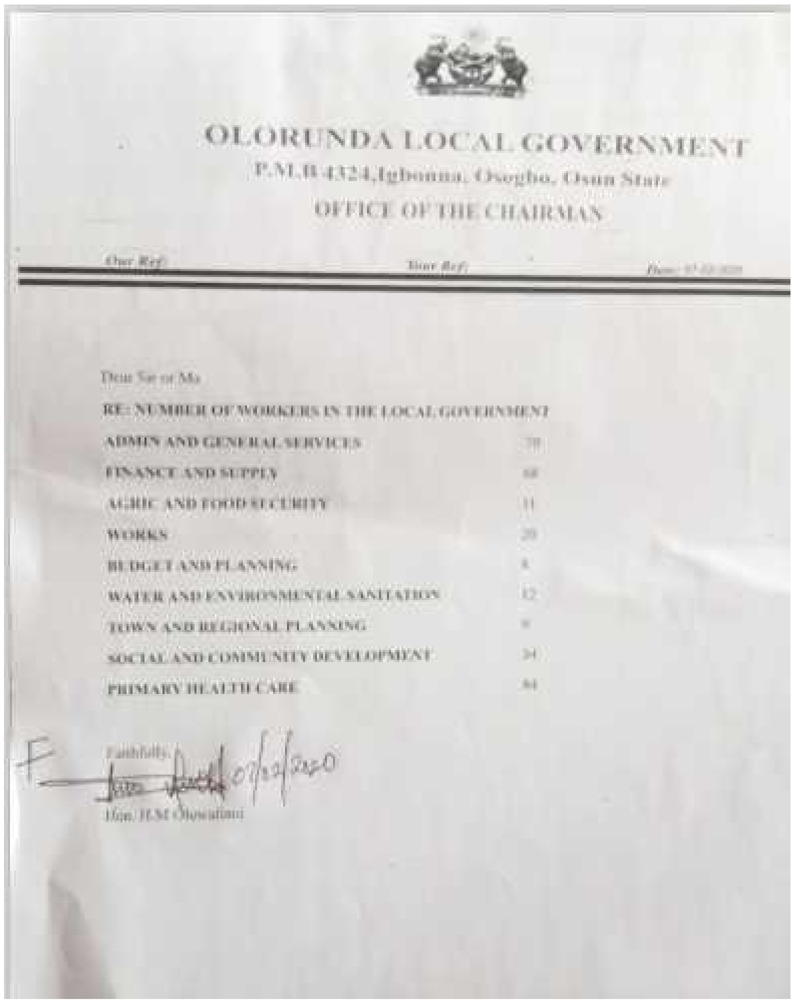
Thanks

Faithfully,

Director of Personnel Management

APPENDIX EIGHT

Olorunda Local Government Employee Population



OLORUNDA LOCAL GOVERNMENT

P.M.B 4324,Igbonna, Osogbo, Osun State

OFFICE OF THE CHAIRMAN

Our Ref: *Your Ref:* *Date:* [illegible]

Dear Sir or Ma

RE: NUMBER OF WORKERS IN THE LOCAL GOVERNMENT

ADMIN AND GENERAL SERVICES	78
FINANCE AND SUPPLY	68
AGRIC AND FOOD SECURITY	11
WORKS	20
BUDGET AND PLANNING	8
WATER AND ENVIRONMENTAL SANITATION	12
TOWN AND REGIONAL PLANNING	9
SOCIAL AND COMMUNITY DEVELOPMENT	34
PRIMARY HEALTH CARE	84

Faithfully,

07/02/2020

Hon. H.M Oluwafemi

APPENDIX NINE

Moba Local Government Employee Population

MOBA LOCAL GOVERNMENT

P.M.B 001, OTUN-EKITI, EKITI STATE

Further Communications should be addressed to:
THE CHAIRMAN
MOBA LOCAL GOVERNMENT

Our Ref: .... Your Ref: .... Date: 11-02-2020

MOBA LOCAL GOVERNMENT, OTUN-EKITI
SUMMARY STAFF STRENGTH DECEMBER, 2019.

S/N	DEPARTMENT	UNIFIED	NON-UNIFIED	TOTAL
1	ADMINISTRATION	98	150	248
2	AGRIC	13	4	17
3	BPR&S	11		11
4	COMM.DEV	30	2	32
5	ENVIRONMENTAL	8	7	15
6	FINANCE	84	11	95
7	PHC	101	116	217
8	WORKS	89	31	120
	TOTAL	434	321	755

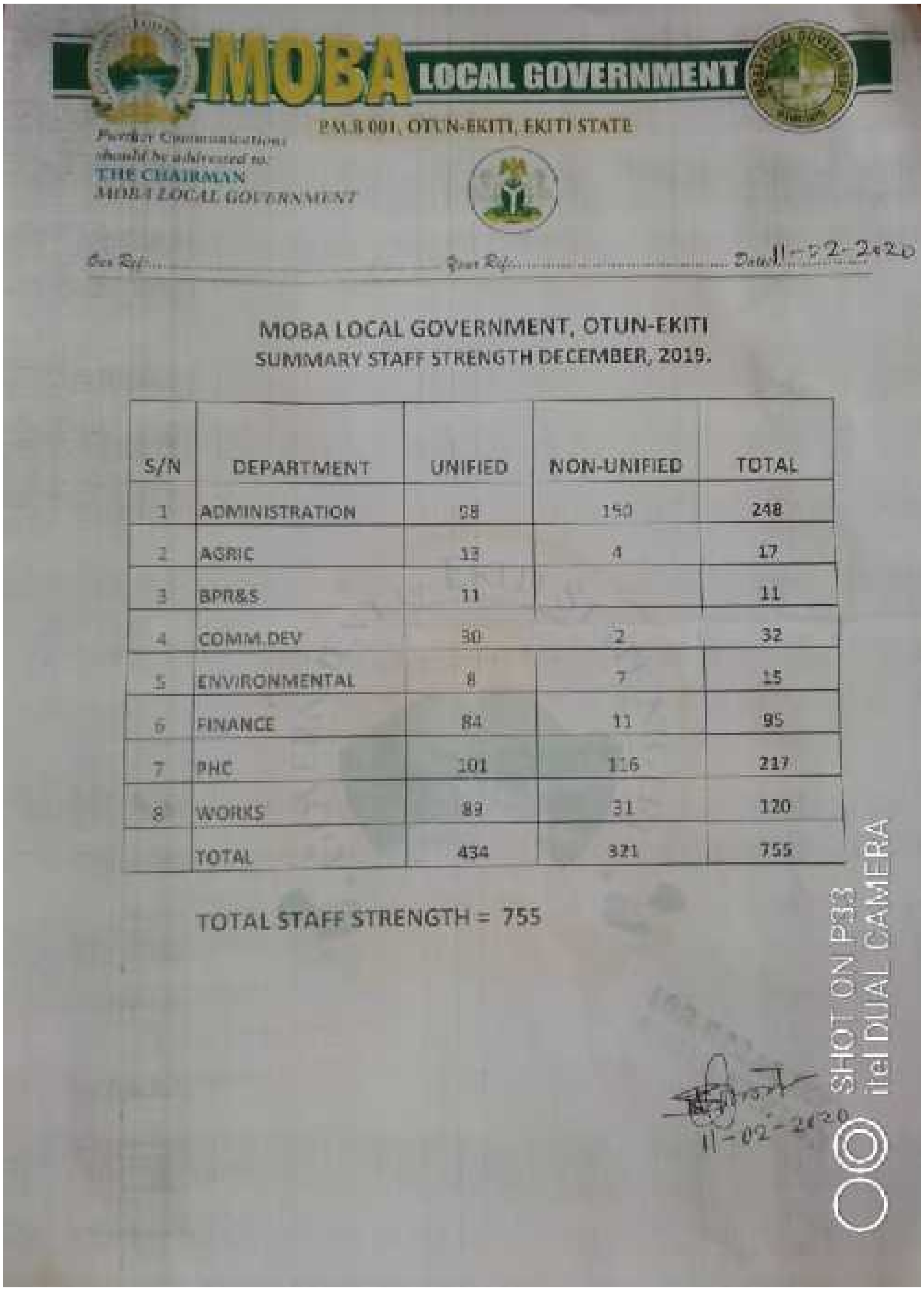
TOTAL STAFF STRENGTH = 755

11-02-2020

SHOT ON P33
itel DUAL CAMERA

APPENDIX TEN

Moba Local Government Employee Population



MOBA LOCAL GOVERNMENT

P.M.B 001, OTUN-EKITI, EKITI STATE

Further Communications should be addressed to:
THE CHAIRMAN
MOBA LOCAL GOVERNMENT

Our Ref:............ Your Ref:............ Date: 11-02-2020

MOBA LOCAL GOVERNMENT, OTUN-EKITI
SUMMARY STAFF STRENGTH DECEMBER, 2019.

S/N	DEPARTMENT	UNIFIED	NON-UNIFIED	TOTAL
1	ADMINISTRATION	98	150	248
2	AGRIC	13	4	17
3	BPR&S	11		11
4	COMM.DEV	30	2	32
5	ENVIRONMENTAL	8	7	15
6	FINANCE	84	11	95
7	PHC	101	116	217
8	WORKS	89	31	120
	TOTAL	434	321	755

TOTAL STAFF STRENGTH = 755

11-02-2020

APPENDIX ELEVEN

Ido/Osi Local Government Employee Population

IDO/OSI LOCAL GOVERNMENT

P.M.B. 202, IDO-EKITI, EKITI STATE

Office of the Chairman

Further Communication on this matter should be addressed to the Chairman quoting

Our Ref: ______________ Date: 11th February, 2020

SUMMARY OF STAFF STRENGTH (DECEMBER 2019)
IDO/OSI LOCAL GOVERNMENT

DEPARTMENT	UNIFIED	NON-UNIFIED	TOTAL
ADMIN	131	147	278
AGRIC	22	4	26
BPR&S	9	0	9
COMMUNITY	54	4	58
ENVIRONMENTAL	15	30	45
FINANCE & SUPPLY	124	18	142
PHC	135	176	311
WORKS	87	54	141
TOTAL	577	433	1,010

11/02/2020.