
RESEARCH ARTICLE

THE EFFECT OF JOB SECURITY ON EMPLOYEE COMMITMENT IN NIGERIAN PUBLIC INSTITUTIONS

Ovini Oshiole Pogoson¹; Ofuokwu, Faith O² & Omeire E.U³

1-2: Department of Business Administration, Auchi Polytechnic, Auchi

Corresponding Author: Ovini Oshiole Pogoson | E-mail: ovinipogoson@gmail.com

Abstract

Job security a very crucial for employee morale and performance, and offers a complex picture within Nigerian public institutions. This study examined the effect of job security on employee commitment within Nigerian public institutions. Job security was assessed through staff trust and adherence to high work standards. An online questionnaire, distributed via Google Forms, gathered data from 300 valid responses at Auchi Polytechnic. Statistical analysis (percentage and regression) revealed a significant association between employee loyalty, adherence to high standards, and commitment. The study concludes that promoting trust and upholding due process, rather than unfair dismissals, are crucial elements for public institutions to enhance employee commitment. This can be achieved through transparent communication, fair disciplinary procedures, and career development opportunities. Implementing these practices can contribute to a more motivated and productive workforce within Nigerian public institutions.

Keywords

Job security; Impact; Employee Commitment; Employee Morale and Performance; Public Institutions

Introduction

Nigeria as a country does not rank among the top nations in the world when the issue of job security is discussed. In other words, Job security in our country is almost inexistent. Reason been that, the government's inability to employ much of its youthful population, majority of who population lack the necessary skills required in the integral sectors. Timothy, Alexander, Carly and Lerzan, (2015) opined that the first case-the issue of unemployment-has been the most serious. The high unemployment rate in the country arising from a lack of job opportunities is a dent in Nigeria's economic posture. Timothy, et al (2015) observed that Nigeria as a society is unable to employ its people and this leads to another issue of enslavement and insecurity of workers in the public and private sectors.

The fact that there are not many employment opportunities makes many workers accept the terrible conditions under which they are made to work. This is because they know they do not have much choice, and the employers know this and take advantage of it. Every little mistake made bring up the threat of sack (Ovini & Abudukerimu, 2020). This has very serious effect on employee commitment among Nigerian public institutions. It has led to the abuse of workers without consequence because they do not want to lose their jobs. This only applies in special situations and turbulent environment if employees are assured that the institution

would protect them in uncertain and turbulent environments, they would develop immense confidence in and been committed to the organizations.

Job security is one of the main reasons for job satisfaction for employees' commitment. In the current climate of turbulence, institutions have begun to realize that employees represent their most valuable asset and need to be protected (Fulmer & Ployhart, 2014). The employer should make sure that the organization does right for employees. Higher job security will positively leave a direct effect on employee to the organization. Job security and employees commitment is also a challenge facing staff of tertiary institutions in Nigeria. Staff are not assume that the tertiary institutions would protect them against turbulent environment and this would make it difficult for them to develop immense confidences and a committed to work.

In 2016, the job security of academic staff of Auchi Polytechnic, Auchi has been threatened and the appointment of 12 lecturers of the institution were terminated for their involvement in trading higher grades for sex (Godwin, 2016). This scenario left a spell of fears in the minds of some academic staff concerning their job security and this graciously affect academic staff sense of belonging and employees commitment. The job insecurity affected workers commitment to the institution, staff would be more committed to his/her job if the staff feels secured. However, in 2022 the newly appointed Rector's of the institution rejuvenated the hope of the terminated academic staff and also restated them back to their position and duties. The affected staff withdrew their cases in the court development of high work of restored back to the institution for both academic staff and non-teaching staff to develop their careers within the higher institutions of learning which is one of the main priorities of any employees regardless of the institutions which they perform their duties. All staff desired to be inspired to learn and grow through on the job trainee as well as to have the opportunity to apply all knowledge acquired and skills in the development of effective solution that satisfy the needs of employees staff commitment.

Satisfying the needs of employee commitment through job security by understanding the expectation of staff roles and works maintenance a higher level of quality within the institutions. Job security of maintaining high work standards sets staff apart from other co-staff. Be the staff that pay attention to details and consistently provide their best work.

Another crucial construct to measure job security in the public institutions is be trustworthy and empathetic. Institutional staff should be someone trustworthy with responsibilities and showing integrity in display their duties in the placed of work. This art would promote, good image in employee commitment to valued team member among colleagues when perform institutional task some are negatively empathetic to destroyed another as a result of their selfish interest to occupier positions through labeled, set-up, blackmailing, petition writers, rumor or gambling, sexual harassment, fabricated liars, e.t.c. These accumulates job insecurity among staff in tertiary institutions which could leads to interpersonal relationship disengagement and influenced with emotional bonds that are generated with colleagues and the management team since team work is an essential pillar of any institutional setting, staff needs to foster team building techniques that generate commitment and trust.

Statement Of The Research Problem

The role of job security on employee commitment in Nigerian public institutions plays a vital role in the economic and cultural development of a nation. The institutions cannot achieve its objectives and goals without adequate commitment of teaching staff and non-teaching staff by demonstrating efficient job performance and given special attention to staff to ensure

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continuity in a work place exist between the staff and employer to protect employee feelings over loss of job or loss of desirable job feature like lack of working condition and promotion. In tertiary institutions in Nigeria, job security is guarantee after confirmation of appointment with maximum of two (2) years or three years (3). At this points, the employee show high level of commitment been punctual, respect, loyalty trust worthy, empathetic, maintain high work standard, inter-personal relations, professional development of skills and express a desire for advancement in the institutional responsibilities. Employee whom demonstrated job arbitrarily can be dismissed or layoffs with the institutional policy dependent on the nature of the offensive committed Ovini (2022) stated that adequate due process should be fellow up rather than unfairly dismissal of staff, appropriate sanctions should be put in place to cubs security against sexual harassment of both students and staff.

The role of job security is indispensable factor in employee commitment. Employee who feel of sense belongings, collaborative work, mutual recognition by peers should be asked to avoids negative empathetic destructive of staff as a result of selfish interest in positions that could lead to staff termination of appointment without a right to employment tenure not be made subject wholly to the hegemonic common law rules of freedom of contract. However, the obligations of the institutions are to knowledge and respect the interest of the employee's right to job security and employee commitment. It is against this background that this study was carried to examine the effect on job security on employee commitment in Nigerian public institution particularly using Auchi Polytechnic, Auchi, Edo State, Nigeria.

Objective Of The Study

The objectives of the study were to:

- i. investigate the relationship between be trustworthy and empathetic and interpersonal relationships in Nigeria public institutions.
- ii. examine the effect of employee development and maintenance of high work standard lead to career development among Nigerian public institution.

Hypotheses Of The Study

In line with the stated research objectives, this study would test the following null hypotheses.

H₀₁: There is no significant relationship between be trustworthy & employee commitment.

H₀₂: There is no significant relationship between employee development with maintenance of high work standard & career development among Nigerian public institutions.

Review Of Related Literature

Job Security

Robinson and Udeorah (2018) stated that job security connotes some positive conditions, including that job security is a right to work; a right not to be unfairly dismissed; a right to receive equal, fair and descent remuneration for work; a right to a sustainable livelihood emanating from the job; a right to a proprietary interest in the job; a right to participate in union activities; a right for female employees not to be sexually harassed; a right to growth and development on the job; a right to the full enjoyment of international labour instruments; a right to dignity of labour; a right to employment tenure not to be made subject wholly to the hegemonic common law rules of freedom of contract and duty of the employer to

acknowledge and respect the interest of the employee's right to job security; and the need for the justifiability of labour rights.

Job security, according to the Oxford Dictionary (2017), is "Assurance (or lack of it) that an employee has about the continuity of gainful employment for his or her work life". Philip (2015) considered the concept of job security as analogous to the terms "security of tenure" and employment protection" both of which, according to him, emphasize the existence of legal safeguards and law which ordinarily is meant to regulate employment relations and govern termination of employment, but more particularly shield the employee from the unwholesome prerogative of arbitrariness that more often than not results to unfair dismissal. Agomo (2011) considered job security as that interest that the employee legitimately invested in his employment to inure himself with the economic capacity to provide for his family and plan for the future. In view of the above scholars' definitions, it is important to note that Nigeria is not particularly popular when the issue of job security is discussed.

The statement that there are not many opportunities out there makes many workers accept the horrible conditions under which they are made to work Ovini (2022). The following constructs would examine job security which include: Be trustworthy and empathetic and develop and maintain high work standard.

- i. **Be Trustworthy and Empathetic:** Employees should be trustworthy and shows integrity in options and functioning in discharging their duties to their employer within the work place. Dedication and obedience to the ethical practices of rule of law or policy established by the institutional would caution employee on boisterous behaviours or awesome attitude that could leads to termination of appointment of staff. According to Ovini, Mamudu and Ufuokwu (2022) established that, be empathetic implies putting yourself in someone else's position; it allows you to understand their side and support them. Being accountable and compassionate is a critical soft skill that makes you a respectable team partner.
- ii. **Develop and maintain high work standard:** Develop and maintain high work standard among employee implies that, staff should have a deeper understanding knowledge about their expectation of their role and then work to maintain a high level of quality in everything ethical conduct within the work place, ovini (2014) Developing and maintaining high work standard sets employee apart/differ from other colleagues. Employee should pay attention to institutional rules and policy also be consistently rendering quality service to work and ensuring their obligations or responsibilities are review regularly to determine areas of specialization of duties for advancement so that employee can continue to meet and improve on employer's expectation

Employee Commitment

The concept of employee commitment, when used as predictor of employee retention has become the focus of managers in general and human resources department in many organizations in particular, Idris (2014). A review of the scholar's conceptualized ideals on the subject matter shows that employee commitment encourages the employee to go beyond his/her usual boundaries and give more than hundred percent to his/her organization and also facilitates job satisfaction of employee engagement. A-Jabari and Ghazzari (2019) defined commitment as "the relative strength of an individual's identification with an involvement in a particular organization. As mentioned above, it makes employee to identify with the goals

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and objectives of the organization. This contribution makes employees develop a feeling of loyalty and dedication within the organization and this is why the employees are willing to make sacrifices for the organization.

Employee commitment is defined as the staff feeling of emotional responsibility towards the organization and its goals the more employee commitment the more likely to work towards helping the institutions to face its challenges. A dedicated employee improves the tasks and beyond economic reasons and will work for adequate functioning of the institution so that the institution would move forward. Employee who infringe on the above set policy of an institution he/she request for the organizational sanction or disciplinary action would be taken against such staff. Employee commitment will be measured along two dimensions namely: interpersonal relationship and career development

- i. **Interpersonal Relationship:** Staff should embrace Camaraderie relationship between the employer and employee,(Team Insight, 2023). Stated that interpersonal relationship is also influenced by emotional bond that are generated with colleagues and the management team. Being that team work is a pillar of any institutional sector. Staff should be devoid of writing destructive petition, set-up colleagues, using students to sexually harass a colleague etc. In line with circular published by Auchi Polytechnic, Auchi, office of the Registrar (2023). Stated that *Non-compliance with extant rules and regulations of the polytechnic, Management has observed with great concern that some staff have continued to downplay compliance with extant rules and regulations guiding procedures, and conduct of staff in the polytechnic. Most prevalent among these include, absence from duty without authorization, lateness to work, leaving office without permission, loitering, refusal to sign daily attendance register and staff movement books delay in the processing of mails, closing before official time, the extortions from students (blocking) and the above listed unethical practices among employees would lead to institutional sanctions or gross misconduct, as the case may be, which attract attendant sanctions of employees or would be made to face the appropriate disciplinary measure(s).*
- ii. **Career Development:** All employees aspire to be able to improve on themselves with new modern techniques of learning and computer literacy to grow through on the job in the work place as well as to have the opportunity to apply knowledge in the development of effective's solutions that would satisfy the needs of our students and administrative requirements. This is one of the main institutional sectors, regardless of the sector in which they perform their duties, and the above measure would lead to employee commitment.

Empirical Review

Nafiseh and Morteza (2017). Investigated the study of relationship between job security and organization commitment. The study was practical due to its objectives and was descriptive due to its methodology. The study included all 1612 employees of uliterate education organization among whom the researchers used in addition to library researchers two questionnaires. The alpha coefficient for test reliability was 0.89 for job security and 0.76 for organizational commitment. The researcher used SPSS software and Pearson correlation to analyse the final result showed that there is a significant relationship between job security and organizational commitment.

Gholamreza, Ali and Harmid (2011) examined the impact of job security on employees commitment and job satisfaction in QOM municipalities. This research is conducted as descriptive and field study. its population consists of employees (N =158). To collect data,

two wysacki and kromm job satisfaction and mowday, steers and porter organizational commitment questionnaires were utilized. To analyze data spearman as correlation coefficient t-test and step-by-step multivariable regression analysis test were used. Research finding and show that there is a significant difference between hired contractual employees and organizational commitment. In the mean time, there is a difference between employees job satisfaction but it is not significant. There is also a positive and direct significant correlation between job satisfaction and organizational commitment multivariable regression test shows that wage satisfaction and colleagues satisfaction have the highest on organizational commitment.

Methodology

This study adopted survey research design. Survey research design according to Amina, Egbunu and Ovini (2022) would be important in an organization since it would help the researcher attain systematic data on different respondents at the same time. The type of sampling method explored is convenience sampling. It is adequate base on respondents was used to ensure that those staff found at duty post were the ones used for the study. The research design was appropriate as a result of quantitative to allow for descriptive and inferential analysis. The total population of both Teaching/Academic staff and Non-teaching staff consists of 2345, in Auchi Polytechnic, Auchi, Edo State. The sample size of the study was statistically determined by Taro Yamane's formula, to be 342. The method of data collection is primary method and the research instrument used for this study is the questionnaire.

Validity and reliability of instrument. The validity of the instrument was checked by scholar in the area of specialization. Correction were made and final copy used. Cronbach's Alpha approach would be the statistical tool that was adopted to measure the reliability scores for the variables are 0.50 – 0.70.

Methods of Data Analysis

Data gathered through structured questionnaire were analyzed using descriptive statistics and inferential statistical techniques will be used for data analysis (percentage frequency analysis, mean score and ranking analysis were used). In inferential statistics, the multiple regressions were used to assess both the relationship and effects as per the hypotheses of the study.

Results And Discussion

In generating the data used in this study three hundred and forty two (342) copies of questionnaire were distributed to respondents to obtain their options. A total of three hundred (300) questionnaires were returned and properly filed while forty two (42) questionnaires were either not returned or not properly filled the final sample used include three hundred (300).

Table 1: Percentage item analysis

Job security		Strongly disagree	Disagree	Agree	Strongly agree
Right to work	1	25.2	23.9	25.8	25.2
The right to be protected against dismissal	2	26.2	25.2	22.0	26.6
Fair and equitable remuneration	3	27.2	23.3	25.5	24.0
Judicious labour right	4	24.6	24.4	24.7	26.3
Security against sexual harassment	5	25.6	23.3	24.8	26.4

Total mean is 2.98 strongly disagree =1, disagree 2, agree =3, strongly agree =4

Table 1 shows the response of staff based on job security as its affect employees commitment in Nigeria public institutions. The item analysis reveals that the statement fair and equitable remuneration constitute the high percentage 27.2% of strong disagreement, while item with statement right not to unfair dismissal dismissal-RUD constituted 26.6% followed by the item with the strong agreed statement security against sexual harassment SHH “constituted 26.4%. the statements judicious labour right JLR and right to work- RTW constituted 26.3% and 25.8% responsively. Most of the responses with high score fall item of job security which falls in strongly disagree response category. The result shows that the majority of staff believe that right not to unfair dismissal- RUD, security against sexual harassment-SHH, judicious labour right-JLR and the right to work- RTW influence the security of employees commitment in Nigerian public institution.

Test Of Hypotheses

H₀₁: There is no significance relationship between be trustworthy and employee commitment.

Model summary b

Model	R	R-Square	Std. Error of the estimate	Durbin-Watson
1	.842	.706	.67639	.296

- a. predictor: (constant) trustworthy
- b. dependent variable employee commitment

A NOVA a

Model	Sum of square	Df	Mean square	F	Sig
Regression	406.405	1	405.404	850.900	.000b
Residual	168.206	348	483		
Total	574.611	349			

- a. dependent variable employee commitment
- b. predictor (constant) Trustworthy

Model	Unstandardized coefficient		Unstandardized coefficient	T	Sig
	B	Std. Error	Beta		
Trustworthy & empathetic	.306	-.054	.842	5.208	.000
	.811	.026		28.350	.000

a. dependent variable employee commitment

R=0.842, R²=0.706, F=850.900, T=28.350 DW=0.296

The regression sum of squares (406.405) is greater than the residual sum of squares (168.206), which implies that more of the variation in the dependent variable is not explained by the model. Hence, the significance value of the F statistics (.0000) is less than (0.05), this indicates that the variation explained by the model is not due to chance. R, the correlation coefficient which has a value of 0.842 determines the positive relationship between trustworthy and empathetic on employee commitment is explained by the model.

The linear regression model, the error of estimate is low with a value of about 67639. Durbin Watson statistics 296, which is not more than 2, determine there is no autocorrelation. The trustworthy and empathetic coefficient of 0.842 determine a positive significant relationship between trustworthy and employee commitment in the Nigerian public institutions which is statistically significant with t=28.350. The outcome of the result indicates that trustworthy and empathetic measure of job security of staff positively influence the employee commitment in public institutions.

Hypothesis Two

There is no significant relationship between employee development with maintenance of high work standard and career development among Nigerian public institution.

Model summary b

Model	R	R-Square	Adjusted R-square	Std. Error of the estimate	Durbin-Watson
1	.801	.705	.715	56451	315

a. predictors (constant), maintenance of high work standard

b. dependent variable employee commitment

ANOVA

Model	Sum of square	DF	Mean square	F	Sig
Regression	402.326	1	402.326	851.950	.000b
I Residual	105.523	347	.304		
Total	507.849	348			

a. dependent variable employee commitment

b. predictor (constant): Maintenance of high work standard

Model	Unstandardized coefficient		Unstandardized coefficient	T	Sig
	B	Std. Error	Beta		
Constant	.305	.056		5.215	.000
Maintenance of high work standard	.801	.026	.840	29.350	.000

a. dependent variable: employee commitment

.801, $R^2 = 0.705$, $F = 851,950$, $T = 29.350$, $DW = 0.315$

The regression sum of squares (402 326) is greater than the sum of squares (105 523), this suggest that the tested variable do not explain all variables in the model. The prediction of significance value of the F statistics (.000) is less than (0.05), which means that the variation explained is due to change.

R, the correlation coefficient which has a value of (.801) indicates that there is significant positive relationship between maintain high work standard improve employee commitment in public institutions in Nigeria. is elucidated by the model.

The linear regression model, the error of estimate is low with a value of about .56451. The Durbin Watson statistics of 0.315, which is not more than 2, indicates there is no autocorrelation. The maintain high work standard of job security measured of coefficient of 0.801 predicts a significant positive relationship between $t = 29.350$. Hence, the alternative hypothesis is accepted. Nevertheless maintain high work standard of job security positively influence employee community in public institutions in Nigeria.

Discussion Of Findings

First, it was found that trustworthy and empathetic in job security positively have significant effect on employee commitment in public institution in Nigeria. Trustworthy among employees provides employees with opportunities for loyalty development of skills and adhere to institutional rules and policies. This appears consistent with Nafiseh and Morteza (2017). The final result showed that there is a significant relationship between job security and organizational commitment.

Second, this study found that there is a significant relationship between job security of maintain high work standard on employee commitment. The study of Natiseh and Mortega (2017) posits that there is a significant relationship between job security and organizational commitment.

Third, the findings on job security revealed that, predominantly, staff believes that the right not to unfairly dismissal-RUD, security to sexual harassment-SHH, judicious labour right-JLR, and the right to work-RTW influence security of job on employee commitment in public institutions in Nigeria. This research finding agrees with the outcomes Ovini (2022)who revealed that job security positively and significantly related to employee commitment.

Conclusion

The research work examined the effect of job-security on employee commitment in Nigeria public institution. Job security was measured using attitude of staff trustworthy and maintenance of high work standard. Using Google form, an online based approach to

questionnaire administration and retrieval, three hundred (300) copies of the questionnaire were validly retrieved from the staff in Auchi Polytechnic, Auchi. Data obtained were statistically analyzed using percentage analysis and regression analysis. The search outcome showed that loyalty and maintain high work standard of employee in public institutions in Nigeria statistically significant to employee commitment. The study concluded that the management of tertiary institution should adequately enhance due process rather than unfairly dismissal of staff.

The research outcome also showed that loyalty and maintenance of high work standard of employees statistically significant to employees commitment in public institutions in Nigeria.

Recommendations

Base on the research findings, the following recommendations are made:

- i. The study recommended that staff in tertiary institutions should not down play with extant rules and regulations of the institutions in other to avoid disciplinary measure(s) or sanction. Employees' loyalty and respect would improve interpersonal relationship among staff.
- ii. The study is important to the management of polytechnics and other tertiary institutions. It is therefore recommended that institutions should build on expanding knowledge of staff to enhance effective and efficient delivery of services in line with modern technology in the work place.
- iii. The management of institutions should observe due process rather than unfairly dismissal of staff. Appropriate sanctions should be in place to curb security against sexual harassed, a growth and development on the job. A right to employment tenure not to be made subject wholly to the hegemonic common law rules of freedom of contract and duty of the employer to knowledge and respect the interest of the employees right to job security.

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