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Research Article

Employee Objectivity and Commitment in the Oil Companies in Nigeria

Ugwonyike Obiageri Celine

Department of Management Sciences, Faculty of Business Studies, Ignatius Ajuru University of Education, Port Harcourt.

I N F O

E-mail Id:
obiageriugwonyike@gmail.com

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A B S T R A C T

The study seeks to establish the relationship between employee objectivity and commitment in the oil companies in Nigeria. The study adopted a cross sectional survey design to solicit responses from employees. 112 respondents participated in the study. Descriptive statistics, spearman's rank and multiple regression analysis were used for data analysis and test for hypotheses. Findings revealed that there is a positive significant relationship between employee objectivity and commitment and the dimensions and measures also correlate this relationship. We concluded that objectivity though a style that allows an organic approach to managing, the employee has concern for the cost associated with remaining organization on a long- term basis especially when viewed with other available alternatives. And recommended, that employees should be giving responsibility that allow them grow. Therefore management should create a platform that enables them invest in the company's financial sense of belongingness that will in turn attract commitment.

Keywords: Objectivity, Employee Commitment, value commitment, Allienative Commitment

Introduction

In recent years there had been enhanced issues in relation to ethical consideration in work organizations. An interesting work environment is assessed as an important factor for organisations and business problems involving ethics (Greenwald, 1980). Ethical values vary from one organisation to another. So there may be necessity for upper level management to make certain ethical decision and support employees for ethical behaviors to sustain organisational outcomes (Koh & Boo, 2004). Strong ethical work environment enhances ethical values, clarifies role ambiguities, and provides a clear trajectory for ethical decision making in ethical circumstances enabling workers to enjoy their works (khan, 2012). Employees who perceive a favorable ethical environment they are also likely to have a higher level of job satisfaction (Koh & Boo, 2004). Lack of ethical orientation between an establishment and its employees can create stress and dissatisfaction.

Role clarification is seen as the systematic and predictable psychological processes that move people to get involve in ethically questionable behaviors that are inconsistent with their own preferred ethics (Banaji & Bhaskar, 2000, Banaji *et al,*2003; Chugh, Bazerman, & Banaji 2005). People unwittingly get involve in attitude that they would condemn upon further reflection or awareness. This perspective is seen as inducing employee commitment as they undertake their strategic role within the organisations (Johnson et al, 2019).

Several studies have been conducted with a view to understanding the behavior of individuals in the work environment in attempts to understanding individual work commitment (Jones 2001; Melvin & Gabriel 2013).

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Commitment has been shown to be one of the most challenging and researchable concept in the field of organisational behavior (Johnson et al, 2018). Mildred (2017) Stress that individuals are subject to "circumscribed ethicality" that is, our morality is guarded in systematic behavior that favor self-serving perceptions, which in turn can result in behaviors that contradict our intended ethical standards (Cheng & Khan 2014).

Simon, (2017) was of the view that beginning with well-established knowledge that boundedness and heuristics offer computational rate of delivery, critical to the survival of human beings with less than infinite time for decision making (Waterman, 2006; Johnson, 2018). This cognitive perception reflects humans' imperfections as statisticians and scientists (Dunning, 1999).

There has been multiple empirically established literature on the systematic patterns of behavior in which people act at variance with ethically accepted behavior, and fail to perceive the unethical behavior around them (Zebulon, 2016; Harcourt & Jude, 2015; Osimiri & Jack, 2018). Individuals get involve in behaviors that they would condemn and consider unethical upon further reflection or awareness; which means they are rationally bounded ethically.

The relationship between organisational bounded ethicality and employee commitment is indispensable, though some contiguous factors may determine the satisfaction one derives from the other. The high dependence on oil which has led to high cost of living, low income and purchasing power of Nigerians can be a reason for poor commitment at the workplace. Several studies have considered commitment, bounded ethicality in attempt to understanding employees behavior with a view of stimulating commitment to organisational goals, there is yet affective and other commitment dimensions that have not been clearly delineated in the bounded ethicality.

In addition, the existing empirically based studies fall short in capturing the direct link between objectivity and employee commitment. Against this backdrop, this study is an attempt to explore the relationship between bounded ethicality and employee commitment in the oil companies.

The general aim of this study is to examine the relationship between objectivity and employee commitment. With the following objective: To analyze the relationship between objectivity and employee value commitment of oil companies in Nigeria, and to analyze the relationship between objectivity and employee allienative commitment of oil companies in Nigeria,

It provides organisation with information on the ethical practices that shape long-run outcomes of organisational performance, more so It assist managers and subordinate employees alike to be psychologically and practically positioned to manage emotions, required behavior, extrinsic variables and cognitive relationship in a manner targeted at reaching organisational goal.

Literature Review

The Concept of Objectivity

Brown *et al* perspective yet taking a slightly broader approach, we focus on ethical transparency, engagement in open communication with followers and clarification of expectations and responsibilities so that employees are clear on what is expected of them. We label this part of bounded ethicality as role clarification. Role classification involves grouping employees and managers alike into related roles. It exposes the logical structure of an organisational system, simplifies network management tasks such as policy checking and task segmentation, and can be used to improve the accuracy of performance monitoring and analysis.

Social and moral circumstances prompt breaking points in cognizant reasoning and inclinations in oblivious reasoning. One result of limited ethicality is the powerlessness to distinguish moral difficulties that are attributes of a circumstance or choice, for example, irreconcilable situations. Subsequently people see themselves to be good, skilled, and meriting and this recognition frustrates their ability to perceive happening irreconcilable circumstances. In particular, an ethical perspective on oneself addresses the discernment that during basic leadership one will restrict allurements for unjustifiable increase. A capable self-see enables one to see that he/she is prepared for the particular job being referred to. Also, a meriting self-view alludes to the recognition that one's legitimacy lead to one's favorable circumstances.

Harris et al (2016) in this manner recommend that ethicality is limited in efficient manners as opposed to eccentric ways with the end goal that they unknowingly support a moral vision of self in decisions. Also, they recommend that limited ethicality talks especially to "imperceptible" irreconcilable situations, for example, openings as well as commitments to show reliability and kindness to one's country, group, or ethnic gathering. In these cases, because of the idea of limited ethicality, people are unconscious of their ignorance. Rather, they control and revamp self-learning so as to continue a specific self-view (Williams, 2013). Memory is even one-sided towards the occasions that people be appropriate to them.

Market analysts have regularly displayed human leaders as totally rational. According to this model, sound individuals know their own inclinations, assemble and precisely process all pertinent information, and after that settle on objective decisions that advance their very own advantages. Anyway

Herbert Simeon won a Nobel Prize in economics by pointing out that individuals are balanced, yet just boundedly so in that they only here and there accumulate all accessible data that they do assemble, nor do they essentially realize what it is that will fulfill them. Individuals are reasonable, yet boundedly so. In the event that the most recent fifty years of mental research has demonstrated anything, it's that the situational frequently overwhelms the dispositional. In other words, our demeanor or want to be great individuals can be overpowered by mental or hierarchical elements that we may not know about. These elements unfavorably influence moral basic leadership, implying that individuals are boundedly moral just as boundedly sound.

Employee Commitment

Multiple definitions of commitment are found in the literature. Mowday, Steers, and Porter (1979) identified behavioral and attitudinal definitions of commitment. Behavioral commitment, also referred to as attribution commitment in the literature, involves "behaviors that exceed formal and/or normative expectations". Jephter (2016) recommended that practices that are express, permanent, volitional, and open tie people to the practices, in this manner causing more noteworthy duty. In this methodology, representatives are seen as getting to be focused on a specific reason for activity, as opposed to a specific element; responsibility is grown reflectively (Meyer and Allen, 1997).

Affective commitment also referred to as psychological or attitudinal commitment in the literature is the basis of many definitions. According to George (2008), "commitment is viewed as a partisan, affective attachment to the goals and values of an organisation, to ones role in relation to goals and values, and to the organisation for its own sake, apart from its purely instrumental worth".

Value Commitment

Value commitment among workers is commonly expected to diminish withdrawal conduct, for example, delay, non-appearance and turnover. Henceforth there is no uncertainty that these qualities seem to have conceivably genuine ramifications for in general hierarchical execution, Fred (2017) noticed that workers with feeling of representative responsibility are less inclined to participate in withdrawal conduct and all the more ready to acknowledge change.

Furthermore, there is no uncertainty that these qualities seem to have possibly genuine ramifications for a center of submitted people who are the wellspring of authoritative life; laborers who become less dedicated to an organisation, will course their responsibility in different ways; accordingly, it is imperative to realize how to build up the correct sort and level of representative duty to guarantee that the better workers are held. Workers who build up a significant level of representative duty will in general be profoundly fulfilled and satisfied with their occupations; in current oil companies' situation, authoritative change is a nonstop procedure that requires backing of all workers in the various leveled structure (Jemima, 2017)

Allienative Commitment

Alienative commitment represents an affective attachment to the organisation. Baker et al (2010) initially portrayed alienative commitment as normal of a correctional system or military essential preparing camp in which a coercive consistence framework is pervasive. Estrangement can be seen as a reason for authoritative responsibility on the off chance that one thinks about a representative's pledge to the association as an outcome of an absence of power over the inward hierarchical condition and; the apparent nonattendance of options for authoritative duty (Baber, 2010). Berger et al (2014) noted that alienative commitment might be connected to passionate cacophony, as people battle with interior feelings, which may strife with the manner in which they are permitted to act. Especially in circumstances where people discover their conduct incredibly compelled. For this situation, the job that relational connections play, by offering open doors for social collaboration, on the contrary Johnson (2018) refuted the negative impacts of passionate discord, could be connected to the element of alienative commitment.

Objectivity and Employee Commitment

Attention has been drawn from the review exercise about the relationship existing in relation to the examined constructs in this study. There is appropriate consideration aimed at theory building in relation to objectivity. It is normally practical from the reviewed that the scholarly effort aimed at establishing link theoretically between role amplification and organisational predictable outcomes particularly with overall performance of organisations. However, there is leading evidence that have explored the empirical links between objectivity and individual employee outcomes. Importantly, our review on the constructs tends to have shown empirical links that would ordinarily describe the commitment construct on a non-multidimensional variety which is not good for conceptual consumption hence the need for fresh theoretical and empirical insight.

Based on the alliance in the review of literature above, the following hypotheses emerged.

Ho_1: There is no significant relationship between objectivity and value commitment.

Ho_2: There is no significant relationship between objectivity and alienative commitment.

Research Methodology

The research design can be seen as actualization of logic in

a set of procedures that optimizes the validity of data for a given research problem. The questionnaire is carefully designed to accommodate four sections with total of 34 questions. The survey instrument used in this study to measure the variables was obtained from literature. The population of this study is made up of major organizations within the oil sector in Nigeria. In order to have a finite population, we obtained the nominal roll of the employees of the different companies from the human resource units.

The population was restricted to only the full staff of selected companies under review (Desicon, Cameroon, Agip and Century Energy). They form the units of analysis for the study and their nature is determined by the survey objective. On the basis of this definition, the elements in the subject matter under review are drawn for the following: thus the population is 157.

Data Analysis and Result

Test of Hypotheses

The hypotheses that were earlier stated in the study are analyzed in this section. We have relied on the Spearman Rank (rho) statistic to undertake the analysis.

Ha_1: Objectivity has a significant relationship with Value Commitment

From the results in table 2 above, with rho = .435 it shows a Positive relationship but not significant at (P 0.035>0.0 1) exist between Objectivity and Value commitment. This implies that the hypothesis stated is not accepted which also means that Objectivity does not significantly relate with Value commitment in the Telecommunication sector.

Ha_3: There is Significant Relationship between Objectivity and Alienative Commitment

Table 1.Population of the Study

S. No.	Department	No. of Staff
1.	Desicon	40
2.	Cameroon	45
3.	Agip	35
4.	Century Energy	37
	Total	**157**

Source: Survey Data, 2019

Table 2.Correlation Result on the relationship between Objectivity and Value commitment

Spearman's Rho	**Objectivity**	Correlation Coefficient Sig. (2-tailed) 1	1.000 I01	.435 .035
	Value Commitment	Correlation Coefficient Sig. (2-tailed) N	.435 .035 101	1.000 101

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

Table 3.Correlation Result on the relationship between Objectivity and Value commitment

Spearman's Rho	**Objectivity**	Correlation Coefficient Sig. (2-tailed) N	1.000 I01	.438** .000 101
	Value Commitment	Correlation Coefficient Sig. (2-tailed) N	.438* * .000 101	1.000 101

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

From the result, it shows that a significant positive relationship exist between Objectivity and Alienative Commitment. The rho 0.438 indicates this relationship and it is also significant at P 0.00 <0.01, 2 tailed. This simply means that the hypothesis earlier stated is accepted which means that a significant relationship exist between Objectivity and Alienative Commitment in the Organisation.

Discussion of Findings

The study from the results has emphasized the link between Bounded ethicality and behavioral outcomes in work organisation which extant literature has drawn attention Jemima, (2018). Particularly, it has shown a link between bounded ethicality approach to managing in the oil companies and employee commitment. The commitment construct which has been hitherto discussed with the affective measure has been further expanded based on the study outcome which has inferential shown its link with performance. The findings gives support to the works of Atuzu (2010) which established that the duty to work by representatives in the Nigerian work setting can be supported from the observation that workers have on their normal advantages. To them dependent on this examination results, it tends to be to a great extent achieved through a deliberate morals that presents them with testing assignments making the empowering atmosphere for meeting objectives. Eketu (2017) had noted that rewards and costs are denying factors for determining level of commitment in an organisation, turnover rates in depressed economies therefore must be considered significantly in determining the extent to which the workforce can be made to be dedicated and reduce the challenging tasks associated manpower recruitment and selection. The implication of the author's position is that workers will ultimately consider what he earns as a basis for remaining with any organisation. From the establishment of the study, it is support to the existing position in literature in terms of attracting commitment through Values. Though it is continuance which is based on the cost associated with moving elsewhere, this can be acquired and stained with an individualized approach that gives a sense of belonging and being reward by the organisation. Employees' commitment entails varying emotional ties with different key actors in the workplace. Subsequently, when representatives participate in communications with the organisation, manager or collaborators, it will influence their activity fulfillment and furthermore their responsibility to the object of cooperation organisation, administrator, or workgroup.

Recommendations

Based on the findings and conclusion drawn, the study recommended as follows:

Employees should be giving responsibility that allows them to grow. Therefore management should create a window that enables them invest in the company's financial base through this; they have both emotional and financial sense of belongingness that will in turn attract commitment.

The management ought to guarantee that a typical interactional stage that allows for comprehensiveness and upgrading thought sharing be made. This will assembles the psycho-social inclinations that propel commitment beyond continuance an affective as it were.

Conclusion

The accompanying abridges discoveries from this investigation: objectivity decides level of representatives' responsibility to organisation that objectivity likewise gets absolute duty of the considerable number of workers to cooperate so as to accomplish a shared objective.

That organisation that is job explanation as a rule accomplishes its set targets. That the act of job explanation encourages the copying of cooperation and work in an organisation. These examinations additionally bolster the finding that role clarification through its measures does not only give employees feeling of belonging but imposes upon them, a promise to progress in the direction of its viable acknowledgment.

The study sets out to establish the nature of the relationship between objectivity and employee commitment. There is obvious attention in extant behavioural literature on the commitment construct with a view to finding out the multi workplace actions that are likely to influence its attraction and sustainability. In order to undertake this inquiry objectively, there were research questions were raised that bothers on the objectivity and measures of employee commitment. From data generated and analysed, it was found that an significant relationship exists between role clarification with its expressed components and employee commitment measured by value commitment and alienative commitment. These findings are indicative of managerial approaches and their implications on commitment therefore it is concluded that objectivity though a style that allows an organic approach to managing, the employee has concern for the cost associated with remaining with the organisation on a long-term basis especially when viewed with other available alternatives.

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