

Motivation-Enhancing Human Resource Intervention and Employee Commitment in Indigenous Oil and Gas Companies in South-South, Nigeria

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Abstract

This study examined the relationship between motivation enhancing human resource intervention and employee commitment in indigenous oil and gas companies in South-South, Nigeria. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through structured questionnaire. The population for the study was eight-hundred and seventy-six (876) staff spread across the thirty-three (33) indigenous companies in South-South, Nigeria. The sample size of 275 was determined using Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. Results from analysis of data revealed significant relationship between motivation enhancing human resource intervention and employee commitment in indigenous oil and gas companies in South-South, Nigeria. The study therefore concludes that there is a statistically significant relationship between motivation-enhancing interventions and employee commitment in indigenous oil and gas companies in South-South, Nigeria. The researcher recommends that indigenous oil and gas companies in South-South, Nigeria should institute benefit schemes such as healthcare scheme for employees and their dependants (spouses and children) as part of their reward system. Similarly, the scope of jobs should be reviewed and policies encouraging the enrichment of jobs of employees should be incorporated.

Keywords: *Motivation Enhancing Intervention, Employee Commitment, Affective Commitment, Continuance Commitment, Normative Commitment*

Introduction

No organization in today's competitive world can perform at peak levels unless each employee is committed to the organizations' objectives and works as an effective team member. The work place is changing dramatically and demands for highest quality of products are increasing. Employment of competent workers is critical but of greater significance is the organizations ability to create a committed workforce. According to Hancock, Allen, Bosco, McDaniel and Pierce (2013) commitment is the main predictor of turnover and performance; hence organizations that are concerned about employees and want to keep high performing employees lay emphasis on increasing employees' commitment. The literature suggests that positive work related behaviour and attitudes largely depends on employees perceptions of the extent their employer values their contributions and cares about their wellbeing (Allen, Shore & Griffeth, 2003).

To remain competitive in the face of these pressures employee commitment is crucial. Without employee commitment there can be no improvement in any business area. To succeed in the face of increasing competition organizations need improved productivity at all levels. Organisational commitment, as conceptualised by Mowday, Porter, and Steer (1982), reflects an employee's identification with the employer, attachment to the organisation, and willingness to expend discretionary effort on organisation's behalf, and it has been investigated by scholars based on its three major components-affective, normative, and continuance. Affective commitment reflects employee's emotional attachment to, identification with, and involvement in the organisation; continuance commitment describes employee's perceived economic and social values of remaining with the organisation compared to leaving it, and normative commitment reflects a situation where employee feels obligated to stay or remain with the organisation perhaps for moral or ethical reasons (Cheng, 2014). Therefore, this form of commitment from the researcher's perspective could be achieved through human resource motivation-enhancing intervention.

Motivation-enhancing intervention, as it is drawn from Ability, Motivation and opportunity model, provided explanation that employees' characteristics-KSAs are not enough to guarantee discretionary efforts that lead to superior performance but employees must be adequately motivated (Obeidat, Mitchell & Bray 2016). Motivation-enhancing intervention therefore is designed and implemented to ensure that employees are well motivated to perform in their respective organisations

(Boselie, 2010). These set of interventions, as it has been investigated in HRM literature, include fair and high wages, recognition, job enrichment, employment security, promotion, and a host of others (Appelbaum, Bailey, Berg & Kalleberg, 2000). Extant studies, in HRM literature, have pointed out that a well-motivated employee is likely to assume positive attitude and behaviour that would in turn result to positive employee or organisational outcomes (Appelbaum, *et al.*, 2000, Alfes, Truss, Soane, Rees & Gatenby, 2013).

The purpose of the study therefore was to examine the relationship between motivation-enhancing intervention and employee commitment in Indigenous Oil and Gas Companies in South-South, Nigeria.

This study was guided by the following research question:

- i. What is the relationship between motivation-enhancing intervention and employee affective commitment in Indigenous oil and gas of South-South, Nigeria?
- ii. What is the relationship between motivation-enhancing intervention and employee continuance commitment in Indigenous oil and gas of South-South, Nigeria?
- iii. What is the relationship between motivation-enhancing intervention and employee normative commitment in Indigenous oil and gas of South-South, Nigeria?

Conceptual Framework

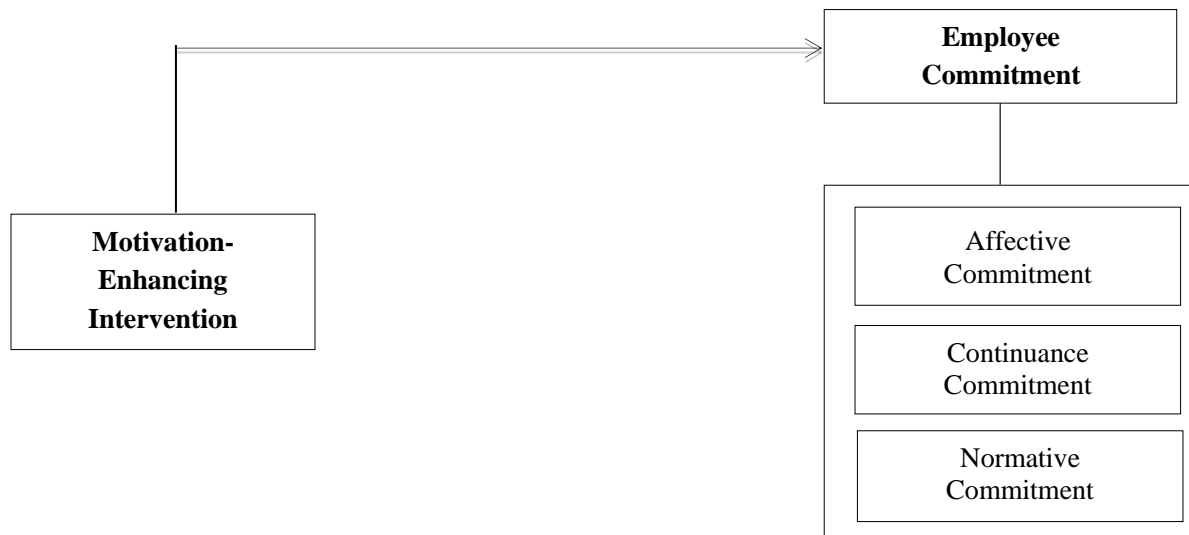


Figure 1: Conceptual framework for motivation-enhancing intervention and employee commitment

Source: Desk Research (2021)

The Concept of Motivation-Enhancing Intervention

Motivation is an unobservable force that directs, energizes, and sustains behaviour (Diefendorff & Chandler, 2011:66). Motivation influences employee's attitude and resolve to voluntarily expend efforts at work (Jiang et al., 2013). Motivation-enhancing practices as operationalised in this research, relates to fair pay, recognition, job enrichment and employment security. These variables are intended to provide employees with both extrinsic and intrinsic motivation. Extrinsic motivation reflects everything that give more cash to the workers, while intrinsic motivation refers to satisfaction that relates to job contents such as job design, employee involvement, recognition, etc. (Obeidat et al., 2016; Gardner et al., 2011). Fair-pay has no universally accepted definition but it's described as a pay that is determined by competitive open market forces reflecting the skill, effort, responsibility, and working conditions of the position (Brennan, 2012). From the foregoing, it is perhaps clear that what is considered fair pay is subjective assessment since it is contingent on the employee's perception, and relative to an ongoing pay within the organization as well as at industry level. Therefore, organisations that adopt fair pay as a motivation mechanism may stand the chance of getting their employees committed to them since, they probably cannot get higher offer easily outside. Recognition variable results in the manager taking notice of individual's work accomplishment in appreciative frame. Open recognition of individual's exceptional feat enhances one's confidence, sense of value among their peers thus, appealing to social need according to Maslow (1964)'s hierarchy need theory. All of these have implication for increased internal motivation (Hansen, & Hansen, 2002). Job security variable is defined as the perceived stability, and continuance of one's job (Sander, & Rothmann, 2010). The elevation of security need in Maslow (1958)'s need hierarchy theory above the first level of physiology need attest to its imperativeness in predicting employee's outcome. Job security is perceived to have implication for entrenching a long-term career with the organization. This also has a consequential benefit of trust and commitment in the organization (Unsal-Akbiyik et al., 2012). On the other hand, job insecurity portends negative consequences in terms of fears, depression due to uncertainty of continuance, and vulnerability to unethical practice and decreased commitment (Nobel, 2008; Peene, 2009). The study by Mugizi, W.; Bakkabulindi, F.E.K.; and Bisaso, R. (2015) opined that job insecurity was related to decreased commitment. He also, highlighted that other researches related to job security to employee commitment observed some controversies (Liu, & Fahey, 2011; 2012).

Furthermore, job enrichment pertains to designing jobs to include more interesting and challenging attributes. It is characterized by more responsibility, meaningfulness, knowledge, skill acquisition, career advancement, and recognition. Research equally indicates that job enrichment is relevant in fostering creativity and innovation as employees are exposed to challenging jobs, they will figure out how to overcome the challenges. It also has implications for job satisfaction, trust in the organization and subsequently employee commitment. In a related view, Addison and Belfield (2004) in their studies argued that if workers are denied autonomy on the job, or are reduced to acting as mere extensions of the machinery they operate, or are given works that inhibit their capacity to create and think, they will invariably find ways to subvert the methods of control that enforce those conditions. Additionally, motivation-enhancing intervention according to extant HRM literature provides arguments sustaining the relationship between this set of practices and employee motivation. Regarding employee motivation, from the social exchange perspective (Blau, 1964), firms reinforce employees' perceptions that their contributions are valued by offering them incentives or chances for promotion in the organization (Allen et al., 2003). This perceived organizational support generates among employees a felt obligation to care about the organization's goals and to reciprocate with higher motivation to work with higher diligence and commitment. On the other hand, research suggests, that to promote employee participation in the firm, organization should develop a reward system based on employee contributions. Through appropriate rewards, firms generate the belief among the workforce that greater efforts and autonomy will pay off.

The Concept of Employees' Commitment

Commitment has been described in Cheng (2014), as a circumstance where employees identify with a particular organization and its goals with incredible resolve to be part of the organization. Researches by Meyer and Allen, 1991; Allen and Meyer (1990) noted that organisational commitment is organic process that develops through relational experiences between employees and organisations. According to Porter, Steers, Mowday, and Boulian (1974, p.604), employees' commitment is defined as "an attachment to the organization, characterized by the intention to remain in it; an identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf." Employee commitment is now considered a natural process for effective performance of individuals and organizations (Armstrong, 2014). Organizations are striving hard to induce commitment in their employees and are using different means and method to enhance employee's

commitment. It is not surprising that employee commitment is a fundamental activity for the success of any organization; every employee has a desire to reach his self-actualization motivational level. On the other hand, Maina, (2019) noted that when some employees are retained in the face of lay-offs they will naturally be more committed as a 'pay-back' gesture to the management for retaining them while others will display their commitment to avoid being marked as candidates for subsequent retrenchment. She noted that due to the global downturn, it is imperative that organizations that aspire to be ahead of their competitors should constantly review and understand their employees' commitment strategies. Moreover, Liu and Deng (2011), argued that where perception of commitment is high, perception of risk will be ignored. This however is predicated on employee feeling involved and attached to their organisation. Consequently, employees require enabling environment in order to show their commitment to the organisation. Moreover, the perception of an employee about an organization is determined by the organisational climate (SerenIntepeler et al, 2019). Researchers have established that organisational commitment is positively influenced by the organisational climate. When employees are committed to the survival of the organization, the establishment of organisational climate becomes a link between the employees and the organization. Majorly, the goals of organisations are reemphasized by the organisational climate, which has implication for commitment among employees (Aktar & Pangil, 2018). Key variables of organisational climate such as leadership, motivation, decision-making have been adjudged to predict employees' commitment (Al-Madi, Assal, Shrafat, & Zeglat, 2017). However, when organisational climate is undermined by managers, what will ensue will include: poor quality products, absenteeism, and high turnover.

Measures of Employees' Commitment

Affective Commitment

Affective commitment has been generally defined as the emotional attachment to the organization. Jaros et al. (1993) defined affective commitment as "the degree to which an individual is psychologically attached to an employing organization through feelings such as loyalty, affection, warmth, belongingness, fondness, pleasure, and so on" (p. 954). Meyer and Allen (1991) defined it as "the employee's emotional attachment to, identification with, and involvement in the organization" (p. 67). Affective commitment reflects a positive attitude toward the organization (Singh and Gupta, 2015). Faloye (2014), noted that the strength of affective commitment is manifested by how employees identify and actively involve themselves within an organization and their pursuits. Perhaps, it is appropriate to state that whenever an employee becomes integrated into the organization, what will ensue will be absolute internalization which will resonate to congruence in alignment of goals and values by the individuals and the organization. Given that high levels of affective commitment affect employee behaviors, the major question, then, for practitioners is, "How can the organization strategically plan for, and facilitate an emotional bond with the employees?"

Continuance Commitment

Continuance commitment relates to a cost-benefit analysis that employees make in terms of loss of economic investments and difficulties associated in finding a new job. The decision to remain with an organization is evaluated in terms of the perceived costs of leaving. Variables such as tenure, positional authority, or length of service, influence employees' choice to remain committed. This again is because they feel they have put in so much to lose by leaving (Singh & Gupta, 2015) Faloye (2014), reported that the individual's association with the organization is based on existing assessment of economic benefits that are accruable by remaining with the organization. Research by Mahal (2012) revealed that the continuance measure of employee commitment is usually the primary factor in employee's cost-benefit analysis of remaining in an organization.

According to Allen and Meyer (1990), continuance commitment reflects a scenario where employee is unable to leave his present job due to perceived associated loss. Employees with high level of continuance commitment may be experiencing job dissatisfaction in terms of role conflict, role ambiguity, and low withdrawal cognitions (Meyer et al. 2002). The proponents noted that such situation portends a congruence of lose consequence for both employee and the organisation. This is because the continually committed employee remains in an unsatisfactory situation of need or lack of alternatives. However, both previous and current researches have found no significant correlation between continuance commitment and employee retention (Faloye, 2014; Meyer et al., 1993). Workers who share continuance commitment with their employers find it very difficult to wanting to leave the organization.

Normative Commitment

According to (Messner (2013), normative commitment reflects work behaviour of individuals that are guided by a sense of duty, obligation, and loyalty toward the organisation. Employees choose to remain committed based on moral considerations predicated over the organisation's investment in them over the years in form of training, benefits, development, reward. Aberu et al., (2013) asserted that the strength of normative commitment is determined by the rules an individual accepts and the reciprocal relationship between the organization and its employees. The implication of this that individuals remain committed to an organization from a perceived obligation to reciprocate the organization for investing in them. An employee who is frequently present at work, works overtime such as putting in extra hours and more, has faith in the organizational goals and guards corporate resources is classified by Meyer and Allen (2008) as a committed employee. As a result of its commitment, this type of employee contributes positively to the organization. Again, Purcell and Hutchinson (2007) posit that employees perceive the HR practices that management deploy and how they are implemented will affect their attitudinal and behavioural responses to them as demonstrated in model above. This reflects a form of transaction, whereby employees respond to the commitment the organization shows them through the design and implement of HR practices by engaging in discretionary behaviours. They also found through their research that, both independently and additively, satisfaction with HR and leadership practices affects employee commitment to the organization and to the job.

Motivation-Enhancing Intervention and Employees' Commitment in Indigenous Oil and Gas Companies in South-South, Nigeria

In HRM literature, practices investigated as interventions for motivating employees so as to assume positive attitude and behaviours include: extrinsic and intrinsic rewards (Appelbaum *et al.*, (2001), high wages, fair pay, and pay for performance (Boselie, 2010), performance management and compensational practices (Obeidat *et al.*, 2016), job security, promotion and career development, incentive and rewards (Jiang *et al.*, 2012), salary, job enrichment, job stability (Luna-Arocas & Camps, 2007), career opportunity, job security and reward (Karatepe & Olugbade, 2015), fair rewards and recognition (Pare & Tremblay, 2007), and amongst others. The aforementioned interventions are designed to affect employee's desire and willingness to execute assigned work roles and surpass stated expectations (Gardner *et al.*, 2012), and evidence abounds in HRM literature of a significant relationship between motivation-enhancing interventions and performance outcomes. Addison and Belfield (2004) and Kaufman (2005) in their studies established that if workers are denied autonomy on the job, or are reduced to acting as mere extensions of the machinery they operate, or are given work that inhibits their capacity to create and think, it is argued that they will invariably find ways to subvert the methods of control that enforce these conditions. Abdi Mohamud, Ibrahim, and Hussein (2017) investigated the effect of motivation on employee performance in Mogadishu, Somalia. The aim of the study was to analyse the drivers of employee motivation- monetary rewards, job enrichment on high levels of employee performance. The study employed stratified random sampling techniques and questionnaires sent to 60 identified respondents were completed and returned. The data collected were analysed using both descriptive and inferential statistics and the findings of the study indicated that job enrichment and monetary reward were positively and significantly related to employee performance. However, the study is limited in some ways: The study provided a one way correlation effect between the constructs of the study, whereas, such one way relationship is considered inadequate in HRM literature (Chan & Katou, 2007), and there is need for indirect relationship. The study is also limited due to lack of theories to underpin the relationship between employee motivation and individual performance.

Falola, et al (2014) conducted a study titled: "Incentives Packages and Employees' Attitudes to Work: A Study of Selected Government Parastatals in Ogun State, South-West, Nigeria". The study observed that for any organization to compete favourably in the competitive society, employees' attitudes and commitment towards work is imperative as determinants employees' performance and organization's productivity. The main objective of this study was to examine the effect of incentives packages on employees' attitudes towards work. A descriptive research method was adopted for this study using one hundred twenty valid questionnaires which were completed by members of staff of four (4) selected government parastatals in Ogun State, South-West Nigeria using stratified and systematic sampling technique. The data collected were carefully analyzed using percentage supported by standard deviation to represent the raw data in a meaningful manner. The results show that strong relationship exists between incentives packages and employees' attitudes towards work and the workers are not satisfied with the present incentives packages. The summary of the findings indicates that there is strong correlation between the tested dependent variable and independent construct.

However, employers of labour and decision makers should endeavour to review incentives packages at various levels in order to earn employees' commitment and satisfaction. The study differs from the current one due to its independent HRM practices approach.

Chang and Chen (2002) investigated the link between HRM practices and firm performance in Taiwan's high tech industry. They found a positive relationship which was statistically significant in terms of the six dimensions of HRM practices which they investigated. These were - training and development, teamwork, benefits, human resource planning, performance appraisal and employment security. They measured these against 60, two items which were used as indicators of the company's firm performance - employee productivity and employee turnover. The conclusions they reached were that all six HRM practices which they had tested had a positive influence on employee productivity and firm performance. Also in Taiwan, Lee and Lee, (2007), in study of Taiwanese Steel Industry' investigated the impact of HRM practices on business performance. The researchers focussed specifically on training and development, teamwork, compensation and incentives, human resource planning, performance appraisal, and employee security to improve firm's business performance including employee's productivity, product quality and firm's flexibility. Similar evidence on impact comes from Guthrie (2001). In the article 'High – Involvement Work Practices, Turnover and Productivity: Evidence from New Zealand', Guthrie examined a New Zealand corporation and concluded that financial measures used (turnover and profitability) were related to HRM practices.

Onyebuenyi (2016), conducted a study on "Factors Affecting Job Satisfaction in Nigerian International Oil Companies." The study's concern was on the leaders of Nigerian international oil companies (IOC) facing challenges developing efficient strategies for motivating demographically diverse employees. Also, the industry leaders' limited knowledge of the extent to which demographic variables influenced job satisfaction and affected employee productivity. The purpose of the correlational study was to examine the relationship between employee category (being a permanent or non-permanent employee) and facets of job satisfaction after controlling for gender and nationality factors. Herzberg's motivation-hygiene theory was the theoretical framework for this study. A random sample of 104 senior employees (76 permanent and 28 non permanent employees) from 5 IOC located in Port Harcourt and Lagos, Nigeria, completed an online survey.

Based on this review, this study hypothesizes as follows

Ho₁: There is no significant relationship between motivation-enhancing intervention and continuance commitment of indigenous oil and gas companies in South-South, Nigeria.

Ho₂: There is no significant relationship between motivation-enhancing intervention and continuance commitment of indigenous oil and gas companies in South-South, Nigeria.

Ho₃: There is no significant relationship between motivation-enhancing intervention and continuance commitment of indigenous oil and gas companies in South-South, Nigeria.

Methodology

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population for the study was eight-hundred and seventy-six (876) staff spread across the thirty-three (33) indigenous companies in South-South, Nigeria. The sample size of 275 was determined using Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences version 23.0. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

Data Analysis and Results

Bivariate Analysis

Table 1 shows the result of correlation matrix obtained for motivation enhancing intervention and measures of employee commitment. Also displayed in the table is the statistical test of significance (p - value), which makes us able to answer our research question and generalize our findings to the study population.

Table 1 Correlations Matrix for Motivation Enhancing Intervention and Employee Commitment Measures

			Motivation Enhancing Intervention	Affective Commitment	Continuance Commitment	Normative Commitment
Spearman's rho	Motivation Enhancing Intervention	Correlation Coefficient	1.000	.238**	.721**	.814**
		Sig. (2-tailed)	.	.000	.000	.000
		N	224	224	224	224
Affective Commitment		Correlation Coefficient	.238**	1.000	.312**	.313**
		Sig. (2-tailed)	.000	.	.000	.000
		N	224	224	224	224
Continuance Commitment		Correlation Coefficient	.721**	.312**	1.000	.729**
		Sig. (2-tailed)	.000	.000	.	.000
		N	224	224	224	224
Normative Commitment		Correlation Coefficient	.814**	.313**	.729**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	224	224	224	224

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

Source: SPSS Output

Research Question 1: What is the relationship between human resource management intervention and continuance commitment of Indigenous Oil and Gas companies in South-South, Nigeria?

The correlation coefficient (rho) result in table 1 was used to answer research question 1. Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.238 on the relationship between motivation enhancing intervention and affective commitment. This value implies that a weak relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in affective commitment was as a result of the adoption of motivation-enhancing intervention. Therefore, there is a positive and weak correlation between motivation enhancing intervention and affective commitment of Indigenous Oil and Gas companies in South-South, Nigeria.

Similarly, Table 1 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.721 on the relationship between motivation enhancing Intervention and continuance commitment. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive; implying that an increase in innovativeness was as a result of the adoption of hazard identification/risk assessment. Therefore, there is a positive and strong correlation between motivation enhancing intervention and continuance commitment of Indigenous Oil and Gas companies in South-South, Nigeria. Furthermore, Table 4.22 shows a Spearman Rank Order Correlation Coefficient (rho) of 0.814 on the relationship between motivation enhancing intervention and normative commitment. This value implies that a strong relationship exists between the variables. The direction of the relationship indicates that the correlation is positive;

implying that an increase in normative commitment was as a result of the adoption of motivation enhancing intervention. Therefore, there is a positive and very strong correlation between motivation enhancing intervention and normative commitment of Indigenous Oil and Gas companies in South-South, Nigeria.

Therefore, to enable us accept or reject hypotheses 1, 2, and 3 as well as generalize our findings to the study population the p- value was used as shown below:

H₀₁: There is no significant relationship between Motivation-enhancing intervention and affective commitment of indigenous oil and gas companies in South-South, Nigeria.

Similarly displayed in the table 4.22 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.22, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Motivation-enhancing intervention and affective commitment of indigenous oil and gas companies in South-South, Nigeria.

H₀₂: There is no significant relationship between Motivation-enhancing intervention and continuance commitment of indigenous oil and gas companies in South-South, Nigeria.

Also displayed in the table 4.22 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.21, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Motivation-enhancing intervention and continuance commitment of indigenous oil and gas companies in South-South, Nigeria.

H₀₃: There is no significant relationship between Motivation-enhancing intervention and normative commitment of indigenous oil and gas companies in South-South.

Also displayed in the table 4.22 is the statistical test of significance (p-value) which makes possible the generalization of our findings to the study population. From the result obtained from table 4.21, the sig- calculated is less than significant level ($p = 0.000 < 0.05$). Therefore, based on this finding the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between Motivation-enhancing intervention and normative commitment of indigenous oil and gas companies in South-South.

Therefore, the results for the second set of hypotheses with regards to the relationship between motivation-enhancing intervention and employee performance measures are stated as follows:

- i. There is a positive but weak relationship between Motivation-enhancing intervention and affective commitment of indigenous oil and gas companies in South-South, Nigeria.
- ii. There is a positive and strong significant relationship between Motivation-enhancing intervention and continuance commitment of indigenous oil and gas companies in South-South, Nigeria.
- iii. There is a positive and very strong significant relationship between Motivation-enhancing intervention and normative commitment of indigenous oil and gas companies in South-South.

Discussion of Findings

The findings as presented in table 1 revealed that there is a positive and significant relationship between motivation-enhancing intervention and employee commitment in indigenous oil and gas companies in South-South, Nigeria. This finding agrees with the empirical study of Olubusayo et al. (2016), who undertook a study titled: Non-monetary package: Recognition and Job Security focused on effects of incentive packages on employees' attitudes. The purpose of the study was to assess the mediating effect of employee commitment on the relationship between incentives and employee performance at agriculture development Corporation (ADC). The findings of the study indicated that monetary and non-monetary incentives positively influenced employee commitment and employee performance and employee commitment partially mediated the relationship between incentives and employee performance, therefore incentives play a crucial role in employee performance. Similarly, this study agrees with the work of Abdi Mohamud, Ibrahim, and Hussein (2017) who investigated the effect of motivation on employee

performance in Mogadishu, Somalia. The findings of the study indicated that job enrichment and monetary reward were positively and significantly related to employee performance.

The findings of this study are consistent with findings in prior studies that motivation enhancing interventions have positive relationship with perceived performance (Gardner, Wright & Moynihan, 2011; Moduli, 2015). Furthermore, the findings of this study are in agreement with Affective Events Theory (AET) which emphasises that positive experience of certain events in workplace will occasion affective reactions that may lead to positive attitudinal and behavioural outcomes. Drawing from this theory, employees will assume positive affective that will enhance attitudinal and performance outcomes if they experience certain HRM events (interventions) that motivate in an organisation. This is also supported by AMO theory that employees will make use of their KSAs to attain organisational performance provided they were well motivated. The conclusion of this study therefore supports AET and AMO theories that motivation-enhancing interventions are considered HRM interventions implemented to motivate or incentivize employees make use of their KSAs to achieve desirable performance. This study is also supported by the works of Falola, et al (2014) who conducted a study titled: “Incentives Packages and Employees’ Attitudes to Work: A Study of Selected Government Parastatals in Ogun State, South-West, Nigeria”. The results showed that strong relationship exists between incentives packages and employees’ attitudes towards work and that the workers are not satisfied with the present incentives packages. This is further supported by the works of Onyebuenyi (2016), who conducted a study on “Factors Affecting Job Satisfaction in Nigerian International Oil Companies.” The results indicated employee category factors would be a determinant for any improvement in general job satisfaction. The study is similar to this current study in part, because they both domiciled in the same oil and gas sector in the country, though the current study focused on indigenous oil and gas companies.

Conclusion and Recommendation

The results indicated that an increase in motivation-enhancing intervention was responsible for increases in employee commitment in indigenous oil and gas companies in South-South, Nigeria. Implying that to perform creditably, employees do not only hinge on improved KSAs, but equally need to be motivated in order to assume positive attitudinal and behavioural outcomes which have capacity to entrench commitment. The researcher recommends that indigenous oil and gas companies should pay serious attention to employees’ incentivization by instituting benefits schemes such as healthcare scheme for employees’ dependants (spouses and children) which should be accommodated in HR policy on rewards system. Similarly, the scope of jobs should be reviewed and policies encouraging job enrichment be incorporated.

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