

# Organizational Best Practices and Employee Job Commitment in Nigeria: An Empirical Investigation

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## Abstract

This study examines the effect of organizational best practices on employee job commitment in selected power/energy firms in Delta State. The study, anchored on the Social Exchange theory, adopted the survey research design hence data were collected from primary sources through the use of a self-structured instruments (questionnaire) that was validated and pilot-tested. From a population of 215 employees selected power/energy corporations in Delta State, Nigeria, a sample size of 140 respondents was drawn via the application of the Taro Yamane formula. The ordinary least square (OLS) technique was employed to test postulated hypotheses. Findings of the study reveal that, job security, employees' involvement in decision-making process, and reward and recognition have a significant relationship with employees' job commitment. The study therefor concludes that best practices exert significant influence on employee job commitment and recommends amongst others that corporate managers should endeavour to put modalities in place that will help to strengthen, guarantee and increase the level of job security of employees.

**Keywords:** Employees' Job commitment, Job Security, Employees' Involvement in Decision Making Process, Employees' Reward and Compensation.

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## Introduction

The central essence why organizations built factories, industries and other business outlets in an economy is to serve and meet the needs and wants of their targets customers by offering superior and quality services than their rivals. To achieve this, workers (employees) are therefore required. In this facet, employees are the canon folders needed by organizations to meeting the needs and wants of their customers, stockholders and that of the organization as well. An organization's capacity for goals realization and services delivery performance in areas such as customers' satisfaction, productivities and profitability are collections of necessitating factors in the business organization. Central among these factors is commitment of the human elements of the organization. That is, employee commitment to the core mandates and vision's statements of the organization. In other words, employees are critical elements to the wellbeing of any organization; its existence and performance as well. According to Wilson, Fred and Ronald (2015), in time past and till now, several steps have been put or set forth by organization to provide or define the concept of employee's commitment. However, Meyer, Stanley and Parfyonova (2012) have provided a more comprehensive definition of employee commitment. The trio defined commitment adopting multidimensional concept deemed to have *affective*, *continuance* and *normative* perspectives. In this way, the *effective* dimension of commitment has to do with emotional fondness or philia to and involvement with or commitment with common course, while the *continuance* commitment dimension on the other hand, designates the perceived costs of quitting or leaving the firm or an organization; while the *normative* commitment dimension in another hand denotes or refers to the state of felt disposition to advance the course of the organization and remain member of the organization.

Commitment, according to Meyer, Stanly and Parfyonova (2012) is a bond or feeling of dedication of employee towards the organization such that, the individual employee would want to continue with his/her engagement and services with the particular organization and continue to do his/her best to assist it to realized set objectives and long-term goals. The significance and imperatives of employees' job commitment is copiously elucidated by the proposition of wild rang of researchers such as Yilmaz and Clokluk-Bokeoglu (2008) that employee with high positive commitment feelings, impacts organizational actual performance in diverse ways as a result they reduce or lessen the possibility of the frequency that may be associated with negative performing behaviour and scale up quality of service delivery. Employee with a fair commitment to his/her job is very likely to be more compatible and result oriented individual and would have higher degree of satisfaction, responsibility, loyalty and less tendency to quit his or her job.

Adding credence to the farreaching significance of employee job commitment to organization, Park, Christee and Syne (2014) posited that, committed employee may be very or more likely to be motivated to engage or undertake organizational citizenship behaviour (OCB), thus implies extra-role behaviour such as creativity and innovations which are what basically keeps and sustains organization's competitive advantage, core competence and resource strength. Creativity has to do with the ability to think strategically in ways and approaches that are new, different or novel and not seen in other individual employee as the case may be (Bosiok and Sad, 2013).

Employee commitment reduces employee's labour turnover intention in the work place (Lambert and Hogan, 2009). Lambert and Hogan, (2009) opined that nowadays, employee commitment has not only become necessary but also imperative for every business minded organization in order to realize or have an extraordinary performance for long-term success. In a nutshell, ordinarily all things being equal, employees would want to offer their first class and best performance both as individual and as team member in the work place situation to better the lots of the organization (Princy and Rebeka, 2019). It's also posited that, an increase in employee's job commitment in organization, would have economic trickledown effects on the organization overall performance (Peace, 2014). However, according to Princy and Rebeka (2019), employee would also prefer to identify with the organization having outstanding best practices such as *reward and recognition, employee involvement, career growth plans, work engagement, job enrichment and training, employment security development etc.*

Literatures have made it possible to understand that every profit driven and human managed organization derived its successes and performances in terms of customers' satisfaction, productivity and profitability from the commitments of its human's element (employee) and in most cases, these elements are not treated as valuable assets but often times seen as economic animal meant to be exploited (Asheneke, 2007), and this has resulted in increasing labour turnover intentions in the work place (Lambert and Hogan, 2009). Furthermore, the pull and push that necessitates their (employees) commitments resulting to organization's goals actualization are driven by organizational best practices. That is, how employees are seen, managed and rewarded (Ogella & Oluoch, 2019). In other words, the approaches to increasing and sustaining employee's commitment on the job through the organizational best practices need to have the strength to motivate and contribute to employee's increased job commitment in the organization at all times (Ngari & Milkah, 2018). Secondly, the organizations need to do more than simply to reach goals, but design and strengthens its best practices to take into account the interest of its human resources' elements especially in areas such as training and development, involvement in decision-making, employment security, reward and recognition, knowledge management, information system etc, if they must continue to secure, maintain or sustained their competitive position in the industry where they operate (Attamony, Masa'deh, Alshurideh & Obeidat, 2012), hence this study.

## **2. Literature Review and Hypotheses Development**

### **Organizational best practices**

According to Martin (2015) best practices refer to practices that are applied by the best organization operating in similar conditions and pursuing similar goals. They are applied to initiates, achieve and sustain continues improvement of employee job commitment towards improving organizational performance in return, critical assumption of strategic practices in human resources management of best organization in specific sector or region (Martin, 2015). The apparent relationship between best practices and employee's commitment manifested in organization performance outcomes and it is mediated by abilities, motivation and commitment of employee and influenced by the organization practices and control factors. In this way, diverse best practices of human resource management influence employee's job direction manifested in the form of motivation, abilities, results commitment and behaviour to provide services or product that are of value and importance to stakeholders, and more specifically the customers (Martin, 2015). Various potential best practices with far reaching influence or effects that demonstrably empowered firm's managers to influence and motivate employee's job commitment, ability, motivation, behaviour and results are proven practices of an organization in area as organization's job design, human resource planning, employee recruitment and selection, performance management and appraisal, employees training and development, or employee care, employee compensation, reward and recognition, involvement etc.

Employees, being the central, critical and vital resources in achieving efficient and effective utilization of other organizational resources, it has become not only crucial but imperative to get them going with motivation clearly articulated in the organization best practices philosophy. Best practices help organization to effectively handle and manage performance and competitive challenges to its best advantages if well articulated and implemented taking the interest of employee into consideration. Past literatures also indicates copiously the desideratum human resource management (organization) best practices such as workforce planning (Chang & Chen, 2002; Mathis & Jackson, 2004), career planning management (Schein 1990), reward and compensation (Ahmad & Schroeder, 2003; Chiu, Luk, 2002; Lam & White, 1998; Ngo 1998) job security and job design (Chapion, 1998; Morganson & Humphrey, 2006) recruitment and selection (Khan, 2010, Katuo and Budhwar, 2006; Kulik, 2004; Ahmad & Schroeder, 2003) performance appraisal (Khan, 2010, Chang & Cohen, 2002; Bernardin & Russel, 1993; Otuya & Akporien, 2020) have a positive relationship with employee job commitment which in turn leads to organization best performance. In other words, the best practices centralize on the strength and robustness of the human capital element for improved and sustained competitive resource strength or advantage (Jackson & Schuler, 2000). Moreover, these literatures also give a copious insight or perception to the management and human resource expert to exercise or give credence to these practices as a rational strategic tool for superior and outstanding performance (Khan, 2010).

### **Employment/Job Security and Employee Job Commitment**

Employment/job security is a firm trust yielding aspect of employment in the organization. That's to say, if employees are confident that their job are secured, they will be very much relaxed and can do better on the job. Such confident instills deep sense of assurance and acceptance in them, and that even when something goes wrong by mistake, their jobs will not be at risk (Arabi, 2000). Mick and Irena (2000) posited that employment security is fundamental in order to shade or underscore the reminder of the human resource (HR) practices simply because it is unarguably regarded as purely unrealistic to request employee to offer their best or ideas and commitment without an explicit assurance and evidence of some expectation of provision of job security on their side (*Mick and Irena (2000)*).

Employment security according to the International Labour Organization (ILO) (1995) reveals that workers have protection against indiscriminate and arbitrary or short-notice dismissal from employment as well as having a long-term contract of employment and having employment relations that avoid casualization of workers. Employee usually seeks employment where the security of such employment is in exclusive interest of both the organization and employees, and with such an assurance, employee's commitment is sure and guaranteed ILO (1995). Burchill (2005) sees the concept of employment security as an employee's perception that their jobs or an important/significant aspects or feature of their job is protected. Also, organizational and industrial Psychologist posited that, employment security is one factor or feature that creates job commitment (Thomas, Tram, O'Hara, 2006). Result of the study conducted by Alnajjar (1996) titled, the relationship between job satisfaction and organizational commitment in United Arab Emirates employee based on job security, indicates that there is significant relationship between job security and employee job commitment (Ammad, 1996). Arabi (2000) job security has to do with the felling of having a guaranteed job and the promises or assurance of its continuance both now and in the future. It has to do with the absence of threatening circumstance or factor. If for instance, an employee feels that he/she continue could his or her job seamlessly till the anticipated ends state of such job, that's the terminal year of the service, such an individual employee or group would give his or her best in terms of commitments to the organization (Arabi, 2000). Following from the foregoing, we frame our first hypothesis thus: Hypothesis One: There is no significant relationship between employment security and employee job commitment.

### **Employee Involvement in Decision-making Process and Employee Job Commitment**

Employee involvement or participation in decisions making signifies the ingang of employees into the organization's management, administration and authority circles. It has to do with chances and opportunity available to employees to influence decision making process and patterns throughout or across the organization (Busck, Lind & Knudsen, 2010). According to Macleod and Clark (2009) positive commitment attitude toward work result on the part of the individual employee when he/she feels that they are accommodated and are able to voice and table their complaints, grievances, ideas and be listened to; including both how they do their job and in decision making in their own department, division or units, with joint sharing of problems and challenges and commitment to arrive at joint solution. Involving employee in decision making process produces positive discretionary initiative and behavioural patterns on the part of the employees which invariably fascinate them and facilitates the way they do their job and the amount of effort, care, innovative and productive behaviour they display on the job (Purcell, Kinnie, Hutchinson, Rayton & Swart, 2003). It can also propel employee to exert great deal or high level of commitment by going extra mile or go out of their scheduled way to support the organization to achieve high level performance successes. The underpinning philosophy of employee involvement is that employee will increase their commitment and involment with the organization. That's if they are recognized as partners in progress and given the chance and the opportunity to manage their work (Lawler, 1986). It is concerned with communication and participation in discussion order to clarify, defines expectations and share informantion relating to the job, welfare and worklife of the employee as well as on organization's mission, values, culture and objrctive (Lawler, 1986 & Armstrong 2012).

Past literatures have also recorded that several studies' recommendations that employee involvement and participation in decision making process has a positve significant relationship and influenc on employee's attitudes towards durties and responsibility to the organization. Study conducted by Wilkinson (2007); Kim,McDaffice and Pil (2010); Bhalti and Qureshi (2007) shows that involving employee in decision making in the organization results in increased motivation, commitment, organization performance and growth, job performace etc. Other scholars also belived that employee apticipation and involvement is merely managerial approach that can be adopted or used effectively in any given situation (Komal, 2013).

According to Komal (2013; Komal, Samina and Akbar (2011) employees enjoying high level of participation and involvement in the organization could be describe or seen as one who sees his/her job in the organization as important to his or her life, and as a result, just numerous theorists and scholar shave hypothesized and theorised that employee enjoying high level of participation and involvement in the workplace tends to and is more willing to commit mor efforts, time and skills towards the realization of organization goals and objectives and to a very reasonable extent less likely to result to less labour turnover.

Hypothesis Two: There is no significant relationship between employee involvement in decision making and employee job commitment

### Reward and recognition and Employee Job Commitment

According to Daniel, (2017) organization would only get the rewards of the behaviour it rewarded and recognized. Reward and recognition are motivational and strategic tools designed for use either to reward an employee for putting up superior or desired behaviour leading to outstanding and better commitment to job responsibilities in the organization which in turn births an extraordinary and exemplary performance outcomes on the job (Pruden 2012). In other words according to Daniel (2017) the central focus of reward and recognition are multi-faceted but overallly for motivating employees to scale up commitment and performance in reaching corporate objectives and goals. It has become necessary as a result; *motivated employees are performing employee, performing employees are committed employees and committed employees are key assets and organizational resources, capability and competitive resource strength*. Moris (2006) says that, individual employee performance and commitment in an organization are dictated by the nature and forms of reward, attitude of the employee and knowledge of reward schemes. According to Danrsh and Usman (2010) reward and recognition significantly influence the motivation of employee in employers-employees oriented organization. *Recognition*, in most cases may be monetarily driven, but largely an award for superior performance outcome. Accordign Kendra (1996), an award is that which occur and follows an occurrence or happenings of an outstanding or specific behaviour outcomes with intention of recognising the behaviour in a positively significant manner. The central focus for such an award of recognition is to motivate, encourage and sustain such positive behavioural attitudes on the part of the employees and ensures it happens again and again to the gains of both the organization and those working in it. Recognition, typically it is also given *less formally* when organization manager on behalf of management tell employee “*welldone*” “*congratulation*” “*we are proud of you*” “*thank you*” “*you are indeed an asset to the organization*” “*you are partner in progress*” etc. Management as a matter of fact, should maintain reasonably level of flexibility in its approaches of recognition being that employees are motivated, encouraged and strengthened by various forms of rewards and recognition in the work place.

Hypothesis Three: There is no significant relationship between reward and recognition and employee job commitment

### Theoretical framework

The study of organizational best practices and employee commitment is hinged on the principles and practice of motivation in the work place. That is, the presence of certain factors or forces (motivation) influence or stimulates hidden desires (behaviour) into effect or action. There are numerous theories of motivation in the field of social sciences and management. Prominent among these theories are the Herzberg two factors theory (1959), Maslow Hierarchy of need theory (1943), *McGregor’s theory X and Y* (1960), *Social Exchange Theory*, (1958 and 1964) and others. However, this study adopted the social exchange theory. The SET was found appropriate for the study as it has more formatted contents, and also having a conspicuous and more direct explanation information resources, tuning and turning points for the study subject matter.

Social Exchange Theory was developed by two renowned scholars Homans (1958) and Blau (1964). The SET was primarily designed to give or provide copious insights on what actually influence social behaviour and attitude of employee and how it also affect that of the employers in the organization. Humans in his work, titled *social behaviour*, indicate or shows interest in factors such as psychological conditions that influence individuals to enter into or engage in what is largely termed give and take (exchange).

### 3.0 Methods and Data

In a bid to statistically build formidable foundation for this study, several approaches were analyzed and weighed in their ability to produce and provide reliable outcomes towards addressing the desired objectives of the work.

#### Study population and Sampling

The study population was carefully and systematically drawn from the list of three (3) selected non-government corporations’ employees within the study domain-Delta state. These include Transnational Corporation of Nigeria (Transcorp) Ughelli, CMEC/Eurafric Energy Limited (Sapele Power Plc) Sapele and Delta Electric Power limited, Oghareki. For ease of grasp, the population of the selected corporations are summarised and present thus:

**Table 3:1 Population spread of the study**

S/N	Corporations (Companies)	Labels	Population
1	Transnational Corporation of Nigeria (Transcorp) Ughelli, Delta State.	TRANSCORP	100
2	CMEC/Eurafric Energy Ltd. (Sapele Power Plc) Sapele, Delta State.	CMEC/ERFL	28
3	Delta Electric Power limited, Oghareki, Delta State.	DEEPL	87
<b>TOTAL</b>			<b>215</b>

Source: Fieldwork, 2021.

### Sample Framework

The study got its sample frame from the given population. Sample size of 141 was drawn with the aid of the Taro Yamani's (2004) formula. The formula is expressed algebraically thus:

$$\frac{N}{1+N(E)^2}$$

Where:

n = Sample size, N = Total Population, l = Constant, E = Level of Significant (0.05)

### Research Instruments, Design and Administration

The research adopted questionnaire as instrument for the study. The questionnaire was used to elicit the relevant data including demographic details of respondents. Questions contained in the instrument were closed ended and modified from previous studies, and all items were considered and rated on 4-point Likert-like scale. The use of 4 or point scale was considered appropriate and adequate according to Sekaran (2000).

### Method of Data Analysis

In this research work, the researcher combined both the descriptive and inferential statistics in the analysis of the primary data. For this purpose, analysis was based on computations for the mean, standard deviation and the output from the regression analysis. In applying the regression technique, the dimensions of the dependent variable (Job commitment) were regressed against the dimensions of the independent variables (Job security, reward and recognition, and employee involvement in decision-making).

### Model Specification

The model is expressed as follows:

$$EmpJC = \beta_0 + \beta_1 EmpSEC_t + \beta_2 EmpInv_{it} + \beta_3 RewRec_t + \epsilon_i$$

### Variable Description

- EmpJC* = Employee Job Commitment
- EmpSec* = Employment Security
- EmpInv* = Employee Involvement
- RewRec* = Reward and Recognition
- $\alpha_0, \beta_1$  = Regression coefficients of the model
- e* = Error term
- i* = companies

## 4.0 Results and Discussion

Table 4.1: Respondents' Demographic Data

S/N	Variables	Categories	Frequency (n=129)	Percentage (%)
1.	Gender	Male	75	58.14%
		Female	54	41.86%
		<b>Total</b>	<b>129</b>	<b>100%</b>
2.	Marital Status	Married	96	74.42%
		Single	32	24.81%
		Divorced	01	0.77%
		<b>Total</b>	<b>129</b>	<b>100%</b>
3.	Age of Respondents	18-25years	00	0.00%
		26-35years	42	32.56%
		36-45years	67	51.94%
		46-55years	20	15.50%
		Above 56years	00	0.00%
		<b>Total</b>	<b>129</b>	<b>100%</b>
4.	Educational Qualification	FSLC	00	0.00%
		SSCE	12	9.30%



5.	Work Status	NCE/OND	33	25.58%
		B.Sc.	73	56.59%
		M.Sc and above	11	8.53%
		<b>Total</b>	<b>129</b>	<b>100%</b>
		Full-Time	65	50.39%
6.	Cognate Working experience	Part-Time	50	38.76%
		Contract	14	10.85%
		<b>Total</b>	<b>129</b>	<b>100%</b>
		1-12 Months	07	5.43%
		1-5years	45	34.88%
	5-10years	56	43.41%	
	Above 10years	21	16.28%	
	<b>Total</b>	<b>129</b>	<b>100%</b>	

**Source: Fieldwork, 2021**

The data on Table 4.1 reveals that a total of 75 (58.14%) of the participants were males while their female counterpart stood at 54 representing 41.86% of the total respondents. This trend may be attributable to the fact that most private sector and white-collar jobs are dominated by males. Regarding marital status, we observed that 96(74.42%) of the respondents are married, 32(24.81%) are single while 1 representing 0.77% of the total respondents is divorced. This analysis depicts that majority of the respondents are married.

Additionally, the data on age distribution indicates that no respondent was between the age brackets of 18 – 25 years, while 42(32.56%), 67(51.94%), and 20(15.50%) are within the age brackets of 26-35years, 36-45years and 46-55years respectively. No respondent was found between the age bracket of 56 years and above. With respect to educational qualification, the obvious is that most of the respondents 73(56.59%) are at least, first degree holders, while 33 (25.58%) are NCE/OND holders. These results are clear indications that the respondents were not only matured, but have attained formal education at some point which justifies our belief that they are educated and knowledgeable.

As for their work status, one would observe that more than half of the respondents (50.39%) are full-time staff whereas, the number of part-time and contract staff stood at 50(38.76%) and 14(10.85%) respectively. Also, information on work experience revealed that 7(5.43%) of the respondents had worked for at most 12 months, 45(34.88%) had been on their respective job for a period of about 1-5years, 56(43.41%) had worked for about 5-10years whereas, 21(16.28%) had worked for over 10years.

**Test of Hypotheses I**

H<sub>01</sub>: There is no significant relationship between employment/job security and employee job commitment.

**Table 4.2: Model Summary for Test of Hypothesis I**

EmpJC	Coeff.	Std.Err.	t	P>  t	Decision
EmpSec	0.3567	0.0967	3.69	0.000	<b>Reject</b>
_CONS	2.2118	0.3292	6.72	0.000	
Obs.	129				
F(1, 127)	13.60				
Prob > F	0.0003				
R-Squared (R <sup>2</sup> )	0.0967				
Adj. R <sup>2</sup>	0.0896				

**Source: Fieldwork, 2021**

Hypothesis I of this study was tested by examining the relationship between employment/job security and employee job commitment within the business organizations. Table 4.6 however presents the results for the test of the Hypothesis I of this study. As indicated, the t-values obtained for employment security (EmpSec) is 3.69 with a corresponding p-value of 0.000. This result suggests that on an individual note, employment security have significant influence on employee job commitment within the business organizations. With an adjusted R<sup>2</sup> of 0.0967, it is evident that only the explanatory variable explains over 9% of the variations in the levels of employee job commitment within the given business organizations. The value for the standard error is 0.0967. Such a low value according to Jeroh (2019) is an indication that the model specified in the study alongside the regression outcome is not only precise, but very reliable. Furthermore, the value of the F<sub>cal</sub> for the overall model is 13.60 with a corresponding p-value of 0.0003. With this result, the null hypothesis I of this study is thus rejected. This means that there is a significant relationship between *job security and employee job commitment* in the selected corporations. The above result is in consonance with the findings of prior researches conducted by; Arabi, (2000),

Withagen, (2003), Standing, (1999), Thomas, Tram, and O’Hara, (2006), Alnajjar,(1996), Gholamreza, Ali and Hamid, (2011). However, this finding is at variance with the findings of Mick and Irena, (2000).

**Test of Hypotheses II**

H<sub>02</sub>: There is no significant relationship between employee involvements in decision making and employee job commitment

**Table 4.3: Model Summary for Test of Hypothesis II**

EmpJC	Coeff.	Std.Err.	T	P>  t	Decision
EmpInvDm	0.3008	0.0899	3.34	0.001	<b>Reject</b>
_CONS	2.3990	0.3069	7.82	0.000	
Obs.	129				
F(1, 127)	11.19				
Prob > F	0.0011				
R-Squared (R <sup>2</sup> )	0.0810				
Adj. R <sup>2</sup>	0.0737				

Source: Fieldwork, 2021

The second hypothesis of this study was tested by examining the relationship between *employee involvements in decision-making and employment job commitment* within the business corporation. Table 4.7 therefore presents the results for the test of Hypothesis II.

As indicated, the t-value obtained for employee involvement in decision-making (EmpInvDm) is 3.34 with a corresponding p-value of 0.001. The value for standard error stood at 0.0899 which indicates copiously that, the model specified in the test of the hypothesis alongside the regression analysis outcome is not only precise, but very reliable. Furthermore, the value of the F<sub>cal</sub> for the overall model is 11.19 with a corresponding p-value of 0.0011. With this result, the null hypothesis 2 of this study is thus rejected. This means that there is a significant relationship between employee involvements in decision-making and employee job commitment in the selected corporations. This finding corroborates the position of earlier studies (Macleo and Clark, 2009; Purcell, Kinnie, Hutchinson, Rayton & Swart, 2003; Lawler, 1986; Armstrong, 2012; Wilkinson, 2017; Kim, Mcdaffice & Pil, 2010; Bhalti & Qureshi, 2007; Ojokuku & Sajuyigbe, 2014; & Pyman, 2015).

**Test of Hypotheses III**

H<sub>03</sub>: There is no significant relationship between reward and recognition and employee job commitment.

**Table 4.8: Model Summary for Test of Hypothesis III**

EmpJC	Coeff.	Std.Err.	t	P>  t	Decision
RewRec	0.2260	0.0905	2.50	0.014	<b>Reject</b>
_CONS	2.6558	0.3081	8.62	0.000	
Obs.	129				
F(1, 127)	6.23				
Prob > F	0.0138				
R-Squared (R <sup>2</sup> )	0.0468				
Adj. R <sup>2</sup>	0.0393				

Source: Fieldwork, 2021

In testing Hypothesis III of this study, the data obtained from the various dimensions of reward and recognition was regressed against those of employee job commitment (the dependent variables). Table 4.8 however presents the results for the test of Hypothesis 3. From the results presented in table 4.8, the t-value obtained for *reward and recognition* (RewRec) is 2.50 with a corresponding p-value of 0.014. The value of standard error is 0.0905 for RewRec. The low value for standard error is an indication that the model specified in the study alongside the regression outcome is very reliable. Furthermore, the value of the F<sub>cal</sub> for the overall model is 6.23 with a corresponding p-value of 0.0138. With this result, the null hypothesis 3 of this study is thus rejected. This means that there is a *significant relationship* between reward and recognition and employee job commitment in the selected corporations. This finding is in line with the position of extant studies (see Pruden, 2012; Daniel, 2017; Moris, 2006; Armstrong, 2012; Thomas. 2009; Klein, Goodhue & Davis 1997; Danrsh & Usman, 2010). However, this finding is at variance with the finding of Kormal, (2013).

**5.0 Conclusion and Recommendations**

Businesses are majorly set up to meet the increasing demands of target customers while simultaneously mobilizing resources to maximize shareholders’ wealth. Given the ever changing business environment and the attendant challenges and opportunities posed by globalization and the deployment of information and communication technological tools, it becomes obvious that if organizations must survive, the need to render superior and quality

services than their rivals need not be overemphasized. For organizations to succeed in rendering quality services to customers, their overall workforce (employees) are therefore required since by all standards, employees have been seen as the canon folders needed by organizations to meeting the needs and wants of their customers, stockholders and that of the organization as well. Notwithstanding, since the organization's capacity to achieve set goals and attain targets relating to service delivery and performance, the commitment of the overall workforce within companies to the core mission and vision's statements of the organization will therefore be needed. With this in mind, this research sets out to examine the effect of organizational best practices on employee's job commitment by drawing empirical evidence from companies within the power sector in Delta State, Nigeria. These best practices are: job involvement, employment security and reward and recognition and their influence on employee's commitment to his/her job in the organization.

In the course of this study, research hypotheses were developed in line with the study's specific objectives and were tested by means of inferential statistics. Prior to the test of hypotheses, the questionnaire items which were designed using the 4-point Likert like scale were analyzed by means of descriptive statistics. Overall, the measures of organizational best practices (job security, employee involvements in decision-making and reward and recognition) were found to exert significant influence on employee job commitment in the selected corporations

In light of the above, the study therefore recommend as follows:

1. The management of organizations should endeavour to put modalities in place that will help to guarantee and increase the level of job security of employees within their organizations.
2. Organizations would need to practically institute efficient and effective reward and recognition systems/schemes within the organization and encourage their workforce by recognizing their efforts targeted at realizing the overall goals of the organization.
3. Policies should be in place within organizations to allow employees to make their input in the decision-making process and along the chains and decision channels within the organization.

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