

Effect of Organizational Climate on Employee Commitment in Deposit Money Banks in Rivers State

Ibrahim Ohida¹, Ijeoma Linda Ogene², and Timothy Iorpuu^{3*}

¹Department of Business Administration, Nasarawa State University, Keffi-Nigeria.

²Department of Business Administration, Nasarawa State University, Keffi-Nigeria.

ORCID: <https://orcid.org/0009-0003-9227-6097>

³Department of Business Administration, Nasarawa State University, Keffi-Nigeria.

ORCID: <https://orcid.org/0009-0008-3781-4274>

* Corresponding Author: E-mail: tmjulius1@gmail.com ; ORCID: <https://orcid.org/0009-0008-3781-4274>

Received: 9 July 2024; Accepted: 20 July 2024; Published 3 August 2024

ABSTRACT: This study examined the effect of organizational climate on employee commitment proxy by teamwork and decision making in deposit money banks in Rivers State. The study employed a survey research design, utilizing a structured five-point Likert scale questionnaire to collect data from staff at five Domestic Systemically Important Banks (DSIBs) in Rivers State, encompassing a total workforce of 303 employees as obtained from the banks' human resource departments. Adopting a census survey approach, the study included the entire population as the sample. Data were coded and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess both the measurement and structural models. The findings revealed a statistically significant positive effect of both teamwork and decision-making on employee commitment and performance. Based on these results, the study recommends that banks enhance teamwork through team-building activities and foster a collaborative environment. Additionally, banks should encourage participative decision-making practices to involve employees in decision processes, thereby increasing their commitment and productivity. These measures are expected to create a more positive organizational climate and improve overall performance of the banks.

Keywords: Organizational climate, teamwork, decision making, employee commitment

How to cite: Ohida, I., Ogene, I. L., and Iorpuu, T. (2024). Effect of Organizational Climate on Employee Commitment in Deposit Money Banks in Rivers State. *Direct Research Journal of Management and Strategic Studies*, 5(2), 89–97.

<https://doi.org/10.26765/DRJMSS14677502>

Article Number: DRJMSS14677502

Copyright © 2024. Author(s) retain the copyright of this article

This article is published under the terms of the Creative Commons Attribution License 4.0.

<https://journals.directresearchpublisher.org/index.php/drjmss>

INTRODUCTION

Organizational climate significantly shapes employee commitment across industries. In the global financial sector, particularly within deposit money banks, understanding this dynamic is essential due to the sector's inherent need for trust, integrity, and teamwork. The sector has undergone profound changes influenced by technological advancements, regulatory reforms, and

market competition, underscoring the need to comprehend how organizational climate impacts employee commitment (PwC, 2021). Organizational climate, defined as the shared perceptions and attitudes about an organization's policies, practices, and procedures, influences members' experiences and behaviors (Schneider et al. 2013). A positive organizational climate is known to foster employee commitment by enhancing job satisfaction, engagement,

and a sense of belonging (He & Brown, 2013). In Nigeria, particularly in Rivers State, deposit money banks operate within a unique context marked by significant growth and transformation driven by economic expansion and regulatory changes (CBN, 2020). However, regional factors such as cultural influences, economic disparities, and local market dynamics distinctly shape the organizational climate in these banks. Investigating how these factors influence employee commitment in Rivers State's deposit money banks is crucial for developing tailored strategies to enhance commitment, recognizing that the challenges and opportunities in this region may differ significantly from other parts of Nigeria or the world.

Deposit money banks in Rivers State face challenges that affect the organizational climate and, consequently, employee commitment. Economic uncertainties, intense market competition, and rapid technological changes are significant stressors. Additionally, leadership styles, communication channels, and organizational policies play critical roles in shaping the work environment. Research indicates that a negative organizational climate, characterized by poor communication, lack of recognition, and limited professional development opportunities, leads to decreased job satisfaction and lower employee commitment (Benkarim & Imbeau, 2021).

Furthermore, the economic landscape of Nigeria has profoundly transformed, significantly impacting the performance of Deposit Money Banks (DMBs) (Muhammad et al., 2017). Previously known for their substantial profits, DMBs now face challenges such as economic recession, global oil price fluctuations, heightened competition, and escalating operational costs (Muhammad et al., 2017). Stringent capitalization requirements imposed by the Central Bank of Nigeria (CBN) have added to the pressure, leading to drastic measures like employee retrenchment and intensified customer acquisition targets without adequate rewards (Adenike, 2011). These factors have adversely affected the organizational climate within DMBs, impacting employee motivation, behavior, and commitment, which are crucial for organizational productivity and success (Adetayo et al., 2020).

Economic and political instability in Nigeria, including in Rivers State, has further exacerbated uncertainties in the banking sector, causing apprehension among employees about job security and their commitment to their banks. Retrenchment during economic downturns has fostered job insecurity, undermining employees' emotional attachment and dedication to their roles (Madigan et al., 1991). This insecurity reduces affective commitment and can lead to a culture of complacency and detachment, potentially resulting in harmful practices like theft and fraud (Walter et al., 2015). Additionally, hierarchical structures that restrict decision-making autonomy for lower-level managers contribute to dissatisfaction and reduced commitment among bank employees (Okpeva, 2023). Thus, there exists a critical gap in understanding

the intricate interplay between organizational climate and employee commitment specifically within DMBs in Rivers State. Based on the forgoing, the study is guided on the following stated null hypotheses:

H0₁ Teamwork have no significant effect on employee commitment in Deposit Money Bank in Rivers State,

H0₂ Decision making have no significant effect on employee commitment in Deposit Money Banks in Rivers State,

Literature Review

Organizational Climate

Organizational climate, as described by Goo et al. (2019), refers to the shared perceptions and attitudes within an organization that shape interactions, behaviors, and responses to the work environment. This concept reflects the enduring qualities of the work atmosphere, impacting individual motivation, satisfaction, and performance (Adnyana & Sitorus, 2021), and is characterized by embedded values, norms, and expectations that guide members' actions and decisions (Arabiyat, 2011). The climate significantly affects organizational performance by shaping employee motivation, serving as a catalyst for discretionary effort and fostering commitment (Rim, 2020). Beyond individual motivation, it influences workplace dynamics, including team collaboration, innovation, and job satisfaction, contributing to a resilient and adaptive culture. Organizational climate, as defined by Purwantoro and Bagyo (2019), represents the observable and measurable manifestations of organizational culture—tangible elements like policies, practices, and physical surroundings that impact employee behavior. These visible aspects shape how employees perceive their workplace and their treatment, thereby influencing their behavior and performance (Raza et al., 2023).

Teamwork

Teamwork is a fundamental aspect of achieving success in various organizational settings, defined by Van Den Hout and Davis (2019) as a collaborative effort involving individuals working together towards a common goal. De Prada et al. (2022) emphasize this collaborative nature within a team framework, where interdependent individuals contribute unique skills and strengths to accomplish objectives more effectively than alone. Teamwork evolves through distinct stages: forming, storming, norming, performing, and adjourning, as outlined by Cresswell-Yeager (2020). Initially, teams form and establish a foundation, then navigate conflicts in the storming phase, develop cohesion in norming, synergistically work towards goals in performing, and conclude their collaboration in adjourning.

Effective teamwork is facilitated by deliberate design and management practices, involving interdependence, mutual accountability, and clear goals, roles, and expectations (Lyubovnikova et al., 2018). By fostering open communication, trust, and providing support and resources, teams can enhance their effectiveness and cohesion.

Decision making

Decision making, as elucidated by Eromafuru (2016), involves defining problems and selecting a course of action from a range of generated alternatives. This process is integral to planning, as emphasized by Koontz and Weihrich (2018), who assert that a plan exists only once a decision—entailing a commitment of resources, direction, or reputation has been made, highlighting its pivotal role in organizational management. Decision making is a complex cognitive process essential in both personal and professional contexts, involving the identification of a decision, gathering relevant information, and evaluating alternative solutions (Abubakar et al., 2019). Abdulai and Shafiwu (2014) further define it as identifying a problem and selecting an action to address it, emphasizing its active, problem-solving nature where individuals analyze options to arrive at a logical choice.

Employee commitment

Employee commitment is crucial for fostering a positive and productive work environment, acting as the glue that binds employees to their organization and significantly influencing their behavior, performance, and engagement. As defined by Ahmed (2021), commitment involves a deep connection between the organization and its employees, extending beyond contractual agreements to a profound sense of identification, involvement, and loyalty. Employees with high commitment exhibit a strong sense of belonging, willingly exert effort, and intend to stay with the organization long-term. This dynamic force showcases active engagement and identification with organizational values, rules, and goals, as described by Widagdo et al. (2018). Murray and Holmes (2021) further define employee commitment as the extent to which individuals identify with and dedicate themselves to their organization's goals, values, and objectives, emphasizing a cognitive and proactive desire to contribute to organizational success.

Empirical review

Teamwork and employee commitment

Zeberga (2019) examined the impacts of teamwork and organizational commitment on employees' performance in selected branches of Dashen Bank in Addis Ababa.

The study utilized a causal (explanatory) research design to explore the effects of independent variables, including teamwork dimensions (participation and positive interdependence, communication, team leader, creativity and innovation, and attitude) and organizational commitment components (affective, continuance, and normative commitment), on the dependent variable of employee performance. A sample of 150 employees from Dashen Bank's West Addis District was surveyed using a five-point Likert-type scale questionnaire, with 145 respondents returning completed surveys. The data were analyzed using descriptive, correlation, and regression analyses via SPSS Version 20.0. The results indicated that all teamwork and organizational commitment dimensions positively and significantly impacted employee performance. Despite the strong findings, the study's context in Addis Ababa may limit the applicability of its results to deposit money banks in Rivers State.

Palmiano et al. (2017) investigated the impact of teamwork atmosphere on individual employees' organizational commitment among CBSUA-Calabanga staff using pre-prepared and self-made questionnaires. The study found a positive relationship between the teamwork atmosphere and organizational commitment, with higher affective commitment compared to continuance commitment. Similarly, Bharoto (2023) explored the influence of teamwork and work discipline on employee performance at Bumi Akpelni Polytechnic Semarang, revealing that both factors positively affected organizational commitment and, consequently, employee performance. Aziz and Abadiyah (2023) examined the effects of trust and teamwork on employee performance through organizational commitment at CV. Bhagaskara Sinarmulya, finding that teamwork significantly influenced both organizational commitment and employee performance, while trust did not. These studies, however, were conducted in different regional contexts, suggesting that their findings may not be directly applicable to deposit money banks in Rivers State, highlighting the need for further localized research.

Decision making and employee commitment

Charles et al. (2021) investigated the relationship between employee involvement in decision making and organizational productivity at Access Bank in Yola. Using simple and purposive sampling techniques, they surveyed 50 respondents with a 20-question questionnaire focusing on various aspects of decision-making involvement. Their analysis, conducted with tables and percentages, indicated that involving employees in decision making enhances productivity by increasing commitment and promoting creativity. The study recommended fostering a participatory decision-making process to strengthen the connection between managers and employees, thereby facilitating consultation and information flow. However, the study's analytical tool, which relied on basic statistical

methods, might limit the generalizability of its findings to deposit money banks in Rivers State, where more sophisticated methods like PLS-SEM could yield different insights.

Ezeanolue et al. (2020) and Chukwuemeka (2020) also explored employee participation in decision making but in different sectors and regions. Ezeanolue et al., (2020) focused on selected manufacturing firms in South-East Nigeria, using a large sample and linear regression analysis to reveal that employee consultation, involvement, and delegation significantly enhance organizational productivity. Chukwuemeka studied public organizations in Anambra State, finding that employee engagement and commitment positively affect organizational performance. Both studies emphasized the importance of employee participation in decision making but were conducted in contexts different from deposit money banks in Rivers State. Similarly, Nwulu and Ateke (2018) and Sokoh and Orhero (2021) examined the effects of decision-making participation on organizational commitment and job commitment, respectively, in customer service and internal revenue contexts. These studies, using regression analysis, found significant positive relationships but were conducted in different regions and sectors. Therefore, their findings might not directly apply to the banking sector in Rivers State, underscoring the need for localized research to ensure more accurate and context-specific insights.

The stakeholder theory

The Stakeholder Theory, initially introduced by Freeman (1984) in his seminal work "Strategic Management: A Stakeholder Approach," represents a significant paradigm shift in business management and organizational strategy. Freeman's pioneering theory challenges the traditional shareholder-centric perspective and posits that organizations should not solely prioritize the interests of shareholders but should also consider the needs and concerns of a broader array of stakeholders. These stakeholders include individuals or groups who can affect or are affected by an organization's actions, such as employees, customers, suppliers, local communities, and the environment. Emphasizing the interconnectedness and interdependence of various stakeholders, the theory contends that successful organizations must manage these relationships effectively to achieve long-term sustainability and success, encouraging a more inclusive and ethical approach to business management.

Over the years, the Stakeholder Theory has evolved with contributions from scholars such as Donaldson and Preston (1995) and Mitchell, et al (1997), refining and expanding its principles. The theory has become foundational in discussions on corporate social responsibility and sustainable business practices, guiding organizations to navigate complex ethical considerations and stakeholder relationships.

Freeman's Stakeholder Theory has profoundly influenced corporate governance practices, prompting organizations to consider the broader societal impacts of their decisions. It remains a crucial framework for understanding the ethical responsibilities of businesses and has shaped management practices to align with broader societal values and expectations. In the context of employee organizational commitment, Freeman's Stakeholder Theory highlights the importance of recognizing employees as essential stakeholders. Meyer and Allen (1991) define employee commitment as comprising affective, normative, and continuance commitment, where affective commitment involves emotional attachment to the organization, and normative commitment is based on a sense of obligation and loyalty. The Stakeholder Theory aligns with these dimensions by encouraging organizations to cultivate a positive work environment, provide fair treatment, and involve employees in decision-making processes. This is particularly relevant for deposit money banks in Rivers State, where the application of the Stakeholder Theory can enhance employee commitment by implementing policies that prioritize fair treatment, opportunities for professional growth, and active involvement in decision-making. By valuing employees' contributions and addressing their well-being, deposit money banks can foster a positive organizational culture, nurturing affective and normative commitment, and ultimately strengthening employee loyalty and dedication in the unique socio-economic context of Rivers State.

METHODOLOGY

This study employed a survey research design utilizing a structured five-point Likert scale questionnaire to collect data from staff at five Domestic Systemically Important Banks (DSIBs) in Rivers State: Zenith Bank, Guaranty Trust Bank, Access Bank, First Bank, and United Bank of Africa. DSIBs are critical financial institutions whose failure could significantly disrupt the financial system and economic activity due to their size, complexity, and systemic interconnectedness (Ehilebo et al., 2022). These banks, identified as first-tier by the Central Bank of Nigeria (CBN, 2022), have their zonal headquarters staff in Rivers State, comprising a total workforce of 303 employees according to the bank's human resource departments as stated in (Table 1). Given the small population size, the study adopted a census survey approach, including the entire population as the sample size (Parker, 2011). Data were coded and analyzed using Partial Least Squares Structural Equation Modeling (PLS-SEM) to assess both the measurement and structural models. The model of study is specified (Figure 1).

RESULTS AND DISCUSSION

The study distributed 303 questionnaires to employees of the selected deposit money banks in Rivers State, with 298

Table 1: Population of the study.

NAME	Population
Access Bank	68
First Bank	60
Guaranty Trust Bank	53
United Bank for Africa	57
Zenith Bank	65
Total	303

Source: Researcher's Compilation, 2024

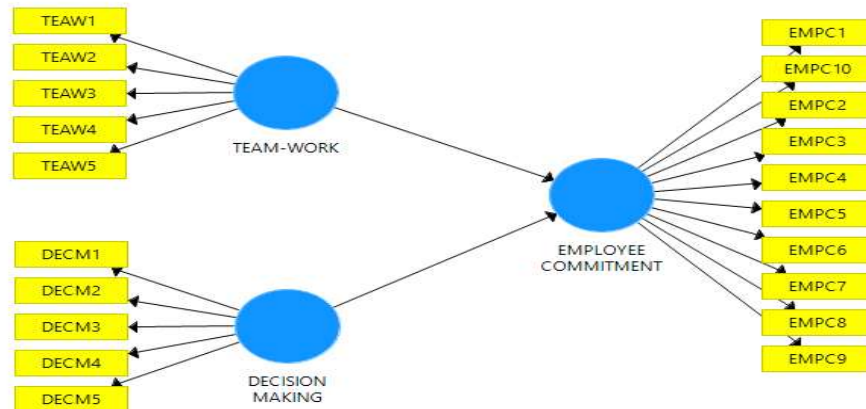


Figure 1: Model of study

Table 2; Reliability of the Study Scale.

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
DECISION MAKING	0.870	0.873	0.906	0.658
EMPLOYEE COMMITMENT	0.936	0.936	0.945	0.634
TEAM-WORK	0.845	0.853	0.890	0.618

Source: Smart PLS Output 2024

being correctly filled and returned, yielding a response rate of 98%. To ensure data integrity, a preliminary assessment was conducted to detect potential issues such as missing values, outliers, or biased responses. The analysis confirmed the absence of missing data, outliers, or biased responses, ensuring the reliability of the collected information.

The measurement models

The assessment of a measurement model begins with evaluating the outer loadings of study items, which reflect the strength of the relationship between each item and its corresponding construct. Hair et al. (2017) suggest that loadings exceeding 0.70 are generally acceptable, indicating a substantial contribution of the construct to the variation in the indicator. This benchmark is crucial as it demonstrates that over 50% of the variance in the indicator is explained by the construct, ensuring reliable measurement of the items. Loadings above this threshold imply a robust connection between the items and their underlying constructs, enhancing confidence in the

measurement model's accuracy and validity (Figure 2). The study assessed internal consistency using composite reliability measures, all of which exceeded the recommended threshold of 0.70, as shown in (Table 2), confirming strong consistency within the constructs. Additionally, Cronbach's alpha values surpassed the minimum accepted criterion of 0.70, as advocated by Hair et al. (2017), further reinforcing the robustness of the study's measures' reliability. Convergent validity was evaluated through the average variance extracted (AVE), with all variables showing values higher than 0.50. This indicates that each construct accounted for at least 50% of the variance in the study items, demonstrating satisfactory convergent validity.

Table 3 presents the Heterotrait-Monotrait Ratio (HTMT) values for the constructs: Decision Making, Employee Commitment, and Team-Work. The HTMT value between Decision Making and Employee Commitment is 0.475, indicating a moderate relationship between these constructs. The HTMT value between Decision Making and Team-Work is 0.713, suggesting a strong relationship between these constructs.

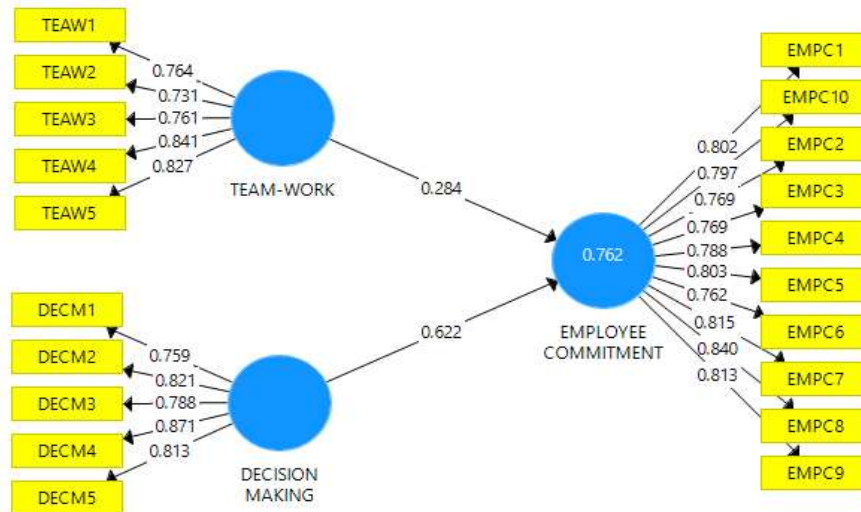


Figure 2: Indicator outer loading

Table 3: Heterotrait-Monotrait Ratio (HTMT).

	DECISION MAKING	EMPLOYEE COMMITMENT	TEAM-WORK
DECISION MAKING	??	??	??
EMPLOYEE COMMITMENT	0.475	??	??
TEAM-WORK	0.713	0.556	??

Source: Smart PLS Output 2024

Lastly, the HTMT value between Employee Commitment and Team-Work is 0.556, also indicating a moderate relationship. All HTMT values are below the conservative threshold of 0.85, implying satisfactory discriminant validity among the constructs in the study.

The structural model

In assessing the structural model, the standard assessment criteria were considered which include the path coefficient (Figure 3), t-values, p-values and coefficient of determination (R²). The bootstrapping procedure was conducted using a resample 5000. Table 4 presents the path coefficients, T-values, and P-values for the relationships between decision making, team-work, and employee commitment.

Test of Hypotheses

H0₁ Teamwork have no significant effect on employee commitment in Deposit Money Bank in Rivers State. The path coefficient for the relationship between Team-Work and Employee Commitment is 0.283, with a T-value of 3.432 and a P-value of 0.001. This also demonstrates a statistically significant positive effect of team-work on employee commitment. Therefore, the null hypothesis H0₁, which posits that team-work has no significant effect

on employee commitment in Deposit Money Banks in Rivers State, is rejected.

H0₂ Decision making have no significant effect on employee commitment in Deposit Money Banks in Rivers State.

Similarly, the path coefficient for the relationship between Decision Making and Employee Commitment is 0.623, with a T-value of 8.532 and a P-value of 0.000. These results indicate a strong and statistically significant positive effect of decision making on employee commitment.

Consequently, the null hypothesis H0₂, which posits that decision making has no significant effect on employee organizational commitment in Deposit Money Banks in Rivers State, is rejected. Table 5 presents the R² and Q² values for the construct of Employee Commitment. The R² value of 0.762 indicates that 76.2% of the variance in employee commitment is explained by the model, suggesting a high level of explanatory power. The Q² value of 0.476, calculated as 1-SSE/SSO, demonstrates predictive relevance, as it is greater than zero. This implies that the model has good predictive accuracy for employee commitment, confirming that the constructs of teamwork and decision-making are significant predictors of employee commitment in deposit money banks in Rivers State.

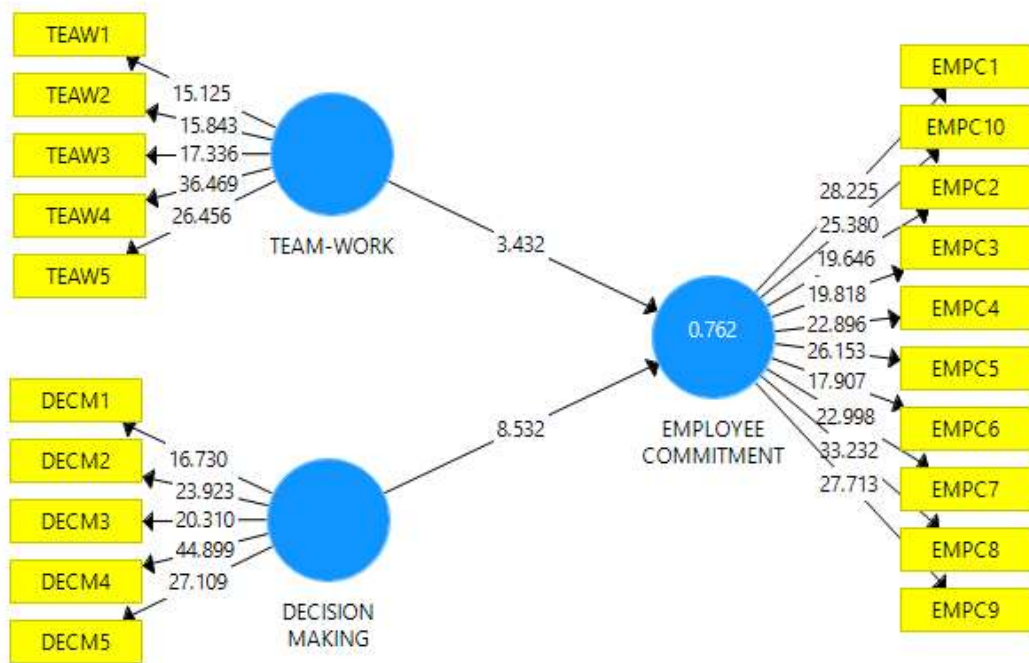


Figure 3: Path Coefficient of the regression model

Table 4: Path Coefficients.

	Path Coefficients **(Beta)	T -values	P- Values	Decision
DECISION MAKING -> EMPLOYEE COMMITMENT	0.623	8.532	0.000	Rejected
TEAM-WORK -> EMPLOYEE COMMITMENT	0.283	3.432	0.001	Rejected

Source: Smart PLS Output 2024

Table 5: R² and Predictive Relevance.

	R ²	Q ² (=1-SSE/SSO)
Employee commitment	0.762	0.476

Source: Smart PLS Output 2024

DISCUSSION

The study on the effect of organizational climate on employee performance in deposit money banks in Rivers State found a statistically significant positive effect of team-work on employee performance. This indicates that fostering a collaborative environment within these banks enhances employee commitment and performance. These findings align with previous research by Zeberga (2019), Palmiano et al. (2017), and Aziz and Abadiyah (2013), who also reported that team-work positively influences employee performance. The consistency of these results across different studies highlights the universal importance of team-work in promoting a productive organizational climate, emphasizing the need for managers to encourage team-building activities and collaborative practices to

boost employee morale and performance. Additionally, the study found a statistically significant positive effect of decision making on employee commitment in deposit money banks in Rivers State. This suggests that involving employees in decision-making processes increases their commitment to the organization. These findings are consistent with those of Chales et al. (2021), Nwulu and Ateke (2018), and Sokoh and Orhero (2021), who also identified a positive relationship between decision making and employee commitment. The alignment of these findings with existing literature underscores the critical role of participative decision making in enhancing employee engagement and loyalty. It suggests that deposit money banks in Rivers State should prioritize inclusive decision-

making practices to foster a committed and motivated workforce, ultimately contributing to organizational success.

Conclusion

The study concluded that organizational climate significantly impacts employee performance in deposit money banks in Rivers State. Specifically, teamwork and decision-making processes were found to have statistically significant positive effects on employee commitment and performance. These findings underscore the importance of fostering a collaborative environment and involving employees in decision-making to enhance their commitment and productivity. The consistency of these results with previous studies further validates the critical role of teamwork and participative decision-making in improving organizational outcomes.

Recommendations

Enhance Teamwork: To address the hypothesis that teamwork significantly affects employee organizational commitment, deposit money banks in Rivers State should implement policies that foster a collaborative environment. This can include team-building activities, collaborative projects, and recognition of collective efforts. By promoting teamwork, banks can boost employee morale and commitment, leading to better performance.

Encourage Participative Decision-Making: To address the hypothesis that decision-making significantly affects employee organizational commitment, banks should involve employees in decision-making processes. Regular meetings, suggestion schemes, and inclusive management practices can help employees feel valued and integral to the organization, thereby enhancing their commitment and overall productivity.

REFERENCES

- Abdulai, I.A., & Shafiwu, A.B. (2014). Participatory decision making and employee performance. a case study of community banks in the upper east region of Ghana. *Bus Eco J* 5 (9) 9-16
- Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2019). Knowledge management, decision-making style and organizational performance. *Journal of Innovation & Knowledge/Journal of Innovation and Knowledge*, 4(2), 104–114. <https://doi.org/10.1016/j.jik.2017.07.003>
- Abubakar, A. M., Elrehail, H., Alatailat, M. A., & Elçi, A. (2019). Knowledge management, decision-making style and organizational performance. *Journal of Innovation & Knowledge/Journal of Innovation and Knowledge*, 4(2), 104–114. <https://doi.org/10.1016/j.jik.2017.07.003>
- Adenike, A., (2011). Organizational climate as a predictor of employee job satisfaction: evidence from covenant university, *Business Intelligence Journal*, 4(1): 151-165.
- Adnyana, M., & Sitorus, D. (2021). The influence of work environment, motivation, and organizational culture on job satisfaction and its impact on information and communication technology security service performance. *INFLUENCE: International Journal of Science Review*, 3(3), 1–16. <https://doi.org/10.54783/influence.v3i3.152>
- Ahmed, M. A. (2021). Organizational climate and employee commitment in Nigerian Deposit Money Banks. *International Journal of Management and Social Sciences*, 2, (1), 33-44.
- Arabiyat, B. (2011). Organizational climate prevailing in Al-Balqa Applied University / Faculty of Princess Alia University from the Viewpoint of the Faculty Members: Case Study. *International Journal of Human Resource Studies*, 1(2), 104. <https://doi.org/10.5296/ijhrs.v1i2.1116>.
- Aziz, A., & Abadiyah, R. (2023). The effect of trust and teamwork on employee performance through organizational commitment as an intervening variable in company. *Indonesian Journal of Law and Economics Review*, 18(1), 10-21070.
- Benkarim, A., & Imbeau, D. (2021). Organizational Commitment and Lean Sustainability: Literature Review and Directions for Future Research. *Sustainability*, 13(6), 3357. <https://doi.org/10.3390/su13063357>.
- Bharoto, V. W. W. (2023). The effect of teamwork and work discipline on employee performance with organizational commitment as a mediation variable (Empirical Study at Bumi Akpelni Polytechnic Semarang). *ProBisnis: Jurnal Manajemen*, 14(2), 219-228.
- Central Bank of Nigeria (CBN). (2020). Annual report and statement of accounts. Retrieved from <https://www.cbn.gov.ng/out/2020/ccd/2020%20CBN%20Annual%20Report%20and%20Statement%20of%20Accounts.pdf>
- Charles, J., Francis, F., & Zirra, C. T. O. P. (2021). Effect of employee involvement in decision making and organization productivity. *Archives of Business Research (ABR)*, 9(3), 28-34.
- Chukwuemeka, S. O. (2020). Employee participation in decision making and organizational performance in public organization Anambra State, Nigeria. *International Journal of Business & Law Research*, 8(3), 79-88.
- Cresswell-Yeager, T. (2020). Forming, storming, norming, and performing: Using a semester-long problem-based learning project to apply small-group communication principles. *Communication Teacher*, 35(2), 155–165. <https://doi.org/10.1080/17404622.2020.1842476>
- De Prada, E., Mareque, M., & Pino-Juste, M. (2022). Teamwork skills in higher education: is university training contributing to their mastery? *Psicologia: Reflexão E Crítica*, 35(1). <https://doi.org/10.1186/s41155-022-00207-1>
- Donaldson, T., & Preston, L. E. (1995). The Stakeholder Theory of the Corporation: Concepts, Evidence, and Implications. *Academy of Management Review*, 20(1), 65–91.
- Ehilibo, E., Abubakar, H.L., and Daniel, C. O. (2022). Effect of Workforce Diversity on Employee Performance in Domestic Systemically Important Banks (DSIBs) in Nigeria. *Turkish Online Journal of Qualitative Inquiry (TOJQI)*, 13 (1), 1485-1493
- Eromafuru, E. G. (2016) *The Foundation of Management (Theory and Practice)*. Enugu: Precision Publishers Ltd.
- Ezeanolue, E. T., & Ezeanyim, E. E. (2020). Employee participation in decision making and organizational productivity in manufacturing firms In South-East, Nigeria. *International Journal of Innovative Development and Policy Studies*, 8(1), 110-124.
- Freeman, R. E. (1984). *Strategic Management: A Stakeholder Approach*. Boston: Pitman.
- Goo, W., Choi, Y., & Choi, W. (2019). Coworkers' organizational citizenship behaviors and employees' work attitudes: The moderating roles of perceptions of organizational politics and task interdependence. *Journal of Management & Organization*, 28(5), 1011–1035. <https://doi.org/10.1017/jmo.2019.26>
- Hair, J.F., Hult, G.T.M, Ringle, C.M. & Sarstedt, M. (2017). *A primer on Partial Least Squares Structural Equation Modelling (PLS-SEM)*, Sage, Thousand Oaks CA
- He, H., & Brown, A. D. (2013). Organizational Identity and Organizational Identification. *Group & Organization Management*, 38(1), 3–35. <https://doi.org/10.1177/1059601112473815>
- Koontz, H., & Wehrich, H. (2018). *Essentials of Management: An International, Innovation, and Leadership Perspective*. McGraw-Hill Education.
- Lyubovnikova, J., West, T. H. R., Dawson, J. F., & West, M. A. (2018). Examining the Indirect Effects of Perceived Organizational Support for Teamwork Training on Acute Health Care Team Productivity and Innovation: The Role of Shared Objectives. *Group & Organization Management*, 43(3), 382–413.

- <https://doi.org/10.1177/1059601118769742>.
- Madigan, R. M., Norton, J., & Testa, A. (1991). The influence of job insecurity on employees' affective commitment and intention to leave. *Journal of Organizational Behavior*, 12(6), 509-520.
- Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review*, 1(1), 61-89.
- Mitchell, R. K., Agle, B. R., & Wood, D. J. (1997). Toward a Theory of Stakeholder Identification and Salience: Defining the Principle of Who and What Really Counts. *Academy of Management Review*, 22(4), 853-886.
- Muhammad, H. L., Bambale, A. J. A., & Aliyu, M. S. (2017). The Effect of Workplace Climate on Employee Performance of Selected Deposit Money Banks in Kano Metropolis. *Journal of Marketing and Management*, 8(2), 1-22.
- Murray, W. C., & Holmes, M. R. (2021). Impacts of Employee Empowerment and Organizational Commitment on Workforce Sustainability. *Sustainability*, 13(6), 3163. <https://doi.org/10.3390/su13063163>
- Nwulu, C. S., & Ateke, B. W. (2018). Participation in decision making and organisational commitment of customer service representatives of eateries. *International Journal of Innovative Social Sciences & Humanities Research*, 6(2), 8-14.
- Palmiano, D. A., Cruz, S., Ratay, C., & Sur, C. (2017). Teamwork atmosphere and employees' organizational commitment. In *2017 CEBU International Conference on Studies in Arts, Social Sciences and Humanities (SASSH-17) 26-27 January, 2017, Cebu*.
- Parka, S. (2011). Sampling Versus Census. A comparative analysis. TSN Employee insights. www.tsnemployeeinsights.com
- Purwanto, H., & Bagyo, Y. (2019, September 12). Citizenship organizational behavior ability to increase the effect of organizational climate, work motivation, and organizational justice on employee performance. *Management and Economics Journal (MEC-J)*, 3(2), 195. <https://doi.org/10.18860/mec-j.v3i2.7455>.
- PwC. (2021). Global Banking 2020: The Reimagined Bank. Retrieved from <https://www.pwc.com/us/en/industries/financial-services/library/global-banking-2024.html>
- Raza, M., Khan, S., & Khalid, S. (2023, August 29). Influence of Ethical Climate, Workplace Spirituality and Organizational Justice on Workplace Deviant Behavior: A Mediating Role of Organizational Citizenship Behavior. *Journal of Policy Research*, 9(2), 883-900. <https://doi.org/10.61506/02.00033>
- Rim, H. (2020, September 30). Factors Affecting Organizational Commitment and Job Involvement of Members belonging to Culture and Arts Organization. *The Korean Society of Culture and Convergence*, 42(9), 35-61. <https://doi.org/10.33645/cnc.2020.09.42.9.35>
- Schneider, B., Ehrhart, M. G., & Macey, W. H. (2013). Organizational climate and culture. *Annual Review of Psychology*, 64, 361-388.
- Sokoh, G. C., & Orhero, A. E. (2021). Employee Participation In Decision-Making And Job Commitment Of Workers In Delta State Internal Revenue Service. *PalArch's Journal of Archaeology of Egypt/Egyptology*, 18(6), 01-14.
- Van Den Hout, J. J., & Davis, O. C. (2019). *Team Flow*. Springer Nature. http://books.google.ie/books?id=KkewDwAAQBAJ&printsec=frontcover&dq=teamwork+is+a+collaborative+effort+involving+individuals+working+together+towards+a+common+goal&hl=&cd=5&source=gbs_a_pi
- Walter, I., Arnott, R., Aronson, T., Gary, L., Brinson, P., Diermeier, Fong, G., Gunn, J., Hagler, J., Lynch, J., Miller, A., Collins, E., Maisannes, C., Hampton, C., Milstein, S., Neuberger, A., Van Den Berg, M., Jørgensen, A., Elsberg, J., . . . Shahrawat, D. (2015). *The Industrial Organization of the Global Asset Management Business*. <https://doi.org/10.2470/ff.v2015.n5.1>
- Widagdo, A., Widodo, D. S., & Samosir, P. S. (2018). Effect of compensation and motivation to employee performance through commitment. *Scholars Journal of Economics, Business and Management (SJEBM)*, 5(4), 319-325.
- Zeberga, H. (2019). The Impact of Teamwork and Organizational Commitment on Employees' performance in Case of Dashen Bank Selected Branches in Addis Ababa (Doctoral Dissertation, St. Mary's University).