

WORKPLACE FREE NETWORK INCENTIVE AND STAFF COMMITMENT IN PAINT MANUFACTURING FIRMS IN RIVERS STATE

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ABSTRACT

The study examined the relationship between workplace free network incentives and staff commitment of paint manufacturing firms in Rivers State. The objective of the study was to examine the relationship between dimensions of workplace digital incentives (workplace free network access, digital cost palliative and digital device provision) and the measures of staff commitment such as affective commitment, continuance commitment and normative commitment. The study adopted cross sectional explanatory survey research design. consisted of seven hundred (700) full time staff of nineteen (19) registered paint manufacturing firms operating in Rivers State. The sample size of the study consisted of Two Hundred and Forty-Eight (248) staff of the Paint Manufacturing Firms. The above sample size is obtainable using the Krejcie and Morgan Sample Size Determination Table of 1970. Considering the disparity in the staff strength of the organizations, Bowley's (1960) Population Appropriation Formula was applied to determine the sample unit for each of the organizations. Structured questionnaire was used as the main instrument for the collection of primary data. Face and content validity were done by supervisor and two other experts, whereas, Cronbach alpha was used to test the consistency (reliability). A total of Two Hundred and Forty-Eight (248) copies of the questionnaire were distributed with the help of two research assistants. The researchers were able to retrieve two hundred and twenty-one (221) copies of the total questionnaire distributed. The presentation and analysis of data/results was done using Statistical Package for Social Science (SPSS) Version 21.0. The analysis of data was done in two sections: descriptive analysis (univariate analysis) and the test of hypotheses (bivariate analysis). The univariate analysis was done using mean and standard deviation while the bivariate analysis was done using Spearman Rank Order Correlation. The Partial Correlation Technique was used to test the moderating role of financial availability. It was found that dimensions of workplace free network access have significant positive relationship with measures staff commitment such as affective commitment, continuance commitment and normative commitment in Paint Manufacturing Firms in Rivers State. It was concluded that through digital incentive, employees of the Paint Manufacturing Firms will be exposed to most internet connectivity components where they can source information that will aid job performance on the assumption of this free network, the employee will technically commit themselves to the organizational goals. The study recommends that Management of Paint Manufacturing Firms should ensure the provide free wifi network for staff consumption only on daily basis within the workplace; management of Paint Manufacturing Firms should bear the cost of repair of their staff's digital gadgets.

Keywords: Workplace Free Network, Affective Commitment, Normative Commitment, Continuance Commitment

INTRODUCTION

It appears that some of the employees in Paint manufacturing firms in Rivers State are showing signs of dwindling commitment to their job. General signs of dwindling staff commitment in the operations of Paint manufacturing firms today include staff absenteeism, lateness to work, and increased intention to quit. For the staff, it appears that not all of them seem to be committed to complete their daily targets (Abu, 2019). It also appears that only a few of the staff give adequate attention to details of work so as to deliver quality first, and not quantity. This can be seen in the

dwindling quality of paint products in many of Nigerian paint manufacturing firms highlighted as Frank (2019). It also appears that some staff are not meticulous in executing their jobs and this often leads to embarrassing product outputs and customer complaints. These issues point to the fact that all may not be well with the job performance of some of the employees in various Paint manufacturing Firms. Perhaps, these workers are not adequately motivated. Even in the face of Covid-19, little or no digital incentives appears to have been given to workers to motivate and enhance their performance (Abbas & Hamadi, 2020).

Another issue that necessitated this study is the fact that the relationship between workplace digital incentives and staff commitment in Paint manufacturing firms in Rivers State seems not to have received adequate research attention. For instance, Al-Nsour (2012) investigated the impact of financial and digital incentives on organizational performance for the employees of the Jordanian Universities; Mohammad and Alkhsawneh (2014) examined the role of the digital incentives and reward system in enhancing employee performance in Jordanian Travel and Tourism Institutions; Hameed *et al.* (2014) examined the impact of compensation on staff performance in the Banking Sector of Pakistan. Furthermore, Olayinka *et al.* (2017) investigated incentive package, employee productivity and performance of Real Estate Firms in Nigeria. Ubani (2021) investigated the influence of workplace digital incentivization on the job performance of lecturers in Paint Manufacturing Firms in Rivers State. However, the study focused on the performance of lecturers rather than how workplace digital incentives interact with the commitment of employees of Paint manufacturing firms in Rivers State. Generally, findings of the studies cited above revealed that incentives such as bonuses, end of year gifts, and salary increase enhance staff performance in various organizations. However, these studies did not examine how workplace digital incentives such as workplace free network, digital cost palliatives, and digital device provision interact with affective, normative and continuance commitment of employees in Paint manufacturing firms in Rivers State. This is the knowledge gap which this study seeks to fill. This gives credence to this study.

Research Hypotheses

The following null hypotheses were formulated in line with the research questions posed above.

- Ho₁: There is no significant relationship between workplace free network access and staff affective commitment in paint manufacturing firms in Rivers State.
- Ho₂: There is no significant relationship between workplace free network access and staff continuance commitment in paint manufacturing firms in Rivers State.
- Ho₃: There is no significant relationship between workplace free network access and staff normative commitment in paint manufacturing firms in Rivers State.

Workplace Free Network Access

The definition of workplace free network access has never been straightforward, but the common description is a group of Local Area Network (LAN) segments within a building or group of buildings that connect to form one network (Ojokuku & Oyedokun, 2017). Typically, one company owns the entire network, including the wiring between buildings. This local area network (LAN) typically uses Ethernet, Token Ring, Fiber Distributed Data Interface (FDDI), or Asynchronous Transfer Mode (ATM) technologies. The size of the workplace network is not defined, as it may be inside a single large building or spread across something as large as a distributed university workplace. In fact, with the advent of Metro Ethernet, it may even be dispersed across different towns.

Jacob (2019) posits that area workplace network is a proprietary local area network ([LAN](#)) or set of interconnected LANs serving a corporation, government agency, university, or similar organization. In this context, a typical workplace encompasses a set of buildings in close proximity. The end users in a workplace network may be dispersed more widely (in a geographical sense) than in a single LAN, but they are usually not as scattered as they would be in a wide area network ([WAN](#)).

Workplace free networks interconnect administrative buildings, residence halls, production unit, customer service unit, and other units or departments within the factory (Awala, 2018). Corporate networks interconnect buildings that house key departments and staff members. The corporate network forms the user-facing aspect of the larger corporate network within a limited geographic area. In the ideal case, all of the [nodes](#) in a workplace network are interconnected by means of [optical fiber](#) media, taking advantage of [Gigabit Ethernet](#) or [10-Gigabit Ethernet](#) technology. In some cases, [Wi-Fi hot spots](#) or even a [hot zone](#) make up the user end of the network, for example in university student centers or libraries where numerous people simultaneously use portable and mobile devices such as [notebook](#) and [tablet](#) computers to conduct research and carry on communications.

However, Mark (2018) postulates that the term "area network" is used in reference to geographically diverse Internet connectivity that makes it possible for people within an area to have free access to the internet by connecting their device to an available network. The password of such network is made known to staff who are qualified to use. Udemé (2017) noted that the main challenge for network administrators is to make the workplace network run efficiently and effectively. To do this, they must understand current workplace networks as well as the new emerging office networks. Therefore, in this chapter, you will learn about current and future requirements of workplace internetworks (the connecting of several workplaces). We will explain the limitations of traditional organizational networks as well as the benefits of the emerging designs. You will learn how to choose from among the new generation of Cisco switches to maximize the performance of your networks. Understanding how to design for the emerging workplace networks is not only critical to digital work practices. It is also critical for implementing production networks especially in Manufacturing Firms. As part of the instruction in network design, we'll discuss the specifics of technologies, including how to implement Ethernet and the differences between layer 2, layer 3, and layer 4 switching technologies. In particular, you will learn how to implement Fast Ethernet, Gigabit Ethernet, Fast EtherChannel, and Multi-Layer Switching (MLS) in the emerging workplace designs. This will help you learn how to design, implement, and maintain an efficient and effective internetwork. As earlier noted the indicators of workplace free network include office wifi, router, mifi, etc.

Office Wifi: Wi-Fi is a [wireless networking](#) technology that allows devices such as computers (laptops and desktops), mobile devices (smart phones and wearables), and other equipment (printers and video cameras) to interface with the Internet. It allows these devices--and many more--to exchange information with one another, creating a network. In the ideal case, all of the nodes in a workplace network are interconnected by means of optical fiber media, taking advantage of Gigabit Ethernet or 10-Gigabit Ethernet technology. In some cases, Wi-Fi hot spots or even a hot zone make up the user end of the network, for example in university student centers or libraries where numerous people simultaneously use portable and mobile devices such as notebook and tablet computers to conduct research and carry on communications. Occasionally the term "workplace network" is used in reference to geographically diverse Internet users with a common interest, such as the Roosevelt Institute Workplace Network, a national student initiative, or the International Sustainable Workplace Network (ISCN), a forum that supports colleges, universities, and corporations in their quest for sustainability in research and teaching.

Router: A router is [hardware](#) device designed to receive, analyze and move incoming [packets](#) to another [network](#). It may also be used to convert the packets to another network interface, [drop](#) them, and perform other actions relating to a network. The picture shows the Linksys BEFSR11 wireless router and is what many home routers resemble. A router has a lot more capabilities than other network devices, such as a [hub](#) or a [switch](#) that are only able to perform basic network functions. For example, a hub can transfer data between computers or network devices but doesn't analyze or do anything with the transferred data. By contrast, routers can

analyze the data sent over a network, change how it is packaged, and send it to another network or over a different network. For example, routers are commonly used in home networks to share a single Internet connection between multiple computers. The use router in the Paint Manufacturing Firms is paramount, this is due to its energizing role to the performance of the staff. Therefore, the network provided by the router could motivate employee.

Mifi: Mifi is a brand network that connect or used to describe a wireless router that acts as mobile wifi hotspot. A mifi device can be connected to a cellular network and provide internet access for up to ten devices. Udemé (2017) noted that mifi is a portable broadband wireless device that combines the functions of a router, modem and access point usually about the size of a card. Mifi is also known as personal hotspot. Mifi was designed to simplify setting up of small local area network or an adhoc network. Mifi have the capability of providing network access to smart phones, digital cameras, notebook, MP3 players and gaming systems. Mifi allows staff to gained access to operational documents at any time especially when in the office without depending on any external network. Therefore, the provision of mifi enhances academic staff to perform to the organizational expectation. The availability of this connectivity device in the workplace makes it easier to employees to not only collaborate digitally; it makes it easier and more convenient for them to interact electronically with clients, colleagues and other stakeholders.

Concept of Staff Commitment

Staff commitment has been described by scholars in several heights. This is a concept that tries to establish the sense on how employees are emotionally attached and dedicated to their respective jobs. However, as asserted by Dixit and Bhati (2012), the concept of staff commitment is derived from an article titled "The Organization Man" written by Whyte in 1956. It refers to the willingness of social actors to give their energy and loyalty to social systems, the attachment of personality systems to social relations, which are seen as self-expressive. Salancik (1977) described commitment as that state of being in which an individual becomes bound by his action and through these actions to beliefs that sustain the activities of his own involvement. Dixit and Bhati (2012) defined commitment as "the relative strength of an individual's identification with and involvement in a particular organization". Committed employees actually show high level of consistency in their participation and dedication to organizational activities. They do not give flimsy excuses why a task or goal cannot be accomplished. Employees who are usually absent from meetings, and ongoing projects cannot be said to be committed.

To Brown (1969) commitment has to do with something of the notion of membership; it reflects the current position of the individual; it equally has a special predictive potential, providing predictions concerning certain aspects of job performance, motivation to work, spontaneous contribution, and other related outcomes of organizational workers called employees. Okpu and Jaja (2014) outlined the following definitions of staff commitment given by various authors:

Daan (2013) described staff commitment in the following ways:

- (i) The extent to which an employee is being bound to a goal or the determination in respect of a goal, regardless of the origin of the goal in his/her organization.
- (ii) The extent to which a staff believes in a goal and wants to achieve as long as it has to do with the organization
- (iii) A psychological state that binds an individual to the organization.
- (iv) Connection to a job: the probability that someone continues to work in that job and feels psychologically bound to it. This is regardless of whether it is fulfilling or not.
- (v) Someone's attitude towards their work.

Wiener and Vardi (1980) describe organizational commitment as: "behavioural intention or reaction, determined by the individual's perception of the normative pressure".

While O'Reilley (1989) sees it as: "an individual's psychological bond to the organization, including a sense of job involvement, loyalty and belief in the values of the organization".

Porter et al (1974) defined organizational commitment as: "an attachment to the organization, characterized by an intention to remain in it; identification with the values and goals of the organization; and a willingness to exert extra effort on its behalf". Becker (1960) posits that: commitment comes into being when a person, by making a side bet, links extraneous interests with a consistent line of activities.

Mowday (1979) cited in Agada (2020) define commitment as the relative strength of an individual's identification with and involvement in a particular organization characterized by strong acceptance or a belief in an organization's goals and values; willingness to exert effort on behalf of the organization; and a strong desire to maintain membership of the organization. Allen and Mayer (1990) claimed that commitment is "a psychological state that binds the individual to the organization". Committed employees have a sense of binding or link to the organization; an obligation to remain and contribute unsparingly to the success of the group they belong. Staff commitment in the view of Meyer and Allen (1997), is a psychological state that characterizes the employee relationship with the organization and has implication for the decision to continue membership in the organization. A committed employee is perceived to be one who stays with the organization even in turbulent times, attends work regularly, protects company's assets and expends his time and energy willing to help achieve group goal.

From the foregoing, commitment is construed as a driving force that makes an individual to act in certain ways that benefits organizations. A committed staff is one who is loyal and identifies with the goals and values of the organization. Staff commitment can be described as a sustainable binding force or mind-set that propels an individual to stay and work dedicatedly and wholeheartedly to achieve organizational or unit goals (Otamiri et al., 2019). Employee commitment is synonymous to employee bond to the organization. Staff commitment is of a critical importance for the success of an organization since it influence the key employee related variables such as absenteeism, low productivity, low morale, labour turn over and other negative tendencies. Meyer and Allen (1997) identified three components of staff commitment: (1) Affective, (2) Continuance and (3) Normative.

Workplace Free Network Access and Staff Commitment

Workplace free networks often interconnect a variety of buildings, including administrative buildings, academic buildings, university libraries, workplace or student centers as well enable the academic staff to access information in an empirical study conducted by Cihan et al. (2017) the research findings highlighted the importance of internet amenities in achieving staff commitment which often leads to organizational productivity. Through digital incentive, employees of the Paint Manufacturing Firms will be exposed to free wifi where they can be connected to the internet and source information that will aid job performance on the assumption of this free network, the employee will technically commit themselves to the organizational goals. For instance, an employee will ordinarily frown at attending online meetings or responding to organizational email if there are not wifi connections; inversely, the employee is motivated and committed to participating in online interactions if the cost of data is off their neck.

If a wifi is offered free of charge to the employee of the Paint Manufacturing Firms, employees get excited following the ease and comfort of exploring the internet without incurring data costs. This will not only manifest in motivating them but, it also goes a long way to inject the zeal to identify with the organizational rules and regulations.

Workplace free network access is a computer-based network created by interconnection of Local area network in limited area. Now a day's rapid advancement happens in recent technology, like that workplace free network is one of them. Purpose of workplace free network is to share the

information of one network with another network and working with together. Infrastructure of AN is based on the technologies of Local area networks but interconnected between the multiple buildings at the particular location. Mohammad et al. (2018) affirmed that in workplace, there are various departments and they follow same infrastructure. As a result, when message sent by one department, can be accessed by other departments. Workplace free network is a lucrative, profitable and easily accomplish in the locality. It can play an emergent role for the workplace area to get better data speed among staff to discharge duties effectively. Apparently, Joseph and [Ebele](#) (2016) averred that the motivation of the staff in the Paint Manufacturing Firms is not influenced by the digital incentive especially in the dimensions of workplace area network, digital palliative cost and provision of digital devices rather the productivity of the intellectual personals are stimulated by their passion for excellence. This is supported by Mark (2018) that employees are more influenced by their affective nature and professionalism. Nevertheless, from the review above, workplace free network influence staff commitment in Paint Manufacturing Firms in the measure of affective commitment, continuance commitment and normative commitment.

Social Exchange Theory

Social exchange theory was propounded by George Casper Homans in the year 1958 (Olannye, 2014). Social exchange theory postulates that "give and take" forms the basis of almost all relationships though their proportions might vary as per the intensity of the relationships.

Pfeffer cited in Ahiauzu and Asuquo (2016) posits that social exchange theory is a behavioural compliance on the part of the individual in exchange for something which is perceived to be contingent on the individual's behaviour. Thus, the social exchange theory is about giving something of more value to others than what has been given to you and also receiving something of higher value than you have given out (Ahiauzu & Asuquo, 2016). Some of the relevant assumptions of the theory are as follows:

- i. In a relationship, every individual has expectations from his/her partners. A relationship without expectations is meaningless;
- ii. Good relationships are mutually beneficial and not supposed to be one sided. An individual invests his time and energy in relationship only when he gets something out of corresponding or higher value from it (Olannye, 2014).

Accordingly, to social exchange theory holds that feelings and emotions ought to be reciprocated for a successful and long lasting relationship. Good relationships should be mutually beneficial and not supposed to be one sided.

Similarly, Ahiauzu and Asuquo (2016) argued that employees in organization engage in self-interest relationship with the employer or owners of the organization and they endeavor to maximize the benefits of such relationship. To achieve this, both employer and employee would engage in a cost benefit audit in other to determine the viability of the employment relationship.

The justification for the adoption of social exchange theory as the theoretical foundation of this work titled: 'digital incentive and staff commitment, is predicated on the relevance of the theory on the predictor and the criterion variable. The theory explains that both the Paint Manufacturing Firms (employer) and the employee have their own unique expectations in their contractual relationship and that the extent to which these expectations are met will influence or determine the quality of relationship. Paint Manufacturing Firms expect employees to depict high level performance and commitment towards the achievement of goals and targets by making meaningful inputs. On the other end, the academic staff expects his employer to provide digital incentive policy that will guarantee meeting his social aspirations at work and home. This theory posits that the extent to which Paint Manufacturing Firms is able to provide digital incentive will influence his degree of willingness, enthusiasm, and dedication towards achieving his task.

METHODOLOGY

The study adopted the cross-sectional explanatory survey research design. The population of the study consisted of seven hundred (700) full time staff of nineteen (19) registered paint manufacturing firms operating in Rivers State. The sample size of the study consisted of Two Hundred and Forty-Eight (248) staff of the Paint Manufacturing Firms. The above sample size is obtainable using the Krejcie and Morgan Sample Size Determination Table of 1970. Structured questionnaire was used as the instrument for data collection. The data presentation and analysis of the work were done using Statistical Package for Social Sciences (SPSS) Version 21.0. Descriptive statistical tools such as arithmetic mean and frequency tables were used to conduct univariate analysis (analysis of each of the sub-variables). The bivariate analysis was carried out using Spearman's Rank Order Correlation Coefficient. The test of hypothesis was done at a significance level of 0.05 (two-tailed test). Partial Correlation was used to run the multivariate analysis.

RESULTS

Age Distribution

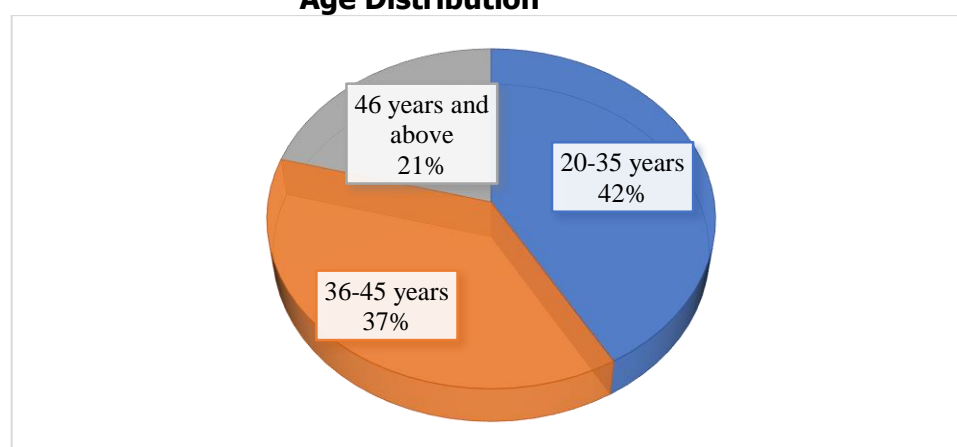


Fig: 4.3: Pie-Chart o

Workplace Free Network Access and Staff Commitment

Ho₁: There is no significant relationship between workplace free network access and staff affective commitment in paint manufacturing firms in Rivers State.

Ho₂: There is no significant relationship between workplace free network access and staff continuance commitment in paint manufacturing firms in Rivers State.

Ho₃: There is no significant relationship between workplace free network access and staff normative commitment in paint manufacturing firms in Rivers State.

Correlations between Workplace Free Network Access and Staff Commitment

		Workplace Free Network Access	Affective Commitment	Continuance Commitment	Normative Commitment	
Spearman's rho	Workplace Free Network Access	Correlation Coefficient	1.000	0.450**	0.663**	0.505**
		Sig. (2-tailed)	.	.000	.000	.000
		N	221	221	221	221
	Affective Commitment	Correlation Coefficient	0.450**	1.000	0.785**	0.786**
		Sig. (2-tailed)	.000	.	.000	.000
		N	221	221	221	221
	Continuance Commitment	Correlation Coefficient	0.663**	0.785**	1.000	0.646**

Continuance	Sig. (2-tailed)	.000	.000	.	.000
Commitment	N	221	221	221	221
	Correlation	0.505**	0.786**	0.646**	1.000
Normative	Coefficient				
Commitment	Sig. (2-tailed)	.000	.000	.000	.
	N	221	221	221	221

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

Source: SPSS Output

Column two of table above shows r value of 0.450 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating workplace free network access and staff affective commitment. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{01}) which states that there is no significant relationship between workplace free network access and staff affective commitment in paint manufacturing firms in Rivers State was rejected and the alternate hypothesis (H_{a1}) was accepted. This implies that there is moderate positive relationship between workplace free network access and staff affective commitment in paint manufacturing firms in Rivers State.

Column three of table above shows r value of 0.663 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating workplace free network access and staff continuance commitment. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{02}) which states that there is no significant relationship between workplace free network access and staff continuance commitment in paint manufacturing firms in Rivers State was rejected and the alternate hypothesis (H_{a2}) was accepted. This implies that there is a high positive relationship between workplace free network access and staff continuance commitment in paint manufacturing firms in Rivers State.

Column four of table above shows r value of 0.505 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating workplace free network access and staff normative commitment. Since the significance value is less than the alpha level of 0.05, the null hypothesis (H_{03}) which states that there is no significant relationship between workplace free network access and staff normative commitment in paint manufacturing firms in Rivers State was rejected and the alternate hypothesis (H_{a3}) was accepted. This implies that there is a moderate positive relationship between workplace free network access and staff normative commitment in paint manufacturing firms in Rivers State.

Workplace Free Network Access and Staff Commitment

The test of hypotheses one, two and three revealed that there is a significant positive relationship between workplace free network access and staff commitment of paint manufacturing firms in Rivers State. This implies that paint manufacturing firm's ability to improve their free network access in terms of office wifi, router and mifi within their workplace, brings about a corresponding enhancing enhancement of staff commitment such as affective commitment, continuance commitment and normative commitment. The above judgement is supported by Cihan *et al.* (2017) that through digital incentive, employees of the Paint Manufacturing Firms will be exposed to free wifi where they can be connected to the internet and source information that will aid job performance on the assumption of this free network, the employee will technically commit themselves to the organizational goals. For instance, an employee will ordinarily frown at attending online meetings or responding to organizational email if there are not wifi connections; inversely, the employee is motivated and committed to participating in online interactions if the cost of data is off their neck. In line with the above, Mohammad *et al.* (2018) found that in workplace, there are various departments and they follow same infrastructure. As a result, when message sent by one department, can be accessed by other departments. Workplace free network is a lucrative, profitable and easily accomplish in the locality. It can play an emergent role for the workplace area to get better data speed among staff to discharge duties effectively. Joseph and [Ebele](#) (2016) averred

that the motivation of the staff in the Paint Manufacturing Firms is not influenced by the digital incentive especially in the dimensions of workplace area network, digital palliative cost and provision of digital devices rather the productivity of the intellectual personals are stimulated by their passion for excellence.

CONCLUSIONS

Based on the analyses and discussion of findings, the study concluded that workplace free network access relates with staff commitment in Paint Manufacturing Firms Rivers State. Through digital incentive, employees of the Paint Manufacturing Firms will be exposed to most internet connectivity components where they can source information that will aid job performance on the assumption of this free network, the employee will technically commit themselves to the organizational goals.

RECOMMENDATIONS

Based on the findings, the following recommendations were made:

1. Management of Paint Manufacturing Firms should ensure the provide free wifi network for staff consumption only on daily basis within the workplace.
2. Staff of Paint Manufacturing Firms should ensure that they adequately utilize firm's free network and try as much as they can to avoid abuse of those network.
3. Management of Paint Manufacturing Firms should equally motivate their customers by enabling them gain access to their network.
4. Management of Paint Manufacturing Firms should assist staff with data subscription for optimal commitment.

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