

Employee's Commitment and Labour Mobility in the Nigerian Banking Sector

* Augustine Chibueze Iherobiem

** Mayowa Ebenezer Ariyibi

Abstract

The objective of the study is to examine the effect of employee commitment on labor mobility in the Nigerian banking sector. In order to accomplish the study's goal, a descriptive survey approach was used. Four purposefully selected deposit money banks operating in Lagos, Nigeria, make up the study's population and they are Guaranty Trust Bank, Access Bank, FCMB, and First Bank of Nigeria. One hundred and twenty (120) employees were selected as the sample size from the population, and a primary source of data collection was used. The instrument for gathering data was a questionnaire and this was distributed at random to the several organizational levels of the chosen deposit money banks in Lagos, Nigeria. Out of all the employees in the chosen deposit money banks, 102 employees completed and returned the questionnaire to the researcher, accounting for 85% of the total number of respondents. Regression analysis was used to ascertain the relationship between the study variables, and the data were presented in tables using frequencies and percentages. The predictor variables of employee commitment (normative, affective, and continuance) and labor mobility were found to have a positive and significant relationship, with R² values of 0.793, 0.807, and 0.790, respectively. After that, it was concluded that employee commitment is a crucial component of labor mobility within an organization and recommended that Deposit Money Banks in Nigeria concentrate on raising employee engagement and creating a feeling of community within their staff.

Keywords: Normative Commitment, Affective Commitment, Continuance Commitment, Employee Commitment,

Labour Mobility

Introduction

When it comes to an organization's internal resources, human resources are the most important. As such, their welfare and attitude toward the organization are crucial factors in determining how profitable and profitable the organization can be when conducting business.

* Department of Business Administration, Faculty of Administration and Management Sciences, Olabisi Onabanjo University. Email: iherobiemaugustine@yahoo.com ORCID: <https://orcid.org/0009-0006-6934-3302>

** Department of Banking and Finance, Faculty of Administration and Management Sciences, Olabisi Onabanjo University. Email: ariyibimayowa@gmail.com

Because of this, their dedication to their work affects more than simply the organization's overall output (Agus & Selvaraj, 2020). The organization must be extremely deliberate about the structure and motivation of its human resources in order to ensure that the employee's commitment to work is maintained at the productive rate and that their degree of mobility is either reduced or eliminated entirely from the organization's operations (Mawoli & Olanrewaju, 2020).

In recent times, Abdullah et al. (2021) has provided illustrations of three strata of work commitment: the ability of the employee to advance the organization's goal; the necessity of increasing one's effort within the organization; and the commitment to improving one's task performance within the organization. In order to do this, employees must be willing to embrace the organization's goals, give the organization a unique personality, make an effort to engage in all internal operations, and speak well of the company (Saputra & Mahaputra, 2022). According to Obaze, Samikon and Ogbodoakum (2023), commitment is essential to achieving good performance in an organization since it is linked to employees' loyalty, mobility, and attachment to the company.

In order for an organization to achieve high performance, employee thought and behaviour are essential (Tuffour, Gali & Tuffour, 2022). Regarding employee behaviour in the past, labour mobility is the term used to describe an employee's voluntary or involuntary termination from a company (Nunkoo, 2016). A high degree of job satisfaction is the result of companies that place a greater emphasis on their workers by making sure that policies and procedures are more focused on improving workers' health and well-being, creating a safe work environment, and enabling workers to feel valued. Increased job satisfaction among employees results in a higher level of loyalty to the company and a decrease in their intention to leave (Megawaty, Hamdat & Aida, 2022).

However, from the ideology of the labour mobility which can be traced to an employee getting another job or the compulsory termination of employment. The quantification of labour mobility in organisation could be seen to have a link with the commitment of employee an organisation (Emre & De Spiegeleare, 2021). The continuous increase in labour mobility has been a menace to employers in Nigeria, especially in the financial sector (deposit money banks) (Ebere & Onuoha, 2022; Tuffour, Gali & Tuffour, 2022). The financial sector has been dealing

with issues related to low employee commitment and rising labour mobility for a variety of reasons, including unfavourable work environments, career development, recognition and advancement, and many more. These issues have had a negative impact on the performance of financial sector organizations overall (Chigbundu & Muda, 2022; Ifeyinwa & Onodugo, 2020). Based on the premise above, this study intends to examine the relationship and impact of work commitment of employees on labour mobility in deposit money banks in Lagos.

Aims and Objective of the Study

This study will examine into the relationship and impact of labour mobility on work commitment of employees in deposit money banks in Lagos. The specific objective includes;

- i. To determine the effect of employee's normative commitment on labour mobility in deposit money banks in Nigeria
- ii. To examine the effect of employee's affective commitment on labour mobility in deposit money banks in Nigeria
- iii. To determine the effect of employee's continuance commitment on labour mobility in deposit money banks in Nigeria

Literature Review

Labour Mobility

The ease with which employees can shift between jobs or locations is referred to as labor mobility. The ability of employees to move between different companies, jobs, regions, or countries is referred to as labour mobility (Oluwole, 2020). Moreover, it signifies people's ability to switch between multiple professions (Nunkoo, 2016). Chigbundu and Muda (2022) state that the terms "work mobility" can relate to either occupational or geographic mobility. Ifeyinwa and Onodugo (2020) classified labour mobility to be of two categories which are internal or external employment mobility. Internal labour mobility is explained to be the deliberate switching of workers between various tasks within an organization while external labor mobility as when workers leave an organization (Ifeyinwa & Onodugo, 2020).

Saputra and Mahaputra (2022) assert that labour mobility can take place both domestically and globally. They argued that

the movement of workers between two or more nations is referred to as international labour mobility, which is basically the same as worker migration. According to Obaze, Samikon and Ogbodoakum (2023), labour mobility is thought to be restricted by a number of factors, including expenses, inconvenience, a lack of knowledge about employment opportunities, worries about job security and high wages, systemic problems like few educational opportunities, laws, and political factors, as well as physical location.

Employee Commitment

Employee commitment, according to Donkor and Zhou, (2020), is a psychological bond with the organization that drives people to match their behavior with the organization's goals. Employee commitment, according to Zeinabadi (2010), is the degree to which a person identifies with and participates in a particular organization. It is characterized by a strong commitment to upholding the organization's goals and values (value commitment) and a readiness to make a substantial effort on behalf of the organization in order to continue as a member (commitment to stay). The psychological state in which a person has a strong sense of attachment and devotion to their organization is known as organizational commitment. According to Meyer and Allen (1997), there are three parts to organizational commitment: affective, continuance, and normative commitment.

Affective Commitment

The emotional connection that results from a match between an employee's personal values and aspirations and the organization's principles and objectives is known as affective commitment. It is the pinnacle of loyalty that organizations aim to achieve. Workers with a high affective commitment level strongly believe in and accept the organization's goals, objectives, and values (Getnet & Fujie, 2024).

i. Normative Commitment

Normative commitment concerns the sense of obligation and responsibility to remain faithful to the organization. Strong normative commitment makes workers feel obligated to stick with their company because they think it's the right thing to do from a moral standpoint (Meyer & Allen, 1997; Megawaty, Hamdat & Aida, 2022).

ii. Continuance Commitmen

The word "continuance commitment" describes the degree of a worker's attachment to the company, which is established by balancing the advantages and expenses. Individuals may display traits from each of these types of commitment, and their effects on the organization's success may differ (Izogo, Elom & Mpinganjira, 2021).

Key Determinants of Employee Commitment and Labour Mobility in the Financial Sector

Employees switching occupations or relocating to different organizations have been attributed to a number of factors. The majority of factors found in literature are the physical work environment, career development, and work-life balance.

i. Physical Work Environment

According to Khaskhely and Pathan (2022), the establishment of a positive work environment has been linked to employees' increased likelihood of developing a sense of loyalty to a company when they believe it supports them. Kim, Im and Shin (2021) assert that an employee's work environment affects both their physical and emotional well-being, which influences how they carry out their daily responsibilities. Additionally, they clarified that an employee places a great deal of importance on their physical work environment, which includes things like the design of their workspace and facilities like desk space, lighting, temperature, air quality, and location.

According to Megawaty, Hamdat and Aida (2022), an employee's physical work environment has a significant impact on their level of performance and commitment inside the firm by lowering stress. Employee loyalty to the company is greatly influenced by the work environment in which they are employed. This is the case because a highly positive work environment increases an employee's feeling of belonging to the company, which raises their degree of job satisfaction and, in turn, increases their commitment to the company. Conversely, a toxic or unfavorable work environment reduces employee commitment and increases employee turnover (Kim, Im and Shin, 2021; Puni, Hilton & Quao, 2021). According to Agus and Selvaraj (2020), when an individual gets the chance to work in a fantastic workplace with a supportive culture, they feel appreciated, motivated, and respected. A study by Saputra and Mahaputra (2022) revealed that employee commitment rises when they work in a setting that both motivates and encourages them.

ii. Career development.

According to Aleem and Bowra (2020), employees are more likely to be committed to an organization when they receive non-financial rewards. They clarified that career development is a crucial component and that implementing such practices within the company is necessary to increase employee commitment while lowering mobility levels. Career development, in the opinion of Ifeyinwa and Onodugo (2020), enables workers to gain certain competencies and abilities that are crucial for meeting duties and helping to accomplish goals and objectives. They clarified that career development is comprehensive because it benefits the organization as a whole in addition to the employees or individuals.

According to Teo, Bentley and Nguyen (2020) research, staff development and training would increase their loyalty, which would result in their continued commitment to the company. Gorondutse and Umar (2024) claimed that an employee's commitment and loyalty affect their mobility and that a high level of employee loyalty would result in a lower rate of employee turnover, which is crucial for the productivity and profitability of the company. Ebere and Onuoha (2022) asserts that a company that does not provide career development for its employees will suffer from lower employee productivity as well as higher production costs because these workers will not have the skills necessary to do their jobs more effectively and efficiently and will also be less committed to their work.

iii. Work-Life Balance

According to Emre and De Spiegeleare (2021), work-life balance practices are defined as a purposeful modification made by a company to lessen the conflict that arises between its workers' personal and professional lives and to boost productivity. Kim, Im and Shin (2021) assert that work-life balance is a very conscious decision made by the company to accommodate its employees while still acknowledging their responsibilities, all in an effort to keep them loyal to the company. According to Donkor and Zhou (2020), an employee would find it difficult to stay in such an organization if they realized that their work role affected their level of commitment and engagement in their personal life. However, they would also see it as one of the factors enhancing the commitment of employees in the organization.

According to Abdullah et al. (2021) when a person's personal and professional lives are out of harmony, stress levels rise and there may be a greater purpose for staff turnover or mobility. Therefore, a company that wants to guarantee that its

workers stay dedicated and have a high rate of employee retention must make sure that work-life balance is practiced inside the company (Chigbundu & Muda, 2022). According to Ifeyinwa and Onodugo (2020), an unbalanced work-life balance can cause employees to feel less passionate and responsible for their work, which can lead them to disengage or distance themselves from the organization. If this disengagement persists, it can also result in employees intending to leave the organization (Tuffour, Gali & Tuffour, 2022).

Underpinning Theory

Social Exchange Theory

Since the 1950s, sociologists and psychologists have developed the Social Exchange framework, which is thought to be a cost-benefit analysis-based framework for explaining social behaviour (Cropanzano & Mitchell, 2005). According to Chang (2021), the theory explains that people's behaviours are influenced on the relationships and interactions they have as well as how they assess the gains and losses associated with such interactions. These factors then influence how people relate to one another and sustain those relationships. The theory states that workers assess the possible benefits of their employment and use this information to gauge how well they are doing at work. Nunkoo (2016) asserts that when an employee feels their efforts in a relationship are not being equally put forth, they will constantly be resentful.

According to the Social Exchange Theory (SET), people are more likely to return favors or benefits they receive from the organization or from one another. It also emphasizes the importance of building relationships between employers and employees in an organization because doing so can increase employee commitment, which in turn increases the likelihood that they will stay with the company (Cross & Dundon, 2019). The SET goes on to say that incentives like work-life balance, rewards, a positive work environment, advancement, training and growth, and many more can be used to build this relationship (Abdullah et al., 2022)

. This explains why an employee will continue to work for an organization if they feel that their expectations are met and because they will get more interested in it (Tuffour, Gali & Tuffour, 2022).

Methodology

A descriptive survey design is employed for the study. Pandey and Pandey (2021) explained a descriptive survey design is

been undertaken in order to ascertain and be able to describe the characteristics of the variable of interest in a situation. The population of this study comprises of four purposively selected deposit money banks operating in Lagos, Nigeria and they include Guaranty Trust Bank, Access Bank, FCMB and First Bank of Nigeria. From the population therefore, a sample size of one hundred and twenty (120) was randomly selected from the selected banks in various organizational levels. The rationale for this selection was to ensure the capturing of all managerial levels' opinion on the phenomenon of employee commitment and labor mobility and also facilitate timely data collection for the attainment of the study's objectives.

The opinion and information were sourced from the respondent, by using a structured questionnaire. The questionnaire comprises of four (4) distinct sections which includes: Demographic information, independent variable: Worker's commitment (Normative, Effective, and Continuance) and dependent variable (Labour mobility). The demographic information sourced from the respondents captures six (6) items which are sex, age, marital status, religion and level of management. The independent variables would be captured with a close-ended questions using 4-point Likert-type rating scale. The scale includes responses that range from strongly agree (SA) to agree (A), disagree (D), and strongly disagree (SD). The same scale would be used to collect information for the three dependent variables (Normative, Effective, and Continuance).

In validating the chosen research design and data collection instrument to be very aware that respondents have an understanding of the necessary question captured in the questionnaire. The pilot study was carried out in the selected deposit money banks in Nigeria. The questionnaire was given to operational levels in the banks, to determine the accuracy of the question used to capture the independent variables of Worker's Commitment (Normative, Effective, Continuance) and dependent variable of Labor mobility. The reliability coefficient of the scale, was tested using the Cronbach's alpha from the SPSS Software and results revealed a coefficient above 0.7 (Matin et al., 2024; Matin et al, 2023; Mercan et al, 2020; Khoshraria et al. 2024; Ratchvelishvili et al., 2023).

Model Specification

The linear equation is given below;

$$LM_t = f(WC_t).....1$$

$$WC_t = f(NC_t, AC_t, CC_t).....2$$

The models include the following;

Model for objective one

The model 3 presented below captures the effect of normative commitment on labour mobility of workers in deposit money banks in Lagos, Nigeria.

$$LM_t = (\alpha_0 + NC_t + \mu_t).....3$$

Model for objective two

The model 4 presented below captures the influence of affective commitment on labour mobility of workers in deposit money banks in Lagos, Nigeria.

$$LM_t = (\alpha_0 + AC_t + \mu_t).....4$$

Model for objective three

The model 5 presented below captures the impact of continuance commitment on labour mobility of workers in deposit money banks in Lagos, Nigeria

$$LM_t = (\alpha_0 + CC_t + \mu_t).....5$$

Where:

WC; Worker's Commitment

LM; Labour mobility

NC: Normative commitment

AC: Affective commitment

CC: Continuance commitment

Results and Discussions

Response Rate

The total number of 120 copies of the questionnaire was administered to the deposit money banks in Nigeria. Table 4.1 showed that 102 respondents represent 85% of the total employee in the selected deposit money banks filled and returned the questionnaire to the researcher. The analysis and findings were based on the responses collected from the respondents which are the employees in the selected deposit money banks in Nigeria.

Table 4.1

RESPONSE	NO OF RESPONDENT	PERCENTAGE %
RETURNED	102	85.0
NOT RETURNED	18	15.0
TOTAL DISTRIBUTED	120	100

Source: Researcher's Field Survey, 2024

Regression Analysis of Hypotheses

Hypothesis One

The table 4.2 depicted that normative commitment has positive significant effect on labour mobility at ($\beta_1 = 0.891; \rho < 0.05$). The table also revealed that $\{F\text{-cal} = 384.164, \rho < 0.05\}$, which showed that the overall model is statistically significant at 5% level of significance.

R^2 is a measure of goodness of fit of the regression model. It revealed that, the independent variable (normative commitment) account for 0.793 (79.3%) variation or change in the dependent variable (labour mobility), and if any

additional variable is added it will still explain the variable at 0.791 (79.1%).

Normative commitment does not have significant effect on Labour mobility of workers in Nigerian banking sector

Table 4.2

Variable	Co-efficient	Std-Error	t-stat	P-value
Constant	3.233	0.376	8.594	0.000
Normative Commitment	0.891	0.051	19.600	0.000
R ²	0.793	F.cal		384.164
Adj. R ²	0.791	Sig.F		0.000

Source: Researcher's Survey Field, 2024

Hypothesis Two

Affective commitment does not have significant effect on labour mobility of workers in Nigerian banking sector.

Table 4.3

Variable	Co-efficient	Std-Error	t-stat	P-value
Constant	3.245	0.341	9.510	0.000
Affective Commitment	0.898	0.046	20.323	0.000
R ²	0.807	F.cal		413.034
Adj. R ²	0.805	Sig.F		0.000

Source: Researcher's Survey Field, 2024

The table 4.3 depicted that affective commitment has positive significant effect on labour mobility at ($\beta_1 = 0.898; \rho < 0.05$).

The table also revealed that {F-cal= 413.034, $\rho < 0.05$ }, which shows that the overall model is statistically significant at 5% level of significance.

R² is a measure of goodness of fit of the regression model. It revealed that, the independent variable (affective commitment) account for 0.807 (80.7%) variation or change in the dependent variable (labour mobility), and if any additional variable

is added it will still explain the variable at 0.805 (80.5%).

Hypothesis Three

Continuance commitment does not have significant effect on labour mobility of workers in Nigerian banking sector

Table 4.4

Variable	Co-efficient	Std-Error	t-stat	P-value
Constant	3.869	0.368	10.516	0.000
Continuance Commitment	0.889	0.050	19.377	0.000
R²	0.790	F.cal		375.477
Adj. R²	0.788	Sig.F		0.000

Source: Researcher's Survey Field, 2024

The table 4.4 depicted that continuance commitment has positive significant effect on labour mobility at ($\beta_1 = 0.889$; $\rho < 0.05$). The table also revealed that {F-cal= 375.477, $\rho < 0.05$ }, which shows that the overall model is statistically significant at 5% level of significance.

R^2 is a measure of goodness of fit of the regression model. It revealed that, the independent variable (continuance commitment) account for 0.790 (79.0%) variation or change in the dependent variable (labour mobility), and if any additional variable is added it will still explain the variable at 0.788 (78.8%)

Discussion of Findings

The findings of the study revealed that normative, affective and continuance commitment which are component of workers commitment have significant effect on labour mobility in the selected deposit money banks in Lagos, Nigeria. Kim, Im and Shin (2021) agree with some of the findings of this study that continuance commitment influences the labour mobility on restaurant employees' quality of work. Chigbundu and Muda (2022) revealed that labour mobility would lead to affective, normative and continuance commitment and also enhance organisational performance. They also revealed that work-family conflict, pay fairness and job satisfaction is more related to labour mobility and are also key determinant of

employee commitment. Oluwole (2020) in their inquiry depicted that labour mobility in organisation is always factored through worker commitment. Agus and Selvaraj (2020) depicts in their study that labour mobility is influenced through demographical factors of the employee in the organisation and this leads to the commitment of employee within the organization.

Conclusion and Recommendations

Conclusion

The importance of the facets of employee (affective, continuation, and normative) on labour mobility within a business has been highlighted by the study. This is true since a company that wishes to guarantee lower employee turnover must implement several tactics to guarantee that staff members are loyal and unlikely to look for work elsewhere. It can thus be concluded that bank employees who are more devoted to the company might be less inclined to look for new employment alternatives, demonstrating how much they value their commitment to the company.

Recommendations

Based on the findings of the study;

1. Deposit money banks in Nigeria should focus on enhancing employees' engagement and building a sense of belonging among their workforce. This can be attained through regular interactions with them
2. Deposit money banks should invest in employee career development and training programs to help employee build their skill and knowledge. When employees feel that their organization is committed to their growth and career progression, they are more likely to stay with bank.
3. Deposit money banks should foster a positive work environment as this could boost the normative commitment of their employees. This environment should be one that aligns with the values and expectations of their employees.

In terms of Contribution to Knowledge, the study was able to capture worker's commitment from the perspective of normative commitment, affective commitment, and continuance commitment. Due to the peculiarity of labour mobility in

he study have been able to examine with reasonable magnitude and relational direction how workers commitment affect labour most importantly in the banking sector. The study was able to use the major deposit money banks in the economy to show the influence of those phenomenon.

Likewise, suggestion to further studies is to extend the study to compare the impact of labour mobility on work commitment across different deposit money banks. Investigate whether other factors such as organizational culture, communication, management styles, or specific policies play a role in shaping employees' commitment in response to labour mobility. Investigate the role of organizational support mechanisms in influencing the relationship between labour mobility and work commitment.

References

- Abdullah, M. I., Huang, D., Sarfraz, M., Ivascu, L., & Riaz, A. (2021). Effects of internal service quality on nurses' job satisfaction, commitment and performance: Mediating role of employee well-being. *Nursing Open*, 8(2), 607-619. <https://doi.org/10.1002/nop2.665>
- Abdullah, N. G., Mercan, M., & Matin, A. (2022). Impact of Empowerment Types on Service Quality: A Case Study among SMEs. *Journal of Business* , 11 (1), 7-23.
- Agus, A., & Selvaraj, R. (2020). The mediating role of employee commitment in the relationship between quality of work life and the intention to stay. *Employee Relations: The International Journal*, 42(6), 1231-1248.
- Aleem, M., & Bowra, Z. A. (2020). Role of training & development on employee retention and organizational commitment in the banking sector of Pakistan. *Review of Economics and Development Studies*, 6(3), 639-650. DOI: <https://doi.org/10.47067/reads.v6i3.252>
- Chang, K. C. (2021). The affecting tourism development attitudes based on the social exchange theory and the social network theory. *Asia Pacific Journal of Tourism Research*, 26(2), 167-182. <https://doi.org/10.1080/10941665.2018.1540438>
- Chigbundu, A., & Muda, H. B. (2022). Investigating the Factors Influencing Turnover Intentions in the Nigerian Banking Sector. *International Journal of Academic Research in Accounting Finance*, 12(2), 392-422. DOI:10.6007/IJARAFMS /v12-i2/13091
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of management*, 31(6), 874-900. <https://doi.org/10.1177/0149206305279602>
- Cross, C., & Dundon, T. (2019). Social exchange theory, employment relations and human resource management. In *Elgar introduction to theories of human resources and employment relations* (pp. 264-279).

Edward Elgar Publishing.

- Donkor, F., & Zhou, D. (2020). Organisational commitment influences on the relationship between transactional and laissez-faire leadership styles and employee performance in the Ghanaian public service environment. *Journal of Psychology in Africa*, 30(1), 30-36. <https://doi.org/10.1080/14330237.2020.1712808>
- Ebere, D. B., & Onuoha, C. (2022). Employability skills and career adaptability among employees of deposit money banks in Rivers State, Nigeria. *International Journal of Advanced Academic Research*, 8(1), 77-92.
- Emre, O., & De Spiegeleare, S. (2021). The role of work–life balance and autonomy in the relationship between commuting, employee commitment and well-being. *The International Journal of Human Resource Management*, 32(11), 2443-2467. <https://doi.org/10.1080/09585192.2019.1583270>
- Getnet, D., & Fujie, A. T. (2024). The Effect of Leadership, Employee Commitment, and Work Motivation, on Employees' Performance. *Journal Research of Social Science, Economics, and Management*, 3(6), 1310-1322. DOI: <https://doi.org/10.59141/jrssem.v3i6.606>
- Gorondutse, A. H., & Umar, K. (2024). Mediating effect of employees' commitment on the nexus between training/development and employees' performance: A study of tertiary educational institutions. *International Journal of Intellectual Discourse*, 7(1), 437-455.
- Ifeyinwa, E. S., & Onodugo, V. A. (2020). Organizational Citizenship Behaviour And Turnover Intention Of Deposit Money Banks Employees: Evidence From Nigeria. *Journal of Human Resource and Leadership*, 5(1), 15-35.
- Izogo, E. E., Elom, M. E., & Mpinganjira, M. (2021). Examining customer willingness to pay more for banking services: the role of employee commitment, customer involvement and customer value. *International Journal of Emerging Markets*, 16(6), 1176-1201. <https://doi.org/10.1108/IJOEM-10-2019-0850>
- Khaskhely, I. Z., & Pathan, M. S. K. (2022). Assessing the mediating role of job satisfaction in the relationship between organizational culture and employee commitment. *International Research Journal of Management and Social Sciences*, 3(4), 44-54. <https://doi.org/10.5281/zenodo.10115351>
- Kim, H., Im, J., & Shin, Y. H. (2021). The impact of transformational leadership and commitment to change on restaurant employees' quality of work life during a crisis. *Journal of Hospitality and Tourism Management*, 48, 322-330. <https://doi.org/10.1016/j.jhtm.2021.07.010>
- Mawoli, M. A., & Olanrewaju, B. T. (2020). Comparative analysis of employees commitment in Old and New Generation Banks in Ilorin metropolis. *KIU Journal of Social Sciences*, 6(4), 179-188.
- Matin, A., Tornike Khoshtaria, T., Mercan, M., & Asashvili, L., (2024). "The effect of consumption experience on self-perception, willingness to pay, and purchase intention toward green products among Generation Z," *International Journal of Green Economics*, vol. 18(3), pages 318-337. DOI: <https://dx.doi.org/10.1504/IJGE.2024.141406>
- Matin, A., Khoshtaria, T., Mercan, M., & Botsvadze, I. (2023). Digital consumer-based branding among football clubs: determinants of brand loyalty and purchase intention towards green brand extensions offered through digital platforms. *International Journal of Technology Marketing*, 17(4), 378–408. <https://doi.org/10.1504/IJTMKT.2023.133971>

Megawaty, M., Hamdat, A., & Aida, N. (2022). Examining linkage leadership style, employee commitment, work motivation, work climate on satisfaction and performance. *Golden Ratio of Human Resource Management*, 2(1), 01-14. DOI: <https://doi.org/10.52970/grhrm.v2i1.86>

Mercan, M., Khoshatria, T., Matin, A., & Sayfullin, S. (2020). The impact of e-services quality on consumer satisfaction: empirical study of Georgian HEI. *Journal of Business*, 9(2), 15-27.

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research, and application*. Sage publications.

Nunkoo, R. (2016). Toward a more comprehensive use of social exchange theory to study residents' attitudes to tourism. *Procedia Economics and Finance*, 39, 588-596. [https://doi.org/10.1016/S2212-5671\(16\)30303-3](https://doi.org/10.1016/S2212-5671(16)30303-3)

Obaze, J. I., Samikon, S. A. B., & Ogbodoakum, N. (2023). Predictors Of Turnover Intention Among Entry-Level Employees Of Commercial Banks In Nigeria. *Journal of Pharmaceutical Negative Results*, 3527-3538. DOI: <https://doi.org/10.47750/pnr.2023.14.03.438>

Oluwole, A. (2020). The impact of job satisfaction on employees' turnover intention within the hotel industry in Lagos State, Nigeria. *African Journal of Hospitality, Tourism and Leisure*, 10(4), 1110-1130. <https://doi.org/10.46222/ajhtl.19770720-152>

Pandey, P., and Pandey, M. M. (2021). *Research methodology tools and techniques*. Bridge Center.

Puni, A., Hilton, S. K., & Quao, B. (2021). The interaction effect of transactional-transformational leadership on employee commitment in a developing country. *Management Research Review*, 44(3), 399-417. <https://doi.org/10.1108/MRR-03-2020-0153>

Ratchvelishvili, A., Mercan, M., & Dzagania, B. (2023). Determinant factors of risk-taking in Georgian Banking Institutions with Machine Learning. *Journal of Business*, 12(1), 15-49. <https://doi.org/10.31578/job.v12i1.231>

Saputra, F., & Mahaputra, M. R. (2022). Effect of job satisfaction, employee loyalty and employee commitment on leadership style (human resource literature study). *Dinasti International Journal of Management Science*, 3(4), 762-772. DOI: <https://doi.org/10.31933/dijms.v3i4.1324>

Teo, S. T., Bentley, T., & Nguyen, D. (2020). Psychosocial work environment, work engagement, and employee commitment: A moderated, mediation model. *International Journal of Hospitality Management*, 88, 102415. <https://doi.org/10.1016/j.ijhm.2019.102415>

Tornike Khoshtaria, T.; Matin, A.; Komodromos, M.; Mercan, M.; & Kikutadze, V. (2024). The Impact of Word-of-Mouth Communication on Consumer Choices and Satisfaction: An Empirical Study of Students' Perspective. *International Journal of Marketing, Communication and New Media*, VOL. 12, N° 22, June 2024, pp. 6-32.

Tuffour, J. K., Gali, A. M., & Tuffour, M. K. (2022). Managerial leadership style and employee commitment: Evidence from the financial sector. *Global Business Review*, 23(3), 543-560. <https://doi.org/10.1177/0972150919874170>

Zeinabadi, H. (2010). Job satisfaction and organizational commitment as antecedents of Organizational Citizenship Behavior (OCB) of teachers. *Procedia-Social and Behavioral Sciences*, 5, 998-1003. <https://doi.org/10.1016/j.sbspro.2010.07.225>
