

HUMAN CAPITAL INVESTMENT AND ORGANISATIONAL COMMITMENT FOR THE SUSTAINABLE DEVELOPMENT IN SELECTED MULTINATIONAL ORGANISATIONS IN NIGERIA

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ABSTRACT

The sustainability of an enterprise requires that organisation's goals must be consistently achieved by a skilled and committed workforce. Hence, the need for organisations to critically meet employees' work needs to achieve organisational objectives. This research, was designed to examine the relationship between human capital investment (in the form of employee training and skill development, healthcare and wellness programmes) and organizational commitment in selected organisations in Benin City, Nigeria. Human capital theory and Resource-based view provided the framework, while cross-sectional survey research design was adopted. The Nigeria Petroleum Development Company Limited (NPDC) and Nigerian Bottling Company Limited (NBC) were purposively selected. Using Yamane's (1976) method, 536 respondents (274 from NPDC and 262 from NBC) were selected. Departments within the organisations and respondents were systematically and randomly sampled respectively. A semi-structured questionnaire elicited information from respondents with five in-depth interviews and two key informant interviews conducted. Quantitative data were analysed using descriptive and inferential statistics while qualitative data were content analysed. Findings on employees perceived level of benefit from human capital investment revealed that most respondents in NPDC and NBC benefited from TSD and HCW. Findings also revealed that HCI (TSD and HCW positively influenced organisational commitment. Inadequate technological infrastructure, lack of resilience in the pursuit of TSD and HCW programmes by HR managers, management consideration of the cost implications and poor attitude towards TSD and HCW were challenges encountered with HCI in the study organisations. The study therefore recommended that management look into challenges militating against the implementation of HCI in their organization especially with reference to providing the necessary facilities for effective HCI.

Keywords: Human capital investment, organisational commitment, sustainable development, organization, human resource

1.0 INTRODUCTION

The continued success of an enterprise depends on its economic performance which invariably is determined by the quality of human capital which the organization possesses. An organisations' wealth is embedded in its human capital. It therefore implies that the most critical factor in ensuring productive enterprise is an organisation's human resources (Armstrong, 2009; Bohlander and Snell, 2010). In this age of digital economy, an enterprise ability to stay competitive with considerations of best business practices, its human capital must

be trained and equipped to achieve a higher level of proficiency especially in the core aspects of business procedures and operations (Ahmad, Farrukh and Nazir, 2015; Bose, 2018).

The mark of a sustainable organization can be seen in an ever-increasing organizational performance through the concerted efforts of well-motivated, equipped and trained employees (Bose, 2018). It therefore implies that the sustainability of organisations can be achieved through the effective implementations of human capital investment programmes such as training and skill development programmes and health and wellness programmes for employees in the organization. No doubt employees in any organization differ in their performance partly due to the level of their knowledge and skills, the task of encouraging higher performance and enhancing an organisations' human capital is one that fall within the prerogative of the HR management (Singh and Aluwalia, 2011; Shields, 2016).

Therefore, organisations must become deliberate in its attempt to develop strategies and programmes to meet the needs of their workforce and in turn enjoy their commitment. Hence, the need for organisations to embrace human capital investment to meet employees' needs and thereby achieve organisational objectives for sustainable enterprise (International Labour Organization (ILO), 2016).

Human capital investment is at the core of HR functions. It involves a collaborative effort from all social actors and stakeholders in the organisation to achieve an improved working experience for employees and organisational effectiveness for employers. Thus, the benefits of human capital investment in achieving sustainable development in the Nigerian work environment cannot be overemphasized. This is because HCI provides a win-win approach for employees and organisations alike in terms of yielded need satisfaction and organisational effectiveness. Importantly, the notion is that of achieving greater heights of involvement and consequently motivation simply by designing and making work more attractive (Oleabhiye, 2021). From the above, it is clear that HCI is an approach that has positive returns at individual, group and organisational levels (Bhuvaneswari, Suganya and VishnuPriya, 2012). For example, as a result of some organisations' participation in Better Work programme – a joint programme of the ILO and the International Finance Corporation (IFC), such organisations have progressively achieved compliance with ILO core labour standards and National legislation which covers reward, contracts, occupational health and safety as well as working time. And as such these organisations have meaningfully enhanced employees' conditions of work as well as improved organisations' efficiency and sustainability (ILO, 2018).

However, literatures also touch on the potential for improving the quality of existing jobs and their experience while transitioning towards a greener economy (ILO, 2011; 2013; 2018; Balliester and Elsheikhi, 2018). Thus, for organisations to achieve sustainable enterprise, they would need to move beyond just compliance with ILOs' core labour standard covering social protection to deliberately designing and adopting HCI programmes to improve the quality of human capital and work experienced of employees.

The embrace of the new digital economy is changing and modifying values even amongst best practices and standards in the world of work and also creating the need for competent and skilled employees for higher organizational proficiency (Richardson and Beckham, 2015). It therefore means that organisations would have to leverage human capital to excel in creating

innovative products and services for sustained profit maximization (Ahmad, Farrukh and Nazir, 2015; Bose, 2018).

And more so, for organisations, there is the need for a satisfying and committed workforce to greatly increase its profit level and achieve its objectives sustainably. This way, HCI can be a powerful driver of workers' empowerment and their employers too who can be sure of a productive workforce which engenders organisational effectiveness and sustainability. Hence, the need for an analysis of HCI and Organisational performance in Nigerian organisations.

However, there appears to be some paucity of HCI researches as no prior studies have been undertaken to show the relationship between HCI and organizational commitment especially in the manufacturing industry (such as the food, beverage and tobacco industries) and in the oil and gas sector. In this regard, the oil and gas and manufacturing sectors are among the range of economic sectors that exhibit substantial opportunity for improving the quality of its human capital in Nigerian work organisations especially in Edo State where studies have shown and substantiated that the quality of its workforce and work-life experience among employees is low (NBS/NCC Social-Economic Survey on Nigeria, 2008; NBS Social Statistics, 2009; 2012 and Mustafa-Shaibu, 2018). Mustafa-Shaibu (2018) further recommended that employers must go out of their way to invest in their employees despite the deteriorating infrastructure and harsh economic environment. Hence, this present study sought to examine the relationship between HCI and organizational commitment in some selected organisations in Benin City, Nigeria.

Statement of Problem

Human capital investment have attracted considerable scholarly attention, especially in developing countries because, many theorists and researchers believe that a high quality of human capital in organisations provides a competitive advantage in creating strong organisational efficiency (Veeramani and Gayathri, 2013, International Labour Organisation, 2016).

According to Kurmar and Garg (2011), most work organisations operate a routine philosophy that demands more value from their employees yet offer little or no human capital investment for long-term commitment. A lack of investment in human capital could engender low motivation, poor attitude to work such as job dissatisfaction, low commitment, such lack of feeling of co-operation by employees from management may even lead to counterproductive behaviours in the workplace which could affect performance. The implication of this on organizational commitment cannot be far-fetched. More so, given the fact that human capital is very important in the achievement of organisational goals and objectives such implications become very crucial.

Earlier research have focused on the link between human capital and organizational outcomes; productivity, flexibility, and financial performance (e.g. MacDuffie, 1995; Delery and Doty, 1996; Pfeffer, 1998; Dobre, 2013; Ahmad, Farrukh and Nazir, 2015; and Bose, 2018). However, this knowledge needs to be extended to encompass human capital investment and organizational commitment as key variables in influencing the sustainable development of enterprise. Accordingly, this study attempted to address the link between these variables. The

objective of this paper therefore is to analyze the relationship between human capital investment and organizational commitment. Thus, the central thesis here is that human capital investment through employee training and skill development and health and wellness programmes is the key to the sustainable development of enterprise.

Also an extensive focus on HCI as a deliberate strategy to achieve very little explored in studies (Gardon, 1984; Eaton, Gordon and Keefe, 1992; Sirgy, Reilly, Wu and Efraty, 2008; 2012 and Oleabhiele, 2012). Still, among these studies and extant literatures, there is no documentation on the influence of HCI on employee organizational commitment – which is a crucial organisational variable given its importance in the attainment of organizational goals and objectives. These constitutes knowledge gaps that justified the need for the study.

Research Question

- i. What perceived level of benefit does human capital investment have for employees in the study organisations?
- ii. What influence does human capital investment have on organizational commitment in the study organisations?
- iii. What are the challenges affecting human capital investment in the study organization?

Research Objectives

The main objective of the study examined the relationship between human capital investment and organisational commitment for the sustainable development of organisations in Benin City. The specific objectives were to:

- i. examine employees' perceived level of benefit from human capital investment (employee training and skill development, Healthcare and wellness programme) in the study organisations
- ii. determine whether investment in human capital investment (employee training and skill development, Healthcare and wellness programme) significantly influence organisational commitment
- iii. examine the challenges affecting human capital investment (employee training and skill development, Healthcare and wellness programme) in the study organisations.

One hypothesis was formulated to guide this study.

Hypothesis:

- i. There is no significant relationship between human capital investment (employee training and skill development and health and wellness programmes) and organisational commitment

2.0 CONCEPTUAL AND THEORETICAL LITERATURE

2.1.1 Human Capital Investment

Human capital was defined by Coleman (1988), to refer to attributes such as individuals' knowledge, skills and abilities that are needed for changes in economic growth. Rodrigues, Dorrego & Jardon, (2010), further classified human capital in terms of competencies such as skills and technical-know-how that are available in an economy. In addition to human capital, is intellectual capital, social capital and organizational capital for value addition in obtaining maximum output from factors of production (Hargreaves, 2011).

However, Dawodu, Akintunde & Olulana (2018), noted that the features of human capital such as knowledge, skills and abilities can be secured through a formal training and education. It therefore means that human capital investment (HCI) entails strategic actions taken to train human resource and equip them with technical skill and resources in order to perform task effectively. Examples of human capital investment (HCI) may range from financial literacy, records keeping, skill-based training, health and development programs. According to Onwumere (2008), performance can be enhanced through training which improves the capacity of organisations to plan, organize and meet customers' needs with the desire to scale up organizational commitment. He also noted that training and utilization of professional competences impact greatly on organizational performance. It therefore can be deduced from the foregoing that HCI can have positive impact on organizational commitment which could significantly affect the attainment of business goals in ways that spells good for the organisations. Thus, HCI can be instrumental to improving enterprise performance and sustainability. In measuring HCI in relation to organisational commitment for the sustainable development of organisations, the present study focused on training and skill development and Health care and wellness programme as HCI for employees in the study organisations based upon indicators of sustainable development (OECD, 2001).

2.1.1.1 Training and Skill Development (TSD)

Today, there is an ever-increasing complexity of the work environment given a speedy advancement of information technology. And as such the need for training and skill development to cope with these changes cannot be overemphasised. Joseph (2015) noted that the crucial goal of any training programme is to enhance employee worth. Hence, it is a known fact that training develops knowledge and improves skills. Ogunbodede (2016), argued that when employees are trained, they perform the job competently and this increases productivity and service delivery. Employees who comprehend their work are likely to have higher morale and job satisfaction. When employees are trained, they will be equipped with the right attitudes towards work.

Training usually involves the design of a curriculum to promote learning. Training must also be done to equip employees on the "how" of quality service delivery to customers (Armstrong, 2009). TSD such as on-the-job or in-service or off plant/site training include seminars and development workshops, conferences, orientation and references course, short term or long-term trainings among others must be implemented to enhance employee performance and delivery on the job (Narendra and Preeti, 2016). Organisations must continually adjust themselves to invest in employee training need especially in relation to their specific job content and in line with best practices.

TSD will enable the employees and even the organisation enhances their functional areas and expertise as they become resourceful, create career advancement opportunities and subsequent promotions that comes with financial rewards such as increased salary, reimbursement, paid leave, allowances and other promotion and incentives (Sila, 2014).

2.1.1.2 Health Care and Wellness (HCW)

Health care and wellness programme (HCW) have been adopted by organizations in an endeavour to cultivate a healthy and active workforce. The benefits of implementing HCW such as improved employee's health, quality health care control, reduction of absence and absenteeism costs, and increased employee capability due to improved health and well-being results ultimately in productivity for the employees and the organisation cannot be overemphasised and this is why organizations have embraced it. HCW activities are usually medical services funded by organizations with the aim to solve employee health related problems thereby fostering good health at work (Wolfe, Parker and Napier, 1994 cf. Parks and Steelman, 2008). Research on the effect of employee participation in HCW on absenteeism and job satisfaction, revealed positive association between employee participation in HCW and job satisfaction and reduced absenteeism (Wolfe, Parker and Napier, 1994 cf. Parks and Steelman, 2008).

2.1.2 Human Resource Management and Human Capital Investment

Human capital investment occurs when resources (knowledge and skills, flexibility, psychological and physical social-capital, and material resources) gained through HRM practices directly improves employee performance. Organisations can provide employees with the necessary opportunities they need to develop their capacities on the job. Boxall (1996) noted that the strategic goal of HRM is in recruiting more talented staff and further expanding their skill bases through training will create intelligent and flexible firms. The instrumental role of HRM is exemplified through research suggesting that employees believe that their organisation's HR Department through its team work and employee training and skill development programme have taught them new ways of working together with co-employees and have improved their ability to multitask on the job thereby leading to improved group potency and improved employee sense of meaningfulness (Ugboro, 2006; Oleabhie, 2012).

Employee's performance on the job is a function of their technical know-how on the job which is equally a function of the amount of training and skill development and enhancement that they have received on the job. In other words, employee performance depends heavily on employees' knowledge, expertise, support and commitment as key inputs in the value creation process. Human resources management through HCI can influence and shape the skills, attitudes, and behaviour of employees to do their work and thus achieve organizational goals. To achieve enhanced employee capacities, HR must be knowledgeable of best practices and programmes that organizations can invest in to build competent and skilled, as well as motivated and satisfied workforce.

2.1.3 Organisational Commitment

Buchanan (1974) defined commitment as "an additive function of three things: organizational identification, job involvement, and organisational loyalty". Organisational commitment refers

to an individual's feelings about the organisation as a whole. It is the psychological bond that an employee has with an organisation. It has been found to be related to goal and value congruence, behavioural investments in the organisation, and likelihood to stay with the organization (Mowday, Porter, and Steers, 1982). Organisational commitment is the extent to which a worker recognises with the organisation and desires to carry on. It is the degree of the worker's willingness to continue with the organisation in the future. It reflects the employee's belief in the mission and targets of an employer and his/her willingness to expend attempt in their achievement with intent to carry on working there (Singh and Pandey, 2004).

2.1.4 Human capital investment and Organisational Commitment

Tella, Ayeni and Popoola (2007) noted that employers if they must reap in terms of organisational commitment, they must see their employees as the root source of quality and productivity gains and therefore look towards investing in their potential and welfare through HCI given the fact that the organization is only as effective to the extent to which employees are equipped and act towards its goals. Studies show that employee's health and well-being is affected by the complexity of the job. For instance, Iacovides, Fountoulakis and Kaprins (2003) found that high workloads lead to a higher strain work environment which could significantly influence employees' health and well-being. It therefore means that a healthy work environment ensures good health and psychological conditions which enables the employee to carry out job and non-work related activities with no hindrances. In the view of Rethinam and Maimunah (2008), HCI results in an undemanding work atmosphere which provides a comfortable work-life for employees thereby ensuring organisational commitment which becomes crucial to achieving organisational goals and objectives. According to Veeramani & Chandrasekaran (2017), a predictable outcome of human capital investment is the enhancement of organizational commitment of employees in an organization. Also organizational commitment is critical for increasing productivity and profit maximization for the organization. Thus, HCI is no doubt, one of the causes for a better organizational commitment. The implication that this would have for the sustainable development of the organisation cannot be overemphasised.

2.1.5 Human capital investment and organisational commitment for the Sustainable development of Organisation

A clear understanding of the concept of sustainable development can be seen in the Brundtland Report entitled "Our Common Future" published in 1987, by the World Commission on Environment and Development (WCED). The report presented guiding principles for sustainable development and emphasized the need to develop indicators for monitoring long-term progress towards "meeting the needs of the present generation without compromising the ability of future generations to meet their own needs".

The OECD, projected a set of indicators to measure sustainable development from the purviews of whether our current asset base are being maintained and whether we are satisfying current needs. Among indicators proposed, human capital (in terms of the stock of human capital, investment in human capital and depreciation of human capital), health, work status/employment and education are some of the themes (OECD, 2001). This implies that a mark of sustainable development in the world of work as bothering on organisational

sustainable development will be the maintaining of its assets (human resources being its most important asset) and satisfying current needs through HCI. No doubt, the actualization of this will in turn result in organisational commitment and in the long run lead to the sustainable development of organisations (Ofobruku & Mansion, 2024).

This clearly shows the connection between human capital investment (training and skill development and health care and wellness programmes) and organisational commitment for the sustainable development of organisations. It is also easy to come to this conclusion because sustainable development also puts emphasis on equity that applies both across and within countries in our case the organization which can be seen from the purview of HCI and organisational commitment as being a win-win approach for all stakeholders in the organization as well as for the longterm sustainability of the organization.

2.2 Empirical Review

Akintayo, D. I. (2012) who investigated the impact of human capital formation programmes on organizational commitment of workers in industrial organizations in South-Western Nigeria, using the Regression Analysis and t-test statistical method at 0.05 alpha levels to analyse 240 respondents, found that human capital formation programmes significantly influenced organizational commitment of workers. Also, his findings revealed that computer skill training and conflict management skill training significantly influenced organizational commitment of workers. In like manner, Opeke and Mayowa-Adebara (2020) in their analysis of the influence of human capital development on employee commitment in University Libraries in South-West, Nigeria which studies 684 Librarians from 43 universities using Linear and Multiple Regression Statistics reported that human capital development had a significant ($\beta = .261$, $p < 0,05$) influence on employee commitment with manpower training contributing more to employee commitment.

Veeramani & Chandrasekaran (2017), in their investigation on the impact of human capital challenge on organisational commitment, which took on an empirical study on 676 staff members in Tangedco firm (which consisted of 147 top level management and 529 middle level management staff using regression analysis at five per cent level, they found out that human capital challenges significantly affected organizational commitment in Tangedco. The human capital challenges included; attitudinal changes, behavioral shifts, building managerial competencies and utilization of the resources allocated for human capital, and talent management challenges. Their finding implied that a unit increase in the level of existence of the above said challenges results in a reduction of organizational commitment. Their findings also revealed that even though, Tangedco allocated funds for human capital, it was not properly used by the concerned authorities. These clearly showed that the existence of human capital challenges significantly affected the level of organizational commitment to a greater extent in Tangedco. The level of human capital challenges in the organization may have its own influence on the organizational commitment of employees (Veeramani & Chandrasekaran, 2017).

These findings confirm that HCI does significantly influence organisational commitment. However, an in-depth review of literature suggests that both theoretical and empirical

contributions in this field are few in the context of Nigeria (Nasiru, Mohd, and Darwina, 2016). This research is therefore expected to narrow this gap as applicable in Nigeria.

2.3 Theoretical Framework

The theoretical underpinning of this paper stems from two theories; the human capital theory and the resource-based view.

2.3.1 Human Capital Theory

Human capital theory according to Mueller's (1982), perspective emphasizes investment in the training of human resource noting that some workforce performs and are more productive than others simply as result of more expenditure on human capital investment on such workforce. The more investment in training of its employees that an organization engages in, the more returns in organizational commitment. The Human capital theory basic rudiments were developed by the contributions of Schultz, Mincer, and Becker (1992). Schultz, et al, (1992) extended the discussion in economics to human behaviour from Friedman's neoclassical ideas of 1976 and the influential Chicago School approach to economics. Schultz, et al (1992), argued that effective investment in training, retraining and management development of an organisation's human resource will yield positive returns for the organization as the probability of achieving the best from such workforce will be very high.

In line with the study, the human capital theory emphasizes quality human capital as significant for the growth of an organization as it focuses on the added value that people can contribute to an organisation. It regards people as assets and stresses that investment by organisations in human capital will engender valuable returns such as in ensuring long term organizational commitment for the sustainable development of enterprise. It is also useful to demonstrate that HCI programmes produce value for money in terms of organizational commitment. It also helps to provide data that will inform strategies and practices designed to improve the effectiveness of people management in the organisation.

2.3.2 The Resource-based view

The resource-based view as proposed by Barney (1991), argued that the unique character and competitive advantage of any work organization is embedded in its range of resources (including all the experience, knowledge, judgement, risk-taking propensity and wisdom of individuals) in an organization. That is, it is its human resources that produces its unique character and creates competitive advantage. The resource-based view emphasizes a human capital management approach to HRM which clearly explains the rationalization for investing in human capital through learning and development programmes (Wright, Dunford and Snell (2001; Armstrong, 2009).

2.3.3 Theoretical Synthesis

The human capital theory is associated with the resource-based view of the firm as developed by Barney (1991) which emphasizes the possibility of a firm attaining sustainable competitive advantage only when that firm possess a pool of human resources with unique potentials. In line with human capital theory, the resource-based view emphasizes that investment in

employees increases their value to the firm. Hence, The human capital theory explains the role of human capital in business operations and their contribution to shareholders value.

3.0 METHODOLOGY

The study adopted a cross-sectional survey research design and it was descriptive in nature. The study combined quantitative and qualitative techniques of social inquiry. The study was conducted in Benin City. The setting for this study comprised two selected organisations in Benin City: a private multinational organization; Nigerian Bottling Company (NBC) Ltd. and a public indigenous organization; The Nigerian Petroleum Development Company (NPDC) Limited; the Exploration and Production Subsidiary of the Nigerian National Petroleum Corporation (NNPC) with headquarters in Benin City.

The choice of the study area was because the study's focus was on organisations that had a robust human capital investment programme, it also became necessary to carry out the research in the study area and setting given that these organisations were top rated in the oil and gas and beverage companies in Nigeria, and were a standard for others (NPDC Newsletter, 2013 and NNPC News, 2015). The study's population comprised a total of 294 (128 Permanent and 166 Contract employees) and for NPDC, Ltd. 1,095 (599 Permanent and 496 Contract employees). Using Yamane (1976) method for sample size derivation, 293 respondents were drawn as the sample size for NPDC with a population of 1,095. As regards NBC with a population of 294, the total enumeration technique was used to select all employees given the size of the population. Thus, a total sample of 587. For attrition purposes, 10% of the sample was added which gave an expanded sample size of 646 respondents. Thus, N = 646 (NPDC = 352 and NBC = 294).

The total enumeration and simple random sampling technique was used to select respondents for the study. While all employees had the chance of participating in NBC, employees in NPDC participated based on a stratified random selection from an organizational list of departments and employees used as sampling frame (NPDC: 51 Departments). The structured questionnaire comprised five (5) sections (A – E), and elicited information on employees' demographic profile, examination of employees' level of benefit from human capital investment, organisational commitment was administered to employees in the study organisations. Although, 646 copies of questionnaire were administered to respondents in NPDC and NBC, only 536 copies of questionnaire were retrieved from NPDC (274) and NBC (262), representing 83% response rate. The study carried out three In-depth interviews which comprised the staff members of both study organisation and two key-informat interviews which comprised the Human Resources Managers in the study organisations. The analysis engaged a triangulation of quantitative and qualitative method of data analysis. Quantitative data collected through the study's questionnaire were analysed using frequency distribution, percentages, chi-square and regression analysis. Qualitative data generated through In-depth Interview (IDI) and Key Informant Interview (KII) were content analysed. Also, verbatim quotations were used in the course of the analysis where and when appropriate. The survey data was evaluated for validity and reliability. The instruments were double-checked to avoid the occurrence of conjectures, misrepresentation and misinterpretations. The reliability of the research instrument, which bothered on the consistency of the instrument when administered at different times, was determined by a pre-test. Items measuring organizational commitment

had a Cronbach Alpha of 0.971 (i.e items 97% reliable and had a relatively high internal consistency). Also, the validity and reliability studies based on the Work-Related Quality of Life Scale by Akar (2017) confirmed the validity and reliability of the research instrument. The basic ethical principles for research involving human subjects as highlighted by Babbie (2013), which includes voluntary participation, no harm to the participants, anonymity and confidentiality, deception, and analysis and reporting were strictly adhered to in the study. Ethical approval was sought and obtained from the Social Sciences and Humanities Research Ethics Committee of the University of Ibadan (UI/SSHEC/2017/0009).

4.0 FINDINGS AND DISCUSSION

This chapter presents, analysis and discusses the data obtained on human capital and organisational commitment among employees of Nigerian Petroleum Development Company Ltd (NPDC) and Nigerian Bottling Company Ltd (NBC).

4.1 Socio-demographic features of respondents

This section presents a distribution of respondents by socio-demographic characteristics as presented in Table 4.1.1.

Table 4.1: Distribution of respondents’ socio-demographic characteristics

S/N	Variables	Categories	Study Organisations				Total (F/ %)	
			NPDC (F/ %)		NBC (F/ %)			
1	Age	25 – 30 years	70	25.5	128	48.9	198	36.9
		31 – 36 years	100	36.5	72	27.5	172	32.1
		37 – 42 years	57	20.8	40	15.3	97	18.1
		43 – 48 years	12	4.4	10	3.8	22	4.1
		49 – 54 years	10	3.6	5	1.9	15	2.8
		55 – 60 years	25	9.1	7	2.7	32	6.0
2	Sex	Male	198	72.3	189	72.1	387	72.2
		Female	76	27.7	73	27.9	149	27.8
3	Marital Status	Single	89	32.5	103	39.3	192	35.8
		Married	180	65.7	142	54.2	322	60.1
		Divorced/Separated	1	0.4	12	4.6	13	2.4
		Widow/Widower	4	1.5	5	1.9	9	1.7
4	Religious Affiliation	ATR	0	0.0	10	3.8	10	1.9
		Islam	50	18.2	74	28.2	124	23.1
		Christianity	224	81.8	178	67.9	402	75.0
5	Average Monthly Income	Less than ₦20,000	21	7.7	36	13.7	57	10.6
		₦20,001 - ₦70,000	25	9.1	97	37.0	122	22.8
		₦70,001 - ₦120,000	79	28.8	62	23.7	141	26.3
		₦120,001- ₦170,000	13	4.7	33	12.6	46	8.6
		Above ₦170,001	136	49.6	34	13.0	170	31.7
6		No formal Education	1	0.4	16	6.1	17	3.2

	Highest Educational Qualification	Primary Education	0	0.0	18	6.9	18	3.4
		Secondary Education	1	0.4	35	13.4	36	6.7
		Tertiary Education	272	99.3	193	73.7	465	86.8
7	Employment Status	Contract Staff	114	41.6	139	53.1	253	47.2
		Permanent Staff	160	58.4	123	46.9	283	52.8
8	Cadre	Junior staff	76	27.7	182	69.5	258	48.1
		Senior Staff	198	72.3	80	30.5	278	51.9
9	Duration in Service	Less than 5 years	122	44.5	104	39.7	226	42.2
		5 - 10 years	62	22.6	103	39.3	165	30.8
		11 - 16 years	46	16.8	42	16.0	88	16.4
		More than 16 years	44	16.1	13	5.0	57	10.6

Source: Fieldwork, 2017

The age distribution of respondents in Table 4.1.1 shows that most of the respondents from NPDC (36.5%) were between the ages of 31-36 years. However, for respondents from NBC (48.9%), most were between 25-30 years. The respondents' sex shows that males are more than their female counterparts in both organisations. Specifically, most of the respondents from NPDC (72.3%) and NBC (72.1%) were males. This finding is expected given the nature of work in both organisations. The distribution of respondents according to their marital status shows that greater percentages from NPDC (65.7%) and NBC (54.2%), were married. The religious affiliation of respondents indicates that a greater percentage from NPDC (81.8%) and NBC (67.9%) were of the Christian faith.

The distribution of respondents on the basis of highest educational qualification shows that larger percentages from NPDC (99.3%) and NBC (73.7%) had tertiary education. This showed that respondents from organisations were quite educated and therefore could document their experiences about QWLFP. On the employment status of respondents, results from NPDC (58.4%) showed that more than half of the respondents were permanent staff while for NBC (53.1%), majority were found to be contract staff. This marked difference is also reflected in the staff cadre of respondents where majority of the respondents from NPDC (72.3%) were senior staff compared to NBC (69.5%) whose majority of respondents were junior staff. This finding showed that NPDC had more permanent and senior employees while NBC had more contract and junior employees on their pay role.

On respondents' average monthly income which ranged between less than N20,000 and over N170,001, majority of the respondents from NPDC (49.6%) earned an average monthly income above N170,001. Also, less than half though majority of respondents from NBC (37.0%) earned N20,001 – N70,000. On the duration of service in organisation, results revealed that majority of the respondents from NPDC (44.5%) and NBC (39.7%) had been engaged in the organisation between 0-5 years. The above represented the socio-demographic characteristics of respondents that partook in the study.

4.2 Objective One: Employees' level of benefit from Human capital investment (TSD and HCW) in the study organisations

The examination of TSD and HCW programmes was based on the subjective views of employees as regarding their awareness of programme, their participation and perceived level of benefit from programme.

4.2.1 Training and Skill Development (TSD)

Table 4.2.1 revealed the implementation of ETSD in the organisations. The participants’ responses showed their awareness of, participation in and perceived level of benefit from TSD. Specifically, it below showed that a greater proportion of respondents from NPDC (93.4%) and NBC (96.9%) affirmed that their organisations organised Training and Skill Development programme. In addition, a larger percentage from NPDC (84.8%) and NBC (87.8%) noted that they had participated in the programme. The respondents’ response as to how much they had benefited from the programme also showed that majority of respondents from NPDC (88.5%) and NBC (65.5%) had benefited much from the programme.

Table 4.2.1: Distribution of respondents’ views on Training and skill development (TSD)

Variables	Categories	Study Organizations				Total (F/ %)	
		NPDC (F/ %)		NBC (F/ %)			
Awareness of ETSD Programme	Yes	256	93.4	254	96.9	510	95.2
	No	13	4.7	6	2.3	19	3.5
	Not Sure	5	1.8	2	0.8	7	1.3
	Total	274	100.0	262	100.0	536	100.0
Employee participation in ETSD programme	No	39	15.2	31	12.2	70	13.7
	Yes	217	84.8	223	87.8	440	86.3
	Total	256	100.0	254	100.0	510	100.0
Perceived level of benefit from ETSD programme	Little	25	11.5	77	34.5	102	23.2
	Much	192	88.5	146	65.5	338	76.8
	Total	217	100.0	223	100.0	440	100.0

Source: Fieldwork, 2017

These results showed that training and skill development programme as a component of human capital investment had been implemented in the study organisations. This is corroborated by a KII participant who asserted thus:

Our training and developmental programs is uptight. We engage our employees in a lot of training programme and we donot train for training’s sake. We train so that our staff can perform well and of course whatever learning he acquires is a take home for him and which is also good for him because the day he leaves the business he goes with his knowledge, no one can take his knowledge from him. So it's a win-win for both the company and individual.

(KII/Male/Regional Training Manager/NBC/July, 2017)

Table 4.2.2 Distribution of respondents’ views on Health Care and Wellness (HCW)

Variables	Categories	Study Organizations				Total (F/ %)	
		NPDC (F/ %)		NBC (F/ %)			
Awareness of HCW Programme	Yes	239	87.2	240	91.6	479	89.4
	No	23	8.4	15	5.7	38	7.1
	Not Sure	12	4.4	7	2.7	19	3.5
	Total	274	100.0	262	100.0	536	100.0
Employee participation in HCW programme	No	38	15.9	10	4.2	48	10.0
	Yes	201	84.1	230	95.8	431	90.0
	Total	239	100.0	240	100.0	479	100.0
Perceived level of benefit from HCW programme	Little	30	14.9	105	45.7	135	31.3
	Much	171	85.1	125	54.3	296	68.7
	Total	201	100.0	230	100.0	431	100.0

Source: Fieldwork, 2017

4.2.2 Health Care and Wellness (HCW)

Table 4.2.2. revealed the implementation of HCW in the organisations. The participants' responses showed their awareness of, participation in and perceived level of benefit from HCW. Specifically, it showed that a greater proportion of respondents from NPDC (87.2%) and NBC (91.6%) affirmed that their organisations designed HCW for employees. In addition, a larger percentage from NPDC (84.1%) and NBC (95.8%) affirmed that they had participated in the programme. Furthermore, a majority from NPDC (85.1%) and NBC (54.3%) also affirmed that they had benefited greatly from the programme. These results showed that health care and wellness programme as a dimension of human capital investment have been implemented in the study organisations. These findings are further supported by the following responses from a KII and IDI participant about Health and wellness programme in their organisations. One of them said:

For our Health care and wellness programme, we have a clinic with a doctor and nurses, we also have an ambulance with a driver on site. We have HMO that manage our health programs, employees are allowed to register in any hospital of their choice under the HMO programme for yourself and dependents. Employee who are up to 40 years, are entitled to yearly comprehensive medical test. We also organised health training and talks from time to time for our employee where we bring expert from outside to talk to the Staffs. They also run some free tests like HIV free test and all that also support world blood bank.

(KII/Male/HR Manager/NBC/July, 2017).

Another IDI participant observed:

Employees healthcare and awareness programme they have a clinic and they have couple of programme. I must commend them, tomorrow there is a program coming up being organised by the clinic, if you (the researcher) are around you will witness it held at the canteen. They come here basically to give us lectures and topical medical issues

and every two years there is what is called PME (Periodic medical examination) each permanent staff of NPDC would be examined fully from blood test to heart test, eye test, lung test and every medical test is free for staff.

(IDI/Male/Staff/NPDC)

Findings showed that respondents benefited from HCI in the study organisations. The variations observed with respect to organisations was explained in literature by Salie and Schlechter (2012), when they noted that different evaluations were often driven by the different perceptions held by stakeholders concerning the programme, and groups of employees may have different perception and parameters for judging whether a programme is effective or not. This finding when applied to Human Capital Theory, emphasizes the HCI and OC as the main or central focus of the interaction between the organisation and its employees. Employers and employees have needs that they expect to achieve from each other in the organisation. In a bid to improve QWLF for employees, employers may adopt and implement HCI with the expectation that once employees’ potentials are improved, it will positively lead to organisational commitment.

4.3: Influence of human capital investment on organisational commitment in the study organisations.

To ascertain this, a linear regression analysis was done to show the relationship between human capital investment and organisational commitment. This analyses clearly revealed an influence of human capital investment on organisational commitment.

4.3 Influence of human capital investment on organizational commitment

Independent Variables	Dependent Variable	
	Organizational Commitment	
	B	P-Value
Employee Training & Skill Development Programme	21.594	0.000
Healthcare & wellness Programme	23.083	0.000

Table 4.3 shows the relationship between human capital (TSD and HW) and organisational commitment. Pointedly, findings revealed that employees’ level of benefit from employee training and skill development ($\beta=21.594$, $P < 0.05$) and healthcare and wellness ($\beta=23.083$, $P < 0.05$) positively influenced organisational commitment.

This implies that for a unit increase in employees’ level of benefit from the above-mentioned components of human capital investment, there will be a corresponding increase in their commitment to their organisation. That is, employees believed that the more they benefited from human capital investment, the more their organisational commitment increases. Thus, employees’ commitment in the study organisations were significantly influenced by their level of benefit from human capital investment. This discovery agrees with the more recent findings of Daud (2010) and Fattahi, Kazemian, Damirchi, Kani and Hafezian (2014) who found a significant relationship between QWLF and Organisational Commitment. In line with theory,

Vroom's (1964) expectancy theory argues that the predisposition to act in a certain way (show organizational commitment) is determined by the expectation of the outcome (of improved human capital through TSD and HCW) to the individual. Synthesising this finding with the human capital theory, OC is not only regarded as a consequence of HCI, it discussed it as an expectation, evaluation and the endorsement of the effectiveness of HCI. Supporting this finding is that of Cooke (1994) who found out that employee participation in profit and gain sharing programme contributed substantially to employee performance in their firms. It also confirms that of Swapna (2015) who found QWLF to be significantly associated with job satisfaction and organisational commitment.

4.4: Challenges affecting human capital investment in the study organisations

The reports from the IDI and KII session (presented and analysed below) revealed the following; inadequate technological infrastructure, time constraints among employees on shift duties, employees' lack of willingness to participate in specific aspects of HCI that lack immediate financial benefits, management perception and attitude toward HCI and a lack of resilience in the pursuit of HCI and policies on the part of HR managers as challenges from the views of participants. Responses on these have been discussed below:

4.4.1 Inadequate technological infrastructure

Findings from KII, revealed that a major challenge froth with HCI in one of the study organisations was the inadequacy of technological infrastructure especially with respect to. training programme in NBC. Confirming this, a KII participant buttressed this:

Well in some aspects of HCI, I will say inadequate technological infrastructure. Although, we have so many infrastructures and automated jobs being that there are still some jobs that we would normally prefer machines to do, but we are not still fully automated. For instance, our training programme are still being manually done, and this requires a lot of engagement. So there's still room to do some improvement there

(KII/Male/Regional Training Manager/NBC/July, 2017).

4.4.2 Time Constraint among employees on shift duties

Another challenge that was revealed was that of time constraint for employees who run shift duty. It was found that their participation was being affected by the nature of shift jobs especially among contract employees. Further reiterating this was the views of an interviewee during a KII session. He had this to say;

Time constrain is often a challenge, it's not like there is no time but given our operations as a brewery we are often competing with the operational time. Operations run all the time except for the technical side but like we tell our staff if you are willing you can take one day out of your free day to come for a training, but sometimes they are not willing to

(KII/Male/HR Manager/NBC/July, 2017).

In line with literature, Epie (2007) noted that one of the major obstacles to the widespread diffusion and the success of HCI initiative is the prevalence of the rigid working time and the fact that firms often adjust the working time, working patterns and work/life initiatives of their workers, disregarding the employees' need for greater autonomy over their working time patterns.

4.4.3 Employees' mindset and the lack of willingness to participate in certain aspects of HCI that do not carry immediate financial benefits

Also, a major challenge as noted by another KII participant is that of employee mindset and unwillingness to participate in training programme that do not carry immediate financial benefits. It would appear that most employees prefer monetary incentive. According to the Social Exchange theory, parties enter into social relations for the purpose of securing a profit. The theory, summarily, views the actor in a social relationship as a rational profit seeker (Ritzer, 2011). Corroborating this, a KII respondent in NPDC mentioned thus:

Well you know that people have different opinions, for some people they may have phobia for class rooms, some others may think they don't need to be going to a school for now. Most often people may be unwilling if there are no immediate financial benefits. People have different mind on whatever programme we present to them.

(KII/Male/HR Manager/NPDC/July, 2017).

4.4.4 Management perception and attitude toward HCI

There is the general perception of management that HCI is one that involves much cost to the organization (Jayakumar and Kalaiselvi, 2012). In line with literature, Bohlander, Snell and Sherman (2000) identify poor managerial attitudes as a common problem in the implementation of HCI. Also, the terms of employment of contract staff is such that management or employers of labour do not deal directly with the contract employees. And as such there is the tendency that their welfare maybe overlooked by management on the ground that they are not obligated to and even if they wanted to, the cost of such could be hindering. The worst part is that employment agencies for contract employees may equally careless. Corroborating this finding were findings from IDI and KII which revealed that respondents noted that QWLFP were more readily available for employee and they benefited more than contract employees. One of such participants expressed thus:

My candid opinion is that, the quality of work life here is good but it is not balanced especially for contract employees here in NBC. Although, the organisations' programme are way better than what we have in most other organisations of the same industry, but I still think the organization can do more especially for its contract employees.

(IDI/Male/Contract Staff/NBC)

There is need for management support to attain the goals of QWLFP for all categories of employees be it permanent or contract employees as they are all involved in the process that achieves for organisations it goals and objectives. Noting this, Jayakumar and Kalaiselvi (2012)

remarked that Management; particularly top management support appears to be an almost universal prerequisite for successful QWLFP.

4.4.5 A lack of resilience in the pursuit of HCI and policies on the part of Human Resource Managers or representatives

Bohlander, Snell and Sherman (2000) also identified common problems in the implementation of HCI to include a limited participation of unions in the control and decision making process of HCI issues. Also, Epie (2007) observed that the choice to offer or not to offer work-life programme to employees usually relies on the manager's initiative as unions, in most countries and private sectors, rarely put formal pressure on a company – reflected in a collective agreement- regarding the introduction of such policies. Substantiating this fact were the findings from KII and IDI sessions. These are given below:

Although, management is also poised to concede to certain of the unions' demands, however, there have been a few times where the negotiation process has been boycotted by management and the unions for the spirit of comradeship and peace to reign, had had to give up willingly their stance to the management just so to avoid industrial strikes and the breakdown of work or production”

(KII/Male/Staff/NPDC/July 2017).

Contrary to these views, an IDI participant spoke candidly about the opposed interest of Unions officials and their attitude to HCI issues in his study organization:

“Abeg...gi, see! My honest opinion is that the unions especially the leaders are all politicians. They claim to be employees' voice to management but in actual sense, what they are pushing for is managements' and just their own interest and not the employees as they claim to. Employees are supposed to be enjoying far more than what we are enjoying now if the unions are on our side and pushing harder for a better quality of work – life for employees. For instance, see the contract staff, who is fighting for them, they are not unionized but does that mean they should be cared less for? The way I see it oh! “It's a scratch my back and I will scratch yours”. Once the management is able to please and settle the union leaders' interest which in most cases are their personal rather than group or collective interest, they in turn speak on behalf of management to employees”

(IDI/Male/Staff/NPDC/July, 2017).

This finding in line with literature, Namasivayam and Danize, (2006) identified seven important core human capital challenges; utilization of funds for human capital, utilization of training facilities, building managerial competencies, attract fresh talents, updation of existing talents, attitudinal change, behavior shifts. Confirming this finding, Veeramani & Chandrasekaran (2017) noted that the level of human capital challenges in the organization may have its own influence on the organizational commitment of employees. It therefore means that an adjustment of managerial perception and attitudes as well as a free participation of unions at all levels is vital to allow any HCI to be successful. Thus, it becomes important that management look into challenges militating against the implementation of HCI in their

organization especially with reference to providing the necessary facilities for effective HCI, flexible work hour and proper time management for employees working on shift as well as understanding individual differences especially as it concerns their disposition to HCI.

5.0 CONCLUSION

The success of organisations rests on its human capital. The study concludes that HCI is a win-win approach for all stakeholders in terms of yielded need satisfaction for employees and the attainment of organisational commitment and in turn organisational goals and objectives for employers.

5.1 Recommendations

The benefits accruing from HCI cannot be overemphasised. To ensure effective HCI, interventions must be recommended and supported. The outputs and results of this study have necessitated the researcher to recommend for efficient implementation of HCI programmes as applies to its stakeholders and for policy initiatives on the part of policy makers. The following summarized recommendations have been presented for different categories of prospective beneficiaries such as (employees and management/employer):

5.1.1 Recommendations for employees

1. Also, employees must be quick to speak up and identify aspects where they are experiencing challenges with HCI programmes so that proper intervention can be taken by the Human resource department who are saddled with the responsibility for effective HCI practice in the study organizations.
2. Employees must be found to create the time to fully harness the benefits of all aspects of HCI as only then would their experience be satisfying at work.
3. For an efficient HCI to be brought to bear in the study organisations, employees in the respective organisations must be made to understand their role in its effective and efficient implementation as major stakeholders of QWLFP.
4. Also, the benefits of HCI will be rewarding for employees when they hold positive perception and attitude towards HCI as one that could significantly influences their quality of work lives, job satisfaction and commitment to their organisations.

5.1.2 Recommendations for employers/management

1. Management should begin to see HCI as key to OC and therefore take advantage of such for a better and satisfying experience in the workplace.
2. Employers of organisations needs to keep abreast of the development of new programme in the practice of HCI, so that they can remain competitive in an ever dynamic world of business operations.
3. HR mangers play a key role in ensuring the success of HCI programme implementation. They should do a proper monitoring of the implementation of programme to ensure quality services in all aspects of the programme.
4. If the Nigerian organisation must be at par with the organizations in developed context, management would need to change it attitude and begin to pay some more attention and respond to HCI programmes as an innovative tool and competitive advantage in the

world of business. Management must go beyond the point of designing great policies on issues of employee benefits in the workplace as part of the policy document of their organisation to translating these policies into programme and then effectively implementing them.

5. Management of organisations should invest heavily on HCI to boost organisational commitment for sustainable enterprises.

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