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## Effect of Job Motivation on Employee Commitment in Nigeria Maritime University Okerenkoko, Warri L.G.A of Delta State, Nigeria

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### **Abstract;**

*The study examines the relationship between job motivation and employee commitment at the Nigeria Maritime University, Okerenkoko. The data used in this study are primary data which were collected using structured questionnaire. A whole range of techniques involving variance (ANOVA), simple regression coefficient and Pearson correlation were used to analyze the data collected. The variables employed to carry out this analysis are employee morale, achievement drive, employee satisfaction, job training, job security and career advancement. Arising from the finding hypothesis one was tested statistically using simple regression method. The test result showed that there exists a significant relationship between employee morale and achievement drive at 5% level of significant. The result also showed the value of R-Square as 0.984. Similarly, hypothesis two was also tested statistically using simple regression method. The test result showed that there exists a significant relationship between job training and employee satisfaction at 5% level of significant. The result shows the value of R-Square as 0.983. This indicates that the model used in hypothesis one and two are good and the test result is not spurious. On the other hand, hypothesis three was tested using Pearson Correlation method. The test result showed that job security exerts a significant positive influence on career advancement of an employee. The value of correlation coefficient shows;  $r = 0.996$ ,  $N = 186$  and  $P\text{-value} = .000$ . The test result was statistically significant at 5% level of significant. This can be interpreted that job security influences significantly career advancement of a person. The study recommended that Organizations are advised to provide long-term contract appointment for employees to guarantee their stay in the organization. This will strengthen the bond between employer and employee relationship*

**Keywords:** Job motivation, employee commitment, satisfaction, employee morale

### **1. Background of Study**

Job motivation can be traced to have been originated during the period of the Greek philosophers (Behnaz, 2013) till date even as the concepts of motivation are not interchangeably but acknowledged the existence of similarities and differences between them. Motivation concepts are always regarded as instruments of productivity enhancement in all organizations. The driving home of every organizational objectives depends largely on its plans and policies, (that is, productivity enhancement) within a stipulated time frame. Achievements and collapse of management objectives depends to a large extent the activities of employees at all levels, and for organizational objectives to be met effectively rewards must be understood and respected (Buckley and Caple, 2000).

Nigeria Maritime University was established due to the increasing knowledge driven on the maritime sector as well as the production of local high level professionals, and was established by the Ministry of Transport through the Nigerian Maritime Administration and Safety Agency (NIMASA) in execution of its human capacity mandate. This present study

therefore examine the relationship between job motivation and employee commitment at the Nigeria Maritime University, Okerenkoko where staff commitment and students academic performance are believed to have a correlate.

Available statistics has shown that academic achievements of students at all levels depend on motivation of staff, for instance, from the academic record of the Faculty of Marine Transport and Logistics Management of Nigeria Maritime University Okerenkoko, Delta State Nigeria, more than two-third of the final year students achieved 3.00 and above in their Cumulative Grade Point Average in 2017/2018 and 2018/2019 academic sessions. But there was a downward slope witnessed on the academic performance of year two and year one students of the same faculty in 2019/2020 and 2020/2021 academic sessions in which less than half of the students recorded 2.90 and above in their Cumulative Grade Point Average.

Preliminary investigations show enhanced salary, better allowances and welfare benefits among the academic and non-academic staff of the University within the period contributed to earlier academic performance of students, the later results was witnessed as a result of non-payment of allowances of staff, poor infrastructure and low welfare benefits as well as the introduction of the Integrated Payroll and Personnel Information System (IPPIS) into the university.

Previous researches on job motivation and employee commitment using different indices of measurements has identified different results in this area of study especially in many profit oriented establishments. There exists a gap in scope as this current study will fill gap using Nigeria Maritime University Okerenkoko, a premier maritime University in Nigeria with mandate to produce qualified manpower for the maritime industry, hence the study on relationship between job motivation and employee commitment in Nigeria Maritime University Okerenkoko Warri South. This is because in Nigeria tertiary institutions both at state and federal level respectively are not profit or money making ventures. Thus, there is little or no information on the job motivation and employee commitment relationship as it relates productivity.

### 1.1. Statement of the Problem

Reward system is considered essential to motivate employees in the tertiary institutions in Nigeria. Unattractive salary and unfavorable work environment are major problems affecting high performance standard in the organization. In real life situation at Nigeria Maritime University Okerenkoko, poor motivating factors such as; poor welfare benefits, payment of salary by IPPIS, non application of the national minimum wage, non payments of over thirty months allowances, late promotion exercise, non-confirmation of some staff, management poor attitude, poor infrastructures at both campuses of Kuritie and Okerenkoko among others which led in pronouncing of indefinite strike by staff of the University on the 9<sup>th</sup> of November, 2021 (Vanguard, 2021, Daily Sun, 2021, Leadership Newspaper, 2021)

The effects of non-provision of intrinsic and extrinsic factors of motivation would result to poor attitude to office duties and assignments, low performance, lateness to work and absenteeism and high turnover in the workforce. Employees with short-term contract would leave the organization when he/she get better pay. On the other hand, dissatisfied employees would equally develop lopsided attitude to work due to unfavorable work environment.

Inability of management to provide job training, job security and career advancement, appropriate welfare packages would lead to high turnover; loss of productivity and reduce employee drive to pursue organizational goals. The implication for management is that, they would spend huge resources on recruitment and training of new employers when they older ones leave the workforce. Also, the implication to NIMASA is low manpower output and inability to realize human capacity building mandate, the above problems necessitated this study.

### 1.2. Research Objective

The general objective of this study is to examine the relationship between job motivation and employee commitment in Nigeria Maritime University Okerenkoko Delta State.

Drawn from the general objective, specific objectives are stated below;

- To ascertain the nature of the relationship between the achievement drive and employee morale among staff of Nigeria Maritime University Okerenkoko Delta State.
- To investigate the nature of the relationship between job training and employee satisfaction among staff of Nigeria Maritime University Okerenkoko Delta State.
- To determine the influence of job security on career advancement of an employee among staff of Nigeria Maritime University Okerenkoko Delta State.

### 1.3. Research Questions

Based on research objective, the following research questions are formulated to guide the study;

- What is the nature of the relationship that exists between achievement drive and employee morale in Nigeria Maritime University Okerenkoko Delta State?
- To what extent does job training relates with employees satisfaction among staff of Nigeria Maritime University Okerenkoko Delta State?
- How does job security influence career advancement of an employee among staff of Nigeria Maritime University Okerenkoko Delta State?

### 1.4. Research Hypothesis

The following hypotheses were formulated to guide the study below;

- $H_{A1}$  – There is significant relationship between achievement drive and employee morale Nigeria Maritime University Okerenkoko Delta State.

- $H_{A2}$  – There is a significant relationship between job training and employee satisfaction Nigeria Maritime University Okerenkoko Delta State.
- $H_{A3}$  – Job security has significant influence on career advancement among staff of Nigeria Maritime University Okerenkoko Delta State.

## 2. Literature Review

### 2.1. Conceptual Review

#### 2.1.1. The Concept of Job Motivation

The willingness to exert high levels of effort toward organizational goals, conditioned by the effort's ability to satisfy some individual need (Ramlall, 2004). Job motivation is regarded as set of energetic forces that emanates from within and beyond an individual's disposition, to initiate work-related behaviour and determine its form, direction, intensity, and duration (Pinder 1998). Motivation can be either intrinsic or extrinsic. Intrinsic motivation comes from internal factors and involves performing task because of personal reward whereas extrinsic motivation comes from external factors and involves performing task because one wants to earn a reward or avoid punishment (Sophia, 2020). Employee commitment is seen as force that binds an employee to a course of action that is of relevance to a particular target (Meyer & Herscovitch, 2001). Generally, employee commitment is classified into two namely; affective and continuance. Thus, affective commitment is referred to as the emotional attachment of an employee to organizational values (that is, how much an employee likes the organization). Continuance commitment measures the willingness of an employee to continue working for the same organization whereas normative commitment relates to how much employees feel they should stay at their organization (Rogier, 2020).

#### 2.1.2. Achievement Drive

This is the level of desire, commitment and effort given to individual or organizational goals (Terry, 2020). In other words, it means striving to improve and the meeting new, higher standards of excellence. Tips needed to develop achievement drive include the followings;

- Setting goals and standards of excellence
- Making smart goals
- Keeping a daily log of one's achievements
- Taking at least one step each day toward one's goals
- Getting in touch with the emotional pull of what one wants to achieve and why

#### 2.1.3. Job Training

Nur (2018) defined job training as a process of teaching an employee to acquire job specific skill relevant to his or her work responsibilities. It is a form of training provided in the workforce. The training is targeted to equip employees with job specific skills to enable them perform their duties effectively. However, Job Training presents useful opportunity to expand the knowledge base of all employees and can be delivered by any following methods; (i) on-the-job learning (ii) mentoring schemes (iii) in-house training (iv) individual study. Although, job training can be very expensive, some employers spend huge resources training their employees to be familiarized with the working environment.

#### 2.1.4. Job Security

It is a guarantee that a person has job in the foreseeable future irrespective of outside factors (Hitesh, 2020). From the perspective of an employee, job security implies a happy and healthy work-life. The person with job security feels safe with no concern of any financial hiccup, he identified advantages of job security below. From the employee perspective, job security provides easy avenue for the person to save for life retirement. Again, employees who settle down in a long-term position have a better chance of achieving their career goals than those who are in a constant fear of losing the job. Employees are satisfied when they are secured in the job which would in turn lead to a reduced job turnover in the workplace. From the organizational perspective, job security boosts the reputation and image of any establishment. Top talents are interested in working with companies that have enhanced reputation. In other words, job seekers attached importance to firms that treat their employees with respect and dignity. Finally, some jobs are considered much secured than others. For instance, government jobs (such as; health sector, military, education, police, and law enforcement) are more secured than those in the private sector.

According to H.M.Z (2016), job security is a state of having a job that is secure and from which one is unlikely to be dismissed. In fact, this is the assurance an employee has that he or she will be able to continue working on his or her current job for a foreseeable future. It is the secure (or insecure) feeling an employee has about the future of their gainful employment; high job security means that the individual feels their risks of unemployment are minimal. Job security raises or lowers depending on many factors such as economy, contract of employment, labour laws, collective bargaining agreement, lockouts, and layoffs.

#### 2.1.5. Employee Commitment

According to Meyer & Allen (1991), organizational commitment is regarded as psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization. It assists in determining if an employee will stay with organization for a

longer period of time and work passionately towards achieving the organization's goal. With organization commitment the employee satisfaction, commitment, job performance, distribution of leadership, job insecurity, and similar such attributes will be predicted. Organizational commitment can be improved via following tips; creation of strong teamwork culture, communicating clear goals and expectation to the employees, transparent and open in communication, maintaining work ethics, fostering positive work culture, developing trust, encouraging innovation, provision of constructive feedback and not criticism, delegation of tasks efficiently, offering incentives. Some of the key advantages of organizational commitment are outlined as follow; (i) high employee productivity (ii) reduction of absenteeism (iii) excellent team players and (iv) strong advocates.

#### 2.1.6. Employee Morale

This is regarded as the attitude, satisfaction and overall outlook of employees during their association with an organization or a business Question pro (2020). In a workplace satisfied and motivated employee usually exhibits more commitment and has higher morale compared to their counterparts. Employee morale is a complex concept with many factors affecting it and also vital to organization culture. Thus, any organization with culture of suffering their employees will create negative working environment which adversely affect the productivity of the organization. It can most certainly lead to greater employee attrition.

The level of employee morale may be accessed or measured using the following tips; connection between employee and employer, good and cordial relationship with the managers and good workplace culture while factors which influence the moral of employees are; organization itself, type of work, personal attributes and work-life balance.

#### 2.1.7. Employee Satisfaction

This defined the extent at which an employee is happy or content with his/her jobs and environment. Typically, it is measured using an employee satisfaction survey and factors that influence employee satisfaction are; compensation, workload, perceptions of management, flexibility, teamwork, resources, etc. Satisfaction is not the same with high performance or engagement though the two concepts are similar on surface and even many people use them interchangeably.

Collins (2020) in his Articles There is a strong correlation between employee satisfaction and workforce productivity. When your employees are content at work and they are engaged, they are more likely to feel motivated to work hard to achieve a high level of output. Likewise, employees who are dissatisfied tend to do the minimum, and highly dissatisfied employees may eventually quit on bad terms. To get the most out of your workforce, therefore, you need to implement measures to increase the level of satisfaction that your best employees feel in their work environment.

### *2.2. Theoretical Framework*

In the course of this research, some modern and classical theories of motivation were highlighted and reviewed below.

#### 2.2.1. Modern Theories of Motivation

The following modern theories of motivation were discussed extensively with regards to relevance of the theory (Management Study Guide, 2020).

##### 2.2.1.1. Expectancy Theory of Motivation

This study is anchored on expectancy of motivation and it was postulated by Victor Vroom in 1964. It focuses on outcomes and stresses that intensity of a tendency to perform in a particular manner is dependent on the intensity of an expectation that the performance will be followed by a definite outcome and on the appeal of the outcome to the individual. The theory states that 'employee's motivation is an outcome of how much an individual wants a reward (Valence), the assessment that the likelihood that the effort will lead to expected performance (Expectancy) and the belief that the performance will lead to reward (Instrumentality)'. Vroom viewed that employees consciously decide whether to perform or not at the job and this decision solely determines the employee's motivation level which in turn depends on three factors of expectancy, valence and instrumentality.

###### 2.2.1.1.1. Valence

This is the significance associated by an individual about the expected outcome. It is an expected and not the actual satisfaction that an employee expects to receive after achieving the goals.

###### 2.2.1.1.2. Expectancy

It is the faith that better efforts will result in better performance. Expectancy is influenced by factors such as possession of appropriate skills for performing the job, availability of right resources, availability of crucial information and getting the required support for completing the job.

###### 2.2.1.1.3. Instrumentality

This is regarded as the faith that if you perform well, then a valid outcome will be there. Instrumentality is affected by factors such as believe in the people who decide who receives what outcome, the simplicity of the process deciding who gets what outcome, and clarity of relationship between performance and outcomes.

The expectancy theory of motivation concentrates on the following three relationships:

- Effort-performance relationship: What is the likelihood that the individual's effort be recognized in his performance appraisal?
- Performance-reward relationship: It talks about the extent to which the employee believes that getting a good performance appraisal leads to organizational rewards.
- Rewards-personal goals relationship: It is all about the attractiveness or appeal of the potential reward to the individual.

### 2.3. Empirical Review

Several researchers have explored job motivation and employee commitment and obtain different results. Some of these studies were done in both Nigeria and the rest of the world was reviewed below.

Recent study by Nurul, Abd Rahim, Mashitah, Siti, Mariatul and Mohd Akmal (2016) focused on the Relationship between Motivation and Commitment on Job Performance among Employees in Higher Education in Malaysia. The study employed correlational survey design and questionnaire as instrument for data collection. Primary data were sourced from a total population of 210 people. Simple random sampling technique was adopted in the distribution of the questionnaire using objective five-point likert scale. The hypotheses were tested statistically using Pearson Product Correlation to test the relationship between independent and dependent variables. The findings showed that intrinsic and extrinsic motivation and affective commitment have strong significant relationship with job performances. Result also revealed that continuance commitment had insignificant relationship with job performance.

Amir, Robina, Salma, Samara and Azeem (2014) studied the Effect of Work Motivation and Organizational Commitment on Job Satisfaction Using Education Industry in Pakistan. The research adopted correlational survey design and questionnaire as instrument for data collection. The hypotheses were tested and analyzed using regression method to generate result. Results of the study obtained revealed that motivation and job commitment have a positive relationship with job satisfaction in educational sector of Pakistan.

Al Balushi and Syed (2019) assessed how Motivation, Employee Loyalty and Commitment Play Important Role in the Organization using Joint Stock Companies in Oman. Primary data were sourced from a total population of 70 employees. Out of the 70 questionnaire sent to the participants, only 63 were returned and utilized for the study while the remaining 7 were not returned and used for the analysis. The research findings confirmed that there exists a significant positive relationship between motivation, loyalty and commitment of employees at work place.

Feri, Sukaria and Iskandarini (2019) analyzed the Effect of Organizational Commitment, Motivation and Job Satisfaction on Employee Performance at Prof. DR. Muhammad Ildrem Mental Hospital in Indonesia. Primary data were sourced from a population of 39 peoples. The hypotheses were tested and analyzed using regression method. The results obtained showed that organizational commitment and job satisfaction had significant influence on employee performance; while motivation had insignificant influence on employee performance.

Elizabeth and Kwesi (2016) carried out study on the Impact of Employee Motivation on Work Performance using a Comparative Study of Ghanaian Mining Firms. The study adopted exploratory research design to study four large scale mining organizations. Primary data were sourced from a population of 240 people. Out of the questionnaires sent to the participants only 200 were filled and returned while the remaining 40 were not returned and utilized for the analysis. Data were analyzed using inferential statistics and Analysis of Variance (ANOVA) to generate result. The study revealed that there is a relationship between motivation and work performance.

Arunkumar (2014) empirically analyzed the relationship between employee motivation, satisfaction and organizational commitment in Malaysia. The study employed quantitative research design and questionnaire as instrument for data collection. Primary data were obtained from a population of 118 employees, comprising of top, middle and lower management staff of X-Retailing in Malaysia. The hypotheses were tested and analyzed using Chi-Square, Analysis of Variance (ANOVA), and Multiple Regression to generate data. Findings showed that there exists a strong relationship between motivation and organizational commitment. Findings also revealed that there exists a strong relationship between job satisfaction and organizational commitment.

Mba (203) examined Organizational Culture and Employee Commitment in Bayoelsa Civil Service. The study employed descriptive research design and survey as instrument for data collection. The total population of the study comprised of 20,000 civil servants in 20 ministries and parastatals. A sample of 200 people was drawn from a total population using Taro-Yamane formula. The hypotheses were tested and analyzed statistically using Pearson Correlation, T-Test and Analysis of Variance (ANOVA) to generate data. Findings showed that there is a significant correlation between organizational and employee commitment. Findings also showed that male employees showed higher level of organizational commitment than female employees. Result also found that older employees showed higher level of organizational commitment than younger ones.

Bipelede and Rachel (2018) investigated on Employee Commitment and Service Delivery of Selected Firms in Bayelsa State, Nigeria. The population of the study comprised of 10 indigenous firms registered with Bayelsa State Ministry of Commerce and Industry. The total population of the study comprised of 240 employees out of which 140 were drawn from a total population using Taro Yamane formula. The study revealed that employee commitment to work had a significant relationship with increase in organizational productivity. Findings also showed that employee commitment to work had a significant relationship with job performance. The study also found that employee commitment to work had a significant relationship in reduction to absenteeism, lateness to work and job turnover.

Muogbo (2013) studied the Influence of Extrinsic and Intrinsic Motivation on Employees Performance in Selected Firms in Anambra State, Nigeria. The study adopted survey research design and questionnaire as instrument for data

collection. The study population comprised of 63 employees using 21 manufacturing firms in Anambra State. The questionnaire was distributed to the participants via cluster sampling technique. The hypothesis was tested and analyzed using Pearson Product moment Correlation Coefficient. The study revealed that extrinsic motivation had a significant influence on the workers performance; while intrinsic motivation had insignificant influence on employee performance.

Oluwayomi (2018) studied on the Impact of Motivation on Employee Performance in Selected Insurance Companies in Lagos State, Nigeria. The study adopted correlational research survey and questionnaire as instrument for data collection. The total population of the study was made up of 100 respondents which includes- senior, junior and staff members. The questionnaire was distributed to the respondents using stratified random sampling technique. The hypotheses were tested and analyzed using Chi-Square method. The findings revealed that motivation had a significant positive influence on employee performance.

Ahmed, Khairunneezam, MaraiandAli (2017) studied the Effect of Motivation on Employees' Performance and Commitment in Oman. The study adopted descriptive survey design and questionnaire as instrument for data collection. Out of 318 questionnaires distributed to the population only 310 were returned and utilized for analysis while the remaining 8 were not returned and utilized for the analysis. The hypothesis was tested and analyzed using a structural equation modeling (SEM) technique with the aid of Amos software to generate result. The study confirmed that motivation had a positive influence on the employees' performance and commitment.

Andries, Nalin and Patrick (2016) investigated Human Resource Management (HRM) in relation to employee motivation and job performance in the hospitality industry in Vientiane, Laos. The research employed mix research method for data collection. The study population comprised of 100 employees. Questionnaire was distributed to the participants using probability sampling techniques to collect data for analysis. Findings showed that HR variables (such as training, high pay) had strong influence on job performance.

Tamriatin and Diana (2018) investigated the Influence of Job Satisfaction, Motivation, and Organizational Commitment to Employee Performance in Mandela Jember. The study employed quantitative research design and questionnaire as instrument for data collection. The total population of the study comprises 90 people. A sample of 55 people was drawn from the population of the study. The questionnaire was distributed using simple random sampling technique. The hypotheses were tested and analyzed using multiple linear regression and T-test to generate result. The results obtained confirmed that job satisfaction, organizational commitment and motivation had positive influence on employee performance; whereas job satisfaction had insignificant influence on employee performance.

Joseph, Alabar, Avanenge, Emakwu and Ugba (2016) studied the Motivational Factors as Determinants of Employee Commitment and Performance Enhancement in Nigeria. The study population comprised of five brewery firms given as 934. The sample size was calculated as 280 using Taro Yamane formula. The hypothesis was tested and analyzed using multiple regression technique to generate result. The research findings revealed that motivation had strong relationship with employee commitment and performance enhancement in profit oriented firms. Findings also revealed that absence of motivational incentives had negative influence on employee commitment and performance.

Catherine, Randall and Denver (2009) explored Employee Motivation and Organizational Commitment: A comparison of tipped and non-tipped restaurant employees in Orlando, Florida. The study adopted quantitative research design and questionnaire as instrument for data collection. The hypothesis was tested and analyzed using Analysis of Variance (ANOVA) to determine of significant difference exists between employees. Findings showed that there exist limited differences for certain motivational factors and organizational commitment for employee status and by gender.

Dimas, Tan, Dimaz, Pristiandi and Nur. (2018) explored Job Satisfaction and Job Motivation toward Performance through Organizational Commitment in Indonesia. The study employed both explanative and quantitative research design method and questionnaire as instrument for data collection. The finding revealed that job satisfaction had insignificant influence on performance through organizational commitment. On the other hand, findings revealed that job motivation had a significant influence towards performance through the organizational commitment.

Mohd-Aliff, Azlina, Mohd-Hazrin, Siti-Nor and Nur-Syazana (2017) Examined Career Advancement, Job Security and Employee Loyalty in Malaysia. The study was done using hotel industry located at Terengganu. The study adopted cross sectional survey design and questionnaire as instrument for data collection. Data was drawn from a population of 100 employees of the organization. Non-Probability Convenience sampling technique was adopted in the distribution of the questionnaire using five points likert scale. The hypothesis was tested and analyzed using descriptive statistics. Findings revealed that career advancement and job security had positive impact on employee loyalty.

Ugwu and Igbo (2021) examined the relationship between Manpower Training and Employee Development in Nigeria. The study was done using a case study of Access Bank Plc located at Obioakpor Local Government in Port Harcourt Metropolis River State. The population of the study comprised of top, middle and lower management cadre of the organization. A sample of 399 was drawn from a population of 700 people using Taro Yamanenformular. The hypothesis was tested and analyzed using Pearson Correlation to generate data. Findings showed that job training had a significant positive relationship with employability skills. Findings also revealed that coaching had a significant positive relationship with employee competency.

Chepkosgey, Namusonge, Sakatata, Nyaberi and Nyagechi (2015) analyzed the effect of On-the-Job Training on Employee Satisfaction in Uganda. The study was carried out using Kapsara Tea Factory Kitale in Trans-Nzoia County. The study adopted descriptive survey design and questionnaire as instrument for data collection. The target population of the study comprised of 60 employees such human resource manager, line manager, supervisors and junior workers of the organization. A simple random sampling technique was adopted in the distribution of the questionnaire. The hypothesis was tested and analyzed using inferential statistics (frequency table). Findings revealed that training exert significant influence on employee retention, productivity and job satisfaction.

Osewe and Gindicha (2021) studied the Effect of Training and Development on Employee Satisfaction in Kenya. The study employed explanatory cross sectional survey design and questionnaire as instrument for data collection. The total population comprised of 5,419 Judiciary officers. Simple random probability sampling technique was adopted in the distribution of the questionnaire. The hypothesis was tested and analyzed using correlational and multiple regression method to generate result. Findings showed that training and development had positive influence on employee satisfaction.

#### 2.4. Gap in Knowledge

According to Kumar (2020), a research gap can be identified as follows; population, analysis, implications, methods, conceptual framework, theoretical framework among others. Previous studies by; Nurul, Abd Rahim, Mashitah, Siti, Mariatul and Mohd Akmal (2016) focused on the Relationship between Motivation and Commitment on Job Performance among Employees in Higher Education in Malaysia; Selma (2011) investigated on Job Motivation and Organizational Commitment among Health Professionals in Turkey; Amir, Robina, Salma, Samara and Azeem (2014) studied the Effect of Work Motivation and Organizational Commitment on Job Satisfaction Using Education Industry in Pakistan; Al Balushi and Syed (2019) assessed how Motivation, Employee Loyalty and Commitment Play Important Role in the Organization using Joint Stock Companies in Oman; Feri, Sukaria and Iskandarini (2019) analyzed the Effect of Organizational Commitment, Motivation and Job Satisfaction on Employee Performance in Indonesia; Elizabeth and Kwesi (2016) carried out study on the Impact of Employee Motivation on Work Performance using a Comparative Study of Ghanaian Mining Firms; Arunkumar (2014) empirically analyzed the relationship between employee motivation, satisfaction and organizational commitment in Malaysia; Joseph, Alabar, Avanenge, Emakwu and Ugba (2016) studied the Motivational Factors as Determinants of Employee Commitment and Performance Enhancement in Nigeria; present study focus on Job Motivation and Employee Committed using case study of Nigeria Maritime University, Okerenkoko, Warri South LGA, Delta State, Umuagwo-Ohaji, Imo State, Nigeria. This is the gap present identified on conceptual framework. This is in agreement with the views of Kumar (2020).

Previous studies by Nurul et al. (2016), tested the hypotheses using Pearson Product Correlation; Selma (2011) tested and analyzed the hypothesis using Structural Equation Modeling (SEM); Amir et al. (2014) tested and analyzed the hypothesis using regression method; Feri et al. (2019) tested and analyzed the hypothesis using regression method; Elizabeth and Kwesi (2016) analyzed using inferential statistics and Analysis of Variance (ANOVA); Arunkumar. (2014) tested and analyzed the hypothesis using Chi-Square, Analysis of Variance (ANOV), and Multiple Regression; Joseph et al. (2016) tested and analyzed the hypotheses using multiple regression; while present study tested and analyzed the hypotheses using Pearson Correlation and simple regression technique. This is the gap present study identified on methodology. This is in agreement with the views on Kumar (2020).

### 3. Methodology

#### 3.1. Research Design

Research can be done on academic as well as on a scientific basis as well. A research design is simply a structural framework of various research methods as well as techniques that are utilized by a researcher (Edu, 2020). Correlational research design was used to investigate the relationship between job motivation and employee commitment in Nigeria Maritime University, Okerenkoko Warri South Delta State, Nigeria. This method allows the researcher to carry out this study to achieve research objectives. The research design also helps a researcher to pursue research starting from the unknown to the unknown using a correlational research design.

#### 3.2. Population of the Study

Population of the study is a subset of the target population from which the sample is actually selected. It is broader than the concept sample frame. It may be appropriate to say that sample frame is an operationalized form of study population (Hu, 2014). The total population of the study comprised of 482 staff. The population structure comprises of both teaching and non-teaching staff of the three faculties of the tertiary institution.

#### 3.3. Sampling Size and Sampling Technique

A sample is a small group of elements drawn through a definite procedure from a specified population. Samples are meant to represent population when the entire population cannot be studied (Onyeizugbe, 2013). The sample size was determined statistically using Taro Yamane formula for a finite population. It is stated mathematically as follows;

$$n = \frac{N}{1 + N(e)^2}$$

Where,

n = Sample Size

N = Population Size

e = Error of significance 5% (0.05)

1 = Constant

n = 402

$$1 + 402(0.05)^2$$

$$n = 200.49 = 201$$

Thus the sample size is 201 staff of the institution under study. Simple random sampling technique was adopted in the distribution of the survey. This method was employed to allow every population to be selected and represented in the survey.

### 3.4. Method of Data Collection

Primary data were collected using structured questionnaire administered by the researcher via face-to-face method. The questionnaire consists of 48 items measured using a five points likert scale ranging from; strongly agree (SA=1), agree (AG=2), undecided (UN=3), disagree (DA=4) and strongly agrees (SA= 5) (refer to Appendix 2). The survey contains information on the relationship between job motivation and employee commitment. The questionnaire was composed of two sections. The first section consisted of demographic questions starting with respondent's age, gender, level of education, years of experience in respondent's current position. The second section of the questionnaire consisted of questions to measure job motivation and employee commitment.

Finally, the instrument comprised of 30 items made up of positive and negative statements. The questionnaire was administered to 201 respondents by the researcher. The data collected was statistically tested and analyzed.

### 3.5. The Validity of the Instrument

It refers to the extent to which the instrument (questionnaire) measures what it supposes to measure (Onyeizugbe, 2013). The questionnaire for this study contains pre-developed closed ended items and a rating scale with pre-determined response options. Both categories of the respondents answered the same questions. The researcher wrote a personal letter and attached it to the questionnaire (refer to appendix 3).

However, the researcher adopted both content and faces validity to achieve study objective. To carry out both content and face validity, an expert in the field of management was sought to ensure the instrument provides adequate coverage of the topic the researcher is interested. The senior lecturers and professors were consulted to ensure the instrument contain appropriate items that measure up with what is studied.

### 3.6. Reliability of the Instrument

The data obtained was analyzed to determine the internal consistency of the instrument using Cronbach's Alpha. The result gave a reliable index which was good enough to show that the instrument was reliable for the study. Again, the internal consistency was obtained from the five questionnaire administered to expert for trial test. Thus, a pilot test of the questionnaire was conducted on five subjects as a trial run to detect any weakness in the design and instrumentation. The reliability test was conducted using Cronbach's alpha coefficient. In light of the above, the overall Cronbach's Alpha coefficient was given 0.996 (see reliability statistics). However, the test result was above 60% which indicates that the instrument was highly reliable.

Cronbach's Alpha	N of Items
.996	6

Table 1: Reliability Statistics  
Source: (SPSS Version 20)

### 3.7. Method of Data Analysis

The data which was generated from the research question (hypothesis) one and two was statistically tested and analyzed using Simple regression. On the contrary, research question (hypothesis) three was statistically tested and analyzed using Pearson Product Moment Correlation to determine the extent of the relationship between the two variables.

## 4. Data Presentation

Item	Frequency	% of Questionnaire
Returned Questionnaire	186	92.54
Unreturned Questionnaire	15	7.46
Total number of Questionnaire Administered	201	100

Table 2: Schedule of Questionnaire Administered and Returned  
Source: Field Survey, 2021

### 4.1. Research Question One

What is the nature of the relationship that exists between achievement drive and employee morale among staff of Nigeria Maritime University?

Table 4.21 shows participant response on research question one using five point likert scales. Instruction: Please tick (✓) a response according to your own opinion using; strongly agree (SA=5), agree (AG=4), undecided (UN=3), disagree (DA=2) and strongly disagrees (SD=1)



S/N	Questions	SA	AG	UN	DA	SD	Total
<b>A.</b>	<b>Achievement Drive (Job Motivation-Independent Variable)</b>						
1	Recognition for work done will always increases my morale	80	88	11	2	5	186
2	Most times, I attend conferences to acquire more skills required for my job.	92	83	2	7	2	186
3	My salary is unattractive due to IPPIS and I am not inspired in putting in my best to this organization.	91	86	5	3	1	186
4	I have not been promoted since I resumed work,I do not feel sense of happiness staying in this institution.	88	85	9	1	3	186
5	This environment do not encourage high performance	89	90	2	4	1	186
<b>B.</b>	<b>Employee Morale (Employee Commitment-Dependent Variable)</b>						
1	I have no received my allowances for over 2 years	101	82	2	0	1	186
2	My institution is not conscious of our welfare.	95	68	17	2	4	186
3	I do not earn extra pay for over time in this organization.	96	69	14	4	3	186
4	Majority of employees do not feel happy to work here.	97	68	16	3	2	186
5	I like my job and committed to stay if there is improve working conditions.	93	75	9	4	5	186

Table 3: Investigative Questions on Achievement Drive and Employee Morale

Source: Field Survey, 2021

## 4.2. Test of Hypothesis One

- $H_{A1}$  – There is a significant relationship that exists between achievement drive and employee morale among staff of Nigeria maritime University.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.992 <sup>a</sup>	.984	.983	8.76420

Source: (SPSS Version 20)  
a. Predictors: (Constant), ADR

Table 4: Model Summary

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	129293.285	1	129293.285	1683.260	.000 <sup>b</sup>
	Residual	2150.715	28	76.811		
	Total	131444.000	29			

a. Dependent Variable: EMR  
b. Predictors: (Constant), ADR  
EMR represents employee morale  
ADR represents achievement drive

Table 5: Result of Analysis of Variance (Anova<sup>a</sup>)

Source: SPSS Version 20

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.139	2.182		.522	.606
	ADR	.982	.024	.992	41.028	.000

a. Dependent Variable: EMR

Table 6: Simple Regression Coefficients<sup>a</sup>

Source: (SPSS Version 20)

## 4.2.1. Decision Rule

Reject the null hypothesis ( $H_0$ ) when p-value is  $\leq 0.05$ ; otherwise accept the alternate ( $H_A$ ) hypothesis.

## 4.2.1.1. Decision

Table 6 above shows the result of the hypothesis tested using simple regression Method. Since the p-value (000) is greater than the critical value (0.05), the alternate hypothesis which states 'there is asignificant relationship that exists between achievement drive and employee morale among staff of Nigeria Maritime University, Okerenkoko' was accepted; while the null hypothesis which states that 'there is no significant relationship that exists between achievement drive and employee morale was therefore rejected. The test result indicates that exists a statistical relationship between the independent and dependent variables at 5% level of significant.

## 4.3. Research Question Two

To what extent does job training relates with employees satisfaction?

S/N	Questions	SA	A G	UN	D A	SD	Tota l
C.	Job Training (Job Motivation-Independent Variable)						
1	I have the privilege to be sponsored for workshop by organization.	72	99	11	1	3	186
2	Training opportunities offered me the chance to acquire more skills required for my job.	68	93	19	4	2	186
3	Trained employees outperform more than untrained ones.	84	86	12	3	1	186
4	I have never been short-changed for training opportunities in my organization.	81	83	18	1	3	186
5	I feel satisfied on the level of exposure and competence i have gained so far on the job. Mm	95	73	11	6	1	186
D.	Employee Satisfaction (Employee Commitment-Dependent Variable)						
1	I am satisfied with my present working conditions.	85	89	8	3	1	186
2	I go extra mile to promote organizational objectives.	95	84	1	2	4	186
3	My organization rewards innovative ideas.	91	80	6	3	6	186
4	Majority of employees do not feel happy with present social benefits.	96	84	1	3	2	186
5	Dissatisfied employees are likely to leave for attractive offer.	93	82	2	4	5	186

Table 7: Investigative Questions on Job Training and Employee Satisfaction  
Source: Field Survey, 2021

## 4.4. Test of Hypothesis Two

- $H_{A2}$  – There is a significant relationship between job training and employee satisfaction among staff of Nigeria Maritime University, Okerenkoko.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.992 <sup>a</sup>	.983	.983	8.96731
a. Predictors: (Constant), JT				

Table 8: Model Summary  
Source: SPSS Version 20

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	133196.444	1	133196.444	1656.410	.000 <sup>b</sup>
	Residual	2251.556	28	80.413		
	Total	135448.000	29			
Source : (SPSS Version 20)						
a. Dependent Variable: ES						
b. Predictors: (Constant), JT						

Table 9: Analysis of Variance (ANOVA)  
ES Represents Employee Satisfaction  
Jt Represents Job Training

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.919	2.252		-.408	.686
	JT	1.015	.025	.992	40.699	.000

Source: (SPSS Version 20)  
a. Dependent Variable: ES  
Table 10: Simple Regression Coefficients<sup>a</sup>

#### 4.4.1. Decision Rule

Reject the null hypothesis ( $H_0$ ) when p-value is  $\leq 0.05$ ; otherwise accept the alternate ( $H_A$ ) hypothesis.

##### 4.4.1.1. Decision

Table 9 above shows the result of the hypothesis two tested using simple regression Method. Since the p-value (000) is greater than the critical value (0.05), the alternate hypothesis which states that there exists a significant relationship between job training and employee satisfaction among staff of Nigeria Maritime University, Okerenkoko' was accepted; while the null hypothesis which states that 'there exists a significant relationship between job training and employee satisfaction among staff of Nigeria Maritime University, Okerenkoko' was therefore rejected. The test result indicates that there exists a statistical relationship between the independent and dependent variables at 5% level of significant.

#### 4.5. Research Question Three

How does job security influence career advancement of an employee among staff of Nigeria Maritime University, Okerenkoko?

S/N	Questions	SA	AG	U N	DA	SD	Total
<b>E.</b>	<b>Job Security (Job Motivation-Independent Variable)</b>						
1	Employees who have short term tenure feel dissatisfied about his/her job.	92	79	11	1	3	186
2	Secured employment increases employee engagement.	88	93	2	1	2	186
3	A job with high level of insecurity creates fear and worry to employees.	97	84	1	3	1	186
4	Employees who have long-term contract feel more satisfied and committed to promote organizational goals.	94	83	5	1	3	186
5	A satisfied work force will improve organizational efficiency and productivity.	99	84	2	0	1	186
<b>F.</b>	<b>Career Advancement (Employee Commitment- Dependent Variable)</b>						
1	My present job gives me flexibility to combine work and studies without hiccups.	101	79	2	3	1	186
2	My organization encourages staff to gain valuable skills required for their job.	104	77	1	2	1	186
3	I have advanced my career to the next level.	106	74	1	2	3	186
4	Individuals who have higher qualifications and experience have chances to be promoted to top managerial positions.	108	72	1	3	2	186
5	I have not been short-changed during promotion in this organization; i feel happy to work here.	102	81	0	1	2	186

Table 11: Investigative Questions on Job Security and Career Advancement  
Source: (Field Survey, 2021).

#### 4.6. Test of Hypothesis Three

- $H_{A3}$  – Job security has significant influence on career advancement of an employee among staff of Nigeria Maritime University, Okerenkoko.

		JOS	CAD
JOS	Pearson Correlation	1	.996**
	Sig. (2-tailed)		.000
	N	186	186
CAD	Pearson Correlation	.996**	1
	Sig. (2-tailed)	.000	
	N	186	186

Table 12: Pearson Correlation Result

Source: (Spss Version 20)

\*\*. Correlation Is Significant at the 0.01 Level (2-Tailed)

#### 4.6.1. Decision Rule

Reject the null hypothesis ( $H_0$ ) when p-value is  $\leq 0.05$ ; otherwise accept the alternate ( $H_A$ ) hypothesis.

##### 4.6.1.1. Decision

Table 4.7.1 above shows the result of the hypothesis tested using Pearson Correlation Method. Since the p-value (.000) is greater than the critical value (0.05), the alternate hypothesis which states that 'job security has significant influence on career advancement of an employee among staff of Nigeria Maritime University, Okerenkoko' was accepted; while the null hypothesis which states that 'job security has no significant influence on career advancement of an employee among staff of Nigeria Maritime University, Okerenkoko' was therefore rejected.

#### 4.7. Discussion of Findings and Interpretation

Hypothesis one was tested statistically using simple regression method. The test result showed that there exists a significant relationship between employee morale and achievement drive at 5% level of significant. The result also showed the value of R- Square as 0.984 in Table 4 above (model summary). This indicates that 98.4 % variation in the dependent variable (employee morale) was explained by the independent variable (achievement drive). Therefore, we can say that the model is good and the test result is not spurious.

Similarly, hypothesis two was also tested statistically using simple regression method. The test result showed that there exists a significant relationship between job training and employee satisfaction at 5% level of significant. The result shows the value of R-Square as 0.983 in Table 8 above (model summary). This can be interpreted that 98.3 % variation in the dependent variable (employee satisfaction) was explained by the changes in the independent variable (job training). Therefore, we can say that the model is good and the test result is not spurious.

On the other hand, hypothesis three was tested using Pearson Correlation method. The test result showed that job security exerts a significant positive influence on career advancement of an employee. The value of correlation coefficient shows;  $r = 0.996$ ,  $N = 186$  and  $P\text{-value} = .000$ . The test result was statistically significant at 5% level of significant. The correlation coefficient of (+ r), explain that a unit increase in job security (independent variable) results to 0.996 unit increase in career advancement (dependent variable). This can be interpreted that job security influences significantly career advancement of a person.

#### 5. Conclusion

The broad objective of this study is to examine the nature of relationship that exists between job motivation and employee commitment using a study of Nigeria Maritime University, Okerenkoko, Warri South LGA, Delta State. The test result of research question one established that there exist a significant relationship between achievement drive and employee morale. This is in agreement with the previous work done by Amir, Robina, Salma, Samara and Azeem (2014) which found that motivation and job commitment have a positive relationship; Nurul, Abd Rahim, Mashitah, Siti, Mariatul and Mohd Akmal (2016) which state that Motivation and Commitment have significant relationship.

The test result of research question two established that there exists a significant relationship between job training and employee satisfaction among staff of Nigeria Maritime University, Okerenkoko. This is in agreement in previous studies by; Ugwu and Igbo (2021) which state that coaching had a significant positive relationship with employee competency; Chepkosgey, Namusonge, Sakatata, Nyaberi and Nyagechi (2015) which reveal that training exert significant influence on employee retention, productivity and job satisfaction; Osewe and Gindicha (2021) which state that training and development had positive influence on employee satisfaction. There is an agreement between findings and literature. The test result of research question three established that job security exerts a significant positive influence on career advancement of an employee among staff of Nigeria Maritime University, Okerenkoko. This is in harmony with previous research done by; Mohd-Aliff, Azlina, Mohd-Hazrin, Siti-Nor and Nur-Syazana (2017) which state that career advancement and job security had positive impact on employee loyalty. There is a connection between findings and literature.

#### 6. Recommendations

Based on conclusions above, the researcher recommends the followings to guide the study;

- Management of Nigeria Maritime University Okerenkoko is advised to provide long-term contract appointment for employees to guarantee their stay by ensuring that all staff get their confirmation of appointment within the stipulated legal period. This will strengthen the bond between employer and employee relationship.

- They should provide career advancement opportunities for their employees to enable them acquire skills, education and certification in their desired profession through advancement scholarship programmes.
- Management must ensure that all welfare benefits, staff or employee entitlements, comfortable working conditions and general monthly allowances covering peculiarity, hazards, risk etc are paid without delay. Also provide flexible working hours to enable workers balance between work and family obligations.
- Management should identify best performers in the institution and reward them accordingly; while low performers should be subjected to mentoring and coaching programs to enable them enhanced their skills and abilities in line with job responsibility.
- Management should liaise with relevant authorities of Nigeria Maritime Administration and Safety Agency, Oil companies and other relevant stakeholders for employee sustainable welfare benefits.
- The Executive and legislative Arms of the Federal Government of Nigeria should as a matter of urgent need ensure immediate passage of the Bill establishing the institution.

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