

EMPLOYEE RETENTION AND THE DIMENSIONS OF ORGANISATIONAL COMMITMENT IN COCA COLA NIGERIA LTD, IBADAN, OYO STATE, NIGERIA

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Abstract

Strengthening employee commitment, retaining competent staff, and enhancing overall corporate performance have become major concerns in the manufacturing sector. However, this study examined the influence of employee retention on the dimensions of organizational commitment in Coca-Cola Nigeria Ltd, Ibadan, Oyo State, Nigeria. Focusing on employee retention and the dimensions of organizational commitment, such as affective, continuance, and normative commitment as the objective of the study. The study employed an ex-post facto research design with a sample size of 153 employees from Coca-Cola Nigeria Ltd. Data were collected through a structured questionnaire, and both descriptive and inferential statistics were used for data analysis. The findings showed that there was a significant influence of employee retention on organizational commitment in Coca-Cola Nigeria Ltd, Ibadan [$t(148) = 10.28, p < .05$]; there was a significant influence of employee retention on affective commitment in Coca-Cola Nigeria Ltd, Ibadan [$t(148) = 3.14, p < .05$]; there was a significant influence of employee retention on normative commitment in Coca-Cola Nigeria Ltd, Ibadan [$t(148) = 2.15, p < .05$]; there was a significant influence of employee retention on continuance commitment in Coca-Cola Nigeria Ltd, Ibadan [$t(148) = 4.34, p < .05$]. The study concluded that employees' retention had a significant influence on organizational commitment in Coca-Cola Nigeria Ltd, Oyo State, Ibadan. Therefore, the study recommended that Coca-Cola Nigeria Ltd should improve its employee retention strategies to ensure that top-talented staff are retained by offering competitive compensation packages, providing opportunities for skill development, career progression, and cultivating a positive work environment that enhances employee satisfaction.

Key words: Employee Retention and Organisational Commitment affective Commitment, Continuance Commitment, and Normative Commitment

1. Introduction

Organizational commitment among manufacturing workers is crucial for effective service delivery and positive employee outcomes (Al Otaibi et al., 2023). While high-pressure environments are common across various sectors, the manufacturing sector faces unique challenges in which worker commitment directly impacts system functionality and the quality of services. Manufacturing staff, including line managers, supervisors and casual staff, operate in inherently stressful and emotionally demanding settings (Aruoture & Adegbe, 2024). Meanwhile, Ojo and Oduse (2024) asserted that employee commitment is a significant concern and has captivated professional communities for years. The reason for this is that this concern has a substantial impact on many essential behaviors and outcomes in the workplace, such as absenteeism, turnover, and employee performance.

Furthermore, some authors argue that an organization's competitive edge and superior performance may be directly related to the devotion of its personnel (Irefin & Mechanic, 2014). In a nutshell people's commitment to their organisations can have substantial ramifications for overall organisational performance (Usefi, Nazari, and Zargar, 2013). Employee commitment, however, is not a clear-cut occurrence (Mercurio, 2014). In light of this, employees' dedication to an organisation, their work, themselves, their coworkers, and their customers (Folorunso, Adewale, & Abodunde, 2014). Organizational commitment is a complex concept that can be classified into three types: affective, continuance, and normative commitments (Meyer & Allen, 1997). These categories of commitment highlight the various causes behind employees' engagement to the organisation (Aliu, 2020). As a result, some personnel remain loyal to the organisation because they firmly believe in the principles it represents. Others are committed due to the high cost of quitting the organisation, but some employees feel a moral commitment to the organisation where they work (Meyer & Allen, 1997). Keeping in mind the relevance of organisational commitment for numerous workplace

phenomena, but most notably its impact on employee performance, and hence organisational performance (Majeed, Ramaya, Mustamil, Nazri, & Jamshed, 2017). Organisational commitments represent the organisation in a variety of ways. It is critical for companies to have enthusiastic and driven personnel who are devoted to helping the organisation achieve its long-term goals. According to Ślusarczyk, et al. (2020), organisational commitment reflects the organization's external image.

If employees working for the organisation are not committed, their productivity suffers, and the company's overall operations are hampered. Apart from the operational perspective, there is a financial aspect to the necessity of employee retention, which includes the costs of employee training and recruitment. The importance of organisational commitment has been demonstrated in the literature (Mecurio 2015). For example, organisations appear to be keen on having highly committed employees because it is widely accepted that organisational commitment can lead to a variety of organisational outcomes such as lower turnover, increased motivation, improved organisational citizenship behaviour, and continuous organisational support (Usefi et al., 2013). Furthermore, employee commitment predicts stronger loyalty and productivity (Vanaki&Vagharseyyedin, 2019). Committed personnel work harder to attain organisational goals and have an optimistic attitude towards the organisation's values (Tvaronaviciene et al., 2020).

Statement of the Problem

Employers are frequently perplexed when their highly regarded workers underperform while others resign and go. Management has no inkling why some employees are not dedicated to the firm, despite having proactively established fair remuneration policies and human resource (HR) procedures to encourage and retain them. It can be expensive if individuals are not dedicated to their professions and lack the drive to reach their full potential (Ojo & Oduse, 2024).

The loss of valuable talent results in significant costs to the organization, including the loss of institutional knowledge, as well as the time, money, and effort required to recruit and train replacements. Similarly, employee retention remains one of the most pressing challenges facing managers and organizations today (Pregnolato et al., 2017). Managing the vast number of potential employees both a challenge and a risk for headhunters. But those they employ and those who are still actively working in the organization must be thoroughly taking care of. In this context, this study examines the impact of employee retention on the dimensions of organisational commitment at Coca-Cola Nigeria Ltd in Oyo State, Ibadan, Nigeria. However, the specific objectives are to assess the influence of employee retention on the dimensions of organizational commitment (affective, continuance, and normative commitment) in Coca-Cola Nigeria Ltd, Ibadan, Nigeria.

2. Literature Review

2.1 Concept of Employee Retention

Employee retention is the practice of keeping people on board and preventing them from leaving for competitors (Aliu, 2020). Ensuring that the organisation is viewed as 'a fantastic place to work' means that it becomes a 'employer of choice', i.e., one for whom people wish to work. There is a desire to join the organisation and then stay (Ringl, 2013). Employees are dedicated to the organisation and passionate about their work. Developing a national, or even a local, reputation as a good employer takes time. But it's worth it (Armstrong, 2006). Employee retention refers to the policies and procedures that encourage employees to remain with a company for an extended period (Ng'ethe, 2013). Every firm invests time and money in grooming new employees, making them corporate ready, and bringing them up to speed with existing staff. When people leave their jobs after receiving full training, the company suffers a complete loss (Ng'ethe, 2013).

2.2 Employee Retention Factors

Cascio (2003) defines retention as management initiatives that prevent employees from leaving the organisation, such as rewarding employees for effective job performance, ensuring harmonious working relationships between employees and managers, and maintaining a safe, healthy work environment. Döckel (2003) conducted a literature survey and identified six critical factors that must be considered in employee retention: compensation (base salary), job characteristics (skill variety and job autonomy), training and development opportunities, supervisor support, career opportunities, and work-life policies.

2.3 Organisational Commitment

Organizational commitment has a long history and has received considerable study and empirical attention as both a result and a predictor of other work-related variables of interest (Mercurio, 2015). Commitment has evolved as a wide

range of 'types' (e.g., engagement, attachment, commitment, involvement) within a wide spectrum (e.g., work, job, career, profession/occupation, organisation, union), while studies on commitment varied between the categories of behavioural, attitudinal, and motivational within three broad research streams through sociological, industrial/organizational, and health psychology (Haque, Aston, & Kozlovski, 2016). Despite the lack of collaboration on the many definitions, conceptualisations, and measurements, all of these variances share one basic theme: organisational commitment is viewed as a bond or linkage between the individual and the organisation.

2.4 Theoretical Review

2.4.1 Job Embeddedness Theory

Mitchell (2001) formulated the idea of embeddedness theory to explain why people stay with their organisations. According to job embeddedness theory, there are very powerful aspects that influence an employee's commitment to their job. Mitchell et al. (2001) define job embeddedness as a novel concept that examines an employee's relationship with coworkers, their fit with the job's demands, and their perceptions of the sacrifices they are likely to make when leaving their current job (Ng'ethe, 2013). Job embeddedness is defined by the extent to which the job relates to society as a whole the extent to which the employee ties to other colleagues in the organisation, and the sacrifice the employee is ready to make if job is changed (Khattak et al., 2012).

2.4.2 Expectancy Theory

Victor Vroom of the Yale School of Management proposed the expectation theory in 1964. In 1964, Vroom pioneered Vroom's Expectancy Theory, which is one of the motivation theories used in employee retention. Vroom's book, *Work and Motivation*, with its extensive examination of numerous specific research studies, provides much wisdom beyond the basic parameters of his theory. According to Vroom (1964), many job responsibilities allow their occupants to contribute to the happiness and well-being of their coworkers. The theory proposed three basic concepts. The first is the valence notion, which explains why innovation, reward, and low employee turnover are all factors affecting employee performance. Second, employee expectations are driven by motivation based on the ability to enhance customer satisfaction, job satisfaction, and productivity (Ng'ethe, 2013). Third, employees are rewarded by production, innovation, and productivity, all of which stem from job happiness. The majority of scholars believe that employing motivating variables proposed by Vroom expectancy theory improves employee retention (Namuganza, 2013).

2.4.3 Becker Side-Bet Theory of Commitment

Becker (1960) postulated that commitment, as a proclivity to engage in an activity, is due to awareness of the expense or lost opportunities associated with discontinuing that activity. The study also defined commitment as the unexpected engagement of additional sources of reward or other elements of a person (Becker, 1960). As a result, in this decade, commitment was considered as more relevant to industries than to other social institutions. Research has primarily focused on the influence of organisations and individuals' attitudinal tendencies towards them, resulting from shared ideas, values, or rewards (Wallace, 1997).

Becker's idea states that the more one commits their time, energy, ability, and other personal assets to an organisation, the greater the risk of quitting it (Becker, 1960). As a result, it is normal to anticipate individuals to become more committed to an organisation over time. The aforementioned commitment arises when a person links superfluous interests with consistent activity through a side bet (Ritzer & Trice, 1969). For example, a person who chooses a career in an organisation is more likely to stay there and does not always exhibit the normal behaviour pattern expected of a professional (Becker, 1960).

2.5 Empirical Review

Rashid and Shamsi, (2018) examined organisational factors and employee retention in Oman civil service. Survey research design was adopted for the study in which four hundred and eleven (411) employees serves as the study population. Primary source of data was used for the study. Spearman's correlation analyses was used to test the research hypotheses. The result of the study revealed that organisational commitment was positively related to employee retention.

Dockel et al. (2006) investigated the effect of retention factors on organisational commitment. Survey research design was used to achieve the objectives; a sample of ninety-four (94) professional technicians from South African telecommunications was selected. Structured questionnaire was used to collect data from the respondents. Pearson product-moment correlation coefficients were used to determine the magnitude of the relationship between retention factors and organisational commitment. Additionally, multiple regression was used to determine the separate and collective contributions of the variables. The result showed that compensation was the only factor that had a significant effect on organisational commitment; other factors were not significant.

Soenanta et al. (2020) carried out a study on the effect of job satisfaction and organisational commitment on employee retention in a lighting company. The main objective of the study was to investigate the effect of job satisfaction on employee retention and organisational commitment on employee retention. Quantitative research method was use. Structured questionnaire was employed to collect data from the selected sample of 204 employees. The result gathered revealed that job satisfaction and organisational commitment positively have effect on employee retention.

3. Conceptual Framework of the Study

Figure 1 below depicts the interaction between two variables: employee retention and organisational commitment (affective commitment, continuance commitment, and normative commitment). The framework explains the composite and relative impact of employee retention on organisational commitment.

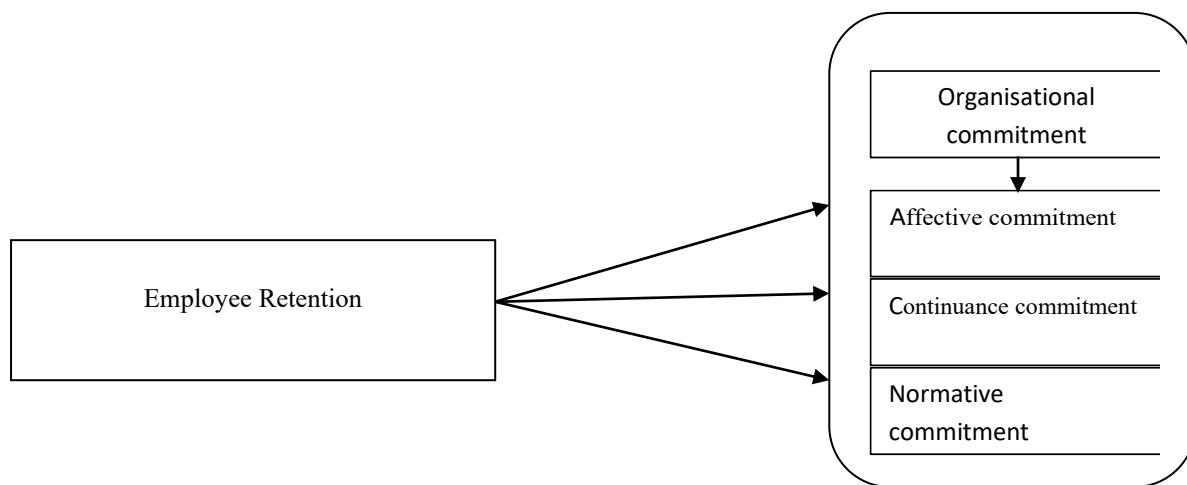


Fig. 1. Conceptual Framework of the Study

Research Hypotheses

- H1: There would be no significant influence of employee retention on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.
- H2: There would be no significant influence of employee retention on affective commitment in Coca Cola Nigeria Ltd, Ibadan
- H3: There would be no significant influence of employee retention on continuance commitment in Coca Cola Nigeria Ltd, Ibadan
- H4: There would be no significant influence of employee retention on normative commitment in Coca Cola Nigeria Ltd, Ibadan

4. Research Methodology

The study was a survey which adopted Ex-Post Facto research design. The independent variable for this present study was employee retention while the dependent variable was organisational commitment. The population of the study comprises all employees working at Coca-Cola Ibadan, Oyo State, Nigeria. The total population of the study stood at two hundred and fifty. This figure was gotten from administrative unit of the company. Sample size for the study was determined using Yamane formula (Yamane, 1967) in which one hundred and fifty three was gotten.

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

Where:

N = population size

n = sample size required

e = error term (5%)

Based on the formula above the computation of sample size is stated below:

$$n = \frac{250}{1+250(0.05)^2} = \frac{250}{1+250(0.0025)} = \frac{250}{1+0.63} = \frac{250}{1.63} = 153$$

The instrument used for the study was a structured questionnaire, divided into three segments: Section A, B, and C. Section A focused on socio-demographic characteristics, Section B focused on employee retention, and Section C focused on organisational commitment. The scale developed by Praven and Mistral (2015) was considered to measure employee retention. The scale comprises four constructs: appreciation and stimulation, career opportunities within the organisation, work-life balance, and intention to stay. It was measured on a 5- point likert scale ranging from Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD) the reliability coefficient of the entire scale was 0.93. In the same vein, Section C concentrated on organisational commitment, developed by Alan and Meyer (1990). This scale has three subscales: the affective commitment subscale (ACS), continuance commitment subscale (CCS), and normative commitment subscale (NCS). The obtained reliability coefficient of the entire scale was 0.93. It was measured on a 5- point likert scale ranging from Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD). However, descriptive and inferential statistics were used to analyze the data collected from the respondents. Descriptive statistics were used to analyze the socio-demographic characteristics of the respondents, while inferential statistics were used to analyze the stipulated hypotheses. Specifically, t-test for independent measures was used to analyse the hypotheses. All hypotheses were tested at 0.05 significant level. The Statistical Package for Social Science version 23.0 was used to run the analyses.

4. Findings

Hypothesis Testing

The stated hypotheses were measured using t-test for independent measures. They are stated as follows

Hypothesis One

This study stated that there would be no significant influence of employee retention on organizational commitment in Coca-Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in table 1 below:

Table 1: A Summary Table of T-Test for Independent Measures Showing the Influence of Employee Retention on Organizational Commitment in Coca-Cola Nigeria Ltd, Ibadan

EMPLOYEE RETENTION	N	\bar{X}	SD	Df	t	P
HIGHER LEVEL	88	27.76	9.12	148	10.28	<.01
LOWER LEVEL	62	20.43	7.47			

Source: Authors' Fieldwork, 2025

The results in Table 1 above revealed a significant influence of employee retention on organizational commitment at Coca-Cola Nigeria Ltd, Ibadan [$t(148) = 10.28, p < .05$]. Therefore, the null hypothesis one was rejected while the alternative hypothesis was accepted.

Hypothesis Two

This study stated that there would be no significant influence of employee retention on affective commitment in Coca-Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in Table 2 below:

Table 2: A Summary Table of T-Test for Independent Measures Showing the Influence of Employee Retention on Affective Commitment in Coca-Cola Nigeria Ltd, Ibadan

EMPLOYEE RETENTION	N	\bar{x}	SD	Df	t	P
HIGHER LEVEL	70	4.84	1.07	148	3.14	<.05
LOWER LEVEL	80	3.15	0.7			

Source: Authors' Fieldwork, 2023

The results in Table 2 above revealed that there was a significant influence of employee retention on affective commitment at Coca-Cola Nigeria Ltd, Ibadan [$t(148) = 3.14, p < .05$]. Therefore, the null hypothesis two was rejected while the alternative hypothesis was accepted.

Hypothesis Three

This study stated that there would be no significant influence of employee retention on continuance commitment in Coca-Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in table 3 below:

Table 3: A Summary Table of T-Test for Independent Measures Showing the Influence of Employee Retention on Continuance Commitment in Coca-Cola Nigeria Ltd, Ibadan

EMPLOYEE RETENTION	N	\bar{x}	SD	Df	T	P
HIGHER LEVEL	67	5.44	2.09	148	2.54	<.05
LOWER LEVEL	83	2.21	0.64			

Source: Authors' Fieldwork, 2025

The results in Table 3 above revealed that there was a significant influence of employee retention on organizational commitment at Coca-Cola Nigeria Ltd, Ibadan [$t(148) = 2.54, p < .05$]. Therefore, the null hypothesis three was rejected while the alternative hypothesis was accepted.

Hypothesis Four

This stated that there would be no significant influence of employee retention on normative commitment in Coca Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in table 4 below:

Table 4: A Summary Table of T-Test for Independent Measures Showing the Influence of Employee Retention on Normative Commitment in Coca-Cola Nigeria Ltd, Ibadan

EMPLOYEE RETENTION	N	\bar{x}	SD	df	T	P
HIGHER LEVEL	61	4.88	1.32	148	2.15	<.05
LOWER LEVEL	89	2.06	0.19			

Source: Authors' Fieldwork, 2025

The results in Table 4 above revealed that there was a significant influence of employee retention on normative commitment at Coca-Cola Nigeria Ltd, Ibadan [$t(148) = 2.15, p < .05$]. Therefore, the null hypothesis four was rejected while the alternative hypothesis was accepted.

Discussion of Findings

The main objective of the study was to investigate the influence of employee retention on the dimensions of organisational commitment at Coca-Cola Nigeria Ltd, Oyo State, Ibadan. The hypothesis stated that there would be no significant influence of employee retention on organizational commitment in Coca-Cola Nigeria Ltd, Ibadan, was rejected by the study's results. The findings indicated that employee retention significantly influenced organizational commitment at Coca-Cola Nigeria Ltd, Ibadan. The findings indicated that employees who experienced a higher level of employee retention reported more organisational commitment than employees who experienced lower levels of organisational commitment in Coca-Cola, Nigeria Ltd, Oyo State, Ibadan. This finding is supported by a study investigated by Ng'ethe (2013), who showed that employee retention has a positive influence on organisational commitment. Additionally, Aliu (2020) revealed that there is a positive relationship between employee retention and organisational behavioural outcomes. However, the rate at which Coca-Cola, Nigeria Ltd, Oyo State, Ibadan retains its top talented employees will affect the level of overall commitment of the organisation.

Hypothesis two, which stated that there would be no significant influence of employee retention on affective

commitment in Coca-Cola Nigeria Ltd, Ibadan, was rejected by the study's results. The findings indicated that employee retention significantly influenced affective commitment at Coca-Cola Nigeria Ltd, Ibadan. The finding indicated that employees who experienced a higher level of employee retention reported more affective commitment than employees who experienced lower levels of affective commitment. This finding is supported by a study conducted by Ng'ethe (2013), who showed that employee retention has a positive influence on organisational commitment.

Hypothesis three, which stated that there would be no significant influence of employee retention on continuance commitment at Coca-Cola Nigeria Ltd, Ibadan, was rejected by the study's results. The findings indicated that employee retention significantly influenced continuance commitment at Coca-Cola Nigeria Ltd, Ibadan. The finding indicated that employees who experienced a higher level of employee retention reported more continuance commitment than employees who experienced lower levels of continuance commitment. This finding is supported by a study conducted by Young (2012), who showed that employee retention has a positive influence on affective commitment.

Hypothesis four, which stated that there would be no significant influence of employee retention on normative commitment in Coca-Cola Nigeria Ltd, Ibadan, was rejected by the study's results. The findings indicated that employee retention significantly influenced normative commitment at Coca-Cola Nigeria Ltd, Ibadan. The finding indicated that employees who experienced a higher level of employee retention reported more normative commitment than employees who experienced lower levels of normative commitment. This finding is supported by a study conducted by Putra et al. (2021), who revealed that employee retention factors significantly influence organizational commitment.

Conclusion and Recommendations

The main objective of the study was to investigate the influence of employee retention on organisational commitment in Coca-Cola, Nigeria Ltd, Oyo State, Ibadan. Based on the findings, employee retention has a profound influence on the organisation's commitment. However, the findings of the study underscore the importance of implementing effective retention strategies to foster a committed workforce. It was recommended that management of manufacturing industries adopt effective retention strategies to improve employee productivity and overall commitment of the organisation. Furthermore, the organisation should offer competitive compensation, career progression opportunities, and a healthy work-life balance, which will foster a sense of belonging and commitment among employees.

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