THE INTERACTIVE DYNAMICS BETWEEN UNION COMMITMENT AND JOB COMMITMENT WITHIN THE NIGERIAN WORKPLACE CONTEXT

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ABSTRACT

This study aims to explore the interactive dynamics between union commitment and job commitment within the Nigerian workplace context. The research sample comprises 288 full-time employees randomly selected from managerial and non-managerial positions across ten major Oil and Gas companies in the Niger Delta Region. Employing a quasi-experimental research design, data was collected through a cross-sectional survey, deemed suitable for administrative sciences. Data analysis utilized the Spearman rank correlation coefficient via Statistical Package for Social Sciences (SPSS) version 15. Results reveal a significant negative correlation between union commitment and job commitment within the Nigerian Oil and Gas sector, indicating that heightened commitment to labor unions may detract from job dedication. Consequently, highly union-committed employees in this industry may demonstrate lower levels of job commitment. The study concludes that union commitment significantly impacts job commitment within the Nigerian Oil and Gas sector, shedding light on both theoretical and managerial implications.

Keywords: Commitment to Union, Job Commitment, Oil and Gas Industry, Niger Delta Region, Nigeria.

1.0 CONTEXT OF THE PROBLEM

Over the past 25 years, numerous studies within management literature have concentrated on employee commitment, primarily driven by concerns such as high turnover rates, a dynamic workforce, and the pursuit of heightened productivity in competitive business settings. The prevalent assumption is that highly committed employees are less inclined to leave their positions (Stumpf and Hartman, 1984), derive greater job satisfaction (Bateman and Strasser, 1984), and generally exhibit superior performance compared to less committed counterparts (Mowday et al., 1979). Consequently, scholars have delved into understanding the antecedents and consequences of organizational commitment.

Research has demonstrated that fostering a work environment where employees align with the organization's values, goals, and objectives engenders a positive job attitude, identification with superiors, and professional group identification (Seigel & Ruh, 1973, Mowday, Steers & Porter, 1979, Lobel & St. Clair, 1992; Tharenou, 1993). Such cultivation of employee commitment is deemed instrumental in achieving organizational effectiveness, defined by enhanced individual job performance and reduced turnover and absenteeism. It is posited that diverse forms of employee commitment (to the organization, job, supervisor, workgroup, union, and profession) contribute to organizational effectiveness (Weiner & Vardi, 1980: 82). Additionally, it is suggested that various types of commitment may influence each other, thereby impacting overall organizational commitment (Reichers, 1985).

Moreover, employees often identify with multiple groups, each with distinct social roles. They may align with their profession, employer, or other external groups such as unions (Angle and Perry, 1986;

Beauvais, Scholl, and Cooper, 1991; Bemmels, 1995; Fukami and Larson, 1984; Magenau, Martin, and Peterson, 1988; Scherer and Morishima, 1989). These commitments may intersect, leading to inter-role conflicts and personal distress (Van Sell, Brie, and Schuler, 1981).

The relationship between different forms of commitment remains a subject of inquiry, with some researchers viewing them as independent constructs, while others suggest possible complementarity or competition among them. Job commitment, for instance, may either reinforce or compete with other forms of commitment, depending on the similarities or disparities in association and identification.

Exploring the relationships between job commitment, union commitment, and other outcomes implicitly tests the assumption that high job commitment is crucial for employees. Previous research indicates that job commitment significantly predicts outcomes like turnover and job satisfaction.

Despite extensive scholarly attention, certain gaps persist. Firstly, while much research has examined the interplay between commitment to the employer/organization and commitment to the union, there's a notable absence of studies investigating the relationship between commitment to the union and commitment to the organization. Secondly, most studies on employee commitment have been conducted in Western contexts, raising questions about the generalizability of findings to Nigerian organizational cultures. Thus, to enhance the relevance of research for Nigerian organizations, it is imperative to conduct studies within this context. Addressing these gaps, this study examines the interactive relationship between union commitment and job commitment within the Nigerian Oil and Gas industry.

Conceptual Framework

The conceptual framework for this study is presented in the figure below.
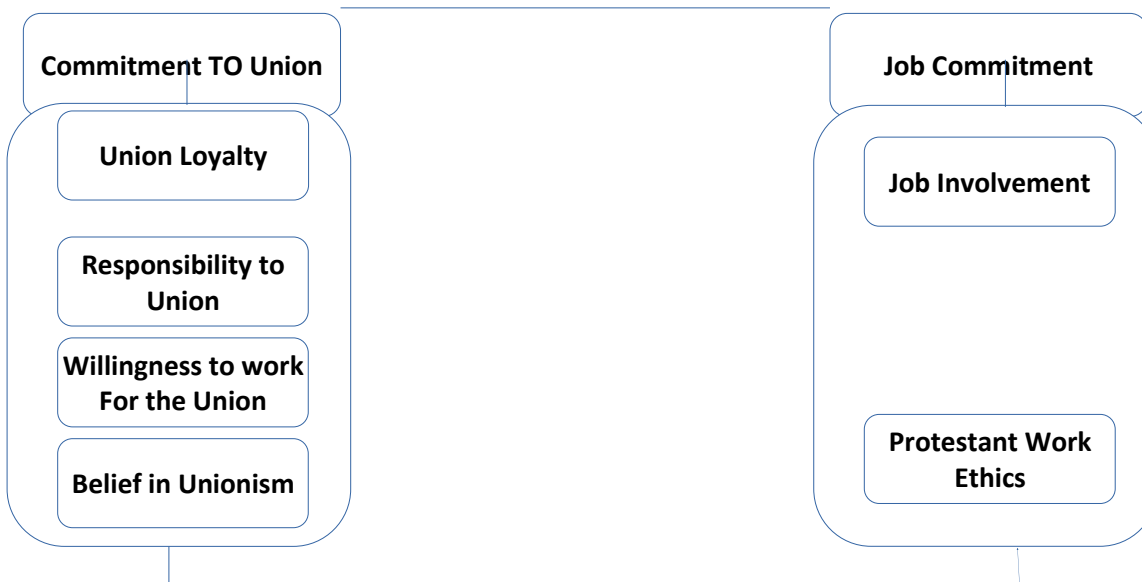
Source: *conceptualized by the researcher*

Figure 1: A Conceptual Framework Showing the Hypothesized Relationship between Union Commitment And Job Commitment in the Nigerian Oil and Gas Industry.

Figure 1 illustrates that the focal variable examined in this research is union commitment. The facets of union commitment utilized here draw from the works of Gordon et al. (1980) and Sverke and Kuruvilla

(1995), encompassing aspects such as union loyalty, responsibility to the union, willingness to contribute to union activities, and a belief in the principles of unionism. Conversely, the variable under scrutiny as the outcome in this study is job commitment. The metrics for gauging job commitment, borrowed from Cohen (1999), encompass job involvement and the Protestant work ethic (PWE).

2.0   REVIEW OF RELATED LITERATURE
2.1 Commitment to Unions
The commitment of union members to their unions is pivotal for understanding membership, identification, and support during union conflicts (Fullagar and Barling, 1987; Barling, Fullagar, and Kelloway, 1992). Gordon et al. (1980) significantly contributed to the conceptualization of union commitment by proposing a framework and developing a reliable measurement instrument. Similar to organizational commitment, commitment to the union has traditionally been viewed as an attitudinal construct, defined as "the strength of the individual's identification with, and involvement in, a particular organization" (Porter, Steers, Mowday, & Boulain, 1974: 604). Gordon et al. (1980) defined union commitment as comprising four orthogonal dimensions: loyalty, responsibility, willingness to work, and belief in unionism. Subsequent research (Ladd, Gordon, Beauvais, & Morgan, 1982; Fullagar, 1986) supported their initial hypotheses. However, subsequent studies proposed various factor structures, ranging from two to six factors (Friedman and Harvey, 1986; Klandermans, 1989), with discussions on scale refinements and psychometric adjustments (Kelloway, Catano, & Southwell, 1992; Klandermans, 1989).

Moreover, research has explored antecedents and consequences of union commitment (Barling, Wade, & Fullagar, 1990; Barling, Kelloway, & Bremermann, 1991; Fullagar and Barling, 1989, 1991; Kelloway and Barling, 1993; Thacker, Fields, & Barclay, 1990), including the concept of dual commitment to both company and union (Angle and Perry, 1986; Conlon and Gallagher, 1987; England, 1960; Fukami and Larson, 1984; Martin, Magenau, & Peterson, 1986; Magenau, Martin, & Peterson, 1988; Stagner, 1954). Kuruvilla and Sverke (in press) noted variations in operationalization of union commitment across studies, emergence of different factors, and the importance of considering structural and cultural backgrounds of unions and members. Barling (1985), Barling et al. (1992), Klandermans (1989), and Walker and Lawler (1979) emphasized the impact of structural differences on union commitment, suggesting that changes in structural factors may alter union commitment, observable in its contributing factors. For instance, differences in closed-shop agreements, centralization, participation, labor law, political involvement, and social context may influence union commitment, particularly evident in contexts like the German union system (Kuruvilla & Sverke, in press).

Union Loyalty
Union loyalty, a crucial aspect of commitment to the union, has garnered significant attention within the realm of industrial relations. Rooted in social exchange theory, which posits that individuals reciprocate favorable treatment with loyalty and commitment, union loyalty represents the extent to which members demonstrate allegiance, support, and dedication to their union (Kaufman, 1992). Research by Kochan and Hurd (2002) highlights union loyalty as a multifaceted construct encompassing affective, normative, and continuance dimensions akin to organizational commitment. Affective loyalty denotes members' emotional attachment and identification with the union, while

normative loyalty reflects adherence to perceived moral or ethical obligations to support the union. Continuance loyalty, on the other hand, pertains to members' perception of the costs associated with leaving the union. Studies have shown that union loyalty is influenced by various factors, including the perceived effectiveness of union representation, leadership quality, member involvement, and organizational climate (Gollan, 2013). Moreover, union loyalty plays a pivotal role in shaping members' behaviors, such as participation in union activities, support for union initiatives, and willingness to engage in collective bargaining efforts, ultimately impacting the overall effectiveness and stability of the union (Bryson et al., 2013).

Furthermore, empirical investigations have underscored the dynamic nature of union loyalty and its implications for labor-management relations. Research by Turner, Phidd, and Troy (2017) emphasizes the reciprocal relationship between union loyalty and perceived union effectiveness, wherein members' perceptions of the union's ability to represent their interests positively influence their loyalty and commitment. Conversely, dissatisfaction with union performance or perceived ineffectiveness can erode members' loyalty and weaken their ties to the union (Kelly et al., 2015). Additionally, contextual factors such as changes in the labor market, legislative reforms, and economic conditions can influence the strength and stability of union loyalty over time (Gollan & Wilkinson, 2007). Understanding the antecedents and consequences of union loyalty is crucial for union leaders and policymakers in fostering positive labor relations, enhancing union effectiveness, and ensuring the representation of workers' interests in the evolving landscape of industrial relations.

Responsibility to Union

Responsibility to the union, a significant facet of commitment within the labor movement, has been examined extensively in the literature on industrial relations. Rooted in social exchange theory, responsibility to the union represents the sense of duty, obligation, and accountability that members feel toward their union organization (Fulton et al., 2010). This construct encompasses various dimensions, including loyalty, participation in union activities, adherence to union rules and policies, and support for collective bargaining efforts (Holt & Harold, 2009). Research by Kochan and Hurd (2002) underscores the importance of responsibility to the union in fostering cohesive and resilient labor organizations, as it reflects members' willingness to invest time, effort, and resources into advancing the interests of the collective. Moreover, studies have shown that responsibility to the union is influenced by factors such as union efficacy, leadership quality, organizational culture, and member engagement (Holt & Harold, 2009; Kelly et al., 2015).

Furthermore, empirical investigations have highlighted the reciprocal relationship between responsibility to the union and perceived union effectiveness. Turner, Phidd, and Troy (2017) found that members' sense of responsibility to the union is positively associated with their perceptions of the union's ability to represent their interests and achieve favorable outcomes in collective bargaining. Conversely, dissatisfaction with union performance or perceived ineffectiveness can undermine members' sense of responsibility and weaken their commitment to the union (Fulton et al., 2010). Additionally, contextual factors such as changes in the political and economic landscape, technological advancements, and globalization have implications for members' sense of responsibility and their engagement with the union (Turner et al., 2017). Understanding the antecedents and consequences of

responsibility to the union is essential for union leaders and policymakers in fostering strong, resilient, and effective labor organizations.

Willingness to Work for Union

Willingness to work for the union, a pivotal aspect of commitment within the labor movement, has been a subject of scholarly inquiry in the field of industrial relations. Stemming from social exchange theory, willingness to work for the union signifies members' readiness to invest time, energy, and effort into activities that advance the interests and objectives of the union organization (Kelly et al., 2015). This construct encompasses a range of behaviors, including volunteering for union roles, participating in organizing campaigns, advocating for union rights, and engaging in collective action (Fulton et al., 2010). Research by Holt and Harold (2009) underscores the significance of willingness to work for the union in enhancing organizational effectiveness and promoting solidarity among members. Moreover, studies have identified several antecedents of willingness to work for the union, including perceived union efficacy, member engagement, leadership quality, and organizational culture (Turner et al., 2017).

Furthermore, empirical investigations have highlighted the positive association between willingness to work for the union and perceived union effectiveness. Turner, Phidd, and Troy (2017) found that members who are willing to work for the union are more likely to perceive the union as capable of representing their interests and achieving favorable outcomes in negotiations with employers. Conversely, dissatisfaction with union performance or perceived ineffectiveness can diminish members' willingness to contribute their time and effort to the union (Fulton et al., 2010). Additionally, contextual factors such as changes in the political and economic landscape, technological advancements, and globalization can influence members' willingness to work for the union and their engagement with union activities (Kelly et al., 2015). Understanding the determinants and consequences of willingness to work for the union is essential for union leaders and policymakers in fostering member involvement, strengthening organizational capacity, and advancing the goals of the labor movement.

Belief in Unionism

Belief in unionism, a fundamental component of commitment within the labor movement, has been extensively examined in the literature on industrial relations. Rooted in social identity theory, belief in unionism reflects members' ideological alignment with the principles and values espoused by the labor union (Bain et al., 2017). This construct encompasses perceptions of the efficacy and legitimacy of collective action, the importance of solidarity among workers, and the role of unions in advocating for social and economic justice (Kelly et al., 2015). Research by Holt and Harold (2009) underscores the significance of belief in unionism in shaping members' attitudes and behaviors toward the union organization. Moreover, studies have identified several antecedents of belief in unionism, including socialization experiences, political orientation, organizational culture, and perceived union effectiveness (Turner et al., 2017).

Furthermore, empirical investigations have highlighted the positive association between belief in unionism and commitment to the union. Bain et al. (2017) found that members who strongly believe in unionism are more likely to demonstrate higher levels of affective, normative, and continuance

commitment to the union. Conversely, skepticism or cynicism toward unionism can undermine members' commitment and weaken their ties to the union (Kelly et al., 2015). Additionally, contextual factors such as changes in the political and economic landscape, shifts in public opinion, and technological advancements can influence members' belief in unionism and their engagement with the labor movement (Bain et al., 2017). Understanding the determinants and consequences of belief in unionism is essential for union leaders and policymakers in fostering member solidarity, strengthening organizational cohesion, and advancing the goals of the labor movement.

2.3 Job Commitment

Job commitment, as defined by Lawler and Hall (1970), pertains to the psychological attachment an individual has towards their job. It reflects the extent of internal motivation a person possesses towards their specific job role, transcending organizational boundaries, as noted by Loscocco (1989) in a study involving 4604 employees. Loscocco's findings indicated correlations between job commitment and factors such as age, education, promotion opportunities, and intrinsic rewards. However, Loscocco (1989) emphasized the variability of gender effects on work commitment depending on the specific work roles individuals occupy. Paullay et al. (1994) observed that work centrality, influenced by cultural and social conditioning, remains relatively stable despite changes in the immediate work environment. Ros et al. (1999) further highlighted that differences in individuals' perception of work stem from variances in its importance and experiences. Moreover, Steers and Porter (1979) argued that individuals tend to assess themselves based on their achievements and if they perceive their job as hindering their potential, maintaining a sense of purpose becomes challenging, emphasizing the profound impact of job nature on employee attitudes and behaviors.

Despite extensive studies on work commitment, a consensus on its construct remains elusive. Morrow (1993) proposed a multidimensional view, encompassing organizational commitment, career commitment, job involvement, work values, and union commitment. Morrow et al. (1991) and Blau et al. (1993) explored the redundancy among these facets, concluding that while some overlap exists, certain facets like organizational commitment and work values stand distinct. Models by Randall and Cote (1991), Cohen (1999), and Cohen (2000) underscored the significance of work values, job involvement, and career commitment. Morrow (1993) argued that work commitment arises from personal characteristics, offering a facet-based approach including work ethics, organizational commitment, and job involvement. These constructs formed the basis for subsequent analyses on work motivation. Thus, Morrow's (1993) framework, particularly focusing on work ethics, organizational commitment, and job involvement, informed this study.

Job Commitment

Job involvement, a central aspect of job commitment, has garnered significant attention in organizational research. It reflects the extent to which employees immerse themselves mentally and emotionally in their work tasks, roles, and responsibilities (Kanungo, 1982). This construct encompasses dimensions such as the degree of interest, enthusiasm, and dedication that individuals exhibit toward their job roles (Meyer & Allen, 1991). Research by Saks (2006) underscores the importance of job involvement in shaping employees' attitudes and behaviors in the workplace. High levels of job involvement are associated with increased job satisfaction, organizational citizenship

behaviors, and reduced turnover intentions (Meyer & Allen, 1991; Saks, 2006). Moreover, studies have identified various antecedents of job involvement, including job characteristics, organizational culture, leadership style, and individual differences (Kanungo, 1982; Meyer & Allen, 1991).

Furthermore, empirical investigations have highlighted the positive association between job involvement and job commitment. Employees who are highly involved in their work tend to exhibit higher levels of affective commitment to their organization (Meyer & Allen, 1991). Kanungo (1982) found that job involvement serves as a precursor to organizational commitment, as individuals who are deeply engaged in their job roles are more likely to develop a sense of attachment and loyalty toward their organization. Conversely, low levels of job involvement may lead to decreased commitment and increased absenteeism and turnover (Saks, 2006). Additionally, contextual factors such as job design, task autonomy, and organizational support can influence employees' level of job involvement and their overall commitment to the organization (Meyer & Allen, 1991; Saks, 2006).

Protestant Work Ethic

The Protestant work ethic, a concept rooted in the teachings of Protestantism, emphasizes values such as hard work, frugality, and diligence in one's occupational pursuits (Weber, 1905). Originating from Max Weber's seminal work, "The Protestant Ethic and the Spirit of Capitalism," this ideology posits that individuals who adhere to Protestant beliefs are more likely to demonstrate industriousness and commitment to their work roles (Weber, 1905). According to Weber, the Protestant work ethic is characterized by a sense of duty and responsibility toward one's occupation, viewing work as a calling or vocation rather than merely a means of earning income (Weber, 1905). Research by Hall and Hall (1976) supports Weber's assertions, suggesting that individuals who endorse the Protestant work ethic exhibit higher levels of job involvement and work commitment, driven by a desire to fulfill their moral and religious obligations through their work endeavors. Moreover, studies have found that the Protestant work ethic is associated with positive work-related outcomes, including job satisfaction, organizational commitment, and career success (Hall & Hall, 1976; Ng et al., 2012).

Furthermore, empirical investigations have highlighted the enduring influence of the Protestant work ethic in contemporary work settings. Despite secularization and cultural shifts, the values espoused by the Protestant work ethic continue to shape individuals' attitudes and behaviors toward work (Ros et al., 1999). Research by Kohn and Schooler (1983) suggests that the Protestant work ethic remains a significant predictor of job involvement and work motivation, transcending religious affiliations to impact individuals across diverse cultural and social backgrounds. Moreover, studies have underscored the role of organizational factors, such as leadership, organizational culture, and job design, in reinforcing or undermining the principles of the Protestant work ethic within the workplace (Ros et al., 1999; Ng et al., 2012). Understanding the complexities of the Protestant work ethic provides valuable insights into the factors influencing individuals' work attitudes and behaviors in contemporary organizations.

Empirical Review: Relationship between Commitment to Union, Job Commitment, and the other Foci or Facets of Employee Commitment

Meyer and Allen (1991) examined organizational commitment, comprising affective, continuance, and normative commitment, and its impact on employee behavior and attitudes. The research design

involved surveys administered to employees across various industries to assess their levels of commitment. The findings suggest that affective commitment, characterized by emotional attachment to the organization, is positively associated with desirable outcomes such as job satisfaction and performance.

Kelly et al (2015) investigate factors influencing union membership retention, focusing on the relationship between job commitment and union loyalty. The study utilizes surveys distributed to unionized employees in diverse industries to assess their levels of commitment and loyalty. The findings indicate that higher levels of job commitment are associated with increased likelihood of remaining union members.

Bain et al (2017) explored the changing landscape of industrial relations in the UK, examining the role of job commitment in shaping employees' responses to evolving workplace dynamics. The study employs qualitative interviews with workers across different sectors to understand their perspectives on commitment to their jobs and unions. The findings reveal that job commitment influences individuals' engagement with union activities and collective bargaining.

Kanungo (1982) investigated job involvement, emphasizing its role as a precursor to organizational commitment. The research employs surveys administered to employees in various industries to measure their levels of involvement in their work roles. The findings suggest that higher levels of job involvement are associated with greater organizational commitment.

Turner et al (2017) examined the influence of unions on perceived organizational effectiveness, with a focus on the mediating role of leader–member exchange and similarity. The study utilizes surveys distributed to employees in unionized workplaces to assess their perceptions of organizational effectiveness and commitment. The findings suggest that unions positively influence organizational commitment through fostering positive leader–member relationships.

Gollan (2013) investigated the impact of human resource management practices on enterprise bargaining frameworks, examining their implications for job commitment and union engagement. The research employs case studies of Coles and Woolworths, major retailers in Australia, to analyze the effects of HRM strategies on employees' attitudes and behaviors. The findings suggest that erosion of enterprise bargaining frameworks can weaken job commitment and undermine union effectiveness.

Ng et al (2012) conduct a meta-analysis on locus of control at work, examining its relationship with job commitment and other work-related outcomes. The study synthesizes findings from multiple empirical studies across industries to explore the impact of internal versus external locus of control on employees' attitudes and behaviors. The findings suggest that individuals with an internal locus of control tend to demonstrate higher levels of job commitment.

Ros et al (1990) investigated the relationship between individual values, work values, and the meaning of work, with implications for job commitment and satisfaction. The research employs surveys administered to employees in diverse industries to assess their value orientations and perceptions of work. The findings suggest that alignment between individual values and work values contributes to higher levels of job commitment and satisfaction.

Hall and Hall (1976) examined the relationship between the Protestant work ethic and work commitment, focusing on its implications for organizational behavior. The research utilizes surveys administered to employees in various industries to assess their endorsement of Protestant ethic values

and levels of work commitment. The findings suggest a positive association between adherence to the Protestant work ethic and higher levels of job commitment.#

Podsakoff et al (1997) investigated the relationship between organizational citizenship behavior (OCB) and work group performance, with implications for job commitment and engagement. The research employs surveys and performance assessments in various industries to examine the impact of OCB on employees' attitudes and behaviors. The findings suggest that employees who demonstrate higher levels of OCB tend to exhibit greater job commitment and contribute to improved work group performance.

Avey et al (2009) explored the role of psychological capital in mitigating employee stress and turnover, with implications for job commitment and retention. The study employs surveys administered to employees in various industries to assess their levels of psychological capital and job-related outcomes. The findings suggest that higher levels of psychological capital are associated with increased job commitment and reduced turnover intentions.

Laschinger et al (2014) examined the impact of authentic leadership and empowerment on burnout among nurses, with implications for job commitment and satisfaction. The research employs surveys and qualitative interviews with nurses in healthcare settings to explore the relationships between leadership, empowerment, burnout, and job-related outcomes. The findings suggest that authentic leadership and empowerment are associated with lower levels of burnout and higher job commitment among nurses.

3.0 RESEARCH METHODS

This study adopts a quasi-experimental design, incorporating a cross-sectional survey approach. Three hundred and eighty-two (382) surveys were distributed to full-time staff members, both managerial and non-managerial, across seven major oil companies in Nigeria, selected at random and this was derived using Taro Yamen's formula by Baridam (2001) and also systematic sampling for was deployed for sample selection. The choice of systematic sampling is due to its unbiased estimation capability, resembling simple random sampling but with reduced error susceptibility. Bowley's (1964) population allocation formula in Nzelibe and Ilogu (1999) is utilized to determine individual company sample sizes. A structured questionnaire, utilizing a 5-point Likert-type scale, is designed by the researcher to gauge employees' commitment to their jobs and labor unions. Of these, two hundred and eighty-eight survey sets were returned and utilized for analysis, resulting in a response rate of seventy-five percent (75%). For questionnaire suitability, a pilot test involving ten workers ensures questionnaire suitability. Content and face Validity were of research instrument was conducted through expert evaluation and reliability of research instrument was assured through triangulation while audit trail and assessment for internal consistency was done using Cronbach alpha. All these measures were employed to ensure robustness.To derive meaningful insights from the data collected, statistical tests are essential. Therefore, our study hypotheses will undergo statistical analysis using the gathered data. Specifically, our hypothesis aims to explore the association between union commitment and job commitment. Thus, our initial hypothesis stated that there is no significant relationship between union commitment and job commitment. This hypothesis underwent testing employing the Spearman Rank Correlation technique. This statistical method is chosen due to the ordinal scale nature of the variables involved.

The resulting analysis, summarized in Table 1, revealed a negative correlation between union commitment and job commitment (Rho= -0.170, P≤ 0.05)

4.0 RESEARCH RESULTS
NONPARAMETRIC CORRELATIONS

Correlations

			COMMITMENT TO UNION	JOB COMMITMENT
Spearman's rho	COMMITMENT TO UNION	Correlation Coefficient	1.000	-.170(**)
		Sig. (2-tailed)	.	.004
		N	288	288
	JOB COMMITMENT	Correlation Coefficient	-.170(**)	1.000
		Sig. (2-tailed)	.004	.
		N	288	288
** Correlation is significant at the .05 level (2-tailed).				

The findings suggest that individuals exhibiting strong commitment to their labor union(s) are unlikely to demonstrate commitment to their assigned job responsibilities. Engaging in union activities may divert their focus from their work duties.

5.0 DISCUSSION OF FINDINGS, CONCLUSION, AND RECOMMENDATION

In organizational behavior research, it has been asserted that employees with high levels of commitment outperform those with lower commitment levels (Larson and Fukami, 1984; ManKenzie et al., 1998). Additionally, commitment serves as a significant gauge of organizational effectiveness (Lum et al., 1998; Naumam et al., 2000). While studies typically emphasize organizational commitment, recent research suggests broadening the focus to include other forms such as commitment to unions, jobs, and work groups (Becker, 1992; Bishop and Scott, 2000; Bishop et al., 2000; Reichers, 1985, 1986). This shift acknowledges that individuals may hold multiple commitments, necessitating a multidimensional approach.

Acknowledging this, the present study aims to explore the interplay between two types of employee commitment—commitment to union and job commitment—in the context of the Nigerian work environment. The hypothesis posits no significant relationship between commitment to union and job commitment within the Nigerian Oil and Gas industry. Analysis indicates a negative correlation between commitment to union and job commitment (Rho = -0.170, P ≤ 0.05), suggesting that highly committed labor union members in major Nigerian oil companies are not equally committed to their jobs.

This finding aligns with theories of Cognitive Dissonance (Festinger, 1957) and Role Conflict (Rizzo et al., 1970). Role conflict theory suggests that individuals may face dilemmas when belonging to conflicting systems, leading to divided loyalties during conflicts between, for example, union and

company interests. Similarly, cognitive dissonance theory predicts that loyalty to conflicting organizational systems leads to cognitive discomfort. Thus, in contexts of adversarial feelings between unions and employers, individuals may struggle to maintain dual commitments.

Interviews with respondents further illustrate this reality, revealing that highly committed union members often prioritize union activities over job responsibilities. Union leaders wield significant influence, impacting decision-making processes and enjoying perks such as accelerated promotions and special fringe benefits. Despite lucrative compensation packages, highly committed union members may neglect their job duties, focusing instead on union activities.

This contradicts earlier findings (Sonaike, 2002; Fashoyin, 2002; Sonaike, 2003) emphasizing the importance of responsibility for career growth. Union leaders and highly committed members, while receiving generous compensation, may dedicate considerable time to union activities at the expense of their official roles. Despite this, management hesitates to impose sanctions due to the need for positive relations with unions and their influential leadership.

In summary, the study highlights the challenge of maintaining employee commitment in the face of competing organizational loyalties, particularly within the Nigerian Oil and Gas industry.

6.0 LIMITATION OF STUDY AND SUGGESTIONS FOR FURTHER RESEARCH

A primary constraint of quasi-experimental inquiries, like this one, revolves around the perceived subjectivity inherent in utilizing primary data, which can lead to questionable inferences and conclusions. While acknowledging the subjective nature of individual viewpoints and the consequent deductive process, the author has endeavored to mitigate this issue by implementing reliability and validity assessments delineated in the methodology section and by meticulously ensuring the proper completion of questionnaires by appropriate respondents. Consequently, it is posited that the conclusions drawn in this study maintain a degree of reliability sufficient to elucidate the association between union commitment and job commitment within the Nigerian Oil and Gas sector.

Additionally, the construct of employee commitment is multifaceted, encompassing various dimensions such as organizational commitment, career commitment, job commitment, supervisor commitment, workgroup commitment, and union commitment. These dimensions of employee commitment are abstract and subject to individual variation, possibly influenced by cultural backgrounds and specific environmental contexts. Therefore, the outcomes of this investigation may exclusively pertain to the Nigerian setting, particularly within the Nigerian Oil and Gas domain, and may not be readily applicable to Western contexts.

Furthermore, given the study's exclusive focus on the Nigerian Oil and Gas sector, generalizing its findings to other segments of the Nigerian economy might pose challenges.

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