

INFLUENCE OF MANAGERIAL SUPPORT ON EMPLOYEE COMMITMENT IN SELECTED PRIVATE SECONDARY SCHOOLS IN ADAMAWA STATE, NIGERIA

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Abstract

In today's dynamic, competitive and global challenging business environment improving employee's commitment is very fundamental for the survival and growth of any schools. Although research supports the association between managerial support and employee commitment, the effect in private secondary schools in this relation is less understood. This study examined the influence of managerial support on employee's commitment in selected Private Secondary Schools in Adamawa State, Nigeria. This study adopts the use of explanatory survey design with a population of 379 employees among which a sample size of 219 staff were drawn using convenient sampling method. Simple linear regression using SmartPls 4 was employed for the purpose of data analysis. Results shows that there was a stronger positive relationship between managerial support and affective commitment, continuance commitment and normative commitment. This study contributes to managerial support literature. Building on this study results, future direction for managerial support research and how the results can imply practice in terms of Supporting employees was discussed. Practically, the findings may be of help to the management of private school proprietors and also the federal ministry of education, may find this study useful by giving them an empirically tested findings on the relationship between managerial support and employees commitment for improve performance. It is recommended that school management should train the employees through (seminar and workshops) to become better aware of the characteristics and behaviors of managerial support and nature of commitment to work.

Keywords: Managerial support, employee commitment, affective commitment, continuance commitment and normative commitment

Introduction

Managerial support has become a significant issue for effective organizational management. In organizations, when employees are dissatisfied with the managerial support, they may tend to reduce their level of commitment (Tran, Mansoor & Ali, 2021). Thus, to achieve high commitment from employees which might eventually leads to high performance, organizations managers must support their employees. Employees are the most important assets for both private and public organizations and their commitment is paramount. Concerning the process of comprehending and elucidating the degree and consistency of an employee's engagement to a business, employee commitment is a notion that is garnering ample attention. (Tamunosiki-Amadi, Sele & Ernest, 2020; Mwangi, 2017; Tutei, Geoffrey & Jared, 2017; Bandula & Jayatilake 2016). An organization's link with its committed workers improves organizational success (Andrew, 2017; Ikyanyon & Agber, 2020). Employee dedication is necessary for organizations to cut expenses while raising performance, customer satisfaction, and product quality (Brzezinski & Bak 2015; Emhan, 2012). Employee commitment to a greater extent determines organizational effectiveness (Liou &

Nyhan 1994). Employee commitment is essential because high degree of commitment results in several favourable organizational outcomes (Tamunosiki-Amadi *et al.*, 2020).

Despite the consensus in acknowledging the significance of employee commitment to organizational performance, employee commitment is not automatic. Organizations value commitment among their employees because it is typically assumed to reduce withdrawal behaviour, such as lateness, absenteeism, and turnover (Irefin & Mechanic, 2014). Andrew (2017) explains that an increase in employee dedication will also aid in staff retention and prepare the company for global competition. Employee commitment plays a very predominant role in achieving the goals of the company within the predetermined period (Alamelu *et al.*, 2015). However, lack of employee commitment gave negative effect on the organizational performance; which to a large extent contributes immensely to failure of organisation not achieving their goals and objectives (Bandula & Jayatilake, 2016). Consistently, Nwankwo, Orga and Abel (2019) explained that when workers are not fully committed, they do not perform to the best of their abilities. They do not put their hearts into the work and mission of the organization (Ikyanyon & Agber, 2020). They seem to be more concerned with personal success than with the success of the organization. Additionally, those with lower levels of commitment are more prone to regard themselves as outsiders rather than as enduring members of the organization (Irefin & Mechanic, 2014). As such, an attractive job offer elsewhere is very likely to result in their departure. Workers who are more committed to the goals of their companies get along better with coworkers, are more satisfied personally, have lower absenteeism and employee turnover rates, and perform better at work than those who are less committed (Nwankwo, *et al.* 2019; Obeng & Ugboro, 2003). Azubuiké and Madubochi (2021) pointed out that managerial support influenced employee commitment in an organization. Employees' loyalty to the organization increases with the perceived level of organizational assistance they receive. The term "managerial support" (MS) describes the working relationship that exists between an employee and their supervisor in an organization (Conway, 2011).

Negative work qualities inside the organization, employee unhappiness, tardiness, and absenteeism have all been identified as signs of a lack of commitment. Despite this importance of employee commitment, many private Secondary schools in Adamawa face the problem of low commitment among its teachers (Mugizi, Bakkabulindi & Bisaso, 2015). This is because of low managerial support which affects the employee's commitment negatively. Practically, the quality of education in Adamawa State is threatened by the emergence of more private secondary schools. These schools had unfavourable working conditions and little incentive, which discouraged secondary school teachers' dedication and may have led them to search for other employment opportunities (Ahmad, Bibi, Bilal & Hussain, 2020).

Theoretically, to the best of the researcher's knowledge, previous studies such as Azubuiké and Madubochi (2021), Andrew (2017), Alamelu *et al.* (2015), Agwu, (2013), Baridula, Mekuri-Ndimele and Adanma (2020), Bandula and Jayatilake (2016), Dumbari, *et al.* (2019), Caleb (2020), Irherhimena, Yemisi and Gabriel (2020), Ikyanyon and Agber (2020), Kumari and Afroz (2013), Nwankwo, *et al.* (2019), Soelistya, Mashud and Suryanto (2016), Tamunosiki-Amadi, *et al.* (2020), Tutei, Geoffrey and Jared (2017), and Ulabor and Bosede (2019) were carried out on employees commitment construct with other related variables thereby neglecting the managerial support within the context of Africa. Secondly, the existing studies on employee commitment were conducted on Manufacturing companies, (Ikyanyon & Agber, 2020), Fast food outlet (Ulabor & Bosede, 2019), Automobile industry (Nwankwo, *et al.* 2019), Civil Service (Agwu, 2013), Hotel Sector (Ahmad, Bibi, Bilal & Hussain, 2020), Telecommunication Industry (Baridula, *et al.*, 2020), Libraries (Irherhimena *et al.*, 2020), Hospitals (Azubuiké *et al.*, 2021; Tamunosiki-Amadi *et al.*, 2020), University (Tutei *et al.*, 2017), and Leasing Companies (Bandula & Jayatilake, 2016) with few studies on private Secondary Schools. Methodologically, the previous studies have considered small portion of samples to analyse the data for their studies which may not necessarily form the basis for generalizability of the result as such wider sample size will be adopted for this study as suggested by (Azubuiké *et al.* 2021, Mwangi, 2017). In addition, Tran *et al.* (2023) suggested conducting

more research on managerial support in nations other than Australia because managerial impact and support may vary depending on the cultural context.

Thus, the present study seeks to examine the influence of managerial support on employee commitment in private Secondary Schools in Adamawa State, Nigeria. The rigorous work that staff members must endure to achieve their employers' standards and the severe oversight exhibited by the owners are the main reasons private secondary schools were selected. These factors undoubtedly have an impact on the dedication of staff members to their jobs. The secondary schools were selected for this study because, United Nations International Children Emergency Fund, (2018) shows that Nigeria has the highest number of out-of-school children in the world approximately (13.2 million), which may have an impact on the nation's Labor force in the future and calls for immediate response.

Literature Review

Concept of Employee Commitment

Employee's commitment refers to the employee emotional attachment to the organization (Yu, Yen, Barnes & Huang, 2019). Brzezinski and Bak (2015) explained that high level of employee's commitment has a positive impact on organization's business performance. Allen and Meyer (1990) explained organizational commitment in terms of employee perceptions and expectations of their organizations. Conceptually this study defined employee commitment as a state of psychology binding individuals to his assigned responsibility related to the goals in an organization. Employee commitment is divided in to affective, continuance and normative commitment (Ahmad & Shaheen, 2011), which this current study adopts. An emotional connection to and involvement with an organization is referred to as the affective dimension of commitment (Mugizi, Bakkabulindi & Bisaso, 2015). Continuance commitment refers to the willingness to remain within the organization (Caleb, 2020). Normative commitment refers to the obligation employees may feel they owe the organization for being given a job when they needed it most (Nwankwo, Orga & Abel, 2019). For this study affective commitment is the level of employee deep personal feelings to his organization. This study considers continuance commitment as employee tendency to tight his attachment to his organization. The normative commitment is defined for this study as employee feelings to remain with his organization.

Managerial Support

Employee perception of managerial support is defined as the belief held by staff members that their managers encourage and support their novel and creative ideas. It also refers to how much managers value the contributions made by staff members, are concerned about the welfare of their subordinates, and pay attention to employee demands (Eisenberger et al., 2016). The concept of managerial support acknowledges that employment contracts include a mutual commitment, and that managers may occasionally need to assist staff members in overcoming obstacles that arise outside of the office (Travaglione, Scott-Ladd, Hancock & Chang, 2017). Building a culture of trust and a secure psychological environment is just as important as offering people skills, training, employment possibilities, and fair compensation. These factors encourage people and guarantee their involvement and dedication. Employees who don't feel supported by their managers are less committed to the company and perform poorly. Employee happiness and affective responses can be triggered by managerial assistance (Pohl & Galletta, 2017).

Theoretical Framework

This study adopted Vroom (1964) expectancy theory as the theory that anchored this current study. The theory implies that people are more likely to accomplish when they are aware that their extra effort will be rewarded. As a result, businesses that use performance-based compensation should see improvements. Rewards may be correlated with the volume of goods produced by employees through performance-based pay. As a result, there may be improvements in participation, quality, productivity, morale, attraction, and retention. However, according to experts in best practices like Pfeffer (1998), awards had to meet two

requirements: they had to be larger than average and tied to performance. The valence, instrumentality and expectancy (VIE) of the theory states that people consider the valence, instrumentality, and expectation of potential activities when choosing which one to pursue. It is believed that the sum of these three evaluations will serve as the overall driving force behind a goal. Next, the objective with the strongest driving force is chosen to be pursued. For this study, Vroom (1964) expectancy theory is adopted as its theoretical base because it is capable of handling individual differences, focus on the present and the future.

Conceptual Framework

The conceptual framework of this study is presented in figure 1 below.

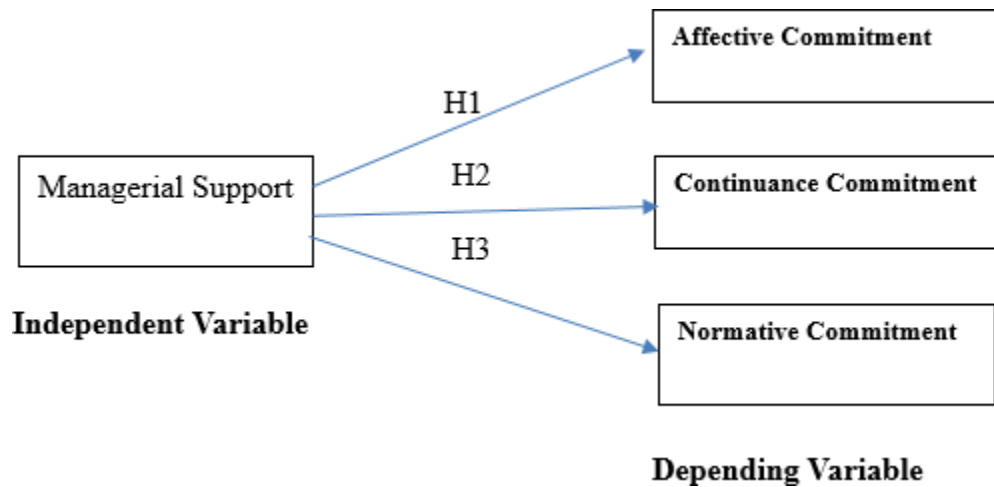


Figure 1 Conceptual Framework of the Study
Source: Researcher’s Design, 2024

The figure 1 indicates the conceptual framework of this current study. The framework sought to examine the links between managerial support and employee commitment. The framework above shows that managerial support is the exogenous variable while the commitment are the endogenous variables in the framework, managerial supports serve as the independent variable of this study while the employee commitment serves as the dependent variable. In the framework the employee commitment was measured by affective, continuance and normative commitment, while the managerial support was used as single variable.

Empirical Review

Several studies examined the association between managerial support and employee commitment, which this current study tried to review as follows; Khalid (2020) conducted research on the impact of managerial support on the association between pay satisfaction, continuance and affective commitment, and employee task performance among 610 faculty members of Kingdom of Saudi Arabia University. The result showed that managerial support has positive relationship with continuance and affective commitment. Ahmad, Bibi, Bilal, and Hussain (2020) investigated the impact of managerial support on the employee commitment working in hotel industry of Malaysia. The regression result from 415 sampled respondents indicates that managerial support is positively and significantly related to employee continuance commitment. They suggested that future study with a wide geographical and organizational setting be conducted. Igbadumhe, Akinbo and Adepoju (2022) conducted empirical investigation of management support and academic staff engagement of selected private universities in southwest Nigeria

using questionnaire among one hundred and nine (109) respondents. The partial least square (PLS) result indicates that management support significantly influenced Academic staff engagements, research output and community service engagement. Babalola, Alegbeleye and Adegbaye (2020) examined the influence of perceived organisational support on librarians' commitment in public universities among 515 librarians from 16 public universities in South-South Nigeria. Findings revealed that management support and co-workers' support significantly influenced librarians' commitment but supervisor's support had no significant influence on librarians' commitment in public universities in South-South Nigeria.

Ogbonnaya and Babalola (2021) investigate if good staff outcomes like engagement, involvement, and advocacy are associated with perceived supervisor support and whether it enhances patient experience through a serial mediation. The results, which are based on two waves of data from the British National Health Service, show that employees' engagement, involvement, and advocacy are enhanced when they perceive their supervisors to be supportive of their stayed at work. Onyeka (2022) conducted a study on employee affective commitment and organizational growth in the hospitality industry in Rivers State. The study employed a descriptive research design and used a questionnaire to collect primary data. The study sampled 172 management level staff of hotels in Port Harcourt on a sample frame of one respondent per hotel. Spearman Rank Order Correlation was used to test the relationship between affective commitment and organizational growth. The study found that a positive and statistically significant relationship exists between employee commitment and organizational growth of hotels in Port Harcourt.

Methodology

This study used descriptive and explanatory survey research design. This is because the study sought to describe the demographic composition and perceptions of respondents on variables of the study. Also, the study seeks to explain the influence of managerial support on employee commitment in selected secondary schools in Adamawa State. The population of the study comprised of all teachers of the selected private secondary schools in Adamawa state, amounting to 379 with a sample size of 291. This study adopted the use of questionnaire for data collection. The managerial support was measured using 5-items scale developed by London (1993). To measure employee commitment (affective commitment, normative commitment, and continuance commitment), Allen and Meyer (1991) questionnaire were adopted. Simple linear regression using SmartPLS 4 was used for this study data analysis. This study used the two-step process to report the results of PLS-SEM path, as suggested by Barroso, López, Sanguino and Mateos (2018). These include: (1) the assessment of a measurement model and (2) the assessment of a structural model. The assessment of a measurement model consists of determining individual item reliability and validity. Internal consistency reliability for this study was examined by means of composite reliability coefficient as suggested by Hair, Ringle and Sarstedt (2013), and Cronbach Alpha coefficient. The composite reliability coefficient for each latent construct should exceed 0.70 (Bagozzi & Yi, 1988) and Cronbach Alpha coefficient value closer to 1, indicate higher internal consistency reliability of the instrument (Sekaran, 2003).

Discussion

The rule of thumb for internal consistency reliability using composite reliability coefficient suggests that the composite reliability coefficient should be at least .70 or more (Sekaran, 2003). Giving table 1 below the least composite reliability coefficients value for this study is 0.889, demonstrating adequate internal consistency reliability.

Table 1 Cronbach’s alpha, Composite Reliability and Average Variance Extracted

Variables	Cronbach's alpha	Composite reliability (rho_a)	Composite reliability (rho_c)	Average variance extracted (AVE)
AC	0.899	0.918	0.919	0.588
CC	0.907	0.914	0.924	0.605
MS	0.878	0.889	0.912	0.676
NC	0.899	0.914	0.920	0.623

Source: SmartPLS Output, 2024

The AVE of each latent construct should be .50 or more. Following Chin (1998), the AVE values (see Table 1) exhibited high loadings ($\geq .50$) on their respective constructs, indicating adequate convergent validity. For the purpose of this study, discriminant validity was ascertained using HTMT method. For the Heterotrait-monotrait ratio of correlation Watanuki and Moraes (2016) and Henseler, Ringle and Sarstedt (2015) suggest that the (HTMT) be adopted as a better-suited criterion to assess discriminant validity. With regard to this criterion, if the HTMT value is greater than 0.85 (Kline 2011), or 0.90 (Gold et al. 2001), it indicates the presence of discriminant validity problem. For the purpose of this study the HTMT highest value is 0.769 as can be seen in table 2 below which is well below the threshold of 0.85 and 0.90 as suggested.

Table 2 Heterotrait-monotrait ratio (HTMT) – Matrix

Variables	AC	CC	MS	NC
AC				
CC	0.733			
MS	0.679	0.596		
NC	0.769	0.745	0.578	

Source: SmartPLS Output, 2024

The correlations between the variables were sufficiently below the suggested threshold values of .90 or more, which suggests that the constructs were independent and not highly correlated. Using the Pearson correlation as demonstrated in the correlation matrix no signs of multicollinearity problem among all the variables is observed.

Table 3 Correlation Matrix of the Study Variables

	1	2	3	4
Managerial Support	1			
Affective Commitment	0.603	1		
Continuance Commitment	0.531	0.662	1	
Normative Commitment	0.507	0.694	0.691	1

Source: SPSS Output, 2024

After the measurement model is found worthwhile based on reliability and validity, it is expected that the structural model be discussed to examine the real effect of the path coefficients of the study variables. For the purpose of this study standard bootstrapping using 5000 bootstrapped samples to assess the significance of path coefficients were employed as shown in Figure 2 below:

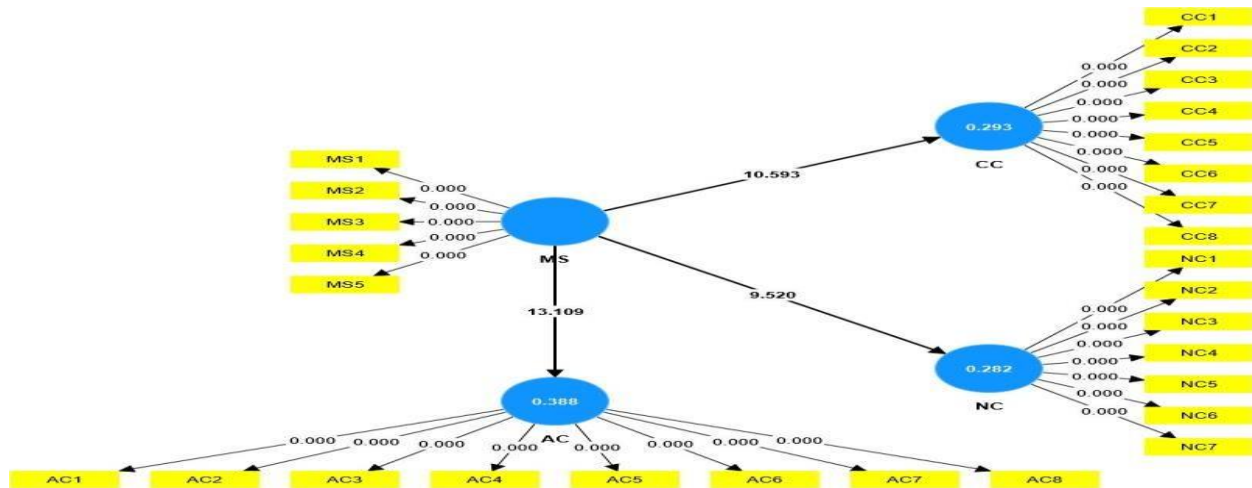


Figure 2 Structural Model

It was predicted that managerial support does not have significant influence on employee affective commitment in selected private secondary school in Adamawa State. Result revealed a significant positive relationship between managerial support and employee affective commitment at ($\beta = 0.623$, $t = 13.109$, $P= 0.000$), hence the first prediction was not supported but consistent with previous studies (Astuty & Udin 2020; Andini & Ekowati 2008; Teimouri et al., 2015; Khalid, 2020) who have also found a significant positive relationship between managerial support and employee affective commitment.

Table 4 Structural Model Assessment

Hypothesis	Relationship	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (O/STDEV)	P values	Remark
H1	MS -> AC	0.623	0.629	0.047	13.109	0.000	Not Supported
H2	MS -> CC	0.542	0.549	0.051	10.593	0.000	Not Supported
H3	MS -> NC	0.531	0.539	0.056	9.520	0.000	Not Supported

Source: SmartPLS Output, 2024

It was also predicted that continuance commitment of employees does not significantly influence by managerial support in selected private Secondary schools in Adamawa State. The result above (Table 4 Figure 2) indicated that continuance commitment had a significant positive relationship with managerial support in selected private Secondary schools in Adamawa State at ($\beta = 0.542$, $t = 10.593$, $P = 0.000$), not supporting the second prediction. This finding is consistent with the previous studies by Khalid (2020) Ahmad, Bibi, Bilal, and Hussain (2020), Tran et al. (2023). Similarly, in examining the influence of Managerial support on normative commitment, result indicated that Managerial support had a significant Positive relationship with normative commitment at ($\beta = 0.531$, $t = 9.520$, $P= 0.000$), not supporting the third prediction which states, that Managerial support has no significant influence on normative commitment of employees in selected private Secondary schools in Adamawa State. This result is also consistent with some previous studies by Tran et al. (2023); Andini and Ekowati (2008), Aube, Rousseau, and Morin (2007). Based on this study result, managerial support is one of the most important variables that boosts the normative commitment of workers in a private’s secondary schools in Adamawa state.

The R squared value, sometimes referred to as the coefficient of determination, is another helpful step for assessing the structural model in PLS-SEM (Hair et al., 2012). According to Ramayah et al. (2018), the R-squared value shows the percentage of variation in the dependent variable (s) that can be accounted for by one or more predictor variables. It shows the proportion of the endogenous variable's variance that the exogenous variables account for. Falk and Miller (1992) suggest an R-squared value of 0.10 as a minimum acceptable level in order for the variance explained of a certain endogenous construct to be judged satisfactory, but the acceptable level of R2 value depends on the research setting. The R-squared values of the endogenous latent variables are shown in Table 5 below.

Table 5. Variance Explained in the Endogenous Latent Variable

Latent Variables of the Study	R-square	R-square adjusted
AC	0.388	0.384
CC	0.293	0.289
NC	0.282	0.277

Source: SmartPLS, Output, 2024

As indicated in Table 5 above, the research model explains 38.4 percent, 28.9 percent and 27.7 percent respectively of the total variance in Affective commitment, continuance commitment, and normative commitment in selected private secondary schools in Adamawa state. This suggests that managerial support as exogenous latent variable explain 38, 29 and 28 percent of the variance of employee's commitment. Hence, the endogenous latent variable showed acceptable levels of R-squared values, which were considered as substantial (Hair, Hufit, Ringle & Sarstedt, 2014).

Conclusion and Recommendations

The present study has provided additional evidence to the growing body of knowledge concerning the influence of managerial support on employee's commitment. Results from this study lend support to the key theoretical propositions by addressing the theoretical gap through linking managerial support and employee's commitment in selected private secondary schools in Adamawa state. It also identified and filled the following gaps that hitherto existed in the managerial support literature; the impact of managerial support on employee's commitment among private secondary schools was explored in nonwestern and non-Asian contexts (Nigeria). Secondly, this study tests the influence of managerial support on individual dimension of employee's commitment (affective, continuance and normative) using one sample. This study documented positive significant effect between managerial support and commitment of employees. In view of the study findings, the following recommendations were made; Management should organize seminar and workshop for teachers and staff to become better aware of the characteristics and attribute of management support and affective commitment. Against this backdrop the study recommends the used of Managerial support for the higher affective commitment in private secondary schools in Adamawa state. It is also advised that managers and head of departments push employees to stay at their school and demonstrate to them the significant sacrifices that would be necessary to leave. They should also show an attitude of needing to stay because they believe that another school might not be able to match the benefits, they receive overall and that leaving now would disrupt too much of their lives. Additionally, management should convince the staff that things will be better in the past when people attended a single school for the majority of their education, and that a person has a moral obligation to stay in their current organization.

Suggestion for Further Study

It is recommended, while conducting future research this study be replicated in other developing countries around the world. Secondly, the current study is quantitative in nature. Thus, recommended future research in different directions (qualitative, mixed method) for assessing or studying managerial support and possible with some mediating variables which may increase employee commitment in private

secondary schools. Thirdly, this study was conducted within Adamawa state and that have limited the possibility of generalization of its findings, future study can consider private secondary schools in the North eastern States of Nigeria or across the whole country to find out if the results can vary.

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