



Organizational commitment and job engagement among bank employees in Delta State, Nigeria

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Abstract

This study investigated the influence of organizational commitment on job engagement among bank employees in Delta State, Nigeria. It focused on three dimensions of organizational commitment: affective, continuance, and normative and their relationships with job engagement. The empirical question is: do affective, continuance, and normative commitments affect job engagement among bank employee? Adopting a descriptive survey design, the study's population was 3,500 employees from where a sample size of 350 was drawn. Data collection instrument was a self-structured questionnaire validated and tested for reliability with Cronbach's alpha coefficient of 0.87, indicating high reliability. Descriptive statistics was computed to illuminate the data while multiple regression analysis was used to examine the effect of organizational commitment dimensions on job engagement. The findings revealed that normative commitment has significant and positive effect on job engagement, emerging as the strongest predictor ($\beta = 1.020$, $p < 0.05$). Continuance commitment also had a positive and significant effect on job engagement ($\beta = 0.303$, $p < 0.05$). Conversely, affective commitment had a significant negative influence on job engagement ($\beta = -0.349$, $p < 0.05$). The regression model demonstrated high explanatory power, with an R-squared value of 0.985. Based on the findings, the study recommended that banks prioritize enhancing normative commitment through practices that foster employee loyalty and ethical leadership. Continuance commitment should be strengthened by offering financial and professional incentives, while affective commitment can be positively leveraged through supportive workplace policies and programs aimed at employee well-being.

Keywords: Affective commitment, continuance commitment, interpersonal relationship, normative commitment, organizational values, work attitude

Introduction

Employee engagement has become a critical factor in achieving organizational success in today's competitive business environment. Banks, as key players in the financial sector, require employees who are highly committed and engaged to maintain a competitive edge and sustain growth. Organizational commitment, characterized by the psychological bond employees have with their organization, is vital for fostering job engagement. Studies show that employees who feel connected to their workplace are more likely to demonstrate enthusiasm, dedication, and innovation in their roles, ultimately enhancing organizational performance (Albrecht et al., 2021) [4]. The interplay between organizational commitment and job engagement is particularly significant in the banking industry, where employees face high demands and constant pressure to meet financial targets. Research has highlighted that affective commitment, driven by emotional attachment, plays a crucial role in ensuring employees remain motivated and aligned with organizational goals (Meyer & Allen, 2020) [15]. Similarly, continuance and normative commitments, shaped by perceived costs of leaving and feelings of obligation, respectively, contribute to employees' sustained involvement in their tasks, ensuring higher levels of engagement and productivity.

In the Nigerian banking sector, organizational challenges such as high employee turnover, work stress, and fluctuating economic conditions underscore the need for strong organizational commitment to drive job engagement (Adeyemo & Afolabi, 2023) [2]. Delta State, being a commercial hub, hosts a significant number of banks that rely heavily on their workforce's efficiency to maintain

operational excellence. Despite this, limited empirical studies exist to explore how organizational commitment affects job engagement in this context. Researchers argued that understanding this relationship is critical for developing policies that promote employee well-being and organizational success (Eze et al., 2023) [8].

This study, therefore, seeks to fill the gap in understanding how organizational commitment influences job engagement among bank employees in Delta State. By investigating the dimensions of commitment— affective, continuance, and normative—and their effects on engagement, the research aims to provide insights for developing strategies that enhance employee morale, reduce turnover, and boost organizational efficiency. Recent empirical evidence underscores the importance of tailoring interventions to the unique needs of employees to foster a culture of commitment and engagement (Sharma & Kaur, 2023) [23].

The Nigerian banking sector plays a pivotal role in driving economic growth, yet it faces persistent challenges relating to workforce stability and productivity. Despite the sector's reliance on employee commitment and engagement to achieve organizational goals, issues such as high employee turnover, job dissatisfaction, and declining morale remain prevalent. These challenges are further exacerbated by the high-pressure work environment in banks, which demands exceptional commitment and energy from employees to meet performance targets. While organizational commitment has been identified as a key factor in fostering job engagement, there is limited empirical evidence on how its dimensions— affective, continuance, and normative commitments— specifically influence job engagement in the Nigerian banking context, particularly in Delta State.

Additionally, as economic uncertainties and operational demands grow, the ability of banks to align employee commitment with job engagement becomes increasingly critical for sustaining competitive advantage. Without a clear understanding of this relationship, banks risk losing their most valuable asset, their human capital, to burnout, disengagement, and turnover. This study seeks to address this gap by examining the link between organizational commitment and job engagement among bank employees in Delta State, offering actionable insights for improving employee retention and organizational performance.

From the foregoing, the study aims to investigate the effect of organizational commitment variables (affective, continuance, and normative) on job engagement among bank employees. The hypothetical propositions are: (1) affective commitment has no significant effect on job engagement. (ii) Continuance commitment has no significant effect on job engagement. (iii) Normative commitment does not significantly influence job engagement.

Review of related literature

1. Organizational Commitment

Organizational commitment and job engagement are two interconnected constructs that lie at the heart of employee performance and organizational success. Organizational commitment is more than a contractual obligation; it represents the emotional, psychological, and moral connection employees develop toward their organizations, influencing their willingness to go above and beyond their formal roles (Adeyemi & Ogundele, 2023) ^[1]. On the other hand, job engagement is a vibrant state where employees immerse themselves fully in their work, characterized by energy, enthusiasm, and a deep sense of purpose. The relationship between these two concepts is both dynamic and transformative, with commitment serving as a foundation for sustained engagement (Johnson & Smith, 2023) ^[9, 10]. Affective commitment, for instance, fosters an intrinsic passion for one's job, while continuance and normative commitments create a sense of stability and duty that anchors employees in their roles (Khan & Iqbal, 2022) ^[11]. Together, these constructs shape the work environment, creating a synergy that drives innovation, resilience, and competitive advantage in today's fast-paced business world. Understanding this interplay is crucial, especially in the banking sector, where employee dedication often translates directly into customer satisfaction and organizational profitability.

1.1. Concept of affective commitment

Affective commitment refers to an employee's emotional attachment to, identification with, and involvement in an organization. It reflects the extent to which employees genuinely care about their organizations and its goals, making them more likely to remain loyal and dedicated to their roles (Meyer & Allen, 2020) ^[15]. Unlike other forms of commitment, such as continuance or normative commitment, affective commitment is driven by positive feelings and alignment with organizational values. Employees with high affective commitment are motivated to contribute to the organization not out of obligation or fear of loss but because they want to. This intrinsic motivation often translates into higher productivity, better interpersonal relationships at work, and lower turnover intentions (Ahmad & Ahmad, 2022) ^[3].

The foundation of affective commitment lies in creating a workplace culture that fosters trust, respect, and mutual support. According to Albrecht et al. (2021) ^[4], when employees perceive that their organization values their contributions and cares about their well-being, their affective commitment significantly increases. However, the development of affective commitment is not automatic; it requires deliberate organizational strategies (Kim, et al. 2023) ^[12]. Creating an inclusive work environment, offering opportunities for professional growth, and recognizing employee achievements are critical in building this emotional attachment (Sharma & Kaur, 2023) ^[23].

1.2. Concept of continuance commitment

Continuance commitment refers to the degree to which employees remain with an organization because they perceive the costs of leaving to be too high or because they lack viable alternatives. This form of commitment is grounded in a rational and calculative decision-making process (Johnson & Smith, 2023) ^[9, 10], where individuals weigh the benefits of staying against the perceived losses associated with leaving. Meyer and Allen (2020) ^[15] described continuance commitment as a component of organizational commitment characterized by a sense of necessity rather than desire. Employees with strong continuance commitment often feel bound to the organization due to factors such as financial dependence, job security, or the time and effort they have already invested in their current roles.

The antecedents of continuance commitment are primarily external and situational. Factors such as tenure, the availability of alternative job opportunities, and personal investments such as pensions, benefits, or professional relationships, play significant roles in shaping this type of commitment (Sharma & Kaur, 2023) ^[23]. Organizations with competitive compensation packages, extensive training programs, and robust career development opportunities often see higher levels of continuance commitment. However, this form of commitment can be a double-edged sword, as employees who stay purely out of necessity may not demonstrate the same level of engagement or enthusiasm as those with strong affective commitment.

Continuance commitment has important implications for organizational outcomes, both positive and negative. On the one hand, it can reduce employee turnover, particularly in industries with limited job mobility or specialized skill requirements, such as banking (Albrecht et al., 2021) ^[4]. Employees who feel financially or professionally invested in their current roles are less likely to seek alternative employment, thus contributing to workforce stability. On the other hand, high continuance commitment may lead to a workforce that is physically present but emotionally disengaged. This phenomenon often referred to as "presenteeism," can negatively impact productivity, innovation, and workplace morale (Bakker & Demerouti, 2022; Eze et al., 2023) ^[6, 7, 8].

1.3. Concept of normative commitment

Normative commitment refers to an employee's sense of obligation to remain with an organization due to perceived moral or ethical considerations. It stems from the belief that staying with the organization is the "right" thing to do, often influenced by cultural, social, or organizational norms (Meyer & Allen, 2020) ^[15]. Employees with strong

normative commitment feel compelled to remain loyal to their organization, even when personal or professional circumstances might suggest otherwise. This type of commitment can be cultivated through organizational practices that foster loyalty, such as ethical leadership, a culture of fairness, and programs that create a sense of reciprocity between the organization and its employees (Park & Kim, 2023) [12, 18].

The development of normative commitment is frequently associated with factors such as socialization processes, organizational support, and cultural expectations. When organizations invest in employee development, such as through training, mentorship, or tuition reimbursement programs, employees may feel a moral responsibility to reciprocate by remaining loyal to the organization (Santos & Pereira, 2023; Sharma & Kaur, 2023) [21, 23]. Similarly, a culture that emphasizes values such as duty, honour, and mutual respect can strengthen an employee’s normative commitment. For instance, employees who perceive that their organization acted fairly during challenging times, such as layoffs or economic downturns, often feel a heightened sense of obligation to stay.

Normative commitment has both advantages and challenges for organizations. On the positive side, it often results in lower employee turnover, as individuals driven by a sense of obligation are less likely to leave. Research by Albrecht et al. (2021) [4] indicates that employees with high normative commitment are more likely to engage in organizational citizenship behaviours, such as mentoring colleagues or volunteering for extra tasks. However, overly strong normative commitment may sometimes lead to negative outcomes, such as employee dissatisfaction or stress, especially if the sense of obligation is perceived as coercive or misaligned with personal values. For example, employees who feel trapped due to moral pressure may experience reduced engagement or even burnout over time (Bakker & Demerouti, 2022) [6, 7].

2. Job engagement

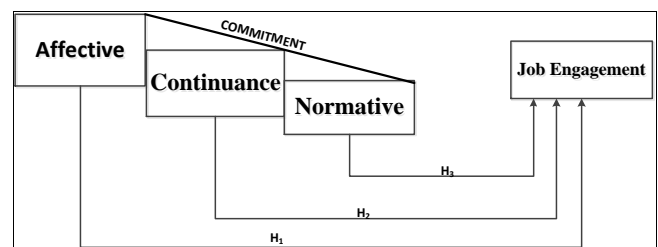
Job engagement is a crucial determinant of employee performance, particularly in the banking sector, where job roles demand high levels of precision, customer interaction, and adherence to organizational objectives (Adeyemo & Afolabi, 2023) [2]. Job engagement refers to the psychological state where employees feel emotionally, cognitively, and physically connected to their work, leading to heightened focus, enthusiasm, and productivity (Schaufeli, 2021) [22]. Engaged employees in the banking sector are more likely to deliver superior customer service, demonstrate problem-solving capabilities, and maintain a positive work attitude, all of which are essential in fostering client satisfaction and organizational growth. The nature of banking jobs, characterized by strict deadlines and intense client demands, necessitates high levels of engagement to achieve both individual and organizational goals.

One significant influence of job engagement among bank employees is its impact on their overall productivity and efficiency. Engaged employees are typically more proactive in their roles, showing a higher level of dedication and a willingness to exceed expectations. Albrecht et al. (2021) [4] emphasize that when employees are engaged, they are less likely to make errors, more innovative in their problem-solving, and better at managing stressful situations. In the banking context, these attributes translate into reduced

operational risks, improved financial performance, and enhanced reputation in competitive markets. Furthermore, job engagement fosters a culture of accountability and initiative, where employees take ownership of their tasks and align their actions with organizational objectives (Bakker & Albrecht, 2022) [6, 7].

Research by Bakker and Demerouti (2022) [6, 7] found that organizations that prioritize job engagement report lower turnover rates and a higher capacity to attract top talent. Sharma and Kaur (2023) [23] submitted that bank employees who feel engaged are better equipped to manage client relationships, adapt to changes in the banking industry, and sustain high performance in demanding environments. This highlights the need for banks to invest in engagement-enhancing strategies such as leadership development, flexible work arrangements, and continuous professional development.

Arising from the above argumentation, the conceptual framework for this study is as presented in Figure 1.



Source: Researchers’ Conceptualisation (2024)

Fig 1: Conceptual framework of organisational commitment and job engagement

Data and methods

1. Research Design

This study adopted a descriptive survey research design. This design is appropriate as it facilitated the collection of data from a representative sample, allowing for the exploration of trends, relationships, and patterns without manipulating the study environment. The design was particularly suited for studies aiming to understand employees’ perceptions and behaviours, making it ideal for investigating the constructs of commitment and engagement within the banking sector.

The population for this study comprised all employees of Deposit money banks operating in Delta State, Nigeria. These employees include staff at different hierarchical levels, such as tellers, customer service officers, marketers, and managers. According to recent records from the Central Bank of Nigeria (CBN), there are approximately 3,500 employees working across the major commercial banks in Delta State, distributed across various branches in urban areas.

A sample size of 350 employees was selected for the study, representing 10% of the total population. This sample size aligned with recommendations by Krejcie and Morgan (1970) for determining sample sizes in large populations. The sampling technique employed was a multistage sampling method. In the first stage, branches were stratified based on their location. In the second stage, proportional random sampling was used to ensure that employees from each branch and hierarchical level were adequately represented. This approach enhances the generalizability of the findings.

The instrument for data collection was a structured questionnaire designed to capture the key variables of the study. The questionnaire was divided into three sections: demographic information, organizational commitment (assessing affective, continuance, and normative commitment), and job engagement (assessing vigour, dedication, and absorption). Items were adapted from established scales, including Meyer et al.'s (2021) [16] organizational commitment questionnaire and Schaufeli et al.'s (2021) [22] Utrecht work engagement scale. The instrument used a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

2. Validity and reliability of the instrument

The validity of the questionnaire was established through expert review. To establish reliability, a pilot study was conducted with 30 bank employees outside the study area. The Cronbach's alpha coefficients for the organizational commitment and job engagement variables are as shown in Table 1. The high coefficient values indicate high internal consistency.

Table 1: Reliability of the Research Instrument

Variables	Cronbach's Alpha Value
Job Engagement	0.79
Affective Commitment	0.97
Continuance Commitment	0.85
Normative Commitment	0.88

Source: Authors' Computation (2024)

3. Model specification and method of data analysis

The multiple regression model formulated for this study is designed to examine the effects of organizational

commitment dimensions on job engagement among bank employees. The model can be expressed as:

$$JE = \beta_0 + \beta_1 AC + \beta_2 CC + \beta_3 NC + \epsilon \tag{equ.1}$$

Where:

- **JE:** Job Engagement (Dependent Variable)
- **AC:** Affective Commitment (Independent Variable 1)
- **CC:** Continuance Commitment (Independent Variable 2)
- **NC:** Normative Commitment (Independent Variable 3)
- **β₀:** Constant or intercept term
- **β₁, β₂, β₃:** Regression coefficients representing the change in JE for a one-unit change in each independent variable, holding other variables constant.
- **ε:** Error term accounting for unobserved factors or random variation.

Data were analyzed using both descriptive and inferential statistical methods. Descriptive statistics, such as frequencies, percentages, means, and standard deviations, were used to summarize respondents' demographic characteristics and their responses to the questionnaire items. Inferential statistics, including Pearson correlation and multiple regression analysis, were employed to examine the relationships between organizational commitment dimensions and job engagement. The data analysis was done with Eviews 9.0.

Result and discussion

This section focuses on the data presentation, results, and discussion of findings. It is interesting to note that out of the 350 questionnaire distributed, only 291 representing 83.1% were returned and useful for the analysis. The presentation begins with demographic characteristics as shown in Table 2.

Table 2: Demographic Characteristics

Characteristic	Category	Frequency (n)	Percentage (%)
Gender	Male	146	52%
	Female	145	48%
	Total	291	100%
Age	Below 25	30	10%
	25–34	95	33%
	35–44	80	28%
	45–54	60	21%
	55 and above	26	9%
	Total	291	100%
Highest Educational Qualification	Secondary School Certificate	20	7%
	Diploma/OND	50	17%
	Bachelor's Degree/HND	140	48%
	Master's Degree	65	22%
	Ph.D.	10	3%
	Others	6	2%
	Total	291	100%
Years of Experience	Less than 1 year	15	5%
	1–5 years	95	33%
	6–10 years	85	29%
	11–15 years	60	21%
	Over 15 years	36	12%
	Total	291	100%

Source: Authors' Computation (2024)

Table 2 shows the demographic characteristics of the respondents and provides insightful details about the composition of the study sample in terms of gender distribution, age, educational qualification, and years of experience.

1. Analysis of Responses

Table 3: Descriptive Analysis

S/N	Question Item	Mean	Std Dev.	Remark
AC	Affective Commitment			
AC1	I feel a strong sense of belonging to my organization.	3.03	1.01	Agree
AC2	I am emotionally attached to my organization.	2.92	1.04	Agree
AC3	My organization has personal meaning to me.	2.94	1.01	Agree
AC4	I would be very happy to spend the rest of my career here.	3.00	1.00	Agree
AC5	I enjoy discussing my organization with outsiders.	2.99	1.02	Agree
	Aggregate Mean	2.98	1.02	Agree
CC	Continuance Commitment			
CC6	Leaving this organization would cost me a lot financially.	3.08	0.98	Agree
CC7	It would be difficult for me to leave because of the time I have invested.	3.03	0.99	Agree
CC8	I feel I have few options to consider leaving this organization.	3.08	1.00	Agree
CC9	Too much effort would be required to leave my current job.	2.98	0.98	Agree
CC10	Staying with this organization is necessary for my stability.	2.98	1.03	Agree
	Aggregate Mean	3.03	0.99	Agree
NC	Normative Commitment			
NC11	I feel an obligation to remain with my organization.	3.08	0.96	Agree
NC12	I would feel guilty if I leave my organization now.	3.03	1.01	Agree
NC13	I owe it to my organization to continue working here.	3.10	0.97	Agree
NC14	I would feel bad if I did not fulfill my obligations here.	3.08	0.98	Agree
NC15	I have a moral obligation to remain with this organization.	3.03	0.99	Agree
	Aggregate Mean	3.06	0.98	Agree
JE	Job Engagement			
JE16	I feel energetic when performing my job.	3.13	0.95	Agree
JE17	I am enthusiastic about my job responsibilities.	3.11	0.94	Agree
JE18	Time flies when I am engaged in my work.	3.10	0.98	Agree
JE19	My job inspires me to give my best efforts.	3.10	0.95	Agree
JE20	I feel happy and absorbed in my work tasks.	3.06	0.97	Agree
	Aggregate Mean	3.10	0.96	Agree

Source: Authors' Computation (2024)

Table 3 provides the interpretation of the mean responses and shows positive tendencies in affective commitment, continuance commitment, normative commitment, and job engagement among the respondents. For affective commitment, the aggregate mean and its standard deviation is 2.98 ± 1.02 , showing that respondents generally agree with statements reflecting their emotional attachment to their organization. The relatively low standard deviation indicates a consistent pattern of agreement among the respondents, highlighting a significant emotional connection to their workplace.

The responses for continuance commitment also reflect positive perceptions, with an aggregate mean and standard deviation of 3.03 ± 0.99 . This suggests that respondents agree they are motivated to stay in their organization due to the financial and personal costs of leaving. The findings underscore that continuance commitment among respondents is influenced by practical and stability-related considerations, with little variation in responses across individuals.

Normative commitment, with an aggregate mean of 3.06 ± 0.98 , reflects a sense of moral obligation and loyalty to the organization. The narrow spread of responses demonstrates consistency in the perceived responsibility to remain in the organization due to ethical considerations, emphasizing the role of organizational culture in fostering loyalty.

For job engagement, the aggregate mean of 3.10 ± 0.96 indicates a high level of agreement that respondents are actively engaged in their work. The relatively low standard deviation suggests uniformity in the responses, signifying a workforce that finds meaning and motivation in their job

roles. Overall, the data reflect a positively engaged and committed workforce across all dimensions studied.

Table 4: Correlation Matrix

Parameters	JE	AC	CC	NC
JE	1.000			
AC	0.121	1.000		
CC	0.475	0.945	1.000	
NC	0.664	0.561	0.892	1.000

Source: Authors' Computation (2024)

Table 4 shows the correlation matrix and it reveals a significant relationship among the variables of job engagement (JE), affective commitment (AC), continuance commitment (CC), and normative commitment (NC). Job engagement shows a weak positive correlation with affective commitment ($r = 0.121$), suggesting that while there is a connection between employees' emotional attachment to their organization and their engagement in work, the relationship is not particularly strong. In contrast, job engagement demonstrates a moderate positive correlation with continuance commitment ($r = 0.475$), indicating that employees who perceive high costs associated with leaving their organization tend to exhibit higher levels of work engagement. Furthermore, job engagement has a strong positive correlation with normative commitment ($r = 0.664$), suggesting that employees who feel a moral obligation to stay with their organization are more likely to be highly engaged in their roles.

The interrelationships among the commitment dimensions are also noteworthy, with a very strong correlation between affective and continuance commitment ($r = 0.945$), reflecting their intertwined nature as employees emotionally attached to their organization are also likely to stay for practical reasons. Normative commitment is highly correlated with both continuance commitment ($r = 0.892$) and affective commitment ($r = 0.561$), indicating that moral obligation is strongly associated with both emotional ties and the perceived cost of leaving. Clearly, the correlation coefficient between the individual independent variable and the dependent variable is not higher than 0.75. This is an indication of the absence of multicollinearity (Osazevbaru & Mayuku, 2024) ^[17]. Overall, the matrix highlights the multifaceted nature of employee engagement and commitment in the workplace.

2. Testing the Hypotheses

To test the three hypotheses raised for this study, equation 1 was implemented and the result presented in Table 5.

Table 5: Multiple Regression Result

Dependent Variable: JE					
Method: Least Squares					
Sample: 1 291					
Included observations: 291					
Variable	Coefficient	Std. Error	t-Statistic	Prob.	VIF
C	0.096165	0.022671	4.241745	0.0000	
AC	-0.348967	0.055816	-6.252090	0.0000	4.00
CC	0.303360	0.105269	2.881774	0.0043	3.13
NC	1.020237	0.072506	14.07101	0.0000	5.11
R-squared	0.985776	Mean dependent var	3.099656		
Adjusted R-squared	0.875628	S.D. dependent var	0.949973		
Prob(F-statistic)	0.000000	Durbin-Watson stat	1.224380		

Source: Authors' Computation (2024)

Table 5 provides insights into the connection between affective commitment (AC), continuance commitment (CC), normative commitment (NC) and job engagement (JE) among bank employees in Delta State.

For hypothesis 1, that is, affective commitment has no significant effect on job engagement, the regression coefficient for AC is -0.348967 with a t-statistic of -6.252090 and a p-value of 0.0000. This result indicates a statistically significant negative effect of affective commitment on job engagement. Employees with higher affective commitment may perceive emotional ties to their organization as less directly tied to their active job engagement, leading to the rejection of the null hypothesis.

Regarding hypothesis 2 which examines the effect of continuance commitment on job engagement, the regression coefficient for CC is 0.303360, with a t-statistic of 2.881774 and a p-value of 0.0043. This demonstrates a statistically significant positive effect, suggesting that employees who remain with their organization due to perceived costs or

limited alternatives are more likely to exhibit higher job engagement. Thus, the null hypothesis is rejected.

For the third hypothesis which states that normative commitment does not significantly influence job engagement, the regression coefficient is 1.020237, with a t-statistic of 14.07101 and a p-value of 0.0000. This strong positive and significant relationship highlights that employees with a moral obligation to remain in their organization are substantially more engaged in their work, leading to the rejection of the null hypothesis.

The overall model's F-statistic of 6630.187 with a p-value of 0.0000 confirms the joint significance of the predictors, indicating that affective, continuance, and normative commitments collectively influence job engagement. The Durbin-Watson statistic of 1.2244, while slightly below the ideal range, suggests mild positive autocorrelation, which may warrant further consideration in future analyses. Overall, the findings underscore the nuanced interplay between different forms of organizational commitment and employee engagement.

The R-squared value of 0.985776 indicates that 98.58% of the variation in job engagement is explained by the three predictors, highlighting the model's strong explanatory power. The Adjusted R-squared value of 0.875628 further confirms this, accounting for the number of predictors in the model.

3. Discussion of Findings

The study's findings revealed a significant negative relationship between affective commitment and job engagement among bank employees in Delta State, contradicting the general expectation that emotional attachment fosters higher engagement. This result suggests that while employees may feel emotionally attached to their organization, such attachment does not necessarily translate to active job involvement. A similar observation was made by Robinson et al. (2023) ^[20], who noted that emotional commitment could sometimes lead to complacency, reducing proactive engagement. However, this finding contrasts with Meyer et al. (2021) ^[16], who argued that affective commitment positively correlates with higher engagement, particularly in sectors with strong relational dynamics. This divergence highlights the complexity of affective commitment's role in engagement across different organizational contexts.

For continuance commitment, the analysis showed a significant positive effect on job engagement, indicating that employees who perceive substantial costs associated with leaving the organization are more likely to remain actively engaged in their roles. This aligns with findings by Ling and Zhang (2022) ^[14], who emphasized that economic and professional dependencies often motivate employees to perform well to secure their positions. Conversely, Allen et al. (2021) ^[5] argued that continuance commitment might result in passive compliance rather than active engagement, suggesting that this relationship may vary based on individual or organizational circumstances.

The study also established a strong and significant positive relationship between normative commitment and job engagement, suggesting that employees with a moral obligation to remain in their organization demonstrate higher engagement levels. This finding is consistent with the work of Park and Kim (2022) ^[19], who found that employees driven by moral duty often exhibit dedication and

enthusiasm in fulfilling their roles. However, Kwon et al. (2022) ^[13] argued that normative commitment might lead to feelings of obligation without genuine engagement, especially if organizational values are not aligned with personal beliefs.

Overall, the findings highlight the nuanced roles that different dimensions of commitment play in shaping job engagement. While normative and continuance commitments positively influence engagement, the negative association with affective commitment suggests that emotional attachment alone may not guarantee high engagement. These results underscore the importance of tailoring management strategies to foster balanced forms of commitment that align with organizational goals and employee well-being.

Conclusion and recommendations

The study reveals that organizational commitment plays a critical role in shaping job engagement among bank employees in Delta State. Specifically, normative commitment emerged as the strongest predictor, underscoring the importance of fostering employees' sense of obligation and loyalty to their organization. Continuance commitment also showed a significant positive influence, indicating that perceived financial and professional investments encourage sustained engagement. However, the negative relationship between affective commitment and job engagement highlights the nuanced and potentially conflicting dynamics of emotional attachment in the workplace. These findings suggest that while all forms of commitment are relevant, organizations should prioritize cultivating normative and continuance commitments through ethical leadership, professional development opportunities, and fair workplace policies.

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