Workplace Humanization and Staff Retention at Multinational Oil Corporations in Rivers State, Nigeria

Dr. Nwiyii, Blessing Joseph[1], Dr. Amanawa, David Ebiegberi[2], Dr. Alobari, Grant Emmanuel[3]

[1]Ph.D. in Management (Organizational Behaviour Option), Faculty of Business Studies,
Ignatius Ajuru University of Education, Port Harcourt.
nwiyiiblessing@gmail.com
[2]Faculty Member / Researcher, Centre for Continuing Education, Ignatius Ajuru University of Education, Port-Harcourt.
david.amanawa@iaue.edu.ng
[3]Ph.D. in Management (Organizational Behaviour Option), Faculty of Business Studies,
Ignatius Ajuru University of Education, Port Harcourt.
grantalobariea@gmail.com

Abstract: The paper examined the relationship between work humanization and affective commitment in International Oil Companies in Rivers State. The study's objective was to empirically examine how humanization in the workplace relates to affective commitment in obedience to rules and regulations, employee productivity, and enterprise-first behaviour in International Oil Companies in Rivers State. The study utilized the explanatory cross-sectional survey research design. The study population comprised a thousand nine hundred and seventy-two (1972) employees from 20 International Oil Companies in Rivers State. However, the choice of the above international oil companies' domicile in Rivers State as the study population was because of their visibility and accessibility to the researcher. Using Krejcie and Morgan's table of 1970, the study's sample size became 322 respondents. In determining the number of the sample element for each of the firms, Bowley's (1960) Population Proportionate Allocation Formula was used. Out of three hundred and twenty-two (322) copies of the validated questionnaire that were administered, the researcher was able to retrieve two hundred and eighty-four (284) copies, making it 88% of the entire questionnaires administered. The data obtained from the field were analyzed using Spearman's Rank Order Correlation Coefficient and t-test with the aid of SPSS Version 22.0. Three hypotheses were tested using Spearman Rank Order Correlation. From the empirical analysis carried out, the study found that: work humanization has a very strong positive relationship with obedience to rules and regulations in International Oil Companies in Rivers State; work humanization has a strong positive relationship with employee productivity in International Oil Companies in Rivers State, and; work humanization has a strong positive relationship with enterprise-first behaviour in International Oil Companies in Rivers State. Conclusively, humanizing the work environment, such as giving employees a voice, ensuring a fair reward system, and allowing information justice are the right paths with which organizations can achieve the effective commitment of employees. Among others, the study recommended that management of Oil Companies should resort to collective bargaining during conflicting situations, as this will give their employees a strong sense of belonging that will drive them towards improved productivity and enterprise-first behaviour.

Keywords: Work Humanization, Affective Commitment, Obedience to Rules and Regulations, Employee Productivity, and Enterprise-First Behaviour

Background of Study

All across organizations, especially in the oil and gas sector, employees are indispensable resources that determine their success and competitiveness. Implementing rules, operations, and service plans require the devoted efforts of personnel. The desire to be a part of an organization is the root of employee emotional commitment. This is connected to the organization's strong moral standards since they support employees in achieving the business's overall objectives (Abbas & Awan, 2017). Conceptually, affective commitment represents a condition where workers emotionally connect to their company. Employees that demonstrate this type of dedication exhibit a sense of identity and belonging that enables them to actively engage in all organizational operations (Linda, 2016). Such devotion demonstrates allegiance because of how they feel about the organization. As a result, these workers are willing to sacrifice for their employers and do not want to leave (Meyer, 1997; Abbas & Aswan, 2017). This research assesses the degree to which employees adhere to rules and regulations, their level of productivity, and their enterprise-first conduct.

Among the age-long unhealthy situations troubling our organizations, including oil companies in Nigeria and Rivers State, is the dearth of affective commitment. Finding an employee with their organization and work at heart becomes difficult without attaching something to it. Employees are committed to what they envisage to benefit or have benefitted in the past. The researcher's observation and experience suggest that employees in the oil and gas firms in Rivers State (especially the internally headquartered ones) base their commitment on Social Exchange Theory - "give and take" forms the basis of almost all relationships. However, their proportions might vary as per the intensity of the relationships. It becomes disheartening to see that most employees would not want to do anything for their organization based on their alignment with the organization's rules and regulations or their love and

affection for the organization. The persistent absenteeism, idle chatter, low morale, and increased desire to resign among Nigerian transportation employees, which reflects a lack of commitment on the part of the workers, were bemoaned by Leedum (2016). The fact that the issue of low affective commitment persists indicates that there may be a workplace component that has not been fully used in addressing the problem of low affective commitment among employees in international oil corporations. It seems like job humanization is related to it.

Worker humanization addresses the issue of treating employees as people with their unique physical, mental, and emotional needs (Herrick & Maccoby, 2016). Operationally, work humanization is the process of giving work organization a human face in order to make work satisfying for an adult. It's the idea of reevaluating work schedules, practices, and culture to make them more beneficial to the workforce and business. Work humanization focuses on the significance of work for individuals and how it influences their social and economic well-being (Helliwell, 2006; Inyang, 2008). It is practical to humanize the workplace since it has a significant impact on how humanity will develop in the future. Dehumanized workplaces cause the majority of issues in everyday life. Humanization promotes relationships and gives workers a sense of value. It emphasizes the value of human-centered rather than mechanical procedures. As a result, finding techniques to increase employees' sense of involvement in their organization is improved.

Although the study hypothesizes that adopting work humanization might foster effective commitment, this conclusion is still speculative because it has not yet been experimentally supported. Therefore, this study focuses on experimentally establishing the link between work humanization and affective commitment of International Oil Companies (IOCs) in Rivers State.

Statement of Problem

Across some International Oil Companies (IOCs) in Rivers State, there appears to be a dearth of work humanization (i.e., reward system, employee voice, and information justice), among others, which all point to the absence of work humanization. In line with this, Banjoko (2018) asserted that one of the most fearsome challenges faced by workers in commercial banks in Rivers State, Nigeria, currently appears to be job security. The shortfall of work humanization can account for the deficiency of affective commitment in the international oil companies in Rivers State. A typical employee should be committed and proud of the result emanating from his contribution to an organization. However, because of lack of work humanization, which has affected employee intention to stay in the company, workers seem to be lacking in obedience to rules and regulations, enterprise-first behavior, and productivity. This is an issue that begs the research effort.

Another issue that necessitated this study is the dearth of research on the relationship between work humanization and affective commitment. For instance, the work of Joseph *et al.* (2019) assessed the effect of employees' remunerations on productivity in Nigerian Breweries Plc.; Tafamel and Akrawah (2019) examined the role of organizational justice on employee commitment in Nigerian Universities, and Seniwoliba (2015) investigated equitable pay as an antecedent of work performance and job satisfaction (experience from university for development studies). Howbeit, none of these studies provided empirical proof of how to work humanization correlates with affective commitment in International Oil Companies in Rivers State. This implies that much effort is required to increase the research on work humanization and affective commitment. This work, therefore, seeks to cement this knowledge gap, as explained.

Aim and Objectives of the Study

The study aimed to ascertain the relationship between work humanization and affective commitment in International Oil Companies in Rivers State. The specific objectives of the study include the following:

1. To determine the relationship between work humanization and obedience to rules and regulations in International Oil Companies in Rivers State.
2. To determine the relationship between work humanization and employee productivity in International Oil Companies in Rivers State.
3. To determine the relationship between work humanization and enterprise-first behaviour in International Oil Companies in Rivers State.

Research Hypotheses

The researcher tested the following null hypotheses at a 0.05 level of significance:

Ho_1: Work humanization has no significant relationship with obedience to rules and regulations in International Oil Companies in Rivers State.

Ho_2: Work humanization has no significant relationship with employee productivity in International Oil Companies in Rivers State.

Ho_3: Work humanization has no significant relationship with enterprise-first behaviour in International Oil Companies in Rivers State.

Theoretical Framework

There is a tacit awareness, according to Amanawa (2015), that the requirements of the Nigerian worker may all be unmet or inadequate. This is brought on by the Nigerian worker's persistently subpar performance despite frequently decent salaries and benefits. There is a misconception regarding the character and working conditions of the typical Nigerian employee. It portrays the image of a complacent person whose sense of obligation has been blunted by dissatisfaction and pessimism. Additionally, according to Amanawa (2015), middle-level employees in Nigerian corporations can only be inspired to perform better on the job by meeting their "higher order" needs, which have been identified as opportunities for advancement, responsibility, participation in decision-making, participation in goal-setting, growth, and accomplishments at work.

The hierarchy of Needs theory was propounded by the humanistic psychologist Abraham Maslow in 1970. The model was derived from his experience as a clinical psychologist. The theory postulates five basic categories of needs arranged in a hierarchy of importance; Physiological (basic), safety (security), social (belongingness), esteem (ego), and self-actualization needs. This theory organized needs into higher-level needs and lower-level needs. It stated that the absolute satisfaction of lower-level needs automatically activates the higher-level needs, which in turn seek to be satisfied. The theory posits that the hierarchy of needs follows in ascending order:

a) Physiological Needs: In an organizational context, physiological needs are the employees' concern for salary and basic working conditions. It is only when these basic needs are met in the organization that the employee can be motivated to progress to higher-level needs.

b) Safety or security needs: These are needs for safety and security and emotional injuries, the threat from danger, and deprivations.

c) Social needs (belongingness and love needs): This is the need for meaningful interaction – love, acceptance by others, and affectional relationship.

d) Esteem needs: They are two-fold in nature.

    i) Self-esteem needs include the needs for self-confidence, achievement, competence, self-respect, and knowledge, and for independence and freedom.

    ii) The esteem of others – these are related to one's reputation needs for status, recognition, appreciation, and respect from one's associates.

e) Self-Actualization needs: This is the need to realize one's potential, or the desire to become what one wants to become, accomplishing things in life and reaching the peak of one's potential.

The theory offers that the organization or the manager should create the right work environment to enhance employee motivation (Inyang, 2008). The theory posits that each person has a hierarchy of five sets of needs that must be satisfied, ranging from basic psychological needs, safety needs, social belonging, esteem needs, and finally self –actualization.

The basic assumptions of the theory are as follows:

i)   Human beings have needs that are never completely satisfied.

ii)   Human action is targeted at fulfilling the needs that are unsatisfied at a given point in time.

The implication of Abraham H. Maslow's Hierarchy Theory of 1954 to the Study

This theory was concisely adopted as the theoretical support for this study because it is related to the variables (work humanization and affective commitment). The theory predicts that as employees' personal needs are met, it influences their affective commitment so as to get higher needs satisfied. A person with an unfulfilled need could be persuaded to work to satisfy that need. Every employee works to satisfy at least one of their needs, as listed by Abraham Maslow. But it follows that human needs are insatiable. Therefore, when an employee gets one or more of their needs satisfied through work humanization, their affective commitment gets strengthened, thereby enhancing their enterprise-first behavior, obedience to rules and regulations, and productivity.

Concept of Work Humanization

Operationally, work humanization is the process of giving work organization a human face in order to make work satisfying for an adult. Work humanization focuses on the significance of work for individuals and how it influences their social and economic well-being (Helliwell, 2006; Inyang, 2008). It is practical to humanize the workplace since it will affect a significant portion of humanity's future. The majority of issues in everyday life are caused by dehumanized workplaces (Ahiauzu, 1999). People are made into cogs in machines by processes and systems. They are, in fact, eminently interchangeable because of this. The goal of work humanization

is to provide a suitable physical working environment. Lack of natural lighting, cramped, uncomfortable seating that invades personal space, and monochromatic color schemes are some physical characteristics that cause stress in workers. Once stressed, these workers are more likely to respond negatively to subsequent tasks, making more mistakes or becoming irritable in situations that are typically within their capabilities. Stress may be reduced at work by making a few simple changes. Natural sights from the window have been shown to boost concentration, uplift the spirit, cut down on mistakes, and make one feel less tired (Ahiauzu, 1999).

Work humanization, according to Herrick and Maccoby (2016), tackles concerns, including the worker's sense of freedom from dread and worry about their current and future employment. Equity of workers' compensation refers to how fairly an employee is compensated for the effort he or she puts forth while working. Job individuation is a further aspect of the humanization of the workplace that promotes creativity, independence, and learning in the workplace.

In a larger sense, work humanization also refers to humanistic management (HM), which acknowledges and cares about people and other human factors while leading companies. It is focused on people themselves, demonstrating concern for their thriving and well-being, rather than only on using people to get outcomes (Pirson & Lawrence, 2010).

Spitzeck (2011) asserts that a number of voices have argued for a more humane workplace from an ethical standpoint. The United Nations and other international organizations have also urged businesses to uphold higher standards of morality and humanity (Spitzeck, 2009). The International Labor Organization (ILO) has pushed for a number of agreements to enhance working conditions and the quality of life (QWL). Many management academics have pushed for the humanization of the workplace. Meltzer and Wickert (1976) concentrated on humanizing organizational behavior, whereas Mire (1976) advocated for a more humane workplace. Cunningham and Fichy (1983) advocated for changes to corporate culture, including adjustments to interpersonal dynamics, mentality, and operational procedures that have an impact on and shape people's lives.

Employee expectations are a topic that is addressed by work humanization. A growing body of research demonstrates that an employee's physical and mental health, as well as his conduct as a citizen, are significantly influenced by the structure and character of his job. So it seems to reason that he should have the right to demand a working environment that promotes good citizenship and doesn't harm his health. Therefore, the primary objective of our society should be to create institutions of work that foster activity, cooperation, interest in learning, and self-improvement among employees, as well as the creative powers of labor (Chaneta, 2012).

Concept of Affective Commitment

Employees that have an affective commitment to their company are shown to be emotionally connected to it. This characteristic is a crucial need for assessing the employee's loyalty and commitment. Employees that demonstrate this type of dedication exhibit a sense of identity and belonging that enables them to actively engage in all organizational operations (Linda *et al.*, 2016). Such devotion demonstrates allegiance because of how they feel about the organization. As a result, these workers are willing to make sacrifices for their employers and do not want to leave (Meyer, 1997; Abbas & Aswan, 2017). Employees that are emotionally dedicated to the company consistently provide their best effort to the tasks they are assigned, go above and beyond the requirements of their job descriptions and develop a bond with the company's aims and values. Affective commitment is the connection a worker has to a company because they identify or care about its mission and core values. Zeb-Obipi and Agada (2017) in Meyer and Allen (1997) defined emotional commitment as how much a person 'wants' to stay in the organization. The level of an employee's identification with, acceptance of, and pursuit of goals is captured by their affective commitment.

Employees that have an affective commitment stay on staff with a company out of a genuine desire to do so rather than as a favor or to take advantage of certain perks and prices. Affective commitment is developed through internalizing the values and standards of the company and acknowledging its value (Beck & Wilson, 2014; Dixit & Bhati, 2015). Therefore, the idea of affective commitment may be defined as the level of psychological attachment a person has to their employer through emotions like loyalty, affection, worth, belongingness, pleasure, and so on.

Employees' emotional ties to their organization and goals are typified by affective commitment. It is founded on three things: (1) workers' belief in the organization's goals, (2) their willingness to work hard to meet those goals, and (3) a strong desire to work for the company (Porter *et al.*, 1974 in Zeb-Obipi & Agada, 2018).

According to Okpu and Jaja's (2014) research, affective commitment is related to a person's emotional connection to and identification with their organization. This embodies the person's sentimental connection to the company. Affective commitment, according to Meyer and Allen (1997), is the employee's sentimental attachment to, identification with, and engagement in the company. Organizational members who are emotionally dedicated to an organization continue to work for the organization because they wish to be intimately associated with it (Meyer & Allen, 1997). Because they see their job connection as compatible with the

organization's objectives and values, members who are emotionally devoted to the organization stay with it (Beck & Wilson, 2016). A worker who is effectively committed stay with the company because they want to; this emphasizes their emotional connection to and identity with the company, which is shown in their sentiments of dedication, belongingness, and stability. An individual who is effectively driven recognizes, accepts, and works toward the objectives of the company where he is employed. An employee is proud enough to recognize, embrace, and strive for organizational goals because of his love and passion for the company he works for (Zeb-Obipi & Agada, 2018).

Affectively devoted employees support the organization's rules, processes, and the accomplishment of its goals. Such a worker wholeheartedly embraces the company's culture and principles. He refrains from interfering with corporate objectives with his own desires or sentiments. The degree to which an employee loves his employer and voluntarily accepts and personalizes the aims of the organization is highlighted by acceptance of corporate goals as a measure of affective commitment. The term "pursuit of organizational objectives" refers to the additional effort that an employee makes to meet departmental or organizational goals, regardless of how difficult it may be for him.

Measures of Affective Commitment

Obedience to Rules and Regulations: Operationally, obedience to rules and regulations refers to a worker's desire and degree of compliance with the policies and procedures set out by an organization. The employee who is normatively committed feels grateful for the advantages provided by the company and is compelled to keep working there because of this. According to Okpu and Jaja (2014), normative commitment has to do with the sense of duty workers feel to stay with the company. According to McDonald and Makin (2015), this commitment is influenced by social conventions and a belief that workers should stick with the company.

It is the relationship an employee has with a company based on a sense of reciprocity, whereby the employee feels bound to stay with the company out of gratitude for what the company has provided. The connection an employee has to a company and their desire to stick with them is known as normative commitment. This is done in response to the benefits the person receives from working for the company. This kind of dedication is typical of an employee's sense of obligation to the company, given everything the company has done for them. It can also be called a commitment that both parties must honour. The researcher fervently concurs with Chun-Chen and Ching-Sing's (2017) assertion that normative commitment may be founded in resentment toward an organization for providing perks like tuition reimbursement or in-house training. The employees may continue to feel obligated until they believe they have "paid back" the debt (Meyer & Allen, 1991). The degree to which an employee feels required to stick around, reciprocate, and abide by policies can be thought of as normative commitment.

Employees whose parents have worked for an organization for a long time are said to have a high normative commitment, according to Meyer and Allen (1991). This may happen if the parents had emphasized the value of sticking with your company. Jha (2014) thinks cultures that value fidelity to institutions like family, marriage, country, religion, and workplace groups have an impact on normative commitment. The employee feels obligated to remain, reciprocate, and adhere to the laws and regulations of the workplace as a sign of normative commitment.

Employee Productivity: Employee productivity measures a worker's or a group of workers' effectiveness. In reality, productivity is a factor that has a direct impact on the revenue of the business (Gummesson, 2017; Sels *et al*., 2016). An employee's production during a certain time period can be used to measure productivity. A worker's productivity is often measured by the number of units of a specific good or service that they handle in a certain length of time (Piana, 2018). Staff productivity has become a key goal for corporations since employee productivity is mostly what determines an organization's success (Cato & Gordon, 2014; Gummesson, 2017; Sharma & Sharma, 2014).

Employee productivity, conceptually speaking, relates to an employee's effective provision of high-quality services in a timely manner as well as increased daily production within a certain time frame. It should be emphasized that one of the most crucial resources that affect an employee's productivity in any firm is human resources. Since it is only human capital that makes a difference in performance, institutions are urged to respect their people's resources. A motivated, dedicated and committed employee will perform better. Any firm should make an effort to preserve its human resources by making sure variables that influence productivity are continuously tracked. Technology, training, policies, possibilities for upward career advancement, and management attitude are a few examples of these variables. If well harnessed, these factors of productivity generate interest in employees to work and give their best. They make them innovative and let the employees take responsibility for their performance. In turn, this situation lessens wasted time on reworks, accidents, and trashes. Consequently, there is improved quality and more output, and more productivity. Koretz (2018) stated that there are four productivity factors "inadequate supervision and employee involvement in decision-making, too much work, and insufficient rewards and chances to advance."

Enterprise-First Behaviour: In the context of this study, "enterprise-first behavior" refers to a psychological state in which employees put the needs of the firm before their own interests. Employees with the goal of sticking around are recognized for putting the needs of the company and its success before their own comfort. Enterprise-first employees prioritize the interests of their companies before their own (Northwestern University, 2017). These workers are willing to put in extra time and effort, even when it is not convenient, to complete tasks. When a staff member is willing to forgo personal comfort in favor of a project or work inside their unit, they are said to be acting in an enterprise-first manner. Such people occasionally provide their assistance to attain goals, not necessarily for the reward but rather for the satisfaction of just reaching them. When someone compliments the organization, it feels like a personal complement to such employees (Craig in Northwestern University, 2017). Employees that exhibit enterprise-first behavior identify sincerely with the objectives and procedures of the firm, frequently volunteering their time and unwavering support for its success. This study uses variables like volunteerism and spare time to gauge enterprise-first behavior.

Employees that exhibit enterprise-first behaviour enhance the effectiveness of the business. The link between organizational citizenship behavior and performance has been the subject of several research. Due to the increased use of the limitless human capacity to increase the quantity and quality of goods and services in a world of competition and change, managers today place a greater emphasis on creating conditions for organizational obedience, organizational loyalty, and organizational participation as the concept of organizational citizenship (Ahmad, 2013). In general, studies contend that organizational citizenship conduct is advantageous to the organization and offers various advantages for both managers and employees. Managers that adhere to the enterprise-first behavior (EFB) philosophy create a conducive climate for teamwork among the organization's employees. Enterprise-first behavior (EFB) enables managers to focus on possibilities to enhance organizational performance rather than how instruct people to carry out their jobs (Rezaei *et al*., 2018).

Organizational citizenship behavior is also known as enterprise-first behavior. According to Rezaei and Bagher (2018), enterprise-first behavior is a collection of actions that support organizational and work effectiveness but are not explicitly required for the job. These actions are frequently viewed as optional by workers. They are, therefore, ineligible for formal recognition. According to the definition of enterprise first behavior (EFB), these behaviors have an effect on an organization's effectiveness through fostering a social context at work. The success of the company is impacted by organizational citizenship behavior for a number of reasons, including boosting management productivity, lowering the need to use up limited resources, and fostering an atmosphere that boosts employee morale (Organ, 2016).

Methodology

The study utilized the explanatory cross-sectional survey research design. The population of the study consisted of thousand nine hundred and seventy-two (1972) employees from 20 International Oil Companies in Rivers State. However, the choice of the above international oil companies' domicile in Rivers State as the study population was because of their visibility and accessibility to the researcher. Using Krejcie and Morgan's table of 1970, the sample size of the study became 322 respondents.

For the primary data, a structured questionnaire entitled "Work Humanization and Affective Commitment Questionnaire (WHACQ)" was designed on four point likert scale with the following response options: Strongly Agree (SA) 4, Agree (A) 3, Disagree (D) 2, and Strongly Disagree (SD) 1. The instrument was face and content validated by the researcher's supervisor and two research experts in the Management Department of Ignatius Ajuru University of Education, Port Harcourt, Rivers State. Cronbach's alpha via SPSS (Statistical Package for the Social Sciences) was used to ascertain the reliability of the instrument. The least Cronbach's alpha level obtained was 0.77 which indicated a highly reliable coefficient. Based on Nunnaly (1978) criterion of 0.70, reliability coefficient above 0.70 was considered as indicating good or reliable instruments. Out of three hundred and twenty-two (322) copies of the validated questionnaire that were administered, the researcher was able to retrieve two hundred and eighty-four (284) copies, making it 88% of the entire questionnaires administered. In handling the data analysis, the test of hypotheses was done using Spearman's Rank Order Correlation Coefficient via the Statistical Package for Social Sciences (SPSS) version 20.0. The Spearman's (rho) correlation was used to analyze the relationship between independent and dependent variables at P < 0.05 (two-tailed test). The formula is presented below:

$$r = 1 - \frac{6\sum d^2}{n(n^2 - 1)}$$

Where:
n = number of pairs of data
d = difference between the ranking in each set of data.
∑ = Summation.

Decision Rule: The tests of hypotheses will be considered two tailed and is carried out at a 95% confidence interval.

Results/Findings

Ho_1:   Work humanization has no significant relationship with obedience to rules and regulations in International Oil Companies in Rivers State.

Ho_2:   Work humanization has no significant relationship with employee productivity in International Oil Companies in Rivers State.

Ho_3:   Work humanization has no significant relationship with enterprise-first behaviour in International Oil Companies in Rivers State.

Table 1: Correlation between Work Humanization and Affective Commitment Commitment

			Work Humanization	Obedience to Rules and Regulations	Employee Productivity	Enterprise-First Behaviour
Spearman's rho	Work Humanization	Correlation Coefficient	1.000	0.843**	0.725**	0.766**
		Sig. (2-tailed)	.	.000	.000	.000
		N	284	284	284	284
	Obedience to Rules and Regulations	Correlation Coefficient	0.843**	1.000	0.823**	0.765**
		Sig. (2-tailed)	.000	.	.000	.000
		N	284	284	284	284
	Employee Productivity	Correlation Coefficient	0.725**	. 0.823**	1.000	0.611**
		Sig. (2-tailed)	.000	.000	.	.000
		N	284	284	284	284
	Enterprise-First Behaviour	Correlation Coefficient	0.766**	0.765**	0.611**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	284	284	284	284

**. Correlation is Significant at the 0.01 level (2-tailed).

Source: SPSS Output

Column two of the above table shows r value of 0.843 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating work humanization and obedience to rules and regulations. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho_1) which states that work humanization has no significant relationship with obedience to rules and regulations in International Oil Companies in Rivers State is rejected. This implies that work humanization has a very strong positive relationship with obedience to rules and regulations in International Oil Companies in Rivers State.

Column three of the above table shows r value of 0.725 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating work humanization and employee productivity. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho_2) which states that Work humanization has no significant relationship with employee productivity in International Oil Companies in Rivers State is rejected. This implies that work humanization has a strong positive relationship with employee productivity in International Oil Companies in Rivers State.

Column four of the above table shows r value of 0.766 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating work humanization and enterprise-first behaviour. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho_3) which states that Work humanization has no significant relationship with enterprise-first behaviour in International Oil Companies in Rivers State is. This implies that work humanization has a strong positive relationship with enterprise-first behaviour in International Oil Companies in Rivers State. These results revealed that work humanization has significant positive relationship with affective commitment in International Oil Companies in Rivers State.

Summary of Findings

From the above empirical analysis, the following findings were made:

1. Work humanization has a very strong positive relationship with obedience to rules and regulations in International Oil Companies in Rivers State.
2. Work humanization has a strong positive relationship with employee productivity in International Oil Companies in Rivers State.
3. Work humanization has a strong positive relationship with enterprise-first behaviour in International Oil Companies in Rivers State.

Discussion of Findings

The tests of hypotheses one to three revealed that work humanization has a significant positive relationship with affective commitment in International Oil Companies in Rivers State in terms of obedience to rules and regulations, employee productivity and enterprise-first behaviour. Mabey *et al.* (2015) opined that equity in remuneration spurs job satisfaction in employees by increasing the level of accountability and engendering the sense of partnership and loyalty. For instance, in tandem with equity in remuneration as a dimension of work humanization, Walton (2016) posited that equity in workers' remuneration is giving the workers the impetus to work, thereby increasing innovativeness in an organization. When a firm has a fair rewards system in place, its employees are more likely to adopt an enterprise-first mentality in which the organization comes before personal goals. Many experts feel that financial pay is the most powerful motivator in a company. When a company is run fairly, employees are encouraged to sell themselves voluntarily to the organization's will and to continue working for the organization without first thinking about their own happiness. According to Valmohammadi and Ahmadi (2015), the business environment has grown more competitive and dynamic, so in order for organizations to closely monitor performance, there needs to be equity in employee compensation that motivates workers to be prepared to take on more responsibility within the company. And it goes without saying that enterprise-first conduct greatly improves employee performance.

Enterprise-first behaviour emerges via incentivizing, and such motivation is mostly based on an employee's perception of just compensation. It becomes quite challenging for an employer that doesn't use a fair system of incentives to keep an employee engaged. This means that an employee's emotional engagement may be diminished by a sense of unjust compensation, particularly in terms of following rules and regulations, employee productivity, and enterprise-first conduct. According to Koontz and Weihrich (2005), whether people believe the incentive system is equal and fair plays a crucial role in motivation. According to Walton (1975), a person's motivation to work is typically to make a livelihood. According to Wang and Ahmed (2004), each organization must be productive in order to achieve its goals. They acknowledged and outlined several facets of innovation and determined that in order for enterprises to achieve this goal, their workforces must be adequately motivated through the implementation of just incentive structures. According to Rogers (2003), ensuring that workers get fair compensation will cause the necessary behavioral shift in their workforce, enabling the firm to be inventive and competitive in a difficult climate. This validates the conclusion that there is a substantial correlation between work humanization and affective commitment of employees in international oil companies in Rivers State.

Giving employees a voice and promoting information justice are other aspects of a humanizing workplace. One of the numerous variables that lead to low employee productivity is failing to adequately explain rules and choices to employees (Masterson *et al.*, 2017). Everyone wants to benefit from the power that knowledge provides, even employees. Information must be dispersed properly because the workplace is one of the main locations where it is found. The existence of information justice at a workplace, such as an international oil firm, can, among other things, significantly affect or influence employee productivity as well as their adherence to workplace laws and regulations. Information justice tries to know if the information used for decision making is shared fairly.

According to the Chartered Institute of Personnel and Development in Fontein (2021), actual data from the literature demonstrates how effective worker voice may have a good impact on both people and organizations. When given a sense by giving them a voice, it is simpler for an employee to adhere to the policies and procedures of their firm. Employee voice is the method through which people express their opinions to their employer and have an impact on decisions that pertain to them at work (Chartered Institute of Personnel and Development, 2019). Giving workers a voice and allowing them to express their opinions are both important aspects of humanizing a business. It promotes the development of honest and dependable relationships between employers and employees, which can result in the success of an organization.

Conclusions

Based on the findings gotten from the analysis, the study concludes that humanizing of work environment such as giving employees a voice, ensuring of fair reward system and allowing of information justice are right paths with which organizations can achieve affective commitment of employees. This implies that organizations can enjoy from their employees – obedience to rules and regulations, productivity and enterprise-first behavior when the work environment is humanized. The findings of the study suggest that organizations, especially International Oil Companies that desire to enhance the affective commitment of their employees should put in place fair reward system, employee voice and information justice. This therefore implies that organizations that keenly seek for job satisfaction and employee retention should go by the path of work humanization.

Recommendations
Based on the findings, the study recommends the following:
1. Management of Oil Companies should resort to collective bargaining during conflicting situations, as this will give their employees a strong sense of belonging that will drive them towards improved productivity and enterprise-first behaviour.
2. Employees should sometimes be allowed autonomy in their duty posts, as this is capable of boosting their confidence and competence as well.
3. Management should adopt a reward system, which will, in turn, propel employees on the path of productivity and obedience to rules and regulations, among others.

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