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## INFLUENCE OF EMPLOYEE RETENTION ON ORGANISATIONAL COMMITMENT IN COCA COLA NIGERIA LTD, IBADAN, OYO STATE, NIGERIA

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**Abstract:**

*THIS STUDY EXAMINED THE RELATIONSHIP BETWEEN EMPLOYEE RETENTION AND ORGANIZATIONAL COMMITMENT IN COCA-COLA NIGERIA LTD, IBADAN OYO STATE. THE SPECIFIC OBJECTIVES WERE TO INVESTIGATE THE INFLUENCE OF EMPLOYEE RETENTION ON VARIOUS DIMENSIONS OF ORGANIZATIONAL COMMITMENT, NAMELY AFFECTIVE, CONTINUANCE, AND NORMATIVE COMMITMENT. THE STUDY EMPLOYED A SURVEY RESEARCH DESIGN WITH A SAMPLE SIZE OF 283 EMPLOYEES FROM COCA-COLA NIGERIA LTD. DATA WERE COLLECTED THROUGH A STRUCTURED QUESTIONNAIRE, AND BOTH DESCRIPTIVE AND INFERENTIAL STATISTICS WERE USED FOR DATA ANALYSIS. THE QUESTIONNAIRE WAS USED FOR DATA COLLECTION IN THE STUDY. THE FINDINGS REVEALED THERE WAS A SIGNIFICANT INFLUENCE OF EMPLOYEE RETENTION ON ORGANIZATIONAL COMMITMENT IN COCA-COLA NIGERIA LTD, IBADAN [T (148) =10.28, P<.05]; THERE WAS A SIGNIFICANT INFLUENCE OF EMPLOYEE RETENTION ON AFFECTIVE COMMITMENT IN COCA-COLA NIGERIA LTD, IBADAN [T (148) =3.14, P<.05]; THERE WAS A SIGNIFICANT INFLUENCE OF EMPLOYEE RETENTION ON NORMATIVE COMMITMENT IN COCA-COLA NIGERIA LTD, IBADAN [T (148) =2.15, P<.05]; THERE WAS A SIGNIFICANT INFLUENCE OF WORK-LIFE BALANCE (I.E. A DIMENSION OF EMPLOYEE RETENTION) ON ORGANIZATIONAL COMMITMENT IN COCA-COLA NIGERIA LTD, IBADAN [T (148) =4.34, P<.05]; THERE WAS A SIGNIFICANT INFLUENCE OF APPRECIATION AND SIMULATION (I.E. A DIMENSION OF EMPLOYEE RETENTION) ON ORGANIZATIONAL COMMITMENT IN COCA-COLA NIGERIA LTD, IBADAN [T (148) =2.67, P<.05]. THE STUDY CONCLUDED THAT EMPLOYEES' RETENTION HAD A SIGNIFICANT INFLUENCE ON ORGANIZATIONAL COMMITMENT IN COCA-COLA NIGERIA LTD, OYO STATE, IBADAN. BASED ON THIS, , IT WAS RECOMMENDED THAT COCA-COLA NIGERIA LTD SHOULD STRENGTHEN ITS EMPLOYEE RETENTION STRATEGIES*



*BY OFFERING COMPETITIVE COMPENSATION PACKAGES,  
PROVIDING OPPORTUNITIES FOR SKILL DEVELOPMENT AND  
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ENVIRONMENT THAT FOSTERS EMPLOYEE SATISFACTION.*

**Keywords:** COCA COLA NIGERIA, INFLUENCE OF EMPLOYEE, OYO STATE

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## 1. Introduction

Employees' commitment is a phenomenon that has been occupying the attention of the scientific and professional public for several decades (Usefi, Nazari, & Zargar, 2013). The reasons for this can be found in the fact that this phenomenon has a strong impact on many significant phenomena and outcomes in the working environment, such as absenteeism, turnover, employee performance etc. (Irefin & Mechanic, 2014; Majeed, Ramaya, Mustamil, Nazri, & Jamshed, 2017). Besides, some authors suggest that the competitive advantage of the organizations and their superior performance may be based precisely on the commitment of the employees that make up those organizations (Irefin & Mechanic, 2014). In short, employees' commitment to the organizations has potentially serious consequences on the overall organizational performance (Usefi, Nazari, & Zargar, 2013). Employees' commitment, however, is not an unambiguous phenomenon (Mercurio, 2014). Accordingly, employees' commitment to an organization, commitment to work, commitment to oneself, commitment to colleagues, commitment to customers, etc (Folorunso, Adewale, & Abodunde, 2014).

Organizational commitment is a complex category that can be observed through three types of commitment: affective, continuous and normative commitments (Meyer & Allen, 1997). These types of commitment at the same time reflect the different reasons on which the commitment of employees to the organization is based on (Aliu, 2020). Thus, some employees are committed to the organization because they strongly believe in the organizational values it stands for, the others are committed because of the high cost of leaving the organization, while some employees have a sense of moral obligation to the organization in which they are employed (Meyer & Allen, 1997). Having in mind the importance of the organizational commitment for many phenomena in the workplace, but, above all, its significance on employee performance, and thus for the organizational performance (Majeed, Ramaya, Mustamil, Nazri, & Jamshed, 2017). Organisational commitments reflect the organisation in various. It is very important for the organisations to have keen and determined committed employees as these employees will help organisation reach its future goals (Haque, Aston, & Kozlovski, 2018). Ślusarczyk, Tvaronaviciene, Haque, and Olah (2020), organisational commitment portrays the organisation to the outside world. If the employees working for the organisation are not committed, then the productivity falls down and the whole operations of the company are hindered. Apart from the operational point of view there is the financial side for the importance of employee retention which are the costs invested on the employee training and the recruiting them. The importance of organizational commitment has been documented in the literature (Mecurio, 2015).

For instance, organizations seem to be interested in to have highly committed employees, because it is commonly accepted that organizational commitment could lead to various



organizational outcomes such as lower level of turnover, increased motivation, improved organization citizenship behaviour, and continuous organizational support (Usefi, Nazari, & Zargar, 2013). Additionally, employees' commitment is an indicator of greater loyalty and increased productivity (Vanaki & Vagharseyyedin, 2019). Committed employees also work harder to achieve organizational goals and they tend to accept its values positively (Tvaronaviciene, Haque, & Olah, 2020).

### 1.1. Statement of the Problem

It has been suggested that employees who exhibit both high organizational commitment and high job involvement would least likely to leave the organization while employees with low levels of organizational commitment and job involvement are the most likely to leave the organization voluntarily (Huselid, 1991). Organizational commitment is a leading factor impacting the level of achievement in many organizations (Mashal & Saima, 2014). Studies have been conducted on the relationship of organizational commitment either towards job satisfaction, job involvement or perceived organizational support (Meyer & Allen, 1997). However, only a few have been carried out on the collaboration of these three factors (affective, normative and continuance commitment) towards the organizational commitments (Aliu, 2020). The major problems that can be seen today are that the employees are not really satisfied with their job, salary, lack of commitment ownership, lazy at workplace, non-sync with organizational expectations which leads to poor organizational results.

In the same vein, employee retention continues to pose one of the greatest challenges facing organizations and managers today (Pregolato, Bussin, & Schlechter, 2017), with the loss of valuable talent incurring heavy costs to the organization in terms of institutional know-how as well as the time, money, and efforts needed to recruit and train replacements. With a large pool of candidates, it is both a risk and challenge for the head hunters to play their part wisely. They need to examine closely not only for those who they hire but also to those employees who are still an active part of the organization (Alhmoud & Rjoub, 2019). As a result, the present study examines employee retention on organisational commitment in Coca-Cola, Nigeria Ltd, Oyo State, Ibadan.

### 1.2. Objectives of the Study

Specifically, the broad objective of this study is to investigate the influence of employee retention on organisational commitment in Coca-Cola, Nigeria Ltd, Oyo State, Ibadan. Its sub-objectives are to:

- i. assess the influence of employee retention on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.
- ii. examine the influence of employee retention on affective commitment in Coca Cola Nigeria Ltd, Ibadan
- iii. examine the influence of employee retention on continuance commitment in Coca Cola Nigeria Ltd, Ibadan
- iv. assess the influence of employee retention on normative commitment in Coca Cola Nigeria Ltd, Ibadan
- v. investigate the influence of work life balance (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.
- vi. determine the influence of career opportunities (a dimension of employee retention) does



not significantly influence on organizational commitment in Coca Cola Nigeria Ltd, Ibadan

vii. examine the influence of and simulation (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.

viii. assesses the influence of intention to stay (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.

### 1.3. Research Questions

The following research questions were formulated for the study:

- i. What is the significant influence of employee retention on organizational commitment in Coca Cola Nigeria Ltd, Ibadan?

- ii. What is the significant influence of employee retention on affective commitment in Coca Cola Nigeria Ltd, Ibadan?
- iii. Is there any significant influence of employee retention on continuance commitment in Coca Cola Nigeria Ltd, Ibadan?
- iv. What is the significant influence of employee's retention on normative commitment in Coca Cola Nigeria Ltd, Ibadan?
- v. What is the influence of work life balance (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan?
- vi. What is the significant influence of career opportunities (a dimension of employee retention) does not significantly influence on organizational commitment in Coca Cola Nigeria Ltd, Ibadan?
- vii. Is there any significant influence of appreciation and simulation (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan?
- viii. What is the influence of intention to stay (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan?

#### 1.4. Research Hypotheses

- i. There would be no significant influence of employee retention on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.
  - ii. there would be no significant influence of employee retention on affective commitment in Coca Cola Nigeria Ltd, Ibadan.
  - iii. there would be no significant influence of employee retention on continuance commitment in Coca Cola Nigeria Ltd, Ibadan.
  - iv. There would be no significant influence of employee retention on normative commitment in Coca Cola Nigeria Ltd, Ibadan
  - v. There would be no significant influence of work life balance (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.
  - vi. There would be no significant influence of career opportunities (a dimension of employee retention) does not significantly influence on organizational commitment in Coca Cola Nigeria Ltd, Ibadan
  - vii. There would be no significant influence of appreciation and simulation (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.
  - viii. There would be no significant influence of intention to stay (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.
- Literature review

## 2. Concept of Employee Retention

Employee retention is the process of keeping employees on the staff and not losing them to rival firms (Aliu, 2020). Ensuring that the organization is perceived as being ‘a great place to work’ means that it becomes an ‘employer of choice’, i.e., one for whom people want to work. There is a desire to join the organization and once there, to want to stay (Ringl, 2013). Employees are committed to the organization and engaged in the work they do. To acquire a national, even a local reputation as a good employer takes time. But it's worth the effort (Armstrong, 2006). Employee retention refers to the various policies and practices which lead the employees stick



to an organisation for a longer period of time (Ng'ethe, 2013). Every organisation invests time and money to groom a new employee, make them a corporate ready material and bring them at par with the existing employees. The organisation is completely at loss when the employees leave their job once they are fully trained (Ng'ethe, 2013).

### **2.1.1. Employee Retention Factors**

Cascio (2003) describes retention as initiatives taken by management to keep employees from leaving the organisation, such as rewarding employees for performing their jobs effectively; ensuring harmonious working relations between employees and managers; and maintaining a safe, healthy work environment. Literature surveys conducted by Döckel (2003) identified the following six critical factors that need to be considered in the retention of employees: compensation (base salary); job characteristics (skill variety and job autonomy); training and development opportunities; supervisor support; career opportunities and work/life policies.

### **2.1.2. Concept of Organisational Commitment**

Organisational commitment has a long history, and has been the subject of a great deal of research and empirical attention both as a consequence and an antecedent of other work-related variables of interest (Mercurio, 2015). Commitment has evolved as a wide range of 'types' (e.g., engagement, attachment, commitment, involvement) within a wide spectrum of foci (e.g., work, job, career, profession/ occupation, organisation, union), while studies on commitment varied between the categories of behavioural, attitudinal and motivational within three broad research streams through sociological, industrial/organisational psychology and health psychology (Haque, Aston, & Kozlovski, 2016). Despite the lack of consensus on the various definitions, conceptualizations and measurements, a common theme is shared across all these deviations, namely that organisational commitment is considered to be a bond or linkage of the individual to the organisation.

## **Theoretical Framework**

### **Job Embeddedness Theory**

In 2001, Mitchell (2001) developed the job embeddedness theory as a theory explaining why employees stay in organizations. Job embeddedness theory assumes that there are very strong factors that influence an employee to stick to his/her current job. Mitchell et al. (2001) defines job embeddedness as a new construct examining an employee's link with his workmates, his fit with the demands of the job, and his beliefs on the sacrifices he is likely to make when he leaves the current job (Ng'ethe, 2013). The important characteristics of job embeddedness include the extent to which the job relates to the society, the extent to which the employee relates with other colleagues in the organization, and the sacrifice the employee is willing to make if he/she changed her job (Khattak et al., 2012).

### **Expectancy Theory**



The expectancy theory was proposed by Victor Vroom of Yale School of Management in 1964. Vroom in 1964 pioneered Vroom's expectancy theory which is one of the motivation theories used in employee retention (Vroom, 1964). Vroom's book *Work and Motivation*, through its detailed exploration of scores of specific studies, provides much wisdom beyond just the basic outlines of his theory. According to Vroom (1964), many work roles provide their occupants with an opportunity to contribute to the happiness and well-being of their fellow man.

The theory postulated three broad concepts; first is the valence concept which explains innovation, reward and low employee turnover as factors affecting performance of employees. Second, employee expectancy which is explained by motivation based on ability to increase customer satisfaction, job satisfaction and productivity (Ng'ethe, 2013). Third, employee reward through production, innovativeness and employee productive which results from job satisfaction. Employee retention from most of scholar relates to using motivating factors postulated by Vroom expectancy theory (Namuganza, 2013).

### **Becker Side-Bet Theory of Commitment**

Becker (1960) viewed commitment as a tendency to engage in activity resulting from his recognition of the cost or lost side bets associated with the discontinuance of that activity. The study also described commitment as the unanticipated involvement of other sources of rewards or other aspects of a person (Becker, 1960). Thus, it can be concluded that in this decade commitment was viewed as more relevant to industries than to other social systems. Researches by and large focused on the supremacy of organization and individual's attitudinal inclination towards it due to shared beliefs, values or rewards (Wallace, 1997).

According to Becker's theory, the more one invests his or her time, energy, skill and other personal assets in the organization, the more one has at stake in leaving it (Becker, 1960). Hence it is natural to expect a greater personal commitment on the part of the individual to an organization as time goes by. The above commitment corns into being when a person, by making a side bet, links extraneous interests with a consistent of activity (Ritzer & Trice, 1969). For instance, a person choosing a career in an organization tends to settle down in that organization and does not always depict the typical behavior pattern expected of an economy man (Becker, 1960).

## **3. METHODOLOGY**

### **Research Design**

The study was a survey which adopted Ex-Post Facto design. The independent variable for the present study was Employee Retention while the dependent variable was Organisational Commitment.

### **Population of the Study**



The targeted population of this study consisted of all employees working in Coca-Cola, Helsing Nigeria Ltd, Oyo State, Ibadan. The total number of employees were according to the company profile. The employees include both male and female.

### Sample size and Sampling Technique

The sample size was calculated using Taro Yamane's formula (Yamane, 1973) with 95% confidence level.

$$n = N / (1 + N(e)^2)$$

Where:

n= the sample size

N= the population of the study

e= the margin error in the calculation

$$250 / (1 + 250(0.05)^2)$$

$$250 / (1 + 250(0.0025))$$

$$250 / (1 + (0.625))$$

$$= 153.8$$

$$= 154$$

After calculating the sample size by substituting the numbers into the Yamane formula, the numbers of sample are 250 staff members and owners. In order to obtain reliable of data, the sample size was 153.

### Research Instrument

For the purpose of the research a well-structured questionnaire was used to collect data for the study. The questionnaire was made up of four (4) sections namely.

**SECTION A: Socio-Demographic Measures:** This section contained the socio-demographic information of the respondents, which include: Name of business enterprise, age, gender, marital status, educational qualification, working experience (in years), position held, etc.

**Section B: Employee Retention:** Under this section, the employee retention scale for Indian information technology (IT) company employees developed by Praveen Kumar Sharma & Rajnish Kumar Misra, (2015) was used. The scale identified four factors for measuring the employee retention. Employee retention construct was measured by Appreciation and stimulation, Career opportunities within organization, Work life balance and Intention to stay. The scale was measured on a 5- point Likert Scale, namely Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D) and Strongly Disagree (SD). The obtained reliability coefficient of the entire scale was .93.

**Section C: Organisational Commitment:** Under this section, the scale was developed by the Alan and Meyer (1990). The obtained reliability coefficient of the entire scale was .92. The scale is composed, in its full length, of 24 items, eight items in each of the following dimensions: affective commitment subscale (ACS), continuance commitment subscale (CCS) and normative commitment subscale (NCS). It also has a shortened version with six items per dimension: The questionnaire was measured on a 5-point Likert Scale, namely Strongly Agree (SA), Agree (A),





Undecided (U), Disagree (D) and Strongly Disagree (SD). However, in this present study, a Cronbach's alpha value of 0.88 was reported.

### **Administration of Instrument**

One hundred and fifty-four (154) copies of the questionnaire were administered by the author in Coca-Cola, Helsing Nigeria Ltd, Oyo State, Ibadan to facilitate easy administration, filing and collection of the questionnaire. The researcher obtained permission letter from Head of Department (HOD), Human Resource Development, Osun State University and present it to Head of Administrative Departments in Nigeria German Chemical (NGC), Ogun State. After successful administration of the structured questionnaire among departments in Coca-Cola, Helsing Nigeria Ltd, Oyo State, Ibadan which took a duration of two weeks. The respondents returned questionnaire was 150, out of the One hundred and fifty-four (154) copies of the questionnaire were administered by the author in Coca-Cola, Helsing Nigeria Ltd, Oyo State, Ibadan was used as a method of Analysis.

### **Method of Data Analysis:**

The data gathered from socio-demographic information were presented in form of frequency tables with percentages while the stated hypotheses was tested with inferential statistics, specifically using t-test for independent measures. The Statistical Package for Social Sciences (SPSS) Version 23.0 was used for data analysis.

## RESULTS

The results of the study are shown in this chapter. The study utilized both the descriptive and inferential statistics to analyze the collected data in the study.

The results are clearly presented in different tables in different two sections as shown below

### Frequency Distribution of Respondents Socio-Demographic Characteristics

The frequency distribution of the socio-demographic characteristics of respondents' socio-demographic characteristics are presented in this section below

**Table 1: Distribution of Respondents by Gender**

Gender	N	%
Male	96	64
Female	54	36
<b>Total</b>	<b>150</b>	<b>100</b>

Source: Authors' Fieldwork, 2023

The result in table 1 above revealed that 96 (64%) of the respondents were male while 54 (36%) were female.

**Table 2: Distribution of Respondents by Age Group**

Age Group	N	%
20-24yrs	21	14
25-29yrs	32	21.3
30-34yrs	28	18.7
35-39yrs	34	22.7
40-44yrs	20	13.3
45yrs and above	15	10
<b>Total</b>	<b>150</b>	<b>100</b>

Source: Authors' Fieldwork, 2023

The result in table 2 above revealed that 21 (14%) of the respondents were within age bracket 20-24yrs; 32 (21.3%) were within age bracket 25-29yrs; 28(18.7%) of the respondents were within age bracket 30-34yrs; 34(22.7%) of the respondents were within age bracket 35-39yrs; 20 (13.3%) of the respondents were within age bracket 45yrs and above.

**Table 3 Distribution of Respondents by Educational Qualification**

<b>Educational Background</b>	<b>N</b>	<b>%</b>
SSCE/NECO/WAEC/GCE	12	8
NCE/OND/A' Level/DIPLOMA	49	32.7
FIRST DEGREE/HND	62	41.3
POSTGRADUATE DIPLOMA	15	10
MASTERS DEGREE	8	5.3
OTHERS	4	2.7
<b>TOTAL</b>	<b>150</b>	<b>100</b>

**Source: Authors' Fieldwork, 2023**

The result in table 3 above revealed that 12(8%) of the respondents were holders of SSCE/NECO/WAEC/GCE; 49(32.7%) were holders of NCE/OND/A 'Level/Diploma; 62(41.3%) were holders of First Degree/ HND; 15 (10%) were holders of Postgraduate Diploma; 8 (5.3%) of the respondents were holders of Master's Degree while only 4 (2.7%) of the respondents were holders of other educational qualifications not mentioned in the study.

**Table 4 Distribution of Respondents by Marital Status**

<b>Marital Status</b>	<b>N</b>	<b>%</b>
Single	43	28.7
Married	102	68
Divorced	-	-
Separated	4	2.7
Widower/widow	1	0.7
Total	150	100

**Source: Authors' Fieldwork, 2023**

The result in table 4 above revealed that 43 (28.7%) of the respondents were single; 102(68%) were married; 4(2.7%) of the respondents were separated while only 1 (0.7%) of the respondents was a widower/widow.

**Table 5 Distribution of Respondents by Working Experience**

Working Experience	N	%
0-5yrs	79	52.6
6-10yrs	43	28.6
11-15yrs	13	8.6
16-20yrs	12	8.2
21yrs and above	3	2.0
<b>Total</b>	<b>150</b>	<b>100</b>

**Source: Authors' Fieldwork, 2023**

The result in table 5 showed that 79(52.6%) of the respondents had worked between 0-5yrs; 43(28.6%) of the respondents had worked between 6-10yrs; 13(8.6%) of the respondents had worked between 11-15yrs; 12(8.2%) of the respondents had worked between 16-20yrs while 3(2.0%) had worked between 21yrs and above.

**Table 6: Distribution of Respondents by Religion**

Religion	N	%
Christianity	84	56
Islam	62	41.3
Traditional	-	
Others	4	2.7
<b>Total</b>	<b>150</b>	<b>100</b>

**Source: Authors' Fieldwork, 2023**

The result in table 6 above showed that 84(56%) of the respondents were on Christians; 62(41.3%) were Muslims while only 4(2.7%) were of other religions not specified in this study.

**Table 7: Distribution of Respondents by Work Experience**

Work Experience	N	%
0-4yrs	27	18
5-9yrs	45	30
10-14yrs	31	20.7
15-19yrs	29	19.3



20yrs and above	18	12
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<b>Total</b>	<b>150</b>	<b>100</b>
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Source: Authors' Fieldwork, 2023

The result in table 7 above revealed that 27 (18%) of the respondents had worked between 0-4yrs; 45 (30%) of the respondents had worked between 5-9yrs; 31 (20.7%) of the respondents had worked between 10-14yrs; 29 (19.3%) of the respondents had worked between 15-19yr while 18 (12%) of the respondents had worked between 20yrs and above

**Table 8: Distribution of Respondents by Job Status**

Job Status	N	%
Junior Cadre	55	36.7
Intermediate Cadre	39	26
Senior Cadre	40	26.7
Top Management Cadre	16	10.7
<b>Total</b>	<b>150</b>	<b>100</b>

Source: Authors' Fieldwork, 2023

The result in table 8 above revealed that 55 (36.7%) of the respondents were on Junior Cadre; 39 (26%) of the respondents were on Intermediate Cadre; 40 (26.7%) of the respondents were on Senior Cadre while 16 (10.7%) of the respondents were on Top Management Cadre.

### Hypothesis Testing

#### Hypothesis One

This stated that there would be no significant influence of employee retention on organizational commitment in Coca Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in table 9 below:

**Table 9: A Summary Table of T-Test for Independent Measures Showing the Influence of Employee Retention on Organizational Commitment in Coca-Cola Nigeria Ltd, Ibadan**

EMPLOYEE RETENTION	N	$\bar{X}$	SD	df	t	P
HIGHER LEVEL	88	27.76	9.12	148	10.28	<.01

LOWER LEVEL	62	20.43	7.47		
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Source: Authors' Fieldwork, 2023

The result in table 9 above revealed that there was a significant influence of employee retention on organizational commitment in Coca-Cola Nigeria Ltd, Ibadan [ $t(148) = 10.28, p < .05$ ]. Therefore, the null hypothesis one was rejected while the alternative hypothesis was accepted.

### **Hypothesis Two**

This stated that there would be no significant influence of employee retention on affective commitment in Coca Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in table 9 below:

**Table 10: A Summary Table of T-Test for Independent Measures Showing the Influence of Employee Retention on Affective Commitment in Coca-Cola Nigeria Ltd, Ibadan**

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

Source: Authors' Fieldwork, 2023

The result in table 10 above revealed that there was a significant influence of employee retention on affective commitment in Coca-Cola Nigeria Ltd, Ibadan [ $t(148) = 3.14, p < .05$ ]. Therefore, the null hypothesis two was rejected while the alternative hypothesis was accepted.

### **Hypothesis Three**

This stated that there would be no significant influence of employee retention on continuance commitment in Coca Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in table 11 below:

**Table 11: A Summary Table of T-Test for Independent Measures Showing the Influence of Employee Retention on Continuance Commitment in Coca-Cola Nigeria Ltd, Ibadan**

EMPLOYEE RETENTION	N	$\bar{X}$	SD	df	t	P
HIGHER LEVEL	67	5.44	2.09	148	2.54	<.05
LOWER LEVEL	83	2.21	0.64			

Source: Authors' Fieldwork, 2023

The result in table 11 above revealed that there was a significant influence of employee retention on organizational commitment in Coca-Cola Nigeria Ltd, Ibadan [ $t(148) = 2.54, p < .05$ ]. Therefore, the null hypothesis three was rejected while the alternative hypothesis was accepted.

#### **Hypothesis Four**

This stated that there would be no significant influence of employee retention on normative commitment in Coca Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in table 12 below:

**Table 12: A Summary Table of T-Test for Independent Measures Showing the Influence of Employee Retention on Normative Commitment in Coca-Cola Nigeria Ltd, Ibadan**

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

Source: Authors' Fieldwork, 2023

The result in table 12 above revealed that there was a significant influence of employee retention on normative commitment in Coca-Cola Nigeria Ltd, Ibadan [ $t(148) = 2.15, p < .05$ ]. Therefore, the null hypothesis four was rejected while the alternative hypothesis was accepted.

#### **Hypothesis Five**



This stated that there would be no significant influence of work life balance (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in table 11 below:

**Table 11: A Summary Table of T-Test for Independent Measures Showing the Influence of Work life Balance (i.e. a Dimension of Employee Retention) on Organizational Commitment in Coca-Cola Nigeria Ltd, Ibadan**

WORK-LIFE BALANCE (i.e. a Dimension of EMPLOYEE RETENTION)	N	$\bar{X}$	SD	df	t	P
HIGHER LEVEL	76	6.85	2.16	148	4.34	<.05
LOWER LEVEL	74	4.23	1.54			

Source: Authors' Fieldwork, 2023

The result in table 11 above revealed that there was a significant influence of work-life balance (i.e. a dimension of employee retention) on organizational commitment in Coca-Cola Nigeria Ltd, Ibadan [t (148) =4.34, p<.05]

Therefore, the null hypothesis one was rejected while the alternative hypothesis was accepted.

### **Hypothesis Six**

This stated that career opportunities (a dimension of employee retention) does not significantly influence on organizational commitment in Coca Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in table 12 below:

**Table 12: A Summary Table of T-Test for Independent Measures Showing the Influence of Career Opportunities (i.e. a Dimension of Employee Retention) on Organizational Commitment in Coca-Cola Nigeria Ltd, Ibadan**

CAREER OPPORTUNITIES (i.e. a Dimension of EMPLOYEE RETENTION)	N	$\bar{X}$	SD	df	t	P
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HIGHER LEVEL	63	5.70	2.28	148	2.28	<.05
LOWER LEVEL	87	3.18	1.17			

Source: Authors' Fieldwork, 2023

The result in table 12 above revealed that there was a significant influence of career opportunities (i.e. a dimension of employee retention) on organizational commitment in Coca-Cola Nigeria Ltd, Ibadan [ $t(148) = 2.28, p < .05$ ]

Therefore, the null hypothesis one was rejected while the alternative hypothesis was accepted.

### **Hypothesis Seven**

This stated that there would be no significant influence of appreciation and simulation (i.e. a dimension of employee retention) on organizational commitment in Coca-Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in table 13 below:

**Table 13: A Summary Table of T-Test for Independent Measures Showing the Influence of Appreciation and Simulation (i.e. a Dimension of Employee Retention) on Organizational Commitment in Coca-Cola Nigeria Ltd, Ibadan**

APPRECIATION AND SIMULATION (i.e. a Dimension of EMPLOYEE RETENTION)	N	$\bar{X}$	SD	df	t	P
HIGHER LEVEL	88	6.43	2.36	148	2.67	<.05
LOWER LEVEL	62	4.75	1.24			

Source: Authors' Fieldwork, 2023

The result in table 13 above revealed that there was a significant influence of appreciation and simulation (i.e. a dimension of employee retention) on organizational commitment in Coca-Cola Nigeria Ltd, Ibadan [ $t(148) = 2.67, p < .05$ ]

Therefore, the null hypothesis one was rejected while the alternative hypothesis was accepted.

### **Hypothesis Eight**

This stated that there would be no significant influence of intention to stay (i.e. a dimension of employee retention) on organizational commitment in Coca-Cola Nigeria Ltd, Ibadan. The hypothesis was tested by T-test for independent measures. The result is shown in table 14 below:

**Table 14: A Summary Table of T-Test for Independent Measures Showing the Influence of Work life Balance (i.e. a Dimension of Employee Retention) on Organizational Commitment in Coca-Cola Nigeria Ltd, Ibadan**

<b>WORK-LIFE BALANCE (i.e. a Dimension of EMPLOYEE RETENTION)</b>	<b>N</b>	<b><math>\bar{X}</math></b>	<b>SD</b>	<b>df</b>	<b>t</b>	<b>P</b>
HIGHER LEVEL	76	6.85	2.16	148	4.34	<.05
LOWER LEVEL	74	4.23	1.54			

**Source: Authors' Fieldwork, 2023**

The result in table 14 above revealed that there was a significant influence of work-life balance (i.e. a dimension of employee retention) on organizational commitment in Coca-Cola Nigeria Ltd, Ibadan [ $t(148) = 4.34, p < .05$ ]

Therefore, the null hypothesis one was rejected while the alternative hypothesis was accepted.

### **Discussion, Conclusion and Recommendations**

The main objective of the study was meant to investigate the influence of employee retention on organisational commitment in Coca-Cola, Nigeria Ltd, Oyo State, Ibadan.

The hypothesis one which stated that there would be no significant influence of employee retention on organizational commitment in Coca Cola Nigeria Ltd, Ibadan was rejected by the result of the study. The finding indicated that employee retention significantly influenced organizational commitment in Coca Cola Nigeria Ltd, Ibadan. The finding indicated that employees who experienced higher level of employee retention reported-more organisational commitment than employees who experienced lower levels of organisational commitment. This finding is supported by the study conducted by (Ng'ethe, 2013) who showed that there is a positive influence of employee retention influences organisational commitment. Also, Aliu (2020) also revealed that there is a positive relationship employee retention and organisational behavioural outcome.

The hypothesis two which stated that there would be no significant influence of employee retention on affective commitment in Coca Cola Nigeria Ltd, Ibadan was rejected by the result of the study. The finding indicated that employee retention significantly influenced affective commitment in Coca Cola Nigeria Ltd, Ibadan. The finding indicated that employees who experienced higher level of employee retention reported-more affective commitment than employees who experienced lower levels of affective commitment. This finding is supported by



the study conducted by (Ng'ethe, 2013) who showed that there is a positive influence of employee retention influences organisational commitment.

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

The hypothesis four which stated that there would be no significant influence of employee retention on normative commitment in Coca Cola Nigeria Ltd, Ibadan was rejected by the result of the study. The finding indicated that employee retention significantly influenced normative commitment in Coca Cola Nigeria Ltd, Ibadan. The finding indicated that employees who experienced higher level of employee retention reported-more normative commitment than employees who experienced lower levels of normative commitment. This finding is supported by the study conducted by Putra, Afriani, Gurning, and Hutabarat (2021) who revealed that employee retention factors significantly influences organizational commitment.

The hypothesis five which stated that there would be no significant influence of work life balance (i.e a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan. was rejected by the result of the study. The finding indicated that work life balance (i.e a dimension of employee retention) significantly influenced organisational commitment in Coca Cola Nigeria Ltd, Ibadan. The finding indicated that employees who experienced higher level of work life balance (i.e a dimension of employee retention) reported- more organisational commitment than employees who experienced lower levels of work life balance (i.e a dimension of employee retention). This finding is supported by the study conducted by Soenanta, Akbar, and Sariwulan (2020) who revealed that employee retention factors such as worklife balance significantly influences organizational commitment.

The hypothesis six which stated that career opportunities (a dimension of employee retention) does not significantly influence on organizational commitment in Coca Cola Nigeria Ltd, Ibadan was rejected by the result of the study. The finding indicated that career opportunities (i.e a dimension of employee retention) significantly influences normative commitment in Coca Cola Nigeria Ltd, Ibadan. The finding indicated that employees who experienced higher level of career opportunities (i.e a dimension of employee retention) reported-more normative commitment than employees who experienced lower levels of career opportunities (i.e a dimension of employee retention). This finding is supported by the study conducted by Soenanta, Akbar, and Sariwulan (2020) who revealed that employee retention factors such as work-life balance, career development significantly influences organizational commitment.

The hypothesis seven which stated that appreciation and simulation (i.e. a dimension of employee retention) does not significantly influence on organizational commitment in Coca Cola Nigeria Ltd, Ibadan was rejected by the result of the study. The finding indicated that appreciation and simulation (i.e. a dimension of employee retention) significantly influences organisational commitment in Coca Cola Nigeria Ltd, Ibadan. The finding indicated that employees who experienced higher level of appreciation and simulation (i.e. a dimension of employee retention) reported-more organisational commitment than employees who



experienced lower levels of appreciation and simulation (i.e. a dimension of employee retention). This finding is supported by the study conducted by Soenanta, Akbar, and Sariwulan (2020) who revealed that employee retention factors significantly influences organizational commitment.

The hypothesis eight which stated that that there would be no significant influence of intention to stay (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan was rejected by the result of the study. The finding indicated that intention to stay (i.e. a dimension of employee retention) significantly influenced organisational commitment in Coca Cola Nigeria Ltd, Ibadan. The finding indicated that employees who experienced higher level of intention to stay (i.e. a dimension of employee retention) reported more organisational commitment than employees who experienced lower levels of intention to stay (i.e. a dimension of employee retention). This finding is supported by the study conducted by João and Coetzee (2012) who revealed job retention factors, perceived career mobility and organisational commitment in the South African financial sector.

### **Conclusion**

The main objective of the study was to investigate the influence of employee retention on organisational commitment in Coca-Cola, Nigeria Ltd, Oyo State, Ibadan. Based on findings, the study conclusions are:

- i. There was a significant influence of employee retention on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.
- ii. There was a significant influence of employee retention on affective commitment in Coca Cola Nigeria Ltd, Ibadan.
- iii. There was a significant influence of employee retention on continuance commitment in Coca Cola Nigeria Ltd, Ibadan.
- iv. There was a significant influence of employee retention on normative commitment in Coca Cola Nigeria Ltd, Ibadan
- v. There was a significant influence of work life balance (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.
- vi. There was a significant influence of career opportunities (a dimension of employee retention) does not significantly influence on organizational commitment in Coca Cola Nigeria Ltd, Ibadan
- vii. There was a significant influence of appreciation and simulation (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.
- viii. There was a significant influence of intention to stay (i.e. a dimension of employee retention) on organizational commitment in Coca Cola Nigeria Ltd, Ibadan.

### **Recommendations**

It was recommended that management of microfinance institutions should adopt effective performance appraisal so as to improve employee productivity. Furthermore, it was recommended that management of Microfinance Banks should implement a structured and well-defined management-by-objectives system to enhance employee productivity.



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