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Employee Commitment And Organizational Sustainability: A Study Of Nigeria Bottling Company In South-South, Nigeria

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ABSTRACT
This study investigated the effect of employees' commitment on organizational sustainability in Nigeria bottling company in South-South, Nigeria. The study aimed to investigate the effect of affective commitment on marketing sustainability; continuance commitment on product sustainability; and normative commitment on sales sustainability; in Nigeria bottling company in South-South. Relevant conceptual, theoretical and empirical literature was reviewed. The study was anchored on Affective Events Theory (AET). Descriptive survey research design was adopted. The study was carried out in South-South, Nigeria. The population of the study comprised 2836 employees of Nigeria bottling company in South-South., Nigeria. The statistical formula devised by Borg and Gall was employed to determine the sample size of 553. The instrument used for the study was questionnaire. Face and content validity was adopted, while, test re-test and Cronbach Alpha method were carried out to achieve reliability of the instrument. Simple percentage analysis was employed to answer the research questions while Simple Multiple Linear Regression Analysis (MLRA) method was used in testing hypotheses. The result revealed that affective commitment has a significant positive influence on marketing sustainability; continuance commitment has a significant positive influence on product sustainability and normative commitment has a significant positive effect on sales sustainability in Nigeria bottling company in South-South. The study concluded that employee commitment has significant positive effect on organizational sustainability in Nigeria bottling company in South-South. The study recommended among other that organizations should concentrate on creating work environments that will boost the affective commitment of employees as this will enable them work towards the attainment of organizational goals and objectives, thereby improving the overall marketing sustainability of the organization. Organizations should maintain employee productivity and encourage retention so as to minimize employee turnover since the study has shown that normative commitment greatly influence the level of product sustainability of the organization. Work environment should provide a free flow of communication and easy receipt of feedback for job done in other to encourage sales sustainability be provided sales personals with conducive working environment to enhance continuance commitment.
Keywords: affective commitment; continuance commitment; normative commitment, marketing sustainability, product sustainability and sales sustainability

INTRODUCTION

Over the last decade, there has been an increased pressure on organizations to broaden the focus of sustainability and accountability in business performance. The concept of sustainability increasingly impacts the nature of organizations' operations. Hence, the sustainability of an organization is judged

according to its economic, environmental, and social performance. Sustainability is a critical part of most major corporations today. Furthermore, environmental and social demands from shareholders and stakeholders are contributing to the pressure for organizations to consider sustainability issues more seriously. Companies have long used standard financial indicators to determine their business success. Only recently have a growing number of firms begun to use environmental, health and safety, and social indicators (Eccles & Krzus, 2018). Organizational sustainability has experienced several interpretations and approaches during the last years while trying to understand this complex concept of increasing importance. Just like the sustainability of individuals and families, there are many complex and dynamic dimensions that must be sustainable in organizations, as well. However, in an organization, there are some primary dimensions (Strategic sustainability, product and programme sustainability, personnel sustainability and financial sustainability) that, if they are managed well, will ensure the sustainability of the organization (Carter, 2016).

It is necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term basis (Galais, & Moser, 2019). In Nigeria, employee commitment are the causing of the low productivity of many companies. Gellatly, Myer and Luchak (2016) opinedthat there was significant and positive relation between employee commitment on organizational performance. Glazer and Kruse, (2018) showed that employee commitment influence positively to employee achievement in organization. Where there is a high level of employee commitment, there will be low turnover and employees will perform better with less absenteeism (Klein, 2019).There are certain things that really affect employee commitment like: work load, less acknowledgement and less compensation.. Lambert (2018) examined facts of a positive correlation between organizational sustainability and employee commitment. Low commitment has also been associated with low levels of morale. Non-committed employees may depict the organization in negative terms to outsiders thereby inhibiting the organization's ability to recruit high-quality employees and decreased measures of altruism and compliance.

Moreover, low commitment leads to high turnover and higher commitment leads to increasedin organizational sustainability (Meyer, 2019; Meyer, & Parfyonova, 2018). In addition, job security enhances the level of commitment (Parfyonova, 2019). Highly committed employees should have a weak intention to quit. Studies by Zickar, Gibby and Jenny (2014) and Vandenberghe, (2019) revealed a negative relationship between turnover intentions and organizational commitment. Whitener, (2016) uncovered a positive relationship between commitment and job performance. Employees who are committed to their respective organizations are more likely not only to remain with the organization, but are also likely to exert more efforts on behalf of the organization and work towards its success and therefore, are also likely to exhibit better performance than the uncommitted employees. Employee commitment can benefit organizations in a number of ways such as: improved performance; reduced absenteeism and turnover, thereby resulting in sustained productivity. Commitment to organization is positively related to such desirable outcomes as motivation, and is negatively related to outcome as absenteeism and turnover (Grawitch,et al., 2017). Employees with high level of organizational commitment provide a secure and stable workforce (Lambert, et al., 2018), thus providing competitive advantage to the organization.

The committed employees have been found to be more creative; they are less likely to leave an organization than those who are uncommitted .According to Arturo (2014) Sustained productivity improvement depends on the enterprise's human capital (the skills, knowledge, competencies and attitudes that reside in the individual employee of the enterprise) and its social capital (trust and confidence, communication, cooperative working dynamics and interaction, partnership, shared values, teamwork) among these individuals. A committed employee is perceived to be one who stays with the organization even in turbulent times, attends work regularly, protects company's assets and shares company's goal (Meyer & Allen, 2017).Therefore it is evident that for sustained productivity, employee commitment is an important factor in organizational sustainability. Given the Nigeria Bottling Company environment with its concomitant employees lay off consequent upon unexpected performance as it were,

it becomes necessary to investigate the effect of employee commitment of the employees of the Nigeria bottling company have on organizational sustainability.

Statement of the Problem

Several academic researches on human resource management practices suggested that high commitment and human resource practices increase organizational effectiveness by creating a condition whereby employees become highly motivated and involved in the organizational activities aimed at achieving organizational goals (Grawitch, 2017).High labor turnover, absenteeism, poor motivation and low performance are some of the features of employees' low commitment in the organizations which result to inadequate affective commitment, continuance commitment, normative commitment, employee value, active commitment, emotional commitment on organization sustainability as a result of poor marketing sustainability, product sustainability, sales sustainability, environmental sustainability, Social sustainability and cultural sustainability (Grawitch, 2017). In many organizations, employees experience low job satisfaction and organizations experience low commitment, it can be very costly. Employee low commitment is as a result of low pay (for lower level positions) and little opportunity for advancement. Absenteeism may also be a very costly issue because it can result in reduced productivity when lowly committed employees do not see any link between the tasks they do and the organization's profitability. To solve the problems of high turnover and absenteeism, it is important to analyze the two variables being studied and determine the factors that would affect commitment (Cote & Heslin, 2013). At times, employees may not leave an organization even when they are dissatisfied or do not feel committed to the organization. This makes studying the two variables serve an even greater importance. When workers are dissatisfied, this may create grievances, which can lead to a lower level of employee commitment.

In Nigeria, commitment affects the personal lives of employees and these results in low performance of employees (Aminah 2018). Meyer, and Parfyonova, (2018) posit that work and family conflict is inversely linked to employees' low commitment. It is examined that work and family conflict decreases employee commitment, increases employees stress and decreases performance. Moreover, recent studies have shown that high commitment practices can work well synergistically and a reflective of a general commitment strategy (Gagné, Chemolli, Forest & Koestner 2018). Furthermore, high employee commitment improve organizational sustainability, labour productivity and the quality of service. Despite a variety of studies into employee commitment and organizational sustainability, majority of studies focused on employee's satisfaction not organization sustainability, very little is known about the employees' commitment and organizations sustainability. This is the focus of this study.

Objectives of the Study

The general objective of this study is to investigate the effect of employees' commitment on organizational sustainability in Nigeria bottling company in South-South, Nigeria. Specifically, the study seeks to:

i. Examine the effect of affective commitment on marketing sustainability in Nigeria bottling company in South-South.
ii. Determine the effects of continuance commitment on product sustainability in Nigeria bottling company in South-South.
iii. Investigate the influence of normative commitment on sales sustainability in Nigeria bottling company in South-South.

Research Questions

The following research questions were formulated in line with the objectives of the study

i. To what extent does affective commitment influence marketing sustainability in Nigeria bottling company in South-South
ii. To what degree does continuance commitment affect product sustainability in Nigeria bottling company in South-South .
iii. To what extent does normative commitment influence sales sustainability in Nigeria bottling company in South-South

Hypotheses

The following null hypotheses were formulated in line with the objectives of the study to give direction to the study at .05 level of significance

Ho_1: Affective commitment has no significant positive influence on marketing sustainability in Nigeria bottling company in South-South.

Ho_2: Continuance commitment has no significant positive effect on product sustainability in Nigeria bottling company in South-South.

Ho_3: Normative commitment has no significant positive effect on sales sustainability in Nigeria bottling company in South-South.

REVIEW OF RELATED LITERATURE

Conceptual Review

Employee Commitment

It is necessary for every organization to have full level of its employee commitment in order to have outstanding performance on long term basis Mowday, Porter, & Steers (2012). Currently, employees act like entrepreneurs when they work in a team and every member of the team tries his level best to prove one the best among all others (Mowday et al., 2012). Increase in commitment level of employees in organization ultimately increases the performance of their employees. In the past, organizations use to provide job security to their employees to improve their commitment level in the organization and to improve their productivity (Abelson, 2016). Higher level of employee commitment in the organization for individual projects or to the business is assumed as a major reason for better employee performance that leads to organizational success.

The importance of employee commitment" is well captured by different authors. Yilmaz and Çokluk-Bökeoğlu (2018) expound that employees with high organizational commitment feelings affect organizational performance in positive ways because they lessen the frequency of performing negative behaviour and improve quality of service. A committed employee is a more compatible and productive individual who has higher levels of satisfaction, loyalty and responsibility. They continue to observe that organizational commitment not only increases the success in a certain role, but also encourages the individual to achieve many voluntary actions necessary for organizational life and high standard system success. ParkLambert and Hogan, (2019) proposed that employee commitment reduces employee turnover. Lambert and Hogan defined employee turnover as the situation by which employees either voluntarily quit or are involuntarily terminated from their jobs. Allen, Bryant and Vardaman (2018) explain that with voluntary turnover, the employee initiates the quitting of the job; for example, quitting and taking another job while involuntary turnover is initiated by the organization; for instance, when a company dismisses an employee due to poor performance or when there is organizational restructuring. Lambert and Hogan (2019) state that committed employees are loyal to the organization, share its values, and identify with the goals of the organization. Thus, they have little reason to want to leave.

On their part, Visagie and Steyn (2016) related employee commitment to acceptance of organizational change. Visagie and Steyn explain that employee commitment to the organization is critical when an organization engages in change initiatives, as committed employees will provide many benefits to the organization undergoing change. These benefits include putting in extra effort to ensure that the change succeeds, serving as public relations representatives during the change and going above and beyond the norm to assist the organization to function effectively.

Affective commitment: Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Employees with a strong affective commitment continue employment with the organization because they want to. According to Mowday (2012), the antecedents of affective commitment generally fall into four categories: personal characteristics, structural characteristics (organizational), job-related characteristics, and work experiences.

Continuance commitment: Continuance commitment refers to an awareness of the costs associated with leaving the organization. The potential costs of leaving an organization include the threat of wasting the

time and effort spent acquiring nontransferable skills, losing attractive benefits, giving up seniority-based privileges, or having to uproot family and disrupt personal relationships. Apart from the costs involved in leaving the organization, continuance commitment will also develop as a function of a lack of alternative employment opportunities. Employees whose primary link to the organization is based on continuance commitment remain because they need to.

Normative commitment: Normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they ought to remain with the organization. Wiener (2012) suggests that the feeling of obligation to remain with an organization may result from the internalization of normative pressures exerted on an individual prior to entry into the organization (family or cultural orientation), or following entry (organizational orientation). However, normative commitment may also develop when an organization provides the employee with "rewards in advance (paying college tuition), or incurs significant costs in providing employment (head-hunting fees or the costs associated with job training). Recognition of these investments causes employees to feel an obligation to reciprocate by committing themselves to the organization until the debt has been repaid (Scholl, 2016).

Organizational Sustainability

The concept of sustainability has experienced several interpretations and approaches during the last years while trying to understand this complex concept of increasing importance. The approach of the concept goes from social sustainability, economic, ecological, cultural, political, and environmental, among others, according to Baroni (2012) that evaluates the evolution of the concept and its main approaches. The United Nation's 2019 Brundtland Commission definition of sustainability is meeting the needs of the present without compromising the needs of future generations' and According to the OECD's definition, sustainability means linking the economic, social and environmental objectives of societies in a balanced way and about the consequences of today's activities which meet the challenge of sustainable development and require that the process through which decisions are reached is informed by the full range of possible consequences, and is accountable to the public (Farneti & Guthrie, 2019; Mohrman and Worley, 2016). Sustainability shows both challenges and opportunities for organizations (Ceasar & Page, 2013), and it can overcome economic pressures and fit the future needs of the environment (Wilkinson & Hill, 2016). The activists of sustainable development which claims that as progress, but others may consider the level of progress as inadequate to meet sustainable development needs and seek more dramatic change (Henderson, 2016).

Sustainability entails living mindfully of the future, embracing and respecting life in the present, and caring for the well-being of generations to follow. The concept is broadly defined as meeting the needs of the present generation without compromising the ability of future generations to meet their needs. Two perspectives on the sustainability notion have played an important role in the sustainability literature, viz. the 'Brundlandt' perspective and the 'triple-P' perspective. The first perspective is based on the so-called 'Brundlandt definition' of sustainable development (WCED, 2017), i.e. 'meeting the needs of the present generation without compromising the ability of future generations to meet their needs'. Of course, the range of the 'Brundlandt' definition is beyond organizational sustainability. Indeed, it is humanity that should strive for sustainability. Nevertheless, as noted in the introduction, the definition has been important for getting sustainability on organizational agendas (WBCSD, 2012). Also in literature, the definition can be considered a milestone. For instance, Dyllick and Hockerts (2012) transpose the definition, by means of the stakeholder concept, to the organizational level. They define corporate sustainability as 'meeting the needs of a firm's direct and indirect stakeholders (such as shareholders, employees, clients, pressure groups, communities etc), without compromising its ability to meet the needs for future stakeholders as well'.

Organizational sustainability is often misunderstood to mean primarily financial sustainability. That misconception occurs because, when an organization becomes unsustainable, the symptoms of that problem show up in the finances. However, organizational sustainability - or the surviving or even thriving of an organization - depends on much more than effectively managing the organization's

finances. Just like the sustainability of individuals and families, there are many complex and dynamic dimensions that must be sustainable in organizations, as well. However, in an organization, there are some primary dimensions (Strategic sustainability, product and programme sustainability, personnel sustainability and financial sustainability) that, if they are managed well, will ensure the sustainability of the organization (Carter, 2016).

Marketing Sustainability

Sustainable marketing is the process of delivering value to customers in a way that preserves or enhances natural and human resources. Sustainable marketing is not to be confused with green marketing. Green marketing is the process of marketing a company's sustainability efforts to its target audience. An example of this is when Starbucks creates marketing assets with sustainability messages. In general, sustainability is about continuity- companies that use sustainable marketing value behaviors and practices that make for an inhabitable planet that preserves resources for future generations. Sustainable products meet the needs of this generation as well as the next. Sustainable marketing applies the concept of sustainability to your brand's products, image, and strategy.

Customers these days expect more than good products and services. They expect companies to take responsibility and accountability for social and environmental issues.You can show your customers you're adopting these values as a company by addressing environmental and social issues within your company and finding sustainable alternatives. This could mean reducing your company's overall carbon footprint. Sustainable marketing campaigns advocating for social and environmental issues require longer time frames than your average campaign. If you truly wish to adopt sustainable marketing, you'll need to shift away from viewing these campaigns as seasonal. All in all, sustainable marketing focuses on the needs and wants of the consumer, the world, and all those affected by the product or service.

Sales Sustainability

Now is the most important component of sustainability of Sales, the Sales Person. Skills of a sales person are very important in converting the sales so organization must invest in their sales force in coaching, mentoring, training, providing them the right kind of skill set & mindset is very important for the success of the product. An at times company gets so much focused on numbers that they skip their regular training programme of the sales team. Out of the above mentioned four categories most of the company focus on the sales person most than other three categories. If sales are not going well, the most sought reason will be sales guy is not good; if it is going very well then the sales person is a great guy which I am not denying.

Product Sustainability

It requires an organization to develop specific capabilities and the sales team to perform the disciplined execution of an integrated sales and marketing program. The results produce dramatically increasing, profitable, and predictable sales with an expanding customer base, well into the future. Product sustainability are those products that provide environmental, social and economic benefits while protecting public health and environment over their whole life cycle, from the extraction of raw materials until the final disposal. Sustainability is the ability to be maintained at a certain rate or level *(*Frank & Peattie 2019). For a product to be sustainable, it must be possible to produce and/or consume it in a way that doesn't result in harm or destruction. If the production of a product requires nonrenewable resources, damages the environment, or results in harm to individuals or society, it is unlikely to be considered sustainable (Michael & McDonough 2012).

Theoretical Framework

This study was anchored on Affective Events Theory (AET) propounded by Howard in (1974). The theory explains how emotions and moods influence employee commitment, organizational performance and job satisfaction. It emphasizes the linkages between employees' internal influences such as cognitions, emotions, mental states and employees' reactions to such incidents that occur in their work environment which affect their job performance, commitment and job satisfaction. This theory stresses

that affective work behaviours are explained by employee's mood and emotions while cognitive based behaviour is the best predictor of job satisfaction.

Affective events theory maintains that positive-inducing (up lifts) as well as negative inducing (hassles) emotional incidents at work are distinguishable and have a significant psychological impact upon workers job satisfaction. The result of internal factors such as cognition, emotions, mental states and external affective reactions displayed through job satisfaction, job performance and employee commitment? The theory also posits a positive relationship among job satisfaction, commitment, recognition, market share and retention or turnover in the organization. Workers who report low satisfaction are likely to engage in planned quitting whereas employees who report high job satisfaction will remain, display high level of commitment, influence organizational market share locally and internationally and invariably leads to recognition of the employees and the organization locally and globally. The increase in market share of the organization's products/services as a result of general acceptance of the organization's offerings influences both the employees and the organization locally and internationally and as well lead to increase in the profitability of the organization.

In Nigeria bottling company firms , employee's commitment is affected by events within the working environment like the level of share of the market of the company's products/services, the level of acceptance or recognition of the presence of the company locally and globally, the level of profitability of the company which may lead to job satisfaction and retention or intention to quit which in the long run affect the sustainability and overall performance in the Nigeria bottling company firms . In this regard, the application of affective events theory influences the banks' leaders to consider the performance of developed hotels in the global financial markets and strategize their effort toward improving their performance locally and globally through value reorientation of their employees. Affective events theory enables banks to change their market orientation. This is because market orientation is the organization wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments and organizations wide responsiveness to it.

The affective events theory is relevant to this study because the theory maintains that organization culture that most effectively and efficiently created the necessary behaviours for the creation of superior value for buyers and continuous superior performance for the business should be applied and this can be done through employee commitment. Employee commitment according to theorists emphasized the set of beliefs that putting the customers' interest first while considering the employees and other stakeholders will lead to development of a long term profitability enterprise (Adderson, 2014). The performance of Nigeria bottling company solely depend on the degree/rate of employee commitment which will influence both customer loyalty and market share toward global recognition and profitability/sustainability in the business environment. Using the overall measure of employee commitment, Farzad, (2018) in his study of strengthening the satisfaction-profit chain, found that market orientation was positively related to the firm's self-reported performance measure. Also, Gron (2015) found that there was a positive correlation among market orientation, customer satisfaction and loyalty in the Nigeria bottling company.

Empirical Review.

Fayda-Kinik (2022) investigated the interrelationships between the components of perceived employee commitment (affective, continuance and normative commitment) and knowledge sharing (KS) intentions, attitudes and contributions among academics. It was hypothesized that organizational commitment has a positive mediating role in KS behaviours. To reveal the interrelationships between the components of perceived organizational commitment and KS, a correlational research design through path analysis was employed. There were significant correlations between organizational commitment components and KS. Participants with higher perceived affective commitment had higher levels of KS intentions. Similarly, participants with higher perceived normative commitment had higher levels of attitudes towards KS. However, higher levels of perceived continuance commitment were related to lower levels of expected contributions to KS. The study was limited to participants working for a state university in Turkey. In

Turkish state universities, continuance and normative commitment may be regarded differently due to unique working conditions. The results revealed that commitment to an organization facilitates KS in higher education institutions, which suggests that administrators and practitioners should increase organizational commitment to create a working environment with more KS.

El-Sayed, Wahba, Ragheb, and Elgharabawy, (2021)investigates the impact of organizational culture and job commitment on sustainable development, which will help improve its performance through job commitment. A structured questionnaire was developed and administrated to a sample of Citadel Capital employees. The data analysis phase comes after the researcher completes the data collection phase. Looking at the results of analyzing the role of organizational culture and sustainable development, it has shown that there is a significant relationship between them. Based on the results of analyzing the role of organizational culture and job commitment, it has shown that there is a significant relationship between them. Based on the results of analyzing the role of job commitment and sustainable development, it has shown that there is a significant relationship between them

Norizan, (2020) examined the relationship between components of organizational commitment and job satisfaction among employees at higher learning education institutions in Kelantan. This study could make important contribution to extant research in management and organizational behavior. In the beginning of this study, the purpose, research questions, and the need for the study was given. Then, literature was discussed about organizational commitment and job satisfaction that focusing on the relationship between them. The study generated a 96.3 percent response rate from 300 Respondents'. The result showed that affective, continuance and normative commitment that was not found to have significant positive relationship with job satisfaction.

Ogala (2020) investigated the effect of employee's commitment on organizational performance in selected brewing firms. Two objectives which are ;To examine the impact of employee commitment on organizational profitability in brewing industry in Nigeria To examine the dimensions of employee commitment on performance in brewing industry in Nigeria guided the study. Also two research questions and hypotheses were drawn along that line. A survey design was adopted with a sample population size of216 drawn using Taro Yamani. Data were presented and analyzed using tables and simple percentages. Also, hypotheses were test using parametric statistics. Findings revealed that Organizational profitability had a positive influence on employees performance in the area studied ($Zc=4.226 > Zt =1.645$) and Inadequate employees development programmes had a positive influence on employees commitment in the area studied ($Zc=4.531 > Zt =1.645$). It was recommended that Organizations should regularly embark on performance appraisals because; it will go a long way to know whether the human capital development is producing the needed result and that there should be a systematic view towards employees' commitment development in organizations. That is to say all levels, sections should be given equal opportunity to develop. As generally stated, if you fail to plan, then you are planning to fail

Quresh, Zaman and Shah (2018) examined the relationship between employee commitment rewards and organizational performance. The descriptive survey method was adopted for this study. Questionnaire was used to collect data from 470 Respondents' in Pakistan in cement firms. The study engaged Spearman's correlation method to test hypotheses formulated for the study at .01 level of significance. The study also found that recognition employee commitmed used in cement factories are good for the maximum organizational performance.

Udo-Anyanwu and Amadi (2018) studied employee commitment and job satisfaction of librarians in academic libraries in Imo State, Nigeria. It was carried out to determine the relationship between employee commitment and job satisfaction among library staff in tertiary institutions in Imo State. Correlational research design was adopted. Pearson Product Moment Correlation and t-test were used in testing hypotheses. The result of the study showed that majority of the library staff indicated that they were highly commitment with their job. There is a positive relationship between level of employee commitment and job satisfaction among library staff.

Bipeledei and Dickson (2018) studied employee commitment to work as an ingredient for service delivery of selected firms in Bayelsa State. Ten research questions were posed based essentially in testing employee commitment to work and the experiences they gain as team players. The random sampling method was adopted to ensure adequate representation of the entire element under studied. Questionnaires were designed, distributed, collected and analysed. The results of the study revealed that there is a significant relationship between employee commitment to work and increase in productivity in the firms. It was recommended among others that to increase productivity and harmony in the working place, management should crave the enabling environment to motivate employment to be committed to work and put in their best so as to increase productivity.

Dinku (2018) determined the effects of employee commitment on performance of organization based on a case study of Arjo Didessa Sugar Factory. To attain this, the study determined factors that affect employee commitment in the study area and Factory. The research is a cross-sectional study. 261 employees and four management members were selected as sample of the study. Standardized questionnaires were distributed, filled, and collected. Statistical package for social sciences (SPSS) was used to process and analyze the data collected from the respondents through correlation; and regression analyses were performed to determine the association between dependent and independent variables. Additionally, employees' commitments were found to have effects on the organizational performance in the study area. Based on the regression results, employees' commitments models have effects on performances for the organizational Arjo Didessa Sugar Factory. Thus, recommendations have been provided to increase commitment by designing motivational package, and establishing sustainable regular training program in the company.

Teferi, (2017) examined the effect of employee commitment practice on organization performance with special reference to catering and tourism training institute. Explanatory method of research was adopted. A questionnaire designed to collect the data on the factors related to rewards like pay/salary, benefit, promotion, working condition, responsibility, recognition and organization performance. Total number of Respondents' in this study was 75 with 6 non-response rate. Primary data was gathered using adopted questionnaires. Descriptive statistics was used to summarize the data. This includes Percentage, frequencies mean and standard deviation. Tables and other figural presentations were appropriately used. Correlation analysis was used to identify the relationship between employee commitment and organization performance. The findings obtained indicated that employee commitment have a positive influence on organization performance.

Gashi, Željko and Boris. (2017) employee commitment and human capital analysis of individual values of employees carried out on the basis of the Schwartz theory of basic human values. A survey research design was used in the study. The sample of the study consisted of 1166 Respondents' from a population of six European countries (Croatia, Hungary, Italy, Romania, Serbia and Slovenia). Questionnaire was used for data collection. Split-half method was used to determine the reliability index of the instrument. The Cronbach reliability index of 0.75 was obtained. Data collected was analyzed using t-test and ANOVA. The result shown employee commitment in organizational context can be used in a form of value profiles at regional level. The research showed how employee commitment can be formed and how they can contribute to increase managers' awareness of human resources potentials and thus increase human capital of an organization. Croatian and Serbian employee commitment show similarities, while Romanian and Hungarian employees' profiles are more distinctive.

Habib (2020) investigated the interrelationship between employee commitment and performance work attitude. The study adopted correlation research design. A self constructed questionnaire was used for data collection. One thousand, three hundred and thirty-five employee participated in the study. They were selected using stratified and simple random sampling techniques. Pearson Product Moment Correlation Coefficient analysis was used for data analysis employees of Islamabad (Pakistan) advertising agencies. They found that employees having greater commitment perform well and employees having a positive attitude towards work are highly satisfied compared with those employees who are less inclined towards their work.

METHODOLOGY

The study adopted a descriptive survey design. Use of descriptive statistics was applied because of its capability to summarize large quantities of data using understood measures in form of graphical and numerical techniques (Burns, 2015). Descriptive studies are said to be a type of survey design that can give specific or group characteristics for a sampled population (Kothari, 2006). This study was carried out in South-South. The South-South is the delta of the Niger River sitting directly on the Gulf of Guinea on the Atlantic Ocean in Nigeria. It is located within nine coastal southern Nigerian states, which include: all six states from the South South geopolitical zone, one state (Ondo) from South West geopolitical zone and two states (Abia and Imo) from South-South geopolitical zone. Primary sources of data were employed. The primary was conducted through the use of questionnaire administered to the Respondents' selected for this study and sources of data was obtained from the regional of Nigeria Bottling Company South-South. The target population of this study was limited to employees working at Nigeria bottling company, all located within South-South (Delta, Rivers, Bayelsa, Cross River and Akwa- Ibom state. The research population comprised 2836 employees working in these Nigeria bottling company in South-South. NBC has been operating the South-South plant since 1973. Located in South-South Nigeria, the plant also produces Coca-Cola, Fanta, Sprite and Schweppes and distributes all product categories. The sample size of 553 was obtained from the population of 2836 using statistical formula devised by Borg and Gall (1973) was employed to determine the sample size. Face and content validity approach were adopted. Test re-test method was carried out to achieve reliability of the instrument. Cronbach Alpha was used to determine the reliability of the instrument by using Statistical Package for Social Sciences (SPSS) Version 23. Affective commitment, continuance commitment, normative commitment were considered range of 0.87, 0.88, 0.76, and 0.93. Therefore, it was concluded that all are reliable because they are under the Cronbachs Alpha acceptable threshold. The study employ simple percentage and Simple Multiple Regression Analysis to determine the effect of each independent variable on the dependent variable. The decision rule shall be at the p-value is less than 0.05 level of significance

DATA PRESENTATION AND ANALYSIS

A total of five hundred fifty three (553) copies of questionnaire were distributed to the customers of the sampled Nigeria bottling company, out of which a total of five hundred and fifty (550) copies were return. This gives a response rate of 99.5%. The table further showed that out of five hundred fifty three (553) copies of questionnaire returned, five hundred and fifty (550) copies were dully fill and used for the analysis. A total of three copies were not dully filled. Therefore, the analyses were based on five hundred and fifty (550) dully filled copies of questionnaire.

Presentation of Data Related to the Research Objectives

Research Questions One: To what extent does affective commitment influence marketing sustainability in Nigeria bottling company in South-South

Table 1 Respondents view on the influence of affective commitment on marketing sustainability in Nigeria bottling company

	Affective commitment	SD	D	UD	A	SA
1	Employee would be happy to spend the rest of my career with this organization	27 (4.9%)	83 (15.1%)	20 (4.0%)	246 (44.7%)	174 (31.6%)
2	They enjoy discussing my organization with people outside it	98 (17.8%)	108 (19.6%)	30 (5.5%)	228 (41.5%)	86 (15.6%)
3	They really feel as if this organization's problems are my own	38 (6.9%)	76 (13.8%)	34 (6.1%)	273 (49.6%)	129 (23.7%)
4	They do feel like 'part of family' of this organization	20 (4.0%)	46 (8.3%)	35 (6.4%)	309 (56.2%)	140 (24.5)
5	They do feel 'emotionally attached' to this organization	61 (11.1%)	55 (9.7%)	37 (6.5%)	277 (48.8%)	138 (24.3%)

Source: Field Survey, 2023. Computations from SPSS Analysis

Table 4.3.1 above indicates that 174 respondents representing 31.6% strongly agreed that they would be happy to spend the rest of my career with this organization, 246 representing 44.7% agreed, 20 representing 4.0% were undecided, 83 representing 15.1% disagreed while 27 representing 4.9 strongly disagreed. The implication is that majority of the respondents agreed that affective commitment influence marketing sustainability in Nigeria bottling company. It is also clear from the table above that 86 (15.1%) respondents strongly agreed that they enjoy discussing my organization with people outside it, 43.3% of the respondents agreed, 5.3% of the respondents were undecided, 19% of the respondents disagreed while the remaining 17.3% strongly disagreed.

Furthermore, 129 respondents representing 22.7% strongly agreed that they really feel as if this organization's problems are my own, 291 respondents representing 51.2% agreed, 34 respondents representing 6% were undecided, 76 respondents representing 13.4% disagreed while the remaining 38 respondents representing 6.7% strongly disagreed. The implication is that majority of the respondents agreed that they really feel as if this organization's problems are my own.

Table 4.3.1 also indicates that 24.6% of the respondents strongly agreed that they make suggestions to their Nigeria bottling company for service improvements, 57.6% of the respondents agreed, 6.2% of the respondents were undecided, 8.1% of the respondents disagreed while the remaining 3.5% of the respondents strongly disagreed. This implies that majority of the respondents agreed that they make suggestions to their Nigeria bottling company give due attention affective commitment

Table 43.1 further showed that 55 respondents representing 9.7% strongly agreed that they do feel like 'part of family' of this organization, 277 (48.8%) respondents agreed, 37 (6.5%) of the respondents were undecided, 138 (24.3%) respondents disagreed while 61 (10.7%) strongly disagreed. This implies that the they do feel like 'part of family' of this organization

Research Question Two: To what degree does continuance commitment affect product sustainability in Nigeria bottling company in South-South?

Table 2 Respondents opinion on continuance commitment affect product sustainability in Nigeria bottling company

	Continuance Commitment	SD	D	UD	A	SA
6	It's very difficult for me to leave this organization	93 (16.4%)	73 (13.3%)	58 (10.5%)	203 (36.9%)	123 (22.4%)
7	Their life will be disturbed if I leave this organization	27 (4.9%)	76 (13.8%)	81 (14.7%)	201 (36.5%)	183 (33.3%)
8	The job in this organization is my need not a desire	81 (14.3%)	81 (14.3%)	30 (5.3%)	236 (41.5%)	140 (24.6%)
9	Scarcity of alternatives is the drawback of leaving this organization.	39 (6.9%)	47 (8.3%)	44 (7.7%)	279 (49.1%)	159 (28.0%)
10	Quieting of this organization needs personal sacrifice.	94 (17.1%)	90 (16.4%)	29 (5.3%)	202 (36.7%)	135 (24.5%)

Source: Field Survey, 2023. Computations from SPSS Analysis

Table 2 indicates that 93 respondents representing 16.4% strongly disagreed that It's very difficult for them to leave this organization, 203 representing 36.9% agreed, 123 representing 22.7% strongly disagreed 58 representing 10.5% were undecided, 73 representing 13.3% disagreed while. The implication is that majority of the respondents agreed that It's very difficult for them to leave this organization. Table 2 further revealed that 4.9% of the respondents strongly agreed that their life will be disturbed if I leave this organization, 13.8% of the respondents disagreed, 14.3% of the respondents were indifferent, 36.5% of the respondents agreed while the remaining 32.2% strongly agreed. This implies that their life will be disturbed if I leave this organization

The table further indicated that 81 (14.3%) respondents strongly disagreed that the job in this organization is my need not a desire, 81 (14.3%) agreed, 81 (14.3%) were indifferent, 236 (41.5%) agreed while the remaining 140 (24.6%) strongly agreed this implies that the job in this organization is my need not a

desire. Also, 47 respondents representing 159 (28.0%) strongly agreed that scarcity of alternatives is the drawback of leaving this organization, 279 (49.1%) respondents representing 49.1% agreed, 44 representing 7.7% were indifferent, 159 representing 28% disagreed while 39 representing 6.9% strongly disagreed. This implies that scarcity of alternatives is the drawback of leaving the organization

Finally, the table indicates that 90 (17.1%) respondents strongly agreed that quieting of this organization needs personal sacrifice, 90 (16.4%) respondents disagreed, 29 (5.3%) respondents were indifferent, 202 (36.7%) respondents disagreed while the remaining 135 (24.5%) respondents strongly disagreed with the assertion. This implies that quieting of this organization needs personal sacrifice.

Research Question Three: *To what extent does normative commitment influence sales sustainability in Nigeria bottling company in South-South?*

Table 3 Respondents' opinion on normative commitment influence sales sustainability in Nigeria bottling company

	Normative Commitment	SD	D	UD	A	SA
13	Employee these days move from company to company too often	44 (8.0%)	72 (13.1%)	34 (6.2%)	276 (50.2%)	124 (22.5%)
14	They do believe that person must always be loyal to his/her organization	50 (9.1%)	34 (6.2%)	56 (10.2%)	266 (48.4%)	162 (29.5%)
15	Employees have no obligation for their organization.	42 (7.6%)	30 (5.5%)	19 (3.5%)	391 (71.1%)	86 (15.6%)
16	Leaving this organization is not a right decision for employee	42 (7.6%)	69 (12.5)	44 (8.0%)	250 (45.6%)	145 (26.4%)
17	Employee were taught to believe in the value of remaining loyal to one organization	27 (4.9%)	89 (16.2%)	38 (6.9%)	274 (49.5%)	140 (25.5%)

Source: Field Survey, 2023. Computations from SPSS Analysis

The table above indicates that 276 (50.2%) of the respondents strongly agreed that employees these days move from company to company too often, 124 (22.5%)of the respondents agreed, 34 (6.2%) of the respondents were indifferent, 72 (13.1%) of the respondents disagreed while the remaining 44 (8.0%)strongly disagreed. This implies that the employees of these days move from company to company too often.

It is also clear from the above table that 266 (48.4%) of the respondents strongly agreed that they do believe that person must always be loyal to his/her organization, 162 (29.5%) of the respondents agreed, 56 (10.2%) of the respondents were indifferent, 34 (6.2%) of the respondents disagreed while the remaining 50 (9.1%) strongly disagreed. This implies that employees do believe that person must always be loyal to his/her organization to stick to their timing promises.

The table further showed that 86 (15.6%) of the respondents strongly agreed that employees have no obligation for their organization, 391 (71.1%) of the respondents agreed, 19 (3.5%) of the respondents were indifferent, 30 (5.5%) of the respondents disagreed while the remaining 42 (7.6%)of the respondents strongly disagreed. This implies that the employees of the Nigeria bottling company have obligation for their organization.

Table 4.3.3 also indicates that 145 (26.4%) of the respondents strongly agreed that the employees of the Nigeria bottling company leaving this organization is not a right decision for employee, 250 (45.6%) of the respondents agreed, 44 (8.0%) of the respondents were undecided, 42 (7.6%) of the respondents disagreed while 69 (12.5) of the respondents strongly disagreed. This implies that majority of the respondents agreed that the employees of the Nigeria bottling company leaving this organization is not a right decision for employee.

Furthermore, the table showed that 140 (25.5%) of the respondents strongly agreed that employee were taught to believe in the value of remaining loyal to one organization, 274 (49.5%)of the respondents agreed, 38 (6.9%) of the respondents were indifferent, 27 (4.9%) of the respondents disagreed while the remaining 89 (16.2%) of the respondents strongly disagreed. This implies that majority of the respondents

agreed that the employees of the Nigeria bottling were taught to believe in the value of remaining loyal to one organization.

Test of Hypotheses

Hypothesis One

Ho: Affective commitment has no significant positive influence on marketing sustainability in Nigeria bottling company in South-South.

.Hi: Affective commitment has a significant positive influence on marketing sustainability in Nigeria bottling company in South-South.

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Marketing Sustainability	.696	.052		13.324	.000
Affective Commitment	.976	.017	.935	56.187	.000

a. Dependent Variable: marketing sustainability

Interpretation:

The regression sum of squares (835.335) is greater than the residual sum of squares (121.187), which indicates that more of the variation in the dependent variable is explained by the model. The significance value of the F statistics (0.000) is less than 0.05, which means that the variation explained by the model is not due to chance. R, the correlation coefficient which has a value of 0. 935, indicates that affective commitment has a significant positive influence on marketing sustainability. R square, the coefficient of determination, shows that 0.87.3% of the variation in marketing sustainability is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .51439. The Durbin Watson statistics of 0.080, which is not more than 2, indicates there is no autocorrelation.

Affective commitment coefficient of 0.935 indicates that affective commitment has a significant positive influence on marketing sustainability in Nigeria bottling company, which is statistically significant (with t = 56.187). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Affective commitment has a significant positive influence on marketing sustainability in Nigeria bottling company in South-South

Hypothesis Two

Ho_2: Continuance commitment has no significant positive effect on product sustainability in Nigeria bottling company in South-South.

Ho_1: Continuance commitment has no significant positive effect on product sustainability in Nigeria bottling company in South-South.

Coefficients[a] Hypothesis 2

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
Product Sustainability	.674	.080		8.416	.000
Continuance Commitment	.753	.044	.627	17.220	.000

a. Dependent Variable: Product Sustainability

Interpretation:

R, the correlation coefficient which has a value of 0.627, indicates that continuance commitment has a significant positive effect on product sustainability. R square, the coefficient of determination, shows that 0.39.3% of the variation in product sustainability is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .03514. The Durbin Watson statistics of 0.080, which is not more than 2, indicates there is no autocorrelation.

Continuance commitment coefficient of 0.627 indicates that continuance commitment has a positive significance effect on product sustainability, which is statistically significant (with t = 17.220). Therefore,

the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Continuance commitment had a significant positive effect on product sustainability in Nigeria bottling company in South-South.

Hypothesis Three

Ho_3: Normative commitment has no significant positive effect on sales sustainability in Nigeria bottling company in South-South.

Ho_1: Normative commitment has no significant positive effect on sales sustainability in Nigeria bottling company in South-South.

Coefficients[a] Hypothesis 3

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Sales Sustainability	.199	.040		5.019	.000
Normative Commitment	1.135	.016	.955	68.916	.000

Dependent Variable: Sales Sustainability

Interpretation:

R, the correlation coefficient which has a value of 0. 955, indicates that normative commitment has a positive effect on sales sustainability. R square, the coefficient of determination, shows that 0.91.2% of the variation in sales sustainability is explained by the model. With the linear regression model, the error of estimate is low, with a value of about .51439. The Durbin Watson statistics of 0.041, which is not more than 2, indicates there is no autocorrelation.

Normative commitment has a coefficient of 0.955 indicates that normative commitment has a positive significance effect on sales sustainability, which is statistically significant (with t = 68.916). Therefore, the null hypothesis should be rejected and the alternative hypothesis accordingly accepted. Thus normative commitment has a significant positive effect on sales sustainability in Nigeria bottling company in South-South

Summary of Findings

The findings of the study are summarized as follows:

1. Affective commitment has a significant positive influence on marketing sustainability in in Nigeria bottling company in South-South. Affective commitmentcoefficient of 0.935 indicates that affective commitmentis statistically significant (with t = 56.187). The significance value of the F statistics (0.000) is less than 0.05
2. Continuance commitment has a significant positive influence onproduct sustainability in Nigeria bottling company in South-South. Continuance commitmentcoefficient of 0.627 indicates that continuance commitment has a positive significance effect onproduct sustainability, which is statistically significant (with t = 17.220). The significance value of the F statistics (0.000) is less than 0.05
3. Normative commitment has a significant positive effect on sales sustainability in Nigeria bottling company in South-South. Normative commitment has a coefficient of 0.955 indicates that normative commitment has a positive significance effect on sales sustainability, which is statistically significant (with t = 68.916). The significance value of the F statistics (0.000) is less than 0.05

CONCLUSION

Based on the foregoing, we therefore assert that highly committed employees contribute greatly to organizational sustainability. Nevertheless, the nature of organizational commitment matters since affective commitment has a significant positive influence on marketing sustainability; continuance commitment has a significant positive influence on product sustainability; normative commitment has a significant positive effect on sales sustainability. It is therefore pertinent that the study therefore

concluded that employee commitment has significant positive effect on organizational sustainability in Nigeria bottling company in South-South.

RECOMMENDATIONS

1. Organizations should concentrate on creating work environments that will boost the affective commitment of employees as this will enable them work towards the attainment of organizational goals and objectives, thereby improving the overall marketing sustainability of the organization
2. Organizations should maintain employee productivity and encourage retention so as to minimize employee turnover since the study has shown that normative commitment greatly influence the level of product sustainability of the organization.
3. Work environment should provide a free flow of communication and easy receipt of feedback for job done in other to encourage sales sustainability be provided sales personals with conducive working environment to enhance continuance commitment.

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