



RESOURCES ALLOCATION AND EMPLOYEE COMMITMENT OF THE NIGERIAN NAVY FORMATION IN SOUTH-SOUTH, NIGERIA

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Accepted: August 7, 2019

ABSTRACT

This paper focused on finding out the effects of resource allocation and employees' commitment: A case study of the Nigerian Navy in Port Harcourt Metropolis of Rivers State. Research questions and null hypotheses guided the study. The population of the study was estimated to be 1000 and the sample was 200 officers and ratings selected using purposive random sampling. A correlate of commitment questionnaire (ccq) with 40 items rated in a 5-point Likert Scale was the instrument used for collection of data. Research questions were answered using Mean and Standard Deviation, while the postulated hypotheses were analysed with Pearson Product Moment Correlation with the aid of SPSS at 0.05 level of alpha. The result obtained showed that the resources allocation have a significant relationship with employees' commitment level in the Nigerian Navy(NN) Ship Pathfinder in Rumuorlumeni, Port Harcourt metropolis of Rivers State.

Keywords: resources allocation, employee commitment, continuance commitment affective commitment, normative commitment.

CITATION: Tantua (Jr), E., & Egeonu, H. F. (2019). Resources allocation and employee commitment of the Nigerian Navy formation in South-South, Nigeria. *The Strategic Journal of Business & Change Management*, 6 (3), 406 – 418.

INTRODUCTION

Resource allocation is the distribution of human resource and material to the different unit of the organization to put in the production process (Simon, 1991). The word resources allocation is rooted in economics principles. Economist studied how the limited resource can be effectively distributed to yield maximum output. Resources allocation is a complex process and required scientific method (Simon, 1991). Resource allocation is associated with some level of compromises and pressures because of scarce resources and demand (Simon, 1991).

This challenge can only be handled by implementing an effective business strategy. Business strategy suggests the way material, financial and nonfinancial resources can be equally distributed to the area of needs without experiencing idleness resource. Resource allocation has its own distinct opportunity costs. It is an organizational concerned to ensure resource is evenly distributed to the various department of the organization (Helfat & Eisenhardt, 2004). Serious steps must be taken to overcome the challenges associated with resources allocation. Once these challenges are overs, there will be the ultimate allocation of the resource. Eradicating challenges is a major concern in resource allocation. This ensured that the resources are rightly allocated to the department or unit that needs it. (Helfat & Eisenhardt, 2004; Kogut & Zander, 1992). One major problem of resource allocation is its heterogeneity to department in the organization (Helfat, 1997; Wu, Wan, & Levinthal, 2014).

Capital is typically allocated to the department based on preferential need of the department (Helfat, 1997; Wu, Wan, & Levinthal, 2014). The organization established a cost centre unit from which resources are allocated to the various functional unit for consumption or to initiate activities. This mediating process of resource allocation by the management played a significant role in the service unit of the organization. (Moran & Ghoshal, 1999). Organizations did not initiates

the buffer for resources allocation but based on potentially need of a particular department (Levinthal & Marino, 2015; Levinthal & Posen, 2007).

Efforts geared towards solving this problem have been proffered by previous researchers. Upon the few solutions given, the problem still persists. It is noteworthy that no lasting solution has been proffered on office politics and how it affects employees' commitment and effectiveness especially in the Nigerian Navy within the Port Harcourt metropolis. This prompted the researcher to embark on this very important research work. Hence, the statement of the problem is: Office politics and employees' commitment: a case study of the Nigerian Navy Formation in South South, Nigeria.

The proper appropriation of the resources of the organization to areas that is needed is referred to as allocation (Milliti, 2000). It enables the organization to achieve future goals. Resources allocation is the process of distributing scarce resources among the various units of the organization, Resource allocation is one method of motivating the employees. This means that office politics promotes proper reward of staff, it ensures fair wages, and value of output is paid to employees. (Milliti, 2000). Office politics negates any unfair distribution of human resources and materials to the various department of the organization. When office politics is properly applied, it checks the activities of the staff of the organization. Although in the process, it must be properly handled, if not it can at the time damage the morale of the employees as well as negatively affect their efficiency at work. This kind of action can lead to rumour peddling and in Nigeria like any other part of the world, when negative rumours are carried about easily by people, it can reduce the commitment of workers by diminishing their emotional equilibrium (Musa, 2003). If serious steps are not taken, the condition(s) might lead to psychological or physical illness which may in turn make the employee to stay away from work for a

period of time. When employees stay away from work due to preventable illnesses arising from poor resource allocation which is an aspect of office politics, the effectiveness and commitment of the employees will be apparently affected to the detriment of the organisation. The purpose of this paper was to determine the impact of resources allocation on employee commitment. The objective of this study was to determine:

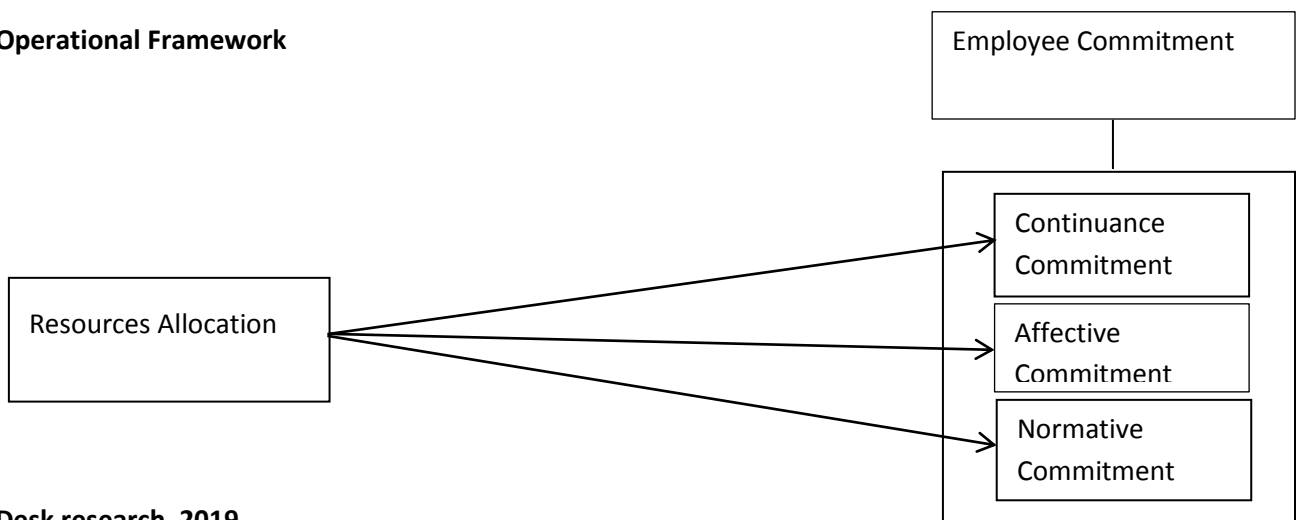
- To determine how resource allocation enhanced normative commitment of the Nigerian Navy in South South, Nigeria.
- To determine how resource allocation enhanced affective commitment of the Nigerian Navy in South South, Nigeria.

- To determine how resource allocation enhanced continuance commitment of the Nigerian Navy in South South, Nigeria.

In carrying out the study, three research hypotheses were stated, which include:

- There is no significant relationship between resources allocation and normative commitment of the Nigerian Navy in South South, Nigeria.
- There is no significant relationship between resources allocation and affective ' commitment of the Nigerian Navy in South South, Nigeria
- There is no significant relationship between resources allocation and continuance commitment of the Nigerian Navy in South South, Nigeria

Operational Framework



Desk research, 2019

Operational Framework: Resources allocation and employee commitment of the Nigerian Navy in South South, Nigeria

LITERATURE REVIEW

This article focus focused on reviewing relevant sets of literature which were directly related to the variables raised in the specific objectives and repeated in the research questions of this study. The conflict theory was propounded by Karl Max. It stresses class relationship. This relationship is between upper class (top naval officers) and lower class (lower officers, also called naval ratings) which influences the level of staff and officers

commitment. Conflicts in class originate from economic and structural inequality brought up by political intrigues (Jacoby, 2008). There is incompatibility between the upper and lower class in economic sense, the ruling class constitutes the upper class while the working class constitutes the lower class as pointed by Clinard and Meier in Eriega (2008)

Labelling Theory: This theory was propounded by Howard Becker in 1963. Labelling theory places emphasis on individual's reactions to negative

labels in social setting. Negative label seems to have an effect on individuals. Nkiuruka (2012) opined that people assume a self-concept through what other people refer them to be. Employees with negative labels seem to welcome the label as being real and start seeing themselves as being less committed in their organisation (Chen, 2014). The labelled employees become less committed in the organisation in confirmation to the labelled identity. It is therefore obvious that lower level of commitment in an organisation is sometimes as a result of negative labelling.

Resource allocation is the distribution of human resource and material to the different unit of the organization to put in the production process (Simon, 1991). The word resources allocation is rooted in economics principles. Economist studied how the limited resource can be effectively distributed to yield maximum output. Resources allocation is a complex process and required scientific method (Simon, 1991). Resource allocation is associated with some level of compromises and pressures because of scarce resources and demand (Simon, 1991). This challenge can only be handled by implementing an effective business strategy. Business strategy suggests the way material, financial and nonfinancial resources can be equally distributed to the area of needs without experiencing idleness resource. Resource allocation has its own distinct opportunity costs. It is an organizational concerned to ensure resource is evenly distributed to the various department of the organization (Helfat & Eisenhardt, 2004). Serious steps must be taken to overcome the challenges associated with resources allocation. Once these challenges are over, there will be the ultimate allocation of the resource. Eradicating challenges is a major concern in resource allocation. This ensured that the resources are rightly allocated to the department or unit that needs it. (Helfat & Eisenhardt, 2004; Kogut & Zander, 1992). One major problem of resource allocation is its heterogeneity to department in the

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Employees' commitment is based on several economic theories. The employees in the organization are working because of what they expect from the organization commonly referred to as reward or motivation. When employees are financially motivated, they tense to commitment to their work. The value of the work, have several element like salary, recognition and fairness. Most employees are ready to add extra contribution to the organization because of how they are been recognized (Nyong, 2014).

Other researchers have shown that there is a positive relationship between office politics and organizational productivity. There are several factors that influenced employees' commitment in the organization, which included the condition of service, motivation relationship among staff and the expectation of the staff to grow (Eke, 2006). Organizations that have these conditions in place will always have their staff commitment to their duties. At the starting point of employees' engagement, there are certain things that they are expecting before accepting the offer. Organization that cannot improve the working conditions of the staff may not have committed workforce. Initiating office politics is a motivational factor that will actively staff willing to work (Eke, 2006). Zaidi (2012) highlighted some obstacles that may hinder

employees' commitment as attitude of management, reward, promotion free will etc. Management that is not given the employees the free will to air their view can killed the moral of the staff. Zaidi explained that management should allow the employee to learn new skill and consequently feel a sense of control. Office politics establish a sort of communication channel between the management and the subordinate. Effective communication channel reduces the level of noise that may exist in business operation and office politics (credit theft). Nkwo (2010) argued that employees' commitment to work is a successful remedy to dysfunctional politicking. However, employee commitment is a participatory action that every levels of management need to be actively involved. Bishop (2016) argued that, there are strong indications that organizational cultures have a great influence on of employees' commitment. This is the assumptions about what comprises valuable employees' commitment and the appropriate location.

Nyong (2014) opined that employee commitment is the psychological state that characterizes the employee's relationship with the industry Nyong (2014). It is associated with the decision making as it bind members in the industry together Nyong (2014). Rajendran (2012) added that organisational commitment is the subset of employee commitment. It comprises of work commitment, career commitment and organisational commitment. Organisational commitment plays a vital role in employee stability and better customer service, hence increases business performance (Nyong, 2014). High employee commitment towards an organisation increases job satisfaction among employees, job performance, overall productivity and sales volume (Sussmann, 2002). In the same vein, it also decreases employee turnover, Other factors that triggers employees commitment are dependability, social processes and organisational climate (Igella, 2014) These factors enhanced employees' commitment. Employee commitment is a multidimensional component

(Nedebbio, 2011). Motivation and job satisfaction has the highest impact on employees' commitment and productivity (Nedebbio, 2011). The higher the level of employee satisfaction, the higher they are committed to their work (Nedebbio, 2011).

Affective Commitment as a measure of Employee Commitment

Affective commitment is a key determinant that positively influenced the level of outcomes. Several researcher has contributed to the affective commitment as being emotional associated. Affective commitment generally refers to the way the employee emotionally attached to their work (Dessler, 2005)

The organization as a community shared a strong bond between its employees. This includes the financial and non-financial benefit or psychological benefit. The organization provides opportunities to improve staff on their jobs professionally. The employees' is the active force that executes the long term growth and success of the organization. This active force must be directed to achieve the organizational goal by directly and indirectly solving the personal interest of the individual. Once organization is commitment to this individual interest, they indirectly fulfilled the organization goal (Dessler, 2005). The likelihood of affective commitment levels can be improved when the organizations are able to successfully provide such a medium for the individual employees to be committed by motivating the employees. Research has increasingly affirmed that organizational commitment is a key determinant for growth (Meyer & Allen, 1997). An employee with higher commitment is likely to be more eager and motivated to work (Meyer & Allen, 1997). Today organizations are facing major challenges such as restructuring and downsizing. To improve on this controlled factor it is necessary to understand the aspects that determine a worker's/organizational commitment as it's crucial improvement. Several factors affect personal characteristics (Mowday et al, 1970; Steers, 1977). Personal characteristics such as feeling, observation are key element in affective

commitment. Allen and Meyer's hinged on the fact that organizational behaviours emulated from the individual behaviour, this means that the organization adopted the behaviours affects the three layers of commitment namely affective, continuance and normative commitment. Diverse factors are reported to significantly influence the three forms of commitment and their development (Mathebula, 2004).

Continuance Commitment as a measure of Employee Commitment

Continuance commitment is the willingness to remain in the organization as a result of personal investment. The personal investment is non-transferable, so if the individual stop working he/she stands the chance of losing it. Such investment like close working relationships with co-workers, retirement investments and career investments, acquired job skills, years of service, involvement in the community, and other benefits that may be too costly for one to leave and seek employment elsewhere (Beckers, 1960) This extrinsic form of commitment is derived from instrumental principles of compliance (O'Reilly & Chatman, 1986).

Continuance commitment is initiated and maintained as a result of job security, external constraints, in the form of reward or avoiding losses (Becker et al., 1996). External constraints (i.e., rewards and punishments delivered by one self-sources), are beyond self-determined (Gagne' & Deci, 2005). It is however, important to note that while the perceived bond that underlying employees Continuance commitment exist. Employees continue to be attached to the organization even though it is not his/her mind to do so. It is a calculative attempt gear commitment the employees to work irrespective of poor motivation. It is personal perception or weighing of costs and risks associated with leaving the current Organization (Meyer & Allen, 1997). Meyer & Allen (1991) further state that "employees whose primary link to the Organization is based on continuance commitment remain because of the

consideration of the losses or uncertainty. Continuance commitment is a transactional attachment (Romzek, 1990). He argued that employees carefully calculate their investment and the risk based on what they have put in and what they stand to gain if they remain in the organization (Romzek, 1990). In addition to the fear of losing their investments, individuals develop continuance commitment because of perceived lack of alternatives jobs. Continuance commitment therefore reflects a calculation of the cost of leaving versus the benefits of staying.

Normative Commitment as a measure of Employees Commitment

Normative commitment refers to person's feelings of obligation to stay with the organization. In other words, employees remain in the organization because they ought to do so. It is proposed that normative commitment is influenced by person's experiences both before and after entering the organization (Bergman 2006). This means that not only organizational socialization but also socialization that occurs in the families and society at large is also affects in the way employee's normative commitment develop. (Allen & Meyer 1990; Markovits, Boer & van Dick 2013). In a large meta-analysis it was found that the correlation between these two was 0.63 (Meyer, Stanley, Herscovitch, & Topolnytsky 2002, 28). Therefore, almost 40 % of the variance in one is explained by the other (Bergman 2006, 646). Markovits et al. (2013) argue that "this form of commitment is deeply influenced by the socialization process, values and beliefs stemming from family, school and community environment.

METHODOLOGY

The cross sectional survey was adopted in this research. This was necessary because the respondents supplied answers to the questionnaire designed. Descriptive statistics uses the mean, mode and median to describe the population members. It is imperatively useful for making a wide range of policy decisions that will affects the study population. Ham (1971) defined population as

the group of objects, elements or units about which the study will make some conclusion. It is a census of all the elements, subjects of interest and may be finite or infinite (Asika 1991). In line with the purpose of this study, the population for the study comprised all 4067 officers of the Nigerian navy in the South South states in Nigeria. The sample size was obtained from the population of 4067 staff of the Nigeria Navy in South South Nigeria. To obtain an accurate sample size for this study, Tara Yamane was used to determine the sample size. To ensure that the instrument measured what it was purported to measure; face validity was established by the researcher and to establish the reliability of the instrument, test-retest method was used. In order to establish the reliability index, the two sets of data emanating from the two administrations of the questionnaire were collated and subjected to analytical computation using the Pearson Product Moment Correlation Coefficient. The test yielded a reliability index of 0.72. The data to be collected was collated and presented with the use of tables. Mean and standard deviation were used as

statistical tools of analysis to answer the research questions while z-test was used to test the null hypotheses.

RESULTS

Analysis was carried out on individual variables and measures. Mean scores and standard deviations were also illustrated. The presentation began with the independent variables. It then proceeded to the dependent variable. These were all scaled on the five (5) point Likert scale (ranging from 1: **SD**=strongly disagree, 2: **D**=disagree, 3: **N**=neutral, 4: **A**=agree and 5: **SA**= strongly agree).

Analysis on resources allocation

For the purpose this study, we adopted 5point likert scale in our questionnaire, having response categories in the order of SA =5, A=4, U=3, D=2 and SD=1. Going by this, the interpretation of our mean was according to Asawo's (2009) categorization where all responses with mean value (x) between 1- 2 as being low, 2.5-3.5 as being moderate, 3.5 – 4.5 as high and 4.5 above as very high.

Table 1: Resource allocation

	N	Sum	Mean	Std. Deviation
My organization has a strategic process for allocating its revenue among program of	300	1172	3.91	1.087
My organization map out significant proportion of her revenue for workers' welfare.	300	728	2.43	1.159
Personal interest is the driving force of resource allocation in my organization	300	1048	3.49	.966
The way resources are allocated in my organization is unfair	300	980	3.27	1.222
Resources in my organization are fairly allocated	300	1134	3.78	.946
Valid N (listwise)	300			

Source: Research survey, 2019

Table 1 showed that Resource allocation is a veritable tools for office politics. Question one showed that the organization had a strategic process for allocating its revenue among program of work with a mean of 3.91. Question two showed organization did not map out significant proportion of her revenue for workers welfare with a mean of 2.43. Question three showed that Personal interest was the driving force of resource allocation in the

organization with a mean of 3.49. Question four showed that the way resources were allocated in the organization was unfair with a mean of 3.27. Lastly, the employees disagreed that the resource in their organization were fairly allocated with a mean of 2.48. This showed that Resources allocation positively influence office politics in the organization.

Table 2: Affective Commitment

	N	Sum	Mean	Std. Deviation
I can complete most of my task without much supervision and assistance	300	1120	3.73	1.095
I know how to perform my job in my organization	300	1048	3.49	1.266
I know the short cuts to do my job credibly in my organization	300	1030	3.43	1.259
I know what resources are available to help me do my job.	300	1150	3.83	1.011
I normally work hard to boost the image of my organization.	300	1194	3.98	.964
Valid N (listwise)	300			

Source: Research survey, 2019

Table 2 showed that there was high level of effective commitment in the organization. Question one showed that they could complete most of their task without much supervision and assistance with a mean of 3.73. Question two showed that the employees knew how to perform their job effectively with a mean 3.49. Question three showed that the employees knew the short cuts to

do their job credibly in the organization with a mean of 3.43. Question four showed that the resources were available to do their job with a mean of 3.83. Question five showed that they normally work hard to boost the image of the organization with a mean of 3.98. This showed that on the average office politics influences effective commitment in organization.

Table 3: Continuance Commitment

	N	Sum	Mean	Std. Deviation
How willing are you to remain in the service of your personal investment	300	1174	3.91	1.103
How willing are you to remain in the service of your personal investment	300	1180	3.93	1.172
To what extent did benefit make it difficult for your to leave the service and sick employment elsewhere	300	1198	3.99	1.038
To what extent did the reward you receive help you to remain in the organization	300	1202	4.01	1.044
To what extent will you like to stay in the organization irrespective of the stressful experience	300	1104	3.68	1.049
Valid N (listwise)	300			

Source: Research survey, 2019.

Table 3 showed that Continuance commitment is effective in office politics. Question one showed how willing they were to remain in the service of their personal investment with a mean of 3.91. Question two showed how the employees were would like to remain in the service of the personal investment with a mean of 3.93. Question three showed to what extent the benefits made it difficult for the employees to leave the service and sick

employment elsewhere with a mean of 3.99. Question four showed to what extent the reward they received helped them to remain in the organization with a mean of 4.01 and lastly question five showed to what extent would like to stay in the organization irrespective of the stressful experience with a mean of 3.68. This showed that employees of the organization were willing to stay longer on the job.

Table 4: Normative Commitment

	N	Sum	Mean	Std. Deviation
My organization means a lot to me	300	1044	3.48	.993
I feel a sense of belonging in my organization	300	1070	3.57	1.142
I do not feel like I'm part of this organization	300	1158	3.86	1.028
I will hardly leave this organization	300	1032	3.44	1.270
I consider the organization's problems as mine	300	998	3.33	1.316
Valid N (listwise)	300			

Source: Research survey, 2019.

Table 4 showed how effective commitment was implemented in the organization. Question one showed that the mean a lot in the employees with a mean of 3.48. Question two showed that the employees felt a sense of belonging in the organization with a mean of 3.57. Question three showed that the respondents did not agree that they did not feel like they were part of the

organization with a mean 2.47. Question four showed that they would hardly leave the organization with a mean of 3.44 and lastly the employees considered the problem of the organization as their own with a mean of 3.33 respectively. This showed that office politics actually influence organizational normative commitment to a greater extent.

Table 5: Relationship between Resource Allocation and Affective Commitment Correlations

		Resource Allocation	Affective Commitment
Spearman's rho	Correlation Coefficient	1.000	.714**
	Resource Allocation Sig. (2-tailed)	.	.000
	N	300	300
	Correlation Coefficient	.714**	1.000
	Affective Commitment Sig. (2-tailed)	.000	.
	N	300	300

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

Source: Research survey, 2019..

Table 5 showed the Spearman's correlation coefficient; rho = 0.714** and the probability Value (PV) = 0.000 < 0.05 (level of significance). This was to show that there is a strong positive relationship between Resource Allocation and Affective Commitment. This therefore implied that if there is

proper resource allocation the employees' Affective Commitment will also increase positively. We therefore rejected the Null hypothesis which says that there is no positive relationship between Resource Allocation and Affective Commitment.

Table 6: Resource Allocation and Continuance Commitment

		Correlations		
			Resource Commitment	Continuance Commitment
Spearman's rho	Resource Allocation	Correlation Coefficient	1.000	.708**
		Sig. (2-tailed)	.	.000
		N	300	300
	Continuance Commitment	Correlation Coefficient	.708**	1.000
		Sig. (2-tailed)	.000	.
		N	300	300

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

Source: Research survey, 2019

Table 6 showed the Spearman's correlation coefficient; rho = 0.708** and the probability Value (PV) = 0.000 < 0.05 (level of significance). This was to show that there is a strong positive relationship between Resource Allocation and Continuance Commitment. This therefore implied that if there is

proper Resource allocation the employees' Continuance Commitment will also increase positively. We therefore rejected the Null hypothesis which says there is no positive relationship between Resource Allocation and Continuance Commitment.

Table 7: Relationship between Resource Allocation and Normative Commitment

		Correlations		
			Resource Allocation	Normative Commitment
Spearman's rho	Resource Allocation	Correlation Coefficient	1.000	1.000**
		Sig. (2-tailed)	.	.
		N	300	300
	Normative Commitment	Correlation Coefficient	1.000**	1.000
		Sig. (2-tailed)	.	.
		N	300	300

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

Source: Research survey 2018.

Table 7 showed the Spearman's correlation coefficient; rho = 1.000** and the probability Value (PV) = 0.000 < 0.05 (level of significance). This was to shows that there is a perfect relationship between Resource Allocation and Normative Commitment. This therefore implied that if there is proper Resource Allocation, the employees' Normative Commitment will also increase correspondently. We therefore rejected the Null hypothesis which says that there is no positive

relationship between Resource Allocation and Normative Commitment.

CONCLUSION

From the analysis of the research questions, the mean obtained from the analysis showed that the respondents responded positively to the questions that were asked. They showed that the dimensions of office politics and measures of employee's commitment were relatively adequate. Their various mean were all above the criterion mean of 3.00 for a five point likert scale. This showed that

the research actually support office politics as a tools for improving employees commitment in Nigerian Navy Formation in South South, Nigeria.

The study showed that Resources allocation is an effective way of enhancing employees' commitment of Nigeria Navy Formation in South South, Nigeria. The research questions analysed and the tested of hypotheses support the work of other researchers positively. The researcher highlighted that resources allocation as an economic tools maximized the available resource by ensuring equal distribution of the materials and non-material resources to the various department (unit) that they are seriously in need. This is in support of the research of Helfat & Eisenhardt, (2004) which opined that resource allocation ensured that resource are evenly distributed to the various department of the organization. This research also suggested the various ways materials, financial and non-financial resource can be equally distributed to the area of needs without experiencing idle resources.

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- From the analysis of the questionnaire and the test for hypotheses, the study showed that there is a strong positive relationship between resource allocation and Employees' Commitment of the Nigeria Navy Formation in South South, Nigeria. The study concluded that resource allocation bridge the gap between the various level of management and ensure employee commitment.
- Based on the findings, the following recommendations were made to enhanced resource allocation and employees Commitment in the Nigeria Navy Formation in South South, Nigeria.
- Resource allocation should be encouraged in the Nigeria Navy Formation in South South Nigeria.
 - All the various level of management should be allowed to actively take part in resource allocation.
 - Employees involve in resource allocation should not be victimized by management in course of executing his/her office portfolio.

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