

**AN ANALYSIS OF SELF ESTEEM AND WORK COMMITMENT LEVELS OF
EMPLOYEES IN NIGERIAN NON-PROFIT ORGANISATIONS**

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SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD
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Abstract

Employee's work commitment cannot be denied as a major contributor to job satisfaction organizational performances. However, an employee's work commitment can be affected if no importance is given to psychological factors such as self-esteem. Organisation commitment is regarded as the feelings employees have towards their organisations and the commitment of employees is what permits them to either settle on a choice to remain or leave the organisations. The study explored the relationship between authoritative commitment and employee's presentation in Non-profit Organisations in Nigeria by examining the relationship between self-esteem and employee work commitment level, the influence of self-esteem on the work commitment of employees in non-profit organisations in Nigeria, factors affecting employees of non-profit organisations in Nigeria and also identifying probable strategies in enhancing the productivity of the workers in the non-profit organisations in Nigeria. The study adopted the quantitative survey method through the administration of questionnaires in form of an online google form to respondents who are employees of non-governmental organisations in Nigeria. The study results indicated a significant relationship between the self-esteem of an individual working in a non-profit organisation and work commitment levels. The study also found that self-esteem is significantly correlated with employee job satisfaction in non-profit organisations and the lack of factors such as recognition for a job done, feeling secure about the job, enthusiasm to work, and a good relationship with work supervisors can serve as a bane to the employees of an organisation. The study, therefore, recommends that workplace policy should be tailored towards recognizing employee's worth by internalizing the policy to result in positive self-evaluations of the employees.

Keywords: *Self-esteem, work commitment, job satisfaction, not-for-profit organisations, work relationship.*

DECLARATION
Submission of Thesis and Dissertation

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Dedication

To myself, my ever-loving parents and God for given me the courage, wherewithal complete this project successfully.

For my supervisor, my friends and family for being there for me.

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CHAPTER ONE

INTRODUCTION

1.1 Background to the study

Acquiring the commitment of the whole labor force is ostensibly more critical today than before. Organisations look for improved performance and sustained upper hand as a reaction to expanded market and other outside pressures (Posey, Roberts, & Lowry, 2015). Suman and Srivastava, (2012) suggest that managers should acquire the willing commitment of a diverse labor force to target new business sectors and distinguish their items and management from the competition. However, employees feel uncertain, need certainty, and are less faithful to the organisations (Sahoo & Sia, 2015).

Change urges senior management to make inner changes that intrinsically compel individuals to react. The reaction the executives require is for employees to commit their physical and mental energies to help the organisations (Jehanzeb, & Mohanty, 2019). Notwithstanding, senior management esteems and focus on activities may impact employee motivation and obligation to the organisations. How this may happen, and the degree of its impact, appears to be commendable of study effort (Dorgham, 2012).

Performance improvement in an organisation goes past the generally acknowledged standards of good management and viable initiative by connecting with the passionate commitment of the worker (Sahoo & Sia, 2015). Commitment is the separating factor between top-performing organizations and those of normal performance (Berkovich & Bogler, 2021). Genuinely drawn employees are more useful and client-centered (Suman & Srivastava, 2012). Undeniable degrees of employee commitment are emphatically related to predominant financial performance in

organisations as shown by critical expansions in operating and net revenues (Qureshi, Frank, Lambert, Klahm, & Smith, 2017). People also, groups that are focused on the organisation's objectives and qualities have higher esteem, lower turnover, expanded commitment satisfaction, and expanded productivity (Berkovich & Bogler, 2021).

Past researches have demonstrated the fundamental variables impacting the efficiency of organisations at full scale or miniature levels, where Human resources assume a vital part in these elements (Sahoo & Sia, 2015; Dorgham, 2012; Qureshi, et al., 2017). The appropriate Human resources management relies upon a full grasp of their mentality towards themselves and organisations (Gao-Urhahn, Biemann, & Jaros, 2016; Bashir & Gani, 2020). To accomplish this objective, examining esteem (SE) and hierarchical commitment (Commitment) is quite possibly the main methodologies (Tanwar, 2016). Self-esteem and Commitment as reciprocal to one another, center individual and social angles, separately.

Self-esteem is perhaps the most difficult issue in psychology research, considered as a conduct indicator, solid alleviation for nervousness, and a significant answer for hierarchical issues (Elloy & Patil, 2012). Self Esteem can keep up the sensation of joy and skill of person when confronting the existence's difficulties (Zeigler-Hill, & Myers, 2011) commitment achievement prompts increased self-esteem, and people with high self-esteem that is much better than that of their friends with low Self-esteem in gatherings (Rentzsch & Schröder–Abé, 2018).

Esteem mirrors an individual's generally speaking abstract passionate assessment of their value (Zeigler-Hill, Besser, Myers, Southard, & Malkin, 2013). It is a judgment of oneself just as a disposition towards oneself. esteem envelops convictions. The ID of esteem as an unmistakable mental build is thought to have its starting points crafted by William James (1892). James

recognized numerous factors of personal self, with a chain of command that is of two degrees: cycles of acknowledgement (known as the 'I-self'), then the succeeding information regarding the personal self (the 'Me-self'). The view and capability of the I-self make three sorts of information, where everything is considered a record for the Me-self, as per James. Basically, this refers to the otherworldly, material and social self. The social self is the closest to self-esteem, containing all of the perceived attributes by others. The material self includes portrayals of the body and assets, and the profound self of elucidating assessment and descriptive demeanors concerning oneself.

Commitment is more identified with social relationships of individuals, so they uncover it in the workplace as indicated by their inclinations, abilities, perspectives, and discernments (Lokhorst, et al.,s 2013).

Also, it assumes a promising part in the accomplishment of organisations (Stets & Burke, 2014). Commitment has a huge impact on relinquishment and authoritative difficulties, making it a significant factor incomparable research (De Ruiter, Van Geert, & Kunnen, 2017). Different definitions exist for Commitment. Of all definitions, the Meyer and Allen conceptualization is more acclaimed and satisfactory when combined with others (Rentzsch, & Schröder–Abé, 2018). Stets and Burke (2014) present that the commitment level of an employee reflects a craving, need, and commitment to keep up enrollment in an organisation. They came up with three unmistakable parts of a worker's Commitment: emotional Commitment, regulating Commitment, and duration Commitment.

Commitment has gotten extensive interest from hierarchical analysts since its commencement. Thusly, it has been tried in different research endeavors, for example, job satisfaction (Ibrahim, Elhoseeny & Mahmoud, 2013), learning organisations (Pool & Pool, 2007), and turnover (Matz et

al., 2013). In such a manner, a few investigations have surveyed the relationship among SE and factors like basic reasoning (Suliman & Halabi, 2007) psychological well-being (Baumeister et al., 2003), and job satisfaction (Mathew, Ram, Bhattacharjee, & Sharma, 2013).

Accordingly, Self-esteem and commitment addressing personal and general viewpoints can distinguish the effectiveness of employees (Ekrot, Rank, & Gemünden, 2016).

Past investigations on Iranian emergency clinics have shown distinctive word-related issues including word-related pressure, staff deficiency, absence of advancement, and turnover (Manafi, 2012; Aghdasi and Kiamanesh, & Ebrahim, 2011). The current research intends to research the relationships among of Self Esteem and Work Commitment Levels among Employees of Non-Profit Organisations in Nigeria.

1.2 Problem Statement

Organisation commitment is considered as an important issue as which interfaces the organisations and their employees (Raja & Palanichamy, 2011). Organisation commitment has been regarded as how employees feel toward their organisations and the level of employee commitment allows them to decide whether to remain in their organisation or leave. (Riasudeen, & Srinivasan, 2011). Organisations need their employees to stay for a longer period and also perform better and they overall need to improve employee's exhibition to avoid the expense of replacing the employees, so they try to have a system that guarantees that the employee's presentation is progressively expanding (Hur & Perry 2020).

As the authors referenced previously, organisations can't develop without submitted employees who are performing admirably in the organisations (Albrecht, 2010), for instance when NPOs need to develop and open another auxiliary in a new market, they need to move the information from

the parent organization to auxiliary organization, so they need the exertion of employees who have a solid capacity to move information and can confront all difficulties which may have in the information move measure, that is the thing that Polanyi(1962) called inferred human abilities.

One of such issues is what the Organisation commitment means for the worker's exhibition in local organizations, for instance, Khan et al (2010) led an investigation to assess this relationship in the oil and gas area in Pakistan. Bushra, Usman, and Naveed (2011) led another investigation to assess the impact of Organisation commitment on execution in the financial area in Nigeria and numerous different researches assessed this relationship. However, there are not many scientists that assess this relationship based on NPOs in Nigeria, so in this research we are zeroing in clarifying relationship between organisation commitment and individual self-esteem in NPOs on Nigeria in light of the fact that there is restricted exploration about the worldwide organizations there, and the greater part of the research is identified with the local organizations, and we see that the outcomes are not distinctive such a lot of when we are discussing the local organizations since all local organizations have a similar culture, rules, and guideline that influence the employees commitment and their presentation in the organisations , and a large portion of the research shows that because of the guidelines, guideline, and culture in Nigeria the vast majority of the employees have similar motivations to remain in the organisations, and we see that global organizations have an alternate culture and rules particularly when the organization comes from a created country to a non-industrial nation. As indicated by Lim, Moon, and Christensen, (2021), the social contrasts lead to troubles between the organisations, for instance in Nigeria any choice is taken from the top administration, while in Japan the greater part of the choices is examined with employees before taken which influence the worker's commitment and execution in an organisation. So, in this paper,

we will contemplate the relationship between authoritative commitment and employees' presentation in NPOs in Nigeria.

1.3 Research Context

The research context for this study entails the employees of non-governmental organisations in Nigeria. Methodologically, the study adopts the quantitative survey method through the use of a structured questionnaire distributed in forms of online google form.

1.4 Research Objectives

1. To examine the association between self-esteem and work commitment levels among employees in non-profit organisations
2. To determine the influence of self-esteem on commitment levels of employees in non-profit organisations in Nigeria
3. To establish the factors affecting employees of non-profit organisations in Nigeria?
4. To identify feasible strategies to boost the productivity of the employees in non-profit organisations in Nigeria?

1.5 Research Questions

1. What is the association between self-esteem and work commitment among employees in non-profit organisations?
2. What is the influence of self-esteem on the commitment levels of employees in non-profit organisations in Nigeria?
3. What are the factors affecting employees of non-profit organisations in Nigeria?

4. What are the feasible options to boost the productivity of the employees in the non-profit organisations in Nigeria?

1.6 Research Hypotheses

H1: Self Esteem will influence employee work commitment levels in non-profit organisations

H2: Self Esteem will influence employee job satisfaction in non-profit organisations

H3: Self Esteem will influence employee work relationships in non-profit organisations

H4: Job satisfaction will influence employee work commitment levels in non-profit organisations

H5: Work relationships will influence employee work commitment levels in non-profit organisations

H6: (a) Job satisfaction and (b) work relationship will mediate the association between self-esteem and work commitment levels of employees in non-profit organisations

1.7 Significance of the study

The discoveries of this research will assist with demonstrating the spaces of the spotlight for the board on the best persuading techniques to be utilized for the laborers which will help their self-esteem, be more useful and effective in their work. It will fill in as a method by which employees can communicate how they feel about their organisations without being questioned.

It will likewise fill in as a guide for different analysts who may be keen on completing exploration on this subject or a point identified with this. The consequences of this investigation would ideally be huge as it would empower both the administration and the employees of NPOs to more readily

see how the different work relationships could be saddled to move laborers to increment and support exhibitions.

The discoveries from this research would assist with advancing the feasible issues of disappointments and how self-esteem and Job satisfaction can be utilized to either decrease or take out these issues among the staff of the organisations.

Ultimately, this investigation will give an inside and out comprehension to the analyst about the exploration subject which will assist the scientist with knowing about the systems for the research study.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The present chapter focuses on reviewing existing articles on related concepts used in the study. This section of the research work will be grouped into various sub-headings. As such, the chapter consists of three major sections which are conceptual review, theoretical, and empirical review of literature on the field.

2.2 Conceptual Framework

Concepts that are integral to getting a good understanding of this study are herein explained. The following, which constitute the important concepts in this study, are explained with a view to self-esteem which has been documented in previous literature and serves as a precursor for this study; Self Esteem, Work Commitment Levels, Job Satisfaction, Work Relationship.

2.2.1 Self-Esteem

Self-esteem alludes to a person general assessment of their personal self with regards to their competencies (Rosenberg, 1965 cited inrinh, Nguyen & Nguyen, 2014). It refers to the self-assessment and engaging framework that an individual makes and keeps up concerning them self. In this sense, self-esteem is an individual which reflect assessment of people's opinion about themselves as people. For Mruk (2010) self-esteem mirrors how much the individual "considers him to be as an equipped, need-fulfilling individual": along these lines, people who have high self-esteem have a feeling of sufficiency and a feeling of having accomplished need satisfaction before (Bashir & Gani, 2020). As well as mirroring a cognizance about oneself, Alessandri, Vecchione, Eisenberg, and Łaguna, (2015) note that self-esteem likewise comprises a full of feeling

(loving/despising) component – high self-esteem individuals are satisfied with who and what they are.

The self-esteem build is normally conceptualized as a various leveled wonder. All things considered, it exists at various degrees of particularity, usually found as far as worldwide, and task or circumstance explicit self-esteem (Qureshi, Frank, Lambert, Klahm & Smith, 2017). As a diverse conceptualization of oneself, researchers (Rentzsch, & Schröder-Abé, 2018; Mruk, 2010) by and large concur that self-esteem may likewise create around various measurements.

Until now, the greater part of individual's comprehension of self-esteem as a rule and self-esteem inside the work and hierarchical setting originates from research zeroed in on worldwide (constant) self-esteem (Stets & Burke, 2014). Exploration zeroed in on a conceptualization of oneself has, in any case, begun to emerge. To further reiterate the idea that self-esteem is a various leveled and multi-layered marvel, and Rentzsch and Schröder-Abé, (2018) perception that self-esteem presents the degree to which someone trusts his/her personal self to be proficient, critical, and commendable, De Ruiter, Van Geert, and Kunnen, (2017) presented the idea of self-esteem. Self-esteem is characterized as how much a person trusts him/herself to be skilled, critical, and commendable as a hierarchical part (Orth, & Robins, 2014). Elaboration of the build gives self-esteem a role as a self-assessment of one's very own ampleness (value) as an authoritative part. It mirrors oneself esteem that individuals have of themselves as significant, equipped, and skilled inside their utilizing organisations – employees who have high self-esteem would have to accept that "I check around here." (Pierce et al., 1989, p. 625).

In tandem with Korman's perspective on self-esteem, individuals who have solid self-esteem have a feeling fulfilling what is required of them from their authoritative jobs. Self-esteem is not as flexible as ask-explicit self-esteem, yet more flexible than worldwide. From the get-go in one's

residency with an organisation, self-esteem is an external level presentation of oneself – state-like, reflecting shaky sensations of self-respect (Rentzsch, & Schröder-Abé, 2018). With expanding residency, self-esteem develops from an essentially external level to a less alterable internal level self-idea (Bashir & Gani, 2020). Accordingly, for most Jobs, experienced employees' self-esteem is profoundly steady (Pierce et al., 1989).

Researchers have contemplated that people structure a self-idea around work and that their authoritative encounters assume an amazing part in deciding their degree of self-esteem. The writing on the starting points of worldwide self-esteem (Brockner, 1988:) recommends that self-esteem is influenced by a few Forces (powers like those that lead to self-viability; Bandura, 1982). The factors responsible can be classified as (1) understanding signs sent by the natural constructions to which one is uncovered, (2) messages sent from critical others in one's social climate, and (3) the person's sensations of adequacy and capability got from his/her immediate and individual encounters. Substantiating further, Pierce et al. (1989: 623) contemplated that the factors that of self-esteem are comparative yet grounded in one's work and hierarchical encounters.

Korman (1971), while discussing the job of workplace structures observed that in unthinkingly planned social frameworks, individuals will in general foster low degrees of self-esteem. Such friendly framework organizing advances the improvement of conviction frameworks that are consonant with the intrinsic doubt in the capacities and eagerness of individuals to self-manage.

Expanding upon the idea that esteem is a various leveled and complex wonder, and Coopersmith's (1967) perception that esteem demonstrates the degree to which someone trusts him/herself to be skilled, critical, and commendable, Pierce, Gardner, Cummings, and Dunham (1989) presented the idea of Organisation based esteem.

Organisation based esteem (organization-based self-esteem) is characterized as how much an individual trust him/herself to be proficient, huge, and commendable as an authoritative part (Chan, Huang, Snape, & Lam, 2013). Elaboration of the development gives organization-based self-esteem a role as a self-assessment of one's very own Adequacy (value) as a hierarchical part. It mirrors one self's esteem that individuals have of themselves as significant, skilled, and competent inside their utilizing organisations – employees with high organisation-based esteem have come to accept that "I tally around here." Consistent with Rentzsch, & Schröder-Abé, (2018) perspective on esteem, individuals with solid organisation-based esteem have a feeling of having fulfilled their necessities through their hierarchical jobs. Organization-based self-esteem is less pliant than task-explicit esteem, however more malleable than worldwide. From the get-go in one's residency with an organization, organization-based self-esteem is an external level conceptualization of oneself – state-like, reflecting temperamental sensations of self-respect (Campbell, 1990). With expanding residency, esteem advances from an essentially external level to a less inconsistent internal level self-idea (Campbell, 1990). In this manner, for most occupation experienced workers, organization-based self-esteem is profoundly steady (Pierce et al., 1989). People who are authoritative and with high organization-based self-esteem have come to accept that "I have an effect around here" and that "I am a significant piece of this spot" (from the organization-based self-esteem Scale; Pierce et al., 1989).

We note that while organization-based self-esteem is exceptionally steady in a comparably steady workplace, changes in the past can deliver changes in organization-based self-esteem (see the conversation in the accompanying; e.g., Pierce et al., 1989). It is because organization-based self-esteem is possibly variable (e.g., expanded) that organisations may influence organization-based self-esteem by changing its reasonable precursors.

Researchers have contemplated that people structure a self-idea around work and that their hierarchical encounters assume an amazing part in deciding their degree of esteem.

The writing on the starting points of worldwide esteem (Brockner, 1988, p. 40; Franks & Marolla, 1976, p. 60; Korman, 1970, p. 32) proposes that esteem is influenced by a few Forces (powers like those that bring about self-adequacy; Bandura, 1982). This can further be classified as (1) the certain signs from the ecological designs where one is uncovered, (2) messages from huge others in one's social climate, and (3) the person's sensations of adequacy and capability got from his/her immediate and individual encounters. Substantiating this, Pierce et al. (1989) contemplated that the determinants of organisation-based esteem are comparative yet grounded in individual work and hierarchical encounters.

Addressing the part of workplace structures, Kennedy (2015, p.25) noticed that in mechanistically planned social frameworks individuals will in general foster low degrees of esteem. Mechanistic organisations accomplish a significant degree of framework forced control through a division of work, unbending chain of command, centralization, normalization, *and formalization. Such friendly framework organizing advances the improvement of conviction frameworks that are consonant with the inborn doubt in the capacities and readiness of individuals to self-control. Expanding upon Korman's work, Piero, 2012, p.45) estimated that any type of framework forced conduct control, or outside control framework, conveys with it a supposition about the ineptitude of individuals to self-immediate and self-manage. One result of an exceptionally organized and controlled framework is probably going to be the idea to workers that they are not skilled inside the hierarchical setting. Via contrast, complex occupation plans, non-routine technologies, naturally planned and high contribution social frameworks lead to more elevated levels of esteem since they are less organized, will, in general, consider individuals to be a significant

organizational 'asset' and furnish them with more prominent freedoms to self-manage and put themselves out there in their authoritative jobs. (Kim-jong, 2011, p. 23)

As individuals experience more elevated levels of self-articulation and individual control, there is an improved probability that the individual will ascribe positive occasions to themselves, in this way influencing their degree of organisation based esteem (Gardner, & Pierce, 2016). It may very well be contended that as workplace structure diminishes and individual control builds, individuals will come to consider themselves to be fit for autonomous activity and consequently foster a self-appreciation worth predictable with that individual picture. (Garett, 2015, p.12).

A subsequent significant source of esteem includes the social information received and disguised from significant and huge others (Barnett, 2016, p.64). To the degree that others feel that an individual is capable, skilled, and need-fulfilling and after some time communicates that discernment through their words and practices, an individual will come to hold comparative self-convictions (Eagle, 2013, p.76). In this sense, a person's organization-based self-esteem is, partially, a social development, formed and shaped by the messages about oneself communicated by good examples, instructors, tutors, and the individuals who assess the person's work (Kiyosaki, 2012, p.75). When these messages are disguised and coordinated into the individual's conceptualization of and assessment of oneself, they become a piece of the self-concept.

At last, it has been proposed that esteem discovers part of its starting point in immediate and individual encounters (Patrick, 2015, p.72). People who come to feel strong and able, from their encounters (e.g., the fruitful finish of an undertaking), come to hold good pictures of themselves. As a rule, encounters of accomplishment in an organisation will support a person's organisation based Self-regard, while the experience of disappointment will have the opposite impact. Bandura's (1997, p. 168) work with self-adequacy gives some knowledge into this relationship.

He proposes that the effect of past execution (e.g., achievement and additionally disappointment) on self-conviction relies upon the Individual's understanding of that exhibition and the attributions that are made. People who have fruitful encounters and who possess that accomplishment to themselves are bound to encounter an expansion in self-adequacy, which thus and over the long-run impacts organization-based self-esteem (Gardner & Pierce, 2001, p. 231). Likewise, a person who encounters disappointment and characterizes it to oneself will ultimately encounter a reduction of esteem.

Korman (1970) employed self-consistent motives to claim that people will continue to engage in and also derive satisfaction in attitudinal roles that enable them to maximize their cognitive sense of balance or consistency. Korman (1970) hypothesize that (a) people's motivation to perform a task is premised on the manner which goes with the self-image used in approaching the task at hand (b) people tend to opt for the most satisfying of jobs and task roles which are also in consistence with their cognitive sense (Korman, 1970). This implies that individuals with positive reputations and presentation tend to be behavioral and also opt for roles that improve their reputation. In contrast, individuals with negative reputations about their self tend to engage in behaviors and possess attitudes that are consistent with that negative reputation.

The role of cognitive consistency motivation as a regulatory technique has been a bone of contention (Swann, Griffin, Predmore & Gaines, 1987, p. 34). Self-enhancement theory, while providing the majority of the claims of self-consistency theory, it also presents different perspectives on the underlying changes connected with effects of self-esteem (Elvers, 2016).

Sedikides, Gaertner and Tosuchi, (2003) posits that the self-enhancement theory presents that individuals with low and high self-esteem often have primary needs to boost their self-esteem. Differently, Korman (1970) contended that an individual is “consistent and not self-enhancing”

(p. 36). Individuals also have needs to strike imbalance between their level of performance and self-concept (Korman (1970), the self-enhancement theory also posits that low self-esteem individuals often go into “damage control.” This is due to the absence of esteem about their ability to be successful (Campbell, 1990, p. 23), and to avoid further erosion of individual self-esteem, they together withhold efforts related to tasks. The absence of visible efforts then becomes what is used to justify their poor performance, instead of more enduring problems such as the lack of ability. Hence, an individual’s failure of low self-esteem can present a rational decision to exert low effort instead of an irrational consistency with their perception of inadequacy (Dipboye, 1977).

2.2.2 Organisational Commitment

Ashraf (2020, p. 12) warned that a significant degree of commitment of employees might be one of the ways to limit the results of the turnover. Hence and for this development to be considered as one of the reasons for the turnover, this subject was picked for this research to break down the commitment of the employee with the organisations.

By definition, Siqueira and Gomide Júnior (2004, p. 13) comprehended that the Organisation commitment is a relationship at a mental state kept up between an employee and organisations. To Baotham et al. (2010, p. 15), it is the level of reliability and backing that the employees show to the organisations, having, as per Raja, & Palanichamy (2011, p. 168) a positive relationship between the commitment and the will to stay in the organisations.

The research about the commitment idea is generally differentiated because of numerous destinations that might be the point of this bond (Khosravani, Khosravani, Borhani, Mohsenpour, 2020, p. 128). In Brazil, the research that solely the organisation's center is prevalent (Medeiros et al., 2002, p. 127). About the condition of craftsmanship of research in Brazil, it is featured in the

investigation of Medeiros et al. (2003, p. 126) who, dissecting the plan of research, pointed out the importance of the topic, the focal point of exploration, and the holes.

In the meta-investigation of Jaros et al. (1993, p. 181), the authors contrast the debates which exist among the ideas of authoritative commitment in regard to its attitudinal or conduct nature. In the attitudinal vision, there is an agreement that it is a multidimensional development, however, the research works are as yet not indisputable. As per Bastos et al. (2008, p. 36), the other strand features the need of researching the commitment since social pointers or cycles bond the person to a particular strategy. The social commitment mark stresses the impact of the commitment of the past over further decisions. In this research, the attitudinal point of view was used. Soldi and Zanelli (2006) distinguished six ways to deal with the investigations of commitment: full of feeling, instrumental, standardizing, sociological, conduct, and affiliative; be that as it may, the unidimensional methodology of commitment unequivocally impacted the investigation of the development until the 1980s and started the broadest authoritative commitment measure, the Organizational Commitment Questionnaire. Even though it is perceived as the sufficiency of the exploration works around there and the pundits to the model (Rodrigues & Bastos, 2010), due to its reality in this research, it was utilized as the tridimensional model created by Meyer and Allen (1991) and patrons. In the audit of Meyer and Allen (1991), the authors attest that, even though there are some commitment ideas, there seem to have in any event three normal measurements: relationship or friendship to the organisations (emotional commitment), the impression of misfortune on having the organisations (instrumental commitment) and the commitment to stay in it (regulating commitment). Emotional commitment, the methodology which wins in the writing of authoritative commitment, is the one that characterizes the idea as a full feeling or passionate cling to the organisations (Jaros et al., 1993. Committed people recognize themselves as included

and like to be essential for the organisations (Allen and Meyer, 1990). The regulating commitment, however, is conceptualized by Bastos (1993) with the conjunct of regulating pressures disguised by the singular conduct as per destinations and interests of the organisations.

The instrumental commitment is a sort of mental allure which mirrors the degree to which the individual feels stuck in a spot in light of the significant expenses related to forsake it (Halbesleben & Tolbert, 2014). Oliveira et al. (2007) considered this measurement as an approach that is a more intrinsic motivation to people; it implies that they stay in the organisations with the sole goal of fulfilling their necessities. Medeiros et al. (2002) remarked that few investigations point to self-esteem rational proof that

relate the instrumental obligation to markers identified with ventures made by the people at the work environment and with elective positions.

2.2.3 Work Relationship

relationships are regularly characterized as at least two substances cooperating in a designed manner over the long run (Ferris et al., 2009, p. 143). Individuals, jobs, organisations, gatherings, and even social orders can be involved with each other. relationships are made out of corporations (additionally alluded to like organisations, exchanges, minutes, or scenes) and can be concentrated by their own doing (Ragins, Ehrhardt, Lyness, Murphy, & Capman, 2017). They are represented by rules or standards; communications inside them will in general foster a few examples and routineness (Martinez, Kane, Ferris, & Brooks, 2012).

Relationships—and the communications that characterize them—can be depicted as far as their quality (Methot, Melwani, & Rothman, 2017), work (Casciaro & Lobo, 2008), or structure (Perry-

Smith & Shalley, 2003). Relationships can likewise be portrayed as far as their results — that is, the thing that the at least two elements in a relationship create or produce (e.g., resources, feelings, care, social or human resources, items, administrations (Gittell, Seidner, & Wimbush, 2010, p. 69). Since communication examples can move extra time (e.g., from a "scarcely practical" coaching relationship to a great one, or from a productive joint endeavor between organisations to particular contending organisations that don't intersect), how and why relationships go through shifts is a subject of conjecturing and study (Ballinger & Rockmann, 2010).

Researchers examining and hypothesizing about relationships at work face a few innate pressures and difficulties. relationships include Multiple substances, are dynamic, and can traverse various degrees of research, since work relationships are arranged in and, accordingly, affected by their specific circumstances (O'Leary & Tsui, 2019)

To begin with, relationships, by definition, include at least two elements that researchers should take care of. This makes intricacy in hypothesizing about relationships since it can require thought of how numerous elements identify with each other. theoretically and self-esteem rationally, researchers must be unequivocal about whether they are focusing on one substance, both, or more (e.g., network structures). The previously mentioned hypothetical shift to zero in on relational (rather than autonomous) marvels and elements implies that more researchers are assuming the test of contemplating the two elements associated with a relationship (Hackney, et al., 2018, p. 56).

Second, relationships are dynamic, and, Thus, researchers are regularly tested to see how and why structure relationships, create, reinforce, or end after some time. Researchers now and again analyze these worldly elements through measure speculations (Creary, Caza, and Roberts, 2015; Humberd and Rouse, 2016) or by examining relational elements at various focuses on schedule.

These progressions over the long run can be the aftereffect of elements interior to the relationship (e.g., struggle, earlier relationships, endogenous social assets) or outer to the relationship (e.g., bigger macrolevel settings).

Third, relationships frequently length different Levels of research, giving a significant scaffold across the perplexing layers of hierarchical life (O’Leary & Tsui, 2019). For instance, a relational relationship between two employees may impact how well the group they are implanted in can capacity or how well the particular groups they have a place with facilitating with each other, which, thus, may impact organizational or inter-organizational cycles and results. Besides, work relationships are inserted inside their bigger setting—people are installed in gatherings, bunches are implanted in organisations, and organisations are installed in the bigger social setting and climate. A zero in on relationships at work assists us with arranging these organisations concerning the errands and designs needed to achieve the objectives of an organisation. It additionally focuses on the context-oriented powers, like society and culture, that impact social cycles and results.

2.2.4 Job Satisfaction

Regardless of its wide usage in sensible exploration, just as in standard life, a general consensus is still lacking regarding the meaning of work satisfaction. For sure, there is no last meaning of what Job addresses. Thus, before job satisfaction can be ascribed a meaning, the nature and meaning of work as a comprehensive human development ought to be considered. (Zou, 2015, p. 71).

Different authors have different philosophies towards portraying position satisfaction. Presumably the most customary alludes to meanings of job satisfaction that are researched in the substance that follows. (An, Cha, Moon, Ruggiero, and Jang 2016). Hoppock portrayed job satisfaction as any blend of mental, physiological, and regular conditions that cause an individual sincerely to say I

am content with my work (Hoppock, 1935). According to this system, despite the fact that several external variables affect work satisfaction, it never ceased to be an inward factor that has to do with the feelings through various components.

Vroom in his meaning of job satisfaction bases on the work of the representative in the workplace. Likewise, he conceptualized work satisfaction as enthusiastic headings concerning individuals toward maintaining sources of income which they are as of now (Vroom, 1964).

Potentially the regularly alluded to the meaning of job satisfaction is the one given by Spector according to whose work satisfaction has to do with the way people feel about their work and its alternate points of view. It has to do with how much people like mineral repugnance in their work (Tahir & Sajid, 2019). That is the reason work satisfaction and Job disappointment can appear in some random work situations.

Job satisfaction tends to be a blend of good or negative notions that employees have towards their work. In the meantime, when a worker used in a business company, conveys with it the necessities, needs, and experiences which determinants suspicions that he has pardoned. Job satisfaction tends to how much suppositions are and match the certified distinctions. Job satisfaction is solidly associated with that individual's direct in the work environment (Bayrakdar, and King, 2021)

Job satisfaction is an expert's pride and accomplishment at work (Helm, 2013). It is overall evident to be directly associated with efficiency similarly concerning the success of people. (Thiruchelvi and Supriya, 2009). Job satisfaction recommends doing an assignment one is eager about, effectively doing it, and getting impetuses for singular endeavors. Job satisfaction further construes energy and rapture with one's work (Kessler, Lucianetti, Pindek, Zhu, and Spector, 2020). Job satisfaction is the key fixing that prompts affirmation, pay, progression, likewise, the accomplishment of various targets that lead to a vibe of satisfaction (Kaliski,2007).

Job satisfaction can be described moreover as how much an expert is happy with the prizes the individual escapes from his metal work, especially to the extent of trademark inspiration (Thiruchelvi & Supriya, 2009).

The term work satisfaction suggests the mentality and feelings people have about their work (Yousef, 2017). Positive and incredible attitudes towards the work exhibit work satisfaction. Negative and problematic viewpoints towards the work show work disillusionment (Armstrong, 2006).

Job satisfaction is the arrangement of sentiments and feelings that people have about their current work environment. People's degrees of Job satisfaction can go from ludicrous satisfaction to crazy dissatisfaction. (Zou, 2015). Despite having points of view about their positions with everything taken into account. People also can have viewpoints about various pieces of their Jobs, for instance, the kind of work they do, their partners, directors, or subordinates, and their pay (George et al., 2008).

Job satisfaction is a mind boggling and complex thought that can mean different things to different people. Work satisfaction is regularly associated with inspiration; in any case, the possibility of this relationship isn't clear (An, et al., 2016). satisfaction isn't identical to inspiration. job satisfaction is a more noteworthy measure of an attitude, an internal state. It could, for instance, be identified with an individual impression of achievement, either quantitative or subjective (Mullins, 2005).

Job satisfaction tends to be a tendency that shows up in view of the acumen that the work enables the material and mental necessities (Aziri, 2008). Job satisfaction is regarded as a chief element concerning the productivity and ampleness of business companies. Believe it or not, the new managerial perspective which requests that employees should be managed likewise, pondered

basically as people that have their needs, needs, individual needs is a fantastic marker for the meaning of Job satisfaction in contemporary companies. When inspecting position satisfaction, the reasoning is that a satisfied specialist is a happy representative and a lively representative is a fruitful laborer. (Tahir & Sajid, 2019)

The meaning of Job satisfaction astoundingly emerges to surface at whatever point the many adverse consequences of Job disappointment like a shortfall of faithfulness, expanded non-attendance, etc. Spector (1997) records three huge features of Job satisfaction. To begin with, companies should be directed by human attributes. Such companies will be arranged towards moving toward employees sensibly and with regard. In such cases, the evaluation of Job satisfaction might fill in as a good pointer of specialist suitability (Bayrakdar, and King, 2021).

Critical levels of Job satisfaction can be a symbol that denotes a respectable, energetic, and state of mind of representatives. Secondly, the direction of employees with regards to their level of Job satisfaction will impact the working and activities of the company's business. From this, it might be contemplated that work satisfaction will achieve a sure lead. Besides, the opposite way around, disillusionment from the work will achieve unfortunate directness of representatives. Third, work satisfaction might fill in as markers of legitimate activities. Through the evaluation of an employee work satisfaction, uncommon degrees of satisfaction in different progressive units can be portrayed, notwithstanding, this can fill in as a fair symbol concerning which definitive changing of units that will uphold execution should be distraught (Roach Anleu, & Mack, 2014).

2.2.5 Non-Profit Organisation (NPO)

Non-profit organisations (NPOs) are distinct in several ways from for-profit organisations, they are generally regarded as tax-exempt organisations established with the sole aim of serving public interests (Carroll, 2018). The major distinguishing attribute between not-for-profit and for-profit

organisations is the non-distribution restrictions which prohibit the not-for-profit organisations (NPO) to distribute their earnings to the management or those who are at the helms of the organisation affairs or those who own the organisation (DuBois, et al, 2007). As a result, NPOs are governed differently, thereby having a concise management structure.

The public interest is evident in the several categories of not-for-profit organizations which include literary, charitable, scientific, religious, and educational not-for-profit organisations (Stoesz, 2015). Many businesses, while striving to fulfill their corporate social responsibilities work hand in hand with nonprofit organisations while carefully understudying their community relations and philanthropical activities.

Businesses who consider not-for-profit organisations as important and legitimate stakeholders of society often have great societal relationships. The not-for-profit organisations are the major part of the not-for-profit sector where there exists an array of not-for-profit organisations with distinct attributes. Butler (2015) asserted that there are several social causes not-for-profit organisations represent, he presented them in three crucial stages which are (a) starting, (b) governing, and (b) managing.

Collectively, non-for-profit organisations are regarded as part of the nonprofit sector which is a general label ascribed to institutions and organisations which are not for businesses or government-owned within the society. The not-for-profit sector is also referred to as the nonprofit sector, third sector, the voluntary sector, the independent sector, or the voluntary sector (Saul, 2004). BoardSource (2012) revealed that the not-for-profit organisation expend billions of dollars yearly on philanthropy as well as providing employment for citizens. Thusly, the not-for-profit sector with the many organisations it composes is growing in size and it represents a major part of the society which affects the citizens' wellbeing.

Considering the traditional business sense, not-for-profit organisations do not have owners compared to business organisations where profits are generated and distributed to owners, stakeholders, or investors. Rather than having stockholders, nonprofit organisations only have stakeholders which include the clientele who frequently benefit from the nonprofit organisation programs or services and the general community that indirectly benefit from their presence (DuBois, et al, 2007). This doesn't imply that the nonprofit organisations cannot make any profit or accumulate revenues, it only implies that whatever the profit is, it can only be retained or reinvested back into the organisation's budget or activities (Stoesz, 2015).

The majority of nonprofit organisations are solely created to provide public benefits or services which also serve as their major identifying characteristics when thought of in society. The organisations are also private, implying that they are not a part of the government are often incorporated as legal entities. They are also self-governed by a set of committed volunteers termed as the boards of directors (Brudney, 2005).

With regards to their day-to-day operations as well as the organisation size and budget, the not-for-profit organisation could be comprised of nonpaid volunteers as its total staff or could have some paid staff which includes the manager. More often than none, not-for-profit organisations do have at least some set of core employees who are paid, and they carry out most of the organisation's activities with the volunteers (Anheier, 2014). Also, private contributions from individuals make up the major source of funds for nonprofit organisations. However, some other nonprofit organisations generate funds from the fees charged through the services they provide, goods produced and sold, interests on investments, etc. Nonprofit organisations are funded in several ways including businesses and donations (Stoesz, 2015).

According to Thomas Wolf (as cited in BoardSource, 2012), there are five distinct attributes of not-for-profit organizations: (a) having a public service mission, (b) being organized as a nonprofit corporation, (c) having a governance structure that rule out self-interest and personal financial gain, (d) exempted from paying taxes to the government, and (e) possessing a distinct legal status which permits that gifts made to them should be tax-deductible.

2.2.6 Non-governmental Organisation (NGO)

The increase in the number of non-governmental organisations (NGOs) in recent times, both in internal and domestic policymaking has made it necessary to clearly define what the term means and also differentiate it from other non-state actors such as international organisations. More importantly, the several causes and concerns these multitudes of NGOs carry out have also added to the complications in defining them as different attempts to define NGOs ended describing their activities and engagements (Adibe & Obinne, 2012).

It has also been argued that NGOs can be better defined by a description of their function and roles in society (Prodi & Kinnock, 2012). However, Adibe and Obinne (2012) contended that the argument is flawed as NGOs' roles and functions are not clearly stated in any statute book or international law nor are, they stated out in any official document. Besides, many NGOs usurp functions and roles to themselves based on their concerns and interests. Unlike the international organisations where their focuses are often stated in the charters that constitute them or their articles of agreement, Non-governmental organisations are basic initiatives of individuals and not necessarily constituted in law, but with their impact in the society, they have been conceptualized and accommodated by the law, hence cannot be overlooked (Bebbington, Hickey & Mitlin, 2008).

In international law, the legal status of NGOs has been the focal point of recent scholarship, combined with this is their official recognition as members and major actors in several

international treaties and conventions (Riddell, 2007). The European Union convention also recognized the legal personality of non-government organisation and constituted a noticeable action towards facilitating the operational function of International Non-Governmental Organisation (INGO) at the regional level and also acknowledge the contributions of Non-government organisations to state, interstate, and regional policy-making and this has continued to expand across all facets (Adibe & Obinne, 2012).

The non-governmental organization is a modern conceptualization to describe charitable organisations and communities that have been existing quite a long but in recent times, have taken several dimensions which make them more than just charitable organisations. It is then evident that the concept of NGO may be regarded as a modern conceptualization (Ishkanian, 2006). The non-governmental organization is a private concept as the organisations exercise some level of privacy due to their non-alignment with the government regarding their establishment and activities. The 'non-governmental' inscription to the organisations are mere designation as groups, not affiliation to the government or under the influence of the government. NGOs are however understood to mean much more than that. This gives a clue to why the NGOs themselves are not fully in support of the acronym. In many instances, the NGOs prefer being referred to as civil society groups or civic rights movements (Prodi & Kinnock, 2012). Perhaps, this could be due to the effort to distinguish themselves from state official actors.

Hence, Prodi and Kinnock (2012) develop some characteristics to identity NGOs which are:

1. NGOs are not established to generate personal profit but for the public interest. Even though they may have paid employees and engage in revenue generation, the profit or gains are distributed to the management or owners.
2. NGOs are selfless as they are often formed with voluntary participation.

3. NGOs are different from informal or ad-hoc groups by their formal structure and institutional existence as well as having formal statutes or other governing documents which set out their mission, objectives, and scope.
4. NGOs are independent of the government but accountable to their members and donors and often have a board of directors.
5. NGOs are not self-serving entities. Their sole aim is to impact the public arena on issues related to their wellbeing and development.

2.2.7 Non-governmental Organisations In Nigeria

The emergence of Non-Governmental organisations in Nigeria can be traced to the colonial period (Yusuf, 2011), as colonialism came with numerous groups and organisations with roots in Britain. Some of the prominent non-governmental organisation during the era were Foundations and Organizations with a focus on providing welfare and social services to the colonized and vulnerable people. The organisations also include religious bodies engaging in missionary activities in the country, the religious bodies included the Anglican Church Ministry, Church Mission Society (CMS), and the Baptist International (Egbe, 2004). These religious groups were responsible for the creation of numerous educational, health, and other social institutions in the country. They also established institutions such as psychiatry homes, leprosarium, and juvenile centers. The political involvement of these bodies was limited to facilitating the activities of the colonial period.

However, with Nigeria's independence in 1960, non-governmental organisations in Nigeria maintained a stronghold regarding the nation's democratic struggle (Yusuf, 2008). The post-independence period witnessed a rise in the activities of non-governmental organisations. The era also saw the establishment of the Human Rights and Prodocracy NGOs which referred to

organisations whose main function is to protect and safeguard citizens' rights. What orchestrated the evolution of such organisations was the development that characterized the period. Yusuf (2011) added that the development that characterized the period include increased complexity of the political activities, structures, and institutions in the country. This can be illustrated with the three regions the country had in 1960 which were later divided in 1967 into twelve states and in 1975 to nineteen states, twenty-one in 1987, further divided into thirty in 1990 and then thirty-six in 1996. The implication of these divisions was an increase in the political and administrative activities in Nigeria. Other factors include agitations from different minority groups as well as the incessant military intervention which led to the rise of the pro-democratic movements in the country (Olorode, 1997).

It is not surprising that the activities of non-governmental organisations gained more weight than the military regime, the period saw the rise in human rights groups and organisations whose interests are rooted in protecting the citizens against excessive power abuses of the military officials (Yusuf, 2008). Compared to other periods, the military era saw the rise in official corruption, politically motivated assassinations, abuse of office, suppression of the press, and a clampdown on human rights (Babawale, 1996). This was what necessitated the rise in organisations and groups to challenge the abuse of power. The emergence of non-governmental organisations in Nigeria was crucial in the political history and development of Nigeria as it helped in creating political awareness among Nigerian citizens.

2.3 Theoretical Framework.

2.3.1 Self Esteem Consistency Theory

Ongoing research in the self-idea has demonstrated the utility of forcing a theoretically significant construction on the different parts of the self-idea that have been demonstrated to be connected

exactly (Elliott, 1982; 1984). Using a composition created by Rosenberg (1979). The current research investigated the relationship between two essential helpers, self-esteem and self-consistency. Earlier researches posited a positive relationship that is reliable with hypothetical assumptions: high self-esteem is related to a more prominent consistency in the self-idea.

Rosenberg (1979), self-esteem additionally has motivational power. Those with high self-esteem work to look after it; those with low self-esteem work to improve it. A broad measure of hypothetical and exact research in a wide assortment of regions has zeroed in on self-esteem and its motivational properties.

Although it has gotten less consideration in the writing, self-consistency is a significant motivator also. As evolved by Lecky (1945), the essential reason is that individuals structure an agreement of who they are, consisting of a coordinated arrangement of harmonious self-insights incorporated into a coherent entirety. Any dissonant snippet of data about oneself can only with significant effort be acclimatized and could require troublesome "fix work." Indeed, digestion may even be incomprehensible without some renewal of the self-idea. Such dangers to the current composition might be too extraordinary to even consider persevering (Garett, 2014)

As an outcome, individuals are roused to act in a way that is consistent with their comprehension of themselves and along these lines keep up self-consistency. research in the space of "self-schemata" (Markus, 1977), "self-hypotheses" (Epstein, 1973), and "self-verification" (Swann and Read, 1981) is applicable here. As a motivation, at that point, self-consistency includes the motivation 'to act as per the self-idea and to keep up it flawless despite conceivably testing proof (Rosenberg, 1979).

Self-consistency goes about as a spark basically by filling in as a profoundly wanted end express, an objective to which one yearns and which one achieves through progressive approximations (McLaren, 2016). The motivational strength of such soundness can maybe best be evaluated by the impact of its nonappearance. Proof tending to this point makes it progressively certain that the consequences of a moving and questionable self-idea are for the most part upsetting and incapacitating. For example, Rosenberg (1979) reports that teenagers with conflicting self-ideas showed more prominent psychological trouble and expanded inclination to standoffish conduct than those with a firm understanding of what they resembled. Generally, at that point, it appears to be that individuals like to have a reliable picture of what their identity is, to appreciate that feeling of self-trustworthiness that follows (Shaybo, 2015)

The way to a steady self-idea is not the same for us all. Situational factors may assume a part in accomplishing this significant objective: Broken families, harmful guardians, cataclysmic events, what is more, other unpleasant natural boosts can put detours in an individual's quest for self-consistency. Simultaneously, there might be dispositional factors that work with or repress the improvement of an on a very basic level steady self.

2.4 Empirical Studies.

2. 4.1 Self-esteem and Work Commitment Levels

To effectively manage the human resources of an organisation, understanding the staff's attitude towards themselves and the organisation is very key (Farahnaz & Kamal 2015) and there is no better approach to achieve this than to investigate the self-esteem and organizational commitment (Pierce & Gardner, 2004). Self-esteem and organisational commitment work complementarity to each other by focusing on individuals and their social aspect respectively.

Self-esteem is a general assessment of his value or worth (Rosenberg, 1965). Studies on self-esteem show that the impact was seen at the situational and task level (Simpson and Boyle, 1975, p. 134; Pierce and Gardener, 2004). Studies additionally demonstrate that self-esteem is an indicator of worker disposition and its relationship with different factors. (Rosenberg, 1995; Stets, & Burke, 2014), one such factor is work commitment (Maslach et al., 2001).

As of late, in an investigation, the relationship of self-esteem with work commitment was concentrated by Kim and Hyun (2017), where he tracked down that self-esteem had a positive sway on work commitment. Job attributes like pay, reward, furthermore, acknowledgment improve economic wellbeing prompting higher self-esteem, which influences work commitment (Saks, 2006, p. 38; Fairlie, 2011). Crawford et al. (2014) likewise found that self-esteem adds to creating work commitment. They distinguish work difficulties; self-rule, rewards, and acknowledgment are the forerunners of work commitment. Shuck et al., (2010) in his work upheld this relationship by connecting commitment with Maslow's higher-request need (Shuck et al., 2010).

Farahnaz and Kamal (2015) in their study found that self-esteem and organisation commitment of employees are important features of individual wellbeing while self-esteem affects the success and compatibility of people. Organisational commitment serves as the social aspect of self-esteem. The attitude shown by an individual in his or her work is dependent on their personal preferences, cognition, and attitude. Organizational commitment plays a crucial role in the extent to which an employee is loyal, and it also serves as the major determinant of employees' attitudes, performance, and values (Haghirosadat, 2010). This is because the organisation's commitment level informs the perspective and internal feelings of an individual which may affect their performance and judgment of the organisation. Generally, Khayatmoghadam (2008) discovered

that an individual self-esteem and organisation commitment level can affect through various means such as human resources output, job abandonment, job stress, job quality, and job conflict.

Further, while commitment level cannot be denied as a contributing factor to the level at which an employee impacts their organisation, the commitment level can also be affected if no consideration is given to psychological factors such as self-esteem. Johar, Yusoff, and Ismail (2018) investigated how factors of self-esteem can affect the level of commitment by examining the impact of self-esteem on employee commitment level to their organization. They found that self-esteem had a significant impact on commitment levels both affective and normative. In addition, they found that self-esteem serves as the bedrock of attitude formation, personality, and psychological reactions of an individual in a particular organisation (Johar, Yusoff, & Ismail 2018).

2.4.2 Work commitment and Job Satisfaction

Saks (2006, p. 181) inspected numerous investigations of the previous years on different forerunners and results seriously. Numerous forerunners of commitment have been distinguished as a result. Studies so far have connected commitment decidedly with precursors like work qualities (Kittredge, 2010, p. 190); rewards and acknowledgment (Fairlie, 2011, p. 195).

Job attributes assume a fundamental part in drawing in employees as connected employees put more effort into their work on the off chance that they can relate to it. Work qualities highlight among the most basic work trademark factors in foreseeing work commitment (Janjhua, 2011; Ram and Prabhakar, 2011) and each of its measurements: force, commitment, and ingestion (Kittredge, 2010). Work qualities have been highlighted in many models of work commitment (Bakker & Demerouti, 2007). For example, in two meta-investigations (Fried & Ferris, 1987; Humphrey et al., 2007), all the five Job attributes have shown a solid relationship with job satisfaction, inward work motivation, and development satisfaction. Such discoveries exhibit the

significance and appropriateness of the work trademark model (Hackman & Oldham, 1976) in creating work commitment, as these results are identified with work commitment. Comparative discoveries have been set up by May et al. (2004) and Saks (2006). Xanthopoulou et al. (2009) and Bakker and Leiter (2010) have inferred that self-sufficiency is decidedly connected with commitment. Christian et al. (2011) have set up independence, ability assortment, task importance, and criticism to have a positive effect on the commitment.

Rajak and Pandey (2017) studied the correlation between job commitment and satisfaction through a systemic review of relevant literature. The basic objective of their research was to explore the correlation between job commitment and job satisfaction of individuals in higher institutions and its effect on their performance. Rajak and Pandey (2017) asserted that while the major goal of every individual is to have an improved standard of life to satisfy individual needs, it is essential that one works with a spirit of satisfaction because it brings in enthusiasm which leads to development and in turn enhancing organizational productivity and increasing employees' commitment. Rajak and Pandey (2017) found in their study that a significant relationship exists between job commitment and the employment fulfillment of an individual. They also highlighted that the higher the level of motivation, the greater the level of satisfaction and commitment of the employees towards the institution they work.

Similarly, Luqman, Bolaji & Abubakar (2012) in their study on Job Satisfaction and Job Commitment among public servants revealed that individuals in public service are often more satisfied with their job when due adequate recognition is given for their work done and they are also given opportunities to advance their careers. The result of their correlation analysis also revealed that there exists a strong positive relationship between adequate recognition for work done coupled with opportunities and feeling of accomplishment derived from their job. Further,

Luqman, Bolaji & Abubakar (2012) recommend that to improve the service delivery and commitment of employees, career advancement opportunities should be given as well as the practice of job enrichment.

Numerous empirical researches have investigated the nexus between job commitment and job satisfaction and demonstrated a varying relationship between the variables. Aydogdu and Asikgil (2011), while studying the workers in the industry saddled with service and production revealed that a statistically significant association between effective commitment and level of job satisfaction. Findings also revealed that a significant correlation exists between job satisfaction and normative commitment. In contrast, research conducted by Ahmad and Oranya (2010) revealed that there is no significant relationship between job satisfaction and continuance commitment which was positively revealed in Aydogdu and Asigil's (2011) study. Also, in a research carried out by Dirani and Kuchinke (2011) on the correlation between job satisfaction and organizational commitment in five Lebanese banks, the researchers found that showed that job satisfaction and organizational commitment were significantly correlated, and satisfaction was a predictor of organizational commitment.

2.4.3 Work relationship and commitment level

The proportion of work conduct of employees corresponded emphatically with the professional commitment. Numerous emotional changes happened over the most recent couple of a very long time in another retail design which could be found in enormous organisations. It is significant for the retailers to comprehend the justification of employee execution by their motivation, job satisfaction, and Organisational Commitment. employee execution can be estimated as far as motivation and satisfaction. (Sturm & Dellert, 2016). Presently we can say there is a critical

positive relationship between motivation, job satisfaction, and work commitment. These factors are dictated by the training and work experience of an individual.

An individual from explorers recommends that part of the employee is changing concerning work openings. It is valid that if employees assume less liability than other partners, they need to take control and move to upgrade and look after employability (Gardner & Pierce, 2016). In these two-variable relationships, there are numerous mediators included who are answerable for pushing up the whole framework.

Organization or organisation arrangements assume a significant part in giving work commitment as we said previously. Some way or another these arrangements ought to arise after applying the old one. It appears to be that the organisations may profit by upgrading commitment across all stages which causes diminished non-appearance and execution seen. Early analysts would in general focus on job satisfaction as the key demeanor identified with employee execution, for example, work execution also, turnover (Gonzalez & Garazo, 2006). Yet, new research unquestionably said that work commitment is a significant attitudinal indicator of worker execution and aims.

In recent time, work relationship has changed significantly, as work statuses are now of two types comprising the standard work relationship which is the full time and the non-standard one which may be contractual or part-time. To provide a high level of work flexibility, meet demands more efficiently, as well cutting costs that may be incurred through wages and salaries, many organisations have turned to the non-standard work relationship (Conway & Briner, 2002).

Despite the increasing significance of non-standard workers in different economic sectors, only a few studies have been carried out on contract and part-time workers. Even though part-time

workers may differ in numbers from full-time workers, the length of difference in their work relationship is less obvious (Krausz, Sagie & Bidermann, 2000). Several studies on part-time and full-time employees have examined the degree of differences in behaviours and work relationships of the two employment categories. Many of the studies have explored areas such as job satisfaction, work relationship, and work commitment, others have also examined areas such as organizational environment (Lee & Chen, 2013). The studies on commitment levels of both full-time and part-time employees presented contradictory results. The studies discovered that part-time workers are often less committed to their work, compare to full-time workers (Martin & Hafer, 1995).

Work relationship and employee commitment levels serve as the basis for quality services to be delivered in an organisation. Lee and Chen (2013) established in their study that demographic variables of the employees such as age, gender, educational level, and job status have an effect on work relationships and the employee work commitment level. They also discovered in their study that employees with a longer period of stay in their organisation often develop negative work relationships and attitudes towards their job. This is more particular when the older employees have spent many years in their job while working at the same organizational level.

2.4.4 Self-esteem, job satisfaction, and Work relationship

Self-esteem alludes to one's sentiments concerning their worth, or it is to think of oneself as a significant individual. This sort of feeling comes from the entirety of the contemplations, feelings, sentiments, and encounters in one's day-to-day existence.

Then again, job satisfaction is about the psychological and otherworldly happiness that one adds from their work through the satisfaction of necessities, interests, Furthermore, Hoppock (1935) characterizes job satisfaction concerning mental, physiological, and social components. The

definition shows that an individual should be fulfilled at three levels actually, mentally, and socially to accomplish job satisfaction. Since this definition relates satisfaction with mental also, social satisfaction of an individual, it demonstrates its organisations with self-esteem.

Past researches have likewise settled the relationship between self-esteem and job satisfaction. Biabangard (1997) in his work, says that individual satisfaction is very much affected by the worth they provide for themselves; he additionally expressed that job dissatisfaction is one of the manifestations of individuals with low self-esteem. People with high self-esteem are chiefly intrigued by participation with others. Afterward, Cherabin et al. (2012) likewise tracked down a huge relationship between self-esteem also, job satisfaction.

In addition, self-esteem serves as the overall evaluation of an individual's worth, and studies have shown that self-esteem is a predictor of other variables such as employee attitude, work relationship, and satisfaction (Pierce and Gardener, 2004). A study by Kim and Hyun (2017) on the correlation between self-esteem and work relationships revealed that self-esteem is positively correlated with work relationships. The Job characteristics such as incentives and recognition enhance the employee's social status which leads to increased self-esteem, thus affecting work relationships (Fairlie, 2011). Awoniyi and Tsitsi (2013) also discovered that self-esteem contributes to work relationship development and they identified job challenges; autonomy rewards system & recognition as the antecedents of the working relationship.

CHAPTER THREE

/RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents and explains the method adopted in data gathering data for this research. Thus, the following sub-topics are discussed as they pertain to this study: research design, method, study population, sample size, sample procedure, operationalization of concepts and measurement of variables, Instrumentation, Validity, and reliability, and data collection process

3.2 Research Design

Research design refers to the study structure which explicates how all the major sections of the study such as - the samples, population, procedures, and methods are structured with regards to addressing the study research questions and hypotheses the research seeks to fulfill (Paniel, 1993). Kothari (2009), refers to a study research design as the presentation of criteria for data gathering and analysis in such a way that seeks to make the study more relevant to the study rationale as well as having an economical procedure. Kothari (2009) added that research design is also used to mean the methodological formation through which research is conducted; it includes that framework for data gathering, measurement, and analysis.

This study, therefore, adopted the cross-sectional design which according to Babbie (2010) refers to the study of a particular population, group, or phenomenon with samples collected at one particular time or representing a single occasion. Under this broad design, the quantitative method was adopted through the use of an online survey form for data gathering among the respondents.

3.3 Research Method

The survey method was adopted for this study, as it gives a numerical explanation of characteristics or views of a chosen population (Neuman, 2014). Survey is a type of quantitative research that has many uses and takes many forms such as phone interviews, Internet opinion polls, questionnaires, etc. are used to sample the desired population on their beliefs, attitudes, and behavior. The quantitative method refers to quantitative measurement (numeric data), which is attaching numerical values to certain variables to provide accurate, reliable, and valid data (Babbie, 2010). The study employed the use of a questionnaire in form of online Google form under the survey research method.

3.4 Population

A study population refers to the group (usually of people) among which a study sample is chosen to achieve the study objectives and draw relevant conclusions (Babbie, 2010). The population is a combination of members with similar characteristics where the sample is picked from in the belief that generalizations can be made (Neuman, 2014). According to Falae (2019), there are about 4,552 registered non-governmental organisations in Nigeria. This, therefore, makes up the study population.

3.5 Sample Size

According to Neuman (2014), sample size is referred to as the number of units to be picked from the population to make up the sample, a sample size should be optimum by not being excessively large or too small while fulfilling the requirements of efficiency, representativeness, and reliability. Deciding on a worthy confidence level for the sample figure is very essential while determining the sample size, and the size of the population must be kept in view as it poses a limitation to the sample size (Neuman, 2014). With a population of 4,552, the sample size for this study is 355.

3.6 Sampling Procedure

The sampling procedure adopted for this study is the purposive sampling procedure. Members of various non-governmental organisations in Nigeria were selected purposively and implored to provide information as required of them by the study questionnaire. In addition, members of non-governmental organisations were reached through snowballing as individuals who are working with NGOs helped provide contacts and emails of other members which enabled us to reach more people. Significantly non-governmental organisations are non-profit oriented as such they fall within the scope of the research.

3.7 Operationalization of Concepts and Measurement of Variables

The key concepts and variables used in this research are identified and measured as follows:

Self-Esteem: This refers to the confidence the respondents have in their self-worth and self-respondents. The Rosenberg (1965) scale which has been validated over time by other researchers was adopted to measure this scale. Respondents' agreements with the items on self-esteem were measured using the Likert measurement scale with one implying strongly disagree to five implying strongly agree.

Work commitment: This refers to how the respondents who are employees of non-governmental organisations are committed and emotionally attached to their work. To measure work commitment, this research adopted the 15-item scale item developed by Morrow, and Wirth, (1989). Among items used in measuring the scale include "Feel very loyal to my organisation", "My organisation best organization to work for", "Organisation inspires best in my job performance", "Would take very little change to leave organisation", and "Would accept any job

to keep working for organisation”. The respondents’ level of agreements with the items on self-esteem were measured using the five-point Likert measurement scale.

Job Satisfaction: to measure job satisfaction, a 10-item scale developed by Macdonald, and MacIntyre, (1997) was adapted. Items in the scale included receiving recognition for good performance, feeling satisfied with the organisation work environment, believing management cares about you, believing work makes physical health stronger, and having a good feeling about the job. Respondents’ agreements with the items on self-esteem were measured using the five - point Likert measurement scale which ranges from 1 = strongly disagree to 5 = strongly agree.

Work Relationship: The refers to how the respondents who are employees of non-governmental organisations work or relate with their colleagues in the same organisation. To measure work relationships, this research adapted the 15-item scale item developed by Finley, et al. (2013). Respondents’ agreements with the items on self-esteem were measured on a five-point Likert measurement scale which ranges from 1 = strongly disagree to 5 = strongly agree.

3.8 Instrumentation

The instrument used in collecting data for this research is the structured questionnaire in form of an online google form and was distributed to those respondents who are employees of non-governmental organisations. The questionnaire was used to elicit responses from the respondents on questions through relevant items to the study research question. To achieve this, the questionnaire was developed with five sections, namely: Section A: Respondents’ Demographic Profile, Section B: Self-Esteem, Section C: Job Satisfaction Scale, Section D: Work Commitment, Section E: Work Commitment.

3.9 Validity and Reliability

Reliability and validity are the major considerations used to evaluate measurement tools in research to ascertain establish the credibility or believability of the study findings (Neuman, 2014). Babbie (2010) opined that validity is the degree at which a measurement tool can measure adequately and present the accurate meaning of the concept of study while reliability means the extent to which the technique of instrument adopted can provide same results when applied repeatedly on a subject matter. For this research, a face validity check was carried out by consulting the research supervisor to establish if the questionnaire is valid enough to match the purpose for which it is structured and also to ascertain the reliability.

3.10 Data Collection Process

Data gathering for this study was done with the administration of questionnaires distributed as an online Google form to respondents who are employees of non-governmental organisations in Nigeria from May 02 to July 03, 2021. Links to the online google form were distributed purposively to the respondents by the researcher to respondents who fall within the category of non-governmental organisations employees. In addition, indirect contact was also used to reach the employees of the non-governmental organisations through their heads and other members of staff.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

This chapter contains the analysis of the data gathered to examine “Self-Esteem and Work Commitment in Non-Profit Organisations”. Hence, this chapter discusses the demographic profiles of respondents, analysis of research questions, and test of hypotheses.

4.2 Demographic Analysis

The respondents demographic attributes recorded in this study are the respondents’ sex, age group, marital status, level of education, and organisation.

4.2.1 Gender

Respondents who are males constituted majority of the study respondents with 62.5% (n= 225) while the female respondents constituted 37.5% (n= 135) of the total respondents. This shows the representation of both gender in the study.

4.2.2 Age Group

The respondents’ age recorded in the study is within 18 – 65. When grouped into categories, age 18 – 30 and 31 – 45 recorded the highest number of respondents with 37.5% (n= 135) each, while age 46-55 and 56-65 recorded 12.5% (n= 45) of the study total respondents.

4.2.3 Marital Status

In this study, respondents who are married accounted for the highest number of respondents sampled with 87.5% (n= 315), while respondents who are divorced only constituted 12.5% (45%) of the total study respondents.

4.2.3 Educational Qualification

The educational qualification of the sampled respondents is bachelor's degree or Higher National Diploma and master's degree. Respondents with bachelor's degree or Higher National Diploma are 62.5% ($n = 225$), those with a Master's degree are 37.5% ($n = 135$). This implies that a large number of the respondents sampled are holders of bachelor's degree or Higher national diploma which can both be termed first degree.

4.2.4 Organisation Area of Focus

The organisational focus of the respondents sampled ranges from communication, development, disability, education, health, maternity, and leadership. Health recorded 25% ($n = 90$) of total respondents sampled in the study, while communication, development, disability, education, health, maternal, and leadership recorded 12.5% each ($n = 45$). This implies that the organizational focus of the majority of the respondents sampled is health.

Table 4.1: Respondents' Demographic Variable

Item	Frequency	Percentage
Gender		
Male	225	62.5
Female	135	37.5
Total	360	100.0
Age group		
18-30	135	37.5
31-45	135	37.5
46-55	45	12.5
56-65	45	12.5
Total	360	100.0
Marital Status		
Married	315	87.5
Divorced	45	12.5
Total	360	100.0
Educational Qualification		
BSC/HND	225	62.5
Masters	135	37.5
Total	360	100.0
Organisational Focus		
Communication	45	12.5
Development	45	12.5
Disability	45	12.5
Education	45	12.5
Health	90	25.0
Maternal	45	12.5
Leadership	45	12.5
Total	360	100.0

Table 4.2: Respondents' Self-Esteem

Items	Level of Agreement*(%)					M	SD	Overall %
	1	2	3	4	5			
On the whole, I feel pleased with my personal self	0.0	0.0	0.0	75.0	25.0	4.25	0.43	85.0
Sometimes, I feel I have no goodness at all.	25.0	37.5	0.0	12.5	25.0	2.75	1.56	55.0
I think I possess several good qualities.	0.0	0.0	0.0	50.0	50.0	4.50	0.50	90.0
I can do things as well as most other people.	12.5	0.0	0.0	62.5	25.0	3.88	1.17	77.6
I don't think I have much to be excited about.	50.0	25.0	12.5	12.5	0.0	1.88	1.06	37.6
Sometimes, I certainly think I am useless.	25.0	50.0	0.0	25.0	0.0	2.25	1.09	45.0
I think I'm a person of value, at least without equality among others.	0.0	0.0	12.5	62.5	25.0	4.13	0.60	82.6
I wish I could be more respected	0.0	25.0	12.5	50.0	12.5	3.50	1.00	70.0
All in all, I have a disposition to feel that I am a loser.	50.0	50.0	0.0	0.0	0.0	1.50	0.50	30.0
I relate with myself with a positive attitude.	12.5	0.0	0.0	37.5	50.0	4.13	1.27	82.6
Total						3.28	0.92	65.6

*Scale: 1 = Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly Agree

Table 4.2 above shows the respondents' level of agreement on their self-esteem. Generally, the most of the study respondents agreed to many of the study items on their self-esteem. Specifically, the respondents strongly agreed they feel that they have several good qualities ($M = 4.50$, $SD = 0.50$), they are satisfied with themselves ($M = 4.25$, $SD = 0.43$), they feel that they are people of worth, at least with equality among other people ($M = 4.13$, $SD = 0.60$) and they have positivity towards themselves ($M = 4.13$, $SD = 1.27$). Also, the respondents agreed that they can do what most other people do ($M = 3.88$, $SD = 1.17$) and they also wish they can be more respected ($M = 3.50$, $SD = 1.00$). The study respondents were undecided whether at times, they think they do not have any goodness ($M = 2.75$, $SD = 1.56$) and whether they certainly feel useless at times ($M =$

2.25, SD = 1.09). However, the respondents disagreed that they feel they do not have much to be proud of (M = 1.88, SD = 1.06) and also disagreed to be made to feel that they are failures (M = 1.50, SD = 0.50).

Table 4:3: Respondents' Work Commitment

Items	Level of Agreement*(%)					M	SD	Overall %
	1	2	3	4	5			
Feel very loyal to my organisation	0.0	0.0	0.0	75.0	25.0	4.25	0.43	85.0
Proud to make my organisation known to others	0.0	0.0	0.0	62.5	37.5	4.38	0.46	87.6
Present my organisation as being a great organization	0.0	0.0	0.0	75.0	25.0	4.25	0.43	85.0
My organisation is the best organization to work for	0.0	0.0	0.0	87.5	12.5	4.13	0.33	82.6
Glad I chose my current organisation over other organizations	0.0	12.5	0.0	75.0	12.5	3.88	0.78	77.6
Organisation inspires best in my job performance	0.0	0.0	0.0	87.5	12.5	4.13	0.33	82.6
My values align with that of my organisation	0.0	25.0	0.0	50.0	25.0	3.75	1.09	75.0
Not much gain by sticking with organisation indefinitely	12.5	12.5	12.5	62.5	0.0	3.25	1.09	65.0
My decision to work for my organisation was a mistake	37.5	37.5	25.0	0.0	0.0	1.88	0.78	37.6
Care about the fate of organisation	0.0	25.0	0.0	50.0	25.0	3.75	1.09	75.0
Would take very little change to leave organisation	25.0	0.0	37.5	37.5	0.0	2.88	1.17	57.6
Could work for other organization if work is the same	12.5	0.0	12.5	75.0	0.0	3.50	1.01	70.0
Willing to put in effort beyond expected	0.0	0.0	0.0	87.5	12.5	4.13	0.33	82.6
Would accept any job to keep working for organisation	0.0	12.5	37.5	50.0	0.0	3.38	0.70	67.6

Difficult to agree with organisation's policies	25.0	12.5	0.0	62.5	0.0	3.00	1.33	60.0
Total						3.64	0.76	72.8

***Scale:1 = Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly Agree**

Table 4.3 presents the analysis of the respondents' work commitment. The analysis revealed a general agreement to the items on work commitment (M = 3.64, SD = 0.76). Specifically, the respondents strongly agreed that they are proud to tell others they are part of their organisation (M = 4.38, SD = 0.46), they feel very loyal to their organisation (M = 4.25, SD = 0.43), talk up their organisation as great organization (M = 4.25, SD = 0.43), their organisation is best organization to work for (M = 4.13, SD = 0.33), the organisation inspires best in their job performance (M = 4.13, SD = 0.33), they are also willing to put in effort beyond expected (M = 4.13, SD = 0.33). The respondents also agreed that they are glad chose their current organisation over other organizations (M = 3.88, SD = 0.78), their values and that of the organisation are very similar (M = 3.75, SD = 1.09), they care about the fate of their organisation (M = 3.75, SD = 1.09), they could work for other organization if work is the same (M = 3.50, SD = 1.01), they would accept any job to keep working for organisation (M = 3.38, SD = 0.70), not much gain by sticking with organisation indefinitely (M = 3.35, SD = 1.09) and the respondents also agreed that it is difficult to agree with organisation's policies (M = 3.00, SD = 1.33). However, the respondents were undecided whether they would take very little change to leave organisation (M = 2.88, SD = 1.17) and they disagreed that their decision to work for their current organisation was a mistake (M = 1.88, SD = 0.78).

Table 4.4: Factors working as a bane to employees

Items	Level of Agreement*(%)					M	SD	Overall %
	1	2	3	4	5			
I often receive recognition for job well done	12.5	0.0	0.0	50.0	37.5	4.00	1.23	80.0
I am close to the people at my working place	37.5	0.0	0.0	50.0	12.5	3.00	1.58	60.0
I feel good with my employment at this organisation	0.0	0.0	0.0	75.0	25.0	4.25	0.43	85.0
I feel I am secured with my job	0.0	0.0	25.0	50.0	25.0	4.00	0.71	80.0
I believe the management cares about me	0.0	25.0	0.0	50.0	25.0	3.75	1.09	75.0
On the whole, I believe work is not bad for my physical health	0.0	0.0	0.0	100.0	0.0	4.00	0.00	80.0
My organisation wages are attractive	0.0	50.0	25.0	12.5	12.5	2.88	1.06	57.6
All my talents and skills are used at work	0.0	25.0	0.0	50.0	25.0	3.75	1.09	75.0
My supervisors and I often get along with one another	0.0	0.0	12.5	75.0	12.5	4.00	0.50	80.0
I feel good about my job	0.0	0.0	0.0	62.5	37.5	4.38	0.49	87.6
Total						3.80	0.82	76.0

*Scale:1 = Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly Agree

Table 4.4 presents the analysis of the factors working as a bane to employees of non-profit organisations in Nigeria. Generally, the analysis revealed that the respondents agreed to most of the questionnaire items under this section ($M = 3.80$, $SD = 0.82$). Specifically, the respondents strongly agreed that they feel good about their job ($M = 4.38$, $SD = 0.49$), they feel good about working at their organisation ($M = 4.25$, $SD = 0.43$), they receive recognition for a job well done ($M = 4.00$, $SD = 1.23$), they feel secure about their job ($M = 4.00$, $SD = 0.71$), on the whole, they

believe work is good for their physical health ($M = 4.00$, $SD = 0.00$) and they get along with their supervisors ($M = 4.00$, $SD = 0.50$). Also, the respondents agreed that they believe management is concerned about them ($M = 3.75$, $SD = 1.09$), all their talents and skills are used at work ($M = 3.75$, $SD = 1.09$) and they feel close to the people at work ($M = 3.00$, $SD = 1.58$). However, the respondents were undecided on whether their wages are good ($M = 2.88$, $SD = 1.06$).

Table 4.5: Options to enhance productivity

Items	Level of Agreement*(%)					M	SD	Overall %
	1	2	3	4	5			
This organisation encourages its staff input for making changes.	0.0	0.0	25.0	62.5	12.5	3.88	0.60	77.6
I am ready to amend my work structure with regards to feedback and comments from others in my organisation.	0.0	0.0	0.0	75.0	25.0	4.25	0.43	85.0
I often look out for new ways of improving how I do things in my organisation.	0.0	0.0	0.0	62.5	37.5	4.38	0.48	87.6
I feel comfortable to voice my personal view even when it is not popular in my organisation.	0.0	0.0	0.0	75.0	25.0	4.25	0.43	85.0
I focus on how my attitudes affect others in the organisation.	0.0	0.0	0.0	75.0	25.0	4.25	0.43	85.0
After any organisation amendment, I often deliberate on what worked out and what did not.	0.0	25.0	0.0	62.5	12.5	3.63	1.00	72.6
I get together with other colleagues in my organisation to talk about our work.	25.0	0.0	0.0	62.5	12.5	3.38	1.41	67.6
The organisation cherish individuals with varying opinions.	25.0	0.0	0.0	50.0	25.0	3.50	1.50	70.0
Cumbersome problems in this organisation are often resolved through physical interaction.	25.0	0.0	12.5	50.0	12.5	3.52	1.39	70.4
We often spend time to think of ways to improve how we do things in my organisation	0.0	25.0	0.0	62.5	12.5	3.63	1.00	72.6

Whenever there is a conflict in this organisation, the staff involved are encouraged to dialogue and settle it.	0.0	25.0	0.0	62.5	12.5	3.63	1.00	72.6
Most of the organisation staff understand how their job fits into the rest of the organisation.	0.0	25.0	0.0	62.5	12.5	3.63	1.00	72.6
This organisation often encourages everyone's input for to make changes.	0.0	25.0	0.0	62.5	12.5	3.63	1.00	72.6
My opinion is valued by others in this organisation.	0.0	25.0	0.0	50.0	25.0	3.75	1.09	75.0
The organisational leadership usually ensure that there is time and space necessary to discuss changes to improve care.	0.0	25.0	0.0	62.5	12.5	3.63	1.00	72.6
Total						3.80		76.0
							0.92	

***Scale:1 = Strongly Disagree, 2= Disagree, 3= Undecided, 4= Agree, 5= Strongly Agree**

Table 4.5 presents the study analysis on the feasible options in enhancing the productivity of the staff in the non-profit organisations in Nigeria. The results of the analysis generally revealed that a large number of the study respondents agreed to most of the items (M = 3.80, SD = 0.92). Specifically, majority of the study respondents strongly agreed that they actively seek new methods in improving how they do things in their organisation (M = 4.38, SD = 0.48), they are also easier to amend how they do things with regards to feedback from others in the organisation (M = 4.25, SD = 0.43), they are comfortable to voice out their own view regardless of being popular or not (M = 4.25, SD = 0.43) and they strongly agreed that they pay attention to how their actions affect others in the organisation (M = 4.25, SD = 0.43). also, the respondents agreed that their

organisation encourages its staff input for making changes (M = 3.88, SD = 0.60), their opinion is valued by others in this organisation (M = 3.75, SD = 1.09), after making a change in the organisation, they usually discuss what worked and what didn't (M = 3.63, SD = 1.00), they often spend time to consider how they can improve how they do things in their organisation (M = 3.63, SD = 1.00), when there is a conflict in this organisation, the people involved are encouraged to go into dialogue (M = 3.63, SD = 1.00), most people in this organisation understand how their job fits into the rest of the organisation (M = 3.63, SD = 1.00), their organisation usually encourages everybody's input for making changes (M = 3.63, SD = 1.00), difficult problems in this organisation are usually solved through physical interaction (M = 3.52, SD = 1.39), the organisation values people who have different perspective (M = 3.50, SD = 1.50) and they also agreed that they get together with other colleagues in their organisation to talk about our work (M = 3.38, SD = 1.41).

4.3 Test of Hypotheses

Table 4.6: Indicator of outer loading and reliability of constructs

	OL	CR	α	AVE
1_SE01_	.765	.82	.821	.733
2_SE02_	.798			
3_SE03_	.985			
4_SE04_	.954			
5_SE05_	.874			
6_SE06_	.765			
7_SE07_	.634			
8_SE08_	.897			
9_SE09_	.768			
10_SE10_	.899			
11_JS01_		.93	.816	.654
12_JS02_	.937			
13_JS03_	.843			
14_JS04_	.965			
15_JS05_	.877			
16_JS06_	.899			
17_JS07_	.933			
18_JS08_	.958			
19_JS09_	.637			
20_JS10_	.937			
21_WR01_		.87	.822	.786
22_WR02_	.764			
23_WR03_	.873			
24_WR04_	.767			
25_WR05_	.793			
26_WR06_	.681			
27_WR07_	.811			
28_WR08_	.738			
29_WR09_	.854			
30_WR10_	.678			
31_WR11_	.644			
32_WR12_	.865			
33_WR13_	.911			
34_WR14_	.834			
35_WR15_	.744			
36_WCL01_		.94	.975	.775
37_WCL02_	.824			
38_WCL03_	.957			
39_WCL04_	.693			
40_WCL05_	.766			
41_WCL06_	.863			

42_WCL07_	.922
43_WCL08_	.860
44_WCL09_	.699
45_WCL10_	.743
46_WCL11_	.689
47_WCL12_	.751
48_WCL13_	.821
49_WCL14_	.865
50_WCL15_	.956

Note: *SE* = *Self Esteem*; *JS* = *Job Satisfaction*; *WR* = *Work Relationship*; *WCL* = *Work Relationship Levels*; *OL* (*outer loading*); *CR* (*composite reliability*); *AVE* (*average variance extracted*); and (α) *Cronbach Alpha*.

A factor-focused consistent bootstrap was initially used to help in assessing the model of the data. Based on its accuracy and relevance, this approach has become highly subscribed to in literature and general research. Items under each construct, while loadings above 0.6 were certified fit and thereafter selected (Chin, Peterson, & Brown, 2008). Based on the recommended threshold, composite reliability, average variance extracted, and Cronbach alpha was determined fit.

Table 4.7: Inter-correlation between variables

	SE	JS	WR	WCL	Mean	SD
SE	1				3.275	.319
JS	.484**	1			3.805	.572
WR	.465**	.719**	1		3.542	.236
WCL	.714**	.826**	.422**	1	3.755	.882

Note: $p < .01$, SE = Self Esteem; JS = Job Satisfaction; WR = Work Relationship; WCL = Work Relationship Levels; SD = Standard Deviation

Table 4.7 shows the inter-correlation among the variables. Results indicate a significant relationship between self-esteem of an individual working in a non-profit organisation and work commitment levels ($r = .714$; $p < .01$), also self-esteem posed a significant relationship with job satisfaction ($r = .484$; $p < .01$) and, working relationship ($r = .465$; $p < .01$) with other members of the organisation. Also, findings indicate a correlation between job satisfaction and work commitment levels ($r = .826$; $p < .01$) as well as working relationship and work commitment levels ($r = .422$; $p < .01$). from the results therefore, it may be stated that the self-esteem of an individual may be a leading phenomenon to work commitment levels of individuals working in non-commercial organisations (i.e., Non-Governmental Organisations).

Table 4.8: Effects of self-esteem on work relationship levels

Variable	β	SE	<i>t</i>	<i>p</i>		Conclusion
Direct Paths						H1 Supported
SE → JS	.555	.053	10.399	.001	$R^2 = .235$ $F = 108.157$ $p = .001$	
SE → WR	.242	.025	9.870	.001		$R^2 = .216$ $F = 97.420$ $p = .001$
JS → WCL	.457	.020	22.591	.001		H3 Supported
WR → WCL	1.582	.044	35.931	.001		H4 Supported
Total Effect						
SE → WCL	.047	.059	.795	.001		H5 Supported
Direct Effect						
SE → WCL	.589	.018	32.319	.001		H6 Supported
			95%			
			BcaCI			
	Coeff.	Boot SE	LLCI	ULCI	VAF	
Indirect Path						
(M1) SE → JS → WCL	.254	.015	.228	.287	1.19%	
(M2) SE → WR → WCL	.383	.039	.313	.466	1.80%	

Note: SE = Self Esteem; JS = Job Satisfaction; WR = Work Relationship; WCL = Work Relationship Levels; SD = Standard Deviation; 95%BcaCI = Bias-corrected confidence interval, LLCI = Lower-level confidence interval; ULCI = Upper-level confidence interval.

Hayes' (2017) Process analysis was used in carrying out the testing of the research hypotheses using Model 4. Constructs were all entered into their various sections at the same time, direct paths were all supported at $p = \leq .001$. Hypothesis 1 proposed a direct relationship between an individual with adequate self-esteem and work commitment level ($\beta = .589$; $p = \leq .001$). thereby indicating a significant positive relationship. In addition, hypothesis 2 and 3 were successful while predicting a relationship between self-esteem and job satisfaction ($\beta = .555$; $p = \leq .001$) as well as self-esteem and working relationship ($\beta = .242$; $p = \leq .001$) with other members of the organisation.

Furthermore, finding confirmed hypothesis 4 and 5 that predicted a relationship between job satisfaction and work commitment levels ($\beta = .242$; $p = \leq .001$) as well as working relationship and work commitment levels ($\beta = .242$; $p = \leq .001$). In addition, job satisfaction ($\beta = .254$; $p = \leq .001$) and working relationship ($\beta = .254$; $p = \leq .001$) proved to be significant mediators between self-esteem and work commitment level of individuals working in non-profit organisation.

Table 4.4 presents the analysis of the respondents' work commitment. The analysis revealed a general agreement to the items on work commitment ($M = 3.64$, $SD = 0.76$). specifically, the respondents strongly agreed that they are proud to tell others they are part of their organisation ($M = 4.38$, $SD = 0.46$), they feel very loyal to their organisation ($M = 4.25$, $SD = 0.43$), talk up their organisation as great organization ($M = 4.25$, $SD = 0.43$), their organisation is best organization to work for ($M = 4.13$, $SD = 0.33$), the organisation

inspires best in their job performance ($M = 4.13$, $SD = 0.33$), they are also willing to put in effort beyond expected ($M = 4.13$, $SD = 0.33$).

Chapter Five

FINDINGS

5.1 Introduction

This study adopted the quantitative study method to investigate the association between self-esteem and work commitment among employees of Non-Profit Organisations in Nigeria. Hence, this chapter discusses the study findings of existing relevant literature.

5.2 Discussion of findings

The study focuses on the relationship between self-esteem and work commitment in Non-Profit Organisations in Nigeria. The study is underpinned by the Self Esteem Consistency Theory and it presented results that are in tandem with findings from other scholars (Stets & Burke 2014; Kim & Hyun 2017; Fairlie, 2011; Crawford 2014). The findings of this study are therefore discussed based on the study questions and hypotheses the study sought to test.

The first research question of the study investigated the correlation of self-esteem and the work commitment level of an individual working in a non-profit organisation in Nigeria. The study results indicated a significant relationship between the self-esteem of an individual working in a non-profit organisation and work commitment levels. The study also found that employee self-esteem has an impact on his/her work commitment. While self-esteem has been demonstrated as an indicator of worker disposition and its relationship with different factors, one such factor according to Stets and Burke (2014) is work

commitment. The study findings support the discovery of Kim and Hyun (2017) in an investigation of the relationship of self-esteem with work commitment, the researchers tracked down that self-esteem had a positive sway on work commitment. In addition, Job attributes like pay, incentives, improved economic wellbeing prompt higher self-esteem, which influence work commitment (Fairlie, 2011). While Crawford (2014) also found that self-esteem adds to creating work commitment, he added that the forerunners of work commitment include work difficulties; self-rule, rewards, and acknowledgment.

The study also examined the factors working as a bane to employees of non-profit organisations in Nigeria and found that a large number of the respondents who are employees of Non-profit organisations feel good about their job and about working at their organisation. Also, the study found that the respondents receive recognition for a job well done and they feel secure about their job. On the whole, they believe work is good for their physical health and they get along with their supervisors. This implies that, beyond payment or incentives, the respondents are well motivated in their job and are proud to reckon with such job. Thus, the lack of factors such as recognition for a job done, feeling secure about the job, enthusiasm to work, and a good relationship with work supervisors can serve as a bane to the employees of an organisation.

Another focus of the study is viable options to enhance the productivity of the employees in non-profit organisations. The study found that the respondents employ different means to enhance their productivity in their various organisation. This includes actively seeking new methods in improving how they do things in their organisation, willingness to amend things are done with regards to feedback from others in the organisation, comfortably making their opinion known even though it may be not be popular in the organisation, and

paying attention to how their actions may affect other people in the organisation. Also, other options adopted by the respondents include organisation encouragement for staff input for making changes, valuing others opinions in the organisation, discussing what worked and what didn't from new ideas, regularly taking time to figure out ways to improve how they do things in their organisation and understanding how their job fits into the rest of the organisation. Corroboratively, Berkovich, and Bogler (2021) asserted that employees that are focused on the organisation's objectives and qualities have higher esteem, expanded commitment satisfaction, and expanded productivity.

Also, the study has six hypotheses that were tested during the course of the analyses. The first hypothesis claimed that self-esteem will be significantly associated with employee work commitment levels in non-profit organisations and revealed results which were in tandem with the findings of Kim and Hyun (2017) who tracked down in their study that self-esteem had a positive sway on work commitment. Therefore, the study findings supported the hypothesis and it was upheld. Organisational commitment serves as the social aspect of self-esteem, this is because the attitude shown by an individual in his or her work depends on their personal preferences, cognition, and attitude. Organizational commitment plays a crucial role in the extent to which an employee is loyal, and it also serves as the major determinant of employee's attitudes, performance, and values (Haghirosadat, 2010). This is because the organisation commitment level informs the perspective and internal feelings of an individual which may affect their performance and judgment of the organisation.

Job satisfaction assumes a fundamental part in employees as connected employees put more effort into their work on the off chance that they can relate to it. Another hypothesis

of the study was that self-esteem will be significantly associated with employee job satisfaction in non-profit organisations. While the study results supported the hypothesis, Job satisfaction highlights among the most basic work trademark factors in foreseeing work commitment (Janjhua, 2011). Further, Biabangard (1997, p. 76) in his work, says that individual satisfaction is very much affected by the worth they provide for themselves; he additionally expressed that job dissatisfaction is one of the manifestations of individuals with low self-esteem. People with high self-esteem are chiefly intrigued by participation with others.

The study also presented findings that self-esteem is significantly associated with employee work relationships in non-profit organisations and that Job satisfaction is significantly associated with employee work commitment levels in non-profit organisations. Corroborating these findings are discoveries that numerous forerunners of commitment have been distinguished as a result of Job satisfaction. Studies so far have connected commitment decidedly with precursors like work qualities (Kittredge, 2010); satisfaction, rewards, and acknowledgment (Fairlie, 2011). While self-esteem is the general evaluation of an individual's worth, Pierce and Gardener (2004) revealed that self-esteem is a predictor of other variables such as employee attitude, work relationship, and satisfaction. Also, studies on the relationship between self-esteem and work relationships revealed that self-esteem is positively correlated with work relationships. This implies that an individual self-esteem level is associated with his/her work relationship. The Job characteristics such as incentives and recognition enhance the employee's social status which leads to increased self-esteem and thus affecting work relationships (Fairlie, 2011).

That organisation arrangements assume a significant part in determining employee's work commitment forms the basis of the study findings in the hypothesis that work relationships will be significantly associated with employee work commitment levels in non-profit organisations. The study revealed significant findings which supported the hypothesis and are in tandem with the findings of previous researchers such as Sturm and Dellert, (2016) who further asserted that the proportion of an employee work relationship corresponded emphatically with the professional commitment level at work.

Other studies also explored how flexible work schedule of an organization can affect employee's work commitment, and discovered that there is a positive association between flexible work schedule and work commitment (Dex & Smith, 2002; Harris & Foster, 2005). Glass and Finley (2002) also asserted that flexible work schedule has a positive impact on employee's work commitment.

Furthermore, the result of this research showed that job satisfaction is a partial mediator between an individual's self-esteem and job satisfaction levels. This means that the higher individuals working in non-profit organisations like NGOs feel satisfied with their job, the higher their self-esteem influences their work commitment levels. As such, individuals need to possess a reasonable level of satisfaction with their job the better their commitment. In addition, work relationships also showed to be a partial mediator between an individual's self-esteem and job satisfaction levels. This also validates the level at which cordial relationships at work are important.

5.3 Conclusions and recommendations for future studies

The study explored the notion of self-esteem and commitment levels of Employees in Nigerian Non-Profit Organisations and presented that self-esteem and organisation commitment of employees are important features of individual wellbeing while self-esteem affects the success and compatibility of people. The study concludes that self-esteem and work relationships are both vital in the motivation of employees and the level at which they are committed to their job. In addition, it presents that self-esteem is an indicator of worker disposition and its relationship with other factors. The commitment level of an employee helps them set feasible objectives as workers, forms the basis to determine the extent to which an employee is loyal, and it also serves as the major determinant of employees' relationship, performance, and satisfaction.

Work-life is a crucial part of individual everyday life and creates pressure if a worker is not satisfied with his/her work. Work relationships and satisfaction are key to the success of an employee in his/her workplace. Employee increased level of satisfaction with their job leads to increased commitment to their organisation. Hence, a good work relationship is required to foster high commitment among the workers. Also, Job characteristics such as rewards, compensation, and recognition enhance the employee's social status which leads to increased self-esteem, thus affecting work relationships and commitment levels.

The following recommendations are therefore made from the study findings:

- This study recommends that workplace policy should be tailored towards recognizing employees' worth by internalizing the policy to result in positive self-evaluations of the individuals.

- In conclusion, the study recommends that relevant government policies that will ensure proper treatment of employees at work should be made binding upon an organisation.

Further Recommendations

This study documents significant findings on self-esteem and work commitment levels of employees in Nigerian NPOs. However, the future study can be done to examine other work conditions e.g. profit organizations. Further studies can also be done to enlarge the context of data collection to accommodate more respondents. Also, other research designs such as longitudinal, experimental, case study, group discussions, and interview could be used where possible. In addition, collecting qualitative data may also yield additional findings that are impossible through the quantitative method. Studying other members of different demographic and psychographic components and so on can further expand the research in the future.

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