

Research Paper

Organizational Support and Employee Commitment in Jos South Local Government Council: The Role of Self-Efficacy

Felicia Patrick Milaham^{1*}, Shitnaan Wapmuk²

^{1,2}Dept. of Business, Faculty of Management Sciences, University of Jos, Jos, Nigeria

*Corresponding Author: milahamfellypat@yahoo.com

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Abstract— Employee commitment plays a critical role in determining employee retention and organizational goal achievement. However, concerns regarding employee commitment have been prevalent in recent times, coinciding with low human capital development in Nigeria, ranked as low as 0.36% by the World Bank. This situation prompted the present study to investigate the interrelationships between organizational support, self-efficacy, and employee commitment among local government employees in Jos South Local Government Area (LGA). A cross-sectional design was employed, with a quantitative multiple regression analysis on a sample of 277 staff using SEM-AMOS software. The findings revealed that organizational support emerged as a strong predictor of employee commitment and had a moderate influence on self-efficacy. Conversely, self-efficacy failed to directly predict employee commitment and did not mediate between commitment from employees and organizational support. Based on these results, the study recommends that Jos South LGA authorities implement enhanced practices and principles of organizational support, spanning personal and career assistance. This includes training employees to align their aspirations with organizational goals. Additionally, the LGA should foster self-efficacy by restructuring its administrative framework to promote positive employee interactions, regardless of rank, and encourage perseverance and confidence in individual capabilities. Local government authorities and employees should refrain from relying on self-efficacy to enhance employee commitment as the mediating effect was not observed. Instead, they should focus on improving human development factors. The implications of this study suggest a potential boost in human capital development among local government staff.

Keywords: Organizational Support, Self-Efficacy, Employee Commitment, Organizational Commitment

1. Introduction

The 21st-century work performance phenomenon is more human resource-oriented than ever before. This has made successful organizations increasingly organize work performance systems around critical human development factors [1]. For instance, the World Bank records of 2022 on the human capital development index (on a scale of 0-1) provided the ratings of the first five countries as Hong Kong 0.81, Japan 0.80, South Korea 0.80, Singapore 0.88, and Canada 0.80. On the other hand, Nigeria was rated 0.36 as 168th out of 173 countries, below Zimbabwe at 0.41, South Africa at 0.43, Ghana at 0.45, and Kenya at 0.55 [2]. On account of this, the World Bank Group equally identified that Nigeria's Human Capital Development Index ranks (0.36) among the worst globally, which can affect the productive capacity of committed employees. These ratings insinuate that countries with high scores have a working system that favours employee satisfaction and high commitment commensurate with higher levels of national economic growth, development and other dimensions of advancement.

Employee commitment is fundamental in determining how well employees are devoted to work and contribute to organizational goals. This aligns with the assertion that committed employees are great assets to any organization because they can be loyal, have a low turnover rate, perform well, are innovative, and achieve organizational goals [3]. Statistics show that 29% of employees are committed worldwide and 39% in Africa, although, Nigeria's rate is unknown [4]. Recently, Nigerian workers were seen to be committed to the tasks of their organizations [5], while others claimed they are committed but the organizations do not show commitment to their plight [6,7]. This may be a cogent reason for employee turnover both voluntary and involuntary, or remaining unproductive while nursing turnover intention. Thus, references [8,9,10] associated the performance of committed employees with the appropriate utilization of the three aspects of commitment: normative, continuation, and affective. Affective commitment suggests the degree to which workers feel emotionally invested in their work; continuance commitment relates to the fear and cost of employees leaving their current organizations without having a better substitute,

and normative commitment describes how employees feel indebted to how the norms and values of their organizations contributed in them [11,12]. An assessment of the roles of these components suggests that employee commitment is very crucial for local government administrators. Meanwhile, some studies [13,14] observed that employee commitment can be fostered by organizational support which is also expected in this study.

Organizational support means the provision of personal, and career-related comforts to employees to intensify their work readiness moods. The essence of support from organizations meethelps to satisfy workers' socio-emotional needs in order to enhance their perceptions of the organizations' appreciation of their contributions and concern for their well-being. [15]. Organizational support may come in the forms of pay, promotion, job enrichment, work resources and work policies, and can also be impacted by the regularity, severity, and gravity of praise and endorsement [13]. Empirically, positive links between organizational support and employee commitment have been found. For example, the work of reference [16] associates the effectiveness of this link to a balanced work-life of employees. Also, reference [14] established that employee work assistance, superior support, honesty and trust help to foster employee commitment. Arising from this, the link between organizational support and employee commitment is well established and seeks to be explained by self-efficacy.

The perception of self-efficacy is seen as belief or confidence of employees in their abilities to carry out assigned work-related activities. Employees can develop self-efficacy through the components of mastery experience or social modelling, vicarious experiences or enactive attainment, social persuasion, and psychological response to produce good work results [17,18]. Gaining self-efficacy from mastery experiences is based on self-encounter in the workplace, vicarious experiences are based on colleagues' encounters, social persuasion is based on the use of verbal encouragement on employees, and psychological response is grounded on anxiety from feedback [19,20]. From empirical evidence, references [21,22,23,24,25] state that due to the employee's self-assurance in their ability to complete a task, self-efficacy has a beneficial impact on employee commitment by making such a person love the job and desire to stay in the organization. A similar finding asserts that increased self-assurance of employees leads to higher attachment and commitment to the tasks of the organization, with a deliberate effort to overcome work obstacles. Reference [11] also discovered a favorable tie between organizational commitment components and self-efficacy.

Based on the foregoing, extant empirical studies linking organizational support and employee commitment for references [14,16], and self-efficacy and employee commitment for reference [26] were established to be significant with positive effects. Although, findings between organizational support and employee commitment have been consistent, but did not consider the mechanism to sustain it. Following the rules of consistency in findings, the research's

goal aims to address the knowledge gap, using self-efficacy as mediation mechanism to explain how support from organization could foster employee commitment in Jos South Local Area of Plateau.

2. Related Work

Conceptual/Empirical Review

Employee commitment denotes how employees devote their time, effort, intelligence, and emotions to the organization's tasks and work as though their contributions are essential to the organization's survival [27]. The term, employee commitment as founded by reference [28] was defined as the degree of attachment employees have to their organizations. This is based on the belief that an employee attitude has a critical role in organizational settings such that individuals that approach their task with pomposity are likely to show a stronger sense of commitment to their job than those who do not. The components of employee commitment cannot be discussed without that of organizational commitment which is frequently treated as multidimensional idea, with the attributes of affective, continuance, and normative commitments [29].

Similarly, studies on how employees perceive support from their organizations began by noting that, in the view of Eisenberger et al., if employers are worried about their workers' dedication to the tasks assigned to them, then employees should also be concerned about their employers' responsibility for their welfare and interests [30]. Therefore, organizational support idea demonstrates palpably trusts that organizations value their employees and that they feel accountable for their well-being in addition to being acknowledged for their contributions [30]. Reference [31] described organizational support as employees' beliefs of how organizations can respect the contributions and concerns of employees; while reference [32] attributed such employees' beliefs to the expectation that organizations will contribute and care for the welfare of employees.

On the other hand, self-efficacy is the primary factor influencing an individual's behavior as maintained by social cognitive postulations [33]. Accordingly, Bandura et al.'s self-efficacy concept is seen as a person's assessment of their ability to organize and carry out the tasks necessary to achieve specific goals. Reference [34] described self-efficacy as the characteristic that is typically associated with self-durability, self-control and goal achievement, the capacity to overcome problems, and the persistence to overcome hurdles in order to bring about personal fulfillment [35]. Self-efficacy convictions foster the strength of employee behaviour because an individual experiences greater pressure in proportion to their level of self-efficacy [33]. Employees with high levels of self-efficacy and personal confidence in their ability to complete a task can be certain to develop a good commitment towards the success of the organization through increased performance [26]. Following reference's [36] description of self-efficacy, supporting the importance of behavioral performance was added.

Studies with references [14,16,37,38] were conducted on related topics of organizational support and employee commitment. Also, references [39,40,41,42] studies were carried out based on employee support from organizations and self-efficacy. Studies between self-efficacy and employee commitment were more available in the literature [11,21,22,23,24,25,26,43,44,45,46,47].

The empirical review has revealed further insights for the discussion of the research gap. Regarding the tie on support of organization and employee commitment, studies have established a positive link [14,16,38]. Most of them tested employee commitment at the dimensional level, but none considered the dimensions of organizational support. Also, employee commitment and self-efficacy have quite a few studies establishing a link [39,41]. For the empirical linking employee commitment and self-efficacy, investigations at their dimensional level are lacking in the literature. Furthermore, in terms of the relationship between self-efficacy and organizational commitment, several studies are confirming a link between them [21,23,43]. It is also important to put this on notice that most of these investigations were carried out in foreign climes. Regarding integrating organizational support, self-efficacy and employee commitment, there is little or no empirical study existing on them. This forms the fundamental research gap under investigation. This gap extends to appropriating the independent variable, organizational support in a unique way to suit the peculiarity of public sector employees. To further substantiate this research gap, the study is domiciled in Jos South Local Government Council where such has not been conducted before.

Theoretical Integration

The integration of theories to explain how variables are related amounts to the theoretical framework. Accordingly, the theoretical framework helps researchers to appropriate formal theories into their studies as a guide to addressing the research problem under investigation [48]. In this study, the theoretical framework relevant to understanding organizational support, self-efficacy, and employee commitment includes Organizational Support Theory (OST), Expectancy Theory (ET), and Social Cognitive Theory (SCT). These theories are flexible enough to be able to accommodate the research setting which is the local government of the public sector. The theory of organizational support (OST) was developed in the 1980s by Eisenberger, Huntington, Hutchison, and Sowa [49]. The OST suits well into this study as an underpinning theory. The OST explicitly uses a focal concept of Organizational Support to elucidate how providing certain supports to employees would enable them to uphold an obligatory commitment to the organization in turn. In line with the assumption of OST, when organizations are willing to recognize employees for going above and beyond what is expected of them, employees will perceive that support [50,51].

The expectancy theory was first founded by Victor Vroom in 1964 as a motivation for performance. It is used as a competing theory in this study, competing in the sense that

there is a vicious cycle among effort, performance and expected rewards based on goals and expectations. In this study, both the organization and the employees possess distinct sets of expectations, and if they share the same objectives, they may be motivated. Vroom claims that motivation consists of choosing how much effort to put in during a certain task to produce a rewarding result. This decision is predicated on a two-phase timeline of anticipated outcomes: work is the source of performance, and performance manifests from a particular result or reward. Motivation is also impacted by how employees likely they believe they are to achieve certain results from achieving their personal performance objectives. Furthermore, people are driven to the point where they cherish the results—that is, the prizes—that they obtain. The foundation of Vroom's theory is the way in which the three fundamental axioms of instrumentality, valence, and expectation interact or regulate effort, performance and rewards to produce expected results. Reference [52] observed that valences can be either positive or negative depending on the employee's level of preferences (strong or weak) for attaining a reward.

Albert Bandura created a Theory of Social Cognition (SCT) back in 1986 from the Social Learning Theory [53]. The SCT is used in this study as a supporting theory to explain how self-efficacy can develop to predict employee commitment. SCT can emerge from two prominent perspectives, one of which is the usual learning proponent and the other from the emotion of support. This can occur through direct observation and past experiences, reciprocal interaction with the environment and behaviour [54]. For example, SCT assumes that past experiences can inspire reinforcements and expectations, which should inform the reasons necessary for employees to behave accordingly. The SCT is anchored on mutual determinism, behavioral potentiality, expectations, reinforcements, self-efficacy, and observational learning. In mutual determinism, employees can react to organizational treatment and decide to put up a belief in the form of stimuli. This process helps to arouse the self-efficacious belief on what next to do, which [55] is described as capable of changing a person's behaviour.

3. Method/Design

A research design presents the blueprint of investigation in a study. The approach to this study was the quantitative method, where analysis and decision-making were based on statistical outcomes from the analysis of questionnaire. Furthermore, the study employed a cross-sectional survey design, which ensures that all data were collected within a short period [56]. More so, this work's population comprised 678 employees of Jos South Local Government Council obtained from Jos South Staff Disposition List of 2023. This included employees of the entire nine (9) departments in Jos South local government area. The departments involve Personnel, Finance and supply, Budget, Social Service, Agriculture, Works, Water, Sanitation and hygiene, Primary healthcare, and revenue. Moreover, the employees across the various departments are made up of both senior and junior staff. A representative sample size of 277 employees was

determined for questionnaire administration using the formula suggested by reference [57] for a representative sampling. The sample size was estimated as 252, and 10% exigencies for non-response rate were included.

$$Sample\ size = \frac{N}{1 + N(e)^2}$$

$$Sample\ size = \frac{678}{1 + 678(0.05)^2}$$

$$n = 252$$

Where: N= population size, e= sample error level of significance 1 = constant

In the operationalization of the instrument, the research variables were defined into identifiable terms or meanings for easy understanding. As such, the organizational commitment variable of the instrument was conceptualized as the intention of workers to stay on work with the Jos South LGA and also assist it in achieving its program goals. In this regard, organizational commitment was measured by adapting a previously validated scale from [58], which was recently used by [12]. Also, organizational support was regarded as providing care, fairness, and both personal and career support to local government employees. Thus, the organizational support variable was adapted from [49] previously validated scale items. Furthermore, self-efficacy was conceptualized as the confidence and belief employees have in themselves that they can be committed to helping the local government achieve their goals. In this case, the self-efficacy variable was adapted from [59]. Additionally, the main method of data analysis was the multiple regression model with the aid of version 22 of “Structural Equation Modeling -Analysis of Moment Structure (SEM-AMOS)”. In this work, structural equation modeling was employed because it analyzes complex models better [60].

4. Results and Discussion

The questionnaires were administered face-to-face by the researcher with the help of five research assistants. An acceptable response rate of at least 30% was adopted for this study as suggested by [61]. Overall, 277 (100%) questionnaires were shared to respondents during the survey, and 270 (97.5%) were found valid for analysis after proper screening at the phase of data entry. This then means 7 (2.5%) questionnaires were not valid or not returned as the case may be. The 2.5% non-response rate is within the threshold of not interfering with the representation of the sample. In other words, a 97.5% response rate is adequate to prevent sample bias results from the sample.

Respondents’ Socio-Demographic Profile

More male staff at 51.9% participated in the study slightly more than the females 48.1%. The educational attainment of most of the participants was National Certificate of Education/National Diploma -NCE/ND (31.1%), followed by Higher National Diploma/Bachelor Degree -HND/BSC (29.6%). On the age bracket of respondents, more staff within

41-50 years participated (36.3%) in the survey, followed by 31-40 years 26.7%. Likewise, more than half (64.8%) majority of the participants were senior staff. Generally, the characteristics of these participants show their opinions are crucial in providing answers to issues of the study.

Measurement Model

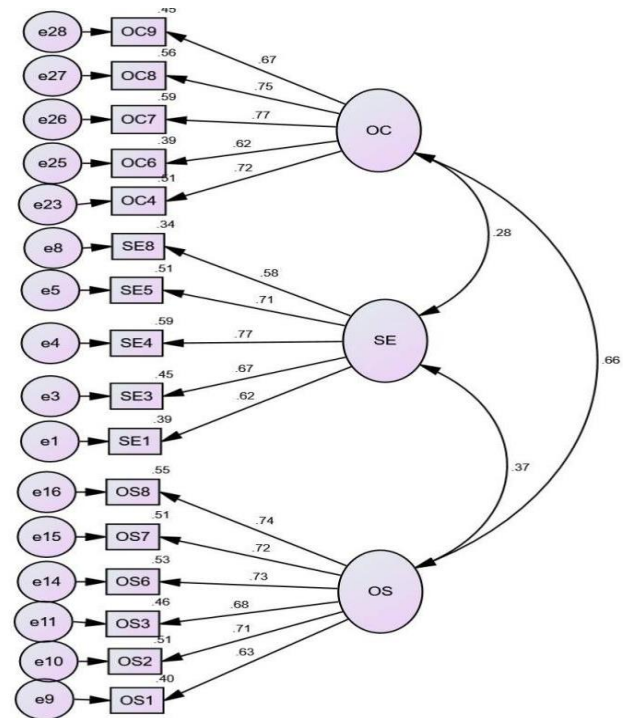


Figure 1. Measurement Model

The development of Figure 1 started with 28 item indicators from three variables organizational support, self-efficacy and employee commitment. Some of the outputs had poor factor loading values (cross-loading issues) so weak indicators were deleted to improve the model fits. This process in AMOS analysis leads to Confirmatory Factor Analysis (CFA) necessary to achieve a good model fit for a reliable result. The process resulted in a measurement model with 16 item indicators left. That is, 6 items from organizational support (OS); 5 items from self-efficacy (SE); and 5 items from organizational/employee commitment (OC). The measurement model achieved satisfactory fits as presented in Table 3; hence, reliability and validity assessments are carried out to ascertain whether the structural model is acceptable.

Composite Reliability, Convergent /Discriminant Validity, Correlation Assessments

Following the assertion of reference [62], convergent validity investigates the degree to which various questionnaire items or conceptions can converge to serve a single goal at a threshold of 0.5. Similarly, discriminant validity assesses how significantly dissimilar the indicators of various constructs are from one another. Construct or congruent validity includes discriminant and convergent validities, which aim to gauge how well a result from the measure matches a model. Likewise, Composite Reliability (CR) reveals a latent construct's dependability and internal consistency. For a

construct to be composite reliable, CR must be more than 0.6. Additionally, correlation tests the strength and direction of a relationship within a range ± 1 .

Table 1: Convergent Validity

Construct	Factor Loading	AVE	CR
'Organizational Support (OS)'			
OS1	0.63		
OS2	0.71		
OS3	0.68	0.50	0.854
OS6	0.73		
OS7	0.72		
OS8	0.74		
Self-Efficacy (SE)			
SE1	0.62		
SE3	0.67		
SE4	0.77	0.50	0.804
SE5	0.71		
SE8	0.58		
Employee Commitment (E/OC)			
OC4	0.72		
OC6	0.67		
OC7	0.77	0.51	0.838
OC8	0.75		
OC9	0.67		

Table 1 reveals the statistics for examination of Construct, Average Variance Extracted -AVE, composite reliability -CR and Factor Loading, for evaluation of convergent validity. The AVE values of the global variables (OS =0.50, SE= 0.50 and OC = 0.51) are greater than the threshold of 0.5 [63]. This implies that the latent constructs derived after the CFA process truly converged to measure what the instrument intends to measure. Also, the composite reliability values are 0.854, 0.804 and 0.838 greater than the benchmark of 0.6 or 0.7, implying the instrument has internal consistency for the latent construct. These values are good enough for the assessment of discriminant validity.

Table 2. Discriminant Validity

	OS	SE	EC
OS	0.707		
SE	0.375	0.707	
EC	0.657	0.280	0.714

Table 2 depicts the AVE squared roots and correlation values of OS, SE and EC for comparison. The values in bold represent the AVE squared roots while non-bold values are Pearson correlation coefficients. As can be seen, values in bold exceeded the non-bold coefficients, and equally exceeded the threshold of 0.5 as both the necessary and satisfactory conditions for meeting discriminant validity [62]. In this regard, the composite reliability, the outcomes for convergent validity, and discriminant validity are sufficiently established which signifies a perfect model for the test of hypotheses [64]. Additionally, SRMR, RMSEA, TLI, AGFI, CFI, and GFI model fit indices are satisfactory, with considerable Chi-square value and significant probability level (see Table 3). Also, the correlation reveals linearity, and positive and significant associations with low, medium and high values.

Structural Model

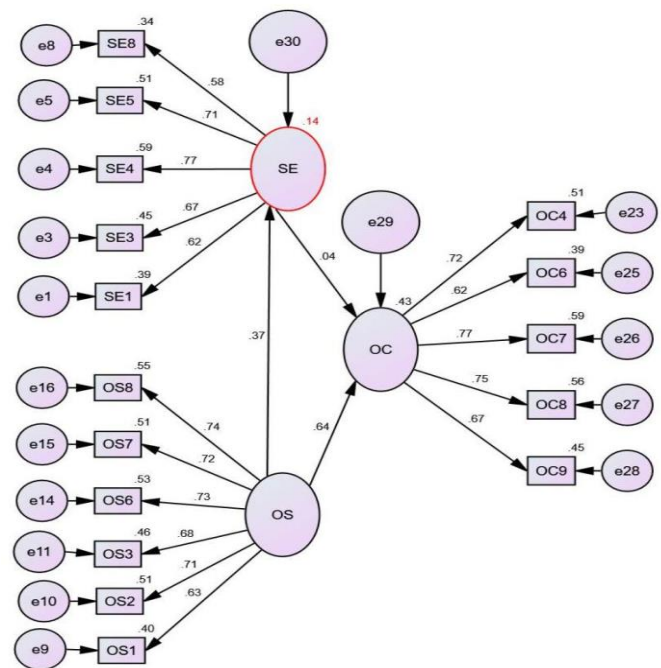


Figure 2. Structural Model

Figure 8 reveals a structural model with 16 items derived from the measurement model. On the OC, 3 items were dropped, while on the SE, 4 items, and 5 items were relinquished from OS due to poor loading. As seen, the relationships among the latent variables (that is, organizational support, self-efficacy and organizational commitment) demonstrate positive results. Arising from these, the structural model’s fit indices have proven satisfactory with adopted standards (see Table 3).

Table 3: Model Fit Summary

Indices	Standards Adopted	Measurement and Structural Models
Chi-Square	$N > 250, 12 < m < 30$	172.958
Degree of Freedom	Significant P-value Expected	101
Probability Level	Significant P-value Expected	0.000
GFI	> 0.80	0.927
AGFI	> 0.80	0.902
CFI	> 0.80	0.955
TLI	> 0.92	0.947
SRMR	$\leq 0.08, CFI > 0.92$	0.063
RMSEA	$\leq 0.07, CFI \geq 0.90$	0.051

“Note: N is the number of observations, or sample size, and m is the number of variables that have been observed. Standardized Root Mean Square Residual (SRMR), Root Mean Square Error of Approximation (RMSEA), Tucker-Lewis Index (TLI), Comparative Fit Index (CFI), Adjusted Goodness of Fit Index (AGFI), and Goodness of Fit Index (GFI)”.

The model fit indices for the measurement, the structural model, and the established fit standards for both models are shown in Table 3 [65]. The chi-square and probability values for the two models presented are positive and significant while their degrees of freedom (d.f) are over-identified. The fit indices are 0.902 and above for AGFI, CFI, TLI, and GFI respectively good. Similarly, less than 0.07 for SRMR (0.063) and RMSEA (0.051) are perfect for the models. These indices

exceeded the minimum standards adopted in this research. With this, the test of hypotheses can be assessed.

Table 4. Summary of Hypotheses Results

	Relationships	Estimate	S.E	CR(T)	P-Value	Decision
Ho1:	EC ← OS	0.643	0.105	7.077	0.000	Rejected
Ho2:	SE ← OS	0.375	0.070	4.826	0.000	Rejected
Ho3:	EC ← SE	0.039	0.092	0.572	0.567	Accepted
Ho4:	EC←SE← OS	0.015	0.069	0.577	0.371	Accepted

The result of the test of hypothesis one reveals that organizational support is significant and positive ($\beta=0.643$, $t\text{-value}=7.077$, $p\ 0.000 < .05$) with employee commitment of Jos South Local Government Council. Also, the t -value supports the significance of the p -value of a value greater than 1.96 at a two-tailed test as advanced by [66]. Given this, we rejected the null hypothesis, meaning organizational support and organizational commitment are significantly related in Jos South LGA. According to hypothesis two, there is a noteworthy and favorable impact of organizational support ($\beta=-0.375$, $t\text{-value}=4.826$, $p\ 0.000 < .05$) on the self-efficacy of local government personnel in Jos South. The null hypothesis is shown to be rejected, indicating that self-efficacy and organizational support in Jos South LGA are significantly related.

Hypothesis three result indicates that self-efficacy is not significant but has positive potential ($\beta=-0.039$, $t\text{-value}=0.572$, $p\ 0.567 > .05$) with employee commitment of Jos South local government employees. Likewise, the t -value supports the insignificance of the p -value of a value less than 1.96 at a two-tailed test as suggested by [66]. Therefore, upon acceptance of the null hypothesis, it can be inferred that self-efficacy-organizational commitment link is meaningless in Jos South LGA. Hypothesis four result assesses the function of self-efficacy as a mediator in the connection between organizational support and employee commitment. AMOS procedures for testing mediation can be interpreted as follows:

- i. The indirect effect of 0.015 has to be greater than the direct effect of 0.643 which is not the case. With this, mediation is assumed not to exist, and this also aligns with the old method by reference [67] procedure since all direct relationships are not significant (e.g., Ho4).
- ii. The indirect paths (OS to SE and SE to OC) are supposed to be significant ($0.371 > 0.05$), which is not the case. As such, the absence of mediation is supported.

Moreover, an additional statistical test of bootstrapping can be performed to confirm whether such positions should prevail (Hayes, 2013). The bootstrapping test is considered the most acceptable method of assessing mediation in recent times, by determining if the indirect effect falls within a confidence interval [68].

Indirect effect(s)

Effect	BootSE	BootLLCI	BootULCI	
SE	0.015	0.026	-0.027	0.091

95.0000 confidence levels.

Percentile bootstrap confidence intervals - 5000 bootstrap samples.

Based on the bootstrapping results of the lower (-0.027) and upper (0.091), there is the absence of mediation because zero exists between the two limits. Hence, null hypothesis four is supported, meaning that organizational support and employee commitment could not be mediated in Jos South LGA.

Employee Support from Organization and Commitment

The result of hypothesis one established support provided by organization significantly influences the commitment of Jos South local government employees. This suggests that when help is provided for employees to address their problems, and when the LG strongly considers the goals/values of employees; they would be very comfortable with the conditions of work and thereby find it hard to leave the work. This finding aligns with those of references [14,16] who evaluated how work-life balance affects employees' perceptions of corporate support in a good and meaningful way commitment of Indian bank employees. Organizational support from colleagues and superiors was found to be instrumental in influencing the commitment of security employees [14]. Given this, organizational support has an engineering force behind a commitment to the work of organizations.

Similarly, reference [38] who looked at how perceived organizational support and organizational commitment variables were related, found a positive and significant effect of support from organization on affective, as well as normative and not continuance commitment. For reference [37], organizational support fosters planning of employees' proactive conduct as employees' mechanism of commitment to their organizations. In this regard, the issues of employee turnover can greatly be curtailed thereby sustaining a pool of experienced workforce in the local government area. One of the importance of low employee turnover as a result of organizational support and employee commitment is increased productivity and work quality. In other words, this outcome enables employees to emotionally personalize organizational work goals due to feelings of indebtedness and the negative consequences of leaving the organization [69]. Furthermore, the finding of this study aligns with the theory of organizational support whereby employees develop an obligatory commitment to the organization due to the kind of supportive rewards they receive (Eisenberger et al., 2020). This is not different from the tenet of the expectancy theory of instrumentality where employees eagerly perceive the possibility to receive what they desire to selflessly pursue a particular performance goal [70].

Support from Organization and Self-Efficacy of Employees

The result of the test of hypothesis two demonstrated that support employees get from their organizations moderately influences the self-efficacy of employees of Jos South local government area. The result means that the local government council values the contributions of staff as its well-being, and also ensures employees grow their career accordingly. When this happens, employees who cannot get a task done the first time will keep trying until they get it right. Employees will also feel confident in their skills/abilities to perform all tasks that come their way in the local government area. According to the findings of this study, self-efficacy enables past experiences and accomplishments of employees to increase their confidence to perform work successfully in the local government areas. This result also demonstrated that factors of organizational support which engender positive relationship with people makes employees persevere more in their work.

This current finding is consistent with the empirical evidence by references [39,40,41] who also discovered a strong and favorable tie between self-efficacy and organizational support of employees. Specifically, for some of them, as long as employees are shown extra care, self-efficacy is enhanced. Organizational support motivates employees to activate their confidence in organizational achievement. In line with the social cognitive theory, when employees learn about the caring culture of their organization, they become self-efficacious and press on for hard work. Equally aligned with theories of organizational support and expectancy, both career and personal support can be a convincing means of employee hard work.

Self-Efficacy of Employees alongside their Commitment

Based on the third hypothesis test, the findings showed favorable potential but not statistically significant tie between self-efficacy and employee commitment of Jos South local government employees. The result implies that even when employees of Jos South local government council are confident of their skills/abilities to perform different tasks, possess past experiences and achievements, and also enjoy positive relationships with the people; there is no guarantee they will remain in the organization. Furthermore, self-efficacy components do not facilitate employees' fortified feeling of inclusion inside the organization, which cannot enable them to attach great moral obligation to the organization.

Corroborating this finding, [71] also discovered an insignificant association between male and female self-efficacy and commitment of information technology employees in Coimbatore District. Though such finding is rare, it is commonly found in the case where an organization has not invested much in the future of employees. Self-efficacy does not predict employee commitment revealing the absence of emotional appeal in the local government system which is an issue in social cognitive theory. Conversely, a lot of studies have found a significant relationship between self-efficacy and organizational commitment [21,22,23,43]. The reason for this could emanate from employee perception of

career future assurance in the workplace. In the same vein, the self-efficacy that arises from the indebtedness of fair treatment can result in commitment to a large extent.

Organizational Support, Self-Efficacy and Employee Commitment

This relationship looked at how self-efficacy can mediate the link between employee commitment and organizational support. Its results established that self-efficacy did not mediate the relationship among the employees of Jos South local government area. The outcome suggests that organizational support intensity of Jos South local government cannot increase the confidence of staff to manifest the attitudes and longings for achievement commitment. The current reality from this study's findings unravels the situation of inadequate treatment of local government staff in terms of triggering strong desires and confidence to pursue all organizational goals.

This finding could not support the theoretical framework put together for the current study. In this regard, combining the elements of the organizational support theory of recognizing and caring for local government employees, the expectancy theory of deploying anticipated goals and rewards, and the social cognitive theory of reinforcing the confidence, belief and trust of employees to motivated work attitudes produced divergent results [49,55,70]. For this reason, and in the context of the local government system, bridging the ideas of employee commitment and organizational support is inappropriate with self-efficacy. Conversely, organizations' structural capital to foster employees' business and intellectual performance can make huge difference [72].

5. Conclusion and Future Scope

This study purportedly assess the usefulness of self-efficacy between organizational support and employee commitment in Jos South LGA of Plateau State. In the course of the investigation, organizational support was found to be a good predictor of self-efficacy - commitment of employees in the local government system. This is because as the local government values the contribution of employees as a source of its well-being, the system will strongly promote individual goals/values. In that case, helps are made available whenever employees have pressing needs to solve, by treating everyone fairly at all the time. In addition, this study also resolves that the self-efficacy and commitment of employees can be richly optimized as the local government continue to take pride in employees' accomplishments and growth at work accordingly.

This study also revealed the non-prediction of self-efficacy on the employee commitment of employees in Jos South LGA of Plateau State. Given this, not getting a task done the first time, or continuously trying to get it right does not define the commitment of employees in this context. In the same vein, employees do not feel confident in using their skills/abilities to perform work successfully in the organization. The employees do not even consider positive relationships with colleagues as a means to persevere in work. All these factors

prevented the relatedness of self-efficacy - commitment of employees, thereby, it could not function as a mediator in the context of the local government system. Given this, there are still many complex perceptions around employee performance in Nigeria's public sector, particularly when considering workplace motivational variables [73].

Achieving positive employee commitment requires potential steps to be taken from this research findings. Thus, the following ideas are suggested for stakeholders of local government councils to implement for the realization of positive employee commitment.

1. The authorities of Jos South LGA should uphold better practices and principles of organizational support cutting across personal and career help factors. In other words, all the employees should be trained on how to fulfil their aspirations and those of the organization.
2. The authorities of Jos South LGA should sustain and improve on the practices of organizational support that reinforce self-efficacy. This can be achieved by ensuring all employees relate well irrespective of rank, helping employees to persevere in work, and developing confidence in their abilities.
3. The local government authorities and employees should avoid the idea of using self-efficacy to promote employee commitment as it demonstrated no relationship between the variables or overhaul its administrative structure to employee-centrism.
4. The local government authorities and employees should not enforce self-efficacy in mediating organizational support and committed employee behaviors in local government settings, as this will not make any substantial contribution unless its human development factors are improved.

This study encountered a few limitations in the course of investigation, though these do not affect the conceptual validity of the design and findings. First is the use of a cross-sectional survey design as a data collection design, in which data was collected over a particular time. Such design does not involve future changes in the data trend, particularly due to changes in situations and decisions. Also, it is conceivable that these results may slightly differ in due course since change is constant and this can form a rationale for further research. Similarly, this study is also constrained to be conducted in only one LGA of Jos South, meanwhile, other local governments within and outside the state may possess diverse characteristics that can affect empirical results differently. Lastly, none of the variables were investigated at dimension levels which can reveal unique patterns in the study.

To increase the validity of the present findings, more study can overcome the limitations mentioned. Therefore, in other Nigerian LGAs of Plateau state and beyond, replication research on the mediating function of self-efficacy between support from organizations and the committed attitudes of employees is also required. In order to measure the impact of

time gap, future research should also take into account a longitudinal survey methodology. In order to determine how particular components may raise related research questions, the relationship between the variables in this study can be examined at their dimensional levels in the future scope. More precise, future studies should assess the preference of local government employees between career support and personal support based on same theoretical framework.

Data Availability

Access to the data that support this study's findings can be obtained through a request.

Conflict of Interest

Authors do not have any conflicts of interest in this study.

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Authors' Contributions

FPM conceived the topic, collected data and developed the manuscript from beginning to end. SW guided the direction of the research, spearheaded the data analysis and edited the work.

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AUTHORS PROFILE

Felicia Patrick Milaham earned her B.Sc., Business Management from the University of Jos, Nigeria. She also pursues her M.Sc in the same Business Management and University of Jos. Her area of specialization is Human Resources Management in the public sector. She has keen interest in exploring new research needs in HRM. She is a civil servant with the Plateau State Local Government Authority.



Shitnaan Wapmuk is an education professional with a Doctor of Philosophy - PhD focused in Finance from The University of Salford. He has been a lecturer/researcher with the University of Jos, Nigeria and has recently joined Liverpool Hope University, England. He has demonstrated history of working in the higher education industry. Skilled in Analytical Skills, Teamwork, Risk Management, Microsoft Excel, and Corporate Finance.



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