

Workplace Transparency and Employee Commitment of Oil and Gas Companies in Rivers State

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Abstract: This study examined the relationship between workplace transparency and employee commitment of oil and gas companies in Rivers State. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The population for the study was 33 indigenous oil and gas companies in Rivers State. Since the population was small, the entire 33 indigenous oil and gas companies in Rivers State was used as a census. However, 330 respondents were used for the study. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. Results from analysis of data revealed that there is a significant relationship between workplace transparency and employee commitment of oil and gas companies in Rivers State. The study recommends that management of oil and gas companies should develop a plain and transparent leadership style to avoid any form of doubt and insecurity because this will go a long way to help the commitment of the employee. The study also recommends a plain and transparent leadership style to enable to help build employee commitment.

Keywords: Workplace Transparency, Employee Commitment, Affective Commitment, Normative Commitment, Continuance Commitment

INTRODUCTION

No organization in today's competitive world can perform at peak levels unless each employee is committed to the organizations' objectives and works as an effective team member. The work place is changing dramatically and demands for highest quality of products are increasing. Appointment of good workers is critical but of greater significance is the organizations ability to create a committed workforce. According to Hancock, Allen, Bosco, McDaniel and Pierce (2013) commitment is the main predictor of turnover and performance; hence organizations that are concerned about employees and want to keep high performing employees should consider increasing commitment.

Commitment to an organization which is in the literature referred to as organizational commitment is the bond employees experience with their organization (Folger & Cropanzano, 1998). Employees who are committed to their organization generally feel a connection with the organization, feel that they fit in it, feel they understand and are committed to the goals of the organization (Cohen, Cohen-Charash & Spector, 2001). The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are

more proactive in offering their support (Konovsky, 2000). Meyer & Allen (1997) conceptualized employee commitment (organizational commitment) in three dimensions namely affective, continuance and normative commitments. Justice perceptions can influence employee attitudes and behaviour for good or ill, in turn having a positive or negative impact on individual, group and the entire organization's performance and success (Baldwin, 2006).

Employee commitment is important because high levels of commitment lead to favorable organizational outcomes. It reflects the extent to which employee's identify with the organization and is committed to its goals. One way to make this possible is when employee perceive the workplace to be transparent. Olokundun, Ibidunni, Ogbari, Dirisu and Dada (2018) suggested that the characteristic of a transparent workplace involves communication of organizational goals with clarity and honesty, regular feedback, and respect for superior opinions. Wehmeier and Raaz (2012) noted that transparency in the workplace is not only important among co-workers, but is a key to healthy relationships between managers and their employees.

The characteristics of a transparent workplace, according to Albu and Flyverbom (2019) include clear and honest communication of corporate objectives, frequent feedback, and respect for superior perspectives. Transparency in the workplace is crucial for good interactions between managers and their staff members, according to Wehmeier and Raaz (2012). Maintaining an open line of communication with co-workers may not be difficult, but for many people, it might be difficult to provide candid criticism to a manager or supervisor, according to Schnackenberg and Tomlinson (2014). It's crucial for an employee or subordinate to be truthful, but to express thoughts in a constructive way, especially if a manager or supervisor puts out a suggestion that lacks foundation (Christensen & Cheney, 2015). Feedback must be relevant to the current problem and should not be an attack on the boss' leadership style (Wehmeier & Raaz, 2012). The characteristics of a transparent workplace, such as honesty, respect, and acknowledging mistakes, are often demanded of workers by their employers. However, as stated by Roberts (2012), the workplace won't be completely transparent until an employer likewise behaves in this way. As a result, it's critical that managers or employers act honestly in their capacities (Rawlins, 2009). As a result, when a company's CEO and other stakeholders behave transparently, the workplace benefits in a number of ways, as stated by Fung (2013). The outcomes may be seen in enhanced performance, quicker problem solving, greater cooperation, wholesome working relationships, and trust (Danker, 2013). In contrast, a lack of workplace openness may have a negative impact on performance and obstruct the fulfilment of business or organisational objectives (Berggren & Bernstein, 2007).

Therefore, this study examined the relationship between workplace transparency and employee commitment of indigenous oil and gas companies in Rivers State.

Furthermore, this study was guided by the following research questions:

- i. What is the relationship between workplace transparency and affective commitment of oil and gas companies in Rivers State?
- ii. What is the relationship between workplace transparency and normative commitment of oil and gas companies in Rivers State?

- iii. What is the relationship between workplace transparency and continuance commitment of oil and gas companies in Rivers State?

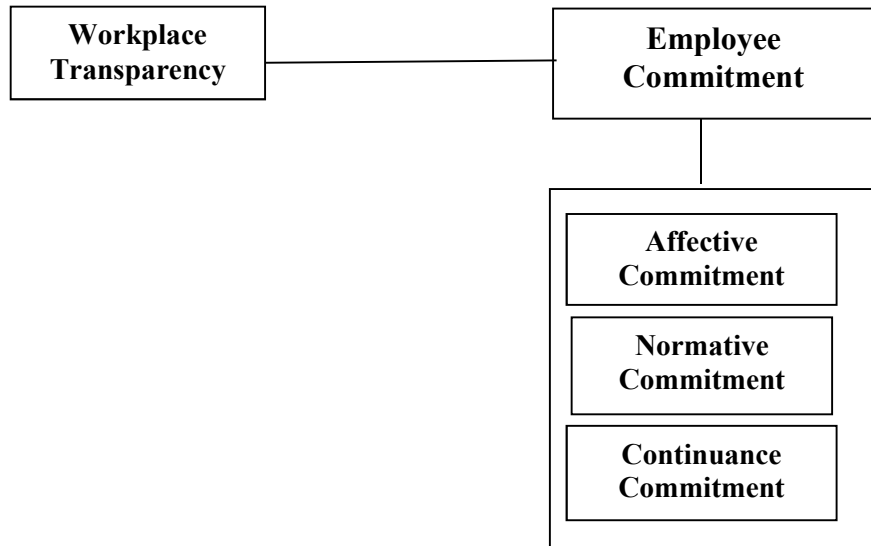


Fig.1 Conceptual Framework for the relationship workplace transparency and employee commitment.

Source: Author’s Desk Research, 2022

LITERATURE REVIEW

Theoretical Foundation

The Virtue Ethics Theory

Virtue ethics is described by Slote (1997) as all ethics which are not based on moral laws, rules and or principles. The focus is on the virtuous individual and on the inner traits, dispositions and motives that qualify him or her as being considered virtuous. Aristotle was one of the first philosophers emphasizing the importance of practical reasoning. For the scholars in the Middle Ages it created a theoretical framework on which to build their Christian perspective on human conduct. A recent interpretation of virtue ethics, as applied to business and finance, is provided by Solomon (1996). He describes the Aristotelian approach to virtue ethics by using six dimensions. First there is the community and the idea that the self-interest of members of a community is for the most part identical to the larger interest of the group. Secondly, there is excellence. It is not enough to do "no wrong" (as in Kantianism); something additional called excellence is needed. Thirdly, he mentions role identity. All ethics is contextual, and one of the problems with all of those grand theories is that they try to transcend contexts and end up with vacuity. The fourth element is integrity. It is judged as the linchpin of all virtues. Good Judgment, the fifth element, gives careful consideration to the particular circumstances of the persons involved. Finally, Solomon (1996) conveys the concept of holism. He criticizes the tunnel vision of ordinary business life, which is buttressed by the overly narrow business curriculum and the daily rhetoric of the corporate community. According to Solomon, a broader concept of economic acting is needed, and virtues are a shorthand way of summarizing the ideals that define a "good character".

Transparency

Transparency is sharing of information and acting in an open manner. It is process which data on existing conditions, choices and activities is made available, noticeable and reasonable Bacon (2003). Straightforward is portrayed as speaking to the degree to which an individual displays an example of openness and clarity in his/her conduct toward others by sharing the data expected to decide, tolerating others' information sources, and uncovering his/her own qualities, thought processes, and feelings in a way that empowers devotees to all the more precisely survey the fitness and ethical trustworthiness of the pioneer's activities (Avolio & Gardner, 2005). This implies that transparency contribute to the esteeming and making progress toward openness in one's associations with others whereby the pioneers and adherents transparently share data about each other's' actual considerations and sentiments. The straightforwardness is characterized by uncertain system that is deciphered generously by authoritative officials. Associations are progressively making objectives straightforward to the workers which is enhances the individual execution and commitments to the association. The Transparency is a basic for a representative to see how his or her own objectives and execution identify with those of different workers. The level of straightforwardness is apparent in associations that have built up an unmistakable methodology, yet have not made it clear at the lower levels of the authoritative chain of command. What's more, an association has a system that is plainly conveyed and separated into noteworthy objectives for every worker. The representative objectives are characterized all through the worker lifecycle, from demand and on-boarding of new representatives, to dealing with their progressing advancement, execution, and potential progression.

Transparency is significant as a wellspring concerning the vital move in association which builds wares and aggressive, towards esteem included administrations (Berggren and Fitz-Enz, 2006). This shows straightforwardness as a key contribution to powerful association and advancement as a major aspect of more extensive ideas of financial, social and natural welfare. These incorporate monetary rights (particularly property rights), political flexibilities, straightforwardness ensures and defensive security. Straightforwardness likewise advances uprightness and averting defilement in association. Trevino (1986) contended that transparency additionally expands consistency for the association, grants open oversight, and gives more noteworthy certification of the powerful utilization of assets. It additionally prompts to more noteworthy responsibility, along these lines upgrading business banks business trust. Straightforwardness is largely viewed as a key component of good association, and a crucial essential for responsibility among employees.

A transparent organization implies an openness of the association framework through clear procedures and systems and simple access to workers data for moral mindfulness in the association through data sharing, which at last guarantees responsibility for the execution of the people and association taking care of assets (Roman and Munuera, 2005). Additionally, straightforwardness is a normal for business banks business and representative of being open free revelation of data principles, arrangements, procedures, and actions. Organizations with straightforwardness empowers workers to take after the guidelines and controls, work as per the benchmarks set for them; the representatives expect great working conditions, acknowledgment, reasonable treatment, vocation development, and inclusion in basic leadership (Beer, 2004).

Therefore, transparency enables the employee to interest and more determined to work harder. It also maintains and alters the direction, trustworthiness and intensity of ethical leadership in an organization.

Employee Commitment

In recent time, several scholarly research works have been conducted in the area of employee and organization commitment. Commitment is a difficult concept to define (Meyer & Allen 1996; Meyer & Hercovitch, 2001). They defined commitment is a force that binds an individual to a course of action that is of relevance to a particular target. Meyer & Maltin (2010) are of the opinion that the binding force can be experienced in different ways (i.e. can be accompanied by different mindsets), including an affective attachment and involvement with the target and an awareness of the cost associated with discontinuing involvement with the target and that in its pure form, these mindset are referred to as affective commitment (AC), normative commitment (NC) and continuance commitment (CC) respectively.

According to Akintayo (2010) employee commitment can be defined as the degree to which the employee feels devoted to their organization. In the view of Ongori (2007), employee commitment is described as an effective response to the whole organization and the degree of attachment or loyalty employee feels towards the organization.

In the same vein, Zheng, et. al, (2010) saw employee commitment as simply employee attitude to organization. Therefore, employee loyalty to management is shown in how committed they are to their job in the organization. It shows identification with involvement in the day to day activities of the organization and management of organization should be concern with determining the level of commitment displayed by managers and would-be managers at all times. According to Meyer & Allen (1997) employee commitment is multi-dimensional in nature, encompassing workers loyalty, their willingness to exert more effort on behalf of the organization, adherence to organizational values, and desire to remain in the organization.

Shahid and Azhar (2013) argued that employee commitment has been an important factor to determine the success of an organization and that employee commitment to an organization has acquired increasing demand as it aids the organization to retain more staff thereby increase in achievement, productivity and effectiveness. In addition, that the three top drivers to employee commitment are fulfillment, fairness and care and concern for employees. According to Beheshtifar & Hosseini (2013), employee commitment is also seen as the degree to which an employee identifies with the organization and wants to continue actively participating in it. Bratton & Gold (2007) and Lee & Chen (2013) said employee commitment is relative to the worker's attachment to participation in the activities of the organizations in which they are employed. In another development, Bennett and Robinson and Robinson (2000) performed an exploratory study which identified three psychological bases for organizational attachment. They are compliance commitment, identification commitment and internalization commitment.

In addition, organizational commitment as defined by Porter, Steers, Mowday and Boulian (1974) has three components; a strong belief in and acceptance of the organizations' goals, a willingness to exert considerable effort on behalf of the organization, and a definite desire to maintain

organizational membership (: Bal, Sullivan & Harper, 2014). The concept “organizational commitment” has been viewed beyond a mere psychological attachment as espoused by some scholars; Lamba & Choudhary (2013) advocated that organizational commitment involves an active relationship with the organization such that individuals are willing to give something in order to contribute to the organization’s well-being. For purpose of this research, we have anchored our view of commitment on the work of Meyer & Allen (1991) who proposed a three component model for organizational commitment that integrates a variety of alternative conceptualizations.

Measures of Employee Commitment

Affective Commitment

According to Meyer and Allen (1991) affective commitment refers to the employee’s emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi, Hamilton, Squirrel, Mioulet, Evans, Lee & King, 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment.

Also, Meyer and Herscovitch (2001) argued that the primary basis for the development of affective commitment are personal involvement, identification with the relevant target, and value congruence. As a result of the above view of Meyer & Herscovitch (2001), which states that when there is a high level of affective commitment, employees will be willing to remain in that organization, otherwise the reverse will be displayed. It has also been seen in the view of Bal, et al, (2014) that affective commitment reflects an emotional attachment and involvement in the organization. But earlier, Allen & Meyer (1991) defined affective component as an emotional attachment to the organization via identification, involvement and enjoyed membership. It has also been said that affective commitment shows commitment that depends on emotional ties the employee develops with the organization through work experiences that are positioned. The ‘work experience relates to the boss-driven development as a dimension in management development.

Normative Commitment

According to Madi, *et al* (2012) normative commitment refers to an employee’s feeling of obligation to remain with the organization where it based on the employee having internalized the values and goals of the organization. Normative commitment is said to reflect a sense of obligation on the part of the employee to maintain membership in the organization (Meyer, Allen & Smith, 1993; Bal, *et al*, 2014). It has also been conceived that the potential antecedents for normative commitment include co-worker commitment where it includes affective and normative dimensions as well as commitment behaviour, organizational dependability and participatory management. And that coworkers’ commitment is expected to provide normative signals that influence the development of normative commitment. It is worthy to mention that organizational dependability and participatory management are key issues that will foster and

install a sense of moral obligation to reciprocate to the organization. Normative commitment is said to reflect a sense of obligation instilled in the employee to sustain membership in the organization (Meyer, Allen & Smith, 1993; Bal, *et al*, 2014).

Continuance Commitment

Bal, *et al* (2014) opined that continuance commitment is based on the perceived costs associated with discontinuing employment work with the organization. Kanter (1968) referred to continuance commitment as a cognitive orientation where costs are considered when leaving or remaining with the organization. Continuance commitment is seen as the commitment that is based on the cost that the employee is associated with when leaving the organization (due to high cost of leaving). And the potential antecedents of continuance include age, tenure, career satisfaction and intent to leave. Age and tenure can be seen as adopted predictors of continuance commitment, as a result of their roles as substitute measures of investment in the organization (Meyer & Allen, 1997). In the view of Madi *et al* (2012), tenure indicates non-transferable investments that means close working relationship with co-workers, retirement investments, career investments and skills peculiar to the particular organization while age can be negatively related to the number of available job opportunities. Career satisfaction was said to provide a more direct measure of career related investments which could be at risk if the individual leaves the organization. They went further to assert that whatever employees perceive to as sunk costs, resulting from leaving the organization, are antecedents of continuance commitment.

Also, Bal *et al*, (2014) further opined that continuance commitment is based on the perceived costs associated with discontinuing employment with the organization. It is imperative to assert that while employees with strong affective commitment will continue employment with the organization because they want to, those with strong continuance commitment remain because they need to; and those with strong normative commitment because they feel they ought to do so (Meyer & Allen, 1991). In the same vein continuance commitment is said to relates to such terms of employment as job contract, which may make leaving the current job very costly and troublesome (Mullins, 2001). Continuance commitment is further developed as the result of accumulated investments, or side-bets that would be lost if the individual discontinued a course of action, and as a result of lack of alternative to the present course (Powell & Meyer, 2004).

Workplace Transparency and Employee Commitment

Transparency, even though it has been regarded as an essential constituent of good governance and democratic politics since long ago (Hood & Heald, 2006), has been treated as a “peripheral concept” to organizational theories until the late 20th century; and henceforth started to drag significant attention of research (Patel, Balic, & Bwakira, 2002). More formal studies on transparency in organizational research domain have taken place in the past two decades. There are considerable number of studies that empirically examine the relationships between transparency and organizational outcomes. Many studies in the fields of public and private management have established that transparency has positive effects on organizational outcomes (Fleischmann & Wallace, 2005). It has been established that transparency contributes to productivity of the organization through increasing the employees’ faithfulness to the organization (Cucciniello & Nasi 2014).

Managerial transparency has been proved as a contributing factor of successful organizational change management; because, when future plans of the organization are transparent employees voluntarily get adapted to the change (Henriques, 2007). It is also said that transparency is an appropriate means of building trust and loyalty of stakeholders (Fairbanks et al., 2007). Street and Meister (2004) observed that “internal” transparency which is “an outcome of communication behaviours within an organization that reflects the degree to which employees have access to the information requisite for their responsibilities” is of paramount importance.

From the study of Bratley and Alloysius (2017), one could conclude that when management of an organization becomes more transparent they could have more affectively and normatively committed employees. This could also contribute to the reduction of continuous commitment among employees. Management has to understand the transparency needs of employees to enhance their commitment. This is because the success of the organization highly depends on the performance of the workers (Zheng, Sharan & Wei, 2010; Ajila & Awonusi, 2004) and employee commitment is an important antecedence that determines the performance of the workers (Ali et al, 2010; Ajila and Awonusi, 2004).

Managerial transparency is believed to have some influence on employees’ attitude (Bloomfield & O’Hara, 1999); and organizational transparency is found to have positive effect on employee trust (Rawlins, 2008). However; the effect of transparency on employee commitment is not yet properly understood. Hence, there is a need to understand the relationship that the employees’ perception of managerial transparency with its dimensions can have on the various types of employee commitment.

Based on the foregoing, the study thus hypothesized that:

- H₀₁:** There is no significant relationship between transparency and affective commitment of indigenous oil and gas companies in Rivers State.
- H₀₂:** There is no significant relationship between transparency and normative commitment of indigenous oil and gas companies in Rivers State.
- H₀₃:** There is no significant relationship between transparency and continuance commitment of indigenous oil and gas companies in Rivers State.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self- administered questionnaire. The population for the study was 33 indigenous oil and gas companies in Rivers State. Since the population was small, the entire 33 indigenous oil and gas companies in Rivers State was used as a census. However, 330 respondents were used for the study. The research instrument was validated through supervisor’s vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman’s Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Table 1: Correlations for transparency and affective commitment

			Transparency	Affective Commitment
Spearman's rho	Transparency	Correlation Coefficient	1.000	.775**
		Sig. (2-tailed)	.	.000
		N	270	270
	Affective Commitment	Correlation Coefficient	.775**	1.000
		Sig. (2-tailed)	.000	.
		N	270	270

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

Source: SPSS output version 23.0

RQ1: What is the relationship between transparency and affective commitment of indigenous oil and gas companies in Rivers State?

The result shows that transparency correlate with affective commitment ($r = 0.775$). This represents a strong relationship. By interpretation, there is a strong positive relationship between transparency and affective commitment of indigenous oil and gas companies in Rivers State. This finding provides answer to research question 7. Implying that trustworthiness is dependent on the adoption of affective commitment in the studied indigenous oil and gas companies in Rivers State.

Ho₁: There is no significant relationship between transparency and affective commitment of indigenous oil and gas companies in Rivers State.

Table 1 shows the result of correlation matrix obtained for between transparency and affective commitment. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is $(0.000) < (0.05)$ level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between transparency and affective commitment of indigenous oil and gas companies in Rivers State.

Table 2: Correlations for transparency and normative commitment

			Transparency	Normative Commitment
Spearman's rho	Transparency	Correlation Coefficient	1.000	.761**
		Sig. (2-tailed)	.	.000
		N	270	270
	Normative Commitment	Correlation Coefficient	.761**	1.000
		Sig. (2-tailed)	.000	.
		N	270	270

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

Source: SPSS output version 23.0

RQ2: What is the relationship between transparency and normative commitment of indigenous oil and gas companies in Rivers State?

The result shows that transparency correlate with normative commitment ($r = 0.761$). This represents a strong relationship. By interpretation, there is a strong positive relationship between transparency and normative commitment of indigenous oil and gas companies in Rivers State. This finding provides answer to research question 8. Implying that trustworthiness is dependent on the adoption of normative commitment in the studied indigenous oil and gas companies in Rivers State.

Ho₂: There is no significant relationship between transparency and normative commitment of indigenous oil and gas companies in Rivers State.

Table 2 shows the result of correlation matrix obtained for between transparency and normative commitment. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is $(0.000) < (0.05)$ level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between transparency and normative commitment of indigenous oil and gas companies in Rivers State.

Table 3: Correlations for transparency and continuance commitment

			Transparency	Continuance Commitment
Spearman's rho	Transparency	Correlation Coefficient	1.000	.709**
		Sig. (2-tailed)	.	.000
		N	270	270
	Continuance Commitment	Correlation Coefficient	.709**	1.000
		Sig. (2-tailed)	.000	.
		N	270	270

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

Source: SPSS output version 23.0

RQ3: What is the relationship between transparency and continuance commitment of indigenous oil and gas companies in Rivers State?

The result shows that transparency correlate with continuance commitment ($r = 0.761$). This represents a strong relationship. By interpretation, there is a strong positive relationship between transparency and continuance commitment of indigenous oil and gas companies in Rivers State. This finding provides answer to research question 8. Implying that trustworthiness is dependent on the adoption of continuance commitment in the studied indigenous oil and gas companies in Rivers State.

Ho₃: There is no significant relationship between transparency and continuance commitment of indigenous oil and gas companies in Rivers State.

Table 1 shows the result of correlation matrix obtained for between transparency and continuance commitment. Similarly displayed in the table is the statistical test of significance (p - value), which makes possible the generalization of our findings to the study population. From the result obtained the probability value is $(0.000) < (0.05)$ level of significance; hence the researcher rejects the null hypothesis and concludes that there is a significant relationship between transparency and continuance commitment of indigenous oil and gas companies in Rivers State.

DISCUSSION OF FINDINGS

The study findings reveal that there is strong positive relationship between transparency and employee commitment of indigenous oil and gas companies in Rivers State. This finding agrees with previous findings of Berggren and Fitz-Enz, (2006) who stated that transparency is significant as a wellspring concerning the vital move in association which builds wares and aggressive, towards esteem included administrations. This shows straightforwardness as a key contribution to powerful association and advancement as a major aspect of more extensive ideas of financial, social and natural welfare. Also in agreement to this findings, Tan and Lim (2008) contended that Transparency additionally expands consistency for the association, grants open oversight, and gives more noteworthy certification of the powerful utilization of assets. It additionally prompts to more noteworthy responsibility, along these lines upgrading business banks business trust. Straightforwardness is largely viewed as a key component of good association, and a crucial essential for responsibility among employees.

Furthermore, in agreement to the findings of this study, Roman and Munuera (2005) stated that a transparent organization implies an openness of the association framework through clear procedures and systems and simple access to workers data for moral mindfulness in the association through data sharing, which at last guarantees responsibility for the execution of the people and association taking care of assets. Additionally, straightforwardness is a normal for business banks business and representative of being open free revelation of data principles, arrangements, procedures, and actions. Finally, it can also be said that the works of Beer (2004) agrees with the findings from this report when he stated that organizations with straightforwardness empowers workers to take after the guidelines and controls, work as per the benchmarks set for them; the representatives expect great working conditions, acknowledgment, reasonable treatment, vocation development, and inclusion in basic leadership.

The study also corroborates Bratley and Alloysius (2017), in which they concluded that when management of an organization becomes more transparent they could have more affectively and normatively committed employees. This could also contribute to the reduction of continuous commitment among employees. Management has to understand the transparency needs of employees to enhance their commitment. This is because the success of the organization highly depends on the performance of the workers (Zheng, Sharan & Wei, 2010; Ajila & Awonusi, 2004) and employee commitment is an important antecedence that determines the performance of the workers (Ali et al, 2010; Ajila and Awonusi, 2004).

CONCLUSION AND RECOMMENDATION

This study therefore concludes that when workplace transparency is effectively encouraged in indigenous oil and gas companies in Rivers State it significantly influences employee commitment.

The study recommends that management of oil and gas companies should develop a plain and transparent leadership style to avoid any form of doubt and insecurity because this will go a long way to help the commitment of the employee. The study also recommends a plain and transparent leadership style to enable to help build employee commitment.

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