Political Influence on Military Wimpy in Organizational Commitment: Roles of Team Psychological Safety and Spirit at Work

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Abstract

The Nigerian military has meddled in the Nigerian politics in this fourth republic to the extent of past military heads of states becoming the country's president in a democratic dispensation. This has influenced the military personnel's commitment to the organization. Our study investigated political influence on military wimpy in organizational commitment: roles of team psychological safety and spirit at work. Two hundred and fifty (250) military personnel were drawn from Nigerian Army Cantonment in Ikeja, Lagos State using a purposeful sampling technique to select the participants. The participants consisted of 170 males and 80 females. Their ages ranged from 25-45, with a minimum age of 26 years. Three instruments (Psychological Safety, Organizational Commitment and Spirit at Work) were used in the study. Two hypotheses were tested and cross-sectional survey design was adopted, while correlation and multiple regression analysis were used for data analysis. The results indicated that team psychological safety had no significant influence on organizational commitment among Nigerian army personnel, while spirit at work was a significant positive predictor of organizational commitment among Nigerian army personnel (β = .13, t = 2.04, p = .002). Work place interventions that will help Nigerian military personnel's improve team psychological safety and spirit at work by building organizational commitment and adapt to organizational changes were suggested. The paper makes original contribution to research in the area of organizational commitment by cracking into the busy schedule and closed-system of Nigerian military personnel and throw a more comprehensive and holistic understanding of organization commitment process in Nigerian military in integrating perspectives that focus on the internal group psychological context (team psychological safety) and intangible variable (spirit at work) of Nigerian military.
Keywords: Nigerian military personnel; organizational commitment (affective, normative and continuance commitments); team psychological safety; spirit at work.

Introduction

The practice of democratic system in the preceding twenty years has hoisted significant concerns, one of which is the obvious demonstration of 'militarized political culture' in an egalitarian Nigerian environment. The aforementioned might be because out of the twenty years in this fourth republic, twelve years were presided by past military heads of state and this has opinionated the conduct of the believed statesmen in a democratic situation basically that of 'active-combative posture' rather than dialogue, negotiation and reconciliation as demanded by democratic tenets and true federalism (Oluwaseun, & Oluwaseun, 2018). That has also made politicians, some of whom had on no account been in the military; to operate in the elected space as battalion leader (Themner, 2017) and perceived politics as if it is war. Nigerian past military leaders now practice partial stratocracy by increasingly seeking to leverage on Nigeria's growing economic (Soetan & Osadola, 2018), diplomatic, and military influence to establish regional (Muslim and northern) preeminence and expand the country's international Islamic influence (Agu, & Nwankwo, 2018).

Here, Islamic developmental tie is intended to develop strong security, political and economic ties with other Islamic countries, shape Nigerians interests to align with Islamic nations, and deter confrontation or criticism from other regions and religions to sensitive military, leadership, security, marginalization and political issues (Okafor & Obiora, 2015).In regional disputes and security challenges, Nigerian government has continued ethnocentric form of personnel selection and appraisal in paramilitary, security and especially in the armed forces (Etim, & Ukpere, 2012). The aim is targeted at the segregated regions and opposition political parties to clip them from having access to available human and material resources to further their goals effectively. It is believed that with appropriate resources, these segregated regions and opposition political parties could become the most effective in the country to field technocrats, leaders and troops in any emergency to halt recessions, resurgences, economic, political and others challenges facing the country (Nwankwo & Agu, 2018).

The aim of every countries military force is to protect, provide and construct plans for effective protection of the regimes and constitutional order of the country from external military forces. They also carry out military bureaucracy and defense policies formulated by legislative and executive branches. The past military head of states that presides in democratic dispensation now decides who gets what, when, how and where because of their hierarchic, ethnocentric and authoritative structures where democratic features cannot be found in their past or the present for such leaders (Balogun, & Ajayi, 2018). This hierarchic ethnocentric authoritative structure, political and party influence has effect Nigerian army operations to fight insecurity challenges, conflicts, Boko haram resurgences and other uprisings in the country (Oluwaseun & Oluwaseun, 2018). The whole-of-government approach is leveraging on military transformation and rapacious economic development and fight against corruption to bully party oppositions and segregated regions of the country in an effort to reorder oppositions and segregated regions and beyond to its advantage (Themner, 2017). The intention of this article is to tender mutually a rationalization of Nigerian Military personnel's wimped behavior in combating challenges like resurgences and conflicts facing the country and how it has affected their team psychological safety and spirit at work on their organizational commitment. The evaluation of the psychological variables and its implication for Nigerian army and democratic development is the concern of this paper.

Work attitude like organizational commitment has been of importance to Nigerian armed forces, personnel managers, industrial/organizational psychologists, human resource officers and other practitioners and researchers in this fourth republic (Balogun, & Ajayi, 2018). One of the reasons for its attractiveness is that organizations in developing countries like Nigeria are persistent to unearth and maintain cutthroat advantage through team of unswerving personnel's. Secondly, Nigerian army are swiftly shifting to adapt to change of purpose, embrace globalization and trending technologies which has made soldiers and management not to be concerned with personnel's and teams meaning and purpose, work environment, soldiers job characteristics and low interest in intangible variables (e.g., spirit, energy and faith at work), social climate and interpersonal risk, psychological safety and well-being (Elele, & Fields, 2010;

Emelle, Jaja, & Ojibo, 2016). In the words of Misbah, Muhammad, Muhammad, Muhammad and Zubair (2016), stanch personnel's and teams stay put with the organization and by making commitment because of positive spirit, energy and faith attached at work to achieve organizational mission, goals and objectives.

According to Adekola (2012); Bamgboye (2014); Elele and Fields (2010) organizational commitment is a diverse construct because it has three main facets namely: affective, continuance, and normative, each with its own fundamental psychological state. Affective commitments refer to the emotional bond and identification personnel's has with the organization. Personnel's, with positive affect enhance feelings of devotion, belongingness, and stability (Allen & Smith, 2003).Continuance (economic calculative) commitment refer to what personnel's will have to give up if must leave the organization or in other terms, the material benefits to be gained for staying. Soldier's whose primary link to the military is based on continuance commitment remain with the armed forces because they feel the need to do so is only for material benefits and for social emotional bonding benefit with co-combatants in the service which is mistaken as commitment (Ogunlana, Oshinaike, & Ibrahim, 2016). Lastly, normative commitment or moral commitment (Bell-ellis, Jones, Longstreght, & Neal, 2015) reflects a feeling of obligation to continue employment. Soldiers with a high level of normative commitment feel that they ought to remain with the organization no matter the circumstances (Misbah, Muhammad, Muhammad, Muhammad & Zubair, 2016).

Soldiers' commitment especially affective commitment has been considered an important determinant of dedication; loyalty (Carmeli, 2007), spirit, faith and energy at work which also, and influences team psychological safety (Rao-Nicholson, Khan, Akhtar & Merchant, 2016). Edmonson (1999) definedteam psychological safetyas employees' views on the unique skills, talents and it's utilization in social climate which is conducive for interpersonal risk at work. Scholars (e.g., Bamgboye 2014; Okafor & Obiora 2015) stated that a considerable percentage of Nigerian army do not enjoy the desirable level of wellbeing when it comes to psychological safety and health because of wimped behavior introduced by politicians. Also, the

psychological safety practices, programs and policies in the Nigerian defense communities and/or environment has in this fourth republic influenced soldiers' spirit at work and organizational commitment and have implications for wellbeing and productivity (Themner, 2017).These implications and team psychological safety is believed to be influenced by intangible variables (e.g., faith, energy and spirit at work; Oluwaseun & Oluwaseun, 2018).

According to Kinjerski and Skrypnek (2006) spirit at work refers to the experience, knowledge and understanding of the personnel's perception and occurrence in finding meaning, purpose, inspirational, spiritual belief and energy or vitality connectedness at work. This led May, Gilson and Harter (2004) to state that slight interest has been paid in writing and examination of spirit at work as an edifying phenomenon that might sway team psychological safety and stimulate organizational commitment in the military. Part of the reason been that there exist social distance flanked by political gladiators, ruling political parties and government of Nigeria, thus, Nigerian soldiers disaffection seems to be eroding the spirit at work that personnel's should commonly imbibe (Okafor & Obiora, 2015). Scholars (e.g., Kinjerski & Skrypnek2006; May, Gilson & Harter, 2004; Nkiinebari, 2014) stated that management ought to know that spirituality is a position and indulgent that can offer soldiers bearing of significance, or afford feelings of acceptance from organization, support, interior comprehensiveness or connectedness to the work and environment. Connectedness can be to themselves, teammates, other people, nature, the universe, a god, or some other supernatural power (Nkiinebari,2014).

In the Nigerian work place, soldiers' and other employees are beset with the apprehensions of rising costs, cut throat contest from sister organizations, corruption, job insecurity and dissatisfaction due to the psychological safety division that they feel at work (Bamgboye, 2014)and more with the regions and bases they find themselves (Ogunlana, Oshinaike & Ibrahim, 2016). When these happen, the link between soldier's work and the organizational goals are broken (Akinyemi, 2014) and organizational commitment, team psychological safety and loyalty which represents the spirit at work also reduces (Nkiinebari, 2014). Soldier's and other paramilitary personnel's now absconded from work when duty calls and resurface to work for private achievement (continuance organizational commitment; Ogunlana, Oshinaike & Ibrahim,

2016), in quest of only what the work can reward them more than what they can put forward as work in the organization. Soldiers' that has high organizational commitment and vocational identity may not like the influence of politicians and government on the organization and these has effects spirit at work, team psychological safety and organizational commitment (Normative commitment; Bell-ellis, Jones, Longstreght, & Neal 2015).

From the standpoint of diverse construct, different theories have showed differential roles and relationships among team psychological safety and spirit at work as predictors of organizational commitment. Among the theories are social identity theory, self-determination theory, job characteristics model and social exchange theory. These theories have shown that when team members have positive and high spirit at work, they become committed to achieving team goals and tend to cooperate and become cohesive in a psychological safe environment. However, social identity theory as the anchor theory in the words of Tajfel and Turner (1979) showed the categorization of soldiers, distinctiveness (affective, continuance and normative organizational commitment) and prestige of the group (e.g., work group, family, social class, football team) which they belong influences their psychological safety and spirit at work. They concluded that when soldiers identify within a group in and outside the organization, it promotes their self worth and also increases their level of commitment in organizations (Akinyemi, 2014; Tajfel & Turner, 1979).

In the same vein, Hackman and Oldham (1976) job characteristics model is composed of five core distinctiveness which include skill variety, task identity, task significance, autonomy and feedback from the job that is believed to be the genuine work performed by soldiers, specifically on the perceptions of job personality, distinctiveness and individuality and these leads to critical psychological status of social identity. Thus, psychological status of social identity or position increases the level of soldiers' commitment on the job. Therefore, working in a psychological safe environment increases soldiers spirit, energy and faith at work, which, in turn, positively influences the organizational commitment of personnel's. In the same vein, organizational commitment generally means personnel's identification with an organization (Misbah,

Muhammad, Muhammad, Muhammad & Zubair, 2016), involvement, relative strength (Akinyemi, 2014), attachment and loyalty to an organization.

Few empirical studies were related to the present study (e.g., Tofte, 2016; Aube & Rousseau, 2011) found that team psychological safety moderated the relationship between team leadership and team learning in management teams; and as well, team-goal commitment was found to be positively related to team performance. Also, May, Gilson and Harter (2004); Akinyemi, (2014) found that supervisor and co-worker (e.g., reported moderate levels of psychological engagement, meaningfulness, job enrichment, relatively low levels of work role fit, moderately positive relations with their co-workers) relations had significant relationship with team psychological safety, but supervisors adherence to co-workers norms had a negative association with safety. Furthermore, researchers (e.g., Edmondson, Kramer & Cook, 2004; Okechukwu, Ejionueme & Enudu, 2015) noted that the issues in privatization and acquisitions are human related factors such that target employees' psychological safety, which drive the failure rates of such operations. While, factors that drive high failure rates in privatization and acquisitions are impact of a particular leadership style on employees psychological safety on organizational commitment (Edmondson, Kramer, & Lei, 2014). Employee psychological safety is important in such situations as it enables employees to stay engaged and connected, to adapt to change, and to learn in the aftermath of cross-border privations & acquisitions (Edmondson & Lei, 2014).

In addition, (Bell-ellis, Jones, Longstreght & Neal, 2015) reported that spirit at work significantly predicted organizational commitment. Thus, when teams perform well, the team members become psychologically attached to the team and they are likely to stay on the team. It is logical that the more team members experience a high spirit at work, the more they want to stay with the organization. Also, Nkiinebari (2014) reported that organizational emotional ownership develop workplace spirituality and job satisfaction and thus, enhances industrial harmony of employees and employers. Spirituality at organizational level aids in the understanding of the harms at societal stage by recovering administrative and supervisory matters and pilot lesser sum of variance and institute more commitment towards the work

(Balogun, & Ajayi, 2018; Nkiinebari, 2014). Also, Ahiauzu and Asawo (2012) found that as organizations in the Nigerian manufacturing industry develop a clear and compelling vision, workers' affective and normative commitment is significantly increased; and workers' continuance commitment does not increase proportionately to the degree to which organizations in the Nigerian manufacturing industry develop a clear and compelling vision. Even though a clear and compelling vision only contributes minimally towards workers' continuance commitment, it contributes substantially towards the high level of workers' affective and normative commitment. This implies that organizations that want to remain competitive and stay in business should pay attention not only to ensure that their vision is clearly stated, but also emotionally and intellectually stimulating. However, none of the empirical studies reviewed was able to show the predictive role of spirit at work and team psychological safety on organizational commitment using Nigerian employee's sample, thereby creating a gap in knowledge which the current study propose to fill.

Hypotheses

The following Hypotheses were postulated and tested in the study:

- **H1.** Team psychological safety will significantly predict organizational commitment among Nigerian military personnel's.
- **H2.** Spirit at work will significantly predict organizational commitment among Nigerian military personnel.

Design/statistics

`   The study adopted a cross-sectional design with correlation and hierarchical multiple regression analysis used for data analysis.

Participants/Procedure

Two hundred and fifty (250) military personnel's were drawn from Nigerian Army Cantonment Ikeja, Lagos State. They were drawn from various Departments such as Army

Amour Corps, Corps of Artillery, Engineers, Medical Corps, Signals, Supply and Transport, Electrical and Mechanical Engineers using purposeful sampling technique to select the participants. Participants designation was categorized as 81(32.4%) for soldiers below officers rank and 169(67.6%) for officers rank and above. With regards to employment type, 75(30.0%) were for contract workers and 175(70.0%) for permanent workers; Year of Service of the participant were 56(22.4%) for those less than five years, 131(52.4%) between 5-10years, 54(21.6%) between 11 to 20years and 9(3.6%) above 20years; 108(43.2%) were single and 142(56.8%) were married;4(1.6%) had West Africa Senior School Certificate Examination, 8(3.2%) had Ordinary National Diploma, 32(12.8%) had National Certificate Examination, 179(71.2%) had Higher National Diploma, 20(8.0%) had Bachelor of Science and 8(3.2%) had Masters of Science certificate.

Two hundred and sixty (260) copies of the self-report inventory were administered to participants immediately after lecture since all are literate and nature of the study explained to them. Sincere responses were sought after informed consent few days before the instruments shared because of their busy schedules.Respondents were assured of the confidentiality of their responses, and all the participants present, volunteered to participate in the study.

Instruments

Team Psychological Safety Scale was developed by Edmondson (1999) as one scale examining psychological safety and learning behaviors in work teams. The scale consists of seven statements and scored on a 5-point Likert scale anchored by 1 (strongly disagree) to 5 (strongly agree). Samples of items on the scale include: "If you make a mistake on this team it is often held against you", "it is safe to take a risk on this team." Previous evaluations of the measure showed the survey items capture the existence of team psychological safety and show high internal consistency reliability (Edmondson, 1999). There is adequate reliability and validity for the TPS-7 (Bornemisza, 2013; Peterson, 1994). However, item 1, 4 and 7 were reversed scored. Pilot study was conducted with 100 participants from 6th Amphibious Division

of the Nigerian Army in Port-harcourt, Rivers State and obtained internal consistency cronbach alpha of .60.

The Spirit at Work (SAW) scale was developed by Kinjerski and Skrypnek (2006) to measure an employee's feelings of connectedness, spiritual belief, energy or vitality, meaning to others and common purpose in the workplace. SAW contains 18 items measured on a 6 point scale with the anchored by 1 (almost always) to 6 (almost never). Sample items include: "At times, "I am passionate about my work," and "I feel grateful to be involved in work like mine." Kinjerski and Skrypnek (2006) reported a cronbach alpha of .93 and SAWS convergent, discriminate validity and nomological network of relationships with other variables. The total scores correlated strongest with the other work-related measures (e.g., rs = organizational culture =.52, organizational commitment .61, and job satisfaction= .65) and the weakest with the personality dimensions (conscientiousness, agreeableness, emotional stability, openness, and extraversion; rs from .10 to .31). Correlations with measures related to aspects of SAW (self-actualization, gratitude, mysticism, spiritual transcendence, and satisfaction with life) fell somewhere in the middle (rs from .33 to .44). Finally, (vitality; r = .52) had a moderate correlation with SAWS total score. Pilot study was conducted with 100 participants from 6th Amphibious Division of the Nigerian Army in Portharcourt, Rivers State and obtained internal consistency Cronbach alpha of .72 for spirit at work.

The Organizational Commitment Questionnaire was developed by Mowday, Steers and Porter (1979) to measure an employee's commitment to work. It contains 15 items measured on a seven-point scale anchored 1(strongly disagree) to 7(strongly agree). Sample items include, "Deciding to work for this organization was a definite mistake on my part", and "I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful." However, the scale indicated that item 3, 7, 11, 12 and 15 are reversed scored. The reliability of the scale is well documented as (Mowday et al., 1979) reported a cronbach alpha of .83 and .93. Pilot study was conducted with 100 participants from 6th Amphibious Division of the Nigerian Army in Port-harcourt, Rivers State and obtained internal consistency Cronbach alpha of .51 for organizational commitment.

Design/statistics

`   The study adopted a cross-sectional design with correlation and hierarchical multiple regression analysis used for data analysis.

Result

Table 1: Zero order correlation of Team Psychological Safety and Spirit at Work on Organizational Commitment among Nigerian military personnel's.

	M	SD	1	2	3	4	5	6	7	8
Organizational commitment	43.59	6.04	1.00							
Age			-.03	1.00						
Designation			.12*	.45**	1.00					
Employment type			.09	.48**	.53**	1.00				
Year of service			-.05	.64**	.42**	.48**	1.00			
Marital Status			-.03	.47**	.38**	.47**	.47**	1.00		
TPS	21.29	4.17	-.05	-.02	-.10	-.04	-.08	-.15*	1.00	
Spirit at work	49.93	14.35	.13*	.07	.10	.10	.17*	.13*	.17*	1.00

Note $^{***}p< .001;$ $^{**}p<.01;$ $^{*}p<.05$

Regression analysis was conducted to test the relationship between control variables (age, designation, type, years and marital status), TPS and spirit at work. The control variables (age, designation, type, years and marital status had no significant relationship with Organizational Commitment. TPS also had no significant relationship with Organizational Commitment (r = -05, p =.20). Spirit at work was found to have a significant negative relationship with organizational commitment with correlation coefficient (r) value of .13, p = .02.

Table 2: Hierarchical multiple linear regression result for the main predictors (Team Physiological Safety and Spirit at work) and Organizational Commitment.

Variables	Step 1	T	Step 2	t	Step 3	t
	B		B		B	
Age	-.05	-.57	-.04	-.50	-.03	-.37
Designation	.15	1.89	.14	1.82	.14	1.78
Employment type	.12	1.40	.12	1.44	.12	1.42
Year of service	-.11	-1.22	-.11	-1.26	-.13	-1.51
Marital Status	-.07	-.89	-.08	-1.00	-.09	-1.10
TPS			-.06	-.85	-.04	-.56
Spirit at work					.13*	2.04
R^2	.04		.0.4		.06	
ΔR^2	.04		.003		.02	
ΔF	F(5, 244)		F(1, 243)		F(1, 242)	
	1.84		1.65		2.03	

*$p <.05;$ ΔR^2- Change in R^2; ΔF=Change in *F TPS=Team Psychological Safety,*

Table 2 showed that none of the control variable (age, designation, employment type, year of service, Monthly salary) was a significant predictor of organizational commitment. TPS was also not a significant predictor of organizational commitment ($\beta = -.06, t= -.85, p = .39$). This suggests TPS has no significant influence on organizational commitment among Nigerian military personnel's. Finally, Spirit at work was a significant positive predictor of organizational commitment ($\beta = .13$, $t= 2.04$, $p = .002$). This suggests that high spirit at works tend to increase organizational commitment.

Discussion

The study investigated team psychological safety and spirit at work as predictors of organizational commitment. Two hypotheses were tested. The result indicated that Team psychological safety did not significantly predict organizational commitment among Nigerian military personnel. The result does not support the first hypothesis which stated that team psychological safety will significantly predict organizational commitment. This result seems inconsistent with previous findings (e.g., Tofte, 2016; Aube & Rousseau, 2011) on employee psychological safety and organizational commitment. The result also, conflicted (May, Gilson &

Harter. 2004; Akinyemi, 2014) that found supervisor and co-worker (e.g., reported moderate levels of psychological engagement, meaningfulness, job enrichment, relatively low levels of work role fit, moderately positive relations with their co-workers) relations had significant relationship with team psychological safety, but supervisors adherence to co-workers norms had a negative association with safety. Furthermore, the result disagree with Edmondson, Kramer and Cook (2004); Okechukwu, Ejionueme and Enudu (2015) on issues in privatization and acquisitions on human related factors(e.g., employees' psychological safety) which drive the failure rates of operations and leadership styles on employees psychological safety that drive high failure rates in privatization and acquisitions.

Personnel and team psychological safety is important in such environment as it enables soldier' to stay engaged and connected, adapt to change, and learn in the aftermath of cross-border privations & acquisitions (Woodruff, 2017). Previous literatures on employee or team psychological safety argues that high employee or team psychological safety leads to positive emotions which seem to boost employees' organizational commitment and performance. Although, the present result contradicts past finding, the result should rather be interpreted as a contrast to previous findings because of the recent politics, policies, procedures and practices in Nigerian military in this fourth republic instead of a contradiction to them. Also within a team, there are different personalities which can influence each personnel's' commitment to the organization. This could imply that personnel's that have different spirit, faith and energy at work will not comfortable with their life and squad as a whole and may be more restrained to be open towards others in the team. These could affect the overall safety and performance of the team. Secondly, most of the previous studies were not conducted with defense organizations in diverse and nexus environment like Nigeria where organizational commitment is recognized by politicians and political parties, where management and executive is halfhearted towards personnel's and teams psychological safety.

Nigerian workplace and defense environment is where low workplace support, energy and faith at work, work time and method control, psychological detachment, morale, basic need

satisfaction at work, thriving at work and intense psychological contract breach are constant and unvarying neglect of teams' psychological safety. Thirdly, team psychological safety seems not to be a concept; term or condition that Nigerian military personnel's feel that will aid organizational commitment because of lack of basic personal protective equipment (PPE), authoritative and laissez faire leadership styles. Nigerian soldiers are equipped with fake and less PPE in the organization and during combat. Nigerian military organizational practices and programs could influence team leader and team members' perceptions of safety and psychological safety in general within the team. It is likely to accept as true that team´s perception of leadership style may affect the quality of team reflection and this has further implications for their ability to inculcate safety measures within the team and organization in general.

The second hypothesis which states that spirit at work will significantly predict organizational commitment among Nigerian military personnel's was confirmed and accepted. The results of data analyses showed that spirit at work was a significant positive predictor of organizational commitment (β = .13, t = 2.04, p = .002). This result is consistent with the study of Bell-ellis, Jones, Longstreght and Neal (2015) that reported how spirit at work significantly predicted organizational commitment. Thus, when teams perform well, the team members become psychologically attached to the team and they are likely to stay on the team. It is logical that the more team personnel's experience a high spirit at work, the more they want to stay with the organization. The result is also in line with Nkiinebari (2014), who reported that organizational emotional ownership develop workplace spirituality and job satisfaction and thus, enhances industrial harmony of employees and employers. Workplace spirituality helps personnel's at organizational level to understand the harms at societal stage by recovering administrative and supervisory matters that pilot lesser sum of variance and institute more commitment towards personnel's work-life-balance and organizational goal (Ahiauzu, & Asawo, 2012; Nkiinebari, 2014). Also, Ahiauzu and Asawo (2012) found that as organizations in the Nigerian manufacturing industry develop a clear and compelling vision, employees' affective and normative commitment is significantly increased; and workers' continuance commitment

does not increase proportionately to the degree in which organizations in the Nigerian manufacturing industry develop a clear and compelling vision. Even though a clear and compelling vision only contributes minimally towards workers' continuance commitment, it contributes substantially towards the high level of workers' spirit at work, with affective and normative commitment. This implies that defense organizations like Nigerian army that want to remain bloodthirsty and ferocious should pay attention not only to ensure their vision statement is achieved, but also, the vision should be clearly stated, be psychologically safe, emotionally and intellectually stimulating.

This means that when personnel's feels that there is a sense of calling and something greater than the self in the military, they perform well and team members become psychologically safe by attaching to their teams and will likely stay on the team and be committed to the organization. It is logical that the more team members experience a high spirit at work, the more they want to stay with their teams within the organization and avoid turnover intention, revenge motivation, passive aggressive tactics, absenteeism, corporate back stage and workplace revenge.

Implication of the Study

The findings of the present study have some relevant implications to management of defense organizations in considering the efficacy of squad personnel's different personality, perception of spirit of personnel's at work, organizational practices and programs when building a team if they really want them to be committed to the organization. This is because personnel's that are not comfortable with leadership styles, organizational practices and programs in their job description, analysis and organization may be more restrained to be open towards others in the team. This could lead to inefficiency of personnel's because they end up perceiving a psychologically unsafe environment. Such a team could be attributed as one in which emotions are not discussed, and where personnel's are afraid that others might take advantage of them. This leads to self protective behaviors among personnel's. Also, management of defense organizations should ensure that personnel's generally not selected few will be provided with up to date defense equipments, strong general workplace support by designing programs and

enhancing practices that increased spirit at work, job satisfaction, organizational commitment, and positive organizational culture (particularly psychological safety, teamwork and morale), leading to a reduction in turnover and absenteeism. This study also suggested that implementation of a team psychological safety and spirit at work program and practices is a relatively inexpensive way to enhance the work satisfaction of personnel's, to increase their commitment with the organization (thus reducing turnover and absenteeism), and ultimately improve the quality of work life, personnel's flourishing and wellbeing. Because military personnel's are the essence of defense and development of every nation, in order to develop and flourish, the defense organization is obliged to guarantee positive organizational commitment among personnel's by ensuring team psychological safety and by helping them believe and have high spirit at work.

Limitation of the study

Despite the goals of this article, its shortcomings cannot be ignored. First, only Nigerian military personnel's were sampled. Thus, generalization of these results is limited. Secondly, the data for the study was collected through a single source (cross-sectional); this is likely to have some shortcomings. Third, the dependent variable (organizational commitment) was assessed as a single construct without looking at the dimensions. Fourth, other intangible variables like faith and energy at work would have been included as the moderator and mediator variables. Fifth, the time interval given by the Nigerian military management to conduct the experiment did not aid in the outcome of the result. Finally, human material and financial resources were limited which could have aided the researchers to reach a wider Nigerian armed forces population within the time frame in the study.

Suggestion for further studies

Furthermore, researchers are encouraged to extend this research beyond the present Nigerian military population. The same variables can be applied to different armed forces samples (e.g., Nigerian Navy and Airforce) and other paramilitary organizations in Nigeria (e.g., Nigerian police, immigration, customs and security and civil defense corps) to examine if same

patterns will occur. However, other variables can be considered such as social support, core-self evaluation, energy at work, psychological detachment, mindfulness, vocational identity and personality dimensions as it predict organization commitment.

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