

**APPLYING TAYLORISM PRINCIPLES TO EVALUATE THE THREE LEVELS OF
EMPLOYEE COMMITMENT
(A STUDY OF TASTEE FRIED CHICKEN LAGOS STATE NIGERIA)**

OKON, SAMUEL ESSIEN

Department of Business Administration
University of Lagos
okonsamuel1212@gmail.com

ADELEKE, OLUSEGUN JOHN

Department of Business Administration
University of Lagos
sildelk11@yahoomail.com

PROFESSOR O. L. KUYE

Department of Business Administration
University of Lagos
labikuye@yahoo.com

ABSTRACT

The study examined the relationship between Taylorism principles and the three levels of employee commitment. Cross sectional research design using simple random sampling technique was employed for the study. Structured questionnaire was administered to 280 employees of Tastee Fried Chicken Limited in Lagos out of which 229 were deemed usable. The scale reliabilities are Taylorism principles ($\alpha = .79$), affective commitment ($\alpha = .70$), continuance commitment ($\alpha = .75$) and normative commitment ($\alpha = .72$) showing internal consistency between the items. The analysis was done employing simple linear regression, from the three hypotheses that were tested; the result revealed a significant relationship between Taylorism principles and affective commitment of employees. Also a significant relationship between Taylorism principles and continuance commitment of employees. Furthermore, the study found a significant relationship between Taylorism principles and normative commitment of employees. The study concludes that Taylorism principles are applicable in Nigeria fast food industry, and also has an influence on employee commitment. Based on these findings, it is recommended that organisation should endeavor to put in place policies that will encourage their employees not just to be committed but be affectively committed to the organisations goals.

Keywords: Taylorism, employee commitment, affective commitment, continuance commitment.

INTRODUCTION

Since the industrial revolution, business organisations have adapted several strategies to ensure their survival. With the advent of globalization coupled with the ever changing business environment, organisations all over the world are looking for better ways of

outsmarting their competitors. One of the smartest means for achieving this is the ability to develop and maintain a committed work force (Ajayi, 2017).

Employee commitment is one major job attitude and researchers have continuously studied employee commitment because of the impact it has on organisational performance and effectiveness (Nath & Agrawal, 2015; Onyeizugbe, Orogbu, & Chinwuko, 2018). Attitude refers to an evaluative statement that can either be favourable or unfavourable towards object, people and even events (Judge & Kammer-Muller, 2012).

Several scholars have emerged with different definitions of employee commitment (Gyensare, Anku-Tsede, Sanda, & Okpoti, 2016). This study, however, examines employee commitment from the perspective of Meyer and Allen, (1997), where they believe that employee commitment is a multidimensional construct with affective commitment, continuance commitment, and normative commitment. Furthermore, they posit that “employees with strong affective commitment remain because they want to, those with strong continuance commitment because they need to, and those with strong normative commitment because they feel they ought to do so”. Basically, this implies that employees exhibit different levels of commitment in the work environment, also an employee who is committed has been found to perform better than an employee who is not (Ajayi, 2017; Allen & Meyer, 1990). Furthermore, the commitment of employees may largely depend on the working condition or the policy put in place by the organisation or because the employee has no alternative (Tarigan & Ariani, 2015).

The importance and contribution of Taylorism school of thought cannot be overemphasized despite the criticism; their contribution is well noted by scholars (Bell & Martins, 2012; Ehiobuche & Tu, 2012). Taylor’s contribution to management was classified into three areas by Bell and Martins (2012), namely management, industrial and organizational psychology, and these three areas were further broken down into ten sub dimensions. These are: job analysis, job design, selection, motivation and incentive systems, job performance criteria, performance appraisal, employee attitudes, group processes, organisational change, and development.

This study, therefore, examines the contribution of Taylorism school of thought principles in terms of employee attitude within the Nigerian context, and seeks to address its relevance in the quest of organisations achieving competitive advantage in this century. However, this study only intends to examine Taylorism principles with statements relating to how training, work study and efficiency, division of labour and payment system (Taylorism Principles) will jointly influence the three levels of employee commitment (affective, continuance and normative commitment) independently.

Statement of the Problem

Experience has shown that employees exhibit varying degree of commitment towards their organisation. Observation by the researcher suggest that most employers mount pressure on their employees to perform, some even work beyond their optimum capacity, and at the end may even be paid wages that do not commensurate their efforts, with little or no regards to welfare. Often times employees perceive that, the level of exploitation by employers of labour in Nigeria is alarming and this trend is worrisome, as employers of labour today concentrate more on what they get from employees rather than what they can give back to

employees. Likewise, the poor organisational policy may affect the morale of some employees, to the extent that their commitment to the organization may have declined.

Given the current labour market condition and the unemployment rate in Nigeria, it is possible that employees who perceive negatively the organisational policy may likely experience low commitment. Nevertheless, such employees may remain in the organisation regardless of the policy been put in place as a result of soaring rate of unemployment in the labour market. Also, there may exist, disparities in the level of commitment among employees in this organisations yet it is not known if it is as a result of policy put in place by the organisation (Ajayi, 2017). However, in a bid to respond to global and external competition, organisations in Nigeria, may initiate policies aimed at maximizing profit, therefore, this study seeks to investigate how Taylorism principles affect the three levels of employee commitment. The objective of this study is to examine the application of Taylorism principles (training, work study and efficiency, division of labour and payment system) jointly to the three levels of employee commitment.

Theoretical Framework and Literature Review

Social Exchange Theory

The social exchange theory proposes that the performance of employees depends on the exchange relationship between employees and employers. Understanding the interaction between employees and employers is well noted by Blau (1964) and Gouldner (1960) in the social exchange theory. According to Coyle-Shapiro and Conway (2005), scholars believe social exchange theory is important in explaining relationship within the work environment since it is perhaps an important theory that explains employee's behaviour (Cropanzano & Mitchell, 2005). Researchers have viewed employee commitment has a major driver of employee performance towards the organisation. However, within the Nigeria context, the commitment of employee may also depend on the policy that is put in place by the organisation. It is however noteworthy, that the exchange relationship between employers and employee is a fundamental issue for the attainment of the organisations sucess.

Equity Theory

The equity theory opines that people want to be treated fairly for effort they put in their job (Adam, 1963). Equity theory stresses the fact that if employees know they are not rewarded adequately for their work. That is their input does not commensurate with the reward; they are likely to leave or reduce the level of their performance if they have no alternative. This study, therefore, contends that it is not just about an exchange relationship but how equitable is this exchange. Fundamentally, organisations need to understand that if an employee perceives any form of inequity in the exchange relationship this will likely affect performance as noted by Adam (1963). But if there is equity in the exchange relationship, employees will concentrate and perform well in their jobs. Therefore, it is important that an organisations policy is be designed in such a way that inequity will be eradicated.

Taylor in 1910 advocated about the scientific management school of thought which is equally referred to as Taylorism. Taylor and his associates observed that the inefficiency in the work place was affecting production (Ehiobuche & Tu, 2012). Taylor then brought about new ways he believed could help reduce the level of inefficiency and improve productivity. He encouraged that workers should not stick to a particular way of doing a job which he referred

to as the rule of thumb, rather advocated for better ways of improving work each day to make work simpler and easier. Furthermore, the need for harmony in the work place which is referred to as a mental revolution, in order to reduce conflict in the work place and the need for cooperation, division of labour among workers, since it is expected that team work generates a better result than the individual result. This school of thought advocated employees be placed where they can perform better and efficiently on their job; while training of employees, the payment system was not taken for granted (Bell & Martins, 2012).

Wren (2011) observed that Taylor was criticized on the fact that man is used as a machine, believing money is a major motivating factor for working and this may not always be so. Also, his critics further stressed there is nothing like one best way of doing a job or carrying out a task, task can be done in different ways. Additionally, the use of division of labour will make the job repetitive thereby making the job not interesting, and the scientific school of thought made worker lose their jobs through the improvement in technology and machines is made to replace man (Wren, 2011).

In addition, Myrick (2012) conducted a study examining the relevance of Taylorism school of thought in public administration in South Africa. The study revealed that Taylorism school of thought is still relevant in public administration. Turan (2015), in their study, argued that Taylor made unique contributions in organisations, which is valid till date. Though he was criticised because it was believed he did not pay attention to people at work. However, Taylor brought about scientific selection of workers which is still used in personnel section today, unlike the traditional means (Turan, 2015).

Employee commitment is a concept that includes affective, continuance and normative commitment (Gabriel & Gabriel, 2017; Meyer & Allen, 1997). Affective commitment is seen as the way an employee identifies, gets involvement and his emotional attachment to the organization. On the other hand continuance commitment involves weighing the cost and benefit of leaving the organization, such costs are those related to personal sacrifices such as loss of advancement, promotion, training or limited job opportunities in the labour market. While normative commitment refers to commitment that as to do with obligation to the organisation, that is societal rules about the level to which individuals are committed to their organization.

According to Kidombo, K'Obonyo, and Gakuu (2012), employees stay with their employees for three fundamental reasons: because employees want to, employees need to and employee feel they ought to. Similarly, Choi, Oh, and Colbert (2015) opined that understanding employee commitment requires an understanding of the personality and cultural background of the employees, hiring and retaining the right caliber of employee is important for organisations achievement. Furthermore, employee commitment is widely studied because it has been found to have significant impact on various organisational outcomes (Nath & Agrawal, 2015)

Gyensare, Anku-Tsedde, Sanda, and Okpoti (2016) investigated the impact of transformational leadership on employee turnover intention, using affective commitment as a mediator. Interestingly the study found that affective commitment of employees reduces their intention to leave the organisation.

According to Ekpe, Mat, and Adelaiye, (2017) leadership has significant influence on the commitment level of employee, while Ajayi (2017), found that age had significant impact on the

commitment level of employees and the level of commitment among older and younger employee was found higher than that of the middle level employees.

Asawo and George (2018) investigated how leadership impact on the affective commitment of employees in the telecommunication sector in Nigeria. The findings revealed that when leaders intimidate their subordinate, the level of affective commitment increases insignificantly.

In addition, Onyeizugbe *et al.*, (2018), examined the relationship between self-efficacy and the level of commitment among employees, the study found commitment of employee to be important and a significant positive relationship between job satisfaction and self-efficacy.

Studies on employee commitment have been mostly examined in developed and western countries, to the best of the knowledge of the researcher little has been done in developing countries with regard to how the application of Taylorism principles may affect the varying dimensions of employee commitment in the fast food industry, which is an important sector of the economy (Onyeizugbe, *et al.*, 2018). The study identifies this gap and issues making clearly the focus of the present study.

The research hypotheses are drafted as follows:

1. *There is no significant relationship between Taylorism principles and affective commitment of employees.*
2. *There is no significant relationship between Taylorism principles and continuance commitment of employees.*
3. *There is no significant relationship between Taylorism principles and normative commitment of employees.*

Conceptual model

The researcher presents a conceptual model that illustrates the relationship between and among the relevant variables of interest in this study. Employee commitment, which is divided into three; affective commitment, continuance commitment and normative are the dependent variables for the study. While Taylorism principles is the independent variable. The study primarily seeks to establish the relationship between employee commitment dimensions and Taylorism principles.

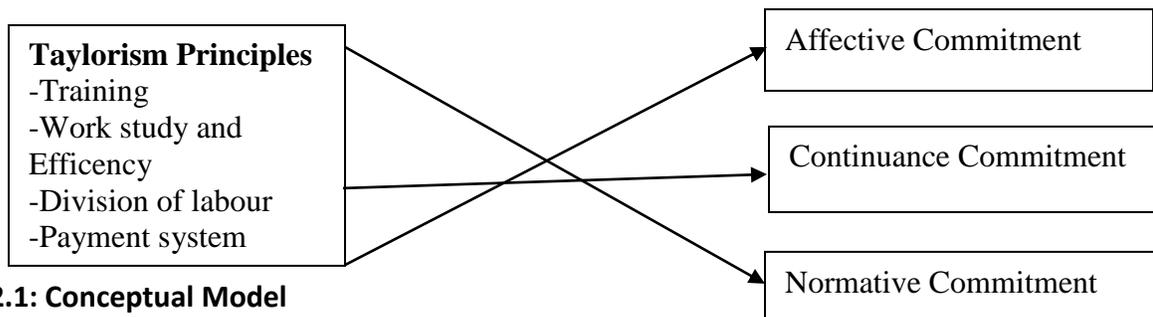


Fig. 2.1: Conceptual Model

Source: Researchers, 2017

Research Method

The study employed a cross-sectional survey design. The population of this study consists of employees from junior cadre as well as lower and middle management levels in Tastee fried chicken limited in Lagos State, Nigeria. The top level managers are excluded because they formulate the policies for the organisation and have different condition of service

from the rest workers. Our justification for the study setting is because the policy in place is not far fetch from the principle of the Taylorism school of thought.

The population of the study consist of 1008 employee of Tastee fried chicken in Lagos, since the entire population of the employees, cannot be included in this study, 280 staff randomly selected through simple random sampling technique as sample size. Simple random technique was adopted in the course of the study because it ensures that every member of the population is represented and each member of the population has a fair chance of being selected.

The questionnaire consists of a self-developed questionnaire on Taylorism principles with ten items, which includes statements on training, work study and efficiency, division of labour and payment system. Also the questionnaire on employee commitment was adapted from Meyer and Allen (1997). Affective commitment had four, continuance commitment had six items and normative commitment had five items. All items were rated on a 5 point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Effort was made by the researchers to re-standardize the instrument. The reliability of the instrument was done employing Cronbach Alpha technique. **Taylorism principles items consisting of** statements on training, work study and efficiency, division of labour and payment system **had a coefficient of .79, while affective commitment, continuance commitment, and normative commitment had a coefficient alpha of .70, .75 and .72 respectively which is higher than the recommended threshold** (Hair, Black, Barbin, & Anderson, 2010; Nunnally, 1978). Simple linear regression analysis was employed to test the degree and significance between Taylorism principles and each employee commitment dimensions.

Models Specification

The regression model to test the hypothesis is formulated thus:

Linear regression was used to predict association between a dependent variable (Y) which is predictive and independent variable X which is the predictor (i.e. $Y = a + \beta X$, where: Y = dependent variable; X = independent variable; and 'a', β = are constants)

Result and Discussion

Hypothesis One

Taylorism principles have no significant impact on employee affective commitment.

The regression model to test this hypothesis is formulated thus:

$AC = f(TP)$

i.e $AC = b_0 + b_1 TP + U_1$,

Where: TP = Taylorism principles; AC = affective commitment, and U1 = Stochastic Error term.

Table 1: Regression results on Taloyrism principles and affective commitment

Variable	Coefficient	t-value
Taylorism principles	-0.083	-3.351**
Constant	13.637	14.243
R = 0.217	R ² = 0.047	
D.W = 1.710		
F = 11.231		
Prob (F-statistic) = 0.000		

$$AC = 13.637 + (-.083) TP + U1$$

$$\text{Std. Error} = (.957) (.025)$$

The result presents the impact of Taylorism principles on affective commitment of employees. The result showed that, calculated t-statistics ($t = -3.351$) for parameter TP and at 0.05 level of significance. The coefficient of Taylorism principles in the estimated regression model is $-.083$ which implies that 8% of the decrease in affective commitment was accounted for by the Taylorism principles. The coefficient of determination (R^2) is $.047$ indicating that 5% of variation in affective commitment is caused by variation in Taylorism principles. The remaining 95% unexplained variable is largely due to variation in other variables outside the regression model which are otherwise included in the stochastic error term.

The relationship between AC and TP is low but statistically significant at 0.05 level ($r = .217, p < 0.05$). The Durbin-Watson statistics is 1.710 which showed that autocorrelation is absent in the regression model. The overall regression model is statistically significant in terms of its overall goodness of fit ($F = 11.231, p < 0.05$). As a result of this, the study rejects the null hypothesis and accepts the alternative hypothesis implying that Taylorism principles have a significant impact on affective commitment.

Hypothesis two

Taylorism principles have no significant impact on continuance commitment of employees

The regression model to test this hypothesis is formulated thus:

$$CC = f(TP)$$

$$\text{i.e } CC = b_0 + b_1 TP + U1,$$

Where: TP = Taylorism principles; CC = Continuance commitment, and U1 = Stochastic Error term.

Table 2: Regression results on Taloyrism- principles and continuance commitment

Variable	Coefficient	t-value
Taylorism principles	0.182	5.437**
Constant	10.520	8.140
R = 0.339	$R^2 = 0.115$	
D.W = 1.397		
F = 29.559		
Prob (F-statistic) = 0.000		

$$CC = 10.520 + .182TP + U1$$

$$\text{Std. Error} = (1.292) (.054)$$

The result presents the impact of Taylorism principles on continuance commitment of employees. The result showed that, calculated t-statistics ($t = 5.437$) for parameter Taylorism Principles at 0.05 level of significance. The coefficient of TP in the estimated regression model is $.182$ which implies that 18% of the decrease in CC was accounted for by the TP. The coefficient of determination (R^2) is $.115$ indicating that 12% of variation in CC is caused by variation in TP. The remaining 88% unexplained variable is largely due to variation in other variables outside the regression model which are otherwise included in the stochastic error term.

The relationship between CC and TP is low and positive, also statistically significant at 0.05 level ($r = .339, p < 0.05$). The Durbin-Watson statistics is 1.393 which showed that autocorrelation is absent in the regression model. The overall regression model is statistically significant in terms of its overall goodness of fit ($F = 29.559, p < 0.05$). As a result of this, the study rejects the null hypothesis and accepts the alternative hypothesis meaning that Taylorism principles have a significant impact on continuance commitment of employee.

Hypothesis three

Taylorism principles have no significant impact on normative commitment of employees
The regression model to test this hypothesis is formulated thus:

$$NC = f(TP)$$

$$i.e NC = b_0 + b_1 TP + U_1,$$

Where: TP = Taylorism principles; NC = Normative commitment, and U1 = Stochastic Error term.

Table 3: Regression results on Taloyrism principles and normative commitment

Variable	Coefficient	t-value
Taylorism principles	0.167	6.676**
Constant	10.551	10.952
R = 0.405	R ² = 0.164	
D.W = 2.191		
F = 44.566		
Prob (F-statistic) = 0.000		

$$NC = 10.551 + .167TP + U_1$$

$$Std. Error = (0.963) (.025)$$

The result presents the impact of Taylorism principles on normative commitment of employees. The result showed that, calculated t-statistics ($t = 6.676$) for parameter TP at 0.05 level of significance. The coefficient of TP in the estimated regression model is .167 which implies that 17% of the decrease in NC was accounted for by the TP. The coefficient of determination (R^2) is .164 indicating that 16% of variation in NC is caused by variation in TP. The remaining 84% unexplained variable is largely due to variation in other variables outside the regression model which are otherwise included in the stochastic error term.

The relationship between NC and TP is positive, also statistically significant at 0.05 level ($r = .405, p < 0.05$). The Durbin-Watson statistics is 2.191 which showed that autocorrelation is absent in the regression model. The overall regression model is statistically significant in terms of its overall goodness of fit ($F = 44.566, p < 0.05$). As a result of this, the study rejects the null hypothesis and accepts the alternative hypothesis meaning that Taylorism principles have a significant impact on normative commitment of employee.

CONCLUSION

This study examines the application of Taylorism principles from the perspective of three employee commitment dimensions base on Allen and Meyer (1990). The findings show that Taylorism principle is still relevant and applicable in the Nigeria fast food industry, also, the study shows that Taylorism principles have a significant impact on affective commitment of employees. Research has shown the affective commitment of employees is fundamental to their performance in the organisation (Asawo, & George, 2018). In addition, when employees

are emotionally attached to the organisation, they give their best because they consider the organisation as their own (Ajayi, 2017).

A significant positive relationship exists, between Taylorism principles and continuance commitment. Continuance commitment refers the extent to which an employee is not emotionally attached to the organisation, the continuous stay of the employee is as a result of the economic gain. However, the employee will decide to stay with the organisation because of the cost of leaving, this has a significant effect on the performance of the employee and the organisation as a whole. In a bid to further establish the applicability of Taylorism principles on employee commitment, a significant positive relationship was found between normative commitment of employees and Taylorism principles. According to Meyer and Allen (2002), normative commitment is the obligation to stay with that organisation, research has constantly showed that employee commitment is fundamental for an organisation to survive in this competitive environment they must ensure their employees are affectively commitment to the organisational goals.

The contribution of Taylor cannot be overstressed, but his principles have been well credited and criticized in developed countries. However, despite this criticism Taylor is held in high esteem, but within the context of Africa some of his principles might not be fully applied has shown in this study due to the peculiar nature of our work environment employees may decide to stay in the organisation not because they identify with or attach but because of other reasons.

RECOMMENDATIONS

This study, therefore recommends that in as much as Taylor has contributed to management and is still relevant today, organisation should:

1. Put in place policies that will encourage their employees not just to be committed but be affectively committed to the organisational goals.
2. Craete an enabling work environment for its employees.
3. Employee the right set of employees, with the right frame of mind as they are fundamental for organisational success.

REFERENCE

- Adams, J. S. (1963). Toward an understanding of inequity. *Journal of Abnormal Social Psychology, 67*, 422-436.
- Ajayi, M. O. (2017). Influence of gender and age on organisational commitment among civil servants in South-West, Nigeria. *Canadian Social Science, 13*(2), 29-35.
- Allen, N. J., & Meyer, J. P. (1990). The measurement and antecedents of affective, continuance and normative commitment to the organisation. *Journal of Occupational Psychology, 63*(1), 1-18.
- Asawo, S. P., & George, B. M. (2018). Leaders' intimidation impression management and subordinates' affective job commitment in Nigeria. *International Journal of Organisational Theory & Behaviour, 21*(1), 2-16

- Bell, R. L., & Martin, J. S. (2012). The relevance of scientific management and equity theory in everyday managerial communication situations. *Journal of Management Policy and Practice*, 13(3), 106-115.
- Blau, P. M. (1964). *Exchange and Power in Social Life*. New York, NY: Wiley.
- Chio, D., Oh, I., & Colbert, A. E. (2015). Understanding organizational commitment: A meta-analytic examination of the roles of the five-factor model of personality and culture. *Journal of Applied Psychology*. Advance online publication. <http://dx.doi.org/10.1037/apl0000014>.
- Coyle-Shapiro, J. A. M., & Conway, N. (2005). Exchange relationships: An examination of psychological contracts and perceived organizational support. *Journal of Applied Psychology*, 37, 903-930.
- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874-900.
- Ehiobuche, C., & Tu, H. (2012). *Towards the relevance of classical management theories and organizational behaviour*. ASBBS Annual Conference: Las Vegas
- Ekpe, I., Mat, N., & Adelaiye, M. O. (2017). Leadership skill, leadership style and job commitment among academic staff of Nigerian universities: the moderating effects of employee's attitude and work environment. *International Journal of Management in Education*, 11(1), 77-93.
- Gabriel, J. M.O., & Gabriel, H.O. (2014). Internal organisational communication and workers' affective commitment in Nigeria. *Review of Communication and Media Studies*, 1(1), 67-72
- Gouldner, A. W. (1960). The norm of reciprocity: A preliminary statement. *American Sociological Review*, 25, 161-178.
- Gyensare, M. A., Anku-Tsede, O., Sanda, A., & Okpoti, C. A. (2016). Transformational leadership and employee turnover intention. *World Journal of Entrepreneurship, Management and Sustainable Development*, 12(3), 243 – 266
- Hair, J. F., Black, W.C., Barbin, B. J. & Anderson, R. E. (2010). *Multivariate Data Analysis*, 7thed. Prentice Hall, Upper Saddle River, NJ.
- Judge, T. A., & Kammeyer-Mueller, J. D. (2012). Job attitudes. *The Annual Review of Psychology*, 63, 341-367
- Kidombo, H. J., K'Obonyo, P., & Gakuu, C. M. (2012). Human resource strategic orientation and organisational commitment. *International Journal of Arts and Commerce*, 1(7), 7-28
- Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, Research, and Application*, Sage, Thousand Oaks, CA.
- Myrick, D. (2012). Frederick Taylor as a contributor to public administration. *Mediterranean Journal of Social Sciences*, 3(12), 10 -20 Doi:10.5901/mjss.2012.v3n12p10

- Nath Gangai, K., & Agrawal, R. (2015). Job satisfaction and organizational commitment: Is it important for employee performance. *International Journal of Management and Business Research*, 5(4), 269-278.
- Nunnally, J. C. (1978). *Psychometric Theory*. McGraw Hill Book C, New York, NY
- Onyeizugbe, C. U., Orogbu, O. L., & Chinwuko, O. B. (2018). Self-efficacy and employee commitment in selected Breweries in South East Nigeria. *Business Management and Strategy*, 9(1), 1-17.
- Tarigan, V., & Ariani, D. W. (2015). Empirical study of the relations between job satisfaction, organisational commitment and turnover intention. *Journal of Advances in Management and Applied Economics*, 5(2), 21-42.
- Turan, H. (2015). Taylor's scientific management principles: Contemporary issues in personnel selection period. *Journal of Economics, Business and Management*, 3(11), 1102-1105 doi: 10.7763/JOEBM.2015.V3.342
- Wren, D. A. (2011). The centennial of Frederick W. Taylor's the principles of scientific management: A retrospective commentary. *Journal of Business and Management*, 17(1) 11-22.