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Technological Advancement and Employee Commitment of Foods, Beverages and Tobacco Companies in Port Harcourt, Nigeria

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ABSTRACT: Organizations are made up of ordered task arrangements and relationships geared towards the achievement of specified objectives. The successes these organizations are centered on the commitment of employees towards the set goals and objectives of the organization. It was argued that technological advancement creates a committed workforce in an organization. This gave rise to the formulation of the six hypotheses in relation to technological advancement and employee commitment. Selected foods, beverages and tobacco companies in Port Harcourt were examined and structured questionnaire sent. A sample size of sixty (60) workers from the production and administration departments. 15 workers from each of the four companies selected were examined. One way an organization can achieve a committed workforce is through technological advancement which entails the practice of information technology, electronic business and automation as a means of adapting to situations and the expectations of employees. From the reviewed literature, and the answered field structured research questionnaire, it was found that technological advancement enables employees' commitment. In conclusion we found that technological advancement affords employees leadership a more flexible platform to be committed. The study recommends that information technology should be applied in organizations to help increase the organization's employees' motivation which will result in increased commitment.

Keywords: Affective Commitment, Continuance Commitment, Electronic Business, Employee Commitment, Information Technology, Normative Commitment, Technological Advancement

I.   INTRODUCTION

Organizations today are facing challenges and opportunities due to the constantly changing world of business. The changes in the business world include technological advances and changing economic trends in the global market (Gordon, 2000). Albadvi and Keramati, (2006) states, "social, cultural, political, technological and global forces challenge organizations to redefine their strategies". The implication of these constant changes for organizations that are now part of the global market is that they are expected to compete and survive in a dynamic business world. Competing favorably needs a committed workforce that is ready to drive and adhere precisely to the organizations' outlined goals/objectives. Repeated economic crises and steadily increasing competition brought about in particular by the globalization of markets, are forcing an unprecedented rationalization of resources. Improved productivity has thus become a concern of all organizations, both public and private. At the same time, technology is developing with blinding speed and is becoming the principal instrument for meeting this concern. This explains why many organizations are investing large amounts of money in implementing information systems. However, the advantages offered by technologies, especially in terms of enhancing performance, depend upon how these technologies are integrated into an organization.

Meyer and Allen (1997) state that "the biggest challenge for commitment researchers will be to determine how commitment is affected by the many changes such as increased global competition, reengineering and downsizing that are occurring in the world of work". Cohen (2003), organizational commitment as a research topic is important regardless of its setting because a better understanding of the phenomenon may help us to better understand the nature of the psychological process through which people choose to identify with different objects in their environment and how they find purpose in life and work. If an organization were to request that employees direct their efforts toward long-term goals, workers who have been engaged in strongly committed relationships over a long period of time may better understand the message.
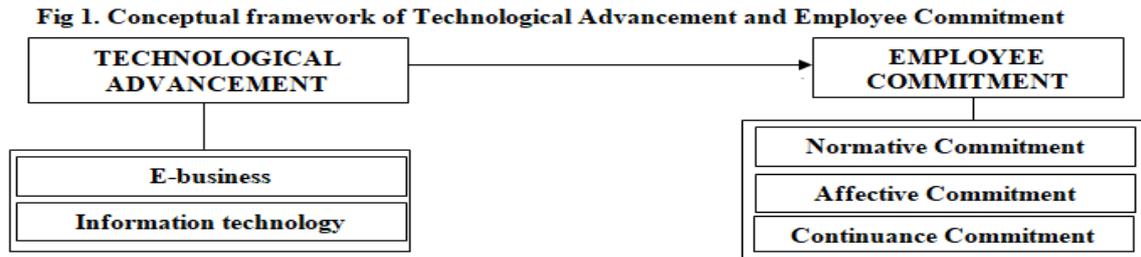
Many organizations today face major challenges in preventing the loss of employees to its competitors, as well as changing technology in manufacturing processes. These challenges have, therefore, created the need to change the organizations culture to be more supportive to the employees in relationship to their work-life, while, at the same time, finding innovative ways of retaining talent (committed employees). According to Safarzadeh, Soloukdar and Khosravi (2011), people work for money, but they also work for more than money. Most employees want to be proud of their organizations, to have a good relationship with other employees and managers and to believe they have worthwhile jobs.

Committed employees are increasingly becoming a valued asset in organizations. Employee commitment is viewed as commitment to the organization as well as employees' commitment to their occupations (Robinson, 2009). Over time, the study of commitment has advanced in many different directions. A variety of disciplines have adopted the topic as a theme in their research and these have offered fresh and significant insights (Brown, McHardy, McNabb & Taylor, 2011). These recent advances include new approaches to the conceptualization of employee commitment. No organization in today's competitive world can perform at peak levels unless each employee is committed to the organization's objectives and works as an effective team member (University of Pretoria, 2005).

It is the participation of employee in organizations decisions in order to solve problems, and increase employee development at work. The involvement of employees with the appropriate human capital empowers them to influence management decisions in a more efficient and productive manner (Obiekwe & Zeb-Obipi, 2018), implying that those participating employees will definitely feel committed and less cynical in their relations to their employing organizations. It is no longer good enough to have employees who come to work faithfully every day and do their jobs independently. Employees now have to think like entrepreneurs while working in teams, and have to prove their worth. However, they also want to be part of a successful organization which provides a good income and the opportunity for development and secure employment (John & Elyse, 2010). Furthermore, they stated that a committed employee is one that will remain with the organization. Through the years, numerous research studies have been conducted to determine the accuracy of this statement. In the end many have concluded that committed employees remain with the organization for longer periods of time than those who are less committed (Scott, 2007).

Foods, Beverages and Tobacco companies are those organizations or firms that deal on products that are sold quickly and at a relatively low cost. Examples of these products include and are limited to products such as packaged foods, beverages, tobacco, and other consumables. The following are the main characteristics of foods, beverages and tobacco companies, viewing from the consumer perspective, these products are; frequent purchases, low engagement (little or no effort to choose the item), low prices, short shelf life, rapid consumption, while viewing from the marketer perspective products have high sales volumes, low contribution margins, extensive distribution, and high inventory turnover. Foods, beverages and tobacco companies in Nigeria is in the state of hyper competition due to proliferation of brands in various categories. Foods, beverages and tobacco companies is an important segment of the retail sector of the Nigeria economy. However, studies available indicate that their performance has not been impressive. Rapid changes in technology, shortened product life cycles, increased competitions owning to reduced barriers to international trade and globalization (Olmac, 1985) have all contributed to the need for the companies to have distinctive capabilities or core-competence, which when successfully applied to the companies' markets become competitive advantages (kay, 1983).

Many a time, most organizations do not achieve the level of marketing performance that will yield rents for them, hence some organizations experience sub-optimal or even out-right poor marketing performance. These high level of competition has resulted in an increased degree of responsibilities for the employees in foods, beverages and tobacco companies, and as such, may lead to display of varying behaviours in relation to their organizational demands. Therefore, this paper will examine the relationship between technology advancement and employee commitment in an organization, under the conceptualization below:

Fig 1. Conceptual framework of Technological Advancement and Employee Commitment

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┌─────────────────────┐                              ┌─────────────────────┐
│   TECHNOLOGICAL     │ ──────────────────────────▶ │     EMPLOYEE        │
│    ADVANCEMENT      │                              │    COMMITMENT       │
└─────────────────────┘                              └─────────────────────┘
         │                                           ┌─────────────────────┐
┌─────────────────────┐                              │  Normative Commitment│
│     E-business      │                              ├─────────────────────┤
├─────────────────────┤                              │  Affective Commitment│
│ Information technology│                             ├─────────────────────┤
└─────────────────────┘                              │ Continuance Commitment│
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Source: Researcher's conceptualization, 2020

II.   LITERATURE REVIEW

Technological Advancement

Organizations today are prolifically integrating new technologies to gain an edge over others in terms of productivity. With the help of technology there are remarkable changes in processes like marketing, production, human development. Technology is useful in accurate decision making, time management and money saving etc. Moreover, technology has played pivotal role in conducting financial analysis and control. Although, there are several implications of technology, two implications have the most influence in organizations today. First one is automation and the other one is information technology. Automation covers a wide range of tools, components and systems (Sheridan, 2002). Advances in communications technology enables organizations to benefit from the technical skills of employees around the globe.

Modern production systems use computer based technology for integrating various aspects of manufacturing process in a better and improvised manner and also allow quick and cost efficient modifications of any product. Technology can be liberating in enabling people to work at times and in places of their own choosing. Technology also has enormous potential to transcend, geographical, cultural and temporal boundaries and so increase collaborations amongst organizations and their members (Cartwright, 2003). The knowledge may be shared and distributed with this turbulent technological change. The electronic media is responsible to reduce the social aspects of communication between the individuals working together. As the electronics has been invasive, useful and established therefore the earlier relationship between technology and employment may be transformed. It is expected in future to have new establishment of organizational behavior, a new feature of work, new model of production of goods and services and a new style of employment(Rahmati, *et. al.* 2012).

E-Business

E-Business is defined as the integrated execution of all automatable business-processes in a company, with the help of information- and communication-technology (Herden, 2004). This implies that E-Business influences two processes: transaction-cost are kept low through integration of business-processes. Cross-linked information systems help to create an efficient and quick communication. This applied information- and communication-technology accelerate also the pass-through time by the automated execution of business-processes. AEDE (2003) described E-Business as a "Business that uses computer media and involves a minimum of two players". One aspect is still missing though. These electronic business relations have to add value to a product, in a monetary or immaterial way. Meier & Stormer (2009) defined E-business as the internet transaction in which the buyer or consumer goes into buying without any hindered influence. This additional benefit expresses itself mainly in two different ways. On the one hand the customer has the possibility to decide freely and unhindered what he wants to buy without entering into a commitment in an early stage. The consumer can compare different offers whenever he wants without taking opening hours into account. If personal help is desired the Internet offers several ways, such as chat function or email support, to contact a supplier. On the other hand products receive a new service quality in Electronic-Business. Products are linked with different kinds of software.

Staudt (2001) asserts that it is possible nowadays for people, organizations or even markets to be connected with each other in a way that would have been unimaginable as compared to decades ago. The Internet is working round-the-clock. This means that the economy has to adapt itself to the same rhythm. As a logical consequence, lifting substantial parts of the economy from a physic to a digital basis leads to a change in both the processes and market structure. Physic representation is replaced by virtual presence and "business hours" are no longer relevant. The exchange of services, goods and information becomes unlimited. The Internet goes beyond local or national borders. Every company can attract customers from all over the world and is in the same time in a worldwide competition (Staudt 2001). The factor information becomes increasingly more important compared to the factor production due to the technological change. Firms relocate their business process into the Internet and interact with their customers and suppliers via information and communication technology systems (Meier & Stormer 2009).

Information Technology

Information technology (IT) is a closely related term and is defined as the equipment and methods used for automatic information processing and transferring as well as the knowledge of using these equipment and methods (The Finnish Terminology Centre TSK 1993).Eppler and Mengis (2003) stated that the development of IT helped to increase the amount of information. Bawden and Robinson (2008) said asserts that any new technology in the field of communications and information designed to facilitate quick access to information and efficient completion of job tasks. Filippov and Lastrebov (2010) stated that information and communication technology have increased access to information and increase ability to produce it.Song et. al. (2006) stated that the development of many technological applications enhanced organizational capacity and caused a massive influx of information and their use in organizations. Singh et. al. (2006) asserts that information technology has a significant effect on business management. Zhang (2008) stated that it has almost become a consensus that with the development of information and communication technologies, human society has evolved into a knowledge era and increased business efficiency.

Huang and Wang (2008) asserted that it's only due to the advances in information technology did people begin to feel the pressure of learning. Lopez et. al. (2009) said that the past two decades have seen growing interest in business performance and the use of information technologies. Lopez et. al. (2009) found that information technology competency has a direct effect on the processes of business management. Kasim (2010) stated information technology investment had a significant relationship in developing businesses and increased organizational performance. Whelan & Teigland (2010) concluded that technology caused the explosion of information, because of lower cost of multimedia technology, which simplified the process of access to information and helped to spread information.

Paghaleh, *et. al.* (2011) indicated that information technology grants knowledge management two major abilities: the ability to disclose knowledge and the ability to create fast connections among knowledge channels. An information system is also defined to be a set of information resources used to collect, store, process, maintain, use, share, disseminate, dispose, display, or transmit information (Committee on National Security Systems 2006). And similarly Wognum et al (2004) note that information systems purpose is to support companies in their information needs. Organizations are investing a lot in information technology and information systems. As markets are getting more and more competitive companies simply have to be swift in adopting new technology to keep up the phase of the changing environment (Kadiyala, 2005).

Dewett and Jones (2000) have closely investigated how IT impacts an organization and its characteristics. In the model they present, IT functions as moderator between the organizational characteristics (e.g. size and culture) and organizational outcomes. They argue that this moderating effect of IT is due to the fact that IT generates information efficiencies and information synergies. Information efficiencies are the possible cost and time savings that can be achieved if IT enables employees to work more efficiently. Information synergies are the performance gains that can be achieved if IT enhances collaboration and cooperation possibilities. Nickerson (2001) discuss possible benefits of IT. Better information as basis for more accurate decision making is one area of benefits. Furthermore, he noted that it improves service for both the customers and the employees. Information technology overall has a great impact on organizations; both internally and in the employees in general (Mukherji 2002).

Employee Commitment (EC)

Employee commitment can take a variety of forms and has the potential to power organizational effectiveness and employee well-being. Employee commitment (EC) is defined as an employee's level of identification and involvement in the organization (Simone, 2003). Johns (2005) defines EC as the extent that an individual accepts, internalizes, and views his or her role based on organizational values and goals. As to Porter's (1974), EC is defined as the relative strength of an individual's identification with and involvement in a particular organization. According to Mowday *et al.* (1979), EC entails three factors:1) a strong belief in and acceptance of the organization's goals and values, 2) a willingness to exert considerable effort on the behalf of the organization and 3) a strong desire to maintain membership in the organization. Similarly, O'Reilly (1989) defines EC as an individual's psychological bond to the organization, including a sense of job involvement, loyalty, and belief in the values of the organization. Employee commitment from this point of view is characterized by employee acceptance of organizational goals and their willingness to exert effort on behalf of the organization(Miller and Lee, 2001).

On the other side of definition, Meyer and Allen (1991) define EC as reflecting three broad themes: Affective, Continuance, and Normative. Thus, commitment is viewed as reflecting an affective orientation toward the organization, recognition of the costs associated with leaving the organization, and a moral obligation to remain with the organization.Chow (1994), EC can be conceived as the degree to which employees identify with their organization and the managerial goals, and show a willingness to invest effort, participate in

decision-making, and internalize organizational values. Commitment is a force that binds an individual to a course of action of relevance to one or more targets. This general description of commitment relates to the definition of employee commitment by Arnold (2005) namely that it is the relative strength of an individual's identification with and involvement in the organization.

Miller (2003) also states that employee commitment is a state in which an employee identifies with a particular organization and its goals, and wishes to maintain membership in the organization. The person who, is committed towards his job works with sincerity and honesty and efficiently sustains hard work, which gives him internal satisfaction of pulling his optimum strength into work. Porter et al., (2005) saw employee commitment as well-built belief in an organization's goals, and values, a willingness to put forth considerable effort on behalf of an organization and a strong desire to stay a member of the organization. They suggested that employees who exhibit high employee commitment are better off at their work, spend less time away from their jobs, and are less likely to leave the organization. Employee commitment is defined based on the individual's relative ability and involvement in a certain organization. It indicates the attitudes of people toward the organization's values and goals (Mowday, et al, 1982).

Employee commitment as a practical concept renders solutions for special behaviors in the workplace like the employees' turnover and absenteeism. In effect, it's a general rule in employee commitment that a high degree of commitment would bring about positive results for the organization. According to the definitions in employee commitment, not only does employee's commitment, guarantee his permanence in the organization without considering the circumstances, but it also helps him take part in organizational activities (Steyrer, et al, 2008). Employee commitment is defined as the degree of sacrifices that employees make (Meyer & Allen 1997). Employees evaluate the organization's capabilities to compensate for their participation and continuous efforts. A positive evaluation would increase the employees' interest and motivation for their meaningful participation.

While other kinds of commitment related to family and profession can affect the employee's behavior in the workplace, on the other hand, employee commitment can totally affect the employee's behavior (Meyer & Allen, 1997). Meyer and Allen in the definition of commitment's dimension provided a three-factor model of organizational commitment. The factors consist of Affective commitment is the affective affiliation on the organization. This kind of commitment affiliation of employees concerning the work group has close relationship with persistence in the organization. This means that employees stay in an organization for their positive attitudes toward its goals and values. Those employees who are committed to the organization's values with a higher affective affiliation and feel responsible for the achievement of its goals consequently would show higher productivity and lower job turnover.

Affective Commitment

Affective commitment is regarded as the most optimal commitment component (Sinclair, et al, 2006; Murphy, 2009). Affective commitment is related to the tendency of having affection for an organization due to the fact that the organization is seen like your family (Meyer & Allen, 1997). It's that kind of commitment which employees show when they need feel closely bonded with the organization wherein they work. In this situation, they keep the job because they want it and feel heavily attached. Employees with high affective commitment appear to have high attention therefore this type of commitment is a favorable component of commitment (Murphy, 2009).

Normative Commitment

Normative commitment is defined as staying in the organization as a sense of moral obligation owing to the fact that the organization have contributed to the development of the employee. It reflects the sense of responsibility for being a member of organization. Normative commitment doesn't have the consequences of affective commitment but it's considered more positive than the continuance commitment (Murphy, 2009). This type of commitment is caused by the fact that employee has the feeling that the organization treats him well and therefore he has to behave the same (Herscovitch & Meyer, 2002). Normative commitment reflects an emotion of obligation to carry on employment (Meyer and Allen, 1997).

An employee with a strong normative commitment feels he or she has a moral obligation to stay in the organization. Internalized normative beliefs of duty and obligation make individuals obliged to sustain membership in the organization (Meyer and Allen, 1990). The normative component is viewed as the commitment employees consider morally right to stay in the company, regardless of how much status enhancement or satisfaction the firm gives him or her over the years (Marsh and Mannari, 1977). According to Schneider (2003), normative commitment is the ethical obligation the employee develops after the organization has spent on him or her. He argued that when an employee starts to sense that the organization has spent either too much time or money developing and training him or her, such an employee might feel the obligation to stay with the organization. Normative commitment is most likely when individuals find it difficult to give return the organization's investment in them.

Continuance Commitment

Continuance commitment is basically the elements responsible for the sustaining of an employee in an organization; tied to the accumulated material benefits and or better alternatives elsewhere. It is the consideration an employee makes whether to stay or leave an organization giving the level of socio-economic investment he has accumulated over time. Becker (1960) posits that one of the reasons an employee may be committed to the organization is the fear that losing organizational membership will be too costly (Becker 1960). He will also need to consider availability of alternative job or organization and other side bets in taking the decision of staying or leaving his current organization.

Technological Advancement and Commitment

Technological advancements in organizations have contributed greatly to the way in which employees view their organizations. (Tempelton *et al.,* 2002) and these result in employees to have every form of commitment to an organization as this helps them attain both their desired objectives within the organization. Jake (2011) noted that increased technology which enhances access to information and information sharing which is part of technological advances enhances employees' commitment within an organization. Furthermore, they identified that when information is shared with employees, they have the sense of belonging which is a part of their commitment component.

Technological advancement is the process of combining and reorganizing knowledge to generate new ideas. The development of technology has an impact on firm performance as well as on the employees (Mumford, 2000). Technological advancement comes from internal advancement (Pavitt, 1990), and internal advancement comes from employee capability. So there is a close relationship between technological advancement and employees (Huselid, 1995). Technologies can only lead to increased productivity or improve performance when combined with other resources effectively by human resources or when done effectively, and use technology productively and ethically (Dauda & Akingbade, 2011). Advancement makes employees more effective and firm more efficient (Lawless and Anderson, 1996). Technological advancement can improve the way and manner in which an employee views an organization (Li and Deng, 1999).

Employee can more rapidly acquire new knowledge and further advancement competencies through training (Chi et al., 1989). Employee's commitment is closely linked with technological advancement. Technological advancement can be managed effectively through employees. Resource-based theory suggests that a firm's resources are extremely important for the firm's development, and that human capital is a key resource of a firm. The function of this resource depends on the employees' ability and enthusiasm, and on efficient human resource management (Mumford, 2000).

Technological advancement has enormous influence on employees (Nohria and Gulati, 1996). Most of studies have repeatedly shown a positive relationship between a firm's technological advancement and performance, and concluded that technological advancement is important for employees (Foster, 1986). Orlikowski (2007) identified technological advancement in organizations as one of the parts employees are happy when it comes to their work as this makes job easy and well developed. It could be deduced from it that their commitment will definitely increase as their organizational tasks are satisfied. Strohmeier (2013) in his study on information technology asserts that technology enhances the way in which employees view their organizations. It revealed that technology makes employees to be attached to their organizations.

III.   METHODOLOGY

This study was based on a sample size of 60 workers from four selected foods, beverages and tobacco companies in Port Harcourt. The paper adapted the survey research design, and the stratified sampling technique was used. The four (4) foods, beverages and tobacco companies were White Diamond Salt, Crown Flour Mills, Pabod Breweries Ltd and Multipro enterprises. Each of the understudied companies was sent 15 copies of pre-designed questionnaire for production and administration workers in the various selected companies. The questionnaire consisted of questions measuring information technology, e-business, affective commitment, normative commitment and continuance commitment on a 5-point Likert scale (where, 5 = very high extent, 4 = high extent, 3 = moderate extent, 2 = low extent, 1 = very low extent), showing the level of perceptions with the content of each item. Before starting the fieldwork, the questionnaire was pre-tested for validity and reliability in order to ensure that the items included were comprehensible to the recipients. This was achieved with the cooperation of people from the academic sphere and using the test-retest method of reliability.

IV.   DATA ANALYSIS AND RESULTS

The study analyzed how one dimension relates to another measure. There was analysis of all the dimensions (information technology and e-business) with each of the measures (affective, normative and continuance) respectively using the Spearman rank order correlation coefficient statistical tool via the SPSS software.

Table 1: Correlations information technology and affective commitment
Correlations

			Infotech	Affective
Spearman's rho	Infotech	Correlation Coefficient	1.000	.801**
		Sig. (2-tailed)	.	.000
		N	60	60
	Affective	Correlation Coefficient	.801**	1.000
		Sig. (2-tailed)	.000	.
		N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data, 2020

Ho₁: There is no significant relationship between information technology and affective commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

The above table shows a positive and significant relationship between information technology and affective commitment with a rho value of 0.801. This indicates that there is a 80.1% explanation of the relationship between both variables, while 19.9% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.000 is less than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between information technology and affective commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

Table 2: Correlations for information technology and normative commitment
Correlations

			Infotech	Normative
Spearman's rho	Infotech	Correlation Coefficient	1.000	.834**
		Sig. (2-tailed)	.	.000
		N	60	60
	Normative	Correlation Coefficient	.834**	1.000
		Sig. (2-tailed)	.000	.
		N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data, 2020

Ho₂: There is no significant relationship between information technology and normative commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

The above table shows a positive and significant relationship between information technology and normative commitment with a rho value of 0.834. This indicates that there is a 83.4% explanation of the relationship between both variables, while 16.6% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.000 is lesser than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between information technology and normative commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

Table 3: Correlations for information technology and continuance commitment
Correlations

			Infotech	Continuance
Spearman's rho	Infotech	Correlation Coefficient	1.000	.708**
		Sig. (2-tailed)	.	.003
		N	60	60
	Continuance	Correlation Coefficient	.708**	1.000
		Sig. (2-tailed)	.003	.
		N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data, 2020

Ho3: There is no significant relationship between information technology and continuance commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

The above table shows a positive and significant relationship between information technology and continuance commitment with a rho value of 0.708. This indicates that there is a 70.8% explanation of the relationship between both variables, while 29.2% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.003 is lesser than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between information technology and continuance commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

Table 4: Correlations e-business and affective commitment
Correlations

			Ebiz	Affective
Spearman's rho	Ebiz	Correlation Coefficient	1.000	.701**
		Sig. (2-tailed)	.	.001
		N	60	60
	Affective	Correlation Coefficient	.701**	1.000
		Sig. (2-tailed)	.001	.
		N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data, 2020

Ho4: There is no significant relationship between electronic business and affective commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

The above table shows a positive and significant relationship between electronic business and affective commitment with a rho value of 0.701. This indicates that there is a 70.1% explanation of the relationship between both variables, while 29.9% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.001 is less than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between electronic business and affective commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

Table 5: Correlations for electronic business and normative commitment

Correlations

			Ebiz	Normative
Spearman's rho	Ebiz	Correlation Coefficient	1.000	.744**
		Sig. (2-tailed)	.	.000
		N	60	60
	Normative	Correlation Coefficient	.744**	1.000
		Sig. (2-tailed)	.000	.
		N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data, 2020

Ho$_5$: There is no significant relationship between electronic business and normative commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

The above table shows a positive and significant relationship between electronic business and normative commitment with a rho value of 0.744. This indicates that there is a 74.4% explanation of the relationship between both variables, while 25.6% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.000 is lesser than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between electronic business and normative commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

Table 6: Correlations for electronic business and continuance commitment

Correlations

			Ebiz	Continuance
Spearman's rho	Ebiz	Correlation Coefficient	1.000	.705**
		Sig. (2-tailed)	.	.000
		N	60	60
	Continuance	Correlation Coefficient	.705**	1.000
		Sig. (2-tailed)	.000	.
		N	60	60

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Research Data, 2020
Ho$_6$: There is no significant relationship between electronic business and continuance commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

The above table shows a positive and significant relationship between electronic business and continuance commitment with a rho value of 0.705. This indicates that there is a 70.5% explanation of the relationship between both variables, while 29.5% are explained by other variables not considered in this relationship. However, this statement is true as the level of significance of 0.000 is lesser than 0.05, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that there is significant relationship between electronic business and continuance commitment in foods, beverages and tobacco companies in Port Harcourt, Nigeria.

V.   DISCUSSION OF FINDINGS
The hypotheses tested the relationship between technological advancement and employee commitment of Foods, Beverages and Tobacco Companies in Port Harcourt, Nigeria. These hypotheses were tested using the Spearman Rank Order Moment correlation technique. The study findings reveal that there is a significant relationship between technological advancement and employee commitment of Foods, Beverages and Tobacco Companies in Port Harcourt, Nigeria. This finding agrees Jake (2011) who noted that increased technology enhances access to information and information sharing which is part of technological advances enhances employees' commitment within an organization. Furthermore, they identified that when information is shared with employees, they have the sense of belonging which is a part of their commitment component.

Employee can more rapidly acquire new knowledge and further advancement competencies through training (Chi et al., 1989). Employee's commitment is closely linked with technological advancement. Technological

advancement can be managed effectively through employees. Resource-based theory suggests that a firm's resources are extremely important for the firm's development, and that human capital is a key resource of a firm. The function of this resource depends on the employees' ability and enthusiasm, and on efficient human resource management (Mumford, 2000).

Technological advancement has enormous influence on employees (Nohria and Gulati, 1996). Most of studies have repeatedly shown a positive relationship between a firm's technological advancement and performance, and concluded that technological advancement is important for employees (Foster, 1986). Orlikowski (2007) identified technological advancement in organizations as one of the parts employees are happy when it comes to their work as this makes job easy and well developed. It could be deduced from it that their commitment will definitely increase as their organizational tasks are satisfied. Strohmeier (2013) in his study on information technology asserts that technology enhances the way in which employees view their organizations. It revealed that technology makes employees to be attached to their organizations.

VI.   CONCLUSIONS AND RECOMMENDATIONS
The theoretical investigations of the relationship between technological advancement and employee commitment in organizations revealed that information technology and electronic business all positively and significantly promotes employees' commitment in organizations. Information technology system results in increased employees' motivation which in turn affects their commitment levels. These findings correlate with the researches of other scholars in the management field (Mumford, 2000; Dauda & Akingbade, 2011, Jake, 2011; and Lawless & Anderson, 1996).Therefore, it became reasonable for this research to conclude that advances in technology leads to improved employees' commitment in organizations (affective, continuance and normative).

The following specific recommendations were made based on the findings of this study:
   i. Information technology should be applied in organizations to help increase the organization's employees' motivation which will result in increased commitment.
   ii. Automation is perfect means of improving employees in organizations as this will better enhance their task accomplishment time and reduce cost.
   iii. Organizations should provide an encouraging environment technology wise so as to enhance the ability of her employees.

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