

Task orientation, knowledge sharing, organizational justice, and organizational commitment among bank employees: Evidence from Nigeria

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Abstract

The challenges facing banking organizations have manifested in low job commitment among employees. This was attributed to poor task orientation, low knowledge sharing, and a lack of organizational justice in these organizations. However, to the researchers' knowledge, only a few studies outside the Ibadan metropolis have investigated the contribution of the identified variables to the current level of organizational commitment among bank employees in Nigeria. The cross-sectional survey polled responses from 406 employees conveniently sampled from selected bank branches in Ibadan using a standardized questionnaire. The results revealed significant positive associations among task orientation, knowledge sharing, organizational justice, and dimensions of organizational commitment. Task orientation, knowledge sharing, and organizational justice significantly influenced organizational commitment. The study recommends more studies be conducted on investing in employees' knowledge capital, training, and promoting justice as these foster high organizational commitments and spur optimum job performance.

Keywords

task orientation; knowledge sharing; organizational justice; organizational commitment

INTRODUCTION

The Nigerian banking sector recently underwent restructuring, strategic partnerships, layoffs, and bankruptcy. Management experts believe that only committed personnel can help banking organizations weather the storm and enhance productivity (Akinyemi, 2014). Greater organizational commitment leads to favourable results (Deal, 2005). Tafamel and Akrawah (2019) describe organizational commitment as stakeholders' willingness to offer their energy and dedication to the social system, as well as the social group's interpersonal interactions that are considered self-expression. Negin, Omid, and Ahmad (2013) found that organizational commitment may increase staff productivity, profitability, efficiency, and goals if leadership includes employees in decision-making processes. Low employee commitment may lead to resignation, low productivity, absenteeism, and poor work performance (Ogungbamila, 2014). Due to significant voluntary turnover, fraudulent activities, and lacklustre performance, organizational commitment in the Nigerian

banking industry is on the decline. It is important to study the factors that impact bankers' organizational commitment. Previous research has shown that cost-benefit analysis of workers compared to what they benefit based on equity (Adams, 1965) and social exchange theories (Blau, 1964) leads to positive or negative responses and subsequent employee behaviour. Essential qualities and elements that affect organizational organizational commitment in Nigeria include fairness in distributing resources; whether the work adds to their expertise; and whether a organization is success-oriented. Research shows that fairly treated, skilled, and work-oriented people have higher loyalty. Work ethics are boosted by fair pay, info-sharing, and on-time projects. (Akpakip, 2017; Cropanzano et al., 2001; Cohen-Charash & Spector, 2001; Tafamel & Akrawah, 2019). This research examines organizational fairness, task orientation, and information exchange as antecedents of bank personnel's corporate loyalty.

Organizational justice is the workers' assessment of how the organization treats its employees fairly or unfairly in accordance

with the impartiality rule (Demirel & Yucel, 2013). In terms of employee engagement in decision-making, organizational justice is regarded as a key condition for the proper running of companies (Akanbi & Ofoegbu, 2013). Banking is one business that changes often, particularly following merger and acquisition rules. Casualization is on the rise. It may impair their organizational dedication. Casualization is a practise in which employees are temporary, not regular, contractual, intermittent, or part-time without legal protection (Solaja, 2015). In all financial organizations, contract workers are seen as inferior to permanent personnel. Low pay, lack of medical care allowances, lack of work insurance, lack of employment security, promotion, gratuity, leave, and leave allowances are among the injustices they face (Fapohunda, 2012). An employee's level of organizational commitment is strongly tied to the justice they get. A lack of organizational justice may affect employee engagement due to feelings of uncertainty, injustice, and discontentment. This demands an inquiry into organizational justice in the present probes.

Blake and Mouton (1964) emphasize task-oriented production for job performance. A supervisor ensures task completion and deadlines by being rigorous. A task-oriented manager cares about quality and punctuality. Task-oriented people increase their skills. Task orientation is the tendency to develop task objectives and achieve excellent achievements. It is people's motivation to set and attain goals for themselves (Mowen, 2000). Despite its relevance, task orientation is low at banks (Akpapiti, 2017). Most bank workers have poor morale for outstanding performance due to this behaviour, leading to low organizational commitment. This research examines task orientation's role in organizational organizational commitment.

High staff turnover is a problem for banks. Most Nigerian banks lose competent workers as a result (Ojedokun, 2008). Those left behind were less likely to provide new or transferred workers with job survival tips. This makes new bank employees less happy with their jobs because they do not have enough information or help. Knowledge sharing is the practise of exchanging knowledge, skills, or competence among individuals, friends, and members of a family, neighborhood, or organization

(Demirel & Goc, 2013). Knowledge sharing is when people communicate information to better understand, apply, and apply that knowledge. Knowledge sharing, socializing, learning, and the production of new ideas are fundamental to a healthy firm (Demirel & Goc, 2013). Individuals and personal expertise are key to organizational knowledge sharing. The relevance of business entity personnel in knowledge creation is crucial because organizations cannot develop knowledge without the "medium for information transfer," (Demirel & Goc, 2013). Committed employees perceive their work more favourably, want to remain with the firm, and are happier and more connected. A devoted employee is a "good soldier" especially when there is adequate level of knowledge sharing (Yucel & Bektas, 2012).

Low organizational commitment is a problem in Nigeria's banking industry. Inyang, Enuoh and Ekpenyong (2014) found low organizational commitment in about 50% of bank workers in their study. Okwor et al. (2020) found that 63% of bank employees were disengaged due to organizational issues. Anecdotal evidence suggests bank employees' performance is lacklustre due to low commitment, as 48% of sampled employees said (Akpakip, 2017). Poor performance due to low commitment requires investigating its causes. Most studies on organizational commitment are in businesses. Certain industries, like banking, have distinguishing features. Recent decades have seen many factors affecting organizational commitment (Akpakip, 2017; Tafamel & Akrawah, 2019; Unaam & Benjamin, 2021). Few bank organizational commitment studies exist (Chin, 2015). Accuracy requires regular examination of issues impacting organizational commitment in banking. According to Chin (2015), financial organizations are strained, so employees may lack devotion. Bankers' organizational commitment should be studied. This study explores organizational fairness, task orientation, and knowledge sharing as bank employee commitment antecedents. Low task orientation led to poor performance because employees lacked the desire to set goals and finish tasks. Several studies in and out of Ibadan have examined job orientation's impact on organizational commitment among bank employees in Oyo State, Nigeria.

Organizational justice is a key factor in sub-Saharan Africa's seamless organizational commitment, according to Gyekye (2015). Local and present research on Ibadan banks is limited, and their efficacy, alongside other factors, has not been verified. No current research has empirically supported the importance of information sharing in organizational commitment among bank workers in Oyo state, Nigeria. The study's goals are to: (1) Examine the link between organizational justice, task orientation, knowledge sharing, and organizational commitment in Ibadan, Oyo state, Nigeria; and (2) To see if organizational fairness, task orientation, and knowledge sharing predict organizational commitment among commercial bank employees in Ibadan, Oyo State, Nigeria.

LITERATURE REVIEW AND HYPOTHESES DEVELOPMENT

This study assumes that workers undertake a cost-benefit analysis of their contributions and effort, influencing their organizational commitment. This research uses equity (Adams, 1965) and social exchange theories (Blau, 1964). Both assume that organizational conditions do not impact commitment and engagement but by the impression of equality, fairness, or net benefits in previous or continuing interactions with their organization and management. According to Equity Theory, partners value relational fairness. Social Exchange Theory emphasizes how people aim to maximize advantages and minimize costs in partnerships, which influences work commitment behaviour. Cost-benefit analysis, comparability, a benefit-maximizing environment, and organizational fairness encourage employee loyalty.

Social exchange theory

Blau (1964) described the work contract as a system of cooperation and negotiation based on reciprocity, involving continual rewards and rebalancing expectations and duties. Workers balance the benefits and risks of creating social contact (positive outcome). Three aspects impact employees' interpersonal attitudes: A cost-benefit analysis, comparison, and level of comparison. Workers who have experienced organizational injustice will have poor job

commitment as payback for the unfair work environment. According to this study, employees who feel their organization offers fair working conditions, the opportunity for continuous learning via knowledge exchange, and task orientation have higher organizational commitment. Cost-benefit analysis suggests that workers who experience fair treatment in a favourable working environment where information exchange and task concentration are strengthened would report better job commitment.

Equity theory

Adams' Equity Theory (1965) says wage disparities predict distributive justice. People compare output (rewards) to input (contributions to the organization). Higher ratios may improve perceptions of fairness. Inequitable workers falsify inputs or outputs to reduce disparity (Cohen-Charash & Spector, 2001). Due process is the amount of input or engagement an employment agreement allows. This notion links people's procedures and outcomes concerns. Like distributive fairness, procedural justice may diminish work commitment. Research supports the hypothesis. Unfair supervisor and management pay, decision-making, incentives, and compensation reduce work commitment. According to Cropanzano et al. (2001), employees who sense fairness in rules and processes are more loyal and prefer long-term work. Fairness in procedures should increase perceptions of organizational support and commitment (Cropanzano et al., 2001). According to these principles, workers who receive fair and equal compensation for their work, more opportunities to maximize reward through information exchange, and the ability to complete tasks easily will report increased job commitment.

Organizational justice and organizational commitment

Akoh and Amah (2016) studied procedural justice and employee devotion in Nigeria. A total of 103 staff members from six state-licensed private hospitals were given a questionnaire. According to the Spearman rank correlation coefficient, procedural fairness and employee dedication to their boss are strongly correlated. Employees are

more likely to identify with fair-processing managers than those who do not. Workers examine their organizations' justice settings to find procedural unfairness by comparing rules from other organizations. Kareem, Jameel, and Ahmad (2019) utilized a self-reported survey to study organizational justice and employee commitment at the Trade Bank of Iraq in Baghdad. Each of the three components of organizational justice; distributive justice, procedural justice, and interactional justice; positively affects bank personnel's organizational commitment. Unaam and Benjamin (2021) studied organizational fairness and employee engagement at Nigeria's Port Harcourt Area Command. The senior police officers and non-commissioned officers (NCOs) in Rivers State's 27 police divisions were given a structured, self-administered questionnaire. The Nigeria Police Force's Port Harcourt Area Command found a strong link between organizational justice and employee engagement. Based on this trend, it is expected that through cost-benefit analysis and comparisons with peers, employees who experience fair treatment from the management and co-workers in the banking organization will significantly report higher job commitment than those who experience unfair treatment from the organization. Thus, the first hypothesis is proposed:

H1: Organizational justice positively affects organizational commitment

Knowledge sharing and organizational commitment

This section discusses information sharing and organizational commitment. Imamoglu et al. (2019) examine the links between organizational fairness, commitment, knowledge sharing, and company success. According to 211 survey respondents, organizational fairness affects organizational dedication, knowledge exchange, and commercial performance. Organizational commitment affects knowledge exchange and corporate performance. Information sharing affects company performance. Lakshman, Rai, and Lakshman (2021) employed structural equation modelling to analyze the impact of information exchange and human resource management on commitment and turnover among 274 Indian engineers. Information

sharing is intrinsically and extrinsically beneficial for knowledge workers, leading to emotional links, stronger identification and commitment, and a lower desire to quit. Vieira and Curado (2019) use structural equation modelling to figure out how information sharing links trust and organizational commitment in 582 of Portugal's top exporting SMEs. The data implies that trust positively affects KS, emotional, and normative OCs. KS affects trust and emotional OC. The strong link between knowledge sharing and organizational commitment was identified as a clustered behaviour associated with an intrinsic value orientation, just like fairness which are variable attributed to those with high job commitment. Thus, the second hypothesis is proposed:

H2: Knowledge sharing positively affects organizational commitment

Task orientation and organizational commitment

Learning, progress, career opportunities, and loyalty are connected to task orientation (Preenen et al., 2011). Task-oriented management styles may affect organizational health and occupational stress, according to Ahmadi and Bazrafshan (2014). Rahpeima (2010) found a link between how people are managed (relationship-oriented or task-oriented) and their mental health and ability to think creatively. The interaction of these traits may determine corporate innovation. Yazdanpanah and Afrassiabi (2014) linked task orientation and time management. Secondary results show a link between managers' time management and authoritarian, supportive, cooperative, and success-oriented styles. According to Alami and Barzi's (2009) study, relationship-oriented teachers are more emotionally, normatively, and intellectually committed. Task-oriented teachers have little emotional, normative, or intellectual commitment. Beydokhti and Parvaresh (2008) agreed on the relationship between the organizational environment and task orientation for elementary school teachers. Following these trends, this study identifies that employees who value organizational justice or fairness value being responsible and task-orientated; as such, being task-oriented is proposed to

be linked with increased job commitment and performance. The third hypothesis was stated that:

H3: Task orientation positively affects organizational commitment.

METHODS

Design

A cross-sectional survey study design was used for the investigation. The research was conducted among commercial bank employees selected from some banking organizations located within the Ibadan metropolis, Ibadan, Oyo state, Nigeria.

Participants

Employees from selected banking organizations were conveniently sampled from bank branches in Ibadan metropolis. The inclusion criteria are that the participants must be employees of selected banking organizations. He or she must have been employed by the bank for at least one year. The estimated population of the bank employees in Ibadan metropolis was 2,125. The Yamani (1965) sample size formula was used to determine the sample size for this study, which was scaled up to 422. This sample size was upgraded to accommodate the organizational sizes and spread. However, only 406 copies of the questionnaire were retrieved by the researchers.

Research instrument

A self-reported questionnaire was used to collect data in the study. This questionnaire is divided into sections A–D. Section A includes the demographic information of bank employees, such as sex, age, marital status, highest educational qualification, and job status.

Meyer and Allen's (1997) organizational commitment scale was used to assess organizational commitment (OCS). The tool was created to assess how dedicated individuals are to the organization in which they work. Affective commitment (AC), continuous commitment (CC), and normative (NC) are the three unique aspects of commitment measured by the scale. In the OCS, there were reverse-scored questions

such as "I do not seem like part of the family at my organization." During the data entry process, some objects were reverse coded. AC was measured using eight different objects. "I do have a feeling of belonging to my company" is an example of affective commitment. Five items were used to assess CC. "If I had not already invested so much of myself in this organization, I may have thought about working elsewhere" as an example of ongoing commitment. NC was assessed using five items. For example, of the items is "I would feel bad if I left my company now." The scale uses a 5-point Likert answer style, with responses ranging from 1-strongly disagree to 5-strongly agree. (5). Higher ratings imply a greater level of commitment to the organization. The items' alpha consistency is 0.76.

Knowledge sharing was measured in the study using a 4-item enjoyment scale in helping other subscales adapted by Van den Hooff and Van Weenen (2004). This scale assesses the degree of employee enjoyment in helping other colleagues. Sample items include: "I enjoy sharing my knowledge with other colleagues". The reliability reported by the authors was ($\alpha = 0.84$). In the current study, the 7-item knowledge-sharing scale was scored on a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A composite score for the 7 items was computed as the measure of knowledge sharing in this study. Increasing scores on this scale indicate high involvement in knowledge sharing and vice-versa.

Task-orientation work behaviour was measured using a 27-item task-orientation scale developed by Ray (1973). "As a child, I craved the sense of success that comes only from completing something properly," and "Schools should put greater importance on training children to follow through on a task." The scale uses a 5-point Likert answer style, with responses ranging from 1–strongly disagree to 5–strongly agree. A composite score for the 27 items was computed as the measure of task orientation in this study. Higher scores indicate increasing task orientation and vice versa. Ray (1974) demonstrated reliability of 0.84 and a variety of validity evidence was given by Ray (1974).

The Organizational Justice Scale was measured using Alkhadher and Gadelrab's (2016) 19-item Organizational Justice Scale.

Table 1.
Summary table of Pearson product moment correlation showing relationships among organizational justice, knowledge sharing, and task orientation on organizational commitment

Variables	Mean	S.D	1	2	3	4	5	6	7	8	9	10	11
1 Task orientation	86.78	17.38	-										
2 Knowledge sharing	14.90	4.05	.378**	-									
3 Procedural justice	13.46	4.83	.241**	.046	-								
4 Distributive justice	16.02	4.80	.186**	.071	.613**	-							
5 Interpersonal justice	12.78	4.45	.222**	.188**	.076	.343**	-						
6 Informational justice	12.91	4.92	.210**	.175**	.065	.080	.542**	-					
7 Organizational justice	55.17	12.94	.315**	.175**	.652**	.748**	.706**	.621**	-				
8 Affective commitment	26.31	6.29	.294**	.191**	.119	.157*	.188**	.109	.209**	-			
9 Continuance commitment	16.20	4.27	.275**	.232**	.104	.115	.168**	.132*	.189**	.447**	-		
10 Normative commitment	16.93	4.63	.394**	.255**	.193**	.180**	.173**	.137*	.251**	.385**	.642**	-	
11 Organizational commitment	59.44	12.29	.394**	.275**	.169**	.188**	.220**	.153*	.267**	.812**	.818**	.797**	-

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

* correlation is significant at the 0.05 level (2-tailed).

The four-factor form of the organizational justice scale is employed rather than the three-factor form that is most commonly used. The organizational justice scale had measures designed to assess the distributive (4 items), procedural (5 items), interpersonal (5 items), and informational (5 items) components of organizational justice. Among the examples are: Procedural: "I have had the option to challenge any decision that has a negative impact on me." "My remuneration reflects my work," says the distributive". Interpersonal: "My supervisor values my job and my human rights." and informative: "Procedure explanations are obtained in a timely manner." The measure was based on a 5-point Likert scale, with responses ranging from 1—strongly disagree to 5—strongly agree. Higher ratings indicate a greater level of fairness and justice in the organization. The Alpha reliabilities for the scales were 0.78, 0.76, 0.83, and 0.85 respectively. Overall alpha of 0.86 was also reported in current study.

Procedure

The researcher would need the approval of the bank manager in charge of bank branches via an introduction before embarking on the study. The branch managers of the banking organizations in the Ibadan metropolis where the participants

were sampled were informed accordingly to obtain adequate permission and ensure the cooperation of employees prior to the administration of the questionnaires. Because the researcher has limited access to the bank branches for security reasons, the bank managers were asked to appoint a liaison to solicit the cooperation of other employees for the study. During the questionnaire administration, the researcher introduced himself and explained the purpose of the study to the intended participants. Permission was sought from the intended, and they were informed that participation was voluntary. Copies of the questionnaire were administered only to those who showed interest and agreed to participate in the study. The questionnaire was administered during the hours when the bank workers were less busy or during closing time. After completing the questionnaire, bios were given to the employees to express appreciation for their cooperation. The researcher distributed 422 copies of the questionnaire, but only 406 copies of the correctly filled out were analyzed in this study. Data from the study was subjected to computer analysis.

Method of data and statistical analysis

In this study, two hypotheses were stated for analysis. Descriptive analyses frequency and percentage were used to describe the

Table 2.
Summary of multiple regression analysis showing the joint and independent prediction of organizational justice, knowledge sharing, and task orientation on organizational commitment

Predictors	β	T	P	R	R ²	F	P
				.44	.19	19.43	<.01
Task orientation	.295	4.56	< .01				
Knowledge sharing	.137	2.19	< .05				
Organizational justice	.150	2.46	< .05				

Dependent Variable: Organizational commitment

demographic information of the bank employees while hypotheses were tested with Pearson correlation analysis and multiple regression analysis at 0.05 level of significance.

RESULTS

The demographic characteristics reveal that sixteen percent of respondents were 25–30 years old, 48.8% were 31–40 years old, 28.5% were 41–50 years old, and 6.0% were 51. More than half (56.8%) of the respondents were male, while 43.3% were female. About one-fifth (22.5%) of the respondents were single, 74.3% were married, 1.3% were separated, and 2.0% were divorced. About one-fifth (22.1%) had a secondary certificate, 17.3% had an OND (Ordinary National Diploma), 25.0% had HND (Higher National Diploma), 24.5% acquired a university degree, 9.8% possessed a master's degree. In comparison, 1.5% bagged a doctoral degree. About two-thirds (65.8%) of the respondents had 1–10 years of experience, 29.5% had 11–20 years of experience, and 4.8% had 21 years or above. The departments where the respondents work include audit/reconciliation (5.5%), operations (27.9%), marketing (44.8%), information technology (ICT) (8.3%), international banking (4.5%), legal unit (4.0%), and the security units and so on (7.0%).

Preliminary exploratory analysis on the relationship among organizational justice, knowledge sharing, and task orientation on organizational commitment, was analyzed using Pearson correlational analysis as shown in Table 1.

Table 1 shows that emotional ($r = .29$, $p < .01$), continuance ($r = .28$, $p < .01$), normative ($r = .39$, $p < .01$), and total organisational

commitment ($r = .39$, $p < .01$) are positively correlated with task orientation. Increasing task orientation enhanced emotional, continuance, normative, and organizational commitment. There was a significant positive association between affective ($r = .19$, $p .01$), continuance ($r = .23$, $p .01$), normative ($r = .26$, $p < .01$), and organisational commitment ($r = .28$, $p .01$) knowledge sharing. This means that as knowledge sharing increases, affective, continuance, normative, and organizational commitment increase, vice versa. As organizational justice grows, emotional, continuance, normative, and organizational commitment all increased ($r = .21$, $p < .01$).

Hypothesis one, which states that organizational justice positively affects organizational commitment, was analyzed using multiple regression, as shown in Table 2. The results in Table 2 revealed that organization justice ratings significantly predict organizational commitment ($\beta = .15$; $t = 2.46$, $p < .05$). It was demonstrated that increasing positive perception of organizational justice was significantly and positively associated with increased levels of job commitment. Thus, the hypothesis is supported.

The second hypothesis proposed that knowledge sharing positively affects organizational commitment was also tested in the multiple regression presented in Table 2. As demonstrated, increasing knowledge-sharing rating scores were significantly associated with a positive increase in organizational commitment scores ($\beta = .14$; $t = 2.19$, $p < .05$). The hypothesis was thus confirmed that reported knowledge-sharing activities positively affect employees' levels of job commitment.

The third hypothesis was stated that task orientation positively affects organizational commitment was also supported. The

multiple regression results revealed that increasing positive ratings on task orientation scale significantly predicted higher scores on organizational commitment ($\beta = .30$; $t = 4.56$, $p < .01$). As such being task oriented was strongly linked with increased job commitment among bank workers (see Table 2).

The overall model on the joint prediction of organizational justice, knowledge sharing, and task orientation on organizational commitment was significant ($R^2 = 0.19$; $F(3,400) = 19.43$; $p < .01$); organizational justice, knowledge sharing, and task orientation accounted for 19% variance on organizational commitment; all hypotheses were confirmed.

DISCUSSION

The study found a positive association between organizational justice and its sub-dimensions. It was demonstrated that increasing positive perception of organizational justice significantly and positively predicted increased levels of job commitment. We found that equal resource distribution would boost employee commitment. This agrees with Akanbi and Ofoegbu (2013), who found a favourable link between distributive and organizational justice. Raza, Adnan, Nosheen, Qadir, and Rana (2013) showed that distributive justice increased organizational commitment. Rahman, Shahzad, Mustafa, Khan, and Qurashi (2016) found that procedural fairness boosts employee commitment. Fariba, Sardar, and Mozafar (2013) evaluated organizational fairness and commitment and found that decision accuracy and consistency impact company loyalty. Akoh and Amah (2016) found a correlation between procedural fairness and worker commitment. Employees evaluate corporate regulations to judge procedural fairness, and favourable scores influence job commitment. Interactive, distributive, and procedural justice promote organizational commitment, were significant findings by Demirel and Yuçel (2013).

The study confirmed that knowledge sharing significantly correlates with organizational commitment and its sub-dimensions. It was demonstrated that knowledge sharing predicts organizational commitment. Knowledge management tactics boost organizational commitment.

Chiu and Chen (2016) predicted a positive association between knowledge management process activities and organizational commitment in Taiwan's public utility organizations. Mustapa and Mahmood (2016) found the opposite in Malaysia's public sector. Knowledge management implementation boosts job satisfaction by affecting work settings and information. This increases organizational commitment. Previous research has established a correlation between information sharing and organizational commitment. Rašula, Vuki, and Temberger (2012) showed that the performance of an organization could be predicted by how IT, organization, and knowledge were used in knowledge management. Amyan, Al-Saudi, and Al-Onizat (2016) identified a link between knowledge management and use. Ikechukwu and Agomuo (2018) found that knowledge management is linked to organizational commitment. Demirel and Goc (2013) found that emotional commitment boosted information transfer. Firms use their existing resources more effectively and provide workers with stability and loyalty by sharing information internally.

Thirdly, it was also confirmed that task orientation positively predicted organizational commitment. These results corroborate positive research trends. These findings support the positive trend we identified in the literature. There is a correlation between task orientation and learning, advancement, career possibilities, and loyalty (Preenen et al., 2011). According to Ahmadi and Bazrafshan's research, task-oriented management styles may have an impact on the health of organizations as well as occupational stress (2014). Rahpeima (2010) discovered a correlation between being task-oriented and positive mental health as well as their capacity to conceive of innovative solutions to problems. Yazdan Panah and his colleague found a correlation between task orientation and effective time management (Yazdanpanah & Afrassiabi, 2014).

CONCLUSION

Promoting organizational justice, knowledge sharing, and a positive task orientation increased bank employees' organizational commitment. Management may learn from the investigation's current theories. When

companies provide a gratifying environment and benefits, employees are more loyal. The study recommends investing in employee knowledge, training, and justice. These promote company loyalty. Organizational commitment and job performance were boosted by organizational justice, knowledge sharing, and a positive focus on tasks. This study has private-sector ramifications. Knowledge management is recommended. According to the research, developing and LDC private sectors lack knowledge-based management. It suggests impoverished nations implement context-specific knowledge management. Encourage and facilitate employee knowledge exchange. There's also knowledge-sharing training. Managers should encourage innovation. The staff are willing to help. This work contains many contributions but a flawed methodology.

Ibadan, Oyo State, Nigeria, is the location. Other cities, regions, or nations may have different results. cross-sectional Third, research techniques vary. This work advances research. Future probes may vary. This compares to regional organizational commitment. Because the environment is unique, extra aspects must be considered. These results must be duplicated in other locations, industries, and places. Qualitative data might improve research findings.

Researchers may also study how organizational support moderates the links between organizational fairness, information sharing, and organizational commitment, knowledge sharing. Fairness and commitment may be mediated by organizational culture, working environment, and leadership.

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