

Permanent versus Contingent Workers: Organizational Commitment in Diverse Employment Frameworks in The International Institute of Tropical Agriculture (IITA), Nigeria

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Abstract: The contemporary workforce is increasingly characterized by a blend of conventional permanent employees and a fast-growing segment of contingent workers. This structural shift requires a serious re-evaluation of how employee loyalty and engagement are cultivated. This paper investigates the disparities in organizational commitment between permanent and contingent workers within diverse employment frameworks in the International Institute of Tropical Agriculture (IITA). Drawing on a quantitative analysis of cross-sectional survey data collected from 355 workers, 131 permanent and 224 contingent across these employment frameworks, the study evaluates the core dimensions of organizational commitment. The findings reveal a significant difference in affective commitment as permanent employees exhibit higher levels of affective commitment than contingent employees. Hierarchical multiple regression results further reveal that gender, age, job security and career development are independent predictors of organizational commitment. These findings indicate that the category of employment at IITA profoundly affects employees' emotional connections to the organization. Career development is the most effective strategy to increase commitment across categories because it signifies organizational investment in the employee, which makes them feel included. In conclusion, overall commitment did not exhibit significant differences between permanent and contingent workers; permanent employees demonstrated greater affective commitment, with no status disparities in continuance or normative dimensions. It was discovered that Career development is the most effective strategy to increase commitment across categories because it signifies organizational investment and helps workers to foresee a future aligned with the institution's goal. It is recommended that the Institute review its contingent workers model with a focus on their career growth path to foster a system that promotes their loyalty and commitment.

Keywords: Permanent, Contingent, Organizational Commitment, Employment Framework, Job Security, Career Development.

1. Introduction

Over the past three decades, employment arrangements have changed significantly, with many organizations now blending conventional (permanent) employees with an increasing number of unconventional or contingent workers (contract, temporary, agency, fixed-term, casual, and outsourced labor) (Kalleberg, 2000). The way organizational commitment evolves and changes between employment statuses, as well as how these variations impact performance, retention, and service quality outcomes, are fundamental challenges raised by this multifarious employment architecture. Both equity and effectiveness are at risk; organizations run the risk of segmented cultures, higher turnover, and uneven capability deployment if contingent workers' commitment is consistently lower due to weakened ties, less support, or increased uncertainty. Well-designed practices can equalize or even strengthen commitment among nonstandard workers, and businesses can use flexible staffing models without compromising engagement or performance.

Organizational commitment has been widely studied over the past few years by both practitioners and academics. This explains why in this modern day, rapidly overshooting competitive market organizations depend on contingent and permanent staff to occupy the different roles and positions to be filled for hitch-free daily activities. The three components of Meyer and Allen's model, namely, affective (emotional attachment), continuation (perceived



costs of quitting), and normative (felt responsibility) commitment, are frequently used to theorize organizational commitment (Meyer & Allen, 1997), which is still a key concept for comprehending employee-organization relationships. Across industries and national settings, commitment has been associated with important outcomes such as improved task performance, less withdrawal, and decreased turnover intentions. Stronger commitment, for instance, was linked to better work performance in an oil sector sample, highlighting the instrumental importance of commitment for operational outcomes (Qu, Liu, Tan, & Gao, 2024). With multiple drivers covering individual, job, and organizational characteristics, commitment has also been linked to intention to remain and service continuity in the healthcare industry (Fantahun, Dellie, Worku, & Debie, 2023; Freire & Azevedo, 2024). The interplay between individual dispositions and contextual signals is highlighted by cross-sector evidence that suggests commitment also covaries with personality, subjective well-being, organizational orientations, and perceived employment uncertainty. This is particularly relevant when employment status itself signals security or marginality (Todorović et al., 2024).

Classification of employment is a social signal as well as a structural requirement. Stronger employment stability, more defined internal career ladders, better perks, and greater integration into social networks and organizational routines are all common features of permanent positions. These characteristics can promote continuation commitment through accrued investments and switching costs, normative commitment through socialization and reciprocal responsibilities, and affective commitment through identification and reciprocity. Contrarily, contingent arrangements may restrict access to relational, vocal, and training supports, which would erode the social exchange cues that sustain attachment and raise perceived uncertainty (Rousseau, 1995). Status-linked attitudes are documented by cross-sector comparative studies: permanent and contract employees may have different views on fairness and compensation, which can have an impact on commitment (Baqi & Indradewa, 2021; Freire & Azevedo, 2024). Employment classification has been demonstrated to influence all three commitment components in knowledge-intensive environments when comparing permanent vs outsourced engineers. This suggests that status disparities affect the qualitative makeup of commitment rather than just its total levels (Mendis, 2024).

The International Institute of Tropical Agriculture (IITA) is a non-profit institution that generates agricultural innovations to meet Africa's most pressing challenges of hunger, malnutrition, poverty, and natural resource degradation. Working with various partners across sub-Saharan Africa, IITA improves livelihoods, enhances food and nutrition security, increases employment, and preserves natural resource integrity. The Institute Ibadan Headquarters is located on a 1,000-hectare campus that includes extensive research laboratories, genetic resource centers, and a 300-hectare forest reserve.

2. Literature Review

The literature highlights three main explanations for diverse employment frameworks, namely, discretionary investments like development opportunities and inclusive HR practices act as socioemotional resources that employees reciprocate through stronger commitment (Eisenberger, Huntington, Hutchison, & Sowa, 1986). If contingent workers receive weaker signals of support, commitment gaps can widen, but inclusive practices can mitigate or eliminate these gaps (Baqi & Indradewa, 2021; Freire & Azevedo, 2024). Perceived employment uncertainty negatively impacts commitment and continuance motives, with uncertainty being a strong negative correlation in public-private and cross-national samples, affecting personality and well-being (Todorović et al., 2024; Freire & Azevedo, 2024). Investment opportunities in training, internal mobility, and team workflows can deepen affective ties and mutual obligation. Sector-specific studies show that integrating contingent staff into core processes reduces commitment differentials, while peripheralizing them can lead to growth (Mendis, 2024).

Public and private employment roles have distinct institutional logic, with public-sector roles offering stronger formal security and procedural justice, sustaining commitment even under resource constraints, and private-sector roles relying more on performance-linked rewards and developmental investments. Within-country variations in regulatory frameworks, union presence, and outsourcing intensity also affect how employment status maps onto commitment. In low- and middle-income countries, rapid expansion of outsourcing and temporary contracting can lead to more pronounced disparities in inclusion and development access (Guest, 2004). Commitment is crucial for performance, citizenship behavior, safety compliance, and retention in both capital-intensive and service-intensive sectors. It predicts individual performance assessments and reduces turnover intentions, especially in settings where tacit knowledge, team coordination, and continuity drive outcomes. The commitment-outcome linkage can be moderated by job design and supervisory practices, with high-quality supervision, equitable rewards, and integration into team routines strengthening the translation of commitment into performance. Managerial levers can both build commitment and enhance their yield.

This study makes three contributions, building on previous syntheses that highlight status-based disparities in commitment and the contingent significance of organizational practices (Davis et al., 2025). In the first place, it reduces unnoticed structural heterogeneity by offering a comparative evaluation of commitment between permanent and contingent workers within the same organizational structure. Second, it looks at theoretically based mechanisms that are expected to explain status gaps in the three commitment components: perceived organizational support, fair compensation, access to development, and perceived employment uncertainty (Baqi & Indradewa, 2021; Todorović et al., 2024; Mendis, 2024). Third, it examines whether the commitment–outcome route is status-sensitive in a research institution setting by connecting commitment to proximal outcomes, such as self-rated performance and turnover intention (Qu et al., 2024; Freire & Azevedo, 2024).

Across all industries, perceived job security consistently influences organizational commitment. Perceived job security refers to workers' beliefs regarding the permanence of their employment that also include their perception of job benefits like job advancement and promotion opportunities, good work circumstances, career training and development opportunities, and attractive remuneration (Ogunbanjo, 2021). According to studies, workers report higher levels of emotional attachment, job satisfaction, and willingness to stay when they believe their employment is stable (Jandaghi et al., 2011). Both job security and work satisfaction are predictive of commitment and improved performance in West African contexts (Kwabiah et al., 2016), particularly among academic library employees in Nigeria (Ogunbanjo, 2021). Contingent workers, who are subjected to uncertainty regarding tenure, perks, and advancement, would probably feel more secure and are thus more committed. Job security as a key component aids in the explanation of commitment discrepancies between permanent and contract employees and suggests strategies to overcome commitment gaps, such as growth opportunities, benefit parity, and clear renewal paths.

Organizational commitment is continually strengthened through career development. Career growth, such as goal progression, skill development, promotion speed, and compensation growth, raises affective and continuance commitment and decreases turnover intention through these commitment pathways, according to findings from Oman's public sector (Al Balushi et al., 2022). Structured career planning, training, and transparent progression also raise employees' emotional attachment and perceived costs of leaving, which supports retention, according to studies conducted in a variety of contexts (Sari & Dewi, 2020; Rehman, 2017). Unlike their permanent employee counterparts, contingent workers have limited development access, while permanent employees in a mixed workforce have clearer career ladders and mobility, which strengthens commitment. In addition to highlighting solutions like development parity and clear progression standards, framing career development as a crucial antecedent aids in explaining commitment disparities between permanent and contingent personnel.

3. Research Questions

The International Institute of Tropical Agriculture (IITA) offers a pertinent case to extend and contextualize the comparative commitment literature. Like many mission-driven research organizations, IITA relies on a blended workforce: permanent staff who anchor institutional knowledge and continuity, and contingent personnel, including project-funded, fixed-term, and outsourced roles, who provide flexibility in responding to grant timelines and specialized project needs. This employment mosaic raises practical questions central to the institute's effectiveness. Therefore, this study seeks to illuminate nuanced relationships and interactions. Based on this premise, this study seeks to answer the following research questions:

1. Do permanent and contingent workers differ in overall commitment?
2. Do permanent and contingent workers differ in affective, continuance, and normative commitment?
3. To what extent do perceived organizational support, inclusion in learning or perceived career development, and perceived employment uncertainty differ between Permanent and Contingent among IITA workers?
4. To what extent do organizational commitment and its components, perceived job security, and career development differ across categories of employment (Permanent and Contingent) among IITA workers?

4. Hypothesis

1. Permanent IITA workers will significantly exhibit a higher level of overall organizational commitment compared to contingent IITA workers.
2. There will be a significant difference between permanent and contingent IITA workers' affective, continuance, and normative commitments.
3. Demographic factors will significantly moderate the influence of perceived job security and career development on organizational commitment among IITA workers.

5. Materials and Methodology

Materials

5.1 Organizational Commitment

Organizational commitment is a 3-dimensional scale (affective, continuance, and normative dimensions) that comprises 24 items (Allen & Meyer, 1991). Sample items include “I would be very happy to spend the rest of my career with this organization” and “Too much in my life would be disrupted if I decided I wanted to leave my own organization now”. The items are rated on a 7-point scale, ranging from 1 = strongly disagree to 7 = strongly agree. In the present study, the Cronbach alpha reliability for the overall OC was .940, affective dimension .895, continuance dimension .895, and normative dimension .895. These reliability estimates are consistent with recent psychometric validations of the Allen and Meyer scale in comparable organizational contexts (Efthymiopoulos & Goula, 2024).

5.2 Perceived Job Security

The job security perception comprises 6 items (Geçdoğan Yılmaz & Aydın, 2023). Sample items include “I have adequate job security”, “I think I have a lifetime job guarantee in this organization”, and “I will not be fired when I work in accordance with my rights and obligations”. The items are rated on a 5-point scale, ranging from 1 = strongly disagree to 5 = strongly agree. In the present study, the Cronbach alpha reliability for the PJS was .790

5.3 Career Development

Mid-career sustainability for career development comprises 34 items (Kim, Lee, & Jin, 2024). Sample items include “I prioritize and dedicate time to building and sustaining career experiences over other activities”, “I try to upgrade my current skills to develop my career continuously”, and “I regularly meet with people who can help me in my career growth”. The items are rated on a 5-point scale, ranging from 1 = strongly disagree to 5 = strongly agree. In the present study, the Cronbach alpha reliability for the CD was .972

6. Research Methodology

6.1 Participants and setting

The participants were 355 employees of IITA (131 permanent and 224 contingent) and were purposively recruited within the institute to complete a structured questionnaire, virtually using Google Form. This purposive, cross-sectional design mirrors recent Nigerian organizational commitment research employing comparable sampling strategies (Okolie, Mukoro, & Otite, 2024). The respondents were drawn from various directorates of the institute, which comprise the General Directorate, the Research for Development, the Partnership for Development, The Corporates Services, the People and Culture and the Finance Directorate.

6.2 Procedure

The researcher designed a concise, mobile-friendly Google Form that took no more than 5-10 minutes to complete. It comprised informed consent, a voluntary participation indicator, a confidentiality protection statement and the purpose of the study. The researcher piloted the form with a small sample of both contingent and permanent workers to test clarity and how well it renders on various devices.

Having done that, the Google Form link was prepared as a short URL. Upon approaching participants, the researcher briefly introduced the study with a standard 15–30 second script that emphasizes voluntariness, anonymity, and the right to decline without consequence. Participants then completed the survey privately on a device held or placed so that others cannot view responses. In cases of weak connectivity, the hotspot was used.

6.3 Ethical Consideration

The study ensured confidentiality and privacy for participants, with no names being obtained and data kept confidential. The researcher adhered to ethical research practices, ensuring the protection of participants and providing the best possible treatment. The researcher explained the potential harm aspects in the consent document to prevent any harm to participants. Voluntary and informed consent is also guaranteed, with no coercion or forced participation. Participants were free to withdraw at any point and were informed about any potential harm to them. The study's goal was to provide the best possible treatment within the researcher's reach. Formal ethical approval for this study was obtained from the IITA Institutional Review Board (IITA-IRB), approval number IITA-IRB 0726.

7. Results

The tables and interpretations of each of the hypotheses are given. All hypothesis testing was conducted with statistical significance set at $P < .05$. All analyses were conducted using IBM SPSS Statistics (version 29).

Table 1: Sociodemographic Characteristics of the Respondents in the study

Characteristic	n	%
Sex		
Male	186	52.4
Female	169	47.6
Total	355	100
Marital Status		
Single	136	38.3
Married	207	58.3
Widow	5	1.4
Missing	7	2.0
Total	355	100
Category of Employment		
Permanent	131	36.9
Contingent	224	63.1
Total	355	100

Note: $N = 355$ (n = number of people in each category). Respondents were on average 39.9 years old ($SD = 11.33$).

Table 2: Summary of Zero-order correlation showing the overview of the relationship existing between organizational commitment, its sub-scales and other variables in the study**. Correlation is significant at the 0.01 level; * is significant at the 0.05 level (2-tailed).

Variable	r (with Overall Organizational Commitment)	df	p
Age	.16	353	<.01
Affective Commitment	.86	353	<.01
Continuance Commitment	.89	353	<.01
Normative Commitment	.88	353	<.01
Perceived Job Security	.15	353	<.01
Career Development	.54	353	<.01

Note: Values are Pearson correlation coefficients between overall organizational commitment and each variable ($N = 355$, $df = 353$). ** $p < .01$. A full pairwise intercorrelation matrix among all study variables was not present in the source file; the coefficients above reflect only those reported in the accompanying narrative and should be verified against the original SPSS output before final submission.

Table 2, Zero-order, presents an overview of the relationship existing between organizational commitment and other variables. The outcomes show a significant positive relationship between overall organizational commitment and age ($r = .16$, $df = 353$; $p < .01$), organizational commitment and affective commitment dimension ($r = .86$, $df = 353$; $p < .01$), organizational commitment and continuance commitment dimension ($r = .89$, $df = 353$; $p < .01$), organizational and normative commitment dimension ($r = .88$, $df = 353$; $p < .01$), organizational commitment and perceived job security ($r = .15$, $df = 353$; $p < .01$) and organizational commitment and career development ($r = .54$, $df = 353$; $p < .01$).

H1: Permanent workers will significantly exhibit higher levels of overall organizational commitment compared to contingent workers

Table 3: t-test for independent sample showing category of employment differences on overall organizational commitment among IITA workers

Category of Employment	N	$\bar{x}$	S.D	df	t	P
Permanent	131	120.90	23.51			
				353	1.41	>.05
Contingent	224	116.97	28.04			

Table 3 presents a summary of an independent sample t-test, which shows the difference in the category of employment on overall organizational commitment. The outcome shows that there is no significant difference in the organizational commitment between permanent and contingent IITA workers ($t(353) = 1.41$; $p > .05$). The effect size for this comparison was small (Cohen's $d = 0.15$; Cohen, 1988), consistent with the absence of a statistically significant difference.

H2: There will be a significant difference between permanent and contingent IITA workers' affective, continuance, and normative commitments.

Table 4: t-test for independent sample showing category of employment differences on affective, continuance and normative organizational commitment

Commitment Dimension	Category of Employment	N	$\bar{x}$	S.D	df	t	P
	Permanent	131	43.38	8.83			
Affective Commitment					353	4.06	<.05
	Contingent	224	38.95	10.53			
	Permanent	131	38.22	10.38			
Continuance Commitment					353	-.550	>.05
	Contingent	224	38.85	10.31			
	Permanent	131	39.29	8.95			
Normative Commitment					353	.208	>.05
	Contingent	224	39.17	10.17			

Table 4 presents a summary of an independent samples t-test, which shows the difference in category of employment on affective, continuance, and normative dimensions of organizational commitment. The outcomes show that there is a significant difference between permanent and contingent IITA workers on affective commitment ($t(353)$

= 4.06; $p < .05$). However, there is no significant difference between permanent and contingent IITA workers on continuance commitment ($t(353) = -.550$; $p > .05$) and normative commitment ($t(353) = .208$; $p > .05$). Effect sizes were small-to-moderate for affective commitment (Cohen's $d = 0.45$) and negligible for continuance (Cohen's $d = -0.06$) and normative commitment (Cohen's $d = 0.01$), reinforcing that the status-based gap is concentrated in the affective dimension.

H3: Demographic factors will significantly moderate the influence of perceived job security and career development on organizational commitment among IITA workers.

Table 5: Summary of Hierarchical Multiple Regression analysis showing the moderating influence of demographical factors on perceived job security, and career development in organizational commitment.

Model	Predictors	β	t	P	R	R ²	R ² Change	F	FChange	P
Model 1	Sex	.168	2.99	<.01						
	Age	.208	3.69	<.001	.224	.050	.050	5.823	5.823	<.01
	Educational Level	-.016	-.297	>.05						
Model 2	Sex	.159	2.83	<.01						
	Age	.189	3.35	<.01						
	Educational Level	-.017	-.317	>.05	.255	.065	.015	5.757	5.334	<.001
	Perceived Job Security	.124	2.31	<.05						
Model 3	Sex	.101	2.09	<.05						
	Age	.085	1.72	>.05						
	Educational Level	-.005	-.102	>.05	.564	.318	.253	30.730	122.187	<.001
	Perceived Job Security	-.018	-.372	>.05						
	Career Development	.536	11.05	<.001						

Table 5 presents a hierarchical regression which shows the moderating influence of demographic factors on perceived job security and career development in organizational commitment. The outcomes show that the inclusion of demographic variables (sex, age, and educational level) in model 1 accounted for 5.0% of the variance observed in organizational commitment [$R = .224$, $R^2 = .050$ ($\Delta R^2 = .050$), $F(3,332) = 5.823$; ($\Delta F = 5.823$), $p < .01$]. The analysis showed evidence that sex ($\beta = .168$, $t = 2.99$; $p < .01$) and age ($\beta = .208$, $t = 3.69$; $p < .001$) were significant predictors. Educational level was not significant in this model. The inclusion of perceived job security into model 2 added additional 1.5% to the variance observed in organizational commitment [$\Delta R^2 = .015$, $\Delta F(1,331) = 5.334$; $P < .001$], and it significantly predicted organizational commitment among IITA workers ($\beta = .124$, $t = 2.31$; $P < .05$). Lastly, the inclusion of career development into model 3 added additional 25.3% to the variance observed in organizational commitment [$\Delta R^2 = .253$, $\Delta F(1,330) = 122.187$; $P < .001$], and it significantly predicted organizational commitment among IITA workers ($\beta = .536$, $t = 11.05$; $P < .001$). However, the introduction of career development nullified the significant prediction of perceived job security ($\beta = -.018$, $t = -.372$; $P > .05$) in this model.

8. Analysis and Discussions Based on the Research Objectives

This study investigated organizational commitment in a diverse employment framework, comparing permanent workers to contingent workers on overall organizational commitment, as well as the commitment dimensions. Also, this study examined the influence of perceived job security and career development on organization commitment among IITA workers (permanent and contingent). Three hypotheses were tested to achieve the aim of this study. The first hypothesis postulated that permanent workers will significantly exhibit a higher level of overall organizational commitment compared to contingent workers, as supported by the focus of the literature in this study. Results negated the first hypothesis, which meant that no significant difference was observed between permanent and contingent

workers in their overall commitment to IITA. This unexpected outcome challenges prevailing assumptions in the literature that contingent workers inherently experience lower commitment due to precarious employment conditions, such as limited job security and peripheral organizational integration (Mendis, 2024; Freire & Azevedo, 2024; De Cuyper & De Witte, 2006). Instead, it aligns with emerging evidence suggesting that in mission-driven or inclusive settings, organizational practices can mitigate status-based disparities, fostering comparable levels of overall commitment (Davis, Johnson, & Ok, 2025).

The second hypothesis theorised that there would be a significant difference between permanent and contingent IITA workers' affective, continuance, and normative commitments, as established by the literature. Results found a significant difference in affective commitment, with permanent workers showing more affective commitment than the contingent workers. However, no significant difference was found in continuance and normative commitment between permanent and contingent workers. This supports Meyer and Allen's three-component model, where affective commitment is particularly sensitive to relational and inclusionary cues, which permanent status often amplifies through deeper social networks and organizational identification (Mendis, 2024).

The last hypothesis theorized that demographic factors would moderate the influence of perceived job security and career development on organizational commitment among IITA workers. Results showed demographic factors as significant variables, explaining a small yet significant portion of variance in commitment. This suggests that older workers and those identifying as a particular sex (e.g., potentially influenced by gender dynamics in agricultural research) may exhibit stronger commitment, aligning with literature on how life-stage and role expectations shape attachment (Todorović et al., 2024). The introduction of perceived job security similarly contributed a modest yet significant increment to explained variance and predicted organizational commitment significantly. This underscores the role as a foundational driver, consistent with uncertainty reduction theories where security signals organizational investment (Freire & Azevedo, 2024; Qu et al., 2024). However, the addition of career development accounted for a large increment in the explained variance, emerging as a strong positive predictor and overriding job security concerns.

9. Theoretical and Practical Implications

These findings carry both theoretical and practical implications. Theoretically, the results extend perceived organizational support theory (Eisenberger, Huntington, Hutchison, & Sowa, 1986) by showing that affective commitment, rather than continuance or normative commitment, is the dimension most sensitive to status-based treatment; this is consistent with meta-analytic evidence that affective commitment is the component most strongly and consistently linked to organizational support and fair treatment (Meyer, Stanley, Herscovitch, & Topolnysky, 2002). The findings also lend support to psychological contract theory (Rousseau, 1995), suggesting that contingent workers at IITA may hold more transactional expectations that leave continuance and normative commitment unaffected by employment status, while affective bonds remain more contingent on perceived organizational investment (Guest, 2004). Practically, because career development emerged as the dominant predictor of commitment across both employment categories, HR leadership at IITA and comparable research institutions should prioritize extending structured career development access, mentorship, and skill-building opportunities to contingent staff rather than restricting these to permanent employees. Doing so may narrow the affective commitment gap without requiring wholesale changes to contractual status, and represents a lower-cost lever than converting contingent roles to permanent positions.

10. Conclusion and Policy Recommendations

This study expands the comprehension of organizational commitment within a blended employment context at IITA. Although overall commitment did not exhibit significant differences between permanent and contingent workers, permanent employees demonstrated greater affective commitment, with no status disparities in continuance or normative dimensions. Hierarchical regression analyses indicated that career development serves as a strong predictor of commitment, accounting for a considerable portion of variance and diminishing the influence of perceived job security. At the same time, sex and age also play a minor role in influencing commitment levels.

These findings indicate that the category of employment at IITA profoundly affects employees' emotional connection to the organization, even when levels of commitment appear to be equal. Career development is the most effective strategy to increase commitment across categories because it signifies organizational investment and helps workers to foresee a future aligned with the institution's goal.

Strategies that foster inclusive supervisory practices and democratize development access might increase emotional commitment among contingent workers and keep them engaged. Future research should leverage

longitudinal or quasi-experimental approaches, as well as multi-source data, to investigate the connections between job status, development access, and supervisory support.

11. Limitations

This study has several limitations that should inform the interpretation of the findings. First, participants were purposively (non-randomly) recruited from a single research institute, which limits the statistical generalizability of the results to other organizations, sectors, or country contexts. Second, the cross-sectional design captures commitment at a single point in time and cannot establish causal direction between career development, job security, and organizational commitment; longitudinal or quasi-experimental designs are needed to confirm the directionality implied by the regression results. Third, all variables were measured through self-report, raising the possibility of common-method variance (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003); future studies should incorporate multi-source data (e.g., supervisor ratings, HR records) to reduce this risk. Fourth, because the employment category was not randomly assigned, unobserved selection effects (e.g., why certain workers remain in contingent roles) cannot be ruled out as alternative explanations for the affective commitment gap. Finally, the zero-order correlation table in this revision reports only the associations explicitly stated in the original analysis narrative; authors should verify these figures and supply the full pairwise intercorrelation matrix against the original SPSS output before final submission.

12. Funding

This research received no external funding.

13. Conflict of Interest Statement

The authors declare no conflict of interest in the design, analysis, or reporting of this study. The corresponding author is an employee of the International Institute of Tropical Agriculture (IITA), the organization studied; data collection and analysis procedures (anonymous responses, voluntary participation, no supervisor access to individual responses) were designed to minimize potential bias arising from this relationship.

14. Data Availability Statement

The data supporting the findings of this study are available from the corresponding author upon reasonable request, subject to participant confidentiality protections.

15. Ethics Statement

This study was conducted in accordance with the Declaration of Helsinki. Ethical approval was obtained from the IITA Institutional Review Board (IITA-IRB), approval number IITA-IRB 0726. All participants provided informed consent prior to participation and were informed of their right to withdraw at any time without consequence.

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