

Organisational Paranoia And Employees' Commitment: Mediating Effect Of Human Resources Policies

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Abstract: The complex changing nature of workplace demands that there is a clear understanding of the possible actions that could be detrimental to employee's commitment to the organisation's goals and objectives, as this was the motivation of this study. The study used a survey design with a sample of 374 senior academic staff through which data was gathered using a questionnaire instrument. Data analysis was carried out using Partial Least Square (SEM) with the aid of SmartPLSv3.8. The study found that the organisational paranoia has a positive effect on employee's commitment and that human policies inherent in the organisation are an excellent mediator of the OP and EC relationship. The study validates the cognitive dissonance theory and contributes to expanding studies on employee's commitment and organisational paranoia. The study makes an in-road as it is the first of its kind to carry out a study on the constructs in the academic sector.

Index Terms: Employee's commitment, Human Resources, Organisational Paranoia.

1 INTRODUCTION

Experts in organisational behaviour have long acknowledged the significance of commitment and the pivotal role it plays in the advancement of more significant cooperative and productive inter-relations amongst workforces (Kramer, 2000; Sitkin, Rousseau, Burt & Camerer, 1998; Mayer, Davis & Schoorman, 1995). An increased and transformed appreciation of commitment and attention been given to investigating very precisely how commitment necessitates a range of essential organisational processes and results (Kramer, 1999; Lane & Bachman, 1998; McAllister, 1995). Furthermore, Putnam (2000); Sztompka (1999) and Hollis (1998) have restated the rise of commitment as a central focus of research enquiries that reflect accumulating proof of the ample and diverse significance/benefits that ensue when improved levels of commitment exist inside any social system. Jan-Willem & Reinout (2016) opined that commitment thrives where there are trust and lack of fear. This explains the recent researches in organisation behaviour to understand organisational paranoia and its influence on performance (Ihionkhan & Ohue, 2018). Organisational paranoia relates to the pressures or fears on the commitment that exists in a business set-up; i.e. an environment that consists of perceived threats, uncertainties and strategic rivalry that actively tries to undermine the activities of other business entities (Eric-Hans, 2016). Organisational paranoia is the knowledge and information generation processes through which individuals or firms perceive their existence, survival and continued viability, which is reflected on these basic profiles: conflict, restructuring and competition; with each having its characteristics, motives and implications (James & Van-Ryzin, 2017; Miller, 2003).

Aldosari et al., (2010) and Mayer, et'al (1995) opined that there is a somewhat proof in the published literature that organisational paranoia affects policies, workforces' commitment and decisions on turnover intentions. Tertiary institutions, especially universities all over the world have come a long way in driving increased human and capacity development. In Nigeria, the university system has contributed immensely to social and economic development of the country. Currently, one of the largest populations of highly skilled workforces are found in universities and contributing approximately 30% of the total workforce population in Nigeria (NBS, 2018). However, the paradox of this claim is that a majority of this set of workforces have either withdrawn from the university's administration or are considering it, which has created a sudden decline and dwindling of the sector's viability and potentials (Ugochukwu, 2017). The increasing demand to diversify curriculums and provide a wide range of educational services to meet with international standards have placed a further burden on educational administrators. The alarming challenges are also evident in the inability of university administrators to demand and expect an inconsiderable amount of commitment metrics on personnel with little or no corresponding platform and incentive to bolster the loyalty or commitment of such expected measures. Thus, demanding a deliberate approach that seeks to create policies that are trusted and not perceived to be a threat, which ensures trust, instil comfort, and drive increased commitment from the employees to achieve set objectives. The central purpose of this study is to address the vital question by proposing a framework for hypothesising the antecedents and dynamics of an emerging form of delicate and inflated lack of commitment and suspicion termed organisational paranoia. Paranoia such as this arises practically in any sphere/facet of the university, either from the generality in operations of the institution or to its workforce specifically. For instance, workforces can be paranoid about the competitive tasks or conflicting actions of their fellow co-workforces or the management to the regulatory bodies. In addition, organisations and business executive's frequent change in policies that affect human resources in the organisation have been found to be detrimental to employee's commitment (Jawaad, Amir, Bashir & Hasan, 2019; Agarwala, 2003; Guchait & Cho, 2010). Hence, a common trigger of individual paranoia, which culminates in organizational

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paranoia is fear and lack of trust (Cialdini, 1996), there is a tendency that a change in HR policies could be misperceived, which could lead to paranoia and invariably affect employees' commitment to the organization, which is the focus of this study. Further, attempt in restructuring in the organisation in which employees operate could be a stimulating paranoia factor (Kramer, 2001). In the views of Kramer (2000), organisational paranoia assumes several forms reliant on the context and nature of the connection between paranoid perceivers and the target of their paranoia. In most often, the intention may differ, but how the perceiver can make meaning of the actions are also likely to be influenced by several factors that are often observable to the perceiver. The cognitive interpretation of a secondary action is likely to stimulate a presumed lack of trust that triggers paranoia behaviour (Kramer, 2001). Evident from literature shows that there are limited or no studies that have assessed organisational paranoia, HR policies and commitment, while some have assessed organisational paranoia and performance (Ihionkhan & Ohue, 2018; Castilho, Xavier & Costa 2015; Frydenberg & Lewis, 2002), there exists gap in studies that have used academic staff in the university system. Further, the studies on organisational paranoia and commitment have been mainly carried out in developed economies (Jan-willem & Reinout, 2016; Castilho et al., 2015). The finding from the studies from developed economies context cannot be generalised to apply to emerging economies owing to the development gap, cultural differences, and a host of others. Besides, there is need to understand what precisely in the academic sector causes suspicion and exaggerated distrust and what influence does this distrust have on academic staff commitment in the university system, while understanding the influence of human resources policies in the system as a mediator. It is on this premise that this study assesses the mediating effect of HR policies on organisational paranoia and employees' commitment relationship among academic staff in Nigeria.

2 LITERATURE REVIEW

2.1 Cognitive Dissonance Theory

This study was underpinned with the cognitive dissonance theory. Leon Festinger in the mid-1950s postulated the theory and the first official and complete presentation of the theory was in 1957. Festinger theorised that, when an individual holds multiple knowledge or information that are relevant to each other but inconsistent, a state of discomfort or anxiety is created (Beauvois & Joule, 1996; Harmon-Jones & Harmon-Jones, 2002). He called this unpleasant state of discomfort or anxiety to be dissonance (Harmon-Jones & Harmon-Jones, 2007). Festinger (1957) postulated that individuals are motivated by the unpleasant state of dissonance to engage in mental, emotional or psychological activity to reduce the inconsistency, and this activity will naturally support the cognition (knowledge or information) most resistant to change (Harmon-Jones & Harmon-Jones, 2007; Beauvois & Joule, 1996). Cognitive dissonance theory further claimed that individuals and groups tend to preserve consistency amidst several cognitions (like opinions, behaviours, attitudes or beliefs) (Amodio, Harmon-Jones, Devine, Curtin, Hartley & Covert, 2004; Klein, Tosi & Cannella, 1999). Different cognitions produce unpleasant situations that provoke individuals to alter one or more cognitions in order to restore consistency with the other cognitions (that is consonance).

O'Keefe (2002) held that the theory of cognitive dissonance is useful in predicting and dealing with both workforce's commitment and organisational paranoia, although its expectations have occasionally received very weak confirmation and unexpected outcomes have emerged. However, several ample evidence of the theory's practical relevance has been assessed though some have expressed objections about the simplicity of the theory (Baruch & Lambert, 2007; Amodio et al, 2004). Furthermore, there is no chance of proving the theory erroneous because the theory of cognitive dissonance never indicated a reliable method to detect the degree of dissonance a person experiences (Griffin, 2006). Nevertheless, cognitive dissonance theory has produced several useful and thought-provoking findings. More so, it has functioned as an insightful and a prolific basis for ideas and stimulated substantial relevant research on organisational paranoia (Pradhan & Jena, 2017; Sievers, 2006; Vakola, Tsaousis & Nikolaou, 2004). The application of the theory to this study is hinged on the premise that inconsistent human resources policies could produce information that leads to organisational paranoia that could influence employees' commitment in the organisation. This implies that human resources policies in the organisation can drive organisational paranoia, thus leading to negative/positive employee's commitment to the organisation. Paranoia in the organisation could influence commitment; however, human resources policies that are inconsistent through information obtained in the organisation could influence paranoia and commitment to work by employees.

2.2 Conceptual Clarifications and Hypothesis Development

Organisational Paranoia

Paranoia, as a human phenomenon, is regarded as a feeling of excessive distress or concern over a person's future (Abdul'Aal, 2008). The persistence or continuation of this feeling begins to dominate an individual's thought process and mental state, which then degenerates into a general suspicious disorder. This disorder is characterized by the lack of control over thought processes, which in turn result into thinking symptoms and are likely to interfere with that person's daily routines and commitment to duties (Aldosari et al., 2010; Miller, 2003). Organisational paranoia is very much linked to nervousness, uneasiness and chronic disruption of business activities. Barlow (2004) describe organisational paranoia as the alertness or vigilance and distortions in information processing, such as alertness and encoding, which characterises nervousness. Organisational paranoia is the cognitive aspect of nervousness, and it represents the functional state of preparation for subsequent threats by reducing the unexpectedness and consequent impact level of aversive provocations. It thus, eliminates the surprise element and creates a firm's readiness to curtail the unanticipated eventualities that actually occur, by first sounding an alarm to the system about an incoming threat or information process; secondly by prompting a withdrawal of the threatening thoughts into consciousness; and lastly, preparing for subsequent event in a way that reduces its aversive tendencies (Miller, 2003). Miller (2003); James and Clark (2002) in their established context of organisational paranoia, reveals it as being influenced by the interaction between the external environmental and internal business processes.

Amongst workforces, this can include concentration, memory, perception, appetite, and sleep; while in an organisation, it is market demands, global competition, etc. It also possesses the ability to determine what conditions or situations are perceived as threats or mere benign/harmless experiences (Baruch & Lambert, 2007). The term organisational paranoia, as averred by Bain (1999) is the activities of exploration, consultancy, and learning which combines and synthesises strategies, procedures and methods derived from operations, inter-relations and systems thinking, to curb or eliminate an impending negative change in business. The expansion of the paranoia perspective into organisations and/or institutions are credited to Bion (1961; 1957) and knowledge he gained from his experience at the Northfield Experiments. Although the inferred postulation was not available at the time, Bion (1961) initially contributed an organisational viewpoint to paranoid thinking. It is hypothesized that organisations generally are led by 'primitive fantasies' of an unconscious nature, and this forms the basis for a paranoid organisation (Bion, 1961; Cameron, 1943). This led to the assumption that the traditional focus on the individual can be extended to the dimension of a group. In the present context of the organisational paranoia, it offers a perspective of an organisation's dynamics, which allows it to understand certain phenomena and responses that are induced by its operational environment. Instead of focusing on specific individuals that might have a direct impact on the unconscious operations and dynamics of an organization, the path/perspective adopted is based on the assumption that the unconscious fantasies and phenomena in organizations can also be environmentally induced and as such imbibed to its workforce commitment (Harrison, 2000; Bain, 1999). In conceptualising the concept of organisational paranoia, Kramer (2001) indicated that several studies had identified the benefit of trust in the organisation, however; trust is easily broken and subtle component that is easily disrupted, given that trust in others is implicit that is time-dependent (Fine & Holyfield, 1996). Kramer, Brewer & Hanna, (1996) held that trust is dependent on those in low versus high power (Kramer, 1996). Those at the bottom would always expect those at the top management to provide certain benefits, and the inability for the top to provide them could lead to paranoia (Kramer, 2001). Hence, this study conceptualised organisational paranoia from the dysfunctional social interaction and social uncertainty perspective in the organisation (Kramer, 2001; James & Van-Ryzin, 2017; Miller, 2003; James & Clark, 2002). The difference in the hierarchical relationship in the organisation could lead to competition, restructuring, and conflict, which forms the proxies to assess organisational paranoia in this study (James & Van-Ryzin, 2017; Freeman, Garety, Bebbington, Smith, Rollinson & Fowler, 2005; Miller, 2003; Kramer, 1996).

Restructuring

Hoskisson and Turk (1990) posited that corporate restructuring is a significant change in the composition of an organisation's assets, coupled with a significant shift in its corporate strategy. Restructuring has been further averred as the process of switching or changing and divesting business units or the exit from industry to refocus upon core venture(s) and rebuild its distinctive competitive edge. Corporate restructuring is an array of measures aimed at changing the structure of an enterprise, in terms of its portfolio, assets, financial and administrative structures (Wanous, Reichers, & Austin, 2000).

James and Clark (2002) and Wanous et'al (2000) also inferred in their claims that corporate restructuring is a change in the operational structure, investment structure, financing structure and administrative structure of an organisation. Going further, they asserted that the need for corporate restructuring appears to be predicated in a time of turbulence and uncertainty. Hoskisson, Eden, Lau & Wright (2000) restructuring as one strategy for the management of risk allows firms to either avert the risk effects or adapt after the effects of the risk. Thus, corporate restructuring as a risk management strategy is a purposeful event or operation based on the organisation's changes, or quest to focus on risk aversion. It reveals the essence of corporate restructuring when a firm uses it as a risk management strategy. It is intentional not to mention or identify classifications of risk that is managed by restructuring because specific organisations describe risks, determines the factors of risks, and decides what strategy of risk management can be adopted to curb and avert its occurrence (Strelnik, 2016).

Competition

Kilduff, Galinsky, Gallo and Reade (2014) posit that competition is the tussle between parties who compete to secure limited business opportunities and resources, such as the monetary income of their customers. It was further pointed that competition is also that range of activities, gimmicks or strategies aimed at ensuring the realisation of the objectives of any organisation, while also restraining at the same time the scope and actions of its rivals. Sanzo & Vazquez (2011) aver that competition is a situation in a business environment where organisations independently strive to gain and acquire the patronage of clients in a bid to achieve specific business goals; like profit, sales or market share. Competition in this context has often been compared with rivalry; thus, competition between organisations can occur when there are multiple companies involved. This competition may take the form of price, quality, service or a combination of all these and several other factors which are of value to customers. Competition is a rivalry that arises due to several organisations striving for something in dare lack to all. It is also viewed as the freedom of merchants to utilise their resources at will and exchange them at any given price of choice (Carlin & Seabright, 2012). Industry competitiveness particularly emphasises the crucial significance of positioning for a firm in relation to other firms in the same industry, with the view of lucrateness (Sanzo & Vazquez, 2011); while also revealing the intensity level of competition within the industry. With this perspective, competition, as a subsequent domain of industry dynamics, can be posited to be the degree to which a business faces intense rivalry. This comes from others known to be in direct competition in a bid to increase its share of the value inherent in an industry (Tavitiyaman, Qu & Zhang, 2011).

Conflict

Taher, Das and Rashed, (2008) conflict is natural and a regular phenomenon in all spheres of life. It is an inevitable part of human existence (Gerami, 2009) that can be regarded, as a condition in which the interests, goals or ambitions of two or more individuals appear to be incompatible (Darling & Fogliasso, 1999) and it tends to occur when individuals or groups observe that others are inhibiting them from reaching their desired goals (Antonioni, 1998). There is no universally accepted explanation of the conflict. It can range from sociable

competition to life-threatening violence; for that reason, conflict is a progression that begins when a group or person identifies something as being frustrating and having the tendencies to truncate their interest (Messman & Mikesell, 2000). Conflict can even be seen as an interactive process truncated by incompatibility, disagreement, or discord within and between social entities. It is the interaction of independent individuals who perceive incompatibility and the possibility of interference from other individuals as a result of a mismatch (Oni-Ojo, Iyiola & Osibanjo, 2014). Conflict in the organisational context has been averred from different viewpoints. Obi (2012) avers that an organisational conflict is an act of displeasure and disputation, which either a workforce or management utilises to mount excessive pressure against each other to get their demands. This view is in tandem with Henry (2009) and Azamoza's (2004) assertion that organisational conflict is a clash that occurs when interests, objectives or principles of individuals or work teams are incompatible with each other within an entity.

Human Resource Policies

The success of both the human and material component of the organisation is anchored on the policies that drive the organisation and managers in the organisation. Human resource policies are organisations functional map that provides direction on their set activities and processes that relate to the human factor in the organisation (Armstrong, 2009). The aim of human resource policies is directed towards the actualisation of organisations goal and objective through the human component in the organisation (Kumar 2013; Elarabi & Johari, 2014). Human Resource (HR) policies are deliberate attempts at enhancing the commitment of employees and ensure increased integration and work quality (Guest, 1987). Dessler (2013) opined that HR policies are directional guides towards ensuring the human components of the organisation effectively contribute to the growth of the organisation. The policies are directed towards managing and planning human resources, analysis of the work structure, selection, recruitment labour practices, and training (Dessler, 2011). Human resources policies ensure the continued effectiveness and efficiency of the organisation (Guest & Conway, 2011). However, Tiwari and Saxena, (2012) stated that HR policies are directed towards the organisations set activities that are linked towards effectively overseeing the organisations pool of human resources and ensuring that organisational goals are achieved. Human resources policies are usually directed towards the human resource spares of training, promotion, recruitment, succession, leadership style, and work design (Armstrong & Taylor, 2014). Lamba and Choudhary (2013) held that HR policies inherent in an organisation should be directed towards ensuring inclusive development, thus leading to long term commitment among employees in the organisation. The literature on human resource policies have been linked to performance, satisfaction and commitment (Hee & Jing, 2018; Boxall & Purcell, 2003; Vlachos, 2008). The conclusion is through the actions and attitude of employee's performance in the organisation that better enhances the organisation's overall performance (Armstrong & Taylor, 2014). However, several studies have differed indicating that the link is not wholly positive and where positive is often weak and non-significant (Guest, Michie, Conway & Sheehan, 2003; Wright, Dunford & Snell, 2001). However, it remains a general agreement that

HR policies are critical to organisational survival. Consequently, recurring is the issue of what best HR policies to adopt and what HR policies that most suit or drive improved performance in a firm (Wright, Gardner, & Moynihan, 2003). This has led to the development of several factors suggested as most appropriate, with varying criticism. However, Boxall and Purcell (2003) have argued for the need for the organisation to have flexibility and fit. This implies that they should be able to switch over time to what best suits the organisation at a time taken into cognisance the external environment. In the views of Wright et'al (2003), flexibility enables for the modification of existing practices as a reaction to fundamental changes in an organisation's environment. Boxall and Purcell, (2003) opined that fit to the organisation's HR system and their strategy allows them gain competitive advantage. However, there have been arguments on the need to manage modifications in policies, as a reaction to change are vital to policy change (Lepak & Snell, 2002). This is imperative owing to the fact that the organisation's established objectives are what drive the HR policies design; thus, HR policies of an organisation could be seen to be an antecedent or a consequence leading to organisational paranoia. The more negative the policies are viewed, the more likely that it could lead to lack of trust from employees and vice versa (Armstrong, 2009; Lepak & Snell, 2002). In this paper, we adopted an integrated HR practices in order to have a comprehensive view of them and considering they complement each other (Lepak, Bartol, & Erhardt, 2005).

Commitment

Today, an organisation requires employee that are committed in order to operate at an optimal level in order to achieve the organisation's goals. It thus becomes imperative that the concept of commitment is understood and properly demanded from employees in the interest of the organisation (Whitener, 2001). Armstrong (2009) held that commitment goes beyond human relation as it cuts across generating the right mental and cognitive ability to drive employees' satisfaction in the organisation, the extent that an organisation is able to stimulate innovative and proactive behaviour in employees is dependent on how committed they are to the organisation (Yahaya & Ebrahim, 2016; Piyasena & Kottawatta, 2018). In the view of Singh (2004), the organisation's human resource policies can facilitate employees' commitment to the organisation. Hence, it demands that organisations strategy is matched to human resources to ensure that commitment is sustained. Similarly, Cohen (2007) held that commitment should be a significant strategy for an organisation that aims to make a positive impact. Vandenberghe (2009) held that employees that are extremely committed are most likely not be willing to leave the organisation. Consequently, Armstrong-Stassen, (2004) defined employees' commitment as the extent that employees are willing to remain emotionally and intellectually in an organisation and strive for the interest of the organisation above theirs, which is borne from the individual's satisfaction with the job or the organisation. In the same vein, Armstrong (2009) held that employees' commitment is the degree that the employees are ready to be part of achieving the organisation's goals and objectives while they are part of the organisation. This implies that commitment is still based on the extent of the action of the employees' however; Jaweed et al. (2019) opined that there remain discrepancies in the definition of the concept of commitment. The views of Meyer

and Allen (1991) have, though been the most used model to dimensionalise commitment in an organisation. Meyer & Allen, (1991) held that commitment is in three variant, which he indicated are affective commitment, continuance and normative commitment. The only reason that drives an affective committed person to remain in an organisation is the desire to remain base on the individual's personal desire to remain. They remain because they sense their personal goal aggress with that of the organisation (Beck & Wilson, 2000). The positive attitude is drawn from the work that the organisation offers them. The identity of the individual is reflected in the work and drives them to a particular organisation that provides the work (Stallworth, 2003). In the views of Brown (1996), affective commitment is value-based rational organisation centric commitment. In the model of Meyer and Allen (1997), continuance commitment is borne out of the associated cost of leaving the organisation. It is a deliberate commitment that is based on what is benefitted and not what the work offers. The commitment is based on weighted cost and possible risk if the employee leaves (Meyer & Allen, 1997). The employees stay because they need to remain there and not because if they have an option they will not want to leave (Beck & Wilson, 2000). This commitment is economic benefit-driven that is easily broken when the benefit is denied a party of the organisation (Noe, Hollenbeck, Gerhart & Wright, 2007). The organisational goal is not the priority in this commitment, as the focus is on the benefit that is from the psychological contract between the employees and the organisation. Meyer and Allen (1997) held that normative commitment is the borne out of the feeling of the employee that they have an obligation to the organisation. The employee has a firmly bound obligated belief that drives their continued engagement with the organisation. However, this paper is interested in affective commitment because it most explains the type of commitment that is required in an academic setting.

Relationship between Restructuring and Commitment

The study of Yunus (2014) was on the effect of region organisational restructuring and commitment to service outcome in Makassar City of Indonesia. The study adopted a quantitative methodology with explanative style using regression. The results disclosed that the act of configuring the organisational structure as drawn in the Regional Regulation of Makassar on the organisation of the zone was affirmative. Omwenga (2017) examined how restructuring activities affected employee commitment in State Corporations in Kenya. The study tested the hypothesis that downsizing, reviewed policies and practices, psychosocial support, compensation changes and job redesign influenced employee commitment levels in state corporations in Kenya. The unit of analysis was state corporations, and individual employees formed the unit of observation because surviving employees are often called upon to assume expanded roles, functions, and responsibilities in a post restructured environment. The study covered 20 state corporations with 33,407 employees. The state corporations were selected using a purposive method of sampling. Respondents in the study included 381 employees across all cadres. The study established that downsizing, policies and practices, restructuring psychosocial support, compensation changes and job redesign influenced employees' commitment. Further, Theissen (2004) presented a report on the impact of organisational restructuring on

employee commitment at the Otago Polytechnic in New Zealand. Her report presented results from an enquiry of employee commitment at the Otago Polytechnic in line with a significant restructuring and downsizing exercise that began on October 2003 and concluded in December of the same year. 150 academic and non-academic staff in restructured and non-restructured spots were selected randomly to complete a quantitative and short-answer questionnaire. Findings show a clear connotation between the presence of signs of survivor sickness and a damaged psychological contract, which collectively and individually illustrated a significant negative influence on the level of commitment the staff feel towards their organisation. Fleming (2017) examines the effects of organisational restructuring on university employees' behaviour towards restructuring and change in the success of the university. From a purposeful sample of 130 employees at a small land grant university who had experienced about four recent restructurings, 66 respondents reacted to the open-ended survey. The data also contained historical documents and interviews with six employees. Findings revealed that employees were reluctant to embrace the change, and employees perceived that there were no significant changes in the success of the university. This study proposed thus that:

Ho_{1a}: The extent of the organisations restructuring has a significant positive influence on employees' commitment.

Several studies have confirmed that change is often resisted in the organisation because of the fear and suspicion that it could make them lose their position or job in the organisation (Fedor, Caldwell & Herold, 2006; Goodman & Rousseau, 2004); however, Kumar (2013) suggested that with the appropriate human resource policies such as timely information, employees involvement, training among others, the resistance could be reduced and used a tool to drive commitment in the organisation. Further, Kramer (2001) held that experience is critical in the causes of paranoia in the organisation, hence when an attempt is made to restructure the organisation, it could affect commitment because of probably previous human resources policies in the organisation that have been perceived as against the interest of the employees. Hence, this study proposed that:

Ho_{1b}: Organisations human resources policies significantly meditate on the relationship between organisations restructuring and employees' commitment.

Relationship between Competition and Commitment

The study of Indyastuti, Handoko, Purwanto and Wibowo (2016) investigated competitiveness as a moderator in the relationship between the competitive psychological climate and the underlying psychological need satisfaction. Using the integration of the cognitive evaluation theory, the person-environment fit theory, and the competition-hostility viewpoint, they studied the effect of the competitive psychological climate on psychological need satisfaction, and the affiliation to the individual trait of competitiveness as the moderating feature. They analysed 661 responses from lecturers using regression analyses. The results exhibited that the individual trait of competitiveness was a moderating variable of the effect of the competitive psychological climate on the feelings of competence, autonomy and relatedness. Fletcher, Major &

Davis (2008) Using the person-environment fit perspective, the researchers studied the influence of competition as an interaction between trait competitiveness and competitive climate. Expanding a model of information technology workers, the competitive climate was measured as both an individual level variable and a workgroup variable. The results exhibited that the effect of competitive climate was subject to on trait competitiveness and the level at which climate was measured for 4 of the outcomes assessed; such as job satisfaction, organisational commitment, job devotion, and supervisor-rated job performance. It then recommended that managers must be cautious in encouraging a competitive climate. Saygin & Yildirim (2014) investigated the connection between organisational commitment, justice, citizenship and trust among health care workers in Aksaray, Turkey. Health care employees in Aksaray province were selected as the observers of the study. One hundred fifty-six observers have been included in the research and required data have been collected through survey procedures and analysed using SPSS 20 software. The study found that there was a significant relationship between organisational commitment, justice, citizenship and trust. Also, all of these basics were pivotal and had a profound effect on organisational management processes. Hafiz (2017) investigated the relationship dimensions of organisational commitment and employee's performance in the banking sector of Lahore. Two hundred thirteen questionnaires were collected from employees of private and public banks located in Lahore. Regression analysis was used to test the results, and it is found that affective, normative, and continual commitment are positively related to employee's performance, both uniform and separate ways. Thus, this study proposes that:

Ho_{2a}: The extent of competition in the organisation has a significant positive influence on employees' commitment.

The nature of human resources policies can drive competition in an organisation (Mackay, 2018). The competition could be positive or negative, and the chances that the policies are directed towards motivating employees could result in negative competition and if not properly managed could lead to fear and intense distrust and suspicion which could lead to weak commitment of employees. We propose thus that:

Ho_{2b}: Human resources policies mediate between competition and employees' commitment relationship.

Relationship between Conflict and Commitment

The study of Galal (2015) assessed the relationship between styles of managing conflicts, job satisfaction and organisational commitment in a sample of private, and public firms. The study was conducted on a sample of 329 individuals, 198 (60.2%) public firms who are employees of universities and the private sector sample of 131 (39.8%) representing workers of different industrial factories. Conflict management styles questionnaire was prepared to generate the required data. MANOVA statistics correlation coefficients were used to analyse the data. The results indicated significant differences between the two groups on the style of avoidance that there were no significant differences in satisfaction and organisational commitment. Also, the study showed a positive relationship between job satisfaction and organisational commitment in the private sector been

sampled. Hussein, Al-Mamary & Hassan (2017) studied the aim of examining the relationship between conflict management styles used by Sana'a University and organisational commitment. The study was conducted at Sana'a University on a random sample of 204 employees from different faculties, departments and research centres. The findings indicated that conflict management styles were found to have a positive relationship with organisational commitment at all the levels. It then recommended that human resources departments should take responsibility for developing employee's skills and knowledge on conflict management, as well as to increase their awareness on the conflict and its different styles, in other to improve the understanding of employees on the advantages and disadvantages of conflict. Özyildirim and Kayıkçı (2017) investigated conflict management strategies of school administrators while conflicting with their supervisors. Three hundred seventy school administrators participated in the study. The study revealed that the compromising strategy was the most used technique while dominating was the least used strategy by the school administrators when they were conflicting with their supervisors. Although the frequency of avoiding and dominating strategies differ according to their genders significantly, there were no significant differences among administrators in terms of their educational situations. London & Howat (1978) investigated the relationship between employee commitment and conflict resolution behaviour. In doing so, they used five conflict resolution strategies (withdrawing, smoothing, compromising, forcing, and confronting) and three employee commitment measures (commitment to the organisation, profession, and community). Data was gathered from supervisor-subordinate dyads in 49 parks and recreation areas. Findings revealed that the relationships varied between the different types of commitment and between supervisors and their subordinates. They further concluded that commitment to the community was negatively related to withdrawing for the entire sample. Thus, the study proposed that:

Ho_{3a}: The extent of conflict in the organisation has a significant positive relationship with employees' commitment.

Organisational paranoia has been identified as fear and distrust that is a function of suspicion, and conflict could lead to fear of revenge, which creates room for increased apprehension, distrust, and suspicion in an organisation (Sitkin et'al, 1998). However, human resources policies could be a factor that drives conflict in an organisation (Maheshwari & Vohra, 2015) when the policies create fear it could lead to conflict, and this can affect employees' commitment. Hence, we propose that:

Ho_{3b}: Conflict in the organisation influence on employees' commitment is mediated by the human resources policies inherent in the organisation

3 MATERIAL AND METHOD

The study adopted a descriptive survey designed. The choice of this design was because it is suitable for the nature of the problem statement that requires a description of the findings from the study. The study population are academic staff in Federal Universities in South East, Nigeria. The accessible

population are the 5642-academic staff in the five federal Universities in the region, according to the National Universities Commission Data (2017). The sample for the study is 374 and was determined using Taro Yamane formula (1962). The study adopted proportionality formula to distribute the sample based on their population. The study adopted convenient and purposive sampling technique and the need for the technique was necessitated to ensure that the right participants were selected to take part in the study. The study relied on primary source of data, and the choice was based on the need to gather reliable first-hand information on the variables of the study. The method of collection was the use of questionnaire survey. The choice of questionnaire was based on its suitability to gather relevant data quickly (Creswell, 2013). The study relied on internal consistency measure for reliability and content and construct for the validity of the study. The analytical technique was partial least square (Structural Equation Model) with the aid of SmartPLSv3.

MEASURES

In measuring organisational paranoia, the study used self-design instrument with some items adapted from paranoia scale instrument of Freeman, et al., (2005), most notably the social comparison scale and some item from the scale of Ihionkhan & Ohue, (2018). The instrument was designed in a Likert scale format ranging from strongly agreed (1) to strongly disagreed (5) with eight (8) items measuring restructuring, six (6) items measuring competition and five (5) items measuring conflict. Example of some of the items in the scale are; "I know a change in the organisation will affect my job", "They say negative things about me because they are after my position" and "I face a threat in meeting my target compared to others". The human resources policies scale was self-designed, however; some item in the scale was adapted from the scale of Delery and Doty (1996); Guerrero and Barraud-Didier (2004) and Collins, Smith and Stevens (2001). The instrument was used as a composite measure of human resources policies as it captures critical human resources such as performance management, compensation and career development (training and selection). The instrument has fourteen (14) items in the scale. The study used the scale of Saks (2006) in measuring employees' commitment to the organisation. The scale was designed in a Likert scale format and had six (6) indicators that are used to measure employee's commitment.

4 RESULT AND DISCUSSIONS

The instruments distributed were (374) with the aid of two research assistants that were trained for three weeks, given the need for them to assure the respondents that the data were purely for academic purposes. The retrieved instruments were three hundred, and sixty-eight (368) and further analysis showed that three hundred and sixty-five (365) were suitable for further analysis, which is 99% of the instruments retrieved. The demographic distribution of the respondents showed males are 214(59%) and female 151(41%); participants from age 18-29years are 11(3%), 30-40years are 62(17%), 41-50 years are 137(38%); 51-60years are 89(24%) while 61years and above are 66(18%).

Table 1: Demographic distribution of the Respondents

Demographic	Frequency	(%)
Gender		

Male	214	59
Female	151	41
Total	365	100
Age		
18 – 29 years	11	3
30 – 40 years	62	17
41 – 50 years	137	38
51 – 60 years	77	20
61 and above	66	18
Total	365	100

Measurement Model

This paper followed the recommendation of Roldan and Sanchez-franco (2012) in presenting and determining the suitability of the measure of the scale and the indicators. The result presented below indicates that the measures satisfied the expected thresholds that are recommended in varying literature. In order to strengthen and ensure the validity of the scale, factor loading below .70 were removed. 11 items were dropped from human resources scale, 2 items from employees' commitment scale, 1 item from the scale of conflict, 3 items from the scale of competition and 5 items from the scale of restructuring (See fig attached), which is in line with the proposal of Hair, Hult, Ringle and Sarstedt, (2017). The convergence was after iteration 6. Creswell (2013) suggestion that Cronbach's alpha should be within the threshold of .70 was satisfied from the scales of both the independent and dependent variables of the study. Hair et al. (2017) suggestion of composite reliability, Rho-A, and Average variance extracted was satisfied from the tables below. The result showed that the Average variance extracted from the Fornell-Larcker Criterion table 5 is more significant than the correlations indicating that scales are valid, as Hair et al. (2017) recommended. The HTMT ratio is below 0.85 which satisfied the threshold (Henseler, Ringle & Sarstedt, 2015). The result indicates that there is no collinearity problem as none of the items exceeded five (5) as suggested Kleinbaum, Kupper, Muller, & Nizam, (1988).

Table 2: Organisation Paranoia Construct and Reliability Validity

Indicators	Load	Cronbach's alpha	Composite reliability	AVE	rho_A
Restructuring (Second order-level construct)		0.767	0.865	0.638	0.782
RST1	0.750				
RST2	0.863				
RST3	0.861				
Competition (Second order level construct)		0.759	0.861	0.674	0.766
COP1	0.824				
COP2	0.794				
COP3	0.843				

<i>Conflict (Second order-level construct)</i>					
COF1	0.769	0.784	0.859	0.604	0.794
COF2	0.809				
COF3	0.755				
COF4	0.774				

Table 3: Human Resources Policies Composite indicators

Indicators	Load	Cronbach's alpha	Composite reliability	AVE	rho_A
Human Resources Policies (First order level construct)		0.786	0.875	0.701	0.787
HRP1	0.826				
HRP2	0.828				
HRP3	0.857				

Table 4: Employees' Commitment

Indicators	Load	Cronbach's alpha	Composite reliability	AVE	rho_A
Employees' Commitment (First order level construct)		0.854	0.901	0.695	0.854
COT1	0.804				
COT2	0.857				
COT3	0.858				
COT4	0.815				

Table 5: Discriminant Validity using Fornell-Larcker Criterion

	Competition	Conflict	Employees' commitment	Human Resources Policies	Restructuring
Competition	0.821				
Conflict	0.574	0.777			
Employees' commitment	0.564	0.706	0.834		
Human Resources Policies	0.530	0.599	0.692	0.837	
Restructuring	0.590	0.463	0.492	0.500	0.826

>>TYPESETTER INSERT FIG I HERE>>

>>TYPESETTER INSERT FIG II HERE>>

Result of the Structural Model

The structural model analysis indicates that organisational

paranoia (OP) has a significant effect on employee's commitment to the university system. The R-square indicates that OP measures moderately influence employee's commitment (0.625) while it is weak in predicting human resources policies (0.438) (Henseler & Chin, 2010). The path coefficient for restructuring (0.264), competition (0.203), and conflict (0.397) are above the threshold of 0.2, as Chin (1998) recommended. The effect is significant as the t-values are above 1.96.

Table 6: Structural Model of the Study

Hypothesis	Model	T Statistics (O/STDEV)	P Values	Decision
H1a	Restructuring -> Employees' commitment	1.982	0.010	Accept
H1b	Restructuring -> Human Resources Policies -> Employees' commitment	3.399	0.001	Accept
H2a	Competition -> Employees' commitment	2.033	0.043	Accept
H2b	Competition -> Human Resources Policies -> Employees' commitment	3.117	0.002	Accept
H3a	Conflict -> Employees' commitment	9.487	0.000	Accept
H3b	Conflict -> Human Resources Policies -> Employees' commitment	5.132	0.000	Accept

The study adopted the criteria of Preacher and Hayes (2008) to determine the evidence of effect and mediation, which requires t be more significant than 1.96 and p-value less than 0.05 (two-tailed). Restructuring effect on commitment is significant as t= (1.982), and the hypothesis is accepted as the p<0.05. This finding supports the study of Yunus (2014), Theissen (2004) and Omwenga (2017). The mediating effect of human resources on restructuring and commitment relationship is significant as t= (3.399), and the hypothesis is accepted given p<0.05. Competition effect on commitment is significant as t= (2.033) hypothesis is accepted as the p<0.05. The study of Indiyastuti, et al. (2016) is further strengthened with the findings from this study. Similarly, the finding of Fletcher et al. (2008) agrees with the study findings. The mediating effect of human resources on the relationship between competition and commitment is significant as t= (3.117) hypothesis is accepted as the p<0.05. The result confirms the views of Mackay (2018). Conflict effect on competition is significant as t= (9.487), and the hypothesis is accepted as the p<0.05. The finding is consistent with the result of Galal (2015), and Hussein et al. (2017). The mediating effect of human resources on the relationship between conflict and commitment is significant as t= (5.132) hypothesis is accepted as the p<0.05. The view of Maheshwari & Vohra (2015) is further supported by this finding. The evidence of mediation is further supported as the confidence intervals for the indirect effect did not straddle a zero in between.

>>TYPESETTER INSERT IMAGE III HERE>>

The study adopted the SRMR for determining the model fit. The criteria that it must not exceed 0.08 have been satisfied, given that in table 8 below it is 0.072. This indicates that the model is fit.

Table 7: Fit Summary

	<i>Saturated Model</i>	<i>Estimated Model</i>
SRMR	0.072	0.072
d_ULS	0.796	0.796
d_G	0.358	0.358
Chi-Square	734.312	734.312
NFI	0.765	0.765

5 CONCLUSION AND RECOMMENDATION

The study concludes that organisational paranoia has a significant effect on the commitment of employees. The study findings support this conclusion and support that conflict as a paranoia trigger has a significant effect on employee's commitment. The study concludes that human resource policies are a strong mediator between organisational paranoia and commitment. The study concludes methodologically that human resources policies can be measured using a composite index measure. The study concludes that social factors as used by Freeman et al. (2005) are suitable dimension that can be used to measure organisational paranoia. The study recommends that managers should ensure that their actions support increased commitment in the organisation through ensuring that employees do not see their actions as threat and dissatisfier to work.

Implication of the Study

The theoretical implication of the study is hinged on the study findings that indicate that human resources policies of an organisation are a critical factor that supports organisational paranoia influence on commitments of employees' in the organisation. The practical implication is the need for managers to ensure that their policies are appropriately communicated taking into consideration the tendency that trust and fear can be generated from it that in turn will affect the overall commitment of the employees in the organisation.

Limitation and Suggestion for further studies

The study is limited in the survey design adopted for the study. The configuration of human resources policies as a composite measure is a limitation for this study. The measures of human resources could have been outlined and measured as a formative construct. Another limitation strikes from the academic sector used in the study, as there are possibilities that findings may differ from other sectors, given the academic sector is still growing in the country. The study suggests future research lines on the premise of the limitations of the study. Research can be carried out to assess other sectors aside from the academic sector, and there is a need for assessing differences in gender and educational level as a factor

influencing organisational paranoia and commitment.

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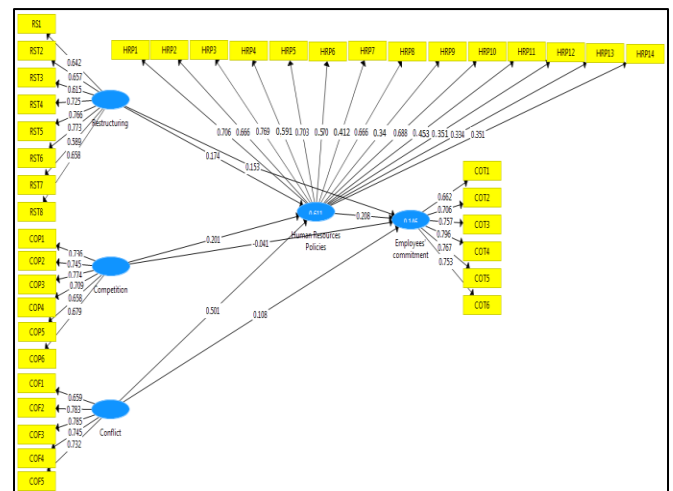


Fig. 1: Factor path

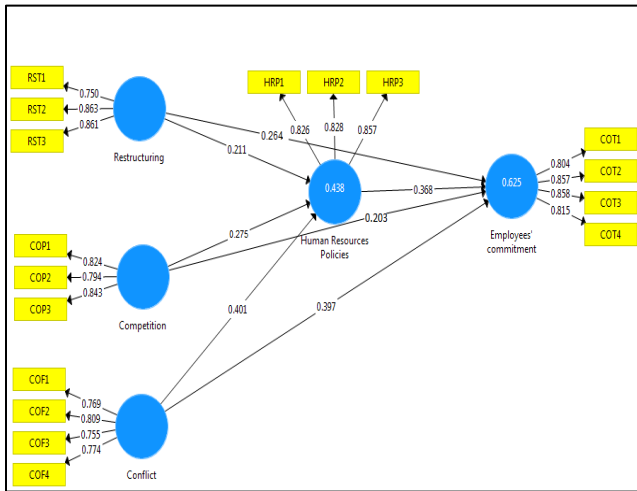
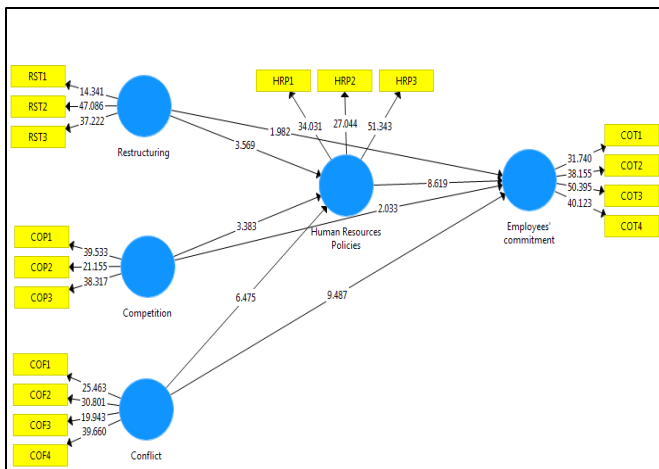


Fig. 2: Factor path



Significance level

Fig 3: Structural Paths