

# A Behavioral Analysis Of Employees' Commitment And Customers' Perception In Cameroon's Para-Statal Companies Case Study: The Electricity Sector (Eneo & Arsel)

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*Abstract: This study aimed to conduct a behavioural analysis of employees' commitment and customers' perception in Cameroon's para-statal companies, specifically focusing on the electricity sector with a case study of ENEO and ARSEL. The research explores the relationship between employees' commitment and customers' perception, considering the unique context of para-statal companies in Cameroon. To achieve this, a quantitative survey was employed. The study collected data from a sample of 110 ENEO and ARSEL customers, utilizing standardized measurement scales to assess employees' commitment and customers' perception. The sample size was chosen using the purposive sampling technique to ensure that respondents have actually had an interaction with workers of electrical companies. The quantitative data was analysed using SPSS regression analysis to identify any significant relationships between the variables. The findings of this study show customers have a very bad image of workers in terms of commitment in exercising their job. Some lack knowledge of what they are supposed to do while others treat the customers very poorly as concerns the commercialization of electricity. Most customers do not even know about the existence of the Electricity Regulation Company (ARSEL). The results sheds light on the factors that influence employees' commitment and how it relates to customers' perception of service quality. Moreover, the study provided valuable insights into the specific challenges and dynamics present in the electricity sector of Cameroon and highlights some managerial strategies and policy recommendations.*

## I. BACKGROUND OF THE STUDY

Thinking about commitment will merely take us to the mood of responsibility or expressive affection (Jennifer S, Ye Li, Piercarlo, & Karim, 2014). Scholars in the domain of social sciences view commitment under diverse prisms. Some look at commitment in terms of the worker's output, while others view commitment under the prism of punctuality, assiduity and cooperation amongst colleagues geared towards the achievement of the global objective of the enterprise. Nonetheless, a consensus has been met in the past years with commitment understood as a state of mind which is outwardly expressed by the worker's contribution towards the achievement of issues of common interest. The real sense of commitment at that time had a different understanding. It goes thus: emotional and sensitive links which is affective, seeing the link between responsibilities and the company's department as an extensive commitment.

The normative side which looks into the employee sincere stay in the company, is also seen as being committed (Vance, 2007). It has to equally be known that all employee commitment do not necessarily connect to higher performance. The normative commitment is a clear example giving that, one aspect cannot reduce an employee since he or she can perform better in other kinds of commitment (Elina, 2014). Employee turnover is more costly for the organisation as compared to their retention given the fact that there will be recruitment, training and others, of new employees (Gayla, 2021). The social milieu backed by operational conditions, participative management practices which is, the inclusion of everyone in the decision making procedures, are the new methods used to make employees having the sense of belonging thereby participating actively towards the achievement of organisational goals.

Gone are those days before the industrial revolution when employees were seen as ordinary workers and not contributors

in decision making. Today because of their increasing importance as per their contributions in decision makings, the organisation now accommodates them, provide better working conditions and look forward to an attainment of a common objective. Managers and heads of organisations, are taking their proposals into consideration for the overall benefit of the organisation (participative management). Motivation and recognition essential driving forces for commitment as the employees work with more devotedness and confidence with much assurance of his/her place in the business and the possible reward for a job well done. The presence of a contract of employment has gone a long way in bringing both employee and employer to have the same reading in answerability and responsibility.

Some other things we know they can engage or commit employees to their job, include team work, task distribution and not leaving out a favourable working environment. These are some of the main emotional commitments and can also highly bring gains to the organisation, and also following some scholar's views like (Meyer, 1997). It should be noted selection is the easiest way entering an organisation and at same time, to leave becomes very difficult as it takes another direction because of the inter- change of services and finances from both parties. Cohen 2003 set out the awareness of the link between the development of employee's commitment and psychology. Commitment in an organisation is also looked upon like an identification, contribution and devotedness (Nadia, 2015). Equally seen by some authors as an affection by the employee towards the organisation with a purpose for standards and his preparedness to pump in more energy in the organisational achievements.

This eventually brings forward the link between an employee and his/her organisation. The side bet theory for example, considers the post occupied by an employee and whatever he goes through, other benefits should be accorded to them in order to avoid them leaving the organisation. This is likened to behaviourism (Sonia, Abir, & Hongyu, 2018). Committed employees with same organisational goals, mission and vision are highly preferred by employers (Fapohunda, 2013). In the absence of this, there is going to be a reduction of the overall organisational success. The main idea of carrying out this research is to ascertain workers' commitment in Cameroon's parastatal and to seek different ways to improve it while integrating the perception of customers specifically of the Cameroon's electricity sector in a bid to enhance performance and through the improvement of customer service.

A parastatal can be defined as a legal act put into place and owned by a government in steady teams as one part, with another individual or a group made up of individuals for commercial activities (OECD, 2009). These two parties have diverse legal stands. The four companies in the electricity sector in Cameroon are: Electricity Development Corporation (EDC), created by decree number 200/406 of November 29, 2006 and is particularly concern with the construction and operation of the basin water control structures, with the inclusion of the Lom Pangar dam, Mem'vele and other pools or water catchments in agreement with present business contracts between the government and other operators. Secondly, The National Electricity Transport Company

(SONATREL), connects 24 posts introduced by the government with law n° 200/022 of 14 December 2011, and is in charge with the network diffusion of electricity. The Electricity Sector Regulatory Agency with its French acronym (ARSEL), according to law governing this sector n° 98/022, was established on the 24<sup>th</sup> of December 1998 and was administered by law n° 2011/of 14 December 2011. It deals with the regulation, control and a follow-up on consumptions, cost and quality of services in the electricity sector, that is, the relationship between both the consumers and the electricity service providers. ARSEL's role in the regulation of the electricity sector can be likened to that of a referee. (ENEO) as a French acronym, which is Cameroon National Electricity utility Company, signed a business deal for 30 years which goes up to 2031, and according to ENEO 2021 annual report, has a generating capacity of more than 998.939 megawatts (MW), electricity allocation for more than 1 million housing, business and manufacturing customers. Being a parastatal, the shares are owned as follows: 51% of the shares in ENEO by a foreign business group, Cameroon government owns 44% and the remaining 5% is by the employees of the company (ENEO annual report, 2020). ENEO deals directly with the commercialisation of electricity through electricity connections, subscriptions and distribution of bills to customers for payment.

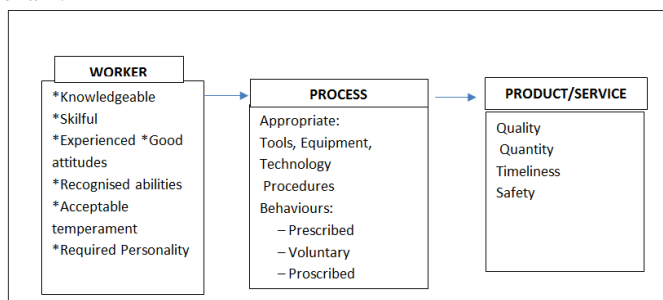
It should be noted that out of the four electricity companies in Cameroon, only ARSEL and ENEO deal directly with the customers basing on the commercialization and the regulations of electricity. In this 21<sup>st</sup> century full with modernization including its importance to every society, one cannot do without electricity and particularly to the Cameroonian economy. Electricity has diverse uses like lighting, heating, cooling, and refrigeration and for operating appliances, electronics, machinery, and transportation systems (European Commission, 2006). Not leaving out other things such as security, climate change, food production, and consolidation of economies at same time, and noting the ecosystems. Electricity is part and parcel of us and therefore, very important because it is needed virtually everywhere and ease life in this new age or period.

Improvement in this sector will help the country to attain the Sustainable Development Goals (SDGs) approved in September 2015 by member states of United Nations. Also, the continuous supply of quality electrical energy is a prerequisite for industrialisation and constitutes a strategic axis in the National Development Strategy (SND 30). African countries are still very rich in unused resources in this sector, which is in high demand. The accessibility and extra level of electricity should be seen even politically as important in this continent. HR practices applied in organisations nowadays have some effects either positively or negatively on both the employees and organisation, depending on how best the organisation makes use of these practices (Ramazan & Fatih , 2015). In other words, the HR practices are best applied when commitment of employees to their job is highest. This era has brought in a move from a management-controlled workforce to an employee-committed workforce which is developing, according to the diverse HR practices carried out. These includes:

- ✓ Job redesign with emphasis on the whole task, combining doing and thinking;
- ✓ Frequent use of work teams as basic accountable units system;
- ✓ Flat organizational structure, with mutual influence system;
- ✓ Coordination and control based on shared goals, values, and traditions;
- ✓ Minimal status differentials to de-emphasize inherent hierarchy;
- ✓ Individual pay linked to skills and knowledge;
- ✓ Assurances that participation will not result in loss of job;
- ✓ Widespread use of employee voice mechanisms;
- ✓ Mutual cooperation in labour relations.

High level of employee retention comes in as a result of a sound and committed employees in an organisation and consequently, a low turnover of staffs (Walid, Siti, Al-Hussain, & Ishaq, 2021). This is also where work engagement comes into play as a result of a free mind and a big positive work related results in carrying out the job. Emotional feelings come into play, keeping an employee in good form where he or she is self-assured. Flexibility, hopes, proper organisation that best exploits the worker's leadership skills, without leaving out his positive character in the company. All these have a very vital role to play in the general welfare of an employee. So many changes done in an organisation in a particular space of time can increase employee turnover through the misunderstanding and non-connections between employee commitment and their welfare which may upset the employee thereby impeding performance.

The level of commitment to work and the organization, can only be gotten once the employees are motivated to give a healthier performance (Shahid, Shahid, & effectiveness, 2013). Engagement being a cover concept using different tactics where employers highly incite and require more effort from their workers (Gemma -Smith & Carl, 2009). This engagement can only achieved when an employee is prepared to carry out his or her task in the absence of a divided mind (Rutwick Mukesh, 2023). The worker's commitment or engagement in carrying out assigned tasks depends on certain personal values and the means put at his disposal with a direct influence on the quality of the product or services offered to the customers. The model below illustrates the commitment chain.



Source: WANG Yating[, (2017)

Table 1: Job Performance Model

The above model shows the Job Performance model which illustrates the direct bearing of the quality of services on the worker's intrinsic values, his behaviour and process used in carrying the task.

## II. STATEMENT OF THE PROBLEM

There is competitiveness and dynamism in the world nowadays, particularly in the business external environment, (Karl, Susanne -, & Johanna, 2013). It becomes very difficult for an organization to reach its highest best in performance, except the employees understand the stakes and are committed to the organizational needs in terms of vision, strategy, goals and objectives. These have caused organizations to be confronted with many challenges concerning organizational performance. To cope with this situation, organizations require that their workers should be highly committed to their work such that corporate objectives can be attained (Wasim & Imran, 2010). Moreover, it has led to a situation where owners of companies are baffled or confused with the low performance of top ranked employees and that of the company. Most top managers still cannot understand the reason behind the non-commitment of employees to their jobs after they have been motivated using HR best practices. These practices include fair compensation policies, the respect of collective conventions, insurance and health services just to name a few (JOANNA, 2017). The implementation of such HR practices is very costly to the enterprise, therefore managers and employers expect loyalty and commitment on the part of the workers in a bid to achieve a return on their investments (H M MAHFUZUR, SREENIVASAN, & CHINNASAMY AGAMUDAI I, 2023). The electricity sector in Cameroon which is made up of four companies as indicated above, with focus on ENEO and ARSEL in this research, are not left out with some of these challenges. The situation may be exacerbated with advent of alternative energy sources brought in by new technology such as solar energy, whose usage is even more environmentally friendly that is, biodegradable. According to the ENEO's 2021 Annual report, the company's production score in terms of electrical energy production stood at 84% as against 69% in 2020. In terms of disruption of energy, the company registered 90, 5 hours per year in 2019 as against 97, 65 hours in 2018.

The company's net profit was 4, 3 billion in 2017 as against 2, 5 billion in 2016. Also, ENEO's 2019 Annual report shows that as of the 31<sup>st</sup> of December 2018, the company had more than 1 258 340 customers of which approximately 45% are located in Douala and Yaounde. The company's distribution in terms of share capital puts the state of Cameroon at 44%, second after ACTIS which owns 51% and the employees tailing the classification with just 5%. Basing on the above indicators, one can easily conclude that the company is doing well and that all what the enterprise needs is to inject more capital in order to boost its production capacity, expand its distribution to reach out to rural areas, thereby increasing its clientele and improve performance. However, the constant and continuous power failure despite government's creation of the Lom Pangar and Mem'vele dams including thermal plants is a powerful indicator that all is still not well.

For a developing economy like ours, constant and regular electricity cuts hampers industrial production, renders SME's less performant and paralyzes domestic activities. With the signing on the 27<sup>th</sup> of October 2022 in Douala according to ENEO's report, to improve working conditions in the New

Collective Bargaining Agreement between Staff representatives, top management and the Ministry of Labour and Social Security after two years of negotiation, workers still do not give their best. This positive move was to improve on the working conditions of personnel. ARSEL's role or presence is not very seen nor felt by the majority of Cameroonians. However, poor customer service delivery is questionable. Frequent power failure and delays in service provision by these two electricity companies, can only be justified by lack of commitment on the part of the workers. The problem here is, why the lack of commitment towards work despite the good pay packages and acceptable working conditions but still, no customers' satisfaction despite huge profit made yearly, low electricity coverage and finally, poor knowledge on ARSEL. This paper seeks to investigate on the prevailing situation by carrying out a behavioural study on the worker's commitment with the integration of the perception of customers and propose solutions to the research questions in order to close the gap.

### III. AIM OF STUDY

The management of ENEO and ARSEL do encourage their employees by providing acceptable conditions for the workers in order to improve their commitments. However, the perception of their customers with regards to the services offered is a reliable indicator of their commitments. The aim or idea behind this research is basically, to analyse the behaviour of workers in the electricity sector with an influence on employee commitment, leading to customer's satisfaction and the global organizational performance.

### IV. RESEARCH QUESTIONS

Below are the main research questions:

- ✓ Are workers of the ENEO and ARSEL aware of their responsibilities and conversant with the stakes in the electrical sector?
- ✓ Are customers satisfied with quality and celerity of services in ENEO and ARSEL?

### V. OBJECTIVE OF THE STUDY

The main objective of this study is to examine the behavioural influence of employee commitment towards work in the two main electricity companies in Cameroon (ENEO and ARSEL) and the way their clients perceive their customer services.

This main objective is broken down into specific objectives as seen below:

- ✓ To examine the customers perception of the level of workers awareness towards their work requirement
- ✓ To analyse the workers commitment based on customers experience with workers of the electricity industry

### VI. HYPOTHESIS OF THE STUDY

H1- Customers have a positive impression of the awareness of workers in the electricity industry of their responsibility

H2- Customers appreciate the services rendered by workers of electricity sector in Cameroon

### VII. LITERATURE

This segment looks at the current literature concerning employee commitment and workers' performance. Although, many of the studies reviewed have not yet address employee commitment of workers and customer's perceptions in Parapublics specifically the electricity sector but however, their findings on employees' commitment in organization are considered applicable to this sector.

#### A. DETERMINANTS OF EMPLOYEE COMMITMENT

It is but a truism that decrease level of employee absence and variation, great output as well as willpower of dispositional and situational ascriptions will all make up a powerful commitment expansion. According to Gallup's (2013), when employees are not engaged or they are actively disengaged from their workplace, they become emotionally disconnected from this workplace and likely become unproductive. The level of education, personality and post, expertise, investments, organizational culture (Edgar H, 2004) influence commitment. These leads us to the key types of commitment, namely:

- ✓ Emotional or affective commitment;
- ✓ Continuance commitment;
- ✓ Normative commitment.

It is also well known that commitment comes into play only when an employee is actively present and the job is well done (Robert J., 2006). On the side of the employer, he or she is committed through regular payment of the employee for a job well done. Commitment at a higher level can theoretically constitute at least three elements: a strong certainty in the recognition of the organization's goals and values; a willingness to apply great energy or strength on behalf of the organization; and a strong wish in continuing with the organization (Sherk, 2019). This represents inert allegiance to an organization. It also includes a vigorous liaison with the organization which boosts individuals binging out what is in them by contributing for the security of the organization. Two common things here are employee commitment and engagement. This is so because while inner attitude portrays the employee's interest, commitment takes the place of the total organization where the employee works is filled with interest (Lusine, Tsovinar, & Jose Fernando, 2014).

#### B. COMPONENTS OF EMPLOYEE COMMITMENT

The main types of commitment are: Affection for your job (Affective commitment), Fear of Loss (Continuance Commitment), Sense of Obligation to stay (Normative Commitment) (NORAAZIAN & KHALIP, 2016). According



to Meyer and Allen's (1991), Managing Continuance and Normative Commitments requires Salary, passed success of the company, training and development, leadership and management style, working environment, team cooperation, organizational structure and job redesigning.

### C. IMPORTANCE OF EMPLOYEE COMMITMENT

Many organizations can now see how the performance of their staff plays a vigorous part in influencing the success of the organization (Zheng, 2010; Ajila and Awonusi, 2004). For that reason, it is imperative proprietors and managers come together in order to brainstorm on how to bring out the positive values of their workers. One of the precursor factors of employees' performance is said to be their commitment. Organizations worth commitment among their employees because it is usually expected to lessen departure behaviour, for example lateness, absenteeism and employee turnover (ÁNGELA MARÍA SÁNCHEZ, LORENZO REVUELTO, & MARÍA DEL CARMEN, 2020). Hereafter, no disbelief that these morals have severe after effects on the total organizational performance. Committed employees bring added value to the organization, through their determination, proactive supports, relatively high productivity and an awareness of quality through job satisfaction. Committed employees are also less likely to simulate illness or to leave the organization.

### D. CHALLENGES OF EMPLOYEE COMMITMENT

Employee commitment can be seen in two ways that is, organisational and individual. Workers in organizations obtain their skills through carrying out diverse jobs. At the organisational level, performance is sought through employee commitment by creating a worker friendly environment where job satisfaction is a highly cherished value. At the individual level, a worker's commitment towards work is high highly dependent on some intrinsic values like education, culture, emotional or affective relation with his co-workers. However, the organisational culture and corporate strategy of the enterprise has a non-negligible influence on the worker's commitment. An employee who is well engaged in carrying out his task at the job site is worthy to the organization because of reduced control and the necessity to always complete the tasks allocated to them (Schrita & Mohamad S, 2017). Factors affecting employee's commitment are loss of control, age and tenure in organization, task self-efficacy, culture, job satisfaction, and employee engagement (Nishtha, 2023).

## VIII. METHODOLOGY

The methodology for this study follows a quantitative approach, which involves the collection and analysis of numerical data to test hypotheses and draw conclusions. The study aims to investigate the relationship between workers commitment and customer service satisfaction among a sample of 110 customers.

The sample for this study was selected using the purposive sampling technique, resulting in a sample size of 110 customers. Data was collected using a well-structured 5 likert scale questionnaire. The data was then analyzed using SPSS 25. Descriptive statistics were calculated to summarize the characteristics of the sample, including measures of central tendency and variability. Bivariate correlations were conducted to examine the relationship between the independent and dependent variables. Multiple regression analysis was used to test the hypothesis. The significance level for all statistical tests was set at  $p < .05$ . To ensure the validity and reliability of the study, several measures were taken. First, the data collected was tested for missing values using the Littles MCAR test. Second, the data was tested for outliers and those found were corrected with the statistical mean. Third, the exploratory factor analysis was done as well as normality was tested.

## IX. DATA ANALYSIS

### A. DATA CLEANING

The process of collecting, compiling data from many respondents on various parameters, and ultimately entering it into software for analysis is never perfect and can be subject to missing data (Hair et al., 2010). It is very important to address the incidence of missing data because it can introduce biases in the analysis and compromise the results (Pollet & van der Meij, 2017).

To ensure that all the questions were answered, they research decided to use the (Little, 1988) MCAR test to test for missing values. The test hypothesize that data is not missing completely at random with a P values of 0.05. After the test, the following result was obtained

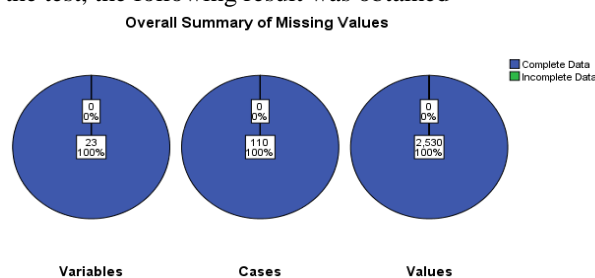


Figure 1: Summary of Missing values

From the data above, it can be observed that no data was missing, thus the researcher can proceed to further cleaning.

### B. EXPLORATORY FACTOR ANALYSIS

Exploratory factor analysis is typically conducted to identify redundant questions or misleading indicators in the data set. When an indicator explains what another indicator has already explained, it is termed as noise in the data set. In order to eliminate any chance of noise in the data set, an exploratory factor analysis was conducted.

a. *EXPLORATORY FACTOR ANALYSIS OF THE INDEPENDENT VARIABLES (EXPERIENCE AND AWARENESS)*

The analysis of EFA was conducted with the used of Principal Component Analysis (PCA) technique as mode of extraction with defined fixed factor of two [2]. The rotation method was Promax with Kaiser Normalization converged in 3 iterations. Factor loadings and coefficient were suppressed to 0.4 in order to minimize noise in the final factor loadings. After multiple analysis, the final model below was adopted

	Component	
	1	2
EXP1	.869	
EXP2	.871	
AWE1		.652
AWE2		.851

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Source: Author 2023

Table 2: Pattern Matrix of Independent Latent Constructs

b. *EXPLORATORY FACTOR ANALYSIS OF THE DEPENDENT VARIABLE*

The analysis of EFA was conducted with the used of Principal Component Analysis (PCA) technique as mode of extraction with defined fixed factor of two [2]. The rotation method was Promax with Kaiser Normalization converged in 3 iterations. Factor loadings and coefficient were suppressed to 0.4 in order to minimize noise in the final factor loadings. After multiple analysis, the final model below was adopted.

	Component	
	1	2
COM2		.783
COM3		.796
COM4	.850	
COM5	.852	

Extraction Method: Principal Component Analysis.

Rotation Method: Promax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

Source: Author 2023

Table 3: Pattern Matrix of Dependent Variables

Retained Variables	EXP1	EXP2	AWA1	AWA2	COM2	COM3	COM4	COM5
Rejected variables	EXP3	EXP4	EXP5	AWA3	AWA4	COM1	COM6	COM7

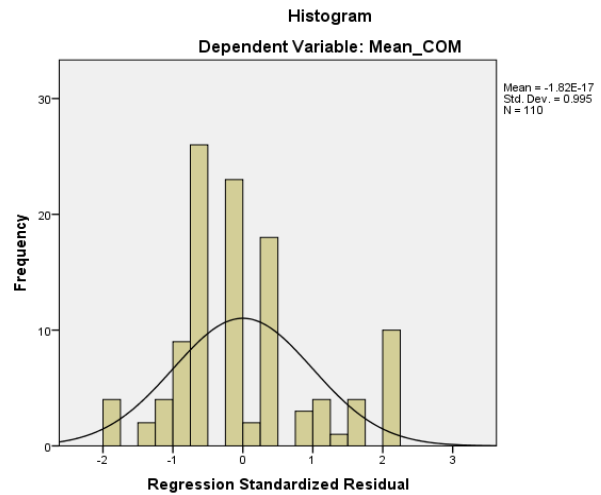
Source: Author 2023

Table 4: Table of Retained and Rejected Variables

C. ASSUMPTIONS FOR PARAMETRIC ANALYSIS

a. *TEST OF NORMALITY*

The probability plot for the distribution was conducted to test for normality and the results revealed that the samples follow a bell-shaped curve indicating a normal distribution as shown below.



Source: Author 2023

Figure 2: Test of Normality

b. *TEST OF OUTLIERS*

Testing for outliers in quantitative research ensures data accuracy, helps maintain statistical assumptions, detects errors, provides insights, and assesses the robustness of statistical models, all of which contribute to the rigor and validity of research findings. The researcher tester for outliers using the boxplot. All outliers identified were replaced by the statistical mean of the construct. Below are the final results after all outliers have been removed.

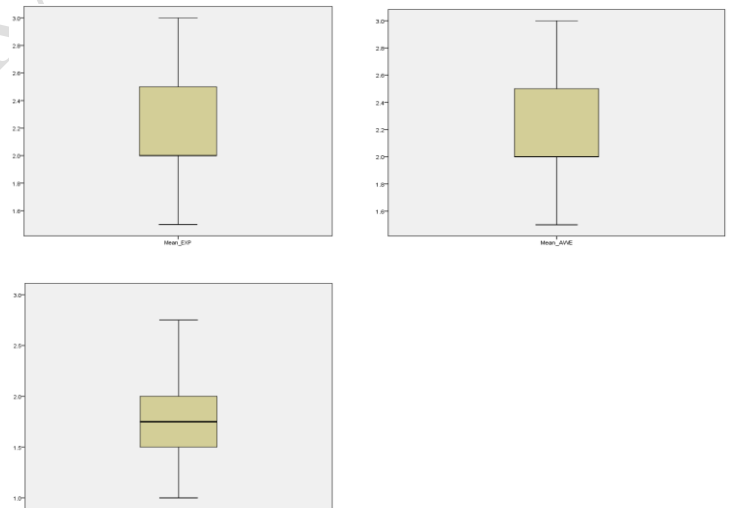


Figure 3: Test for Outliers

D. TEST OF HYPOTHESIS

Here we will be bringing out the links between the variables of our study. The hypothesis was tested using the Pearson correlation analysis and the simple regression analysis. The first technique we will start with is the correlation analysis before the regression analysis.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.937	.222		8.738	.000
Mean_EXP	.001	.055	.002	.023	.982
Mean_AWE	-.036	.070	-.050	-.517	.606

a. Dependent Variable: Mean COM

Table 5: Coefficient

No	Hypothesis	P value	Conclusion
H1	Customers have a positive impression of the awareness of workers in the electricity sector of their responsibility	0.983>0.05	Refuse to reject the Null hypothesis and conclude that Customers do not have a positive impression of the awareness of workers in the electricity sector of their responsibility
H2	Customers had a good experience with workers of electricity sector in Cameroon	0.606>0.05	Refuse to reject the Null hypothesis and conclude that Customers had a bad experience with workers of electricity sector in Cameroon

Table 6 : Test of Hypotheses

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	.016	2	.008	.135	.874 <sup>b</sup>
Residual	6.148	107	.057		
Total	6.163	109			

a. Dependent Variable: Mean\_COM

b. Predictors: (Constant), Mean\_AWE, Mean\_EXP

Table 7: ANOVA Table

## X. CONCLUSION

The level of workers' commitment be it the affective commitment, continuance or the normative commitment, depends on a good number of factors. After the analysis of the data obtained from 110 customers of ENEO and ARSEL, the research obtained the following:

- ✓ Customers do not have a positive impression of the awareness of workers in the electricity sector of their responsibility;
- ✓ Customers had a bad experience with workers of electricity sector in Cameroon

Despite the workers' intrinsic values, despite the process used in carrying services, the quality of the services rendered depends on the organisational culture and the corporate strategies of the companies. Unlike in private enterprises where management is geared towards results, in public administration in general and in public or para-public enterprises in particular, management is not results oriented. ENEO for example has made significant progress in their annual net profit in the past few years, ranging from 2, 5

billion in 2016 to 4, and 3 billion in 2017. Despite the net profits the company has had very little expansion in terms of territorial coverage with only 1 258 340 customers with electricity available mostly in urban areas. Notwithstanding the 5% share capital owned by the workers, commitment towards work is farfetched. Without pre-defined targets set by top management with accompanying measures to obtain the expected results, it was realised that workers are not very commitment.

Almost all the respondents revealed that the customer service of ENEO is far below average and that there is a lot of delay in service delivery even after the customer has paid for the services. Sometimes, the customer is obliged to motivate the worker if he or she expects a prompt intervention.

For the case of ARSEL, the regulator of the electricity sector, more than half of the respondents do not even know about the existence of the company and most of those who knew had never been there for any service.

## XI. RECOMMENDATION

At the end of this study, the research recommends the following:

### A. FOR ARSEL

- ✓ The company should make itself known by the public through adverts or organised campaigns;
- ✓ Get customer perception of the services in the electricity sector by carrying out annual surveys;
- ✓ Go towards customers to find out their problems and make redress in cases of prejudice suffered by customers.

### B. ENEO

- ✓ Put in place an inclusive results oriented management putting the workers at the centre of all activities with their responsibilities highly engaged;
- ✓ Improve customer service by defining and controlling deadlines for interventions;
- ✓ React promptly to customer complaints by creating a unit to take care of that;
- ✓ Put in a place a remuneration system where workers should be given bonuses according to their output;
- ✓ Get customer's perception on termly basis in order to improve customer service quality;
- ✓ Minimise monopolistic tendencies in carrying out service delivery.

### C. GOVERNMENT

Government should liberalise the electricity sector in Cameroon by accepting other companies carry out alternative production and commercialisation of electricity. In so doing, ENEO shall loose the monopolistic grip of sector and face competition with evident results in the improvement of customer services.

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