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PERCEIVED AUTONOMY AND JOB COMMITMENT AMONG SENIOR STAFF OF LOCAL GOVERNMENT COUNCILS IN DELTA STATE

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ABSTRACT

This study investigated the perceived autonomy and job commitment among Senior Staff of Local Government Councils in Delta State. Three research questions were raised and hypothesized. The correlational research design was employed in this study. The population for the study comprised 11,577 senior staff in the 25 local government councils in Delta State. The sample consisted of 7500 using the Multistage Sampling Technique of purposive and simple random sampling techniques. The instrument used was the questionnaire Perceived Autonomy and Job Commitment Scales. The questionnaire was validated by the researcher's supervisors, two experts in Guidance and Counselling and two other experts in Measurement and Evaluation, the reliability of the test was determined using Cronbach alpha reliability method and coefficient values of 0.65 and 0.73 were obtained. The instrument was administered with aid of five research assistants. Correlation and coefficient of determination was used to answer the research questions while the null hypotheses were tested using linear Regression Statistics at 0.05 alpha level. The findings of the study revealed that there is a significant relationship between perceived autonomy and job commitment among senior staff of local government councils in Delta state and that perceived autonomy and job commitment among senior staff of local government councils in Delta State are not moderated by professional qualification and experience. Based on these findings, it was recommended that leaders should empower their team members to take an active role in shaping the organization's direction by encouraging employees to contribute their ideas, expertise, and decision-making abilities which in turn enhance job commitment.

Key Words: Perceived Autonomy, Job Commitment, professional qualification and Experience

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INTRODUCTION

The goal of establishing local government was to exercise direct control over the local populace. The constitution's provisions had to be reflected in the way this level of government was run since it was expected that it would respond to the local people for whom it was created. According to Lawal (2020), local government is the governmental level closest to the people and has the authority to regulate the issues of the people living in its jurisdiction. It acts as a link between the local, state, and federal governments and plays a vital part in rural development and public service delivery. Therefore, it is expected to carry out its duties of promoting democratic principles of civilisation and coordinating local development initiatives. According to Lawal and Oladunjoye (2010), it is also expected to act as the cornerstone of socioeconomic development in the community.

In Nigeria's Delta State, local government administration has matured mostly due to its adaptability and resilience in relation to state administration, not because of its efficacy. To achieve their objectives, the local government councils coordinate human, financial, and physical resources. Local governments typically use the right equipment for agriculture; set up centers for skill development and acquisition; increase literacy; raise awareness of rural opportunities; engage in political education and mobilization; provide information about rural resources; deploy technical assistance; and raise awareness of the needs of people and their basic amenities, including good roads, electricity, health centers, markets, local government councils, and farm settlements, among other things. In its 1976 local government restructurings, the Federal Republic of Nigeria noted that local government is local government carried out by a representative council that was created by law to exercise precise authority in designated regions. These powers should give the council significant control over local interactions, staff, and institutions. They should also give them the financial means to start and oversee service delivery, verify and carry out projects that complement the state and federal government's actions in their respective regions, and ensure that, through decentralisation of functions to their councils, the active participation of the public and traditional institutions maximises the plan and response to local needs and circumstances. Every institution has goals that it pursues, whether publicly or in private. Knowledge of institutional conduct requires knowledge of institutional ambitions and the sources of these goals.

Local government councils often divide their goals into operational and formal categories. The goals are a written statement of the administration's justification for the undertaking's setting. Operational goals represent the council's true aims. These are the actions that the local government is taking, notwithstanding its purported actions. These goals include built-in concepts that may be used to determine whether or not they are being achieved. If the administration can accurately explain how to assess the achievement of an operational goal, then it is said to be operational.

The dependent variable in this research is work commitment, which is the degree of devotion and loyalty a person has to their employer or organization. It is an important component of employee conduct that greatly affects the success and performance of an organization. According to Cole and Bruch (2016), job commitment is a psychological condition in which a person connects with their work and feels a sense of connection, participation, and loyalty toward their organization. According to research, work performance, organisational citizenship conduct, and job happiness are all positively correlated with job commitment (Meyer & Herscovith, 2011). Employee engagement, motivation, and productivity are all higher among those who are dedicated to their work.

Additionally, they are more likely to exhibit constructive behaviors that advance the organization, such as supporting colleagues, abiding by policies, and speaking out for the company. A key component of organizational success and employee engagement is job commitment. Organizations must cultivate a culture of commitment by offering employees chances for advancement, appreciating and rewarding their efforts, and establishing a positive work atmosphere. Organizations may increase employee performance, retention, and happiness by investing in job commitments, which will eventually increase workplace success and competitiveness. There are several issues affecting sustainable development and local government councils in Delta State. Senior staff members' dedication to their work is one of them. Devotion and attachment are qualities of commitment. The philosophy of human resources management heavily relies on the concept of commitment. Institutions often discuss worker commitment as a powerful and economical control mechanism. Human resources administration's emphasis on the value of strengthening shared commitment is one of its defining traits (Watson, 2015). Senior employees who identify with their organizations, want to stay with them, and are willing to put in a lot of effort on their behalf are considered committed. Presenting the organization as one worth working for and ensuring that this first impression endures over the first few weeks of employment are the first steps toward achieving commitment. According to Guest (2017), human resources policies are designed to take advantage of personnel dedication, adaptability, institutional integration, and job excellence.

Researchers studying commitment have paid close attention to identifying the factors that contribute to positive employment outcomes (Meyer & Allen 2011). Numerous investigators, as well as local government officials and other stakeholders, have expressed serious worry about their methods and dedication. According to Salancils (2021), commitment is founded on behaviouralcommitment, which involves tying a person to behavioural performance by assigning them tasks on their own. In order to retain its employees, institutions must inevitably evolve and provide possibilities for growth (Morgan & Hunt, 2014). It is important to foster commitment among senior employees in Delta State's local government councils because highly devoted employees remain on the job longer, perform better, are actively engaged in it, and exhibit institutional citizenship behaviour. Senior employees' motivation, self-worth, and dedication to their jobs also affect their dedication and effectiveness.

Perceived autonomy and work dedication among senior employees of Delta State's local government councils are two of the study's factors. The concept of autonomy has assumed increasing importance in contemporary political and ethical perspectives. The concept has been used by theorists like John Rawls, Thomas Scanlon, Robert P. Wolff, and Ronald Dworkin to explain and clarify issues like the classification of the philosophy of fairness, the limitations on free speech, and the landscape of the open-minded state. Rawls makes clear what was known in his book—that a specific human model serves as the basis for his ethical framework—in the key contemporary explanation of the fundamentals of his assumption of justice. The concept of autonomy is a key component of that ideology. The capacity to manage oneself or make choices on one's own without outside influence or control is known as autonomy in the workplace. According to Agich (2014), autonomy is often seen as a basic human right and an essential element of personal freedom and self-determination.

Local government employees' devotion to their jobs may be correlated with autonomy. A government must treat its citizens fairly, understanding that it cannot prioritize

the well-being of a select few above the welfare of all. Dworkin uses this concept to support his case for maintaining a variety of privileges. Wolffn and others also use notions of autonomy to support their claims that deference to authority is invalid. The focus of this argument is on the individual's decision on the merits. In a moral and professional setting, autonomy is an important concept. Its significance for the analysis's point of view is deeper, but its implication for analysis is most obvious when competence is at issue. Characteristics like self-determination, independence, liberty of will, self-respect, honesty, originality, and self-awareness are among the many implications that the term "autonomy" recognizes.

One of the moderating factors in this research is professional qualification, which is defined as the degrees and certificates people get to show that they are knowledgeable and skilled in a particular area or subject (Ezike, 2015). These credentials are usually granted by regulatory authorities or professional associations and are often earned via a mix of education, training, and experience. Possessing the appropriate professional credentials may have a big impact on one's earning potential and career prospects in the cutthroat job market of today. Employers can quickly evaluate job seekers' credentials because of the standard assessment of knowledge and abilities that professional qualifications provide (Mbaebu, 2020). This may be especially crucial in fields like engineering, healthcare, or finance where specialised technical knowledge or skill is needed. An applicant with a professional project management certification, for instance, may be more likely to get employed or promoted than one without, as they are seen as more capable and trustworthy.

A professional qualification is a body of knowledge acquired via structured learning that is specifically designed to help someone do a certain job (Mbaebu, 2020). It is the increased growth and advancement in knowledge, skills, methods, and complexity required for long-term effective work performance (Ogbonnaya, 2014). The administrative competency of senior staff members in local government councils is influenced by their professional qualifications. Senior employees' professional competence and the appropriateness of administrative procedures are the primary determinants of their success in Delta State's local government councils.

Experience is the information or ability gained by firsthand observation or involvement in events or activities. It affects decision-making and environmental perception, making it essential to learning and growth. Experience, as defined by Tom (2017), is "the practical contact with and observation of facts or events." The fact that experience is subjective and unique to each person is one of its essential characteristics. "Experience is the name everyone gives to their mistakes," as psychologist William James once said. This emphasizes the notion that each person's experience is distinct and influences their views and opinions. According to Tom (2017), experience is the consciousness acquired from repeated trials. Senior employees who are more likely to adjust their job value to the conditions of their workplace are more likely to be committed to their jobs, while those who receive little recognition, accountability, or success are more likely to become dissatisfied and quit the organisation (Adelakun, 2021).According to research, Arubayi (1999) found that employees' levels of dedication and work effectiveness increased with their years of experience. Robbins et al. (2015) verified in a separate study that experience had a substantial relationship with work commitment. When age and work experience are taken out of the equation, work experience turns out to be an even more accurate and consistent indicator of job commitment. Oshagbemi (2013) found a substantial correlation between employment experience and the overall job dedication of senior university personnel. In a different analysis, Sarker et al. (2013) found that work experience was linked to job commitment and dissatisfaction and that

intrinsic job satisfaction was linked to changes in employees' overall job satisfaction over time. According to Adelakun (2021), senior employees with a lot of work experience may feel more committed to their jobs because they have a position that fits their preferences or because they have opportunities for advancement. However, there is a warning that more work experience may lead to boredom or a lack of dedication and fulfilment. Robbins et al. (2015) expanded the influence of work experience to include the repercussions of job discontent. According to the authors, the study on experience and absence is simple. Research continuously shows that seniority has a negative correlation with absence. Tenure is the most significant explanatory factor for both absence rates and the total number of days missed from work. According to Sinha (2019), if we take a broad view, we would probably conclude that people who started their career growth early are more excited than those who started later. However, what's amazing to note in this case is that job commitment resurfaces spontaneously when the senior staff member is nearing retirement. The absence of other employment opportunities for them is probably the explanation behind this.

Statement of the Problem

Senior staff are accountable for administrative job in the local government councils in Delta state. To ensure effective performance, they have to be committed in their job. However, many stakeholders in local government administration have expressed concern over the declining level of senior staff job commitment in the local government councils in Delta state. The poor commitment to their jobs have manifested in numerous ways. Some senior staff engages in trading during office hours. Some come to office at will and leave at will. Some engage in gossip and loitering and use the office hours for school run or pay visit to friends and loved ones. Some of them do not come to work for a number of days while some use the official hours to carry out their private businesses.

There are equally cases of senior staff that usually exhibit non-chalant attitude towards administrative work and pay less attention to disciplining junior staff who are not committed to the work. There are also cases of senior staff that typically arrived late to office but sign the time book as if they are always punctual. A lot of in-disciplinary behaviours are going on among senior staff in local government councils in Delta state unchecked.

The statement of problem put into question form is what is the relationship between perceived autonomy and job commitment among senior staff of local government councils in Delta state? Specifically, the study focuses on investigating the relationship between perceived autonomy, and professional qualification and job commitment among senior staff of local government councils in Delta state.

Research Questions

The following research questions guided the study.

1. What is the relationship between perceived autonomy and job commitment among senior staff of local government councils in Delta state?
2. What is the relationship between perceived autonomy and job commitment among senior staff of local government councils in Delta state as moderated by professional qualification?
3. What is the relationship between perceived autonomy, and job commitment among senior staff of local government councils in Delta state as moderated by experience?

Hypotheses

The following null hypotheses were formulated to guide the study and tested at 0.05 level of significance:

1. There is no significant relationship between perceived autonomy and job commitment among senior staff of local government councils in Delta state.
2. There is no significant relationship between perceived autonomy and job commitment among senior staff of local government councils in Delta State as moderated by professional qualification**.**
3. There is no significant relationship between perceived autonomy and job commitment among senior staff of local government councils in Delta state as moderated by experience**.**

Research Method

Design of the Study

This study adopted the correlational design to investigate the perceived autonomy and job commitment among senior staff of Local Government councils in Delta State. Correlational design is a design that attempt to establish relationship that exists between two or more variables. The correlation research design shaped the nature, degree and direction of relationships between variables or using these relationships to make forecast (Cohen, Mannion & Morrison, 2017).

Population of the Study

The population of the study comprised 11, 577 senior staff in the 25 local government councils in Delta state. The population was gotten from local government Service commission in Asaba in Delta state. The population of senior staff in local government councils in Delta was obtained from Local Government Service Commission Asaba, Delta state

Sample and Sampling Techniques

A sample of seven hundred and fifty (750) senior staff local government councils' workers in Delta state were selected from the population of the study using multi-stage sampling procedure of purposive and simple random sampling techniques. In the first stage purposive sampling technique were used to select five local government areas in each of the three senatorial districts making a total of fifteen local government areas. In the second stage the simple random sampling technique of balloting were used to select fifty (50) senior staff workers in the fifteen local government areas selected making a total of 750 senior staff workers for the study.

Research Instrument

The instrument for this study is questionnaires titled "Perceived Autonomy and Job Commitment Scales (PAJCS)" constructed by the researcher. The instrument is divided into five sections. Namely A, B and C. Section A of the instrument will elicit information on respondents' bio-data. Section B consist of items on perceived autonomy and section C contain items on job commitment.

The four point scoring scale was used with options of Strongly Agree (SA) = 4, Agree (A) = 3, Disagree (D) = 2 points and Strongly Disagree (SD) = 1. For positively worded items, the weighting is 4, 3, 2 and 1 while the negatively worded statement is scored 1, 2, 3 and 4. Questionnaires on level of job commitment among senior staff in local government councils in Delta state was scored with the 4 points rating scale of Very High Extent (4 points), High Extent (3 points), Low Extent (2 points) and Very Low Extent (1 point).

Validity of the Instrument

The research instruments named Perceived Autonomy and Job Commitment Questionnaire was validated by the researcher's supervisors, two other experts in guidance and counselling and two measurement and evaluation experts and their comments, suggestions and modifications were carefully attended to and effected before the final draft of the questionnaire was made.

The 26 items in the perceived autonomy explained a content validity of 77.11% while the construct validity ranged from 0.61 to 0.93. The 26 items in the job commitment explained a content validity of 51.97% while the construct validity ranged from 0.62 to 0.93.

The content and construct validity of the questionnaire was estimated by using factor analysis and Principal Component Analysis (PCA) with extraction method. The rotated factor loading/component matrix accounted for the construct validity.

Reliability of the Instrument

The reliability of the instrument was established using Cronbach Alpha reliability method. The copies of questionnaire were administered to fifty (50) senior staff in Oredo local government council in Edo State who were not part of the study and their responses were correlated and it yielded the following reliability coefficient: Perceived Autonomy 0.65; and Job Commitment 0.73 as a measure of consistency. On the basis of the calculated reliability coefficients, the instrument is considered reliable for the study.

Method of Data Collection

The researcher collected a letter of introduction from the Department of Guidance and Counselling, Faculty of Education, Delta State University, Abraka. The letter of introduction was presented to the HODs in the sampled Local Government Council of Delta State, which enabled the researcher to administer the instrument to the senior staff of the Local Government Council. The questionnaire was administered with the help of five (5) research assistants, who in turn helped in the administration of the questionnaire. They travelled to the various local government councils to administer and collect the instrument from the respondents on the spot. The consideration is to assure precise completion of the questionnaire by the respondents and ensuring high return of the questionnaire.

Method of Data Analysis

The data collected from the selected respondents was coded into computer system for statistical analysis. The descriptive statistics was used to answer the research questions while the inferential statistics were used to test the stated null hypotheses. The simple correlation, multiple correlation and coefficient of determination was used to answer the research questions while the null hypotheses were tested using linear and Multiple Regression Statistics at 0.05 alpha level.

Results and Discussion of Findings

Research Question 1: What is the relationship between perceived autonomy and job commitment among senior staff of Local Government Councils in Delta state?

Table 1: Correlation Analysis of Relationship between Perceived Autonomy and Job Commitment.

Variables	N	R	r^2	r^2%	Decision
Perceived Autonomy	750	.346	.120	12	Positive Relationship
Job Commitment					

Table 1 showed that **.**346 is the relationship between perceived autonomy and job commitment among senior staff of Local Government Councils in Delta state. The coefficient of determination is **.**120 and the contribution of perceived autonomy towards job commitment is 12%. However, the result showed a positive relationship between perceived autonomy and job commitment. Hence, perceived autonomy contributes to job commitment among senior staff of Local Government Councils in Delta state.

Research Question 2: What is the relationship between perceived autonomy and job commitment among senior staff of local government councils in Delta state as moderated by professional qualification**?**

Table 2: Correlation Analysis of Relationship between Perceived Autonomy and Job Commitment as moderated by professional qualification.

Variables	N	R	r^2	r^2%	Decision
Professional qualification Perceived autonomy	750	.360	.130	13.0	Positive Relationship
Job Commitment					

Table 2 showed that **.**360 is the relationship between perceived autonomy and job commitment among senior staff of local government councils in Delta state as moderated by professional qualification. The coefficient of determination is **.**130 and the amount of contribution perceived autonomy and professional qualification made towards job commitment is 13.0%. However, the result showed a positive relationship between perceived autonomy and job commitment as moderated by professional qualification. Hence, perceived autonomy contributes to job commitment as moderated by professional qualification among senior staff of Local Government Councils in Delta state.

Research Question 3: What is the relationship between perceived autonomy and job commitment among senior staff of local government councils in Delta state as moderated by experience?

Table 3: Correlation Analysis of Relationship between Perceived autonomy, workload distributive leadership, and Job Commitment as moderated by experience.

Variables	N	r	r^2	$r^2_{\%}$	Decision
Experience					
Perceived autonomy	750	.362	.131	13.1	Positive Relationship
Job Commitment					

Table 3 showed that **.**362 is the relationship between perceived autonomy and job commitment among senior staff of local government councils in Delta state as moderated by experience. The coefficient of determination is **.**131 and the amount of contribution perceived autonomy, workload, distributive leadership and experience made towards job commitment is 13.1%. However, the result showed a positive relationship between perceived autonomy and job commitment as moderated by experience. Hence, perceived autonomy contributes to job commitment as moderated by experience among senior staff of Local Government Councils in Delta state.

Hypothesis 1: There is no significant relationship between perceived autonomy and job commitment among senior staff of Local Government Councils in Delta state.

Table 4: Linear Regression Analysis of the relationship between perceived autonomy and job commitment.

Anova

	Sum of square	Df	Mean square	F	Sig
Regression	7646.778	1	7646.778	101.616	.000
Residual	56288.022	748	75.251		
Total	63934.800	749			

$P \leq 0.05$ level of significance; N = 750

In table 4, the regression output revealed a linear relationship between perceived autonomy and job commitment among senior staff of Local Government Council in Delta State. The computed $F(1, 748) = 101.616$, $P < 0.05$. Therefore, the null hypothesis is rejected. The finding is that there is a significant relationship between perceived autonomy and job commitment among senior staff of Local Government Councils in Delta state.

Hypothesis 2: There is no significant relationship between perceived autonomy and job commitment among senior staff of Local Government Councils in Delta state as moderated by professional qualification.

Table 5: Multiple Regression Analysis of the relationship between perceived autonomy and job commitment among senior staff of Local Government Councils in Delta state as moderated by professional qualification.

Coefficient					
	Unstandardized coefficient		**Standardized coefficient**	**T**	**Sig**
	B	**Std. Error**	**Beta**		
(Constant)	39.627	7.210		5.496	.000
Perceived autonomy	.468	.056	.312	8.377	.000
Professional qualification	-.025	.296	-.003	-.086	.932

Table 5 showed the result on the relationship between perceived autonomy, workload, distributive leadership and job commitment among senior staff of Local Government Councils in Delta State as moderated by professional qualification. The unstandardized regression coefficient (B) for predicting job commitment from perceived autonomy was 0.468 and professional qualification = -.025, the standardized coefficient (β) for perceived autonomy was 0.312, t = 8.377; and professional qualification = -.003, t = -.086. Hence, perceived autonomy was significant professional qualification was not significant at 0.05 level of significant. The result indicated that perceived autonomy and job commitment among senior staff of Local Government Councils in Delta State are not moderated by professional qualification at 0.05 level of significant.

Hypothesis 3: There is no significant relationship between perceived autonomy and job commitment among senior staff of Local Government Councils in Delta state as moderated by experience.

Table 6: Multiple Regression Analysis of the relationship between perceived autonomy and job commitment among senior staff of Local Government Councils in Delta state as moderated by experience.

Coefficient					
	Unstandardized coefficient		**Standardized coefficient**	**T**	**Sig**
	B	**Std. Error**	**Beta**		
(Constant)	37.951	7.676		4.944	.000
Perceived autonomy	.468	.056	.312	8.385	.000
Experience	.342	.673	.018	.508	.611

Table 6 showed the result on the relationship between perceived autonomy and job commitment among senior staff of Local Government Councils in Delta State as moderated by experience. The unstandardized regression coefficient (B) for predicting job commitment from perceived autonomy was 0.468 and experience = .342, the standardized coefficient (β) for perceived autonomy was 0.312, t = 8.385 and experience = .342, t = .508. Hence, perceived autonomy was significant while professional qualification was not significant at 0.05 level of significant. The result revealed that perceived autonomy and job commitment among senior staff of Local Government Councils in Delta State are not moderated by experience

Discussion of Findings

Relationship between Perceived Autonomy and Job Commitment

The findings of hypothesis one revealed that there is a significant relationship between perceived autonomy and job commitment among Senior Staff of Local Government Councils in Delta State. The reason for the findings of this study is that Senior Staff of Local Government Councils in Delta State were given freedom to act or function independently by their heads. The result of this study corroborated the findings of Gebregiorgis and Xuefeng (2022) who in their study found that there is a positive and significant relationship between job autonomy and organizational commitment. The findings of this study is also in agreement with the studies of Lin and Ping (2016); Naqvi, et al., (2013) and Sarinah, et al., (2018) in their different studies found that job autonomy/perceived autonomy have significant relationship with job commitment/satisfaction while the result of this study is in disagreement with the findings of Abdolmaleki, et al, (2018) who in their study found that perceived autonomy do not significantly relate to job satisfaction. The reason for these findings could be the influence of the sample used for the study.

Relationship between Perceived Autonomy and Job Commitment as Moderated by Professional Qualification.

The result of hypothesis six showed that perceived autonomy and job commitment among senior staff of local government councils in Delta State are not moderated by professional qualification**.** The reason for the findings of this study was that Senior Staff of Local Government Council irrespective of the autonomy were not influenced by the degrees they acquired. The findings of this study disagree with the results of Ng and Feldman (2017) and Kraimer, et al. (2019) in their studies found that professional qualification moderates the relationship between perceived autonomy and job commitment. They noted that higher qualifications often correlate higher job commitment and career opportunities while the result of this study collaborated the findings of Hoch, et al., (2017) and Leithwood, et al., (2018) in their findings revealed that perceived autonomy and job commitment are not moderated by professional qualifications of employee.

The findings of this study is also in contrast with the results of Novitasari, et al. (2021); Akpomudjere (2020) and Hamid (2018) in their separate studies found that professional qualifications predict job commitment while the findings of this study is in line with the result of Igere (2020) who found that the independent variables do not significantly predict their career commitment.

Relationship between Perceived Autonomy and Job Commitment as Moderated by Experience.

The result of hypothesis seven revealed that perceived autonomy and job commitment among senior staff of local government councils in Delta State are not moderated by experience. The reason for the result of this study was that the perceived autonomy and job commitment were not influenced by the numbers of years Senior Staff of Local Government Council have work**.** The findings of this study is in contrast with that found that employee experience moderate the relationships between the aforementioned variables and job commitment (Humphrey et al., 2017; Langfred & Moye, 2020; Bakker & Demerouti, 2017; Bolden, 2011; Carsten et al., 2019). Experienced employees may have a more nuanced understanding of the implications of autonomy. Thus, their responses and commitment levels

may differ from those of less experienced counterparts (Humphrey et al., 2017; Bakker & Demerouti, 2017). The findings of this study is not in line with the findings of Mathieu, et al., (2016) and Sturman, (2013) in their studies found that experienced employees, who have a deeper understanding of organizational dynamics and job requirements respond differently to perceived autonomy, workload, and distributive leadership compared to their less experienced counterparts.

Conclusion

Based on the findings of this study, it was concluded that the perceived autonomy and is related to job commitment among senior staff of local government councils in Delta state. Also, perceived autonomy and job commitment among senior staff of local government councils in Delta State are not moderated by professional qualification and experience.

Recommendation

Based on the findings of this study, it is hereby recommended that Perceived autonomy has been shown to enhance an employee's sense of self-determination and competence, further reinforcing their commitment to the organization. When individuals feel that they have the freedom to make decisions and take on challenges in alignment with their abilities and preferences, they are more likely to experience a greater sense of accomplishment and personal growth, which in turn, strengthens their attachment to the organization and their role within it. Conversely, a lack of perceived autonomy can have detrimental effects on job commitment.

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