

EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT IN GOVERNMENT-OWNED HOSPITALS IN PORT-HARCOURT RIVERS STATE

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ABSTRACT

The purpose of this study is to investigate the association between employee engagement and organizational commitment. To achieve this purpose, research questions were raised, hypotheses were formulated, and a review of the extant literature was made. The population of the study consists of 1,297 staff from the five (5) Government-owned hospitals comprising of the major segments of the hospital (Nursing Ward, Intensive Care Unit (ICU), Out Patience Department (OPD) Operation Theater and the Hospital Administration). In order to generate the necessary data for this study, a questionnaire, which was designed in five point Likert scale was administered on the technical and nursing staff of the various units of the hospital selected for this study. The data collected from the study were analysed using simple mean, standard deviation, and histogram while the stated hypotheses were tested with the Spearman's rank correlation and multiple regression technique. The findings from the study revealed that employee engagement has a significant relation with organizational commitment. Based on the above, it was recommended that: management should provide for reward and recognition schemes or programmes that identify employees based on their efforts and dedication to the organization and in that way offer encouragement and support for their functions and behavior, and also create platforms and work-groups which allow for employees active involvement and expression of views in such a way that energizes their zeal and enthusiasm with regards to work and with regards to the overall success of the organization.

Keywords: Employee Engagement, Organizational Commitment, Government-Owned Hospitals

INTRODUCTION

Most public organizations and institutions in Nigeria are facing a huge challenge in terms of organizational commitment levels, which has a debilitating effect on its ability to make strides in the areas of socio-economic and political development. Empirical studies (Ojokuku, 2013; Enahoro & Adeyinka, 2013; Ologunde, Asaolu & Elumide, 2012 & Okebukola, 2008) provided evidence of the need for committed staff in government-owned agencies and institutions including hospitals, given the fact that majority of these organizations in Nigeria are experiencing poor performance due to low motivation, low job satisfaction and lack of organizational commitment amongst the employees. This has further contributed to the problem of poor quality services, a growing drop in public service reliance and even the redundancy of some public facilities (Asaolu & Elumide, 2012).

Some common example includes the General Post Office, Nigeria Railway Corporation, State and National library and even some General Hospitals. The public are gradually drifting away to the private facilities for prompt and consistent services in the above mentioned areas. The reasons boil down to poor management and lack of enabling environment that encourages employee engagement and organizational commitment.

Organizational commitment is therefore considered as one of the job-related attitudes which have attracted the interest of various researchers and practitioners in the field of management and the social sciences. This is primarily due to the impact it has on the workers and overall performance of the organization (Robbins, 2005).

Armstrong (2012) observed that the evidence of engagement in tasks or work performance is a strong indication of commitment, hence the author opined that the pursuit of commitment should be one that lays strong emphases on drawing the employee emotionally, and cognitively into their roles or tasks. Although, some employee's turnover is regarded as normal, it is however noted that if an organization truly engages its workforce, the chances of sudden or unexpected loss of motivated, experienced and skilled quality workforce will be minimized (Kahn 1990; Rich, LePine, & Crawford, 2010; Christian, Garza, A. S., & Slaughter (2011).

People who have a high degree of engagement, personally identify themselves with their job and to them work is a source of motivation. They are inclined to work hard and more productively than others and are more likely to produce what their clients and organization wants. This also echoes the idea of Little and Little (2006) who define employee engagement as the employee's eagerness and proficiency to help the organization succeed, and witnessed through employee's discretionary effort on a sustainable basis.

Prior studies on employees' engagement and organizational commitment are ubiquitous, but most of the studies are foreign based and therefore lack local contents. More so, the few available studies in Nigeria focused more attention on the private sector. It is on this note we intend to examine the relationship between employee engagement and organizational commitment in government-owned hospitals in Port Harcourt. Specifically, the objectives are:

- To examine the relationship between absorption and affective commitment in government-owned hospitals in Port Harcourt.
- To examine the relationship between dedication and affective commitment in government-owned hospitals in Port Harcourt.
- To examine the moderating role of organizational size on the relationship between employee engagement and organizational commitment in government-owned hospitals in Port Harcourt.

In order to address the above objectives, the following null hypotheses are raised:

- ❖ Ho₁: There is no significant relationship between absorption and affective commitment in government-owned hospitals in Port Harcourt.
- ❖ Ho₂: There is no significant relationship between dedication and affective commitment in government-owned hospitals in Port Harcourt.
- ❖ Ho₃: Organizational size does not moderate the relationship between employee engagement and organizational commitment in government-owned hospitals in Port Harcourt.

LITERATURE REVIEW

Organizational commitment has been defined in numerous ways. Meyer & Herscovitch (2001), described organizational commitment as incentive that sustains a course of action towards one or more objectives. It refers to an attitude or an orientation toward the organization, which links or attaches the identity of the person to the organization (Sheldon, 1971). It is also defined as an individual's identification and involvement with an organization. Organizational commitment connotes an individual's strong belief in and acceptance of the organization goals and values; readiness to exert considerable effort on behalf of the organization or a strong desire to remain with the organization (Hart & Willower, 2001).

Extant literature indicates that employees become committed to organizations for a variety of reasons, including an affective attachment to the values of the organization, a realization of the costs involved with leaving the organization, as well as a sense of obligation to the organization (Meyer & Allen, 1997). Boehman, (2006) and Brown (2003) examined the concept of organizational commitment as being multidimensional in nature, involving an employee's willingness to exert effort on behalf of the organization, the degree of goal and value congruency with the organization, and the desire to maintain membership with the organization.

Organizational commitment can be described as a bond between an employee and the organization (Chen & Hseeh, 2006), and the more favorable an individual's attitudes toward the institution, the greater the individual's acceptance of the goals of the organization, as well as the willingness to exert more effort on behalf of the organization. Naser, (2007) asserted that when workers are dissatisfied at work, they are less committed and will look for other opportunities to quit. If opportunities are unavailable, they may emotionally or mentally withdraw from the organization. Thus, organizational commitment is an important attitude in assessing employee's intention to quit or stay and the overall contribution of the employee to the organization Performance, which is the outcome of actions with the skills of employees who perform in some situation (Prasetya & Kato, 2011).

Previous studies agree that in general terms organizational commitment indicates an employee's interest in an organization and the connection to it. (MowdaySteers & Porter 1979; Hunt, Hay & Clark, 1989; Meyer & Allen 1997). It connotes identification and involvement with an organization and as a concept in management; it has attracted so much attention among contemporary scholars, researchers and practitioners. This growing interest is not unconnected with the construct's well-established relationship with other employees' work-related behaviors and attitudes, such as, absenteeism, actual turnover, job satisfaction, extra-role behavior, job involvement and leader-subordinate relations (Arnolds & Boshoff, (2004); Bagraim, (2003); Buck & Watson, (2002); Lance, (1991); Mathieu & Zajac, (1990); Tett & Meyer, (1993); Wasti, (2003). Organizational commitment has also been found to contribute to employee productivity and organizational performance (Allen & Meyer, (1990); Yousef, (2000); Herscovitch & Meyer, (2002).

Similarly, Suhartini, (1995) notes that organizational commitment is a mutual result of effort, ability, perception of tasks and employee's level of engagement in the organization to bring about more effective result.

Employee engagement according to Suhartini, (1995) is a significant step towards the achievement of organizational commitment. Hence the more engaged and involved the

employees are in their job roles, the higher the tendency for them to be considered as committed. Negin, Omid & Ahmad, (2013) affirmed that employee engagement can improve employees' attitudes and raise overall performance of the organization. When an employee is engaged, it also reflects in the way the employee tends to work harder, go above the requirements and expectations of their work (Lockwood, 2007). Engaged employees feel that their work actually positively affects their physical and psychological wellbeing (Crabtree, 2005).

Researchers commonly describe engaged employees as individuals who are highly energized and resilient in the performance of their duties; they often put their heart into their jobs with persistence and willingness to invest the three-fold skills as it cuts across all level of any organization (conceptual, human and technical skills), exhibition of a strong work involvement along with experiencing feelings of significance, enthusiasm, passion, inspiration, pride, excitement, and challenge from their work; and fully concentrate and immerse themselves in their work without noticing that time passes (Schaufeli & Bakker, 2004).

Employee engagement has also been linked to other concepts such as customer satisfaction, retention, and loyalty (Bates, 2004). Otieno, Waiganjo & Njeru (2015) in their study examined the effect of employee engagement on organization performance in Kenya's horticultural sector. Cross sectional survey research design and stratified sampling technique was used for the study. Questionnaires were used as instrument for data collection. Inferential statistics such as correlation and regression analysis were used to test the relationship that existed between the variables under study. Findings from the study revealed that employee engagement is significant. They concluded by revealing employee engagement is a major determinant of subordinate behaviour which in turn impacts on the organization's performance.

Nwinyokpugi (2015) carried out a research on employee engagement and workplace Harmony in Rivers state civil service. From ten (10) ministries in the Rivers State Civil Service, Nigeria, four hundred (400) employees were randomly selected and a structured questionnaire was used for the purpose of data collection and data collected were tested using the Pearson Product Moment Correlation. The findings revealed that a significant relationship exist between the variables of employee engagement and workplace harmony in the studied sector.

Although employee engagement has become an overnight sensation as well as hot topic in recent years in the business consulting world for its statistical relationship with variables such as, job turnover, retention, job involvement, job satisfaction, organizational citizenship behavior and employee commitment (Little & Little, 2006) and in effect productivity and profitability (Buckingham & Coffman, 1999). Employee engagement and organizational commitment has rarely been studied in the public hospital with relatively little or no related literatures.

Absorption and organizational commitment sample evidence suggests that positive affective state can improve performance. For example George and Brief (1992), reviewed literature suggesting that experiencing a positive mood at work leads to active, extra-role behaviors, such as helping others, protecting the organization, forms of active and constructive voice, and self-development. Other studies have shown that concentration and absorption predict reduced absenteeism (Forgas & George, 2001) and increased variety seeking in complex situations (Isen, 2001).

George and Brief (1996) presented one cognitively oriented explanation for this general relationship, arguing that emotions serve as feedback signals that guide employees in their

efforts to achieve various possible selves. Reviewing evidence of the relationship between absorption and motivation, Elfenbein (2007) suggested that the purely cognitive view of focus as a behavioral influence is too narrow, its effect is always a critical part of the construction of thoughts; consequently, it is problematic to separate affection from cognition.

Dedication and organizational commitment According to Wrzesniewski, McCauley, Rozin, & Schwartz (1997) individuals who view their work as a job are engaged in their work only for the material benefits they receive from it. Therefore, these individuals perceive work to be nothing more than a means to a financial end (Parry, 2006). In contrast, individuals who view their work as meaningful and as a career are concerned with the progression of continuous advancement within the organization through dedicating considerable amounts of time and energy to work-related activities for future gain (Wrzesniewski et al., 1997).

Viewing work as a calling implies the feeling that one was placed on earth to engage in these specific work-related tasks (Parry, 2006). People in this category obtain a sense of fulfillment from those activities (Wrzesniewski et al., 1997). Look and Crawford (2001) have also found that a sense of purpose also plays a significant role in the meaning employees derive from their work and the level of their commitment.

Moderating role of organizational size is the organization's magnitude as reflected in the number of employees in the organization the size of its customer base and geographical coverage.

Organization size has often been described as an important variable that influences structural design and behavior of workers in the organization. Organizations have growth as one of their goals. Daft (2000) offered three reasons for the desire for growth; these include organization goals, executive advancement and economic health. Organizations merge to gain stronger market presence.

There are many challenges and opportunities for advancement when the number of employees in an organization is expanding (Child, 1977). Greater size gives marketing-intensive companies like banks, power in the market place and increased revenues but at the same time could impact on workers relationships and levels of engagement in the organization (Treece, 1993).

Role of organizational size equally implies that employee engagement is determined by number of the employee in an organization, for example from work engagement research survey (WERS) it was found that the size of the organization is a significant predictor of both engagement and employee loyalty, with employees in larger organizations tending to be both less engaged and less loyal to their employer than those in smaller organizations. It reflects a sense of placement and identity within the organization which is important for the employees' experience of belongingness and positioning within the organization.

Huge resources and economics of scale are needed for many organizations to compete globally. This is responsible for the mergers and acquisitions going on even within the Nigerian banking sector. However, small and large organizations have their peculiar characteristics and effects on the culture and effectiveness of the organizations (Daft, 2000).

METHODOLOGY

This study adopts the cross-sectional survey as it is considered more suitable for assessing social phenomena across a broad range of cases and within a specified time, and the

population consists of 1,297 staff from all five (5) Government-owned hospitals comprising of the major segments of the hospital (Nursing Ward, intensive care unit (ICU), out patient department (OPD) Operation Theater and the hospital Administration).

Also the clinical faculty of the institute was contacted in person and requested for their participation in the study. Since the population of the study is large, we resorted to a sample study by applying the Taro Yamane sample size determination formula, which revealed a sample size of 306. In order to select members of the sample frame, the Bowley formula was adopted as shown in the table below:

Table 1: Population Distribution

Hospitals	Population	Sample
Braithwaite Memorial Specialist Hospital	315	74
Dental and Maxillofacial Hospital	63	15
Kelsey Harrison Hospital	67	16
Military Hospital	131	31
University of Port Harcourt Teaching Hospital	721	170
Total	1,297	306

Source: <http://pharmacynewsonline.blogspot.com>, 2018

In this study, employee engagement was operationalized using two dimensions of absorption and dedication as part of the dimensions recommended by Schaufeli and Bakker (2003) while organization commitment was measured using affective commitment as one of the measures adopted by Allen and Meyer (1990). Data for the study were collected through the questionnaire, which was designed in five point Likert scale with 5 indicating Very Great Extent, 4 Great Extent, 3 No Extent, 2 Low Extent, and 1 Very Low Extent, and administered on the technical and nursing staff of the various units as indicated earlier.

The questionnaire was subjected to a face and content validity and its reliability test using the Cronbach alpha reliability coefficient at a 0.70 threshold revealed the following: Absorption ($\alpha = 0.748$, $n = 3$), dedication ($\alpha = 0.731$, $n = 3$), affective commitment ($\alpha = 0.738$, $n = 3$), and organizational size ($\alpha = 0.733$, $n = 3$). This suggest evidence of reliable instruments based on the coefficients which exceed the earlier stated benchmark of 0.70

The data analysis techniques adopted for this study comprise the descriptive and inferential techniques. The data were analysed using simple mean and standard deviation while the Spearman's Rank Order Correlation Coefficient was utilized in testing the stated hypotheses. The effect of moderating variable which is organizational size was determined

through the Partial correlation coefficient test. These were computed with the aid of the Statistical Package for Social Science (SPSS).

Descriptive Analysis

The questionnaire distribution and retrieval rate is presented in table 2 below:

Table 2: Questionnaire distribution results

Hospitals	Distributed copies	Retrieved copies	Used copies
Braithwaite Memorial Specialist Hospital Dental and Maxillofacial Hospital	74	57	57
Kelsey Harrison Hospital	15	11	11
Military Hospital	16	12	12
University of Port Harcourt Teaching Hospital	31	28	28
Total	170	122	111
	306	230	219

From the distribution (Table 2), it is revealed that out of three hundred and six (306) representing 100% copies of the questionnaire distributed for the field work, two hundred and thirty (230) representing 75% copies were successfully retrieved, out of which only two hundred and nineteen (219) representing 72% copies were considered to be adequate for inclusion and coding in the Statistical Package for Social Science (SPSS).

Employee engagement

This as the predictor variable in the study was operationalized using two (2) dimensions namely: absorption and dedication. Table 3 below illustrates the distribution for the mean and standard deviations of the indicators of the dimensions of employee engagement.

The following mean distribution criteria was adopted in the assessment of the variables and the extent to which they can be described as being either significantly evident or weak in evidence within the examined organizations.

1. Where mean = $x \leq 2.0$, mean distribution indicates weak or low evidence of the variables
2. Where mean = $2 < x < 4$, mean distribution indicates moderate levels of evidence for the variables
3. Where mean = $4 \leq x$, mean distribution indicates high levels of evidence for the variables of the study.

Table 3: Distribution for indicators dimensions of employee engagement

	N	Minimum	Maximum	Mean	Std. Deviation
Absorption To what extent do you find the work that you do full of meaning and purpose in this hospital?	219	1.00	5.00	2.5251	.77994
Dedication To what extent does time fly when you are working?	219	1.00	5.00	2.7306	.66741

	To what extent are you often deeply engrossed in your job?	219	1.00	5.00	2.6941	.73104
Dedication	To what extent are you always looking forward to your work in the mornings?	219	1.00	5.00	2.7078	.66117
	To what extent does your job inspire you?	219	1.00	4.00	2.7945	.58165
	To what extent are you consistent with your timing in the hospital?	219	1.00	5.00	2.7123	.65272

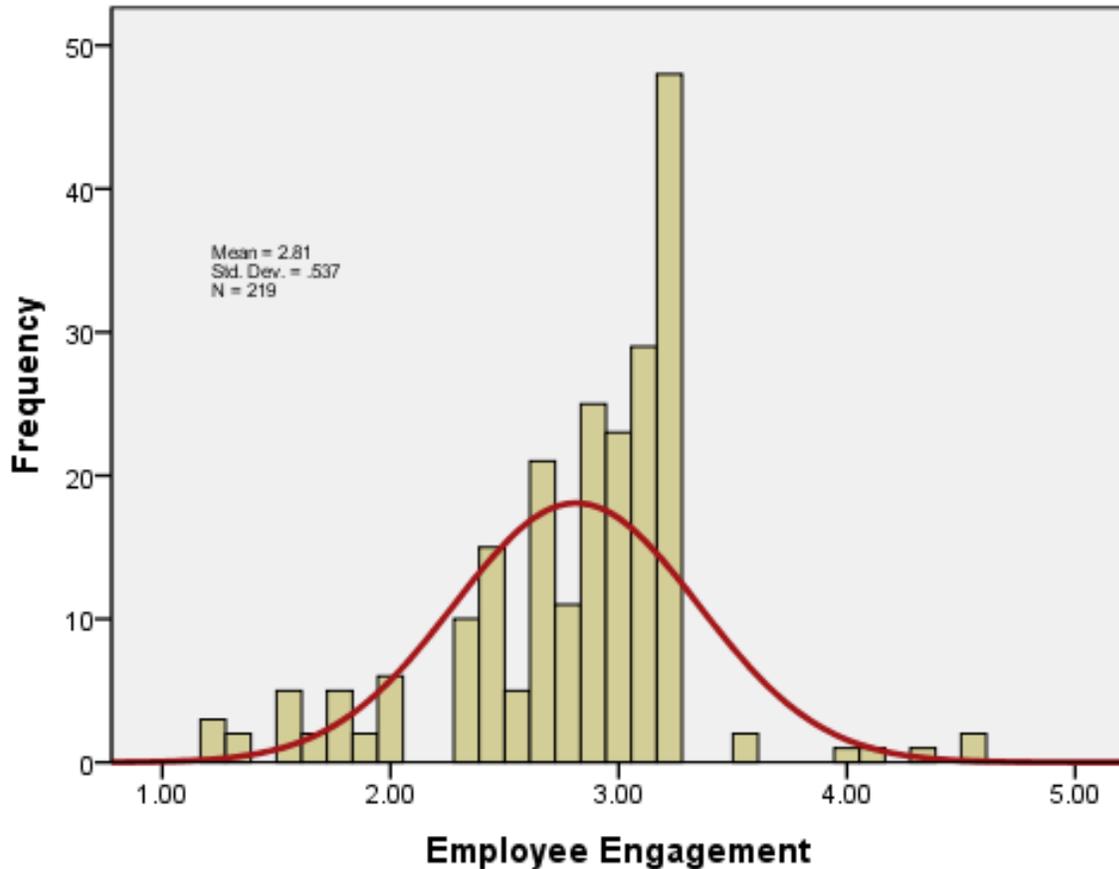
The result for the analysis from the above table on the indicators of employee engagement reveals evidence which supports significant expressions and behavior which can be described as reflecting employee engagement in the organizations captured in the study. This is as the data results indicate that the two (2) dimensions of employee engagement are high in evidence and manifestation within the selected hospitals examined in the study.

Table 4: Distribution of summary for the dimensions of employee engagement

	N	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Absorb	219	2.6499	.59322	-.402	.164	1.784	.327
Dedicate	219	2.7382	.51030	-.823	.164	3.080	.327
Valid N (listwise)	219						

The summary for each dimension is presented in Table 4 with evidence showing that each dimension is moderately distributed within the context of the hospitals examined. This goes to indicate that employees exhibit qualities such as absorption and dedication at a moderate extent within the examined hospitals. The result suggests that employees within these hospitals exhibit engagement at a moderate level. This is further re-emphasized in the figure 1 for the summary on employee engagement. Figure 1: Histogram for employee

engagement



Organizational commitment:

This as the criterion variable in the study is operationalized using affective commitment. Presented in Table 5 below is the result for the analysis on the indicators of the measures of organizational commitment as evidenced within the context of the hospitals.

Table 5: Distribution for indicators for measures of organizational commitment

	N	Minimum	Maximum	Mean	Std. Deviation
Affective commitment	219	1.00	5.00	2.7443	1.17637
To what extent are you very happy being a member of this hospital?					
To what extent do you enjoy discussing about your organization with people outside it?	219	1.00	5.00	2.3151	.82745

To what extent do you really feel as if this Hospital's problems are your own?	219	1.00	5.00	2.1279	.77938
Valid N (listwise)	219				

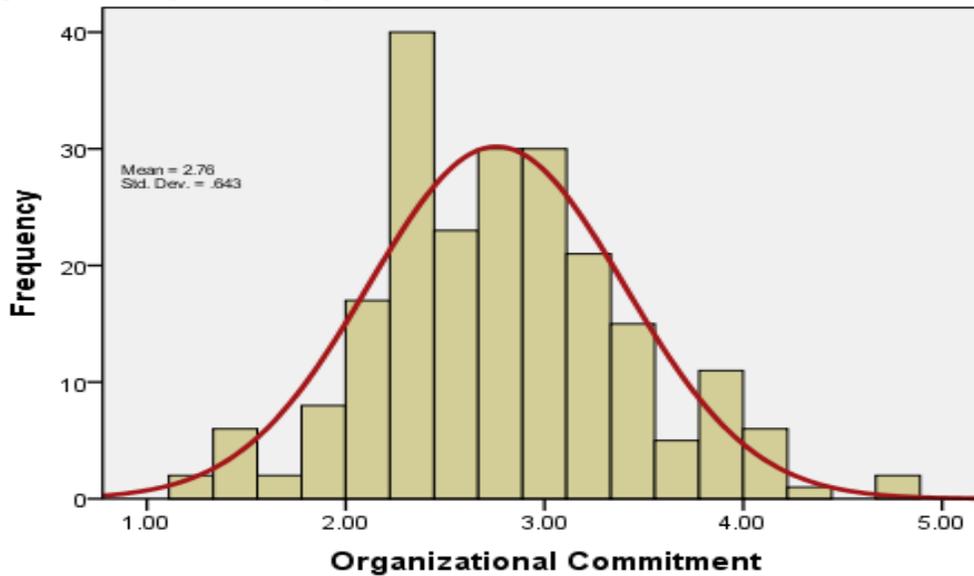
The result for the analysis on the measure of organizational commitment reveals that most of the respondents affirm to their attachment to the organization. This is as they also affirm that they hold obligatory feelings and a sense of duty to the organization. Majority of the employees also identify their lack of alternatives as also being one of the reasons why they also continue with the hospital. The evidence from the analysis indicates that on the average, respondents of the examined organizations support the statements which signify instances of affective commitment.

Table 6: Distribution of summary for the indicators of the measures of organizational commitment

	N	Mean	Std. Deviation	Skewness	Kurtosis
	Statistic	Statistic	Statistic	Statistic	Std. Error
Affective	219	2.3957	.71937	.784	.164
Valid N (listwise)	219				

The result for the summary distribution on the variable as depicted in Table 6 reveals that most of the respondents consider commitment as a feature they exhibit within the organization. This is as the distributions reveal evidence which identify affective commitment as being moderately expressed within the hospitals examined in the study. In this vein, it is therefore apparent that employees within the hospitals have a moderate level of commitment towards the organization.

Figure 2: Histogram for Organizational Commitment



Organizational size

This section presents the mean distributions for the assumed moderating variable of the study. The distributions indicate the extent to which respondents view or consider the organization as being substantial in size or workforce. The Table 7 illustrates the result for the indicators of organizational size.

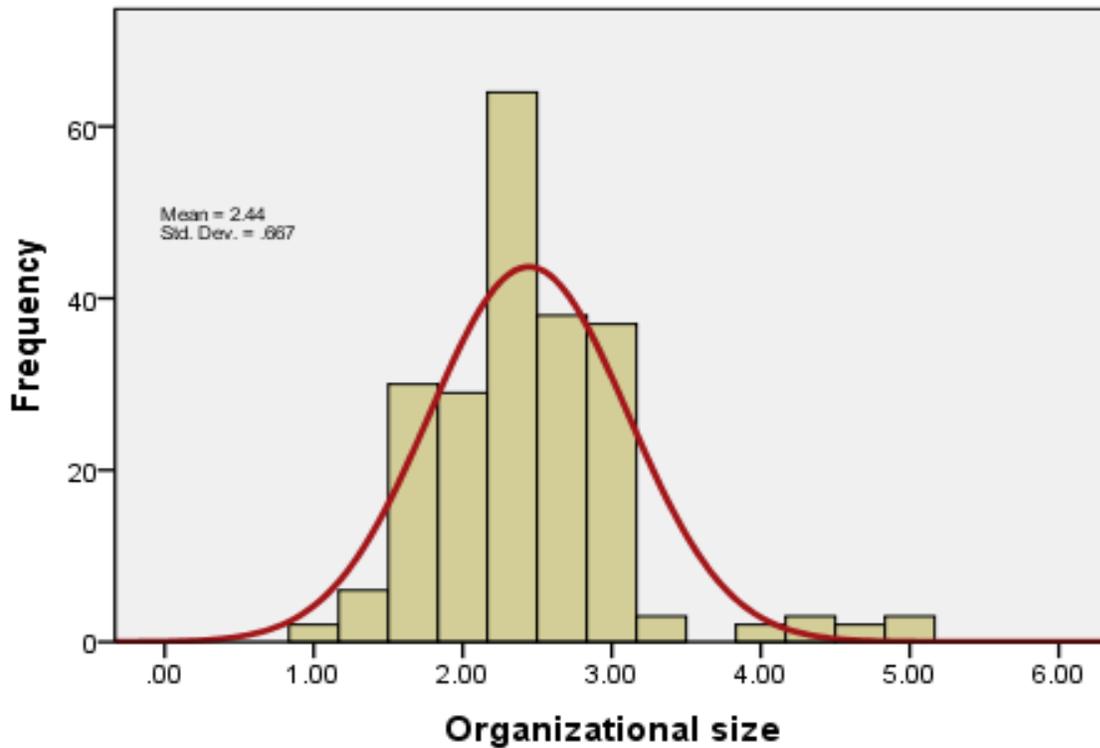
Table 7: Distribution for indicators for Organizational Size

	N	Minimum	Maximum	Mean	Std. Deviation
To what extent is the workforce of this Hospital substantial?	219	1.00	5.00	2.3196	.87164
To what extent do you consider this hospital as having significant structures and facilities?	219	1.00	5.00	2.3059	.90489
To what extent do you consider this Hospital as having a broad range of sections which can accommodate a lot of patients	219	1.00	5.00	2.7032	.68304
Valid N (listwise)	219				

Presented in Table 7 above is the distribution for the indicators of the size of the organization. The result shows that majority of the employees consider their hospital as having a significant but moderate size. This is as most of the respondents view their organizations size as substantial with the required facilities and structural capacity. The evidence for the distribution

for organizational size is further re-emphasized in the histogram chart (figure 3) for the summary for its mean distribution.

Figure 3: Histogram for organizational size



Test of Hypotheses

The result for the tests of hypotheses in this study is presented in this section. The tests examined the significance of the relationship between the dimensions of employee engagement and the measures of organizational commitment.

Ho₁: There is no significant relationship between absorption and affective commitment in government owned hospitals in Port Harcourt.

Table 8: The test for the effect of absorption and measures of organizational commitment

		Absorb	Affective
Absorb	Correlation Coefficient	1.000	.142*
	Sig. (2-tailed)	.	.035
	N	219	219
Spearman's rho	Correlation Coefficient	.142*	1.000
	Sig. (2-tailed)	.035	.
	N	219	219

The first cluster of hypothetical statements examined is that which addresses the relationship between absorption and affective as a measure of organizational commitment. The results are show that the effect of absorption on affective commitment is revealed to be significant at a correlation coefficient of 0.142 where $p= 0.035$. The evidence suggests that absorption contributes positively towards the affective commitment of the worker. Therefore, the null hypothetical statement of no significant relationship is rejected.

Ho₂: There is no significant relationship between dedication and affective commitment in government owned hospitals in Port Harcourt

Table 9: The test for the effect of dedication on organizational commitment

		Dedicate	Affective
Spearman's rho	Dedicate	Correlation Coefficient	1.000 .173*
		Sig. (2-tailed)	. .010
		N	219 219
	Affective	Correlation Coefficient	.173* 1.000
		Sig. (2-tailed)	.010 .
		N	219 219

The second cluster of hypothetical statements examined is that which addresses the relationship between dedication and the measures of organizational commitment. The results show that the effect of dedication on affective commitment is revealed to be significant at a correlation coefficient of 0.173 where $p= 0.010$. The evidence shows that dedication contributes positively towards the affective commitment of the worker. Therefore, the null hypothetical statement of no significant relationship is rejected.

Ho₃: Organizational size does not moderate the relationship between employee engagement and organizational commitment in government owned hospitals in Port Harcourt.

Table 10: The test for the moderating effect of organizational size

Control Variables		Engage	Commit	ORG	
-none ^a	Engage	Correlation	1.000	.589	.450
		Significance (2-tailed)	.	.000	.000
		Df	0	217	217
	Commit	Correlation	.589	1.000	.581
		Significance (2-tailed)	.000	.	.000
		Df	217	0	217
ORG	Correlation	.450	.581	1.000	
	Significance (2-tailed)	.000	.000	.	
	Df	217	217	0	
ORG	Engage	Correlation	1.000	.451	
		Significance (2-tailed)	.	.000	

	Df	0	216
	Correlation	.451	1.000
Commit	Significance (2-tailed)	.000	.
	Df	216	0

a. Cells contain zero-order (Pearson) correlations.

Source: Research survey, 2018. Source: Research survey, 2018 (a. Cells contain zero-order (Pearson) correlations.)

The results reveal that organizational size significantly moderates the relationship between employee engagement and organizational commitment. This is as the control for the moderating effect revealed significant difference in effect of employee engagement on organizational commitment where $r_1 = 0.589$ and $r_2 = 0.451$; where the $p = 0.000$ for both instances of effect. Therefore, we reject the null hypothesis which states that there is no significant moderating effect of organizational size on the relationship between employee engagement and organizational commitment.

Discussion of the findings

The results revealed based on the distributions and test for the hypotheses between the dimensions of employee engagement and organizational commitment, as well as the moderating effect of organizational size on the relationship between the variables - indicates first, that the two dimensions of employee engagement contribute significantly and positively towards organizational commitment. The results suggest that the evidence of engagement within the hospitals contributes towards enhancing the organizational commitment of the employees. Second, the evidence of the moderating effect of organizational size on the relationship between employee engagement and organizational commitment suggests the significance of contextual factors such as number of employees, infrastructure and other size related factors on the behavior and experiences of employees within the hospital. These results are discussed as follows:

Absorption contributes significantly and positively towards organizational commitment in government-owned hospitals in Port Harcourt

The cluster of hypotheses which assessed this relationship was tested at a 0.05 level of significance with all correlation coefficients significant at a $p < 0.05$. Results showed that there is a significant relationship between absorption and the measures of organizational commitment. This evidence establishes absorption as a significant predictor of organizational commitment and affirms its position as enhancing commitment features such as affective, continuance and normative commitment.

The evidence is in line with the assessment of the features of absorption by studies which describe it as reflecting engrossment and undistracted attention towards work and role expectations. It also indicates a strong value for the success of one's actions and responsibilities within the organization. Ingham (2007) notes that as a feature of employee engagement, absorption is a strong indicator of the extent of focus and commitment the employee has for the role and it also reflects his or her identification and sense of placement within the organization. As such, all null hypothetical statements were rejected.

Dedication significantly enhances organizational commitment in government-owned hospitals in Port Harcourt

The second cluster of hypotheses which assessed the relationship between dedication and organizational commitment were also tested at a 0.05 level of significance with all correlation coefficients also indicating $p < 0.05$ significance. The results identify dedication as a significant antecedent of the measure of organizational commitment. The evidence reveals that dedication which according to Hallberg and Schaufeli (2006) is an expression of consistency to a course of action is also significantly associated with outcomes such as affective, continuance and normative commitment. This corroborates the position of Ingham (2007) that the expression of dedication at work is a significant way of assessing the employee's level of commitment and value for the job or role for the organization.

The study therefore affirms that dedication is imperative for the organizational commitment of the employee and significantly determines the extent to which the employees is emotionally attached and choose to remain or continue with the organization. This position reiterates Kahn (1990) observation that dedication signifies a sense of commitment and concern for outcomes of actions. In this way it is an indication of the extent to which the employee is ready to go for the organization. Again the null hypotheses were rejected. Organizational size significantly moderates the relationship between employees Engagement and organizational commitment in government-owned hospitals in Port Harcourt

The result from the multivariate hypothesis test reveals that at a significance level of 0.05, organizational size significantly moderates the relationship between employee engagement and organizational commitment. The result indicates that organizational size significantly contributes in explaining employees' behavior and inclinations within the organization. The evidence also shows that organizational size is a determining and necessitating factor when it comes to employee engagement in their job roles and their expressions of absorption, dedication and vigor. As such, the evidence places organizational size as a critical factor in the assessment of the effect of employee engagement on organizational commitment. As such the null hypotheses were rejected.

The findings are in line with the opinion of Daft (2000) who suggested that in work designs and role configurations, the size of the organization should be given due consideration as the employees' perception of their relevance and contributions to the organization is important and impacts on their sense of commitment to the organization. Based on such perceptions, employees often consider their efforts and the extent to which it makes an impact given the size of the organization.

CONCLUSION AND RECOMMENDATIONS

This study examined the relationship between employee engagement and organizational commitment in government-owned hospitals in Rivers State. The study results of the analysis reveal that there is a significant relationship between the dimensions of employee engagement and the measure of organizational commitment, as well as a significant and moderating effect of organizational size on the relationship between the variables.

The results of the analysis revealed that absorption which reflects workers tendency to be carried away with work is significantly associated with the employee's level of affective commitment in government-owned hospitals in Port Harcourt. More so, dedication which

reflects employees concern and consistency with their work is significantly associated with the employee's level of affective commitment in government-owned hospitals in Port Harcourt.

Based on the foregoing, the study recommends that:

- (i) Management should provide for reward and recognition schemes or programmes that identify employees based on their efforts and dedication to the organization and in that way offer encouragement and support for their functions and behavior.
- (ii) Management should create platforms and work-groups which allow for employees active involvement and expression of views in such a way that energizes their zeal and enthusiasm with regards to work and with regards to the overall success of the organization.

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