EMPLOYEES' ENGAGEMENT AND JOB COMMITMENT IN PRIVATE ORGANISATIONS

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ABSTRACT

Poor employees' engagement in organization could affect their commitment to duty and lower productivity. The objective of this study was to assess the influence of employee engagement on their job commitment in the selected private manufacturing organisations in Kaduna Metropolis of Nigeria. The paper is survey research sampling the opinion of 200 employees. Their opinions were collected using a structured questionnaire. Cronbach alpha coefficient was used to determine the reliability of instruments used. Face validity was also used to determine the validity of the instruments. Data were coded using Statistical Package for the Social Sciences (SPSS) version 23.0 and analysed by way of descriptive statistics and multiple regressions. The findings showed that work design, learning and development and recognition have positive significant influence on job commitment. Therefore, the study concluded that for an organization to attain operational excellence, it must pay keen attention to these variables; work design, learning and development and recognition. The study recommended that owners and managers of organisations should continue to address the issue of work design because the more the employees are provided with challenging work, variety, creativity and clarity the more they will be committed to their work. Also, they should continue to provide them with adequate learning and development because learning and development enhances employees' abilities, knowledge, and other characteristics which activate individual potential and commitment closer to the organizational goals. In addition, they should also provide them with adequate and valuable recognitions to boost morale and high commitment to duty.

Keywords: Employees' engagement, work design, learning and development, recognition and job commitment

INTRODUCTION

Significant challenges are being faced by many business organisations in Nigeria, which has led to downsizing, reengineering, and restructuring. And this makes people feel insecure about

their jobs. For businesses to compete in the recent global economy, they need committed and dedicated employees, and this makes it now more important than ever to identify the variables that influence employees' commitment. Employees' commitment is one of the elements that could result in a positive workplace environment, elevated morale, greater motivation, and increased productivity. Employee engagement is unquestionably a major source of competitive advantage at all organizational levels, and employees are a very valuable company asset (Brittany, 2021). Today, it is believed that a strong source of competitive advantage in turbulent business environment is employee engagement strategy.

For businesses to survive in the current difficult global and business environment, organizations now acknowledge the importance of employee engagement (Prathiba, 2016). These organizations understand that motivated workers may be more committed (Prathiba, 2016). In order to be open and receptive to corporate commitment, engaged individuals can approach change and make decisions with a sense of authority and responsibility (Mercy & Choudhary, 2019). Additionally, engaged workers report a greater feeling of purpose in their work, which is linked to psychological safety and availability and leads to commitment (Shrotryia & Dhanda, 2020). Employees that are engaged can devote themselves to their work and the organization's goals and show vigor in their interactions and commitment to their jobs (Brittany, 2021). Therefore, engaged workers produce significant organizational outcomes, offering organizations a much-needed competitive advantage (Nguyen & Pham, 2020). The involvement of employees in organizations can therefore be seen as engagement that is a crucial strategic instrument for fostering a successful work environment. This study therefore, tends to assess the influence of employees' engagement on job commitment in registered and selected manufacturing private organizations in Kaduna Metropolis, of Nigeria.

Statement of the Problem

Poor employees' engagement in organization affects their sense of belonging, attitude, commitment to duty and lower productivity. According to Erum, Abid, & Contreras (2020), employees' engagement has increased organizational effectiveness and job dedication in many firms. Additionally, it has demonstrated a rise in employee job satisfaction as well as a fall in absenteeism and turnover. Increasing corporate growth, productivity, innovation, adaptation to changing circumstances, and improved profitability are further consequences of employees' engagement that have been discovered (Erum, et al, 2020). There is empirical evidence that implementing employee engagement leads to dedication, and perhaps even to like the work they do for an organization, enabling employers to rely continuously on them for obtaining their best work output (Segalla & DeNisi, 2019).

Leadership, work design, learning and development, respectful treatment of employees, fair treatment, empowerment, communication, work-life balance, talent, recognition, nature of the job, and a clear understanding of the company's values and missions have all been listed as factors of employee engagement by scholars (Mercy & Choudhary, 2019). However, this study focuses on job design, learning and development, and recognition. In general, numerous studies on employees' engagement related factors have been carried out (Brittany, 2021; Nguyen & Pham, 2020; Patnaik & Dubey, 2019; Wellins et al., 2017) but only few were conducted

especially in relation to job commitment in selected private organisations like in Kaduna Metropolis (Erum, Abid & Contreras, 2020; Segalla & DeNisi, 2019; Barden 2018). In addition, many researches have been carried out on work design (Bersin, 2015), learning and development (Potoski & Callery, 2018; Brittany, 2021), recognition and job commitment (Princy & Rebeka, 2019; Babulal & Mrinalini, 2017), but no study has combined these variables at the same time. Based on these gaps, this research aims to investigate the influence of employees' engagement on job commitment in registered and selected manufacturing private organisations in Kaduna Metropolis

Research Questions

In general, this research will address the following important questions:

1. How does work design influence job commitment in registered and selected manufacturing private organisations in Kaduna Metropolis?
2. In what ways does learning and development impact on job commitment in registered and selected manufacturing private organisations in Kaduna Metropolis?
3. What impact does recognition has on job commitment in registered and selected manufacturing private organisations in Kaduna Metropolis?

Objectives of the Study

The main objective of this paper is to assess influence of employees' engagement on job commitment in registered and selected manufacturing private organisations in Kaduna Metropolis. However, the specific objectives of the paper are to;

1. Determine the influence of work design on job commitment in registered and selected manufacturing private organisations in Kaduna Metropolis.
2. Examine the influence of learning and development on job commitment in registered and selected manufacturing private organisations in Kaduna Metropolis.
3. Assess the influence of recognition on job commitment in registered and selected manufacturing private organisations in Kaduna Metropolis.

Research Hypotheses

For validation, the hypothetical premises listed below were developed.

1. Work design has no significant influence on job commitment in the registered and selected manufacturing private organisations in Kaduna Metropolis.
2. Learning and development has no significant influence on job commitment in the registered and selected manufacturing private organisations in Kaduna Metropolis.
3. Recognition has no significant influence on job commitment in the registered and selected manufacturing private organisations in Kaduna Metropolis.

LITERATURE REVIEW

Conceptual Framework

Concept of Job Commitment

Job commitment is the attachment employees have for organizations from their experiences (Princy & Rebeka, 2019). The degree of commitment may reflect employee happiness and engagement in an organization, especially those involved in manufacturing of goods. Job commitment is having a strong sense of trust and acceptance of the organisation's goals and values, as well as a strong desire to continue contributing to that organization (Babulal & Mrinalini, 2017). Employee engagement is all-encompassing, and their enthusiasm for pushing the organization forward increases institutional respect. The level of incentive required to improve an employee's attitude toward their work has a significant impact on their level of commitment. Employee engagement is crucial since it contributes to a number of positive organizational outcomes. It illustrates how much a workforce identifies with and is dedicated to a company's objectives. Because it can be used to predict employee performance, absenteeism, and other behaviors, employee commitment is a crucial issue (Princy & Rebeka, 2019). There are three component models of commitment which this study focused on because of their relatedness to the behavior of people within the metropolis; affective, continuation, and normative commitment. Each component model is characterized by employees' commitment to the organization. Employees' perceptions of their emotional connection to or identification with the organisation are referred to as affective commitment. Employees' view of the cost of leaving the organization to go somewhere else is referred to as their continuance commitment. The concept of normative commitment refers to how employees view their regular duty to the company.

Employees Engagement

Employee engagement is defined as a person's interest in, satisfaction with, and zeal for their work (Patnaik & Dubey, 2019). According to Patnaik and Dubey (2019) this passion and commitment are frequently perceived as the employee's willingness and contribution to accomplishing the organisational goals. When workers feel dedicated, connected, enthusiastic, and empowered at work and can show this in their job behaviour, they are said to be engaged in their organization (Shrotryia & Dhanda, 2020; Mone & London, 2018). According to Mone and London (2018) the concept of engagement is thought to have a wide range of components, including involvement, commitment, meaningfulness, leadership style, work design, empowerment, learning and development, managers' support, recognition, and loyalty. The organizational atmosphere can support these elements, which affect an organization's competitive edge. Employees' engagement affects how much they will communicate ideas, suggestions, and complaints to their employer in terms of attitude, behaviour, finances, and performance (Shrotryia & Dhanda, 2020). This study share the same view with Bailey, Madden, Alfes, and Fletcher (2017) that saw engagement as a positive state of mind that is engaged and directed toward job duties.

Work Design

According to Orji, Samson, Boman and Odeh, (2017), work design is the critical assessment of job to determine the work content, method content, organizational content and personal content, thereby assigning such job to a suitable and qualified employee to enhance performance and productivity. Thus, any work design that must be effective must enhance performance and productivity in an organization.

Because it takes up the majority of an employee's time while they are at work and represents their strongest attachment and commitment, the nature of a job certainly affects how they think, feel, say, and most crucially, act regarding their job and their organization. Indeed, work design has been demonstrated to positively impact employees' engagement (Bersin, 2015). According to Bersin (2015) some organizations place strong emphasis on job-related criteria such job-person fit, mastery, small team scale, and idle time as the essential elements influencing employee commitment. Employers can make their employees in manufacturing companies like in Kaduna metropolis feel valuable and worthwhile by offering hard work, variety, innovation, and clarity.

Learning and Development

Brittany (2021) discovered that the business may successfully maintain their commitment by encouraging employee skill development throughout their careers and preparing better ways to suit their demands. Learning and development from the perspective of this study is the thoughtful and critical application of attitude, skills, knowledge, and other traits in a more dynamic way that maximize individual potential and bring him closer to the set objectives of the organization. From our experience and interactions with employees in kaduna, employers who offer incentives in the form of training or career advancement, like giving them permission to go for further educational studies can count more on employees' loyalty to their jobs. In other words, businesses that provide more incentives for educational growth have better employee commitment especially in manufacturing entity.

Recognition

Employees receive recognition when their performance and contributions are appreciated by the organization. Rewards may be monetary or non-monetary. Employees anticipate this because it has the potential to be a crucial instrument for boosting employee confidence and enhancing commitment. Non-financial rewards or recognition refer to the mental demands of people to be recognized through performance feedback, congratulations, certificates, and career promotions, in contrast to financial rewards consisting of monetary forms. As stated by Agu (2015) recognition, including informal recognition, informal manager feedback, and formal, non-financial rewards, are salient drivers of job commitment in organizations, and has demonstrated a positive correlation between people's engagement and recognition.

Empirical Review

Brittany (2021) carried out a study on impact of employee engagement and empowerment on performance management in Non-profit and Community Theater. The research design used for

the study was survey. The study used 24 organization personnel as its sample size. Data from the respondents was collected through semi-structured interviews. The finding showed that in order to achieve the degree of productivity and dedication necessary by the performing arts business for a theater to be successful, staff and volunteer emotional needs must be satisfied.

Nguyen and Pham (2020) looked at the factors that affect employee engagement in Vietnam's not-for-profit (NFPO) sector. The research design used in the study was survey. The study's target population consisted of 205 Vietnamese employees. Multiple regression analysis was used to determine the impact of five independent variables on one dependent variable. It was found that work design and work-life balance are positively and significantly associated with employee engagement. Work design was measured by the level of job fit, job autonomy, job challenge and job meaningfulness. On the other hand, Work-life balance involves measurement aspects consisting of how reasonable the workload is and organizational support. Meanwhile, different from the business world, Leadership, Learning and Development, and Recognition do not show statistically positive impacts on employee engagement in NFPOs. Still, they are crucial back-supporting factors to ensure employee experience at work. Further, the study found that personal growth contributes a great part to keep employees in the sector motivated. This paper brings the area of study to the forefront in an effort to benefit the practice of human resources management in NFPOs as well as support employees in the sector with a higher quality working experience.

Barden (2018) conducted correlational study between employee engagement and work satisfaction at the Social Security Administration (SSA). The method used to gauge employee attitudes of their organizations is the Federal Employee Viewpoint Survey (FEVS). Data was collected from the FEVS provided by the Office of Personnel Management (OPM). For SSA employees, the connection between employee engagement and job satisfaction was evaluated using a Pearson product-moment correlation. The findings of this study gave leaders information about job satisfaction that they may use in the hiring, training, and development processes. Job satisfaction and staff engagement were positively correlated, according to correlation result.

Malesedi (2017) investigated how Umhlathuze Valley Sugar (UVS)'s employee engagement affected organizational productivity. A quantitative investigation using a random sampling design was conducted. Men and women who worked for UVS made up the sample group (N=73). The employee engagement questionnaire that was used looked at different facets of employee engagement, these were; employee commitment towards their work, internal communication and how leadership style affects their engagement levels, employee well-being and how person job-fit influenced employee engagement. The organizational productivity questionnaire used also looked at various facets, which included; employee punctuality, commitment of employee to produce high quality work and meet deadlines, employee absenteeism and minimisation of waste to improve productivity. The study used descriptive statistics to analyse the data. The findings from the study indicate that UVS has a sufficiently engaged workforce, but there is a significant room for improvement. The participants also revealed an awareness of the impact of their engagement levels towards company productivity. However, in terms of job satisfaction and employee well-being, UVS employees are

dissatisfied with their compensation packages and the lack of support in as far as work conditions are concerned.

This study is in line with Nguyen and Pham (2020), based on the fact that Work-life balance involves measurement aspects consisting of how reasonable the workload is and organizational support. Thus, private companies must balance the employees work life/well-being with reasonable workload and their career/personal development

Theoretical Frame work

This paper is based on Abraham Maslow's theory of needs hierarchy, which holds that an individual's needs are ranked from least to greatest; no need is ever fully satisfied, but by moving up the hierarchy, an individual will become motivated to do something new by partially satisfying one need (Maslow, 1981). Because it helps the field of organizational management understand how human motivation and engagement might affect employees' commitment to their employment, this theory is thus pertinent to this study in line with Kaur (2013). The theory serves as a justification for organizational management to assist their staff in achieving self-actualization through engagement, which in turn increases the staff members' commitment to their work and help organization to achieve set objective.

METHODOLOGY

The research design used in this study was survey. The population of the study comprises five (5) registered and selected manufacturing private organizations in Kaduna metropolis. They include; Eurofoam Manufacturing Company, Alba Bello Manufacturing Company, Sunseed Nigeria Plc., Kabiru Shoes Making Enterprises and Habib Yoghurt. The sampling method adopted was purposive/judgmental techniques. According to Orji (2022) and Orji & Ezinmuo (2019) purposeful/judgmental sampling are used to pick respondents whose opinions were thought to be relevant to make important judgments. So, based on the assumption that the respondents are quite informed about the issue, 200 samples were selected. The managers and staff of the chosen organizations serve as unit of analysis. A closed-ended structured questionnaire was used, and the study adapted questions that were acceptable for measuring instruments from previous studies on job commitment (Adeniji, Adelena & Ogunsile, 2022), work design (Catherine, 2018), learning and development (Megam & Hitendra, 2008), and recognition (Cannon, 2015). A 5-point likert scale with the responses 'strongly disagree' (1) and 'strongly agree' (5) was used in the questionnaire design. A face validity assessment was also performed by subject-matter specialists in this academic field. The reliability of instruments used was determined using the Cronbach alpha coefficient. For job commitment, work design, learning and development and training, the Cronbach's Alpha values are 0,821, 0,801, 0,845 and 0.722 respectively. The Statistical Package for the Social Sciences (SPSS) version 23.0 was used to code the data. The descriptive statistics and multiple regressions were used to analyze the data as can be seen from the tables.

RESULTS AND DISCUSSIONS

Table 1: Descriptive Statistics Result on Mean and Standard Deviation

Variables	Mean	Standard deviation
Work Design	3.9461	.44930
Learning and Development	3.9745	.41298
Recognition	4.0742	.42839
Job Commitment	4.1124	.43736

Source: SPSS, 2023

The descriptive analysis in table 1 shows, mean of work design is 3.9461; mean of learning and development is 3.9745; mean of recognition is 4.0742 and mean of job commitment is 4. 1124.

This demonstrates that each variable's mean is below 5. Once more, the descriptive analysis of the data reveals that each variable's standard deviation is smaller than 1. Cohen (2003) asserts that the range of the standard deviation must be 0 to 1 in order for the data to have a normal distribution. As a result, it may be assumed that the variables utilized in this study fall within the range and that the data is normally distributed.

Table 2: Multiple Regression Result on the impact of employees' engagement on job commitment in the registered and selected manufacturing private organisations

Variables	Hypotheses	Beta	Standard Error	t	S. G	Decision on H_O
Work Design	H_{01}	.581	.407	12.526	.000	Not Accepted
Learning and Development	H_{02}	.454	.313	9.397	.000	Not Accepted
Recognition	H_{03}	-.070	.107	-2.539	.012	Not Accepted
R^2					.927	
Adjusted R^2					.915	
F. Stat.					834.873	
P. Value					.000	
Durbin-Watson stat					2.1521	

Source: Field Survey, 2023

Interpretation of Result

The finding in Table 2 shows that, at a p value of 0.000 and a significance level of 0.01, work design significantly and favorably influences job commitment. This indicates that an increase in work design will lead to 58.1% increase in job commitment. As a result, the null hypothesis one (H_{01}), which claims that work design has no significant effect on job commitment, is rejected. The Table 2 further showed that, at Beta = 0.454, t = 9.397, and p = 0.000 at the 0.01 significant level, learning and growth were also shown to positively and significantly influence job commitment. The null hypothesis two (H_{02}), which claims that learning and growth have no

significant influence on job commitment is rejected. The results presented in Table 3 revealed that job commitment was strongly influenced by recognition, as shown by beta=-.070 and p. value=.012 at the 0.05 significant level. Therefore, we fail to accept null hypothesis three (H_{03}) which states that recognition has no significant impact on job commitment. According to the fitness statistic value of 834.873, which is significant at the 5% level of significance, the predictor proxies may adequately account for the variation in the explained variable. The independent variables used in this study have an overall impact on employees' job commitment of 92.7%, according to the coefficient of multiple determination represented by the R-squared value of 0.927. While other factors not taken into account in this study are responsible for the remaining 7.3%.

Discussion of Findings

The result in table 2 shows that work design significantly and favourably influences job commitment. This is in line with the findings of Nguyen and Pham (2020), who found that the degree of job fit, job autonomy, job difficulty, and job significance were all significant predictors of work commitment. The results also align with a study by Barden (2018) that discovered that a number of job-related criteria, including job resources, job characteristics, job-person fit, mastery, small team scale, and slack time, are essential elements that have an impact on raising employees' commitment to their jobs. Equally, Kahn (1990) asserts that task qualities have a significant impact on psychological meaningfulness. Work that is challenging, diverse, creative, and clear can improve employees' commitment.

The findings in table 2 also revealed that learning and development significantly and favourably influence job commitment. This implies that employees get more devoted to their occupations as they advance in their careers and learn new things. This finding supports earlier research by Cannon (2015), which stated that organizations that offer learning opportunities or career development can anticipate a worthwhile return from an increase in workers' commitment to their jobs and productivity. According to Barden (2018), the business may successfully keep employees engaged, leading to high commitment, by encouraging the acquisition of employees who are still in the early stages of their careers and preparing ways to meet their demands.

Also according to table 2, commitment to one's job was greatly influenced by recognition. This suggests that the more workers are recognised in their organisations the more they are committed to their jobs. This finding is consistent with the findings of Erum et al (2020) which discovered a connection between employees' engagement and commitment to their jobs.

CONCLUSION AND RECOMMENDATIONS

This study was carried out to investigate the impact of employees' engagement on job commitment in registered and selected manufacturing private organizations in Kaduna Metropolis. The data obtained was analyzed using the multiple regression method. The study concludes that work design, learning and development, and recognition positively and significantly influence employees' job commitment. Therefore, in order for an organization to

operate at its peak efficiently, it must pay close attention to work design, learning and development and recognition.

The study makes the following recommendations based on its findings:

i. Owners and managers of the chosen organizations should continue to give adequate attention to work design, as it is claimed that psychological meaningfulness heavily depends on task characteristics, and the more challenging work, variety, creativity, and clarity provided to employees, the more committed they will be to their work.

ii. Organizations should continue to give them access to sufficient learning and development opportunities because these activities improve workers; abilities, expertise, and other traits that encourage commitment and individual potential toward organizational objectives.

iii. Private Companies ought to provide their employee adequate and worthwhile recognition for their commitment. This is due to the fact that receiving acknowledgment can leave a permanent impression on staff members and serve as evidence to support the idea that they are valued. And if they receive the proper acknowledgement from the relevant stakeholders (supervisors, coworkers, team members, and customers), employees' commitment will increase.

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APPENDIX I: QUESTIONNAIRE

Instruction: The following questions are designed to ask you about your Job Commitment (JC) in the organisation. Use the scales provided below to indicate your level of agreement or disagreement with each statement.

S/N	Item	SD	D	N	A	SA
JC01	I am committed to my job because I have the necessary skills to do the job.					
JC02	I am emotionally attached to my job and therefore committed to it.					
JC03	I am satisfied with the social status of my job and this enhances my commitment to the job					
JC04	I am committed to my job because all the work and effort I have made sometimes receive proper					

S/N	Item	SD	D	N	A	SA
	recognition					
JC05	I am committed to my present job because I feel proud and professionally fulfilled on the job.					

The following questions are designed to ask you about the effect of Work Design (WD) on your job commitment. Use the scales provided below to indicate your level of agreement or disagreement with each statement.

S/N	Item	SD	D	N	A	SA
WD01	The job involves performing a variety of tasks					
WD02	The results of my work are likely to significantly affect the lives of other people					
WD03	The job allows me to complete work I start					
WD04	The job itself provides feedback on my performance					
WD05	The job gives me a chance to use my personal initiative or judgement in carrying out my work					

The following questions are designed to ask you about the effect of Learning and Development (LD) on your job commitment. Use the scales provided below to indicate your level of agreement or disagreement with each statement.

S/N	Item	SD	D	N	A	SA
LD01	In my workplace, I participate in learning and development which boosts my job commitment					
LD02	Learning and development enables me to acquire more skills/knowledge to carry out my job.					
LD03	My workplace provides special learning and development programmes for workers.					
LD04	In my workplace, there are rewards for taking part in learning and development					
LD05	My workplace helps me to decide which skills to improve through learning and development					

The following questions are designed to ask you about the amount of recognition (R) you have received in your workplace. Use the scales provided below to indicate your level of agreement or disagreement with each statement.

S/N	Item	SD	D	N	A	SA
R01	My Head of Department gives me outstanding position because of my hard work.					
R02	I receive congratulations from my Head of Department when I reach specific goals					
R03	My Head of Department praises me for my out-standing performance					
R04	My Head of Department gives me gift for outstanding performance.					
R05	My Head of Department awards me certificate for my hard work.					