



Effect of employee engagement on organizational commitment in the Nigeria Police Force

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Abstract

This study, effect of employee engagement on organizational commitment in the Nigeria Police Force, was aimed to examine how employee engagement affects organizational commitment among the personnel of the Nigeria Police Force. In this paper, survey research design was adopted and sample size of 400 personnel was selected from 371,800 personnel of the Nigeria Police Force. Stratified random sampling technique was adopted in selecting the respondents. The data was analysed using statistical Package for Social Sciences. Multiple regression analysis was utilized to find out the relationships existing among the variables. The findings of the study reveal that, the three independent variables, emotional engagement, cognitive engagement and physical engagement significantly predict 61.7% variance of organizational commitment. This indicates that all the independent variables positively affect organizational commitment, the coefficient of emotional engagement (0.531), cognitive engagement (0.082) and physical engagement (0.070) are statistically significant. The study concludes that, there is significant positive relationship between employee engagement and organizational commitment in the Nigeria Police Force. Based on the above findings, the study recommended that; Nigeria Police Force should provide ongoing professional development and training programs that equip officers with the necessary skills and knowledge, encourage further education and specialization that can increase employee engagement and commitment.

Keywords: Cognitive engagement, Emotional engagement, Employee engagement, Organizational commitment, Physical engagement

1. Introduction

As the business environment and organizational management continue to evolve, organizations are increasingly prioritizing the quality of work experience of their members through enhancing employee commitment. Employee commitment focuses on creating a positive and engaging work environment that makes employees happy and fulfilled (Morgan, 2017). Organizational commitment can be described as the degree of willingness or attachment to stay in the organization and the extent to which employees feel loyalty to the organization (Sutiyem, Trismiyanti, Linda, Yonita, & Suheri, 2020). Employee organizational commitment is considered an important factor that ultimately influences

organizational performance, not only individual performance, but also turnover intention and employee engagement (Guzeller, & Celiker, 2020; Hassan, Akhlaq, & Hyder, 2019; Lam, & Xu, 2019). It is very important because when it is built, it would lead to various favourable organizational outcomes. It is also crucial for organizational success, influencing performance, retention and overall workplace morale. The core of employee commitment is the active and positive psychological state that is continually manifested in cognitive, emotional, and behavioral aspects related to work; in which members voluntarily draw out their inherent abilities for the organization's benefit (Shuck, Adelson, & Reio, 2017). Committed employees often demonstrate



higher levels of performance due to their emotional investment in their work. It is undoubtedly organizational commitment is a crucial element in assessing organization effectiveness, which increases employee morale and employee engagement (Hayat, Azeem, Nawaz, Humayon, & Ahmed, 2019; Hendri, 2019; Yousef, 2017).

In recent decades, employee engagement has been regarded as a valuable resource for enhancing organizational competitive advantage (Megha, 2016). For decades, employee engagement has been a popular topic in the research area. However, there is no universal definition of employee engagement. Engagement can manifest as a trait (such as an assertive personality), a psychological state (such as contentment or commitment), or a pattern of behaviour (like personal initiative) (Chanana, 2021). Employee engagement is the intensity where individuals are actively involved in their work, identify themselves psychologically with their work, and realize that their work performance is important for their self-esteem (Sari, Senen, & Masharyono, 2019). Employee engagement is the emotional commitment and connection that employees have to their organization and its goals. It entails the level of enthusiasm, motivation, and dedication employees feel towards their work, which can significantly influence their productivity, job satisfaction, and overall performance. An engaged employee is aware of the organizational context and works with colleagues to improve performance within the job for the benefit of the organization (Hui, et al. 2020). Engaged employees are also more likely to feel valued by their employer, boosting their morale and leading to higher job satisfaction (Knotts & Houghton, 2021). Career development opportunities are an essential factor in fostering employee engagement (Aboramadan, Albashiti, Alharazin, & Dahleez, 2020). When employees feel supported and encouraged to develop their careers, they

are more engaged and motivated in their roles. It enhances their sense of purpose and fulfillment, leading to increased loyalty and a stronger commitment to the organization's goals. Organizations that prioritize employee development and recognition experience higher levels of engagement (Sepahvand, & Khodashahri, 2021).

Engagement and commitment have become significant and sensitive issues among researchers and hence, have been acknowledged by many academics (Albdour & Altarawneh, 2014). The quality of employee engagement plays a significant role in determining organizational commitment and job satisfaction (Bersin, Flynn, Mazor, & Melian, 2017). Employee engagement is a tool that ultimately leads to employee commitment and drives organizational purpose and change (Lemon, 2019; Tran & Smith, 2020; Syahril, Khaddafi, Hutasoit, Andykhatria, Fitra, & Yasa, 2022). The philosophy of employee engagement is recognized as an effective tool for achieving the highest level of employee commitment in the business environment (Ghosh & Itam, 2020). Tucker, (2020) stated that most employers use employee engagement as a strategy for employee commitment. Positive employee engagement is considered a key to organizational commitment and influences organizational efficiency and work performance (Panneerselvam, & Balaraman, 2022). Therefore, employee engagement is vital for fostering a motivated workforce and achieving organizational success.

However, globally, most especially in developing countries, it has been argued that public employees work three hours less per week and almost one month less per year than employees in the private sectors (Johnson, 2020; Richwine, 2012). These substantial work differences have persisted over time and have been criticized as bad public sectors



employment practices which are caused by shorter workdays, excess work leave, and vacation have thus affected their level of commitment to their respective job and therefore should be a major concern to the government.

In Nigeria, the case is the same; lack of employee commitment to have been reported to be one of the numerous challenges facing Nigeria Civil Service according to former Head of Service, Oyo-Ita (2018). This, among many others, has made Nigeria Civil Service less competitive. The lack of ability of the civil service has affected developmental efforts and government policies. Despite the effort of consecutive administration in Nigeria to make changes with the sole aim of enhancing the capability and productivity in civil service, the service is still underperforming.

Similarly, with the increased complexity of police role and the movement towards community policing in Nigeria, the nature of police work and police organization has been criticized by the public. Performance in the police sector continues to deteriorate with regards to crime prevention, detection, and control and law enforcement. Every day, criminal activities are experienced due to poor security system. Lack of organizational commitment and job dissatisfaction is today suspected to have impacted seriously on work quality of the Nigeria Police Force (Ogbaji, 2020). The incidence has become crucial and attracts concerns from enlightened management in organizational practice (Ogbaji, 2020).

Unaam (2021) earlier observed that in Nigeria, some police officers exhibit little or no enthusiasm towards job duties and perform below the standard police expectation as a result of the due to work-life balance. There is a general hue and cry about poor service deliver, declining in efficient and negative job attitudes such as bribery and corruption, lateness to work, dereliction of duties, eye-service, sabotage,

hoboism and divided attention at the expense of official work. This incidence of organizational failure has assumed a central role, calling for the attention of researchers and the need to examine the impact of organizational commitment on police performance (Ogbaji, 2020). Based on the above, Lasisi, & Adesoji (2019) observed that the insecurity of life and properties currently pervading every nook and cranny of Nigeria is an indicator of inability of Nigeria Police to effectively discharge their constitutional responsibilities. Whereas, highly committed police personnel are expected to contribute significantly to the attainment of their constitutional objectives. The unfolding events in Nigerian milieu compel the public to conclude that Nigeria Police are not adequately committed to their organization and constitutional objectives.

Therefore, this study aimed at examining the effect of employee engagement on organizational commitment in the Nigeria Police Force, as well as provides organizations in Nigeria and most especially Nigeria Police Force with indigenous empirical evidence needed to develop and implement policies and practices that foster engagement and commitment in their workforce. For example, more research is needed to ascertain the influence that employee engagement exerts on organizational commitment. It has been observed by the researcher that no or fewer research was carried on the relationship between employee engagements on organizational commitment in Nigeria. This study will also attempt to bridge this gap and further deepen understanding of the area under review.

2. Literature Review

2.1 Employee Engagement

In recent decades, employee engagement has been regarded as a valuable resource for enhancing a company's competitive



advantage (Megha, 2016). For decades, employee engagement has been a popular topic in the research area. However, there is no universal definition of employee engagement. Engagement can manifest as a trait (such as an assertive personality), a psychological state (such as contentment or commitment), or a pattern of behaviour (like personal initiative) (Chanana, 2021; Macey & Schneider, 2008; Schuck & Wollard, 2013). Employees with a proactive personality, hope, resilience, and self-efficacy personal resources, have lower work stress, higher motivation, and engagement (Bakker & de Vries, 2021). In a mobile workplace, employee engagement improves personal performance (Wang et al., 2021). Then, as a result of improved employee performance, organizational performance improves (Wijayati et al., 2022). The top two predictors of employee engagement are remuneration and performance management (Alam et al., 2022). Employee engagement leads to increased productivity and profit for the company (Chanana, 2021). As a result, many businesses focus on increasing employee engagement through training, communication, and compensation etc. (Risley, 2020; Dela-Calle-Durán et al., 2021).

Employee engagement is an important term in an organization, which has gained substantial interest in scholarly study. Saks (2019) referred to the employee engagement as the degree that one is conscientious and involved in his/her work roles. Also, "employee engagement is perceived as a good and satisfactory behavior associated with work that is marked by three components: vigor, interest and devotion" (Rothmann, 2017). "An engaged employee is projected to experience traits such as socially, psychologically and cognitively" (W. Kim, Khan, Wood, & Mahmood, 2016). Kang & Sung (2017) described employee engagement as "the degree of participation, communication, intimacy and impact of an

employee with a specific brand, the involvement of an employee with a brand, irrespective of the medium where they make the decisions." Furthermore, (Hanaysha, 2016) conceived of employee engagement as the productive, interpersonal, emotional conduct of work, motivating workers to mentally, cognitively, and physically express and plan for their duties.

Engagement is defined as "the harnessing of organization members' themselves to their work roles; in engagement, individuals use and express themselves physically, cognitively, and emotionally during role performances" (Mohamed Saad et al., 2018). The physical force expended in fulfilling an organizational role is referred to as a physical aspect; the cognitive component is linked to the beliefs of leaders and employees; and the emotional aspect refers to employees' positive or negative attitudes toward the organization and its leaders (Ibrahim et al., 2021).

Employee engagement is the psychological experience a person has that influences the emotional, physical, and cognitive aspects of their daily work processes and behaviors (Osborne and Hammoud, 2017). This statement is also supported by Ahmed (2019), who asserts that employee engagement is influenced by cognitive, emotional, and behavioral contexts. Others have defined employee engagement as individuals who are mentally present, focused, and who fully express themselves while performing organization-related tasks (Lai et al., 2020). Employee engagement is important for both the employee and the organization because it encourages employee innovation and fosters the development of a close yet cordial relationship between management and employees (Bekirogullari, 2019). Employee engagement can increase an organization's creativity, efficiency, and performance. It has a positive impact on employee performance and knowledge



creation, which can provide financial returns to the organization, thereby reducing the cost of hiring and retaining employees (Ibrahim et al., 2021). Critical to the success of any business is the management's ability to implement employee engagement strategies (Osborne & Hammoud, 2017). Employee engagement is a positive state of mind; three traits characterize a positive and satisfying mindset: zeal, commitment, and concentration (Windia et al., 2020).

When an organization fosters a strong corporate culture in which employees feel valued and supported, business benefits such as cost- and time-savings result from positive employee engagement. Increased employee engagement stems from the management's trust in workers, flatter hierarchies, and leaders who serve as role models (Sievert & Scholz, 2017). Engagement has been associated with numerous positive organizational outcomes, including commitment, performance, profitability, and productivity (Bakker and Albrecht, 2018). Employee engagement is not synonymous with happiness, satisfaction, or well-being. Moreover, employee engagement is the degree to which employees experience mental and emotional connections to their workplace (Stange, 2020). Employee engagement has become one of the most urgent issues facing businesses in the twenty first century (Osborne and Hammoud, 2017). Firms should prioritize employee engagement in both good and bad times (Vickers, 2019). A number of additional important factors influence employee engagement, such as workplace well-being, organizational policies, procedures, structures, and systems (Ibrahim et al., 2021). Alzgoola et al. (2020) also included career development, training, leadership, teamwork, employee relations, compensation, and resources in that list.

2.1.1 Components of Employee Engagement

Psychologist William Kahn was one of the first researchers to introduce the concept of employee engagement. Kahn wrote a paper called "Psychological Conditions of Personal Engagement and Disengagement" in 1990. Based on his research, Kahn described the three main types of employee engagement: cognitive, emotional, and physical engagement employees bring to their jobs which influence their experiences of work and their commitment. Kahn supported the idea that engaging employees cognitively, emotionally, and physically helps them feel more secure and confident in their roles, feel that the work they are doing is worthwhile and meaningful, and feel more valued and supported mentally and physically.

Cognitive Engagement: is the extent to which employees focus on their work. When an employee is engaged cognitively, they are better able to focus on their work, even during distractions and other work interruptions. This type of engagement is related to how an employee perceives and thinks about their job and the organization. It may be the most important type of employee engagement because it's tied to the employee's perception of the organization's values. Employees who are cognitively engaged are on board with the organization's mission, goals, and strategies and are aware of what they need to do to help achieve the organization's goals. This type of engagement requires an in-depth understanding of the organization's vision and cultural buy-in. It also requires an employee's awareness of their goals, a clear understanding of their job, what is expected of them, and the role they play in the organization's success.

Emotional Engagement: this inextricably tied to emotions. Employees need to feel committed to the organizations they work for, need to feel valued, and need to feel



that they are contributing to something meaningful, all of which can influence and be influenced by emotions. Emotional engagement is related to how an employee feels about their organization, co-workers, and leadership. It is influenced by the employee's "in-the-moment" experience of doing their work. An employee's feeling about their job, tasks, co-workers, management, and the organization determines the extent to which they are involved in the work they do. Emotionally engaged employees have positive feelings toward their job and will channel those positive emotions and feelings into their work. Emotionally engaged employees are more invested in their jobs and more likely to experience job satisfaction. Having a high level of emotional engagement can also contribute to a positive work environment where it is easier for other employees to engage with their work.

Physical Engagement: Physical engagement involves the employee's attitude towards their work, engagement in work activities, and the physical and mental effort they expend while performing their jobs. These activities demonstrate their investment in their job. Kahn linked the amount of mental and physical effort one puts into their job with increased confidence. Physically engaged employees feel enthusiasm for the work they do and have an improvement mindset. Physically engaged employees may also be more likely to take advantage of learning and development opportunities. Physical engagement is tied to physical (and mental) well-being. When employees are healthier mentally and physically, they will be more physically engaged in their jobs.

2.2 Organizational Commitment

It is undoubtedly required for all establishments to cultivate organizational commitment since personnel is the key foundation of sustained achievement and efficiency. "Organizational commitment is described as an emotional attitude that binds personnel to an establishment in a

way that decreases turnover intention" (Ahakwa, Yang, Agba Tackie, et al., 2021). Organizations with greatly committed personnel, since it's widely agreed that organizational commitment might lead to countless organizational results; reduced turnover, greater motivation level, enriched citizenship conduct, and continuous organizational support (Ahakwa, Yang, Agba Tackie, et al., 2021). Committed personnel often work assiduously to fulfill objectives of establishment and appear to positively consent to their values (C. S. Cheah, Chong, Yeo, & Pee, 2016).

Organizational commitment is a crucial element in assessing organizations' effectiveness, which increases employee morale and employee engagement (Hayat, Azeem, Nawaz, Humayon, & Ahmed, 2019; Hendri, 2019; Yousef, 2017). Organizational commitment often has a clear correlation with the actions and performance of employees. If an employee has an organizational commitment, there will be fewer chances for absence and turnover (R. Ahmad, Islam, & Saleem, 2019; Igbaria & Greenhaus, 1992; Joe-Akunne & Ezeh, 2019; Karunarathne & Wickramasekara, 2020). Organizational commitment is also an ideal situation in which employee exhibit high interest and perception to achieve the organizational goals, values, and targets (Colquitt et al., 2018). It stems from employees' attitude and willingness to be a part of the organization's success. Employees have their standard to stay at the organization, which can be in the form of organizational commitment. Proper task accomplishment requires employees' high commitment (Karaboga et al., 2022; Pestana et al., 2020).

According to Mercurio (2015), organizational commitment is a "multidimensional nature, involving employee loyalty to the organization, the willingness to act on behalf of the organization, the degree of goals and



consistency with the values of the organization, and the desire to relate with their members. Similarly, Aydogan and Arslan (2020) argue that this commitment results in a sense of identification with an organizational goal, as well as the willingness to maintain relationships within the organization. An organization's overall effectiveness can be achieved through committed employees who are ready to work to the best of their capacity. However, organizational commitment may not be holistically captured except through the understanding of its dimensions, a three-component model of organizational commitment proposed by Meyer and Allen (1991). This view is supported by some researchers (e.g., Hafiz, 2017; Salim, Bakhit & Noor, 2017; Tolentino, 2013).

2.3 Empirical Review

2.3.1 Emotional Engagement and Organizational Commitment

According to Macey and Schneider (2008), emotional engagement involves an employee's affective response to their work and workplace, which contributes to an individual's commitment to the organization. The authors highlight that employees who are emotionally engaged are more likely to develop a strong attachment to their employer, leading to increased loyalty and reduced turnover intentions. Research by Allen and Meyer (1990) illustrates that emotional engagement is closely linked to affective commitment, which refers to the emotional bond between employees and their organizations. They suggest that employees who experience high levels of emotional engagement are more likely to feel they belong to the organization, leading to greater commitment to its goals. Research by Saks (2006) emphasizes that emotional engagement not only boosts organizational commitment but also enhances overall job performance. Saks found that emotionally engaged employees perform better and, as a result, become

more committed to achieving organizational objectives.

2.3.2 Cognitive Engagement and Organizational Commitment

Cognitive engagement, defined as the level of mental effort and focus an employee dedicates to their work, significantly influences organizational commitment. This review summarizes empirical studies that elucidate the relationship between cognitive engagement and organizational commitment. Kahn (1990) posited that engagement consists of three components: physical, emotional, and cognitive. In a comprehensive study, Kahn found that cognitive engagement leads to deeper processing of work tasks, fostering a sense of ownership among employees, which in turn enhances commitment to the organization. Employees who engage cognitively not only perform better but also exhibit a stronger connection to the organization's vision and goals. In another study, examining employees across various sectors, Rich et al. (2010) emphasized that cognitive engagement serves as a crucial predictor of affective organizational commitment. Their findings revealed that employees who are cognitively engaged are more likely to develop an emotional attachment to their organization, indicating that higher levels of cognitive involvement fuel greater commitment.

2.3.3 Physical Engagement and Organizational Commitment

Physical engagement in the workplace refers to the extent to which employees are physically and mentally active in their roles. It significantly impacts organizational commitment, which is defined as an employee's emotional and psychological attachment to their organization. Physical engagement entails the active participation and presence of employees in their work duties. This includes their energy levels, participation in team activities, and commitment to on-site responsibilities. Rich et al. (2010) found that physical engagement is crucial

for fostering job satisfaction, which in turn enhances employees' emotional commitment to their organizations. The study indicated a direct correlation, emphasizing that when employees are actively engaged in their physical tasks, they feel a stronger bond with organizational goals.

2.4 Conceptual Model

According to the conceptual model, the independent variable is employee engagement; organizational commitment as the dependent variable

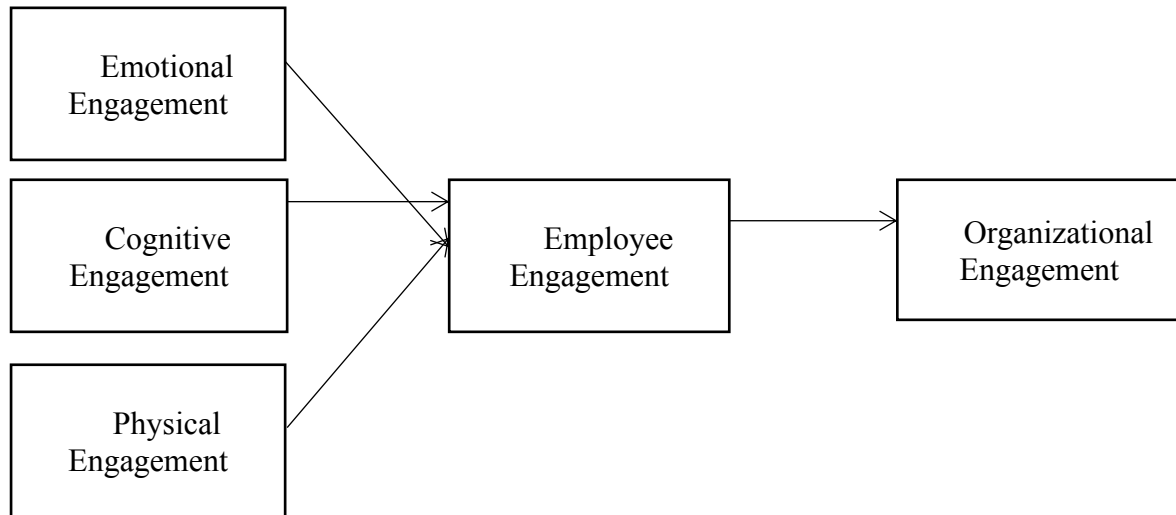


Figure 1: Conceptual Model

3. Methodology

A survey research design was used to find out the relationship between the independent variables and the dependent variable. The population of this study is the entire personnel of the Nigeria Police Force. The population of the study is 371,800 and was obtained from the records of the Nigeria Police Force. Stratified random sampling was adopted in selecting 400 respondents. The use of different

groups of respondents are important because different participants in different positions may provide different information about the same study. This study utilizes primary data obtained through questionnaires. The questionnaires were distributed to the personnel of the Nigeria Police Force because it is an efficient way of collecting information from a large number of respondents. In this study, regression analysis was employed to find out the relationship between the dependent and independent variables of the study.



4. Results and Discussion

Table 1: Model summary and coefficient of variables

Variables	Coefficient	t-stats	Prob.	VIF
(Constant)	0.174	-0.316	0.752	
Emotional Engagement	0.531	8.070	0.000	2.206
Cognitive Engagement	0.082	1.118	0.265	1.845
Physical Engagement	0.070	2.499	0.013	1.965
R Square	0.617			
Durbin-Watson	2.099			
F-stats (Prob.)	118.724			

Source: SPSS, 2024

Table 1 presents the coefficient estimates of independent variables and model summary of regression analysis of organizational commitment as dependent variables. The three independent variables, emotional engagement, cognitive engagement, and physical engagement, can significantly predict the 61.7% variance of organizational commitment. The Durbin-Watson value also confirms the absence of multicollinearity in the regression model, and dependent variables are free from the multicollinearity as VIF values of all variables are less than 10. Besides, all the independent variables positively affect organizational commitment, where the coefficient of emotional engagement, cognitive engagement, and physical engagement are statistically significant.

5. Conclusion and Recommendations

This study presents a model which shows the relationship between employee engagement and organizational commitment in Nigeria Police Force. A review of related literature reveals that employee engagement is related to organizational commitment and thereby concludes that, there is significant positive relationship between employee engagement and organizational commitment in the Nigeria Police Force.

Based on the above findings, the study recommended that; Nigeria Police Force should provide ongoing professional development and training programs that equip officers with the necessary skills and knowledge, encourage further education and specialization that can increase employee engagement and commitment. Promote a healthy work-life balance by ensuring fair shift distributions and providing time off when necessary, flexible working arrangements can help officers manage personal commitments alongside professional responsibilities. Involve officers in decision-making processes that affect their work environment. Empowering employees to share their insights fosters ownership and connection to organizational goals. Conduct regular surveys to assess engagement levels and gather feedback on various aspects of police work. Analyze the results and implement changes based on officers' recommendations.

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