EMPLOYEE WORK ENGAGEMENT AND ORGANIZATIONAL COMMITMENT: A COMPARATIVE STUDY OF PRIVATE AND PUBLIC SECTOR ORGANIZATIONS IN GHANA

Collins Badu Agyemang

Faculty of Management, Department of Business Administration, University of Professional Studies, Accra

Samuel Batchison Ofei

Faculty of Management, Department of Business Administration, University of Professional Studies, Accra

ABSTRACT: *Employee engagement remains a relatively virgin area especially in the Sub-Saharan region. The present study investigated employee work engagement and organizational commitment using a comparative approach of private and public sector employees in Ghana. One hundred and five (105) employees of three public and three private organizations with analogous characteristics in the Accra Metropolis of Ghana were purposively sampled. Four hypotheses were tested. Pearson product-moment correlation and Independent t-test were the statistical tools used in analyzing the data collected. The findings of the study revealed a significant positive relationship between employee engagement and employee commitment. Employees of private organizations have a higher level of employee engagement and organizational commitment than employees in public organizations, and long-tenured and short-tenured employees did not differ in commitment levels. The findings of this study are discussed with reference to the reviewed literature, Job Demand-Resources Model and Social Exchange Theory. The present study points out the need for employees to be provided with resources needed to perform their work roles since it has consequential effects on employee engagement and organizational commitment.*

Keywords: Employee Engagement, Organizational Commitment, Job Demand-Resources Model, Social Exchange Theory, Accra Metropolis, Ghana.

INTRODUCTION

Employee engagement has received a great deal of attention in the last decade in academic circles. However, the concept remains new with relatively little academic research conducted on it (Saks, 2006) especially in Sub-Saharan Africa. According to Catlette and Hadden (2001), employee engagement refers to the positive, affective psychological work-related state of mind

that leads employees to actively express and invest themselves emotionally, cognitively, and physically in their role performance. Engaged employees work harder, are more likely to go above the requirements and expectations of their work (Lockwood, 2007). Engaged employees also tend to feel that their work actually positively affects their physical and psychological well-being (Crabtree, 2005). Researchers commonly describe engaged employees as individuals who are highly energized and resilient in performing their job; put their heart into their jobs with persistence and willingness to invest effort; exhibit 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 customer satisfaction, retention, and loyalty (Bates, 2004), and also to a good relationship with co-workers (Vance, 2006). Employee engagement has become an overnight sensation in the business consulting world for its statistical relationship with variables such as job involvement, job satisfaction, organizational citizenship behavior and employee commitment (Little & Little, 2006) and in effect productivity and profitability (Buckingham & Coffman, 1999). Managers want to improve staff engagement because this tends to lead to staff performance, reduces staff turnover and improves the well-being of employees (Wright & Cropanzano, 2000). The concept of employee engagement is currently in its early stage hence the need for more rigorous studies (Saks, 2006) to unearth its theoretical underpinnings and practical application, along with its antecedents and consequences. However, very little is known about the relationship between employee work engagement and commitment. They also commit themselves to specific individuals, including their spouses, children, parents and siblings, as well as to their employers, co-workers, supervisors and customers (Vance, 2006).

Little and Little (2006) defined Organizational commitment as the degree to which an individual identifies with an organization and is committed to its goals. Whiles employee engagement refers to an employee's loyalty and commitment to his work, organizational commitment refers to an employee's loyalty and commitment to his organization. Dessler, (1999) sees organizational commitment as crucial to individual performance in modern organizations that require greater self-management than in the past when employees were constantly supervised. While Mowday, Porter and Steers (1982) used types of bond between employees and organization to classify organizational commitment into attitudinal commitment and behavioral commitment, Meyer and Allen (1997) operationalized three facets of commitment based on three distinct themes: affective, continuance, and normative commitment. Affective commitment refers to an employee's personal attachment to, identification with, and involvement in the organization he works, resulting in a strong belief in the organization's goals and values and exerting extra effort on behalf of the organization. Because commitment requires an investment of time as well as physical, mental and emotional energy, most people make them with the expectation of reciprocation or to reciprocate a benefit. That is, people assume that in exchange for their commitment, they will get something of value in return such as favors, affection, gifts, attention, goods, money and property.

Traditionally, employees and employers have made a tacit agreement: In exchange for workers' commitment, organizations would provide forms of value for employees, such as needed resources, secure jobs and fair compensation. Reciprocity affects the intensity of a commitment.

When an entity or individual to whom someone has made a commitment fails to come through with the expected exchange, the commitment erodes (Vance, 2006). Most private organizations in Ghana especially educational institutions are known to offer several incentives and packages than the public organizations. These include free transportation, mortgage facilities, free medical care and free teacher's child education (Acheampong, 2003). The present study will provide organizations in Ghana with indigenous empirical evidence needed to develop and implement policies and practices that foster engagement and commitment in their workforce.

Recent dramatic changes in the global economic downturn have had significant implications for commitment and reciprocity between employers and employees and thus for employee engagement. It has spurred today's organizations to compete by cutting prices and costs, refining business processes and delay ring management structures. Scarce and costly resources have prompted organizations to reduce resources given to employees to perform their tasks (Vance, 2006) hence reducing employee engagement and consequently organizational commitment. Organizations in Ghana, being susceptible to the global economy, also suffer this fate, hence the need to investigate the interaction of dedication to one's job (employee engagement) and to one's organization (organizational commitment). Unfortunately, in spite of the importance and complexity of these issues, there is very limited good quality literature on this interaction (Sak, 2006) especially in the Ghanaian context.

Objectives of the Study

- To ascertain the extent to which employee engagement relates to organizational commitment.

- To find out the differences in the engagement and commitment levels of employees from public and private sector organizations.

- To investigate whether long-tenured employees will have higher levels of organizational commitment than short-tenured employees.

LITERATURE REVIEW

Theoretical Underpinnings

The Job Demand-Resources (JD-R) model (Maslach & Jackson, 1986) and the social exchange theories (Blau, 1964) were employed to explain the relationship between employee engagement and organizational commitment. The JD-R theory assumes that every job is associated with certain physiological or psychological costs or demands. Job resources on the other hand are the physical, psychological and organizational aspects of a job that help employees' complete tasks successfully and achieve work goals; as those resources provide basic human needs and foster employee growth, learning, and development (Houkes, Janssen, Jonge, & Nijhuis, 2001). According to the JD-R theory, job resources may buffer the impact of job demands on the employee (Maslach & Jackson, 1986). Social exchange theory (Blau) assumes that employees tend to act in ways that reflects their organizations or managers treatment

(Agyemang, 2013). Employees are motivated to compensate beneficial treatment from the employer by acting in ways valued by the organization (Agyemang, 2013; Eisenberger, Armeli, Rexwinkel, Lynch & Rhoades, 2001). An assumption underling the social exchange theory is the idea of reciprocity where both parties adopt a contingent approach; one parties gives benefit based on previous contribution by the other party therefore adhering to the norm of reciprocity and reciprocation of benefit (Coyle-Shapiro & Shore, 2007).

Combining these two theories, employees who are engaged actively in their organization may have a feeling of obligation to respond and repay the organization in some form (Cohen, 2000). One way for employees to repay their organization is to increase commitment to the organization (Cropanzano & Mitchell, 2005). Hence an employee with a high level of engagement is likely to be committed to the organization that provides him with the necessary resources to complete his tasks. Favorable reciprocal exchanges are thus expected.

Related Studies

Saks (2006) in an empirical study to test a model of the antecedents and consequences of job and organization engagements based on social exchange theory, surveyed 102 employees working in a variety of jobs and organizations in Canada. Findings indicated that there is a meaningful difference between job and organization engagements and that perceived organizational support predicts employee engagement as well as job characteristics predicts employee engagement. Findings also showed that engagement mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior. The study was however limited in its attempt to generalize to other settings because of demographic composition of the sample and the setting. Schaufeli and Bakker (2004) in their study focused on burnout and engagement. Structural equation modeling was used to simultaneously analyze data from four independent occupational samples made up of 1698 people. Results confirmed that: burnout and engagement are negatively related; burnout is mainly predicted by job demands and also by lack of job resources, whereas engagement is exclusively predicted by available job resources. Hakanen, Bakker and Schaufeli (2006), found that work engagement mediated the effects of job resources on organizational commitment and burnout mediated the effects of lacking resources on poor engagement. However, the socioeconomic, cultural and political context of the study also makes it difficult to generalize the study to other contexts, for example, the Ghanaian context. Chughtai and Zafar, (2006) also conducted a study with the purpose of determining if selected personal characteristics, facets of job satisfaction and organizational justice influence organizational justice of Pakistani University teachers. The study also examined the influence of organizational commitment on job performance and turnover intensions. Data was collected from 125 full-time teachers in 33 universities in Pakistan. The results of the study indicated that facets of job satisfaction and organizational justice were significantly related to organizational commitment. Also, personal characteristics such as age, tenure of service, marital status and educational level were found to be unrelated to organizational commitment. Narteh (2012) in his study of internal marketing and employee commitment surveyed 410 employees of banks in Ghana and investigated four internal marketing practices- empowerment, rewards, training and development, and communication and their impact on employee commitment in the retail banking industry. The results indicated that, with the exception of communication, the factors are positively associated with employee

commitment. The study concludes that in order to influence employee behavior in the banking industry in Ghana, bank management must implement measures that provide direct benefit to employees. This study, even though based in the Ghanaian context applies only to the banking sector.

Reichers (1986) for instance argued that new comers in organizations may not have acquainted themselves with the organizations structural procedures leading to low levels of OCB. Organ's concluded that employees demonstrate a wide variety of OCB more often upon reaching higher levels in the organization. However, Agyemang (2013) with a sample of 152 found no significant relationship between bankers' Organizational Tenure and OCB in the Ghanaian context due to the prevailing economic situation. On a similar note, Chughtai and Zafar (2006) indicated that personal characteristics such as age, tenure of service, marital status and educational level were not related to organizational commitment. Studies on tenure of service and work attitudes remain inconsistent.

Despite the enormous advances in understanding how best to conceptualize, measure and manage engagement, recent research and reviews of the state of play of employee engagement, a number of issues yet to be fully resolved have been identified (Bakker, Albrecht & Leiter, 2011). For example more research is needed to ascertain the influence that employee engagement exerts on organizational commitment (Albrecht, 2010). To the best of the researchers search, no research has examined the relationship between employee engagements on organizational commitment in Ghana. This study therefore attempts to bridge this gap and further deepen understanding in this area by comparing employees from the public and private sector organizations in Ghana.

Hypotheses

- **H$_1$:** There will be a significant positive relationship between employee engagement and organizational commitment.

- **H$_2$:** Employees of private organizations will have a higher level of organizational commitment than employees in public organizations.

- **H$_3$:** Employees of private organizations will have a higher level of employee engagement than employees in public organizations

- **H$_4$:** Employees with a long tenure of service will have a higher level of organizational commitment than employees with short tenure of service.

Operational Definition of Terms
- **Tenure of Service**: How long an employee has been working for his/her current organization or employer

- **Low tenure of service**: Day1-3years of continual work for one's current organization

- **High tenure of service:** above 3years of continual work for one's current organization.

- **Public organization**: Organizations owned by the government or state
- **Private organization**: Organizations owned by the private individual(s)
- **Commitment**: degree to which an individual identifies with an organization and is committed to its goals.
- **Engagement**: the degree to which an individual is fully involved in and is enthusiastic about his/her work.

METHOD

Research Design
The perceptions of respondents were appropriately studied using cross-sectional survey. This is because respondents' characteristics were studied at a single point in time. Cross sectional surveys have been described as snapshots of the populations about which a researcher gather data (Aron & Aron, 1999). In the present study, data was collected at a single point for each participant studied.

Sample and Sampling Techniques

The population of the study was workers in both public and private organizations within the Accra metropolis as it represents the seat of most administrative and business capital of the nation and structurally suitable with respect to conducting of the study. Respondents for the study were made up of 105 employees, 59 from private institutions and 46 from public institutions. Convenient sampling was used to select respondents from targeted public and private organizations. Respondents were sampled irrespective of their age, marital status, religion and educational level. These organizations were chosen as pairings with similar structures, interest, policies, goals and business strength.

Instruments
A three section questionnaire was used. The first section of the questionnaire consisted of 5 items inquiring about demographic characteristics of respondents such as employees' gender, level of education, tenure of office, category of organization. Employee engagement was assessed with an adapted version of Utrecht Work Engagement Scale (UWES) (Schaufeli & Bakker, 2004). The 9-item UWES assesses three underlying dimensions of employee engagement: vigor, dedication, and absorption. A total score of 9 - 31 on the UWES indicated a low score whereas a total score of 32 – 63 indicated a high score. Respondents in this study rated each item on a 7-point Likert scale ranging from never (1) to always (7). The scale included statements such as "my job inspires me" and "I feel happy when I am working intensely". The questionnaire has a Cronbach alpha score of .94

The third section was an adapted 15 item Organizational Commitment Questionnaire (OCQ) by Mowday, Steers and Porter (1979). This 15 item questionnaire required the respondents to answer each item on a 7 point rating scale ranging from strongly disagree to strongly agree. The Cronbach's alpha for this scale is .90 (Mowday, Steers & Porter, 1979). A total score of 15 - 52 on the Organizational Commitment scale indicated a low score, whereas a total score of 53 – 105 indicated a high score.

Procedure for Data Collection

Introductory letters and a set of questionnaires were distributed to selected organizations. This served as a means of acquiring permission to undertake the research in the selected organizations. Upon acquisition of a written permission, willing respondents were selected from the selected companies and given self-administered questionnaires to fill. The questionnaires were interpreted where necessary. The administering of questionnaires lasted for one week. One hundred and five (105) of out of one hundred and twenty (120) questionnaires were returned, representing a response rate of 88%.

Pilot Study

An initial study was carried out to ascertain the suitability and lucidity on the items of the research instruments used. The instruments were pre-tested using a pre-determined sample of 25respondents drawn from both private and public organizations other than those organizations used for the actual study. Per the recommendation of Nunnally (1978), all the reliability values of the instruments met the required threshold. The reliability values and category of scale used is shown in the table below.

Instrument	Number of Items	Alpha
Work Engagement	9	.78
Organizational Commitment	15	.83

RESULTS

All analyses were done with the aid of statistical package for social sciences (SPSS) version 16 at a 95% confidence interval.

Table 1: Summary of Demographic Characteristics

Demographic Characteristics	N	Percentages %
Sex		
Male	53	50.5
Female	52	49.5
TOTAL	105	100
Educational Background		
Basic	0	0
Secondary/Vocational	0	0
Tertiary	105	100
TOTAL	105	100

Organization

Pubic/Government	46	43.8
Private	59	56.2
TOTAL	105	100

Tenure of Service

Short Tenured-Employees	57	54.3
Long Tenured-Employees	48	45.7
Total	105	100.00

Hypotheses Testing

The first hypothesis (H_1) sought to investigate the extent to which employee engagement is related with organizational commitment. This hypothesis was investigated using Pearson product-moment correlation coefficient. Summary of the results are presented in Table 2 below.

Table 2: Pearson Product-Moment Correlation between Employee Engagement and Organizational Commitment

Measures	N	Mean	Std. Deviation	r	*p*
Organizational Commitment	105	5.929	1.342	0.520	0.000
Employee Engagement	105	5.281	1.021		

From Table 2 above, there is a significant positive relationship between employee engagement and organizational commitment [$r_{(103)}=0.520$, $p<0.05$].

The second hypothesis examined differences in the organizational commitment scores with respect to organizations. Independents' Samples t test was used to test the hypothesis. Summary of the results are presented in Table 3 below.

Table 3: Summary of Independent t test results of Organizational Commitment categorized by Organizations

	Organizations	N	Mean	SD	df	t	*p*
Organizational commitment	Public	46	5.554	1.484	103	-2.592	.011
	Private	59	6.220	1.150			

From Table 3 above, employees of private organizations have a higher level of organizational commitment than employees of public organizations [$t_{(103)}=-2.592$, $p<0.011$].

An Independent Samples t test was used to analyse the third hypothesis which examined differences in the employee engagement scores with respect to organizations. Summary of the results are presented in Table 4 below.

Table 4: Summary of Independent t test results of Employee Engagement categorized by Organizations

	Organizations	N	Mean	SD	df	t	*p*
Employee Engagement	Public	46	4.989	1.123	103	-2.660	.009
	Private	59	5.509	0.878			

From Table 4 above, the hypothesis that employees of private organizations will have a higher level of employee engagement than employees of public organizations is supported by the analysis [$t_{(103)}$=-2.660, $p<0.009$].

Hypothesis four examined the extent to which long and long tenure of service compares in predicting organizational commitment. Summary of the results are presented in Tables 5 below.

Table 5: Summary of Independent t test results, Means and Standard Deviations for Organizational Commitment categorized by Tenure of Service

	Tenure of Service	N	Mean	SD	df	t	*p*
Organizational Commitment	Short	57	5.965	1.362	. 103	.764	.301
	Long	48	5.885	1.329			

As depicted from Table 5 above, employees with a long tenure of service do not have a higher level of organizational commitment than employees with short tenure of service [$t_{(103)}$=.764, $p>0.05$] .

Summary of Main Findings
- There is a positive significant relationship between employee engagement and organizational commitment

- Employees of private organizations have a higher level of organizational commitment than employees of public organizations

- Employees of private organizations have a higher level of employee engagement than employees of public organizations

- Long-tenured employees did not differ in commitment levels from short-tenured employees in the Ghanaian setting

DISCUSSION

The study adopted a comparative approach to study employee work engagement and organizational commitment. The first hypothesis that there will be a positive significant relationship between employee engagement and organizational commitment was supported by the analysis. This finding implies that employees who are given the necessary resources by their organizations to perform their tasks effectively tend to respond favourably to the organizations they are committed to. This finding is consistent with results from a study conducted by Saks (2006) when he established that engagement of employees mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit the job, and organizational citizenship behavior. The study finding also corroborates findings of Hakanen, Bakker and Schaufeli (2006), which established that work engagement mediated the effects of job resources on organizational commitment. The reason for the result can be explained with the Job Demand-Resources (JD-R) model (Maslach & Jackson, 1986) and the social exchange theory (Blau, 1964). These theories portend that employees who receive socioeconomic resources from their organization are obliged to respond and repay their organizations in some form leading to an increased commitment toward the organization. From the Ghanaian perspective, getting engaged in any given role signifies better interaction (in this case between employer-employee) and yields positive work outcomes (Badu & Asumeng, 2013).

Employees of private organizations had a higher level of engagement and organizational commitment than employees in public organizations. These findings are consistent with Acheampong's (2003) conclusion that most private organizations are known to offer several incentives and packages to keep their members performing higher compared to public organizations. The result can be explained with Job Demand-Resources (JD-R) model and the social exchange theory; where employees who receive socioeconomic resources from their organizations in the performance of their jobs tend to invest themselves cognitively, emotionally and physically in their role performance. In other words, they become engaged. It is interesting to mention that many employees in the public sector of Ghana are known to hold on tightly to the slogan *"Public work we drag; Private work we carry''.* It may be quite fascinating, but this slogan reflects on the strong link between the extent to which employees in the public sector reciprocate the treatment and amount of resources given them by their employers. *Why do the latter "carry" their work?* This act by employees of the private sector depicts the pros of igniting in employees the strong desire to identify with their organizations. Management of most private institutions are demonstrate a high sense of interactional fairness in Ghana and this yield many positive work outcomes such as organizational citizenship behavior (OCB) (Badu & Asumeng, 2013).

No significant positive relationship was found between employees' tenure of service and level of employee commitment. Therefore the results clearly indicate that the number of years an employee has been working (long or short) with his/her current organization does not influence his/her commitment to that organization from the Ghanaian setting. This finding is inconsistent with some researches (eg. Meyer & Allen, 1997), who suggested that as an employee's tenure of service in a particular company increases; employees tend to develop an emotional attachment with their organization. They also argued that uncommitted employees tend to leave the

organization leaving behind committed employees, and hence it is logical to establish that tenure of service is positively related to organizational commitment. The present finding however, corroborates with Agyemang (2013) who also established no significant relationship between Ghanaian bankers' tenure and OCB. Thus, in agreeing with earlier researchers the study noted that personal characteristics such as age, tenure of service, marital status and educational level were not related to organizational commitment (Chughtai and Zafar 2006). One possible explanation to the above finding in the Ghanaian setting is the high rate of unemployment in the Ghana. Most employees conceive in their mind before employment, the desire to become glued to their first employers once employed. This is an attempt to get permanent employment in the case of the newly employed (Agyemang, 2013) and to avert the possibility of being victimized through downsizing or dismissal in the case of concurrent employees. According to Agyemang (2013), the unavailability of jobs prevents many Ghanaians from some negative attitudes toward the job and organization. The degree of commitment, from casual observations in our experience as consultants with many organizations is even strong among new graduates awaiting national service. Some new graduates lobby for their organizations of interest before postings by the body charged to do so. In the opinion the researchers, this desperate and unethical behaviour preempts commitment as a lot of effort may have gone into the decision to lobby for one organization over another.

THEORETICAL AND PRACTICAL IMPLICATIONS OF THE STUDY

Empirical literature on engagement especially has been deepened with the established relationship between engagement and commitment. This study has brought to fore the variations in the level of engagement and commitment based on sector categorization. The inconsistency of the predictive strength of employee tenure and work outcomes is strongly deepened by the findings of this research. Although this study primarily aimed to test theoretically-derived hypotheses, the findings of this study do have practical implications for the policy makers and employees. Based on the findings of this study, to increase employee engagement and in effect organizational commitment, organizations should provide resources that foster employee growth, learning, and development. As the JD-R model suggests and the Social exchange theory posits, when employees work in a resourceful environment where they can get immediate support from supervisors who serve as an embodiment of management, employees are more likely to reciprocate in productive behaviors. Organizations should structure their selection process to recruit applicants who possess the desired personality traits, and test high for engagement; since this study has proven that employee engagement has a statistical relationship with organizational commitment.

LIMITATIONS OF THE STUDY AND RECOMMENDATIONS FOR FUTURE STUDIES

The researchers resorted to a quantitative approach to unearth the study of these variables arguably for the first time in the Ghanaian context, but strongly advocate that a qualitative approach be adopted to explore what actually constitute engagement which bothers on employee behaviour. It is also recommended that future researchers strengthen these findings or otherwise using the same setting or different so as to deepen the literature on work engagement which still

remains virgin. Finally, a look at the tenure and commitment and possibly other work outcomes would be appropriate as there seem to be a waft from earlier findings. Findings on employees' tenure and commitment remain currently inconsistent.

SUMMARY AND CONCLUSION

Employee engagement as a concept remains new with relatively little academic research conducted on it especially from the Sub-Saharan region. Engaged employees tend to develop an obligation to reciprocate favourably to their organization for the job resources provided, hence developing a strong commitment to their organization. This study was strongly underpinned by the theory social exchange. The findings of the present study point out the need for organizations to provide employees with the necessary resources that leads to affective psychological work-related state of mind likely to inspire employees to actively express and invest themselves emotionally, cognitively, and physically in their role performance needed to perform their work since it has consequential effects on the employee engagement and organizational commitment.

REFERENCES

Acheampong, A. (2003). Ghana study. *World Bank Report*, *50*, 103-112.

Agyemang, C.B. (2013). Perceived Organizational Climate and Organizational Tenure on Organizational Citizenship Behaviour: Empirical Study among Ghanaian Banks'. *European Journal of Business and Management, 5 (26),132-142*

Albrecht, S.L. (2010). *Handbook of Employee Engagement: Perspectives, Issues, Researchand Practice*. Cheltenham: Edward Elgar Publishers.

Allen, N. J., & Meyer, J. P. (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. *Journal of Vocational Behavior, 49*, 252-276.

Aron, A., & Aron, E. N. (1999). *Statistics for Psychology*. NJ: Prentice Hall, Upper Saddle River.

Bakker, A.B., Albrecht, S.L. & Leiter, M.P. (2011). Key questions regarding work engagement. *European Journal of Work and Organizational Psychology*, *20* (1), 4-28.

Badu, A. C. & Asumeng, M. (2013). Perceived Organizational Justice and Organizational Citizenship Behaviour in Ghana. *European Journal of Business and Management,5 (19),144-150*

Blau, P.M. (1964). *Exchange and power in social life*. New York: John Wiley & Sons.

Catlette, B., & Hadden, R. (2001). *Contented cows give better milk: the plain truth about employee relations and your bottom line*. Germantown: Saltillo Publishing

Cohen, A. (1993). Organizational Commitment and Turnover: A Meta-Analysis**.** *The Academy of Management Journal, 36*(5), 1140-1157.

Chughtai, A. A. & Zafar, S. (2006). Antecedents and consequences of organizational commitment among Pakistani university teachers. *Applied H.R.M. Research, 11*(1), 39-64.

Coyle-Shapiro, J., & Shore, L. M. (2007). The employee-organization relationship: where do we go from here? *Human resource management review*, *17*(2), 166-179

DeCotiis, T. A., & Summers, T. P. (1987). A path analysis of a model of the antecedents and consequences of organizational commitment. *Human Relations, 40*, 445-470.

Dessler, G. (1999). How to win your employees' commitment, *Academy of Management Executive*, *13* (2), 58.

Eisenberger, R., Armeli, S., Rexwinkel, B., Lynch, P.D., & Rhoades, L. (2001). Reciprocation of perceived organizational support. *Journal of Applied Psychology*, *86*, 42-51.

Hakanen, J. J., Bakker, A. B., & Schaufeli, W. B. (2006). Burnout and work engagement among teachers. *Journal of School Psychology, 43*, 495-513

Houkes, I., Janssen, P. P. M., De Jonge, J., & Nijhuis, F. J. N. (2001). Specific relationships between work characteristics and intrinsic work motivation, burnout and turnover intention: A multi-sample analysis. *European Journal of Work and Organizational Psychology, 10*, 1-23.

Latham, G. P., Almost, J., Mann, S., & Moore, C. (2005). New developments in performance management. *Organizational Dynamics, 34*, 77-87

Little, P., & Little, B. (2006). Employee engagement: conceptual issues. *Journal of Organizational Culture, Communications and Conflict, 10*(1), 111-120.

Lockwood, N. R. (2007). *Leveraging employee engagement for competitive advantage: HR's strategic role*. Alexandria: Society for Human Resource Management

Maslach, C. & Jackson, S.E. (1986). *MBI: The Maslach Burnout Inventory: Manual research edition.* Retrieved June 1, 2013, from http://gmj.gallup.com/content/14500/Engagement-Keeps-Doctor-Away.aspx

Meyer, J. P., & Allen, N. J. (1997). *Commitment in the workplace: Theory, research and application.* CA: Sage Publications.

Mowday, R. T., Steers, R. M., & Porter, L. W., (1979). The measurement of Organizational Commitment. *Journal of Vocational Behavior, 14*, 224-247.

Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). *Employee-organization linkages: The psychology of commitment, absenteeism, and turnover.* New York: Academic Press.

Narteh, B. (2012). Internal marketing and employee commitment: Evidence from the Ghanaian banking industry. *Journal of Financial Services Marketing*. *17*, 284-30

Nunnally, J. C. (1978). *Psychometric theory (2nd ed.)*. New York: McGraw-Hill.

Porter, L. W., Steers, R. M., Mowday, R. T., & Boulian, P. V. (1974). Organizational commitment, job satisfaction, and turnover among psychiatric technicians. *Journal of Applied Psychology, 4*, 603-609.

Reichers, A. E. (1986). Conflict and organizational commitment. *Journal of Applied Psychology*, *71,* 508-514.

Saks, M. A. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, *21*, 610-619

Schaufeli, W. B., & Bakker, A.B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior, 25*, 293-315.

Vance, R. J. (2006). *Employee engagement and commitment; A guide to understanding, measuring and increasing engagement in your organization*. VA: SHRM Foundation

Wright, T.A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Occupational Health Psychology*. *5*(1), 84-94.

ABOUT THE AUTHORS

Collins Agyemang

Collins Agyemang is an Industrial and Organizational Psychologist and currently lecturing in the University of Professional Studies, Accra. He teaches Organizational Behavior, Introduction to Management, Human Resource Management, Research Methods and Psychology for Business. His love and mastery over research has been an influential factor in his research strides. He has been groomed in the field of consultancy as he worked as a partner to some senior consultants in Industrial and Organizational Psychology Consult in Ghana. Prior to joining academia, he served as a General Manager for Nayak Holiday Services Limited, in Accra, where he took several initiatives to transform the company's' standing. His ability to manage the diverse groups of people has been particularly noteworthy.

Samuel Batchison Ofei

Samuel Batchison Ofei's lectureship experience has spanned courses in Marketing and Public Administration for over a decade in the University of Professional Studies, Accra (UPSA). Sam is the former Dean of the Evening School at the University of Professional Studies, Accra (UPSA). At present, he is Dean of the Management Faculty at the same university in Ghana where he lectures in Organizational Behavior at both graduate and under-graduate levels.

Acknowledgment