



## **A study of Contribution of NGOs in Human Resource Development**

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*The human resources within the country play a major part in its development. Human Resource Development is concerned with developing skills, knowledge & competencies of the people. It is people-oriented concept. Human Resource Development can be applied both at the national & organizational level. In society, people need competencies such as knowledge, attitude, values, and skills to perform various tasks. Higher degree and quality of performance of tasks requires higher level of knowledge & skills. Without continuous development of competencies in people an organization and also the country is not likely to achieve its goals. Increasing collaborative ventures between India and foreign corporations, the import and export of technology and other resources, and importance for effective partnerships increases the concerns about human resources management and development in other countries. In the development of the country various organizations play vital role. Among these NGO is one of the important types of organization. NGOs are components of social movements. NGOs works in many different fields, but it is generally associated with those seeking social transformation and improvements in quality of life.*

### **Abstract**

**Keywords: NGO, Human Resource development, LICI, Beneficiaries.**

### **Introduction**

This study evaluates the link amid engagement of employees and commitment in selected banks. Both variables are vital in the banking industry. The success of the banking firm is reliant on its workers. These employees are vital since they help in decision-making in the bank and help to provide quality services to customers. For any company to be fruitful in business, the workers need to be engaged as well as committed to that organisation. Dedicated staff form a robust work environment, which is important for the stability of the organisation. Hence, engaged employees complete a task with excitement and have a profound connection to their job.

### **Background**

Both engagement and commitment have become significant and sensitive issues among researchers and hence, have been acknowledged by many academics (Albdour & Altarawneh, 2014). However, there is a paucity of studies focused on engagement, precisely in African countries (Saks, 2006). The economy of Ghana is

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still growing, and the practices of engagement and commitment are still underrated. Workers endeavor to achieve the goals of their company. Hence, companies should consider the engagement and commitment of their workers since it leads to excellent services and great performance (Mokaya & Kipyegon, 2014). Banking organisations in Ghana value the services they provide to the customers. However, it is difficult to develop workers who are engaged and committed to speed up this exertion. If more research is undertaken in this area, it can surface as a valued business ingredient for companies in Ghana.

## **Literature**

### **Defining organisational commitment**

Organisational commitment is the relative power with which employees classify and include themselves with a specific company (Newman, Thanacoody & Hui, 2011). Likewise, it is the extent to which employees in an organisation classify themselves (Ambar, Saba, Asma, Yasir & Ayesha, 2015). Additionally, it is the degree to which employees are ardent to endure their association to a company because of their association with the firm. Furthermore, it is the extent to which a worker grasps the principles and objectives of the organisation (Somunoglu, Erdem & Erdem, 2012). According to Karimi (2016), it is an imbue passion, determination and desire by employees which helps them in achieving organisational goals.

### **Dimensions of organisational commitment**

This study used the organisational commitment model of Meyer and Allen. According to García-Cabrera and García-Soto (2012), this model is widely used in studies of commitment. The model elucidates the three dimensions of commitment (affective commitment, continuance commitment, and normative commitment).

#### **Affective commitment (AC)**

According to Mouhamadou (2015), affectively committed workers are passionately involved and devoted to their current organisation. Furthermore, Satardien (2014) is of the view that such staff are ardently dedicated to their organisation and passionately devoted to the goals of the organisation.

#### **Continuance commitment (CC)**

Newman et al. (2011) believe that once employees are sturdily committed to their organisation, they feel indebted to stay in that company due to their interest. According to Karimi (2016), it is the perception an employee has as a result of been part from their current company. This dimension enables employees to improve their connection to their organisation.

#### **Normative commitment (NC)**

According to Sayani and Swamy (2014), it is a duty established as a result of a person's ethics in which employees feel obliged to reciprocate the profits that they have enjoyed for working in the company. Additionally, Naik (2012) posits that highly normative committed employees are worried about the opinion their colleagues will have of them.

## **Factors influencing commitment of employees**

As stated by Ferreira (2012) career stages, career success as well as psychological contract have an effect on increasing the commitment of employees.

### **Career stages**

Commitment is an unfair attitude and may often differ (Ferreira, 2012). Allen and Meyer cited in Ferreira (2012) maintain that there is a drop in the previous years when a worker is employed to work in an organization. Ferreira (2012) acclaims that commitment has an effect on an employees' stages of an employee's professions.

### **Career success**

Callanan cited in Ferreira (2012) postulate that the triumph in a profession is an inspirational psychological achievement of a worker's job that is accumulated due to their job experiences. Workers who are devoted to their organisations are probably to be promoted as well as given benefits and this will enable them to be more dedicated to the organisation and hence, the organisation also becomes faithful to the staff.

### **Psychological contract**

Cassar and Briner (2011) posit that a psychological contract includes factors such as providing commitment, devotion, and assurance in the company for the worker in exchange for hardworking managers, great ideas and organisational-fit in the firm. According to Ferreira (2012), a psychological contract is a vital part of the connection between workers and the organisation.

### **Defining employee engagement**

Employee engagement is a positive link or connection a worker has with their work (Khalid, Khalid, Waseem, Farooqi & Nazish, 2015). Agyemang and Ofei (2013) maintains that it is an employee's loyalty and commitment to his/her job. When workers are extremely engaged, they are concerned about their firm and become resolute in accomplishing the objectives of the company (Kruse, 2012). According to Al Mehrzi and Singh (2016), engagement of employees is a substantial element in the triumph of every organisation. Furthermore, engagement means to be sensitively, emotionally, and palpable available during a worker's course of work (Saks & Gruman, 2014). Sonnentag (2011) believes that the degree of engagement differs significantly within workers.

### **Influence of engagement on bottom-line outcomes**

A study by Ahlowalia, Tiwary and Jha (2014) revealed that there are several studies on engagement and its influence on the company which results in a rise in organisational success. Below are some bottom-line outcomes of an engaged worker:

#### **Productivity**

Extremely engaged employees incline to be talented and industrious since they are inspired beyond their individual factors (Ahlowalia et al., 2014). Engaged workers are engrossed in their work and more inspired than disengaged employees. Furthermore, workers who are engaged are very industrious (Harter, Schmidt, Asplund, Killham & Agrawal, 2010).

### **Retention**

According to Ahlowalia et al. (2014), engaged workers can decrease their intent to leave and hence, decrease the expenditures related with employing new staff, hence making sure of an enormous profit for the firm. Kompas and Sridevi (2010) believe that companies with extremely engaged employees usually remain working in the organisation and hence, have low turnover rate.

### **Customer Satisfaction/Loyalty**

Employees play a vital role in service delivery and help to inspire the customer's loyalty. A study by Gonring (2008) reveals a link amid satisfaction of clients, loyalty of clients as well as client support and engagement. Ahlowalia et al. (2014) posit that an engaged worker care more about the demands of the clients and empowers them to be optimistic.

### **Absenteeism**

Ahlowalia et al. (2014) maintain that organisations play a vital part in describing the wellbeing of its employees and it is apparent that there is a link amid wellbeing, absenteeism, and engagement. Highly engaged have more attention and proficiency and this aid reduce the rate of absence at the workplace (Harter et al., 2010). Employees who are engrossed in their work are usually early at work (Ram & Prabhakar, 2011).

### **Dimensions of engagement**

Shekari (2015) classifies engagement into three dimensions:

#### **Vigour**

According to Robinson (2018), it is an honest way to describe an involved and a pro-active person. They are workers who have resilience and stamina to perform more. The key factor in this dimension is the degree of energy the worker utilises in their work (Robinson, 2018).

#### **Dedication**

Robinson (2018) asserts that dedicated employees feel valued by their organisation, since they have chances to add to the progress of the organisation. Additionally, dedicated workers find their involvement in their organisation very significant and this enables them to do extra. Employees who are devoted to their work keep working even if it turns out to be difficult and hence, are okay dealing with challenges (Robinson, 2018).

#### **Absorption**

According to Robinson (2018), it is a decision worker make to captivate themselves in their work and not for any incentive. Furthermore, the author is of the view that when a worker is absorbed in their work, they become more focused on their jobs, enjoys the work they do, and acquires inherent desire from it.

## **The symbiotic link between Organisational commitment and Employee engagement**

Commitment of employees is significantly imperative in every organisation since it generates better outcomes and is linked to employee engagement (Field & Buitendach, 2011). Agyemang and Ofei (2013) found a link between commitment and engagement. The authors settled that workers at private organisations are very engaged than workers in public organisations. Similar studies by Bakker and Demerouti (2008) and Field and Buitendach (2011) produced consistent results with these findings. When the engagement of an employee rises, the commitment of employee also rises, and hence, increases the performance of the employee (Schaufeli & Salanova, 2007; Javed, 2018). Employees tend to be very committed when they feel very attached to their work. According to Attridge (2009), for workers to be very engaged in their jobs, there is a need for them to be both committed and involved in the organisation's goals. Commitment is a valuable feature of engagement, which enables workers to achieve objectives of the company (Frese, 2008).

### **Research Methodology**

#### **Research Approach**

A mixed-method approach was adopted in this study. Furthermore, the study explored the opinions of workers concerning how engaged and committed they are to their work. Additionally, this study evaluated the intercorrelation amid dimension of engagement and commitment.

#### **Respondents**

In the context of this study, the population refers to the total of all workers in selected private banks located in the Ashanti region of Ghana. The estimated study population was 183 workers. The sample frame for the study included 180 workers from all the three branches of the bank. The sample frame constituted of both middle and senior management employees in the banks. The sample size comprised of 123 employees and were drawn using a simple random sampling technique to partake in the quantitative study. In addition, 10 participants were drawn by means of a judgment sampling technique to be interviewed. The aptness of the sample was weighed using the Kaiser-Meyer-Olkin Measure of Sampling Adequacy (0.670) and Bartlett's Test of Sphericity (276; 0.000) which reflected adequacy, suitability, and significance. The sample size was defined in terms of age, tenure, gender, and marital status. Most of the respondents were between the ages of 30-39 years (31.7%), male (56.1%) respondents, with a tenure of 0-5 years (44.7%) and most of respondents were married (48%) followed by (45.5%) who were single.

#### **Measuring Instrument**

Questionnaires and structured interviews were used to collected data. Both the questionnaires and structured interviews comprised of three sections. The first part relates to the biographical data of the respondents. The second part consisted of questions relating to employee engagement which was a revised version of the

Utrecht Work Engagement Scale. The final part also comprised of questions relating to commitment which was a modified version of the Allen and Meyer Three-Component Organisational Commitment Scale. Upon conducting the pilot study, it was discovered that the questionnaire was appropriate for the study in terms of construction, measurement and understanding.

**Measures**

Factor analysis was used to assess the validity of the measuring instruments. A key component investigation was used to extract initial factors and a repeated principal analysis was done using SPSS version 26. Also, the study considered only factor loadings >0.4 and when an item appeared on more than one factor, only that with the maximum value was selected. Concerning the dimensions of engagement, two factors were considered from the factor loading matrix (Table 1) and it excluded dedication. On the other hand, two factors were derived from the loading matrix in terms of the dimensions of commitment (Table1) thereby excluding normative commitment (NC).

**Table 1**  
**Validity of Measuring Instrument**

| <b>Employee engagement</b>       |                   |                           |              |
|----------------------------------|-------------------|---------------------------|--------------|
| <b>Factor</b>                    | <b>Eigenvalue</b> | <b>Total Variance (%)</b> | <b>Label</b> |
| 1                                | 4.96              | 29.19                     | Vigour       |
| 2                                | 1.84              | 10.80                     | Absorption   |
| 3                                | 1.60              | 9.38                      | Vigour       |
| <b>Organisational commitment</b> |                   |                           |              |
| 1                                | 5.25              | 21.89                     | CC           |
| 2                                | 1.97              | 8.21                      | AC           |
| 3                                | 1.80              | 7.49                      | CC           |

Additionally, Cronbach’s Coefficient Alpha was used to evaluate the reliability of the questionnaire (Table 2).

**Table 2**  
**Reliability of Measuring Instrument**

| <b>Employee engagement and dimensions</b>       |              |                         |
|---|--------------|-------------------------|
| <b>Dimensions</b>                               | <b>Items</b> | <b>Cronbach’s Alpha</b> |
| Absorption                                      | 6            | 0.594                   |
| Dedication                                      | 5            | 0.745                   |
| Vigour  | 6            | 0.768                   |
| Employee engagement                             | 17           | 0.835                   |
| <b>Organisational commitment and dimensions</b> |              |                         |
| <b>Dimensions</b>                               | <b>Items</b> | <b>Cronbach’s Alpha</b> |
| AC  | 8            | 0.666                   |
| CC  | 8            | 0.714                   |
| NC  | 8            | 0.681                   |

|                           |    |       |
|---------------------------|----|-------|
| Organisational commitment | 24 | 0.825 |
|---------------------------|----|-------|

Table 2 depicts that the coefficient alpha of employee engagement has a very high degree of inter-item consistency (0.835). Furthermore, the coefficient alpha of the dimensions of engagement ranges from moderate (0.594) to a high level (0.768). Additionally, table 2 displays that the coefficient alpha of organisational commitment a high degree of inter-item consistency (0.825). The alpha coefficient of the dimensions of commitment ranges from moderate (0.666) to a high degree (0.714).

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### **Administration of the Measuring Instrument**

A self-administered questionnaire with the absence of the researcher was used. The absence of the researcher throughout the collection of data was vital since it helped avoid a probable peril and burden on the participants.

### **Statistical Analysis**

The quantitative data was evaluated using a descriptive and inferential statistics. Furthermore, the qualitative data used content analysis to analysis interpret the structured interviews by grouping data into sub-themes.

### **Findings**

#### **Quantitative Findings**

The study assesses the perceptions of engagement (vigour, absorption, dedication) and commitment (AC, CC, NC) and its key dimensions (Table 3).

**Table 3**  
**Descriptive Statistics: Key dimensions of employee engagement**

| Dimensions                |            | Mean  | Std. Deviation | Minimum | Maximum |
|---------------------------|------------|-------|----------------|---------|---------|
| Employee Engagement       |            | 3.482 | 0.612          | 1.94    | 5.00    |
| *                         | Vigour     | 3.550 | 0.755          | 1.67    | 5.00    |
| *                         | Absorption | 3.316 | 0.685          | 1.00    | 5.00    |
| *                         | Dedication | 3.600 | 0.848          | 1.60    | 5.00    |
| Organisational Commitment |            | 3.101 | 0.569          | 2.21    | 4.67    |
| *                         | AC         | 3.164 | 0.674          | 1.63    | 4.63    |
| *                         | CC         | 3.020 | 0.743          | 1.63    | 5.00    |
| *                         | NC         | 3.120 | 0.727          | 1.38    | 5.00    |

Table 3 displays that workers in the organisation displayed fairly high levels of engagement (Mean = 3.482). Given a profound investigation of the dimensions, it was apparent that the workers are highly dedicated (Mean = 3.600), followed by

vigour (Mean = 3.550) and finally, absorption (Mean = 3.316). Table 3 also depicts that the workers also exhibited satisfactory levels of commitment (Mean = 3.101). Further evaluations relating to the dimensions of commitment revealed that the respondents scored high on (AC) affective commitment (Mean = 3.164) followed by (NC) normative commitment (Mean = 3.120) and then (CC) continuance commitment (Mean = 3.020). It is apparent that there is room for increasing the engagement and commitment of workers. In order to precisely assess where improvement is required and to evaluate the dimensions in greater depth, frequency analysis were calculated.

With regards to vigour, 69.1% of the respondents agreed that they are very vigorous when performing their banking duties. Also, 52.1% of the respondents agreed that they feel energetic when they are at the bank. In terms to absorption, 65% of the participants settled that time hovers when they are performing their duties. Also, 58.5% of the respondents agreed that they feel engrossed in the work they do at the bank. Additionally, 23.6% of the respondents are not certain about being able to detach themselves from their jobs. However, 35.8% of the respondents disagree that they forget everything else around them when they are at work. Concerning dedication, it is apparent that 70.8% of the respondents agreed that they find their work very meaningful and purposeful. Furthermore, 72.3% of the participants agreed that they are gratified of their work. However, 15.4% of the respondents sampled are not convinced that their job inspires them.

With respect to affective commitment, 65.9% of the participants agreed that the bank means a lot to them. Furthermore, 56.1% of the participants settled that they feel like part of the family in the bank. However, 44.8% of the participants disagreed that they would be glad to continue pursuing their career with the bank. With regards to continuance commitment, 52% of the respondents agreed that leaving the bank would require a considerable sacrifice. In addition, 44.7% of the respondents agreed that working in the bank is a responsibility as much as a desire. However, 50.5% of the participants disagreed that their life would be disordered if they agreed to stop working at the bank now. Furthermore, 31.7% of the participants are not sure if they would like to leave the bank now if they desire to. With respect to normative commitment, 56.9% of the respondents agreed that they have faith in remaining faithful to one bank. Also, 49.6% of the participants agreed that one key reason they keep working at the bank is that they trust allegiance is vital and, thus, they have a moral duty to continue working at the bank. Additionally, 27.6% of the respondents were uncertain if been a career man or woman is necessary any longer.

### **Hypothesis 1**

There is a significant relationship between engagement and commitment (Table 4).



**Table 4**  
**Correlation between employee engagement and commitment**

| Dimension           | r/p    | Organisational commitment |
|---------------------|--------|---------------------------|
| Employee engagement | r<br>p | 0.559<br><b>0.000*</b>    |

**\* p < 0.01**

The findings in Table 4 reflect a significant relationship between engagement and commitment at the 1% significance level. Hence, hypothesis 1 may be accepted.

### **Hypothesis 2**

There exists a link amid the dimensions of engagement (vigour, absorption, dedication) and commitment (affective commitment, continuance commitment, normative commitment) respectively (Table 5).

**Table 5**

**Correlations between the dimensions of engagement and commitment**

| Dimension         | r/p    | Vigour                 | Absorption             | Dedication             | AC                     | CC                     | NC |
|-------------------|--------|------------------------|------------------------|------------------------|------------------------|------------------------|----|
| <b>Vigour</b>     | r<br>p | 1                      |                        |                        |                        |                        |    |
| <b>Absorption</b> | r<br>p | 0.475<br><b>0.000*</b> | 1                      |                        |                        |                        |    |
| <b>Dedication</b> | r<br>p | 0.496<br><b>0.000*</b> | 0.464<br><b>0.000*</b> | 1                      |                        |                        |    |
| <b>AC</b>         | r<br>p | 0.387<br><b>0.000*</b> | 0.349<br><b>0.000*</b> | 0.531<br><b>0.000*</b> | 1                      |                        |    |
| <b>CC</b>         | r<br>p | 0.304<br><b>0.000*</b> | 0.350<br><b>0.000*</b> | 0.392<br><b>0.000*</b> | 0.392<br><b>0.000*</b> | 1                      |    |
| <b>NC</b>         | r<br>p | 0.318<br><b>0.000*</b> | 0.278<br><b>0.000*</b> | 0.342<br><b>0.000*</b> | 0.518<br><b>0.000*</b> | 0.447<br><b>0.000*</b> | 1  |

**\*p<0.01**

Table 5 depicts significant relationships amid all the dimensions of engagement (vigour, absorption, dedication) and organisational commitment (AC, CC, NC) respectively, at the 1% significance level. This reinforces the significant relationship between employee engagement and organisational commitment, thereby emphasizes their symbiotic and synergetic relationship. Hence, hypothesis 2 may be accepted. The strongest relationship observed is that between dedication and affective commitment ( $r = 0.531$ ), followed by that between dedication and vigour ( $r = 0.496$ ).

### **Qualitative Findings**

As stated earlier, 10 respondents in senior management positions decided to join the structured interviews, this resulted in a 100% response rate. The aim was to balance the findings with the quantitative study. The respondents were probed on questions

relating to the engagement and commitment of the workers at the bank. Below were the data collected and interpreted for this study.

Findings relating to Employee engagement

**Career progression**

One of the participants expressed the following view in support of career progression. “I believe that employees keep performing well in their jobs because they believe their hard work will be recognised by management which will lead to career progression”.

**A feeling of belongingness and appreciation**

The participants expressed the following view in support of recognition and feeling of belongingness. Employees are engaged “when they are made to feel like they are an integral part and a force behind the execution of a company’s vision.” Another participant expressed the view that employees are engaged “to the extent that they are made to feel they are part of the organisation being appreciated for perseverance as well as being incentivised for the determination”.

**Clear structures and processes**

One of the participants expressed the following view in support of this theme. Employees engage “since there are clear structures and processes in place to support them; hence they work intensely”.

**Love for work**

One of the participants expressed the following view in support of this theme. “yes, I feel my employees love their work and feel happy when they work intensely.”

**Bonuses**

A participant expressed that employees get engaged in their work as “there are bonuses given to employees for their excellent performance. As a result, most workers are very keen about their job in order to attain such rewards”.

**Training and development**

There was strong support that: “employees are enthusiastic because of training and development for employees and they are supported to grow in their careers”.

Findings relating to Organisational commitment

**Protect the image of the organisation**

A participant expressed the following view in support of this theme. “yes, the workers like the bank, and they go the extra mile to protect the image of the bank”.

**Better opportunities**

In response to whether employees will leave the bank readily a participant was quoted saying that: “no, employees would like to expand their knowledge base so they will welcome opportunities elsewhere”.

## **Lack of employment opportunities**

The proceeding illustrative voice supported this theme. “no, they find themselves in this bank because of lack of employment opportunities in the country”.

## **Job rotation**

A participant was quoted saying: “yes, the systems in place make it simple for workers to rotate around other departments to aid them to find their career dreams”.

## **Well paid**

One of the participants said: “yes, my employees are very happy to stay with this bank because they are paid very well.” Another participant expressed the view that: “yes because my employees receive good pay.” Another participant stated that: “yes, since the bank pays the workers very well for the work they do.”

## **Better conditions of service**

Based on the interviews, a participant voiced out that: “no, never unethical. Because competition demands if one organisation is offering a better condition of service better than what is being given, a worker can move to that organisation.” Another participant was quoted saying that: “no, workers can move from one company to the other in pursuit of better working conditions to improve their career.”

The findings from the qualitative study corresponds with the outcomes of the quantitative study.

## **Discussion**

### **Employee engagement and its dimensions**

The workers in the organisation exhibited fairly high levels of engagement (Mean = 3.482). Most of the respondents maintain that they attempt to accomplish their best to guarantee the attainment of the company objectives. Kazimoto (2016) concludes that most of the workers were engaged in their jobs, as a result of the availability of working apparatus. According to Agyemang and Ofei (2013), workers in private companies are highly engaged. A study by Kruse (2012) reveals that when workers are engrossed in their jobs, they care for their company and are gritty to achieve the company’s goals.

### **Dedication**

An in-depth examination of engagement using quantitative analysis revealed that the workers are fairly highly dedicated to their work (Mean = 3.600). According to Robinson (2018), employees who are devoted to their work feel cherished by their organisation and have the opportunity to aid in the growth of the organisation. Workers who feel exhausted by their jobs are less zealous, satisfied, and inspired turn to be less dedicated (Ventura, Salanova & Llorens, 2015). Furthermore, the participants in the structured interviews articulated that bonuses influence the workers to be dedicated to the bank. Kamau (2015, p.17) confirms that “awards, bonuses and acknowledging employees makes them feel cherished and appreciated by the organisation and thus, increases their morale”.

**Vigour**

In evaluating the quantitative study, it was apparent that most participants have satisfactory levels of vigour towards their jobs (Mean = 3.550). Boikanyo (2012) postulates that workers who are highly vigourous have energy and stamina when working as compared to employees with less vigour. Vigour is a vital feature that awakens inventive and proactive behaviours pertinent for the company (Sonntag & Niessen, 2008). The qualitative analysis of this study also reflected that training and development influences the vigour of workers have.

**Absorption**

This study used quantitative analysis to evaluate the opinions of workers on absorption and concluded that workers at the company are absorbed in their jobs, which directly influences employee engagement (Mean = 3.316). Klette (2017) acclaims that the use of advanced skills for challenging task results in profound alertness, absorption, or engrossment of the worker. Additionally, the qualitative outcome of the study depicted that recognition and rewards received by workers permits them to be exceedingly engrossed in their job. According Turnbull (2011), rewards and recognition influence employee engagement.

**Relationships amid the dimensions of employee engagement**

This study found a connection amid the dimensions of engagement (vigour, absorption, dedication) respectively. Engaged workers labor hard (vigour), involved (dedicated) and engrossed (absorbed) in their work (Hlongwane & Ledimo, 2015). De la Rocha (2015) affirms that vigour, dedication and absorption have a correlation with each other. However, Wefald and Downey (2009) argue that the sturdy correlations amid the three (3) dimensions shows that employee engagement is a single concept.

**Organisational commitment and dimensions**

The quantitative results of the study revealed satisfactory levels of organisational commitment (Mean = 3.101). Most of the respondents sustain that they have a sturdy commitment to the bank. Norizan (2012) believes that workers who have the support of their company are committed and keen to working with that particular company. Employees who are committed exhibit more fortitude in quest of the organisation's aims and identify themselves with the organisation's goals (Samudi, Slambolchi & Mobarakabadi, 2016). Jayarathna (2016) argue that less committed employees are usually distracted at work, perform abysmally, unsatisfied with their work and are usually stressed which leads to the decline of the employees' well-being.

**Affective commitment**

The quantitative findings of this study indicated that workers at the company are fairly affectively committed (Mean = 3.164). Affective commitment scored the highest mean as compared to the other dimensions. Ramakhula-Mabona (2014) confirms the findings of this current study. Furthermore, Dachapalli (2016) concludes that workers are highly affectively committed. Additionally, the results of the qualitative study revealed that malority of the respondents are of the view that

workers are joyful to devote the rest of their career with the bank. Furthermore, a good pay received by employees enables them to be affectively committed to the bank. Luz, de Paula, and de Oliveira (2018) agreed with the outcomes of the study that the pay received by employees enables them to be affectively committed.

### **Normative commitment**

The quantitative study found satisfactory levels of normative commitment (Mean = 3.120). Also, a study by Ramakhula-Mabona (2014) reveals moderate levels of normative commitment amid civil engineers in Lesotho. Rodwen cited in Ramakhula-Mabona (2014) maintains that workers who are faithful to an organisation are very pleased to be part of the organisation. With respect to the qualitative results of the study, majority respondents were of the view that jumping from one bank to the other is ethical. Furthermore, it reveals that remuneration is a key factor that makes workers to move from one bank to the other. A study by Vandenberghe and Tremblay (2008) revealed a connection between normative commitment and salary.

### **Continuance commitment**

The quantitative study indicated that the workers at the company showed satisfactory levels of continuance commitment (Mean = 3.101). Similarly, Ramakhula-Mabona (2014) concurs with the results of this study. Furthermore, the qualitative study discovered that a greater number of respondents find it difficult to resign from the bank. According to Ahmadi (2011), supporting continuance commitment is depraved and detrimental to the company. It additionally revealed that since employees are well paid, they feel content to work for the bank. Also, Riggle, Endmondson and Hansen (2009) attest that the more workers stay in an organisation, they keep profiting from the organisation and as a result enhances continuance commitment.

### **Relationships amid the dimensions of commitment**

This study found significant connection amid the dimensions of organisational commitment (affective commitment, continuance commitment and normative commitment) respectively. Furthermore, Ahmad (2018) supports the results of this study. Also, Martín (2008) posits that all dimensions are factors and not as varied elements of commitment. The author is of the view that a worker can have all the dimensions of commitment at the same time. Due to this, it is not valid to consider them as diverse elements but rather as dimensions (Martín, 2008). Anttila (2015) affirms that an employee can experience diverse dimensions of commitments in a particular moment and workers frequently have numerous commitments to various companies and individuals at a specific period.

### **Relationships amid the dimensions of engagement and commitment**

This study found a link amid the dimensions of employee engagement (vigour, absorption, dedication) and organisational commitment (affective commitment, continuance commitment, normative commitment) correspondingly. Simons and Buitendach (2013) affirmed the results of this study. Additionally, Eghlidi and Karimi (2016) agreed with results of this study. This study found that the dimensions of employee engagement are connected to the dimensions of organisational commitment and it is likely to improve it.

## **Relationship between engagement and commitment**

This study found a connection between employee engagement and organisational commitment. Likewise, Bakker and Demerouti (2008) joins the chorus of Field and Buitendach (2011) which affirms that a connection between engagement and commitment. Other studies have also concluded that employee engagement and organisational commitment have a harmonising link (Macey & Schneider, 2008; Steyn, 2011; Vecina, Chacón, Sueiro, & Barrón, 2012). Field and Buitendach (2011) maintained that commitment is significant at the workplace since it improves outcomes and engagement is linked to it.

## **Factors influencing organisational commitment**

This study concluded that engagement and its dimensions (vigour, absorption, dedication) accounted for 31.1% of the variance in commitment (Adjusted  $R^2 = 0.311$ ). In addition, the findings of this study conclude that workers at the bank are committed since they exhibit extra strength, devoutness, and are engrossed in their job. Furthermore, dedication was found to be the lone significant forecaster of commitment. The sturdy impact of dedication on commitment is inveterate by a high Beta value (0.372). Kamau (2015) agrees that dedication of an employee is a vital element in an organisation that results in commitment.

## **Recommendations and Conclusions**

Employees are vulnerable to various matters in this modern work environment but the bosses in the organisation must aid make a change to their well-being. Below are some recommendations for this study.

### **Recommendations based on employee engagement and its dimensions**

This study concludes that some employees do not find their jobs challenging at the bank. As a result, the study recommends that managers should draw up thought-provoking but achievable task for employees. Ahlowalia et al. (2014) postulate that if employees expect their future in the company in terms of being promoted as well as advance their professions, this may enable them to be very engaged. Furthermore, the study also concluded that unflinching, constant, and two-way communication at work permits workers to be energetic in their jobs since they are well-versed about what is obliged of them. This recommendation was further confirmed by Truss, Soane, Edwards, Wisdom, Croll and Burnett (2006). Some of the workers are of the view that they feel that time hovers when they are at work. This study commends that supervisors should offer suitable job resources to aid employees to accomplish their work. Burke and El-Kot (2010) confirm that the resources of a job influences the engagement. Furthermore, this study also found a connection between dedication and vigour. As a result, this study acclaims that the bank should continue providing monetary incentives to encourage employees to enable employees to be dedicated as well as engrossed.

### **Recommendations based on organisational commitment and its dimensions**

With respect to affective commitment, this study recommends that the bank should increase the salaries of the employees. According to Osemeke (2016), if employees receive a good salary for the work they offer, they incline to be very committed to the organisation. This study maintains that some of the respondents disagree that

moving from one bank to the other is wrong. If workers feel the organisation values their views and ideas, they will be needed to go to other companies since they can execute what is enticing them to the other organisation in their present one. Furthermore, it is apparent that respondents find working at the bank very essential as much as a wish. This study commends that this can be sustained if the bank pays workers well. Furthermore, this study also found a sturdy connection between dedication and affective commitment. Hence, this study commends that the bank should keep involving workers in decision-making, since it will aid them to be affectively committed and dedicated to the bank.

Finally, this study concludes that all the dimensions of employee engagement account for approximately a third of the variance in commitment, particularly dedication has a substantial influence. The dimensions of engagement have a significant connection with the dimensions of commitment and ultimately, symbolize a symbiotic relationship. Hence, executing the abovementioned recommendations to improve engagement should eventually improve the commitment of workers.

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