

**Human Resource Management Practices and Organizational Commitment in the
University of Benin Teaching Hospital (UBTH), Benin City.**

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DECLARATION

I, **Gloria Isoken UHUEGHO** do hereby declare that this thesis is entirely my own work and composition. The work embodied in this thesis has not been submitted in candidature for any degree and is not concurrently being submitted for any other degree. All references made to works of other persons have been duly acknowledged and referenced.

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CERTIFICATION

We certify that this work titled “**Human Resource Management Practices and Organizational Commitment in the University of Benin Teaching Hospital, Benin City**” was carried out by **Gloria Isoken UHUEGHO** in the Department of Business Administration, University of Benin, Benin City.

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DEDICATION

This research work is dedicated to the Almighty God “ for in Him, we live, we move and have our being”. For his kindness, love, protection and favour over me throughout the cause of my Study. Also to my parents late Engr. Palmer OsahenkoeUhuegho and Elder. Mrs Esther Uhuegho.

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ABSTRACT

The study investigated the influence of human resource management practices on organizational commitment in University of Benin Teaching Hospital, Benin City. The specific objectives were to examine if recruitment and selection, training and development, performance appraisal, promotion and compensation influence organizational commitment in University of Benin Teaching Hospital, Benin City.

The study adopted survey research design. A total of three thousand, eight hundred and thirty-two (3,832) employees of University of Benin Teaching Hospital constituted the population, while three hundred and sixty two (362) formed the sample size of this study. Data was generated through structured questionnaire administration. Questionnaire successfully retrieved were analysed using descriptive and inferential statistics. The Statistical Package for Social Sciences (SPSS) was used as the platform to analyse the data. The study found that training and development, performance appraisal, promotion and compensation all had positive and significant relationship with organizational commitment while recruitment and selection had no significant relationship with organizational commitment in University of Benin Teaching Hospital. The study recommended that recruitment and selection procedures should be fair, adequate training and development, compensation, fair and regular performance appraisal of employees should be a top priority in the health sector. As identifying the needs, providing training and better compensation package to employees will ultimately increase their emotional attachment to the organization.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Human resources are the life blood in every organization. This is because the continued existence of business is robustly determined by its human resource. The strategic value of human resource is based on the fact that aside different assets utilised during production (land, capital, innovation, and so forth) which are inactive, human resource is endowed with the ability to act or decide according to his/her discretion while taking decisions and combine other resources in the right mix to develop good strategies for the attainment of the sought after objectives of the organization, thus have a competitive edge over other assets. To this end, quality human resource is required as a crucial element in the attainment and continuity of an organization (Oladipo&Addalkader, 2011). Therefore, having the right human resource practices in place could invariably enhance employee commitment in the work place (Anyim, Ikemefuna&Mbah, 2011).

It could be argued that commitment is all or nothing. This is because organizations whose workers are not committed to the goals of the organizations may not survive for long. Therefore, any discussion, investigation and advancement in the knowledge of how to engineer commitment to meet the overall human –organizational – systems dynamic, are desirable objective (Akinmayowa 2006). Indeed employee commitment, like human motivators, has been debated by scholars, researchers and the academia at large, particularly in the area of human resource management (Shabir&Azhar, 2013; Klein, Meyer & Becker, 2009;Akinmayowa, 2006). The commitment of workers in any place of work is germane to the success of organizations, as well as individual outcomes in the workplace. Hence, every organization tries as much as possible to intensify the level of motivation, commitment and performance, and the health sector is not an exemption.

One of the crucial sectors of the Nigerian economy is the health sector since the social-economic development depends on it (Eme, Uche&Uche, 2014). This is because it is only when the people are healthy that any reasonable development can take place (Eme, *et al.*, 2014). During the 80s the Nigeria health sector was regarded as the jewel of medicine in Africa as it could boast of providing the best medical services in Africa. The present state of Nigeria's health sector is a far cry from what it used to be as it lacks the facilities, funding and human resource to carry out health care services effectively. These requirements are short in supply due to governments' poor attention to the health sector over the years. Inadequate funding and poor compensation package had over the years been among the factors that led to the relocation of Nigerian healthcare personnel abroad in search of better prospects (Eme*etal*, 2014). Indeed, the shortage of the people who can make the health care system work efficiently and effectively (Fabiene&Kachchhap, 2016).

The commitment of personnel in health care affects patient's quality care, the employee's productivity, and their effectiveness (Al-Hassumi, 2008). For this reasons, managements adopt different human resource practices that will assist employees to be more committed in actualising organizational goals. Human Resource Management (HRM) practice helps in attracting, moulding, inspiring and sustaining high performance workforce (Armstrong, 2006). Thus skilled, knowledgeable and committed employees are the most significant asset that any organization can have (Abubakar, 2015).

1.2 Research Problem

The healthcare sector in Nigeria is often faced with issues on commitment of health personnel (Fabiene&Kachchhap, 2016). There have been several complains by employees of University of Benin Teaching Hospital that most of their colleagues shows little or no commitment when performing their duties. The reasons for this development consist of issues ranging from remuneration to issues on lack of promotion, good standard of living, career development and ineffective management. These have brought about brain drain, shortage of manpower, excessive stress and in some extreme cases death of health personnel as in the case of a doctor who collapsed and died after performing four surgical operations. Added to this is the fact that some of these health workers are not well remunerated, so they cannot demonstrate commitment.

Though a number of studies exist on the discourse, It appears that, many of such studies were carried out in the developed countries (Tarban& Mohammed, 2019; Mugizi, 2019; Umar, 2018; Shabir, Zain&Rahmam, 2017; Hassan &Mahmood, 2016; Pasaoglu, 2013; Saeed, Lodhi, Iqbal, Sandhu, Muhammad &Yaseen, 2013). While most of the studies conducted in developing countries like Nigeria emphasized more on organization in other sectors. For example, the research done by (Anebe, 2019; Coffie, Boateng&Coffie 2018; Ohunakin, Adeniji&Akintayo 2017; Warsame 2015; Coetzee, Monga& Swart, 2014) were conducted in academics, banking, hospitality, telecommunication and manufacturing firms respectively with little focus on the health sector.

Having carefully looked at most of the studies on the discourse done in developing countries, it has been revealed that they were conducted on employees in the aforementioned sectors. This means that the results may not be applicable in the health sector given the difference in the way both sectors are being ran. Thus, it becomes important to examine how HR practices affect commitment in the University of Benin Teaching Hospital (UBTH),Benin City.

1.3 Research Questions

The following are the research questions:

- i. To what extent do recruitment and selection affect organizational commitment in UBTH, Benin City?
- ii. Do training and development significantly affect organizational commitment in UBTH, Benin City?
- iii. To what extent does performance appraisal affect organizational commitment in UBTH, Benin City?
- iv. Does promotion significantly affect organizational commitment in UBTH, Benin City?
- v. To what extent does compensation affect organizational commitment in UBTH, Benin City?

1.4 Objectives of the Study

The main objective of this study is to examine the influence of human resource management practices on organizational commitment in UBTH, Benin City. Specifically, this study seeks to:

1. examine the extent to which recruitment and selection affect organizational commitment in UBTH, Benin City;
2. determine the extent to which training and development affect organizational commitment in UBTH, Benin City;
3. ascertain the relationship between performance appraisal on organizational commitment in UBTH, Benin City;
4. establish the effect of promotion on organizational commitment in UBTH, Benin City; and
5. examine the effect of compensation on organizational commitment in UBTH, Benin City.

1.5 Hypotheses of the Study

To achieve the stated objectives, the following hypotheses are formulated in the null form:

1. There is no significant effect between recruitment, selection and organizational commitment in UBTH, Benin City..
2. There is no significant effect between training, development and organizational commitment in UBTH, Benin City.
3. There is no significant effect between performance appraisal and organizational commitment in UBTH, Benin City.
4. There is no significant effect between promotion and organizational commitment in UBTH, Benin City.
5. There is no significant effect between compensation and organizational commitment in UBTH, Benin City.

1.6 Scope of the Study

The current study examines the influence of human resource management practices on the commitment of employees in UBTH, Benin City. The reasons for choosing this variables is based on it reoccurrences in the literature reviewed and to observe if the finding from this study will be different from the findings of other empirical studies. The choice of UBTH is due to it being a general and multi – specialty health care service provider in Edo and Delta State and its environs with a large population that is adequate for the study. The study time frame is six months because it is a point in time study.

1.7 Significance of the Study

The results will be beneficial to organizations and health institutions at seeing the usefulness of the discourse and the need to improve on it. The information which the work presents will provide a guide to policy makers and relevant agents on how to draw effective human resource management practices that would help to improve commitment among employees. Findings from this research will help management and various head of health institutions to consider the organization, not only for the formulation of strategies, but for assessing HR conduct and keeping HR paramount. Also the study will contribute to literature on HRM and commitment with respect to Nigerian health institutions. It will also guide researchers who are interested in carrying out studies in this area in the future.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is a review of studies on Human Resource Management (HRM) and organizational commitment. It starts with the concepts, approaches, models and development of commitment. Then it moves concepts that explain HRM, the dimensions of HRM practices. Finally it presents a review of related theories and empirical studies.

2.2 Organizational Commitment

Commitment involves a comparative vigour with which employees recognize and engage one another in a particular organization (Newman, Thanacoody&Hui, 2010). Ambar, Saba, Asma, Yasir and Ayesha (2015) are of the view that commitment is the degree at which organizational members associate with one another.

Therefore, Organizational Commitment (OC) involves the attachment, confidence in values, and established intent to remain in an organization regardless of the working conditions. Yap, Holmes, Hannan and Cukier (2010) view organizational commitment as an individual measure that illustrates the perceptions employees hold as regard how they identify and involve with their current employer organization, their manifested desire to linger with this organization, and their voluntary eagerness to put an effort than it may necessarily be expected of them by their employer.

Lamba and Choudhary (2013) posits that dedicated personnel exhibit the inclination to execute their jobs well, with a maximum progress on the overall achievement of the organization. The commitment which employees display is a reflection of their attitude against organizational values.

It shows the persuasive force, which motivates the workers to stay in an organization and strive to attain organizational goals with a sense of belonging (Almodarresi&Hajmalek, 2014).

Organizational commitment is expressed as that enthusiastic willingness by the employees to put in their effort with determination and keenness towards the realization of organizational goals. With confidence, that there is support from the employer to improve their skills, this further elevate the employees level of loyalty and commitment to stay with that particular organization (Ismail, 2013). Akintayo (2010) opines that commitment of employees in an organization expresses how the employees remain loyal to the company.

Organizational commitment discourages employees who may be contemplating leaving the organization, encourage employee's punctuality, and advance organizational citizenship conduct and attitudes towards organizational transformation and improved performance (Meyer & Herscovitch, 2001; Allen & Meyer, 2000). Ongori (2007) added that organizational commitment expresses the psychological reaction towards the workplace and the devotion of employees to the organization.

Furthermore, organizational commitment is seen (Rae, 2013) as a desire to uphold the attachment with an organization and the readiness to wield a high degree of effort to achieve organizational goals reflects such attachment.

Organizational commitment is interrelated to the development of work tie which aids employees to further their involvement in an organization, thereby, making organization's output to increase (John & Elyse, 2010). Also, commitment involves emotional sensation which connects organizational members (John & Elyse, 2010).

Salami and Omole (2005) argued that organizational commitment describes improvement in organizational characteristics. Organizational commitment remains an important organizational characteristics that allow organizations to avoid employee turnover. Turnover influences an organization negatively since the exit of employees would mean diminishing productivity for firms (Taormina, 1999). Organizational commitment describes the mental state that explains an employee's affiliation in work place, thereby lessening the likelihood of

such employee leaving the organization (Allen & Meyer, 2000). As explained by Chen (2007), organizational commitment is used to describe the bond felt by employees in the organization.

2.2.1 Approaches to Organizational Commitment (OC)

Three main approaches to OC have been identified in the literature. They include psychological, attitudinal and behavioural approaches (Sjoberg, &Sverke, 2000; Martin, 2007; Mguqulwa, 2008).

2.2.1.1 Behavioural Approach

Behavioural approach deals with a relationship that involves exchange between employees and their organization. It is concerned with the idea that as employees get committed to their organization, they enjoy benefits from the organization which makes them more loyal (Mguqulwa, 2008). In a situation like this, employees become unwilling to exit because of the cost arising from such exit. Thus, employees in this state act in a particular manner due to the belief that by staying with the organization, there is the tendency to reduce the risk or cost of leaving the organization (Martin, 2007; Nyengane, 2007). Employees are also discouraged from searching for alternative jobs since the perceived benefits connected with working in the organization is higher than the consequences of leaving company (Blau& Goal, 1989).

2.2.1.2 Attitudinal Approach

Attitudinal commitment is used to describe employee commitment in terms of how they become bonded to their organization (Sjoberg, &Sverke, 2000; Reichers,1985). Attitudinal commitment occurs when the individual has developed the right attitude towards the organization such that the individual is able to act in ways that are acceptable by the organization (Florin, Karri, &Rossiter, 2007). Attitude is shaped by a number of forces which include the manager, the nature of work, and the extent of delight (Armstrong, 2003).

Loyalty has been linked with attitudinal commitment since a loyal employee is more likely to be devoted to the organization (Muthuveloo& Rose, 2005).

2.2.1.3 Psychological Approach

Psychological approach emphasises the role played by individual employees in getting committed to an organization. Psychological approach to commitment explains what makes employees to stay in their organization (Lee, &Graefe, 2002). Lee and Graefe (2002:283) cited Buchanan (1985) describe commitment from the psychological approach as “the pledging or binding of an individual to behavioural acts which result in some degree of affective attachment to behaviour”. This implies from psychological perspective, commitment entails the extent to which the employees are attached to the organization as a result of how they have been affected positively by the organization (Lee, &Graefe, 2002;Buchanan, 1985).

2.2.2 Dimensions of Organizational Commitment

The dimensions of commitment identified in the literature are: dimensions of normative, continuance and affective commitment (Allen, & Meyer, 2000; Brown, 2000).

2.2.2.1 Affective Commitment

This dimension characterizes employee’s mental attachment and sense of belongings to the organization (Brown, 2000). It refers to the identification and the mental connection by employees with their organization (Newman, Thanacoody, &Hui, 2010). It is an attachment that emotionally connects employees to their organization (Sayani&Swamy, 2014). For these reasons, affective commitment can be seen as a means of fondness from an employee to his/her present organization, and it includes both recognition and involvement with the organization (Chung, 2013). Chung (2013) strongly believe that employees that show a strong degree of affective commitment have a high chance of remaining with their organization (Chung, 2013).

2.2.2.2 Normative Commitment

Employees may become morally obligated to their organization due to the previous benefits they have derived from the organization (Sayani&Swamy, 2014). Such moral obligations can bring about a feeling of staying in the organization (Chung, 2013). Normative commitment may emerge in instances where the employer rewards the employee beforehand or in cases where the organization incurs costs that can be deemed high on behalf of the employee. Such costs could incorporate costs that relate to job training. When employees consider the benefits which they have derived from their organization, the compulsion to stay with their organization may arise (Chung, 2013).

Normative commitment developed its foundation on employee's core values as might be defined by their culture, family and social background, and prior experiences held by the employee (Newman, Thanacoody&Hui, 2010). Both organizational socialization and family/society socialization also affect how employee's normative commitment emerges (Sayani&Swamy, 2014).

2.2.2.3 Continuance Commitment

This is the tendency for employees to stay in their organization as a result of what will happen negatively when they leave the organization. Consequently, employees may continue at their current workplace when they lack better alternatives or as well as due to the aftermath of failing to be dedicated to the employer or organization (Mouhamadou, 2015). Continuance commitment describes the costs that upon closer assessment, the employees see as being what may befall them as a result of their act to leave. When employees have shown a good commitment to the organization, they are bound to remain with it out of self-interest (Newman, Thanacoody&Hui, 2010). This concept is further linked to the awareness that employees have in regard to the consequences of leaving their current organization.

Continuance commitment further remind the employees of individual investments that they have made. Investments that may include good working relationships established between employees and their employer, career investments, benefits relating to their years of retirement, and acquired job skills at the organization as well as the years they have invested to serve the organization (Alhassan, 2012).

2.2.3 Development of Organizational Commitment

The reason an employee is dedicated is different from one stage to another. The three stage are as follows:

Compliance stage

Compliance stage is the stage when an employee appears with the performance that complies with organization requirements not because he or she believes in the organization standard and values. However, because he or she gets rewards and promotion from the organization, so the dedication of the employees in this stage is based totally on the number of rewards they get from the firm (Aduan, Nhaily& Wang, 2018).

Identification Stage

Identification stage is defined in terms of belonging to the firm in which the employee have a robust relationship with his or her organization and they are proud because they are part of this firm (Aduanetal, 2018). At the stage the employee develops the tendency to stay in the organization (Aduanetal, 2018).

Internalisation Stage

Aduanetal, (2018) define this stage as the stage of matching between personnel belief and value and their organization. It is the stage where the employee makes up his/her mind to remain with the organization or not (Aduanetal, 2018).

2.3 Human Resource Management

Organizations are social unit (human groupings) deliberately constructed and reconstructed to accomplish a particular goals (Akinmayowa, 2006). The fact that organizations are social systems implies that organizations consist of people and their interaction with the structure, surroundings and technology (Adeyinka, Ayeni&Popoola, 2007). They are involved in the plan and operation of structures, involves in the use of technology for reaching corporate goals, and even in the exploitation of environmental opportunities as well reducing environmental threats to the development of the employer (Ogidiolu&Faloye, 2015). Everything in the firm is about man. Man is the common denominator in any organization (Akinmayowa, 2006). Thus when an organization is running smoothly, it is due to the nature of the human being within it, and when an organization is equally riddled with crisis and is unproductive, it is due to the nature of human assets within it (Akinmayowa, 2006).

Human resource must be present to put other resource into use: that is to say money, materials and machine cannot perform wonders without the human being (Owoyemi, Oyelere, Elegbede&Gbajumo-Sheriff, 2011). These other resources are however like equipment in the palms of men to enhance the system of any organization. It is the creativity and the initiative of men hired that put these resources productively for organizational developments (Banjoko,2002). As proclaimed by many firms, human represent a source of competitive advantage in spite of whether these humans are visionary managers, accommodating customer expert or even technological experts.

Today, equipped human resources act as the machinery for driving the performance of organizations (Bordbar, 2013). The concept of HRM has been universally used in the past decade. Before now, this concept was frequently known as management of personnel (Daud, 2006).

2.3.1 Human Resource Management Practices

The term ‘practice’ is used to describe how activities are carried out in a given place (Okafor, 2006). From the above definitions, it can be deduced that practice is therefore, the act of an activity or means of doing things. Bringing the two concepts “Human Resources Management” and “Practices” together, it can be said that, human resource management practice are activities fixed at overseeing human resource efforts for the attainment of organizational goal (Noe, Hollenback, Gerhart& Wright, 2008). Umar (2018:67) indicates that “the achievement factor in today's competitive and knowledge driven environment depends less on advantages connected with economies of scale, technology and patents, but they are more derived from organizational human resources and high participation of human resource management practices”.

HRM involves practices that focus on the improvement of employees’ skills, motivation and engagement of employees (Kooij& Boons, 2018; Al-Abbadi, 2018). In the above definition, Kooij and Boons (2018) classify human resource management practices into three which are practices that are concerned with building employees’ skills; practices that motivate employees; and practices that promote employee participation.

Researchers identify key HRM practices to include: recruitment, selection, employee training and development, performance management and appraisal, promotion, and reward or motivation (Daspit, Medison, Barnett & Long 2018; Kooij& Boons, 2018). They are discussed below.

2.3.1.1 Recruitment and Selection

Recruitments and selection (R&S) have turned out to be necessary in organizations because qualified individuals have to be chosen to occupy the right positions (Oaya, Ogbu, &Remilekun, 2017). Recruitment and selection have been described as twin process in the employment phase since one suffices the other (Oaya *et al.*, 2017; Nkang, 2014). It often

begins with recruitment followed by selection (Nkang, 2014). Akinmayowa (2006) describes recruitment as getting people to apply for organizational job vacancies, whereas selection involves fixing the right people on the right job. Selection is often one step ahead of recruitment since it attempts to sift out qualified candidates from unqualified ones (Akinmayowa, 2006). Armstrong (2003) identifies three steps in the employment process which are a definition of prerequisite, enticement of applicants and selection of candidates. The prerequisite entails stating the procedures and guidelines in the recruitment exercise; this is followed by providing information of what the potential employees will benefit from the organization, followed by the procedure for selecting the right candidate (Armstrong, 2006). Recruitment and selection process is so crucial to the organization that it determines whether the organization will employ the right talents that will drive the objectives of the organizations (Guest, 2015). Oaya, *et al.*, (2017) contend that adequate recruitment and selection process help the organization to have the right calibre of employees that will enhance the organization's performance.

2.3.1.2 Training and Development

The need for training and development (T&D) emerge from their significance. Adequately trained and developed employees become assets to their organization. The increasing globalisation calls for the need for continuous training and development of employees. According to Mohammed (2016:36), “globalization and ever changing customer needs and wants have also added up more challenges on business organizations. In order to meet these challenges, organizations must train and develop their employees:”

Training and development are practices that explain organization's effort in making employees to act in ways that are expected of them. Attempts have been made by researchers to distinguish between the terms. Armstrong (2010) describes training as efforts meant to modify employees' behaviour by teaching or experience overtime. Training aims at

developing and improving skills held by employees, their knowledge and organizational behaviours with the aim of enabling them perform their assigned duties, execute their tasks, and further meet their employer's future quality requirements of human resource (Dias &Silva, 2016). Different employee training programs in organizations are considered important in promoting employee's knowledge, job skills and capabilities and increasing their motivation for more efficiency (Almodarresi&Hajmalek, 2014). A well trained team of employees is more likely to take pride in the accomplishments of an organization; believe and commit toward set organizational goals; and with motivation he/she commit to the values upheld within the organization and, for this reason, manifest higher levels of performance (Geethu&Siby, 2014).

Training and development suffix each other. Armstrong (2010) refer to training as the process of systematically modifying behaviour of employees through educational learning or experience over a given time, either an external consultant hired by the firm or by an internal expert within the organization. Development entails long term process of improving on the knowledge and skills of managerial employees (Igbinomwanhia, 2010). Training and development are effective tools for organizations to remain highly competitive in the current business environment (Chaudhuri, 2012).

Sila (2014) opines that training is meant to enable employees meet the expertise needs of an organization and management levels to help it achieve its objectives. When an employer commences and takes resources aside to train employees, it is an indication of a high degree of commitment by the employer to the employees, and this gives the employees confidence and as a result they will be ready to help the organization to achieve success (Ombui, Kagiri&Omoke, 2012).

Training and development practice have also been linked with commitment. Alamri and Duhaim (2017) opines that, training and development play important roles in fostering

employee commitment. With effective training and development, employees' productivity are likely to improve (Athar& Shah, 2012). For the training and development to be effective, it is critical that managers work in close contact with heads of departments and the HRM team in order to adhere to training and development needs of the organisation (Sadaf, Amna&Hummayoun, 2014).

2.3.1.3 Performance Appraisal

Performance Appraisal (P&A) involves the assessment of tasks performed by employees during a given period of time (Onyijie, 2015). The essence is to examine the extent to which tasks have been achieved as stated in the objectives of the period under review (Kephass, 2016;Onyijie, 2015). This implies that during performance appraisal, employees are judged in terms of how they have carried out the tasks stipulated in their job description (Gardener & Moynihan).

Igbinomwanhia,(2010) is of the view that performance appraisal enable employees to become aware of their deviations from stated objectives and are able to accept suggestions from their employer or supervisors on how to make the requisite adjustment. It follows therefore that performance appraisal is meant to assist both management and employees; management is able to understand why employees are not performing up to expectation, while the employees are able to accept suggestions from their supervisors on how to improve on their job (Saeed, Hameed, Tufail ,Zameer&Shabir, 2013Gardener & Moynihan 2003).

The outcome of performance appraisal enables top management to take major decision about career progression (Gardener & Moynihan 2003). In performance appraisal, the employer or supervisor measures performance against job characteristics and the assessment links the past to the current state in order to improve on future performance (SharminZaher&Mutasim 2017). Performance appraisal is significant in improving employee's performance (Sharminet al, 2017). An employee's ability is usually assessed for improved performance (Akimayowa,

2006). Hassan and Mahmood (2016) posits that an open assessment of employees has the potential of motivating employees for improved performance.

2.3.1.4 Promotion

Promotion (PM) is an aspect of career development that describes progression in organizational ladder (Dialoke, 2014; Igbinomwanhia, 2010). When an employee is promoted, the implication is that he/she now has a higher responsibility, and is said to have progressed in his/her career (Nkang, 2014). McCausland (2009) is of the view that promotion entails a process of reassigning an individuals to a higher positions. This implies that when an employee is promoted, he/she is expected to assume new roles and additional authority.

Promotion is often based on certain conditions such as merit, experience and qualification

Promotion is a career progression process that makes it possible for organizations to acknowledge and make deserving employees to be motivated to put more effort in their organization (Lamba&Choudhary, 2013).

2.3.1.5 Compensation

Compensation (CP) refers to the payments employees receive as a result of the contribution of their effort and skills to work (Dessler, 2015). Compensation of employees play a significant role in motivating them to work (Dessler, 2015; Akinmayowa, 2006).

Compensation has been grouped into direct and indirect forms (Akinmayowa, 2006). Direct compensation is includes payments that are directly linked to workdone and include salaries, wages and incentives (Kadir&Amalia, 2017). The indirect compensation includes payments that are not directly connected to the work employees do and take the form of benefits and support services (Kadir&Amalia, 2017). The essence of indirect compensation is to improve the welfare of employees and provide additional support to their pay (Kadir&Amalia, 2017; Dessler, 2015). Kadir and Amalia, (2017) identify indirect compensation packages to include allowance, pensions and leave. From the above, it is clear that compensation is a

reward system that provides financial and tangible benefits to employees in an employment relationship (Igbinomwanhia, 2010).

Compensation plays important roles to both the employee and the employer. To the employee, compensation brings about better living standard, improved lifestyle and status. It changes the employees' consumption and saving habit. It acts as a strong motivation to work and provides opportunity for meaningful and purposeful living. To the employer, compensation helps to attract and retain talented employees. It helps to reduce turnover rate or attrition in the organization; it brings about high performance in terms of market share growth, profitability and competitive edge for the company and it is through effective compensation that the organization can be better positioned to achieve its long term goals (Adeoye & Fields, 2014).

As noted by Nornberg (2014), compensation is the most motivator and most suitable measure in the association between the employer and the employee. It is pertinent for organizations to design sound pay structure for compensating their employees. Decision on what to pay and how to pay is arguably a crucial and strategic decision that management can ever make. (Philips & Fox, 2013).

2.4 Theoretical Review

Theories on commitment that are reviewed in this study are side bet theory, social identity theory and social exchange theory. They are discussed below.

2.4.1 Side-Bet Theory

Becker (1960) side bet theory describes the rationale behind continuance commitment of employees. It is argued that commitment arises from what employees would derive from an organization (Becker, 1960), hence the employee will consider the cost of exiting with the benefit of staying in the organization (Iqbal, 2015). It is the result of such assessment that determines whether the employee will remain committed to the organization or not. As

explained by Becker (1960), there is a high tendency that an employee will remain in an organization where side-bets have been created at different points in time. A side-bet is created whenever employees engage in activities or tasks that promote their level of commitment in the organization (Iqbal, 2015). Raham(2014) believes that an important factor that creates side-bet is cultural expectations. As the expectations that are either directed to the organization or employees increase, there is the tendency that continuance commitment will increase.

2.4.2 Social Identity Theory

This theory is credited to Tajfel (1978) as cited in Leaper (2011). The theory is used to explain the conditions that make employees to see one another as members of a workplace (Leaper, 2011;Ellemers, 2010). It presents how the employees' identification with a group can influence the perception which the employee has about the social group (Ellemers, 2010). Leapers (2011) is of the opinion that social identity relates to how the identification with a group influences the attitude and the way employees behave towards their in-group and out-group. As explained by Leapers (2011), employee develops strong affiliation to a group which shows a high amount of acceptance. When employees realise that the values of the group align with his/her self-concept, he/she is more likely to become assimilated in the group (Leapers, 2011).

2.4.3 Social Exchange Theory

This theory was introduced by Blau (1964) in his argument that psychological contract exists among the employees and their employer and it's crucially significant in determining behaviour demonstrated by employees within the organization. Alhassan (2012), explained that the theory is based on the reasoning that workplace relationship involves the exchange of two kinds of resources, namely economic and social types of resources. In light of the theory, the resources of economic nature could include money and material resources while the

social resources are love, respect and support etc. The social exchange theory emphasizes the reciprocity rule. When the employer supports the employees in a way like training them, the employees will in return reciprocate the good deed of the organization in ways that show appreciation.

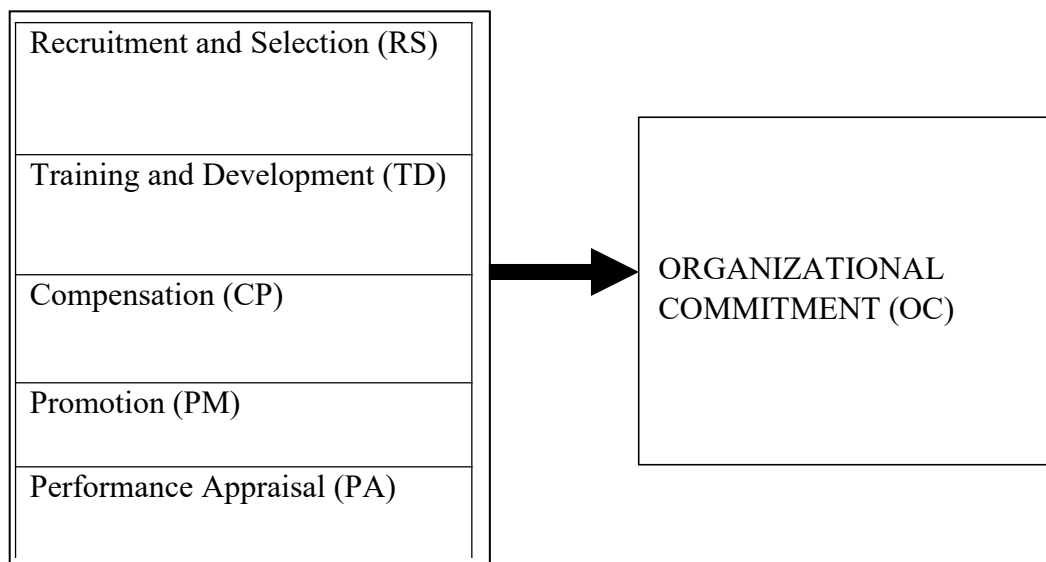
2.4.4 Theoretical Framework

The social exchange theory is adopted as the underpinning of the study. It supports the link existing among human resource practices and commitment. The social exchange theory reveals that an improvement in the human resource practices can impact on employee commitment level to their organization.

2.4.5 Conceptual Framework

The conceptual model of the study is presented in fig 2. The dependent variable in this research is the emotional attachment felt towards a particular organization and the independent variable is HRM practices.

HRM PRACTICE



Source: Researcher conceptual framework 2020

On the basis of the above, five independent variables as shown in the diagram above. This may have influence on the organizational commitment (dependent variable) in the health sector. This study attempts to investigate the influence of the dependent on the independent variable.

2.5 Empirical Review

The following are empirical studies carried out on the discourse.

2.5.1 Recruitment and Selection and Organizational Commitment

Kazira (2014) carried out a study on the relationship between HRM practices and commitment of employees. The study was conducted in Kenya. Its purpose was to examine how HRM practices influence commitment. In this study, a descriptive research design was employed. Population of the study consist of 170 employees of Standard Chartered Bank. The research instrument was the questionnaire. Inferential statistics was employed to analyse the data. It was revealed that the HRM practices correlated with employee commitment.

Anebe (2019) studied the influence of HRM practices on commitment. The study was carried out in Benin City. The study's aim was to determine the influence of HRM practices on organizational commitment. A descriptive research design was employed. Population was 400 employees of University of Benin. The main research instrument was questionnaire. Analytic statistics were used to collect data. Results showed a positive and significant relationship human resource management practices and organizational commitment. Recruitment and selection was found to have a positive and significant relationship with organizational commitment. It was recommended that organization should ensure an enabling business environment that will enhance participation of employees in the decision making of the organization.

Coffie, Boateng and Coffie (2018) carried out a study on the achievement of commitment through HR practices. The study's purpose was to examine how HRM practices influence organizational commitment. The study was carried out in Ghana. Survey research design was used. Human resource management practices were proxy by performance based pay, information sharing, training and development, recruitment and selection, communication and reward recognition. Data was collected using the questionnaire. The population was 300 employees of banks in Ghana. Inferential statistics was used to analyse the data. It was shown that a positive and significant relationship exists between recruitment and selection and continuance commitment. It was also revealed that HRM practices had highest significant impact on affective and normative commitment, whereas a positive and significant influence exists between HRM practices and commitment.

2.5.2 Training, development and organizational commitment

Coetzee, Monga and Swart (2014) carried out a study on HR practices as predictor of organizational commitment. The study purpose sought to determine if HR practices predict commitment in engineering profession in South Africa. The study adopted cross-sectional survey, with a population of 248 early qualified engineers in South African engineering organizations. The data was analysed using inferential statistics. Questionnaire was the main research instrument. Training and development significantly and positively predicted the affective and normative commitment of the engineers. It was revealed that a positive and significant relationship exists between training and development and continuance commitment.

Hassan and Mahmood (2016) undertook a study on how HRM practices influence organizational commitment. The study's purpose was to evaluate the relationship that exists between the discourse. The population of the study consist of 60 employees. The data was

analysed by inferential statistics. The results showed that formal and informal training strategies adopted by organization significantly influenced employees' commitment.

Umar (2018) studied an assessment on HRM practices and organizational commitment. Its aim was to assess the effect of HRM practices on organizational commitment. The study targeted 160 respondent. Data was analysed via descriptive and regression by SPSS.20. It was The findings from this result revealed that the highest satisfaction level of employee and human resource practices was shown towards training and development with a mean score of (3.3) and Cronbach alpha value of (0.83). This means that training and development are positively related with commitment.

2.5.3 Performance Appraisal and Organizational Commitment

Ohunakin, Adeniji and Akintayo (2017) carried out study on HRM practices and commitment of employees. Its purpose was to assess the effect HRM practices on employee commitment. HRM practices were proxy by performance management, compensation system and teamwork. The research instrument was the questionnaire. The population was 312 employees of guest houses in south-western Nigeria. Data analysis was carried out by Structural equation modeling. It was shown that a positive and significant relationship exists between performance appraisal and OC.

Another study was carried out by Singh and Rana (2015) on the effect of performance evaluation on OC of bank employees. The aim of the study was to assess the influence of performance appraisal on the OC. The research study was carried out in India. 172 bank employees were studied in Uttarakh. Data. Data analysis was carried out by inferential statistics. The findings show that performance appraisal significantly and positively influences OC of employees.

Warsame (2015) carried out a study on HRM practices on commitment. Its purpose was to investigate the relationship existing between HRM practices and commitment. The study was

done in Somalia. The study utilised survey research design. Questionnaire was the main research instrument. HRM practices were proxy by reward, compensation, selection, training, information sharing, and performance appraisal. Data analyses involved the SPSS. Multiple regression analysis and correlation were used to analyse the data. It was revealed a significant and positive correlation between performance appraisal and organizational commitment.

2.5.4 Promotion and organizational commitment

Mugizi (2019) conducted a study on HRM development practices and OC of teachers. Its purpose was to examine the relationship between HR development practices and OC. HR development practices were proxy by performance appraisal, training and promotion. The population of the study comprised of 336 teachers in secondary schools. Questionnaire was the main research instrument. Inferential statistics was used to analyse the data. It was shown that a positive and significant relationship exists between promotion and OC. The study concluded that OC was difficult in schools. It was further recommended that the education system should be reformed.

Another study was carried out by Paşaoğlu (2013) the effects of HRM practices on organizational commitment. The aim of the study was to examine the relationship between the HRM practices on organizational commitment. The study adopted a survey research design. Population was 304 bank employees in Eskişehir. Data was collected with questionnaire. Inferential statistics was used to analyse the data. The findings showed that there was positive correlation between promotion and organizational commitment.

Gathungu, Iravo and Namusonge (2015) also studied promotion practices on employee commitment in Kenya. A survey design methodology was adopted. Questionnaire was the research instrument. Data was analysed using descriptive and inferential statistics. The results

showed that promotion has a weak correlation with commitment. Also, a negative, but non-significant relationship was found to exist between promotion and commitment. It was recommended that promotion be based on merit.

2.5.5 Compensation and Organizational Commitment

Kee, Ahmad and Abdullah (2016) conducted a study on the how financial compensation and commitment in Malaysia. Its purpose was to examine the influence of the types of financial compensation on organizational commitment. Survey research design was adopted. Compensation was proxy by salary, bonus and merit pay. The population of the study consist of 150 bank workers in Bera. The questionnaire was used to collect data. Data analysis was done using descriptive analysis. The findings revealed that a positive and significant relationship exists between salary, bonus, merit pay and organizational commitment. Also, merit-based pay was found to positively and significantly correlate with organizational commitment.

Another study was done by Hazra, Sengupta and Biswakarma (2018) on the relationship between policies and practices of compensation and employee commitment in Kolkata. Its purpose was to examine the nature of relationship between compensation practices and employee's commitment in Kolkata. The study employed a survey research design. 120 employees in were selected hotels in Kolkata. Data was analysed using descriptive statistics. It was revealed that a positive and significant relationship exist between organizational compensation practices and employee commitment.

Silaban and Syah (2018) conducted a discourse on the influence of compensation and OC on worker's turnover intention. The purpose of the study was to examine the influence of compensation on organizational commitment. The study was carried out in west Jakarta. The research work implored a survey research design. The targeted population for the research work was 120 workers in hospitals Jakarta. Data analysis utilised SEM. The results showed

that compensation has positive influenced OC, hence the higher the compensation, the higher the level of OC and vice-verse

2.6 Research Gaps

Based on the review of literature, it is observed that many researches on HRM practices and organizational commitment have been conducted in the developed countries (Tarban & Mohammed, 2019; Mugizi, 2019; Umar, 2018; Shabir, Zain & Rahmam, 2017; Hassan & Mahmood, 2016; Pasaoglu, 2013; Saeed, Lodhi, Iqbal, Sandhu, Muhammad & Yaseen, 2013), only a few have been carried out in developing countries like Nigeria (Anebe, 2019; Ohunakin, Adeniji & Akintayo, 2017). It is also worthy to know that most of these studies conducted in Nigeria emphasised more on organizations from other sectors like academics, hospitality firm and manufacturing firm with little focus on the health sector.

It therefore implies that the findings from these studies perhaps will not be applicable to the health sector given differences in the way both sectors are ran. Hence, the study attempts to close the gap in knowledge by assessing the relationship between HRM practices and OC in the Nigeria health domain, using University of Benin Teaching Hospital, Benin City as a case study.

CHARTER THREE

METHODOLOGY

3.1 Introduction

The section explains the study research design, targeted population and sample size, sampling technique, sources of data, operationalisation of variables, research instrument, validity and reliability of research instrument, model specification and method of data analysis.

3.2 Research Design

In this research work, survey research design is adopted. This is because It involves the use of questionnaire in collecting data from the identified population

3.3 Population and Sample Size

This study's targeted population consists of employees of UBTH Benin City. The justification for these choice was due to the fact that the employees work in synergy in providing quality health care services to their patient. From the department of HR, UBTH the total population of the study is 3832 as at December, 2019.

Medical Doctors = 721, Nurses = 878, Others = 2,233.

The researcher used Taro Yamani formula in estimating the sample size for the study.

$$n = \frac{N}{1 + N(e)^2}$$

where n =the sample size, N = population size, e = level of significant desired

Given that N =3,832, e=5% = 0.05 (percentage level of significance).

The sample size was calculated thus

$$n = \frac{3832}{1 + 3832 (0.05)^2}$$

$$n = 362.19$$

$$n = 362$$

Based on the sample size determined above, a total number of 400 questionnaires were administered because of the possibility of no return of questionnaire and possible invalids by respondent.

3.4 The Sampling Technique

Having determined the sample size, the questionnaire was administered using stratified random sampling with the aim of ensuring that adequate or proportional representation of the different element that makes up the population of the selected sample is captured in the study.

Medical Doctor

$$\frac{721}{3,832} \times 400 = 75$$

Nurses

$$\frac{878}{3,832} \times 400 = 92$$

Others

$$\frac{2,233}{3,832} \times 400 = 233$$

3.5 Sources of Data

Primary source of data which was used in this study and was obtained from respondent via a well- developed questionnaire.

3.6 Operationalization of Variables

The operationalized variables are presented in the Table 3.1 below. The variables were measured using the 5-point Likert scale ranging from strongly agree to strongly disagree.

Table 3.1 Operationalization of Variables

S/N	Variable	Operationalization	Measuring Scale	Question/Statement
1	Gender	Sex of the respondent	Two point categorical scale	Q1
2	Age	Respondents' age at last birthday	Actual age /five point scale	Q2
3	Tenure(years of experience)	Respondents' job experience in the organization	Five point categorical scale	Q3
4	Level of education	Respondents' highest educational qualification	Four point scale	Q4
5	Job status	Current position in the organization	Eleven point categorical scale	Q5
6	Recruitment and Selection	Respondent belief that Recruitment and Selection process are fair and all employment in organization are based on merit I.e the best person for the job is selected.	Five point likert scale:	Q6 – Q9
7	Training and Development	The respondent belief that training and development are important in the organization in increasing innovation and creativity of the employees, decline in employee turnovers, and enhancing the image of the organization.	Five point likert scale:	Q10 – Q13
8	PERFORMANCE Appraisal	Respondent belief employee gets to know his/her performance level, identifies his/her short comings through feedback and take the necessary step to improve it.	Five point likert scale:	Q14 – Q17
9	Compensation	Respondent belief that compensation is vital in retaining, attracting and inspiring employees in contributing towards the organization.	Five point likert scale:	Q18 – Q21
10	Promotion	The respondent belief that “Promotion is a shifting of employee for a job of higher significance and higher compensation	Five point likert scale:	Q22 – Q25
11	Organizational Commitment	The respondent belief is the ability of employees to be loyal and identify with the organization in relation to the duties and responsibilities being held.	Five point likert scale:	Q26 -Q40

Source: Field Survey (2020)

3.7 The Research Instrument

Questionnaire is the research instrument. The questionnaire was made up of two sections. Section A and B. Section A provided for the demographic data of the respondent while Section B examined the issues that addressed the core subject matter of the study and the section had likert type of questions with options on the five point scale ranging from strongly agree through a neutral zone to strongly disagree.

3.8 Validity and Reliability of Research Instrument

The questionnaire items were affirmed by my supervisor and senior colleagues in human resource research management. In terms of the reliability of the instrument, pilot study was carried out by distributing the research instrument to 20 employees of UBTH. The researcher received feedback from the respondents which act as a basis for modifying the questionnaire. 35 questions were finally used for the study. The reliability of the research instrument was tested using Cronbach alpha (Nunnally & Bernstein, 2012). This is shown in Table 3.2.

Table 3.2: Reliability Results

Variables	Number of Items	Cronbach Alpha
Recruitment and Selection	4	0.753
Training and Development	4	0.711
Compensation	4	0.708
Promotion	4	0.714
Performance Appraisal	4	0.727
Organizational Commitment	15	0.824

The Cronbach's alpha value for each construct as shown in the Table above is above 0.6. This means that the questionnaires are reliable and can be used for the study (Nunnally & Bernstein, 2012).

3.9 Model Specification

Econometric model for the study is therefore stated as:

$$\text{ORGCMT} = f(\text{RS}, \text{TD}, \text{PA}, \text{PM}, \text{CP}) \dots\dots\dots 3.1$$

Econometrical form of the model is expressed as:

$$\text{ORGCMT} = \beta_0 + \beta_1 \text{RS} + \beta_2 \text{TD} + \beta_3 \text{PA} + \beta_4 \text{PM} + \beta_5 \text{CP} + e \dots\dots\dots 3.2$$

Where:

ORGCMT = Organizational Commitment;

β_0 = the intercept on the dependent variable;

β_1 to β_5 = Coefficient of independent Variables;

RS = Recruitment and Selection;

TD = Training and Development;

PA = Performance Appraisal;

PM = Promotion; and

CP = Compensation.

e = Error term

The expected a priori signs are: $\beta_1 > 0$, $\beta_2 > 0$, $\beta_3 > 0$, $\beta_4 > 0$, $\beta_5 > 0$.

Based on empirical review, the a priori expectations reveal that each of the HRM practices will have a positive relationship with organizational commitment.

3.10 Method of Data Analysis

Information that was collected through the use of questionnaires were analysed using the descriptive and inferential statistic. While analyse of information gotten from respondent was done with descriptive statistic generally, the stated hypotheses were tested through the use of multiple regression and this helped to ascertain the influence of HRM practices on commitment. Analysis was done with the aid of SPSS.

CHAPTER FOUR

PRESENTATION AND INTERPRETATION OF DATA

4.1 Introduction

This chapter explains the presentation and interpretation of data collected for this research work through primary sources. The presentation is done in different sections with the discussion of findings from the different analyses.

4.2 Description of Respondents Demographic Characteristics

This segment intent to establish the background data of the respondent.

Table 4.1 Gender of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	119	32.9	32.9	32.9
Female	243	67.1	67.1	100.0
Total	362	100.0	100.0	

Source: The researcher fieldwork (2020).

The results in Table 4.1 shows that 119 (32.9%) of the respondents were male while 243 (67.1%) were female. It implies that the greater number of the respondents sampled for the study were female.

Table 4.2 Age Distribution

Items	Frequency	Percent (%)	Cumulative Percent
20 years and Below	30	8.3	8.3
21 - 30 years	89	24.6	32.9
31-40 years	95	26.2	59.1
41-50 years	71	19.6	78.7
51years and Above	77	21.3	100.0
Total	362	100.0	

Source: The researcher fieldwork (2020).

The results indicated that majority of the sampled respondent's age (95, 26.2%) falls between 31 -40 years of age. This was followed by respondents in the age group of 21 – 30 years (89, 24.6%). Age between 51 and above falls within (77, 21.3%) while age between 41 -50 years

were (71, 19.6%) and those respondents who fall between 20 years and below were (30, 8.3%).

Table 4.3 Tenure (Years of Experience)

Items	Frequency	Percent (%)	Cumulative Percent
3 - 5years	90	24.9	24.9
6 - 10years	57	15.7	40.6
11 - 15years	100	27.6	68.2
16 - 20years	56	15.5	83.7
21years and above	59	16.3	100.0
Total	362	100.0	

Source: The researcher fieldwork (2020).

The years of experience of the respondents were measured based on their higher order; 11 – 15 years (100, 27.6%); 3 – 5years accounted for (90, 24.9%); 21years and above (59, 16.3%); 6-10years were (57, 15.7%) while 16-20 years were (56; 15.5%). This therefore implies that the majority of respondents whose years of experience fall within 11- 15 years were the highest sampled respondents for the study.

Table 4.4 Level of Education

Items	Frequency	Percent (%)	Cumulative Percent
Primary	3	0.8	0.8
Secondary	10	2.8	3.6
MBBS	60	16.6	20.2
HND/B.Sc. or Equivalent	212	58.6	78.8
Masters degree	44	12.1	90.9
Others	33	9.1	100.0
Total	362	100.0	

Source: The researcher fieldwork (2020).

Table 4.4 indicated that greater number of respondents have HND/B.Sc. or Equivalent with (212, 58.6%), while those with MBBS were (60, 16.6%). Larger percentage of the respondent had HND/B.Sc. or Equivalent.

Table 4.5 Hierarchical Level in the Organization

Items	Frequency	Percent (%)	Cumulative Percent
Doctor	68	18.8	18.8
Nurse	83	22.9	41.7
Pharmacist	5	1.4	43.1
Physiotherapist	20	5.5	48.6
Optometrist	9	2.4	51
Radiographer	14	3.9	54.9
Med Lab Scientist	26	7.2	62.1
Public Health Practitioner	38	10.5	72.6
Alternative Health Practitioner	8	2.2	74.8
Administrative officer	73	20.2	95
Fire services and catering	18	5.0	100.0
Total	362	100.0	

Source: The researcher fieldwork (2020).

Greater numbers of respondents were nurses (83; 22.9 %), followed by administrative officers with (73, 20.2%); doctors with (68, 18.8%); lastly pharmacist with (5, 1.4%). This implies that nurses, administrative officers and doctors accounted for greater percentage as shown in the Table.

4.3 Description of the Research Variables

The variables of the study are described using simple percentages, and mean.

Table 4.6 Description of Recruitment and Selection

S/N	Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
6.	My organization Recruitment process is impartial.	11 (3.0%)	93 (25.7%)	79 (21.8%)	157 (43.4%)	22 (6.1%)	3.24
7.	My organization uses recruitment procedures that are based on job duties and requirements	12 (3.3%)	62 (17.1%)	18 (5.0%)	217 (59.9%)	53 (14.6%)	3.65
8	My organization uses recruitment procedures or test to determine who will best fit in with the company's values and culture.	4 (1.1%)	71 (19.6%)	54 (14.9%)	180 (49.7%)	53 (14.6%)	3.57
9	My organization recruit applicant that meet organizational standard	4 (1.1%)	75 (20.7%)	31 (8.6%)	198 (54.7%)	54 (14.9%)	3.61
Overall Mean							3.51

Source: The researcher fieldwork (2020).

Table 4.6 shows that majority of the employees (respondents) agreed with the statements measuring recruitment and selection in the following orders: Statement 6 ($X = 3.24$);

Statement 7 (X=3.65); Statement 8 (X = 3.57); statement 9 (X = 3.61). The overall mean of 3.51 shows that the level of recruitment and selection is moderately high.

Table 4.7 Description of Training and Development

S/N	Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
10	Management conduct formal analyses to determine the training need throughout the organization.	3 (0.8%)	21 (5.8%)	27 (7.5%)	211 (58.3%)	100 (27.6%)	4.06
11.	My organization provides training (inside or outside the company) to keep employees ' skill up to date	3 (0.8%)	13 (3.6%)	9 (2.5%)	226 (62.4%)	111 (30.7%)	4.19
12	My organization provide programme (training, mentoring and job rotation) to develop new skills and prepare employee for variety of job in the organization.	4 (1.1%)	18 (5.0%)	12 (3.3%)	241 (66.6%)	85 (23.5%)	4.05
13	All employee are trainedequally and fairly.	5 (1.4%)	31 (8.6%)	17 (4.7%)	204 (56.4%)	105 (29.0%)	4.03
Overall Mean							4.08

Source: The researcher fieldwork (2020).

The Table above shows that majority of the respondents agreed with the statements measuring training and development in the following order: statement 10 (X=4.06; statement 11 (X=4.19); statement 12 (X = 4.05); statement 13 (X = 4.03). The overall mean of 4.08 shows that the level of training and development is very high.

Table 4.8 Description of Performance Appraisal

S/N	Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
14	Appraisal of employee's performance is regularly done. (at least once a year).	3 (0.8%)	50 (13.8%)	23 (6.4%)	235 (64.9%)	51 (14.1%)	3.75
15	My organization performance appraisal form focuses on the relevant and specific skills required for successful job performance.	3 (0.8%)	31 (8.6%)	23 (6.4%)	217 (59.9%)	88 (24.3%)	3.98
16	My organization performance evaluation is fair.	1 (0.3%)	33 (9.1%)	23 (6.4%)	247 (68.2%)	58 (16.0%)	3.90
17	Supervisor help the organization meets with individual employees to give developmental performance feedback.	1 (0.3%)	30 (8.3%)	19 (5.2%)	228 (63.0%)	84 (23.2%)	3.09
Overall Mean							3.68

Source: The researcher fieldwork (2020).

Table 4.8 shows that majority of the respondents agreed with the statements measuring performance appraisal in the following order: statement 14 ($X = 3.78$); statement 15 ($X = 3.98$); statement 16 ($X = 3.90$); statement 17 ($X = 3.09$). The overall mean of 3.68 shows that the level of performance appraisal is very high.

Table 4.9: Description of Compensation

S/N	Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
18	The reward are distributed Rightfully.	7 (1.9%)	51 (14.1%)	22 (6.1%)	246 (68.0%)	36 (9.9%)	3.70
19	Benefit scheme depend on skill and experience, not special work	4 (1.1%)	51 (14.1%)	15 (4.1%)	221 (61.0%)	71 (19.6%)	3.83
20	My benefit package marches my effort	8 (2.2%)	91 (25.1%)	25 (6.9%)	210 (58.0%)	28 (7.7%)	3.44
21	My organization encourages non – financial reward such as recognition and praise.	3 (0.8%)	52 (14.4%)	20 (5.5%)	181 (50.0%)	106 (29.3%)	3.92
Overall Mean							3.72

Source: The researcher fieldwork (2020).

Table 4.9 shows that majority of the respondents agreed with the statements measuring compensation in the following order: statement 18 (X=3.70); statement 19 (X = 3.83); statement 20 (X =3.44); statement 21 (X= 3.92). The overall mean of 3.72 shows that the level of compensation is very high.

Table 4.10 Description of Promotion

S/N	Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
22	Promotion procedure is fair	3 (0.8%)	36 (9.9%)	14 (3.9%)	268 (74.0%)	41 (11.3%)	3.85
23	Promotion is given as at when due.	3 (0.8%)	36 (9.9%)	10 (2.8%)	195 (53.9%)	118 (32.6%)	4.07
24	Promotion has a positive effect on the work atmosphere	3 (0.8%)	16 (4.4%)	8 (2.2%)	258 (71.3%)	77 (21.3%)	4.08
25	The promotion system encourages team and individual contribution.	1 (0.3%)	18 (5.0%)	7 (1.9%)	201 (55.5%)	135 (37.3%)	4.25
Overall Mean							4.07

Source: Researcher fieldwork (2020).

The Table above shows that majority of the respondents agreed with the statements measuring promotion in the following order: statement 22 (X=3.85); statement 23 (X = 4.07); statement 24 (X=4.08); statement 25 (X=4.25). Overall mean of 4.07 shows that promotion is very high.

Table 4.11 Description of Organizational Commitment

S/N	Statement	Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Mean
26	I enjoy discussing my organization with people outside it.	6 (1.7%)	57 (15.7%)	31 (8.6%)	209 (57.7%)	59 (16.3%)	3.71
27	I really feel the problem of this organization are mine	7 (1.9%)	19 (5.2%)	24 (6.6%)	207 (57.2%)	105 (29.0%)	4.06
28	I feel a strong sense of belonging to my organization.	1 (0.3%)	12 (3.3%)	11 (3.0%)	271 (74.9%)	67 (18.5%)	4.08
29	My organization has a great deal of personal meaning to me.	2 (0.6%)	12 (3.3%)	8 (2.2%)	234 (64.6%)	106 (29.3%)	4.04
30	I feel emotionally attached to my organization	2 (0.6%)	19 (5.2%)	6 (1.7%)	268 (74.0%)	67 (18.5%)	4.05
31	I worry about the loss of investment I have made in the organization.	7 (1.9%)	16 (4.4%)	26 (7.2%)	229 (63.3%)	84 (23.2%)	4.01
32	I am loyal to the organization because I have invested a lot in it socially, emotionally and economically.	3 (0.8%)	17 (4.7%)	12 (3.3%)	222 (61.3%)	108 (29.8%)	4.15
33	Moving from organization to organization does not seem unethical to me.	10 (2.8%)	10 (2.8%)	30 (8.3%)	213 (58.8%)	99 (27.3%)	4.05
34	If I get a better job offer	8 (2.2%)	13 (3.6%)	13 (3.6%)	199 (55.0%)	128 (35.4%)	4.17

	elsewhere I would not feel it was wrong to leave my organization						
35.	I was taught to believe in the value of remaining loyal to one organization	7 (1.9%)	15 (4.1%)	30 (8.3%)	208 (57.5%)	102 (28.2%)	4.06
36.	I would feel guilty if I Leave my organization now	9 (2.5%)	69 (19.1%)	26 (7.2%)	194 (53.6%)	64 (17.7%)	3.65
37.	I would not leave my organization right now because I have a sense of obligation to the organization.	10 (2.8%)	19 (5.2%)	20 (5.5%)	249 (68.8%)	64 (17.7%)	3.93
38.	This organization deserves my loyalty	3 (0.8%)	9 (2.5%)	25 (6.9%)	278 (76.8%)	47 (13.0%)	3.97
39.	I often feel anxious of what might happen if I quit my job without having another one before.	9 (2.5%)	14 (3.9%)	13 (3.6%)	194 (53.6%)	132 (36.5%)	4.17
40.	My life will be highly confused if I decided to quit work with my organization now.	25 (6.9%)	170 (47.0%)	6 (1.7%)	131 (36.2%)	30 (8.3%)	2.49
Overall Mean							3.94

Source: The researcher fieldwork (2020).

The Table above shows that majority of the respondents agreed with the statements measuring organizational commitment in the following order: statement 26 (X=3.71);

statement 27 (X = 4.06); statement 28 (X=4.08); statement 29 (X=4.04); statement 30 (X = 4.05); statement 31 (X =4.01), statement 32 (X=4.15); statement 33 (X=4.05); statement 34 (X=4.17); statement 35 (X =4.06); statement 36 (X =3.65); statement 37 (X= 3.93); statement 38 (X = 3.97); statement 39 (X= 4.17); statement 40 (X= 2.94). The overall mean of 3.94 shows that the level of organizational commitment is moderately high.

4.4 Relationship between Human Resource Management practices and Organizational Commitment

Standard multiple regression was used to assess how well the predictor variables (recruitment and selection, training and development, performance appraisal, compensation and promotion) predict the criterion variable (organizational commitment). Preliminary analysis indicated that multicollinearity assumption was not violated as the variance Inflation Factor (VIF) value was less than 10 and the Tolerance Value was not greater than 1.0.

Table 4.12: Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
.845 ^a	.714	.701	2.713

a. Predictors: (Constant), Promotion, Recruitment and Selection, Compensation, Performance Appraisal, Training and development.

b. Dependent Variable: Organizational Commitment

Table 4. 12 shows R² value of 0.714. This implies that the predictor variables (Recruitment and selection, training and development, performance appraisal, compensation and promotion) accounted for about 71.4% of the variance of organizational commitment. The adjusted R square of 0.701 implies that model was good.

Table 4.13: ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	637.661	5	127.532	17.333	.000 ^b
	Residual	1508.377	205	7.358		
	Total	2146.038	210			

a. *Dependent Variable: Organizational Commitment*

b. *Predictors: (Constant), Promotion, Recruitment and Selection, Compensation, Performance Appraisal, Training and development*

Table 4.13 shows that 17.33 is significant at $P < 0.05$. This implies that there is a linear relationship between the independent variables and the dependent variable (organizational commitment).

Table 4.14: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	5.650	1.436		3.933	.000
Recruitment and Selection	.045	.068	.045	.663	.508
Training and development	.053	.014	.152	3.748	.005
Performance Appraisal	.364	.063	.389	5.802	.000
Compensation	.070	.019	.241	3.683	.003
Promotion	.177	.066	.174	2.691	.008

a. *Dependent Variable: Organizational Commitment*

From the Table above, all the independent variables (training and development, performance appraisal, compensation and promotion) significantly influence organizational commitment since their p-value of .005, .000, .003, and .008 are less than the alpha value of 0.05. But Recruitment and selection is not significant to OC. The p-value of .508 is greater than .05.

4.5 Testing of Hypotheses

The result in Table 4.14 was used to test the various hypotheses stated in the study.

Hypothesis one: *recruitment and selection have no significant relationship on organizational commitments in UBTH Benin City.*

The result in Table 4.14 above shows that there is no significant impact between recruitment /selection and OC. The t-statistics of .663 with the p-value greater than 5% confirmed there is no significant relationship. Thus, the null hypothesis which states that recruitment and selection have no significant relationship on organizational commitments in UBTH is retained.

Hypothesis two: *training and development has no significant relationship on organizational commitment in UBTH Benin City.*

The Table above shows that the t-statistics of 3.748 with the p-value of less than 5% indicated that there is a significant relationship between training /development and OC in the Nigeria health sector. Thus we reject the null hypothesis to the alternative training and development has a significant impact on organizational commitment in UBTH.

Hypothesis three: *performance appraisal has no significant relationship with organizational commitment in UBTH Benin City.*

The Table above shows that the t-statistics of 5.802 with the p-value of less than 5% indicated that there is a significant impact between performance evaluation and OC in the Nigeria health sector. Thus the null hypothesis is rejected. Therefore, performance appraisal has a significant relationship with organizational commitment in UBTH.

Hypothesis four: *promotion has no significant relationship with organizational commitment in UBTH Benin City.*

The Table above shows that the t-statistics of 2.691 with the p-value of less than 5% indicated that there is a significant impact between promotion and OC in the Nigeria health sector. Thus the null hypothesis is rejected. Therefore, promotion has a significant relationship with organizational commitment in UBTH.

Hypothesis five: *compensation has no relationship with organizational commitment in UBTH Benin City.*

The Table above shows that the t-statistics of 4.115 with the p-value of less than 5% indicated that there is a significant impact between compensation and OC in the Nigeria health sector. Thus, the null hypothesis is rejected. Therefore, compensation has a significant relationship with organizational commitment in UBTH.

4.6 Discussion of Findings

It was revealed that the independent variables are significant in relation to organizational commitment except for recruitment and selection that was not significant in relation to organizational commitment. The finding is in contrast with other empirical studies (Kazira, 2014 and Anebe, 2019) on how recruitment and selection process can help in creating the fit between a person and the organization, as well as between the person and the job in order to improve organizational goals. The findings equally revealed that recruitment and selection processes is not always fair as those fit for the job are not selected and those who finally get through are those with the money bag, highly influential or those whose parents or relatives know one or two persons in the corridors of power gets the job. This is known in our local parlance as “Man-know-Man”.

It was also revealed that T&D has a significant relationship with organizational commitment. This study is in line with the findings of Hassan and Mahmood (2016) that T&D significantly

influence organizational commitment. Furthermore, the study shown that performance appraisal is significantly related to organizational commitment. This study is consistent with Singh and Rana (2015) who proved that performance appraisal significantly relates with organizational commitment of employees.

The study shown that promotion had significant relationship with organizational commitment. This is consistent with Mugizi (2019) that promotion is significantly related to OC.

It is also revealed by the study that compensation significantly influences OC. This result is consistent with the findings of Silaban and Syah (2018) that compensation significantly affects OC which implies that the higher the compensation, the higher the OC.

CHAPTER FIVE

SUMMARY OF FINDINGS CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section reveals the summary of findings, contribution to knowledge, conclusion and recommendations.

5.2 Summary of Findings

Following the result of our empirical analyses, we found that:

- i. there is no significant effect between recruitment/selection and organizational commitment in UBTH, Benin City;
- ii. there is significant effect between training /development and organizational commitment in UBTH, Benin City;
- iii. there is significant effect between performance appraisal and organizational commitment in UBTH, Benin City;
- iv. there is significant effect between promotion and organizational commitment in UBTH, Benin City;
- v. there is significant effect between compensation and organizational commitment in UBTH, Benin City.

5.3 Conclusion

The research shown that HRM practices dimensions used in the work do have significant relationship with OC except for recruitment and selection, which was not significant. This goes to show that human resource management practices are parameters that influence commitment in workplace. Thus, in today's competitive market, an organization with high performance human resource management practices will be more capable in actualizing the

aim and objectives of the business firm than those without it. This is because human resource is the engine of every flourishing organization globally. We conclude that HRM practices and organizational loyalty are significant issues to be considered by government / stakeholders if we must develop economically and socially.

5.4 Recommendations

- i. Organization should see to it that recruitment and selection procedures is transparent. As recruitment/ selection is seen as the point of entrance into most firms, were talent that drive the objective and interest of the organization are employed. Hence, the strength or flaws of the organization comes from the calibre of its workers and a fair recruitment/selection process will enable organization get suitable, committed employees that will drive the organization.
- ii. Organizations should develop effective training /development programmes and better compensation packages that will enhance employee's organizational commitment in the healthcare sector as it's being done in Canada and other developed countries.
- iii. The well-being of every health worker should be the employer's major priority, as social security scheme should be in place in case of any eventuality like death, their immediate family member should be cater for and in the case of contracting terminal disease which are life treating and are very costly to treat, such expenses should be put on government exclusive list.
- iv. The level of security should be improved upon as the kidnapping of healthcare persons or their spouses is becoming alarming. As commitment cannot be demonstrated when their lives and properties are not fully protected.

5.5 Contribution to Knowledge

The work added to knowledge in the following means:

- i. It was established that recruitment and selection has no significant impact on OC. In the views of the responders was that recruitment and selection procedures in employment of workers is not properly followed. To this extent, mediocre and charlatans are often employed. This finding is in contrast with the finding of Kazira (2014) and Anebe (2019) that recruitment and selection has a positive and significant influence on commitment because the process of recruitment is fair.
- ii. The study established that training and development has significant impact on OC. This is because training plays a crucial part in formulating loyalty within workers as it helps workers to fit their current jobs demand and increase their productivity. This is in line with the study of Coetzee, Monga and Swart (2014). They emphasised that employee's training programme in organization are considered important in promoting employee's knowledge, job skills, capabilities and increasing their motivation for more efficiency.
- iii. The discourse revealed that performance appraisal has a significant impact on organizational loyalty. The results revealed that most performance appraisal techniques are fair in terms of appraisal requirement. The perception of employees that appraisal is fair affects their degree of loyalty. This is in line with Hassan and Mahmood (2016) that fair appraisal rating will propel workers to do their job effectively in order to attain the company's targets.
- iv. The discourse established that promotion has significant relationship with organizational commitment. This is because a fair promotion strategy seeks to acknowledge and reinforce worthwhile achievement made by individual workers. This is in line with the study of Gathungu, Iravo and Namusong (2015) that promotion helps

to acknowledge a worker's capacity and loyalty. It also helps to lift the competitive team spirit among workers for getting knowledge and skills.

- v. The study established that compensation has significant influence on organizational loyalty. This is because a better compensation package brings about better living standard, improved lifestyle and status. It also changes the employee's consumption and saving habit. This is in line with Silaban and Syah (2018). They established that suitable payment or reparation will bring about high degree of organizational loyalty. This means that the better the payment or reparation packages obtained by employees the higher the increase in organizational commitment.
- vi. This study introduced variables like staffing, training and development, performance evaluation, promotion, and compensation as proxies for HRM practices in relation to OC in the health domain. This makes the study unique as proxies hitherto used in the banking sector as in the study of Gunu, Oni, Tsado and Ajayi (2013) and Athar and Shah (2012) made use of one dimension of human resources management practices, as it affects organizational commitment.

5.6 Suggestions for Further Studies

The following are suggested for future studies:

This study can be expanded in terms of its geographical scope to include government owned hospitals in other local government areas. Aside these constructs of HRM practices adopted in the study, other constructs should be used as they may affect organizational commitment positively or negatively in the Nigerian health sector.

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APPENDICES
QUESTIONNAIRE

Department of Business Administration,
Faculty of Management sciences,
University of Benin,
Benin City,
8th October, 2019.

Dear Sir/Madam,

SOLICITING YOUR COOPERATION IN COMPLETING THIS QUESTIONNAIRE.

I am a postgraduate student in the above named department and university, undergoing an M.Sc. programme. As part of the requirements of the programme, I am undertaking a study on Human Resources Management Practices and Organizational Commitment. In this regard you have been selected as a member of the sample.

I wish to appeal to you to kindly assist me in completing this study by sparing a few minutes in answering the attached questions. You are not required to disclose your identity and be assured that your response would be treated with utmost confidentiality and used solely for academic purpose.

Your cooperation in this regard would be highly appreciated,

Thank you

Gloria IsokenUhuegho .

Researcher

SECTION A: DEMOGRAPHIC INFORMATION

1. Sex: Male () Female ()
2. Age: 21-30 years (), 31-40 years (), 41-50 years (), 50-above ()
3. Tenure (Years of experience): 3 – 5years () 6 – 10years () 11 – 15years () 16 – 20years () 21years and above ()
4. Level of Education: primary: () Secondary () MBBS () HND/B.Sc or Equivalent () Masters degree () Other ()
5. Hierarchical Level in the Organization: Doctor () Nurse () Pharmacist () Physiotherapist () Optometrist () Radiographer () Med Lab scientist () Public health practitioner () Alternative health practitioner () Administrative officer () Others ().

SECTION B: RESEARCH QUESTION/STATEMENTS

INSTRUCTION: Kindly select the option that most agreed with your view by indicating the extent to which you agree with statement below as they relate to your place of work .Please note the meaning of the following abbreviations; **SA** – Strongly Agree, **A** – Agree, **U** – Undecided, **D** – Disagree, **SD** – Strongly Disagree .

S/N	Statements	SA	A	U	D	SD
RECRUITMENT AND SELECTION						
6	My organization Recruitment process is impartial.					
7	My organization uses recruitment procedures that are based on job duties and requirements					
8	My organization uses recruitment procedures or test to determine who will best fit in with the company' s values and culture.					
9	My organization recruit applicant that meet organizational standard					

TRAINING AND DEVELOPMENT						
10	Management conduct formal analyses to determine the training need throughout the organization.					
11	My organization provides training (inside or outside the company) to keep employees ' skill up to date					
12	My organization provide programme (training, mentoring and job rotation) to develop new skills and prepare employee for variety of job in the organization.					
13	All employee are trained equally and fairly.					
PERFORMANCE APPRAISAL						
14	Appraisal of employees performance is regularly done.(at least once a year).					
15	My organization performance appraisal form focuses on the relevant and specific skills required for successful job performance.					
16	My organization performance evaluation is fair.					
17	Supervisor help the organization meets with individual employees to give developmental performance feedback.					
COMPENSATION						
18	The reward are distributed Rightfully.					
19	Benefit scheme depend on skill and experience, not special work					
20	My benefit package marches my effort					
21	My organization encourages non – financial reward such as recognition and praise.					
PROMOTION						
22	Promotion procedure is fair					
23	Promotion is given as at when due.					
24	Promotion have a positive effect on the work atmosphere					
25	The promotion system encourages team and individual contribution.					
ORGANIZATIONAL COMMITMENT						

26	I enjoy discussing about my organization with people outside it.					
27	I really feel the problem of this organization are mine					
28	I feel a strong sense of belonging to my organization.					
29	My organization has a great deal of personal meaning to me.					
30	I feel emotionally attached to my organization					
31	I worry about the loss of investment I have made in the organization.					
32	I am loyal to the organization because I have invested a lot in it socially, emotionally and economically.					
33	Moving form organization to organization does not seem unethical to me.					
34	If I get a better job offer elsewhere I would not feel it was wrong to leave my organization					
35	I was taught to believe in the value of remaining loyal to one organization					
36	I would feel guilty if I Leave my organization now					
37	I would not leave my organization right now because I have a sense of obligation to the organization					
38	This organization deserves my loyalty					
39	I often feel anxious of what might happen if I quit my job without having another one before					
40	My life will be highly confused if I decided to quit work with my organization now.					

APPENDIX II: FREQUENCY DISTRIBUTION OF ITEMS

Sex

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	119	32.9	32.9	32.9
	Female	243	67.1	67.1	100.0
	Total	362	100.0	100.0	

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20 years and below	30	8.3	8.3	8.3
	21 - 30 years	89	24.6	24.6	32.9
	31-40 years	95	26.2	26.2	59.1
	41-50 years	71	19.6	19.6	78.7
	51years and Above	77	21.3	21.3	100.0
	Total	362	100.0	100.0	

Years of Experience

		Frequency	Percent	Valid percent	Cumulative percent
Valid	3-5years	90	24.9	24.9	24.9
	6 - 10years	57	15.7	15.7	40.6
	11-15years	100	27.6	27.6	68.2
	16-20years	56	15.5	15.5	83.7
	21-above	59	16.3	16.3	
	Total	362	100	100	100

Level of Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Primary	3	.8	.8	.8
Secondary	10	2.8	2.8	3.6
MBBS	60	16.6	16.6	20.2
HND/B.Sc or Equivalent	212	58.6	58.6	78.8
Master degree	44	12.1	12.1	90.9
Others	33	9.1	9.1	100.0
Total	362	100.0	100.0	

Hierarchical Level in the Organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Doctor	68	18.8	18.8	18.8
Nurse	83	22.9	22.9	41.7
Pharmacist	5	1.4	1.4	43.1
Physiotherapist	20	5.5	5.5	48.6
Optometrist	9	2.4	2.4	51
Radiographer	14	3.9	3.9	54.9
Med Lab Scientist	26	7.2	7.2	62.1
Public Health Practitioner	38	10.5	10.5	72.6
Alternative Health Practitioner	8	2.2	2.2	74.8
Administrative officer	73	20.2	20.2	95
Fire service and catering	18	5.0	5.0	100.0
Total	362	100.0	100.0	

Q.6

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	79	21.8	21.8	21.8
	SD	11	3.0	3.0	24.9
	D	93	25.7	25.7	50.6
	A	157	43.4	43.4	93.9
	SA	22	6.1	6.1	100.0
	Total	362	100.0	100.0	

Q.7

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	18	5.0	5.0	5.0
	SD	12	3.3	3.3	8.3
	D	62	17.1	17.1	25.4
	A	217	59.9	59.9	85.4
	SA	53	14.6	14.6	100.0
	Total	362	100.0	100.0	

Q.8

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	54	14.9	14.9	14.9
	SD	4	1.1	1.1	16.0
	D	71	19.6	19.6	35.6
	A	180	49.7	49.7	85.4
	SA	53	14.6	14.6	100.0
	Total	362	100.0	100.0	

Q.9

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	31	8.6	8.6	8.6
	SD	4	1.1	1.1	9.7
	D	75	20.7	20.7	30.4
	A	198	54.7	54.7	85.1
	SA	54	14.9	14.9	100.0
	Total	362	100.0	100.0	

Q.10

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	27	7.5	7.5	7.5
SD	3	.8	.8	8.3
D	21	5.8	5.8	14.1
A	211	58.3	58.3	72.4
SA	100	27.6	27.6	100.0
Total	362	100.0	100.0	

Q.11

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	9	2.5	2.5	2.5
SD	3	.8	.8	3.3
D	13	3.6	3.6	6.9
A	226	62.4	62.4	69.3
SA	111	30.7	30.7	100.0
Total	362	100.0	100.0	

Q.12

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	12	3.3	3.3	3.3
	SD	4	1.1	1.1	4.4
	D	18	5.0	5.0	9.4
	A	241	66.9	66.9	76.2
	SA	85	23.5	23.5	99.7
	41	1	.3	.3	100.0
	Total	362	100.0	100.0	

Q.13

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	17	4.7	4.7	4.7
	SD	5	1.4	1.4	6.1
	D	31	8.6	8.6	14.6
	A	204	56.4	56.4	71.0
	SA	105	29.0	29.0	100.0
	Total	362	100.0	100.0	

Q.14

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	23	6.4	6.4	6.4
	SD	3	.8	.8	7.2
	D	50	13.8	13.8	21.0
	A	235	64.9	64.9	85.9
	SA	51	14.1	14.1	100.0
	Total	362	100.0	100.0	

Q.15

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	23	6.4	6.4	6.4
SD	3	.8	.8	7.2
D	31	8.6	8.6	15.7
A	217	59.9	59.9	75.7
SA	88	24.3	24.3	100.0
Total	362	100.0	100.0	

Q.16

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	24	6.6	6.6	6.6
D	33	9.1	9.1	15.7
A	247	68.2	68.2	84.0
SA	58	16.0	16.0	100.0
Total	362	100.0	100.0	

Q.17

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	19	5.2	5.2	5.2
SD	1	.3	.3	5.5
D	30	8.3	8.3	13.8
A	228	63.0	63.0	76.8
SA	84	23.2	23.2	100.0
Total	362	100.0	100.0	

Q.18

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	22	6.1	6.1	6.1
SD	7	1.9	1.9	8.0
D	51	14.1	14.1	22.1
A	246	68.0	68.0	90.1
SA	36	9.9	9.9	100.0
Total	362	100.0	100.0	

Q.19

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	15	4.1	4.1	4.1
SD	4	1.1	1.1	5.2
D	51	14.1	14.1	19.3
A	221	61.0	61.0	80.4
SA	71	19.6	19.6	100.0
Total	362	100.0	100.0	

Q.20

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	25	6.9	6.9	6.9
SD	8	2.2	2.2	9.1
D	91	25.1	25.1	34.3
A	210	58.0	58.0	92.3
SA	28	7.7	7.7	100.0
Total	362	100.0	100.0	

Q.21

	Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	UD	20	5.5	5.5	5.5
	SD	3	.8	.8	6.4
	D	52	14.4	14.4	20.7
	A	181	50.0	50.0	70.7
	SA	106	29.3	29.3	100.0
	Total	362	100.0	100.0	

Q.22

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	14	3.9	3.9	3.9
	SD	3	.8	.8	4.7
	D	36	9.9	9.9	14.6
	A	268	74.0	74.0	88.7
	SA	41	11.3	11.3	100.0
	Total	362	100.0	100.0	

Q.23

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	10	2.8	2.8	2.8
	SD	3	.8	.8	3.6
	D	36	9.9	9.9	13.5
	A	195	53.9	53.9	67.4
	SA	118	32.6	32.6	100.0
	Total	362	100.0	100.0	

Q.24

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	8	2.2	2.2	2.2
	SD	3	.8	.8	3.0
	D	16	4.4	4.4	7.5
	A	258	71.3	71.3	78.7
	SA	77	21.3	21.3	100.0
	Total	362	100.0	100.0	

Q.25

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	7	1.9	1.9	1.9
	SD	1	.3	.3	2.2
	D	18	5.0	5.0	7.2
	A	201	55.5	55.5	62.7
	SA	135	37.3	37.3	100.0
	Total	362	100.0	100.0	

Q.26

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	31	8.6	8.6	8.6
	SD	6	1.7	1.7	10.2
	D	57	15.7	15.7	26.0
	A	209	57.7	57.7	83.7
	SA	59	16.3	16.3	100.0
	Total	362	100.0	100.0	

Q.27

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	24	6.6	6.6	6.6
	SD	7	1.9	1.9	8.6
	D	19	5.2	5.2	13.8
	A	207	57.2	57.2	71.0
	SA	105	29.0	29.0	100.0
	Total	362	100.0	100.0	

Q.28

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	11	3.0	3.0	3.0
	SD	1	.3	.3	3.3
	D	12	3.3	3.3	6.6
	A	271	74.9	74.9	81.5
	SA	67	18.5	18.5	100.0
	Total	362	100.0	100.0	

Q.29

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	8	2.2	2.2	2.2
SD	2	.6	.6	2.8
D	12	3.3	3.3	6.1
A	234	64.6	64.6	70.7
SA	106	29.3	29.3	100.0
Total	362	100.0	100.0	

Q.30

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	6	1.7	1.7	1.7
SD	2	.6	.6	2.2
D	19	5.2	5.2	7.5
A	268	74.0	74.0	81.5
SA	67	18.5	18.5	100.0
Total	362	100.0	100.0	

Q.31

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	26	7.2	7.2	7.2
SD	7	1.9	1.9	9.1
D	16	4.4	4.4	13.5
A	229	63.3	63.3	76.8
SA	84	23.2	23.2	100.0
Total	362	100.0	100.0	

Q.32

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	12	3.3	3.3	3.3
SD	3	.8	.8	4.1
D	17	4.7	4.7	8.8
A	222	61.3	61.3	70.2
SA	108	29.8	29.8	100.0

Total	362	100.0	100.0
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Q.33

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	30	8.3	8.3	8.3
SD	10	2.8	2.8	11.0
D	10	2.8	2.8	13.8
A	213	58.8	58.8	72.7
SA	99	27.3	27.3	100.0
Total	362	100.0	100.0	

Q.34

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	13	3.6	3.6	3.6
SD	8	2.2	2.2	5.8
D	13	3.6	3.6	9.4
A	200	55.2	55.2	64.6
SA	128	35.4	35.4	100.0
Total	362	100.0	100.0	

Q.35

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	30	8.3	8.3	8.3
SD	7	1.9	1.9	10.2
D	15	4.1	4.1	14.4
A	208	57.5	57.5	71.8
SA	102	28.2	28.2	100.0
Total	362	100.0	100.0	

Q.36

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	26	7.2	7.2	7.2
	SD	9	2.5	2.5	9.7
	D	69	19.1	19.1	28.7
	A	194	53.6	53.6	82.3
	SA	64	17.7	17.7	100.0
	Total	362	100.0	100.0	

Q.37

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	20	5.5	5.5	5.5
	SD	10	2.8	2.8	8.3
	D	19	5.2	5.2	13.5
	A	249	68.8	68.8	82.3
	SA	64	17.7	17.7	100.0
	Total	362	100.0	100.0	

Q.38

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	UD	25	6.9	6.9	6.9
	SD	3	.8	.8	7.7
	D	9	2.5	2.5	10.2
	A	278	76.8	76.8	87.0
	SA	47	13.0	13.0	100.0

Total	362	100.0	100.0
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Q.39

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	13	3.6	3.6	3.6
SD	9	2.5	2.5	6.1
D	14	3.9	3.9	9.9
A	194	53.6	53.6	63.5
SA	132	36.5	36.5	100.0
Total	362	100.0	100.0	

Q.40

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid UD	6	1.7	1.7	1.7
SD	25	6.9	6.9	8.6
D	170	47.0	47.0	55.5
A	131	36.2	36.2	91.7
SA	30	8.3	8.3	100.0
Total	362	100.0	100.0	