

Employee Relationship Management As A Correlate Of Employee Commitment In Primary Health Care Sector

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Abstract: The focus of this study is to gain an insight about the Employee Relationship Management (ERM) as a correlate of employees commitment in oshodi/Isolo primary health center Lagos. The major objective of the study was to establish the role of employee relations in enhancing employees commitment in Oshodi/ Isolo primary health center . The principle components of ERM are communication, interpersonal relation, Managers, subordinate and employee commitment. The study adopted the survey design. The population of the study was 350 health care workers from Oshodi/Isolo Local Government Area Lagos, Nigeria. A sample size of 211 was obtained using convenient sampling technique which was used to select the respondents in each of the two selected primary Health Centers in Oshodi/ Isolo Primary Health Center. Data were collected using questionnaire research instrument which was designed in 5 point likert scale and administered to the respondents manually. Validity of instrument was measured using face validity. Cronbach alpha co-efficient was used to test the reliability of the instrument giving a co-efficient of 0.829 indicating the reliability of the instrument. Data collected in the cause of the research were processed and analyzed using SPSS that is Statistical Packages' for Social Sciences. The four Hypotheses were tested and in all ERM had a positive effect on the employee commitment; therefore there is positive relationship between ERM and Employees commitment in Oshodi/Isolo Primary Health care center Lagos. Result showed that ERM components have positive effect on the employees commitment in Oshodi /Isolo Primary health Center. Based on the findings of the study, the researcher recommended that health care organizations should pay special attention to all components of ERM involving communication, Trust, leadership style and share Goal and values as important variables because of its great effect on employee commitment. Employees should be involved by organisations in decision making that will improve trust between them and improve their performance. Managers in every sector should clarify goals and values, provide formal and informal feedback, and engage employees in open and honest dialogue, so they can improve the relationships they share with employees.

Keywords: Employee Relationship Management, Employee commitment, performance

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I. Introduction

Employees are the major valuable assets of an organization in which without them, it will be hard to realize its basic objectives. To harvest more from employees it requires creating conducive working environment which satisfies the needs of individual employee as well as the manager of an organization. This conceptual paper tries to examine the basic concepts of employee relation and its effects on employee commitments through investigating a number of employee relationship management components such as communication, participative leadership, shared goals and value, mutual trust, motivation and conflict management. Employee relations have become the driving force of competitive organizations in the global business environment. Maintaining good interrelationships among various stakeholders is the critical aspect that determines employee commitment in the organization (Armstrong, 2006). Effective employee relationship management is essential in ensuring employees perform together as a collective unit and contribute equally towards the realization of a common goal. No task can be accomplished if the individuals are engaged in constant conflicts and misunderstandings; employee relations management ensures workplace issues are handled effectively and expediently in order to remove barriers to successful job performance and foster a positive work environment. It has been observed that targets are achieved at a much faster rate if the employees work together and share a warm relationship with each other. The need to achieve excellent performance demands that organizations should monitor attitudes and behaviors of their workers towards organizational practices and come up with ways of influencing their employee commitment. Employee commitments are known to play a major role in determining the success or failure of organizational activities. Employee relationship management practices are aimed at influencing employees overall perception of the organization. These practices influence their attitude and behaviour and boost their morale thus ensuring they are committed to work. It is therefore

important for employers to be aware of the specific shifts in ERM practices, as well as monitoring the environment to anticipate possible changes and developments and draw up contingency plans to deal with them when they arise to influence employee emotional commitment. The general perception about the effectiveness of employee relationship management practices in primary Health centers have been viewed as a positive effect on Healthcare sector, they have helped improve the living condition of their target groups -specifically in protection of human Lives, medical care, human consumption etc. This in turn led to increase in community satisfaction as well as increase in support from donor agencies. However, in the recent past, the sector has not been as vibrant as it used to be before. Furthermore, there have been reports that the sector is facing accountability challenges and many employees are exiting the sector. To establish the reason behind the decline in vibrancy and exit, this study sought to determine the usefulness of employee commitments on the effectiveness of employee relations management practices by primary Health center organizations dealing in public health in Nigeria (using Oshodi/Isolo primary health center Lagos).

A study by Njenga (2007) focused on employee commitments of labour relations in Nigeria commercial banks; Kipnetich (2008) conducted a study on employee commitment of quality management practices at National hospital Abuja; Karia (2011) focused on employees' commitment/ perception of the factors that influence empowerment in the public service. The study by Njenga(2007)revealed that there were moderate labour relations in the bank due to poor communication, social relationships and tribalism; and that participation in decision making was hindered by lack of time and motivation for such activities. Kipnetich(2008) on his part found that employees had neutral perception with respect to quality management practices and they revealed experiences of several challenges in provision of the health care services as the cause. While Karia's study revealed positive individual perceptions towards empowerment as a result of conducive and supportive structure, culture and communication channels. It is evident that the above studies never had a common agreement on perception in their case studies. From these studies, several important revelations pertaining to employee commitment on ERM practices have been established; however, it is worthy to note that these studies never focused fully on employee relations management practices but dwelt on certain aspects of the ERM practices. Further-more, the studies were done in the context of profit-making organizations. While the studies mainly focused on employee perception on single aspects of ERM practices. In addition to the above, no research has ever been carried out to determine employee commitment on the effectiveness of various employee relationship management practices of Healthcare organizations as a whole, especially within the local context, thus a knowledge gap exists. This study therefore answered the question: what is the relationship between employee relationship management and employee commitments in the Oshodi/ Isolo primary health center organizations in Lagos, Nigeria.

Among the vital determinants of work place performance is employee relationship which has been given little, if any priority. The aspect of employee relations and how it relates to employee commitments is not being given the attention it deserves by management. This is based on the fact that employees in any organization are the most valuable assets in that organization. Hence their workplace environment impacts a lot on whether the organization achieves its goals. An employee with a positive attitude usually enjoys the work that he does and feels empowered and recognized for his contributions," said Henning (2012). "An employee that is complacent and does not really enjoy his work, but is simply there for a paycheck usually does not produce at a high level, develops a bad attitude challenge in the organization. Thus health interpersonal relations at work place are absolutely essential as they help employees to develop a mutual understanding among themselves and this ultimately plays a big role in ensuring the objectives of the organizations are achieved.

This research endeavors to find out the factors affecting employee relations management as it relates to employee commitments of primary healthcare sector. Effective employee relationship management requires cooperation between managers, representatives and employees (Clark, 2001). This calls for development of policies that help to maintain fairness and efficiency in the work place. Corporate culture provides a benchmark of the standards of performance among employees: it provides clear guidelines on attendance, punctuality, concern about quality, and customer service. Moreover, the management style of line managers directly affects employee relations, since line managers are crucial links to the human resource function and orchestrate the distinctive skills, experiences, personalities, and motives of individuals. Good management of employee relations in any business unit ensures schemes for rewards and recognition, transparent communication system and proper care towards employee grievance. This study therefore used a case study to find out the influence of employee relationships on employee commitment of workers at Oshodi/Isolo primary health center Lagos.

The major objective of the study is to establish the role of employee relations in enhancing employee commitments in Oshodi/ Isolo primary health center. The specific objectives are:

- To examine the extent to which communication affects Employee commitment in Oshodi/Isolo primary health center.

- To establish the extent to which trust enhances Employee commitment in Oshodi/Isolo primary health center.
- To examine the extent to which share goals and value relate to Employee commitment in Oshodi/Isolo primary health center.
- To determine the extent to which Leadership style affects Employee commitment in Oshodi/Isolo primary health center.

Four hypotheses were formulated for the study. The research work which will remain in the domain of academic environment will serve the interest of both employers and employees in various organizations. The outcome of this research will enable the society to be more informed and provide more knowledge with regards to the importance of work relationships between employers and employees, its benefits and ultimate result to the development of the organizations. It will also help the government to create better policies and regulations with regards to the research variables that would enable development and growth within the country's primary healthcare management.

II. Review of Related Literature

This paper presents the conceptual, empirical and theoretical review from prior research and relevant literatures on Employee relationship Management as a correlate of employees' commitment of workers in Nigeria. It contains works of various scholars on the subject of discussion. The study is anchored on Maslow's hierarchy of needs theory..

Conceptual Review

This section focused on the concepts the research is based on; the concept of employee relation, concept of employee relationship management.

Employee relation is a kind of interpersonal relationship concept which is drawn by western scholars in the 20th century to replace the industrial relation. It focuses on the right and responsibility, management and obeying caused by the interest between the organization and the employees as a total of cooperating, conflict, strengthens and power relations and is influenced by economic, technology, legal system and socio cultural background in a certain community (Yongei, 2010). Employee relation is defined as the relationship between employees and managers to enhance moral, commitment and trust of employees and to create suitable working environment which enables them to put much effort for the achievement of organizational goals (Bajaj, 2013). An effective employee relation involves creating and cultivating a motivated and productive workforce. Creating healthy employee relation in an organization is a prerequisite for the achievement of organizational goals. For this to happen, organizations have to develop strong employee relationship which involves motivating employees, making them to participate in decision making activity and create an opportunity for free flow of information in the organization and resolve conflicts or disagreements when they arise in the work place. This scenario makes employees to develop a sense of ownership in the organization and this in return initiated them to work hard. Healthy employee relation leads to more efficient, effective and productive employees which further leads to the increment of production level in the organization.

Employee relationship management is relatively a recent term defined as a strategy to effectively manage employees in a way they can attain organizational objectives (Lagergren and Anderson, 2013). Employee relationship management includes various activities on which an organization implemented by the management so as to develop friendly cooperative relationship with its employees. It helps to create cohesive work environment in which all employees work together in collaboration to ensure the realization of its goals. Besides, it promotes commitment, facilitates employees in achievement of organizational objectives minimizes workplace conflict and increases trust (Bajaj, 2013). Employees can contribute more when the managers of the organization understands the demands of each employee and tries to fulfill their needs as kind of concern which initiates them to dedicate for the realization of organizational goals. Whereas, when employees engage in conflict and misunderstanding with the management, no objective can be accomplished. So, to foster employees moral and to get more managers should build healthy employee relation to mitigate productivity gaps. As to Kumar & Manjula (2017) employee relation management has the following functions:

To build healthy and balanced relationship with the organization

To build moral values and confidence to encourage employees for better performance

To make employee more productive and effective in their work

To treat all employees equally without any discrimination

To motivate employees in order to bring out their inner potential to innovate new things.

Nick (2010) in a study between pay factors and employee satisfaction, focused on how diverse pay variables impact the apparent employee rewards satisfaction and inspiration on how these two discernments relate. Utilizing arrangement catching information acquired from 26 understudies, this review found a positive

connection amongst satisfaction and pay components. Furthermore, employee compensation, satisfaction and inspiration were firmly identified with the way of payment. This review additionally found that the character traits, hazard avoidance, self-adequacy and locus of control generally did not appear to impact the preference with respect to either performance based pay or fixed pay, tangible rewards or non- substantial rewards, skill based pay or job based pay and inflexible benefits or adaptable benefits. From their studies the researcher observed that employee relationship is one of the major factors that management should focus on because employees are known to play significance roles in fostering organization performance. Management should motivate employees in order to increase morale among them and this will increase performance.

In the management and behavioural science literature, employee commitment is a key factor in the relationship between individuals and organizations. Many organisations identify and stress the significance of employee commitment as a vehicle for delivering competitive edge over others by retaining key talent with the organisations. Hence, employee commitment has been mostly viewed as degree of employee attachment to the organisation (Brian & Christopher, 2011). Raju and Srivastava (1994) also described organizational commitment as the factor that promotes the attachment of the individual to the organization. They further state that the employees are regarded as committed to an organization if they willingly continue their association with the organization and devote considerable effort to achieving organizational goals. Farndale, Van Ruiten, Kelliher, and Hope-Hailey (2011) in their study found that in addition to a link between perceptions of the opportunity for employee voice and organizational commitment, the relationship is also partially mediated by the employee-line manager relationship and trust in senior management. The mediation through the employee line manager relationship is weaker than the direct relationship, whereas the mediation through trust in senior management is stronger than the direct relationship between employee voice and organizational commitment.

Communication in an organization deals with the extent of exchanging information among employees to aware about the important aspects of the organization which includes institutional policy, strategy, procedures and manuals that help them to understand what is expected of them and how they are going to accomplish their duties. It plays a pivotal role in strengthening employee relationship since it service as a key to open the door of interaction in the organization. In an organization communication helps to foster the relation and create harmony as it builds trust among employees of different departments in the organization (Chinomona and Sandata, 2013). A study carried out by Abdwarda (2010) revealed that there is significant relationship between communication and employee performance. On the top of this, study conducted by Kumar and Manjula, (2017) shows that transparency in communication is crucial for healthy employee- employer relationship as it initiates group activities in the work place, it helps employee to develop friendly approach with his or her colleagues. In line with this, the study carried out by Sequeira and Dhriti, (2015) confirm that well informed employees are much higher in performance than those of ill-informed employees. Furthermore, research carried out by Hasen and Salman (2016) asserted that there is a positive and significant influence of effective communication on employee performance as effective communication is an essential tactic that has been performed which can extract the ultimate of the employee to help both organization and the employees to achieve their ultimate goal.

Participative Leadership is a key factor that has major influences on the performance of the organization. Participative leadership possesses the consultative behavior such as consulting employees prior to making ultimate decision although they retain final decision authority. This is crucial for achieving high employee performance which leads to high employee commitment as followers feel appreciated and valued. Leadership is defined as the way in which leaders guide their followers in the direction that enable them to achieve organizational goals through motivating, participate in decision making, offering continuous training. Participative leadership collects suggestions and recommendations from subordinates for making the final decision which enables him to make sound decision since subordinates are capable in bringing out innovative ideas (Chaudhry, 2013). This helps to strengthen the relation between the leaders and subordinates and as well develops the sense of ownership in the organization because their participation makes them to feel at ease and thereby enhance their performance.

In similar way, a study conducted by (Pradeep and Prabhu, 2011) reveals that there is a positive relationship between transformational leadership and employee performance as this style of leadership creates conducive work environment, job satisfaction and extra effort in comparison to the counterpart transactional leaders and these leaders have the capacity to convince their subordinates to achieve more. Furthermore, Sequeira and Dhriti, (2015) in their study show that when management of the organization creates equal opportunity and offers equal treatment to employees without biases which promotes positive attitude towards the organization and constructive feedback and guidance make employees to realize what the organization expect of them as they feel they attain mutual benefit. Concomitant to this, participative leadership style is most useful in long term and has a positive effect on employees performance (Kumar and Manjula(2017).

The concept of shared goal indicates the communality among the employees and management of the organizations towards the central goal which is expected to be realized by the organization. This coherence helps to understand how work is related across all units of the organization as well as aligning the work of

employees with the strategic direction of the organization (Pulakos and O'Leary, 2011). Sharing common goal enables employees to direct all their efforts to the accomplishment of that particular goal of the organization. However, this can be realized when there is interdependence and collaboration among the employees. Shared goal has a positive impact on employees' performance and organizational outcomes (Chinomana&Jandata, 2013). Shared goals direct employees to improve productivity. Many scholars agreed that the establishment of clearly achievable and mutually agreed goals that relates towards the vision of the organization motivates employees for its accomplishment (Nelson, 1997; sax, 2012). This encourages team members to share the sense of common purpose and increases their awareness of the intended goals (Dina, 2010; Holmes, 2005). On the top of this (Richards , 2012) state that specific goals motivate employees to attain and this builds commitment. Mutual trust is a critical variable which influence the performance, effectiveness and efficiency of the organization Trust may grow, decline or remerge over the cause of relationship. As the relationship increases, people have more opportunities to observe and learn about each other and the judgment over the given action can be concluded as either trustworthy or untrustworthy (Huang and Guo, 2009). Trust promotes cooperative behavior, minimize conflict and develop employees' positive perceptions to their managers which in turn enhance employee job satisfaction in the organization (Gills, 2008). It also cultivates a positive work environment which consecutively and promote employee job performance in the organization.

A study conducted by Abushawish (2013) revealed that there is a positive relationship between employee's openness and organizational trust. Managers' trust could also have greater impact on managerial decision making process. Besides, a study conducted Hasen and Salman (2016) Level of trust has a positive and significant relationship with employee performance because building trust is building the confidence in each other's competencies and reliabilities, thus, the existence of trust among employees constructs synergy in the organization and a better performance of its employees as trust in based on the reliability and the competencies.

Motivation is defined as all internal and external driving forces that make the individual to perform an activity, what determines the limits and forms of activity and which gives activities oriented towards achieving certain objectives (Duica, 2008). Nabi (2015) revealed that motivation indeed has a monotonous effect on employee performance, when the employees will get some extra drive and exertion it is bound to improve standard performance. Furthermore, a study was done by Shahzadi, (2014) to find the effect of employee motivation on employee performance in which it was depicted that if employees are more motivated then their performance will increased.

Empirical Review

Good employee relation creates pleasant atmosphere for employees which can increase their motivation. Increased employees moral can lead to increased workers performance as well. Organization in employee relation programs investigating may experience an increase in performance which leads to increase in profit for the business (Kelchner, 2017). Sequeira and Dhriti, (2015) in a research on "Impact of employee relations on employee commitment",A study of selected public civil service in Nigeria using a survey method which employedquestionnaire, found out that employee relations practices followed in the organization had a direct effect on the performance of workers in the organization. Employees with higher level of satisfaction with the existing organization practices are more productive and resistive towards changing the current organization. The study also revealed that improving the employee relations practices of an organization can improve the performance of employees and thereby the overall productivity of the organization. In similar way the research conducted by Kuzua and Ozihan,(2014) and Al-khozondar, (2015), Employer- employee relationship existence in Nigeria, revealed that there is strong relationship between employee relations and employee performances.Adebayo andOgunsina (2011) in a research on "Influence of Supervisory Behaviour and Job Stress on Job Satisfaction and Turnover Intention of Police Personnel in Ekiti State police Command,employed the use of questionnaire which the sample size was 156, revealed that supervisory conduct determined a critical impact on job satisfaction of the police staff. The suggestion was that the officers under law based supervision have a tendency to be more fulfilled and inspired at work than the one under dictatorial supervisory styles.

Farnedale, Van Ruiten, Kelliher, and Hope-Hailey (2011) in the comparative study line manager relationship and employee commitment ,employed the use of questionnaire and the sample size of the study was 240, also found that there is a positive association between line manager relationship and trust in senior management with employee commitment. However, these research were conducted in a European context. Zeffane and Melhem (2017) in their comparative study between public and private sector organisations in United Arab Emirates which adopted the survey method that involved sample size of 350 (respondents), found that public sector employees feel that there is a greater trust between them and the public sector employer while there was a greaterassociation between trust and turnover intention in private sector employees. Hence, it is worthwhile to examine these relationships in Nigerian context as well. Unfortunately researchers did not find any empirical study which assesses these employer-employee relations associatingwith employee commitments. From their studies the researchers observed that employee relationship is one of the major factors that

management should focus on because employees are known to play significance roles in fostering organization performance. Management should motivate employees in order to increase morale among them and this will increase performance.

The study is centrally built on the foundation of the Maslow's needs hierarchy theory. The Maslow's hierarchy of needs theory explains how important it is for employees to attain their maximum desire by attending to their various needs both socially and personally. In his theory Maslow (1943) in his paper: A theory of inspiration examined that employees can be persuaded by fulfilling their needs. In work setting employees are spurred through acknowledgment, pay, and increment in responsibility, high status, gratefulness and positive input. As indicated by these theories there are two sorts of needs. Lower level and higher level needs. Lower level needs can be fulfilled externally (outwardly) and higher level needs can be fulfilled internally (intrinsically). Lower level needs are the essential organic human needs, for example, sustenance, haven (shelter), sex and dress while upper level needs are those which individuals singular endeavor to accomplish after the satisfaction of the lower level, for example, self-regard and self-realization.

Walker, Churchill, and Ford (1977) brought up that inherent rewards are elusive, for example, acknowledgment, thankfulness and acclaim. While, outward rewards are outside and unmistakable and reflect bring down request human needs, for example, sustenance, shield, sex and dress. As indicated by Maslow (1943) needs rise as a hierarchy. At the point when lower level needs are fulfilled in the hierarchy, individual take a stab at the following level. We can state that when physiological, wellbeing and social needs are fulfilled; the individual makes progress toward self-regard and self-actualization. Henceforth, Maslow's hierarchy theory comprehensively underpins the idea that reward and acknowledgment (fundamental needs) and (self-regard needs) of employees, if met, prompt the satisfaction of the employee. The theory says that needs at various hierarchy levels reflect reward and acknowledgment. For instance, physiological needs speak to the substantial reward fit as a fiddle of salary and sustenance. Social needs are impalpable rewards given by associates and bosses to fit as a fiddle of consolation, gratefulness and positive input. Likewise, an individual takes a stab at acknowledgment which expands his self-regard. Reward and acknowledgment build up an excitement among employees, increasing the crave for work to furthermore set up a linkage amongst execution and inspiration of the employees. (Flynn, 1998). Greenberg and Baron (2003) posits that the greatest value of this theory lies in the practical implications to management of organizations on how they can make their employees become self-actualized. When this has been accomplished employees would perform at their best on the job.

Criticism to this theory, lies in the fact that if people grew up in an environment in which their needs are not met, they would be unlikely to function healthy. Kaur (2013) research testing Maslow's theory has supported the distinction between the deficiencies and growth needs but showed that not all people are able to satisfy their higher-order needs (growth need) on the job. Accordingly only managers from higher levels in the organizations are able to satisfy both their growth and deficiency needs, while lower level managers are able to satisfy only their deficiency needs on the job without been properly motivated. Greenberg and Baron (2003) to them this model is theorized to be specially effective in describing the behavior of individuals who are high in growth need because employees who are different to the idea of increasing their growth will not realize any physiological reaction to their jobs. Graham and Messner (2000) were also critical of the need theory of motivation. They argue that the theory makes the unrealistic assumptions about employees that: all employees are alike, all situations are alike and that there is only one best way to meet needs. Likewise Basset-Jones and Lloyd (2004) presents that in general, it is as a result of the natural feeling of employees to take credit for needs met and dissatisfaction on needs not achieved.

Importance of the theory to the study creates the understanding within employees in the organization to work on what they want to achieve in an organization and how that would be done. Despite the fact that employees have different mind-set to what is important to them they would be aware of the fact that every stage of accomplishment is a successful one.

III. Methodology

This study adopted a descriptive survey research design to enhance a comprehensive review of the variables used in the study: independent variable (Employee relationship) and dependent variable (employee commitments). A survey design was selected because the behaviour of each of the variables was observed at once as they occur. In addition, a quantitative approach was adopted because it permits measurement of objective facts using variables, statistical analysis and reliability testing (Prasad, 2012). The targeted population for this study consists of full time (350) employees in the two selected primary Health centers which are Ewututu primary healthcare center and Ajibolu primary Health care center, they are all located in Oshodi/ Isolo Local Government Area Lagos state. To determine the sample size the researcher decided to work with the officers from grade 8 and above which made the Sample size of the study 211 employees from the two selected primary Healthcare center-Oshodi/Isolo LGA Lagos. The use of mixed sampling method was employed; Purposive sampling methods were used to select the organizations in the study, while simple random sampling

was utilized to pick respondents from each of the selected organizations which gave every element of the population an equal chance of being selected in order to avoid bias in the selection of respondents. To determine the number of samples from each selected Primary Health center service, proportionate sampling was used. In proportionate sampling, the proportions of staff in the population are reflected in the sample.

The source of data for this study was primary. Primary data were used to elicit information from the respondents. It involved the use of 211 copies of the questionnaire. Copies of the structured questionnaire with close-ended questions were self-administered to the respondents in each of the selected healthcare centers for proper coordination of the research; this was administered in the departments on level 8 and above. It was also collected by the researcher within a time frame of five (5) working days to eliminate respondents answering under pressure or duress. The instrument of research that was employed for this study was an adapted questionnaire, generated and designed from various studies reviewed to capture data in line with the study objectives. The questionnaire was divided into two main parts, A and B. Part A consists of demographic data of the respondents while part B consists of two sections which incorporated a total of 41 questions needed to measure the independent variable (employee relationship management) alongside with its sub variables and dependent variable (employee commitment). A five point Likert-type scale questionnaire was adopted ranging from (SA) Strongly Agree = 5, (A) Agree = 4, (SD) Strongly Disagree = 3, (DA) Disagree = 2, (UD) Undecided = 1. Likert-type scale is selected for this study because it is flexible in measuring the degree of agreement by the respondents into a statement that describes a situation (Asika, 2009).

The content validity of all variables involved in the study was established through factor analysis; the technique used was Principal Component Extraction to attain the result of Average Variance extracted which is greater than 0.5, also reflected additional evidence of convergent validity.

As a rule of thumb, the square root of each construct should be much larger than the correlation of the specific variable with any of the other variables in the model (Chin, 1998) and should be at least 0.5 (Fornell & Larcker, 1981). Also, a sample is deemed adequate if the value of KMO is greater than 0.5 (Sweeney, 2009) and small value for (less than 0.05 of the significance level) indicates that a factor analysis is useful with the research data (Field, 2000). From Table 1, the KMOs are above 0.5 and the Bartlett's Test of Sphericity are less than 0.05 indicating that the variables are valid. The results showed that the indicators truly measure the construct.

Table 1: principal component Analysis for the constructs measured

	Factor 2 Trust	Factor 1 Communication	Factor 3 Leadership style	Factor 4 Employees commitment
IR1	.828			
IR2	.810			
IR3	.804			
IR4	.744			
IR5	.736			
IR6	.701			
IR7	.670			
C1		.746		
C2		.699		
C3		.662		
C4		.653		
C5		.645		
C6		.616		
C7		.543		
MS1			.823	
MS2			.815	
MS3			.785	
MS4			.731	
MS5			.626	
MS6			.522	
COMT1				.884
COMT2				.844
COMT3				.825
COMT4				.816
COMT5				.792
COMT6				.755
COMT7				.754
COMT8				.675

Source: Field Survey, 2019

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization

All constructs namely, Communication, Trust, Leadership style and Commitment had factor scores above 0.5 and also loaded with others respectively - relations items as seen in the questionnaire instrument.

The reliability of the data was tested through a pilot study that was conducted on 44 respondents. Cronbach's alpha was calculated through the use of Statistical Package for Social Sciences (SPSS) for reliability analysis. The results of the pilot testing indicate that the instrument is reliable since it is above 0.70; the Cronbach's alpha of the measuring instrument is 0.7 which is the benchmark.

IV. Data Analysis Technique

Primary data were collected for this study. Primary data were collected by a structured questionnaire, where respondents had to give their opinion on the following 5-point Likert Scale.

Strongly agree	Agree	Strongly disagree	Disagree	Undecided
5	4	3	2	1

Descriptive statistics were used to analyze data to get an overall situation. For the purpose of in-depth analysis, statistical tools, inter-correlation matrix had been used. For data analysis, SPSS (Version: 20) has been used.

Model Summary

The value of R Square (0.929) and R (0.964) shows that there is strong association between the independent variables and the dependent variable with the standard error of .10351 (table-1). In addition, table-2 implies that the Employee commitment of Oshodi/Isolo primary health center is 96% dependent on Communication, Trust, Shared Goals and Leadership Style.

Table 1.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.964a	.929	.925	.10351

a. Predictors: (Constant), Communication, Trust, Shared Goals and Leadership Style.

Hypotheses Test and Descriptive Analyses

Table 2; Inter-Item bi-variate correlation, mean distribution and Cronbach's alpha score

	Cronbach's Alpha α	Mean	Sum Trust	Sum Com	Sum LS	Sum Comt
Sum IR	0.813	28.769 r p-value N	1 211 .312***			
Sum Com	0.846	32.776 p-value N r	.000 211 .170*	1 211 .404***		
Sum MS	0.811	26.986 p-value N r	.023 211 .023***	.000 211 .112**	1 211 .211***	
Sum Comt	0.796	36.228 p-value N	.000 211	.001 211	.000 211	1 211

Source: Field Survey, 2019

***p-value significant at <0.001; ** p-value significant at <0.01; * P-value significant at <0.05; A showing cronbach's alpha all > 0.7

TRUST = 7 – 35

COM = 7-35

LS = 7-35

COMT = 8-40

r = correlation value.

V. Discussion Of The Findings

Test of Hypothesis

The hypothesis of this research was tested at $\alpha = 0.05$ level of significance.

Decision rule: Hypothesis will be accepted, if P value is less than significance level i.e. 0.05; on the other hand if the P value is more than significance level then hypothesis will be rejected. From this finding, it is agreed that ERM components have positive effect on employees' commitment in Primary Healthcare sectors.

***p-value significant at <0.001 ; ** p-value significant at <0.01 ; * P-value significant at <0.05 ; A showing cronbach's alpha all > 0.7 .

From this study, it becomes evident that ERM can bring benefits for organizations and their employees. To reap the required objectives from ERM there is a need to implement them according to strategy. The results of the research reveals that if ERM components (communication, trust, shared goals and values and leadership styles) are implemented in organizations and managers give it high attention it can enhance ERM status in organizations through helping employees in achieving tasks and targets set for their jobs positions and helps in developing effective communication channels and systems so that information needs of employees are met.

VI. Conclusions

The major purpose of this research is to investigate the correlations of ERM on employees' commitment at Oshodi/Isolo Primary Health center Oshodi LGA Lagos. Organizations are realizing that ERM helps them to build and enhance relationships, reinforce commitment to the organization and improve the employees' commitment. Many organizations built strategy by keeping an eye on their employees. It emphasizes on commitment, performance, growth and development of employees for creating competitive advantage. It helps in improving working conditions, establishing healthy relations among employees.

VII. Recommendations

Based on the findings of the study, the researcher recommends that it is important for Healthcare sector organizations to pay special attention to all components of ERM involving communication, trust, leadership styles, shared goals and values as important variables because of its great effect on employees' commitment on long term. Organizations should have clear model for ERM. This model should contain every aspect for the employees relationships where ERM must be a new concept the organizations in every sector should focus on training as a very helpful strategy for the employees to develop their skills and abilities to enable them carry the tasks on the right way. Organization should provide inspiring and effective leadership, open transparent communication within the employees through exchange of ideas, feelings and opinions with management to strengthen the relationship with employees. Organizations should open lines of communication which can improve employees relationships, and it should provide feedback, actively listening to employees. Employees should be involved by organisations in decision making that will improve trust between them and improve their performance. Managers in every sector should clarify goals and values, provide formal and informal feedback, and engage employees in open and honest dialogue, so they can improve the relationships they share with employees.

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