

## **PSYCHOLOGICAL EMPOWERMENT AND OFFICE MANAGERS' COMMITMENT IN PUBLIC PARASTATALS IN RIVERS STATE**

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### **ABSTRACT**

*This study investigated the relationship between psychological empowerment and office managers' commitment in Public Parastatals in Rivers State, Nigeria. Cross-sectional survey design was adopted in the generation of data. The population for the study comprised two hundred and thirty-nine (239) office managers in 11 public parastatals in Rivers State. the study was a census study. Self-structured questionnaire titled "Office managers Psychological empowerment, Organizational Policy and Commitment Questionnaire" was used to obtain primary data after validation and ascertaining the reliability coefficient of 0.75. Descriptive statistics (mean, standard deviation, and percentages) were used as statistical tools for analysing the data, while Spearman correlation was used as statistical tools to test the hypotheses with the Statistical Package for Social Sciences (SPSS). It was found that psychological empowerment had significant relationship with office managers' commitment. Also, it found that organizational culture significantly moderates how psychological empowerment enhances office managers' commitment in public parastatals in Rivers State, Nigeria. It concluded that if properly considered, psychological empowerment will enhance office managers' commitment. Based on the findings of this study it was recommended that government should make policies that will improve on the existing psychological empowerment types in the public sector. This will in return influence the commitment of Office managers. Such policies are frameworks that ensure frequent promotion of Office managers, provision of infrastructures, good reward systems and disciplinary measures.*

### **INTRODUCTION**

The dedication of office managers is a crucial component of employee retention and is strongly correlated with both intent to depart and actual turnover. Office managers who are not dedicated to their firms are more likely to resign, claim Carriere and Bourque (2009). The desire to quit and employee outcomes in numerous occupational groups in the public service have been demonstrated to be strongly and directly impacted by poor office managers' commitment, despite the fact that turnover is a multi-stage process. Exodus of office managers to the private industry and other job prospects have been features of the public sector in Rivers State, Nigeria. Additionally, public organizations' operations have been quite subpar despite the fact that they offer an atmosphere that allows other parties in the market to function successfully and efficiently. Poor work performance and a lack of dedication are blamed for this. As a result, the economy has been slowly growing and the climate has not attracted additional investment (Conger & Kanungo, 2018).

The government has responded by using ineffectual measures such as staff reduction to lower the wage bill and raise compensation, staff simplification where performance management techniques like the productivity scorecard were adopted to monitor and To improve efficiency and productivity, government institutions examined their roles, structures, and staffing as part of increasing ministerial/departmental rationalization programs. These programs' goals of improving service delivery and productivity were not achieved because the solutions were susceptible to prejudice brought on by political influence and favoritism (Stander & Rothmann, 2010). The aforementioned circumstance necessitates that public organizations implement fresh tactics that will strengthen office managers' dedication and raise output and service quality in the public sphere.

Office managers' dedication is also among the most often utilized factors for pleasure, productivity, change, and creativity in the field of human resources development. Although there are several studies investigating organisational policies, psychological capital, and office managers' dedication, only a small amount of research has examined these three subjects together to represent the dynamics in companies (Thomas & Velthouse, 2010). In particular, no study has been done to determine the impact of psychological capital as individual traits and the impact of organizational policy as organizational variables on the dedication of office managers. We identified this as a significant research void. Jobs have gotten more complicated, demanding, and empowering as the depth and change rate in today's corporate environment accelerates as a result of globalization, technical development, and the knowledge-based society. Therefore, office managers' loyalty to companies may be strongly influenced by psychological capital.

Additionally, office managers in the private sector have been the subject of the majority of studies on these issues. For business managers in the public sector, psychological empowerment, organizational policy, and dedication are also essential. Public sector office managers have shown stronger job security since the working environment in Rivers State, Nigeria, appears to be more secure. The distinctiveness of the workplace could have an impact on how office managers' dedication and psychological empowerment interact. By emphasizing the significance of psychological capital as a prerequisite of office managers' dedication, this study seeks to close this research gap. Therefore, the focus of this study is to examine the relationship between office managers psychological empowerment, organizational policy and office managers' commitment in public parastatals in Rivers State.

### **Aim and Objectives of the Study**

The general aim of the study is to determine the relationship between psychological empowerment and commitment of Office managers in public parastatals in Rivers State. The study will specifically seek to:

1. Determine the relationship between psychological empowerment and affective commitment of Office managers in public parastatals in Rivers State.
2. Determine the relationship between psychological empowerment and normative commitment of office managers in public parastatals in Rivers State.
3. Determine the relationship between psychological empowerment and continuance commitment of Office managers in public parastatals in Rivers State.

## Hypotheses

The following hypotheses guided the study

**H<sub>01</sub>:** There is no significant relationship between psychological empowerment and affective commitment of Office managers in public parastatals in Rivers State.

**H<sub>02</sub>:** There is no significant relationship between psychological empowerment and normative commitment of Office managers in public parastatals in Rivers State.

**H<sub>03</sub>:** There is no significant relationship between psychological empowerment and continuance commitment of office managers in public parastatals in Rivers State

## Literature Review

This concept of office manager's empowerment, Researchers in the field of organisational behaviour have consistently paid close attention to the psychological component of office manager empowerment in corporate organizations. A significant amount of research has been done over the past thirty years to expand the idea of office managers' psychological capital. In tiny hospitality facilities, like guest homes, psychological empowerment has received noticeably little research, notwithstanding this.

A sophisticated management strategy, psychological empowerment, which essentially entails office managers' engagement, has the potential to increase office managers' commitment if and when used effectively. People might be perceived as more or less empowered, rather than enabled or not, because psychological empowerment is a continuous process. When employees feel empowered at work, businesses are able to accomplish their targeted goals. Therefore, it is expected that effective implementation of such a work idea would significantly improve the organizational and office managers outcome variables, including the dedication of office managers and commitment to the organization. The organization's management must ensure that there are enough resources, information is available, the environment is conducive, and office managers are properly trained in order for the employee engagement process to be successful.

The idea of psychological capital is highlighted by Conger and Kanungo (2018) as a motivational construct meant to motivate office managers. They suggested that businesses may foster positive work cultures through their management and environments that foster personal effectiveness among employees, in this example office managers, by reducing formal organizational norms that encourage completion of tasks. Therefore, office managers would've been driven to not just finish duties but to do it as efficiently as possible.

## Office managers' commitment

The idea behind office managers' devotion comes from Whyte's 1956 piece "The Organization Man" (Dixit & Bhati, 2012). It alludes to social actors' readiness to devote their time, effort, and allegiance to welfare structures, as well as to personality systems' commitment to social ties that are viewed as identity (Dixit & Bhati, 2012). According to Gbadamosi (2003) in Agada (2019), commitment is defined as (1) something akin to membership; (2) it needs to reflect the person's current situation; (3) it has a special capacity for prediction, offering forecasts for specific aspects of performance, work motivation, sudden donation, and other associated consequences; and (4) it implies the difference significance of motivating variables.

It is clear that office managers' happiness is crucial to the accomplishment of an organization's goals. Office managers' dedication to the business will rise and they will

undoubtedly put their best efforts into their work in order to make the company effective if they are content and happy with their leadership and workplace atmosphere. Organizations are aware that if they desire their office managers to provide outstanding work, they must try to make them happy. When office managers first arrive at work each morning, it can be challenging to determine whether they are happy based just on the outcomes of their efforts or their outward appearance. Office managers' level of job satisfaction is influenced by a number of other elements; includes the rewards employees receive for their hard work, the opportunity for training, and career guidance the company provides.

A dedicated office manager is seen to be someone who sticks with the firm through difficult times, shows up to work on a regular basis, safeguards the company's assets, and gives willingly of his time and effort to the group's goals. As a result, office managers' commitment may be defined as a long-lasting motivating factor or state of mind that encourages someone to stick around and work tirelessly and totally to help control or unit goals. The dedication of office managers reflects their ties to the company. The dedication of office managers is crucial for an organization's performance since it affects the important factors associated to office managers such as non-appearance, low efficiency, low assurance, work turn over and other negative inclinations. Meyer and Allen (1997) in Culpepper (2011) distinguished three parts of office chiefs' responsibility: (1) Emotional, (2) Continuation and (3) Standardizing.

### **Theoretical Framework**

According to Blau's (1964) social exchange theory, the foundation of social interactions is the belief that acts of kindness will be returned. In a lot of organizational study, it has been used. For instance, a recent meta-analysis of three decades of organizational support research shows that variables from the social exchange theory such as trust, commitment to the organization, perceived managerial success, and commander exchange, are crucial for understanding the relationships between fairness, performance outcomes, and citizenship behavior (Piccolo & Colquitt, 2006)

Even though they may be categorized as any type of interpersonal interactions, psychological work relationships relate both the individual and the company in the workplace. More precisely, in organizational contexts, work connections are a source of knowledge necessary for successful performance and an element of the process of socialization and a source of fulfillment, support networks, and networking. Office managers are driven to foster a good work environment. They must, however, persevere through the unpredictable and dynamic obstacles of the modern workplace during this process.

Social exchange is a fundamental paradigm for analyzing work relationships, according to this theory, which pertains to the research. Its fundamental tenet is that human relationships are formed based on a subjective cost-benefit analysis, and as a result, people tend to repeat behaviors that have been positively reinforced in the past. The more frequently a behavior has been positively reinforced, the more likely it is to be repeated. Office managers' dedication has historically been viewed as one of the primary results of exchange relationships in the job relationship due to its flexible character (Cropanzano & Mitchell, 2005). Such exchanges, in accordance with social social exchange, are predicated on voluntary activities that are begun by the employer or office management, with the hope that the other side would eventually return. The mismatch in the trade connection

will drive the other party to either raise or decrease their efforts to regain equality if one side doesn't fulfill their duties. Following this line of reasoning, office managers are required to balance their dedication to their organization with the benefits they currently get or desire in the future. Organ (1987) claimed that office managers have the option to refrain from such behavior if they feel they have been unfairly treated or to adhere to office managers' promise to return good or humane treatment from the business. This suggests that social interactions between business managers and its employers have an impact on how committed office managers become. However, the theory of social exchange does not offer any recommendations on how this growth could alter over time or vary amongst people (Cropanzano & Mitchell, 2005).

## METHODOLOGY

The cross-sectional research was adopted for this study. A cross sectional research design is an empirical intervention on target population without random assignment. The population for the study comprised of two hundred and thirty-nine (239) office managers in 11 public parastatals in Rivers State. These include eleven (11) chairmen, ten (10) permanent secretaries, one hundred and fifty-one (151) heads of department/units and sixty-seven (67) directors. The breakdown is as shown in table 3.1 below

**Table 3.1 Population Distribution of the Parastatals**

S/N	Parastatals	Chairman	Secretaries	Heads of Department / unit	Directors	Total
1	Rivers State Internal Revenue Service	1	1	35	3	40
2	Rivers state Newspaper Corporation	1	1	8	4	14
3	Greater Port Harcourt City Development Authority	1	1	7	4	13
4	Rivers State Senior Secondary Schools Board	1	-	9	10	2
5	Rivers State Waste Management Agency	1	1	12	6	20
6	Rivers State Bureau on Public Procurement	1	1	10	6	18
7	Rivers State Civil Service Commission	1	1	15	8	25
8	Rivers State Independent Electoral Commission	1	1	13	6	21
9	Rivers State Judicial Service Commission	1	1	18	7	27
10	Rivers State Local Government Service Commission	1	1	12	7	21
11	Rivers State Universal Basic Education Board	1	1	12	6	20
	<b>TOTAL</b>	<b>11</b>	<b>10</b>	<b>151</b>	<b>67</b>	<b>239</b>

Source: Rivers State Civil Service (2022)

The sample size for this study was two hundred and thirty-nine (239) office managers in the eleven (11) public parastatals in Rivers State which constitute the entire population, hence, the study was a census study. The Purposive or judgement sampling method was used for this study.

The study used questionnaire as instrument to collect from the respondents. The questionnaire was titled "Office managers Psychological empowerment, Organizational Policy and Commitment Questionnaire" (EPEOPCQ). The instrument was divided into different sections where each section aimed at eliciting information and generating data on the presence or absence of each variable in the study. The instrument comprised of two sections: section A and B, section A consists of the respondents' demographic information which include gender, age marital status and educational qualifications etc. while the section B contains 35 items questions designed to elicit information on the Psychological empowerment, Organizational Policy and Office managers' commitment.

Reliability of the questionnaire was done through the use of Cronbach's Alpha which measures the internal consistency. This was achieved by first administering the instrument to twenty respondents who are in similar parastatals in Bayelsa State. The response from this exercise was checked for internal consistency. A reliability coefficient of 0.75 was obtained and accepted as reliable for this study.

The research instruments were administered to the respondents by the researcher. The questionnaire was administered through "drop and pick later" method. The hypotheses were tested using spearman rank correlation

## RESULTS

Ho<sub>1</sub>: There is no significant relationship between Psychological empowerment and affective commitment in public parastatals in Rivers State, Nigeria.

**Table 4.10 Correlation between Psychological empowerment and affective commitment**

Variables	Mean	SD	N	R	Sig	Decision
Psychological empowerment	2.8675	.46070	234	.377**	.000	Null
Affective commitment	2.4494	.57484				Hypothesis Rejected

\*\* Correlation significant at 0.01 level

Source: SPSS Data Output based on Field Survey (2022)

Table 4.11, applying a two-tailed test with a p-value of 0.000 and a significance threshold of 0.01 yields a correlation coefficient (r) value of 0.377. The null hypothesis was disproved and the alternative accepted since the p-value of 0.00 was less than ( $\leq$ ) 0.01 alpha levels. According to this, there is a tenuous positive and significant relationship between the use of Psychological empowerment and affective commitment in public parastatals in Rivers State, Nigeria.

Ho<sub>2</sub>: There is no significant relationship between Psychological empowerment and Normative commitment in public parastatals in Rivers State, Nigeria.

**Table 4.11 Correlation between Psychological empowerment and Normative commitment**

Variables	Mean	SD	N	R	Sig	Decision
Psychological empowerment	2.8675	.46070	234	.346**	0.00	Null Hypothesis Rejected
Normative commitment	2.9692	.55006				

\*\* Correlation significant at 0.01 level

Source: SPSS Data Output based on Field Survey (2022)

Table 4.12, applying a two-tailed test with a p value of 0.000 and a significance threshold of 0.01 yields a correlation coefficient (r) value of 0.346. The null hypothesis was disproved and the alternative accepted since the p-value of 0.00 was less than ( $\leq$ ) 0.01 alpha levels. This suggests that there is a faint positive signal and significant relationship between Psychological empowerment and Normative commitment in public parastatals in Rivers State, Nigeria.

Ho<sub>3</sub>: There is no significant relationship between Psychological empowerment and continuance commitment in public parastatals in Rivers State, Nigeria.

**Table 4.12 Correlation between Psychological empowerment and continuance commitment.**

Variables	Mean	SD	N	R	Sig	Decision
Psychological empowerment	2.8675	.46070	234	.211**	.001	Null Hypothesis Rejected
Continuance commitment	2.9085	.44124				

\*\* Correlation significant at 0.01 level

Source: SPSS Data Output based on Field Survey (2022)

Table 4.13, uses a two-tailed test with a p value of 0.001 and a significance threshold of 0.01 to demonstrate a correlation coefficient (r) value of 0.211. The null hypothesis was disproved and the alternative accepted because the p-value of 0.01 was less than ( $\leq$ ) 0.01 alpha levels. This suggests that there is a faint positive signal. and significant relationship between the use of Psychological empowerment and continuance commitment in public parastatals in Rivers State, Nigeria.

## DISCUSSION OF FINDINGS

The study investigated the extent of association between Psychological empowerment and office managers' commitment. The result of the study revealed a statistically significant relationship between the predictor and independent variables. The result further revealed that the existence Psychological empowerment will positively increase office managers' commitment among Office managers in public parastatals in Rivers State. Hence, it was revealed that Psychological empowerment statistically predicts office managers' commitment which implied that the absence of Psychological empowerment or failure in Psychological empowerment will negatively influence office managers' commitment among Office managers in public parastatals in Rivers State.

The results of this study are in line with those of Perera (2016), who found a substantial positive correlation between non-executive workers' psychological empowerment and their work behavior in several local government councils in Sri Lanka. Likewise, the findings of

Williams (2007) also agreed with the result of this study, reporting that each psychological empowerment type examined in his study contributed to the variability of office managers' commitment. However, these findings negate the findings of Turnley and Feldman (2018) who in their findings reported that Psychological empowerment is negatively correlated dimensions of office managers' commitments.

Also, supporting Carbajal's findings is that of Williams (2007) reporting that Office managers' commitments and psychological empowerment had a substantial inverse link. Oppenheim's study, however, only revealed a significant inverse association between psychological empowerment and three of the five commitment types of office managers (Affective commitment, Sportsmanship, and Continuance commitment). Psychological empowerment, courtesy, and generalized compliance did not correlate. Research reveals that psychological empowerments place a greater emphasis on adhering to particular contract requirements than extra-role behaviors, and this may explain why there is a negative correlation between office managers' commitment and such behaviors (Agada, 2019).

It also shows that extra-role behaviors are suppressed in more commercial agreements as compared to a more competency kind (in this case, Affective commitment, Sportsmanship, and Continuance commitment). Office managers' pledges are the first types of behaviors to be withheld when there are low levels of confidence with the employer since they have less repercussions than withholding back in-role behavior, according to Turnley et al. (2004). These findings thus support the hypothesis that psychological empowerments, which promote excessive careerism and do not further integrate employees into the organization's culture, are a sign of a lack of confidence in the employer (Robinson & Rousseau, 1994; Rousseau & Tijoriwala, 2018). The difference in the result of this present study and those of the conflicting result can be attributed to other variables outside this research which is supported by the present of low relationship and influenced reported in this study.

However, While psychological broad term that refers may work best in cultures with flexible labor forces and greater competition, they can also cause office managers' dedication to the workforce to decline, which can have a negative financial impact that might not be visible in budget reports but harms the organization in other ways.

## **CONCLUSION**

The aim of this study was to gain insight into the relationship psychological empowerments has with office managers' commitment and the moderating role of Organizational policy on the association between the two variables. The empirical results suggest that psychological empowerment have a statically significant relationship with office managers' commitment.

## **RECOMMENDATIONS**

1. It is recommended that deposit money banks should involve employees in organizational decisions and avoid prejudice and discriminatory in decisions consider these issues in organizations:
2. Government should make policies that will improve on the existing psychological empowerment types in the education sector. This will in return influence the office managers' commitment. Such policies are frameworks that ensure frequent promotion of



Office managers, provision of infrastructures, good reward systems and disciplinary measures.

3. Government should make conscious effort to review the condition of service for Office managers from time to time.

5. Government should put more effort into making sure that they support Office Managers in advancing their careers and assist them in developing marketable skills.

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