



## RELATIONSHIP MANAGEMENT AND EMPLOYEES' COMMITMENT IN PUBLIC HOSPITALS IN PORT HARCOURT

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**ABSTRACT:** *The purpose of this study was to empirically investigate the relationship between relationship management and employee commitment in the public hospitals in Port-Harcourt. Two hypotheses were tested at the 0.05 level of significance. This study adopted a correlational research design because it attempted to establish a relationship between relationship management and employee commitment. One thousand one hundred and twenty-seven (1127) employees from the three (3) public hospitals and clinics listed in the Directory of the Rivers State Ministry of Health in Port-Harcourt were selected. The researcher chose grade 8 and above officers to calculate the sample size, resulting in a sample size of 295 Rivers Senatorial District employees. To calculate the sample size, the researcher selected grade 8 and above officers, resulting in a sample size of 295 employees from the population. The instrument of research that was employed for this study was an adapted questionnaire that was generated and designed from various studies reviewed to capture data in line with the study objectives. A five-point Likert-type scale questionnaire was adopted, ranging from (SA) Strongly Agree = 5, (A) Agree = 4, (SD) Strongly Disagree = 3, (DA) Disagree = 1, and (UD) Undecided = 1. 0.05 alpha level. 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. For data analysis, SPSS (Version 20) was used. The results of the study revealed a positive relationship between relationship management and indicators of employees' commitment in the Port Harcourt public hospitals. It was recommended that organizations in the healthcare industry pay special attention to all aspects of relationship management to enhance commitment, including shared goals and values, as these variables have a significant impact on long-term employee commitment*

**KEYWORDS:** Relationship management, Affective, Continuance, Employees commitment.



## INTRODUCTION

Individuals' mental connection to an organization constitutes organizational commitment. The aim of this research was to find ways to improve how professionals felt about their jobs so that they would become more committed to their organizations. Organizational commitment predicts job factors such as turnover, hierarchical citizenship behavior, and employment performance. A portion of the factors, including part stretch, strengthening, work shakiness and employability, and appropriation of authority, have been correlated with a worker's organizational commitment (Adebayo & Ogunsina, 2011). Affective commitment is the employee's positive emotional attachment to the organization. Such an employee strongly identifies with corporate objectives and strives to remain with the business out of a desire to do so (Henning, 2012).

Continuance commitment: Here, the emotional component is mostly irrelevant, and the employee feels it would be very expensive to leave the organization (Gardi et al. 2020). This finding by Hassan Mahmood Aziz et al. may be due to a variety of factors, ranging from the financial costs of salary and perks to the social costs of links and reputation. This employee stays with the organization because he or she is integral to its success (Prabhu et al. 2020). Normative commitment: the concept of obligation is at play here. The employee feels obligated to fulfill the organizational value promises made to him or her (Kaur (2013). Either individualized value views that direct conduct or social standards that apply to the context and relate to the organization's surroundings contribute to the strength of the loyalty feature (Admad, 2013). Job satisfaction is a concern for all companies, regardless of whether they are public or private, in developed or developing nations. Numerous scientists and specialists have developed the concept of job satisfaction from diverse perspectives (Abdullah & Wan, 2013). defined job satisfaction as "a happy or positive emotional state coming from the evaluation of one's job or job experiences." This is one of the most frequently used definitions of job satisfaction in reputable research (Top & Ali, 2021). Others have defined it as a person's satisfaction with his or her job, or whether he or she prefers the position or not. It is evaluated at both the global level (independent of the individual's overall job satisfaction) and the feature level (regardless of whether the individual is fulfilled by various parts of the job).

Kumar and Arora (2012) listed 14 fundamental aspects: gratitude, correspondence, colleagues, incidental benefits, job conditions, nature of the work, organizations, self-improvement, strategies and systems (Kuzua & Ozilhan, 2014), opportunity for advancement, recognition, security, and supervision.

Kuzua and Ozilhan (2014) provide an updated definition of job satisfaction, observing that it includes multiple mental reactions to an individual's job and that these individual emotions include psychological (evaluative), emotional (or passionate), and behavioral reactions. Job satisfaction scales vary in the extent to which they assess emotional feelings regarding the job or the subjective evaluation of the job (Pradeep & Prabhu, 2011).

Affective work satisfaction is a subjective trait that refers to the positive emotions people have about their jobs (Ngari & Agusioma, 2013). Thus, emotional job satisfaction corresponds to the level of happiness or contentment that a person's employment generates as a whole. Intellectual occupation satisfaction is a more precise and discerning evaluation of the various facets of a profession (Pradeep & Prabhu, 2011).



Intellectual employment fulfillment can be one-dimensional if it comprises evaluation of only one area of a job, such as compensation or maternity leave, or multidimensional if two or more aspects of a job are evaluated simultaneously. Subjective occupation (Nick, 2012), fulfillment does not measure the level of pleasure or happiness that arises from particular employment features; rather, it measures the extent to which those employment features are deemed desirable by the occupation holder in comparison with goals they themselves set or with other occupations (Abkar, (2017). While psychological occupation fulfillment may lead to emotional occupation fulfillment, the two constructs are separate, not necessarily correlated, and have distinct precursors and outcomes in relationship management (Lagergren, & Andersson, 2013).

Relationship management is essential for the success of a firm, as you must establish a solid rapport with the consumers, who are, in fact, the kings. To thrive in the corporate world and remain ahead of the competition, you must serve the king more effectively. To remain competitive in the commercial world, you must master relationship management. Relationship management, commonly known as customer relationship management (CRM), refers to a business' process of managing and optimizing past, present, and future interactions with its customers. Relationship management is the process by which organizations cultivate positive relationships with their clients or business partners (Abdullah & Wan, 2013). To do this, relationship managers collect and analyze customer data to identify relevant patterns and concerns that may be used to enhance client contacts. Relationship management involves multiple facets of corporate operations, such as:

- Activities around selling products and services, such as guiding customers through the sales process
- Service-related activities, such as helping customers use products and answering their questions
- Data analysis to study large amounts of customer data from different channels
- Forecasts of future sales growth

Relationship management comprises all strategies, approaches, and practices employed by firms to manage client and customer contact throughout the customer lifecycle. The objective is to strengthen relationships with stakeholders, including suppliers, clients, and other organizations. Maintaining client relationships is essential for the growth and profitability of a firm. This section focused on the ideas on which the research is based: employee relations and employee relationship management. Employee relations are a type of interpersonal relationship concept developed by western scholars in the twentieth century to replace industrial relations. It is influenced by the economic, technological, legal, and socio-cultural background of a specific community and focuses on the rights and responsibilities, management, and obedience caused by the interest between the organization and the employees as a sum of cooperating, conflict, strengthening, and power relations. Employee relations is defined as the relationship between employees and managers that enhances the morale, commitment, and trust of employees and creates a conducive working environment that enables them to exert great effort towards the accomplishment of organizational goals (Bajaj, 2013). Effective employee relations need the development and maintenance of a motivated and productive staff. Creating good employee relationships in an organization is a precondition for achieving organizational objectives. In order for this to occur, organizations must develop strong employee relationships,



which entail motivating employees, requiring them to participate in decision-making, facilitating the free flow of information within the organization, and resolving conflicts or disagreements as they arise in the workplace.

This scenario instills a sense of ownership in the employees, which in turn motivates them to work diligently. Healthy employee relations result in more efficient, effective, and productive staff, which increases the organization's production level. Employee relationship management is a relatively new word that refers to a technique for managing employees so that they can achieve company goals (Lagergren & Anderson, 2013). Employee relationship management encompasses a variety of initiatives taken by an organization's management in order to foster amicable, cooperative relationships with its employees. It contributes to the formation of a cohesive work environment in which all employees collaborate to achieve the organization's objectives. In addition, it fosters dedication, assists employees in achieving company goals, reduces workplace friction, and builds trust (Bajaj, 2013). When managers of an organization understand the needs of each person and strive to meet those needs out of a sense of care that motivates them to contribute to the achievement of organizational goals, employees can contribute more. No aim can be achieved, however, when employees engage in conflict and misunderstanding with management. In order to increase staff morale and reduce productivity gaps, managers should create healthy employee relationships. According to Khan and Abdullah (2019), the functions of employee relationship management are as follows: to develop a harmonious relationship with the organization; to instill moral principles and self-assurance in order to inspire employees to achieve better; to increase staff productivity and effectiveness at work. to treat all workers equally and without discrimination; and to inspire employees to generate new ideas by bringing out their inner potential. Nick (2010) in a study linking pay components and employee contentment, focused on how various pay variables influence the apparent employee reward satisfaction and how these two perceptions are related. Using arrangement capture data gathered from 26 understudies, this study discovered a positive correlation between happiness and pay components. In addition, employee salary, happiness, and motivation were strongly correlated with the method of payment. Character qualities, risk aversion, self-sufficiency, and locus of control did not appear to influence the choice between performance-based compensation and fixed pay, tangible rewards versus non-substantial rewards, skill-based pay versus job-based pay, or rigid benefits versus adaptable benefits. According to the researcher's findings, employee relations are one of the most important variables that management should prioritize, given that people play significant roles in supporting company effectiveness.

The management must motivate staff in order to boost their morale, which will raise their productivity. According to management and behavioral science literature, employee dedication is a crucial aspect of the relationship between individuals and businesses. Numerous firms recognize and emphasize the importance of employee commitment as a means of providing a competitive advantage by maintaining critical talent inside the organization. Consequently, employee commitment has always been seen as a measure of employee attachment to the organization (Ahmad et al., 2013). Additionally, characterized organizational commitment as the factor that fosters the individual's attachment to the organization. They continue by stating that personnel are regarded as dedicated to an organization if they continue to associate with it voluntarily and exert considerable effort to achieve organizational goals. In their study, Gardi et al. discovered that perceptions of employee voice opportunities and organizational commitment are somewhat mediated by the employee-line manager connection and trust in



senior management. The mediation through the employee-line manager relationship is weaker than the direct relationship between employee voice and organizational commitment, whereas the mediation through trust in senior management is stronger than the direct relationship. Communication in an organization refers to the extent of exchanging information among employees in order to make them aware of the important aspects of the organization, such as institutional policies, strategies, procedures, and manuals that help them comprehend what is expected of them and how they will carry out their responsibilities. It has a significant role in how well employees get along with one another because it is the key that allows them to communicate within the firm.

Communication in an organization fosters relationships and creates harmony by fostering trust amongst employees in different departments (Chinomon & Sandata, 2013). According to a study conducted by Bajaj, Sinha and Tiwari (2013), there is a considerable correlation between communication and employee performance. In addition, a study conducted by Kumar and Manjula (2017) demonstrates that transparency in communication is essential for a successful employee-employer relationship since it fosters group activities in the workplace and encourages employees to create pleasant relationships with coworkers. In accordance with this, Adebayo and Ogunsina's (2011) study reveals that the performance of well-informed personnel is significantly higher than that of poorly informed ones. In addition, research conducted by Othman et al. (2019) revealed that good communication has a positive and significant impact on employee performance since it is a vital approach that can assist both the organization and the individual reach their ultimate objective.

Participatory leadership is an essential feature that has a substantial effect on organizational effectiveness. Participative leadership is characterized by consultative actions, such as consulting employees before making the final decision, yet retaining the right to make the ultimate choice. This is essential for establishing excellent employee performance, which leads to high employee commitment since followers feel valued and appreciated. Leadership is defined as the process through which leaders guide their followers in a manner that enables them to achieve corporate goals by inspiring, participating in decision-making, and providing ongoing training. Participative leadership solicits thoughts and recommendations from subordinates prior to making a final decision, which enables the leader to make a solid choice because subordinates are able to generate creative ideas (Ngo & Nguyen, 2016). This strengthens the interaction between leaders and subordinates and fosters a sense of ownership in the organization, as employees' participation makes them feel at ease and thus boosts their performance.

Similarly, 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 a conducive work environment, job satisfaction, and extra effort compared to transactional leadership, and these leaders have the ability to convince their subordinates to achieve more. Moreover, Adebayo and Ogunsina (2011) found in their study that when an organization's management creates equal opportunity and treats all employees equally without favoritism, this fosters a positive attitude toward the organization, and constructive feedback and guidance help employees understand what the organization expects of them, resulting in mutual benefit. Consequently, a participative leadership style is more effective over the long term and has a beneficial impact on the performance of employees (Kumar & Manjula, 2017). The concept of "shared goal" denotes the commonality among the personnel and management of an organization towards the organization's projected central objective. This coherence assists





in comprehending how work relates across all organizational levels and in matching employee activity with the strategic direction of the organization. Employees are able to direct all of their efforts toward the achievement of a certain organizational goal when they share a shared objective. Nonetheless, this can be achieved through dependency and collaboration between personnel. Shared objectives positively affect employee performance and organizational results (Abdullah & Othman, 2019). Shared objectives direct employees to increase their productivity. Numerous experts concurred that defining clearly attainable, mutually agreed-upon goals that align with the organization's vision drives personnel to achieve them. This promotes a sense of shared purpose among team members and heightens their knowledge of the intended objectives.

In addition, according to Khan and Abdullah (2019), precise goals drive people to achieve them, which fosters commitment. Mutual trust is a crucial variable that determines the organization's performance, effectiveness, and efficiency. Over the course of a relationship, trust may build, wane, or reappear. As the relationship deepens, individuals have more opportunity to observe and learn about one another, and they might infer if a certain action is trustworthy or untrustworthy. Trust encourages cooperative conduct, reduces conflict, and fosters good employee opinions of their supervisors, thereby increasing employee work satisfaction in a business. It also fosters a positive work atmosphere, which enhances the job performance of employees within the firm. Bajaj, Sinha and Tiwari (2013) discovered that there is a positive correlation between employees' openness and organizational trust in his study. The managerial decision-making process could be significantly influenced by managers' trust. Moreover, Hasen and Salman (2016) found that the level of trust has a positive and significant relationship with employee performance because building trust involves building confidence in each other's competencies and dependability; consequently, the existence of trust among employees creates synergy in the organization and better employee performance because trust is based on reliability and competencies. Motivation is defined as "all internal and external driving forces that cause an individual to engage in an activity, establish its limits and forms, and provide activities with a goal-directed direction" (Gardi, et al., 2020). According to Khan and Abdullah (2019), motivation does have a monotonous influence on employee performance; as people receive additional drive and effort, their standard of performance is bound to increase. In addition, Muslim et al. (2019) conducted a study to determine the effect of employee motivation on employee performance, which revealed that if employees are more driven, their performance will increase.

### **Empirical Review**

Good employee relations promote a pleasant environment for workers, which can boost their motivation. Enhanced staff morale can also result in enhanced worker performance. According to Kucharska (2020), firms that participate in employee relations initiatives may experience an increase in performance, leading to a rise in profits. In a study on the "Impact of Employee Relations on Employee Commitment," Adebayo and Ogunsina (2011) discovered that employee relations practices followed in the organization had a direct effect on the performance of workers in the organization. This was discovered through a survey of selected public civil servants in Nigeria. Employees that are more satisfied with the procedures of the current organization are more productive and resistant to change. The study also found that enhancing an organization's employee relations policies can boost employee performance and, in turn, the organization's total productivity. Similarly, Kucharska's (2020) research on employer-employee interactions in Nigeria indicated that there is a high correlation between employee



relations and employee performance. In a study titled "Influence of Supervisory Behavior and Job Stress on Job Satisfaction and Turnover Intention of Police Personnel in Ekiti State Police Command," Adebayo and Ogunsina (2011) utilized a questionnaire with a sample size of 156 and discovered that supervisory conduct had a significant impact on the job satisfaction of the police personnel. It was hypothesized that officers under law-based supervision were likely to be more satisfied and inspired at work than those under authoritarian supervisory methods. In their comparative study of line manager relationships and employee commitment, Gardi et al. (2020) found a positive correlation between line manager relationships, trust in senior management, and employee commitment. Their questionnaire-based study included 240 participants. Nonetheless, this research was conducted in Europe. In their comparative study between public and private sector organizations in the United Arab Emirates, Bayo (2019) used a survey with a sample size of 350 to determine that public sector employees perceive a higher level of trust between themselves and their public sector employer, whereas private sector employees report a stronger correlation between trust and their intention to leave.

Consequently, it is worthwhile to study these interactions in the context of Nigeria. Unfortunately, researchers were unable to locate any empirical research assessing the relationship between employer-employee interactions and employee promises. According to the findings of the study, one of the most essential things that management should focus on is employee connections, as employees are recognized to play crucial roles in supporting organizational effectiveness. The management should motivate staff in order to boost their morale, which will raise their productivity. The study is based on Maslow's idea of the hierarchy of needs. Maslow's theory of the hierarchy of needs illustrates how crucial it is for employees to satisfy their many social and personal needs in order to accomplish their highest aspiration. Maslow (1943) proposes in "A Theory of Inspiration" that employees might be influenced by satisfying their wants. In the workplace, people are motivated by recognition, compensation, and increases in responsibility; high prestige; gratitude; and favorable input. According to these views, there are two different types of requirements: Lower and higher level requirements. Lower level requirements can be met externally (externally), but higher level demands must be met inwardly (intrinsically). Lower level needs are the necessary organic human needs, such as food, housing (shelter), sex, and clothing. Upper-level needs, such as self-respect and self-realization, are those that humans strive to achieve after satisfying lower-level needs. They proposed that inherent benefits such as recognition, gratitude, and admiration are illusive. Despite the obviousness of external rewards, they mirror fundamental human wants such as nourishment, security, sex, and attire.

Human needs, according to Maslow (1943), ascend in a hierarchy. At the point in the hierarchy where lower-level demands are satisfied, individuals attempt the next level. When a person's physiological, psychological, and social needs are met, he or she advances toward self-respect and self-actualization. Maslow's hierarchy theory now thoroughly supports the notion that reward and recognition (satisfying employees' self-esteem and basic needs) result in their happiness. According to the notion, needs at different hierarchical levels represent reward and recognition. Physiological needs, for instance, attest to the large reward compatibility of wages and nutrition. Social needs are intangible benefits offered by coworkers and superiors in the form of consolation, gratitude, and positive feedback. Likewise, an individual attempts recognition, which boosts his self-esteem. Rewarding and recognizing employees increases their desire to work and establishes a connection between execution and employee motivation.



The greatest significance of this theory, according to Abdullah and Othman (2019), comes in the practical implications it has for the management of firms in terms of how they may help employees achieve self-actualization. When this is achieved, employees will perform at their highest level. One criticism of this hypothesis is that people are unlikely to operate correctly if they are raised in an environment where their needs are not addressed. Kaur's (2013) research examining Maslow's theory has validated the distinction between deficiencies and growth requirements but also demonstrated that not all individuals can meet their higher-order needs (growth needs) at work. Consequently, only higher-level managers are able to meet both their growth and deficiency needs, but lower-level managers can only satisfy their deficiency needs on the job if they are not adequately motivated. According to Kucharska (2020), this model is particularly useful for characterizing the behavior of persons with a high growth desire because employees who are not accustomed to the concept of enhancing their growth will not have any physiological response to their occupations. Adil (2013) also criticized the motivational need theory. They argue that the theory contains unreasonable assumptions about employees, such as that all people are identical, all situations are identical, and there is only one optimal way to meet requirements. Similarly, Adil (2013) states that it is a result of employees' natural tendency to take credit for needs met and express discontent for needs not met. The significance of the theory to the study is that it promotes employees' comprehension of their organizational goals and the means to achieve them. Despite the fact that employees have diverse perspectives regarding what is vital to them, they are aware that every step toward success is a positive one. According to Top and Ali (2021), affective commitment is the knowledge of one's internal state, preferences, resources, and intuition. It is not a given that we are able to detect our feelings and reactions when in the spotlight privately and remain conscious thereafter, whether in teams or as individuals. A realistic assessment of one's talents is also required for relationship management. People with this quality are conscious of their own strengths and faults, are receptive to genuine input from others, and are eager to learn from their own experiences. According to Fatt, this confidence in our abilities, values, and objectives stems from effective relationship management.. Self-aware individuals are "capable of accurately perceiving and monitoring their own emotions as they occur." According to Muslim et al. (2019), this includes being aware of how one tends to respond to various events and people.

Employee contributions to organizational goals and the overall realization of the organization's vision grew as a result of relationship management. This validated the findings of Top and Ali (2021), who found that relationship management enables employees to know themselves and thus understand their behaviors when under the limelight, allowing them to guide such behaviors toward attaining their goals. Affective commitment also enables employees to be constantly conscious, both as individuals and as teams, and this has been a major contributor to their outstanding performance. Muslim et al. (2019) discovered that self-aware individuals are better able to perceive, comprehend, and control their emotions; as a result, they respond to situations in a more professional and objective manner, resulting in better and enhanced performance output.

Relationship management goes much beyond simply having appropriate knowledge about oneself; it also includes the ability to interpret this knowledge in order to learn more about oneself (Anwar & Abdullah, 2021). According to Anwar and Abdullah (2021), relationship management comprises four levels: arousal and focus, sensory and motor, cognitive, and finally psychosocial. Due to the distractions that surround us, our inability to pay attention or respond with close concentration results in a sluggish or weak response to newly formed ideas or





arousal. The sensory and motor stage is where we are able to describe our sense of feeling, such as movement, weariness, and satisfaction, as well as more complex perceptual processing skills due to our developed ability to pay attention, comprehend, and remember.

Moreover, employee performance is reliant on relationship management, as it is on numerous other elements, necessitating that greater care and energy be devoted to incorporating it into firms' training and development programs. But for this to occur, sharing and debating feedback at all levels is of the utmost importance to improve both individual and group relationship management, enabling employees to preserve their good skills and strengths and correct their deficiencies in order to become better employees (Dirette, 2010). Employees occasionally make errors in their everyday work operations and are able to detect their errors, monitor their performance, and either repair the errors or seek assistance from someone with superior knowledge to enhance their performance, thereby enhancing their competencies and abilities.

Anwar and Abdullah (2021) concluded in their research of university employees that RM systems offer managers appealing potential to boost organizational efficiency and effectiveness by enhancing employee job satisfaction through the electronic delivery of essential HR services. If RM systems enhance organizational effectiveness, then improving the quality of RM implementations will have positive benefits on the organization, but only if such systems are well-targeted to suit user needs in addition to being well-constructed. In addition, Gardi et al. noted that employees decide when and how to express dissent based on a complex set of filters that consider individual, interpersonal, and organizational aspects. The results demonstrated that subordinates who regarded themselves to have high-quality relationships with their superiors were much more dedicated than those who perceived themselves to have low-quality relationships. Consequently, relationship management contributed to the strengthening of the tie between employees, ensuring that each is content and has a good relationship with the others in order to extract the best performance from each team member. Therefore, the most essential resources are seen to be reserved for firms who recognize the need for relationship management solutions. When employees believe they are not being heard, they may become frustrated, leading to a drop in morale and a perception that their workplace is unwelcoming or even hostile.

### **Statement of the Problem**

Relationship management not only strengthens ties with existing consumers but also paves the way for attracting new ones. Relationship management is an effective method for transforming prospective customers into devoted clients. In today's corporate environment, competition is intensifying and expanding. You cannot rely solely on your current consumer base; you must attract new customers as you progress. Developing and implementing marketing strategies is a surefire method. With the proper CRM tools, you can find the ideal group of prospects and send them the most relevant message. Thus, you can attract additional prospects to your pipeline. This section discusses the significance of relationship management in business and how to limit the risks associated with your company's reputation on a daily basis for long-term management. If firms do not have a good relationship with their customers, they will fail. In this study, we will attempt to demonstrate the links and effects of employee's commitment on job satisfaction, as well as the extent to which committed employees are repressed and the extent to which various factors influence their level of commitment. Therefore, this study empirically investigated the relationship between relationship management and Employee



Commitment in the Public Hospitals in Port-Harcourt, Nigeria. The following hypotheses are formulated to guide the study.

Ho1: There is no significant relationship between relationship management and Normative Commitment in the Public Hospitals in Port-Harcourt

Ho2: There is no significant relationship between relationship management affective Commitment in Public Hospitals in Port-Harcourt.

## METHODOLOGY

This study employed a correlational survey research method to enhance a complete examination of the variables used in the study: an independent variable (relationship management) and a dependent variable (relationship satisfaction) (employee commitments). The use of a survey design was motivated by the need to establish the link between variables. This study's target group consists of one thousand one hundred and twenty-seven (1127) employees from the three (3) public hospitals and clinics listed in the Directory of the Rivers State Ministry of Health in Port-Harcourt, Nigeria. To calculate the sample size, the researchers selected grade 8 and above officers, resulting in a sample size of 295 employees from all three (3) public hospitals and clinics. The use of a mixed sampling method was adopted; purposive sampling methods were used to choose the organizations in the study, while simple random sampling was used to select respondents from each of the selected organizations in order to eliminate bias in the selection of respondents. To ensure effective coordination of the research, respondents in each of the selected healthcare centers self-administered copies of the structured questionnaire with closed-ended questions; this was conducted in departments on level 8 and above. In addition, material was collected by the researchers within five (5) working days to prevent respondents from responding under stress or coercion. The instrument of research that was employed for this study was an adapted questionnaire that was generated and designed from various studies reviewed to capture data in line with the study objectives. 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, and (UD) Undecided = 1. The Likert-type scale was selected for this study because it is flexible in measuring the degree of agreement among the respondents on 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 and 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 and should be at least 0.5. All constructs namely, relationship management and measures of employees' commitment had factor scores above 0.5 and were also loaded with others, namely, relationship 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 the 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. To analyze the data and get an overall picture, descriptive statistics were used. Statistical tools such as the correlation matrix were used for in-depth analysis. For data analysis, SPSS (Version 20) was used.



## RESULTS

### Table 1 Showed the Correlations Matrix on Relationship Management and (Affective and Continuance Commitment)

#### Correlations

		Relationship management	Affective Commitment	Continuance Commitment
Relationship management	Pearson Correlation	1	.735**	.688**
	Sig. (2-tailed)		.000	.000
	N	217	217	217
Affective Commitment	Pearson Correlation	.735**	1	.843**
	Sig. (2-tailed)	.000		.000
	N	217	217	217
Continuance Commitment	Pearson Correlation	.688**	.843**	1
	Sig. (2-tailed)	.000	.000	
	N	217	217	217

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Hypotheses

**H0<sub>1</sub>:** There is no significant relationship between relationship management and Normative Commitment in the Public Hospitals in Port-Harcourt

Table 1, showed the statistical result of relationship management and affective Commitment. The result indicates that a strong positive and significant relationship exist between relationship management and affective Commitment. The ( $r = 0.735$ ,  $P-v = 0.000 < 0.05$ ) indicates a significant relationship. Therefore, based on the empirical result the null hypothesis is hereby rejected and the alternate accepted. Thus, it was stated that there is a positive and significant relationship between relationship management and affective Commitment in the Public Hospitals in Port-Harcourt, Nigeria.

**H0<sub>2</sub>:** There is no significant relationship between relationship management affective Commitment in Public Hospitals in Port-Harcourt.

Table 1, showed the statistical result of relationship management and continuance commitment. The result indicates that a strong positive and significant relationship exist between relationship management and Continuance Commitment. The ( $r = 0.688$ ,  $P-v 0.000 < 0.05$ ) indicates a significant relationship. Therefore, based on the empirical result the null hypothesis is hereby rejected and the alternate accepted. Thus, it stated that there is a positive and significant relationship between relationship management and Continuance Commitment in the Public Hospitals in Port-Harcourt, Nigeria.



## Model 1

Summary of the model showed the effect of relationship management and Employee affective and Continuance Commitment of Public Hospitals in Port-Harcourt, Nigeria.

Regression Model Showed the Effect of Relationship-Management (affective and Continuance Commitment) on Employee Commitment

### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.538 <sup>a</sup>	.479	.477	1.155

a. Predictors: (Constant), affective and Continuance Commitment

The model above showed the extent to which relationship management affect employee commitment in the Public Hospitals in Port-Harcourt, Nigeria with regression value of (R-v =0.538), the value indicates that Relationship-Management (a. Predictors: (Constant), affective and Continuance Commitment) had a strong effect on employee commitment. The coefficient of determination with (R<sup>2</sup>=0.479) indicates that relationship-Management, affective and Continuance Commitment) account for (47.9%) variation on employee commitment in the Public Hospitals in Port-Harcourt, Rivers State while the remaining (52.1%) could be due to the effect of other factors that are not included in the study.

## DISCUSSION

As indicated in Table 1, the testing of hypotheses one and two indicates a favorable association between relationship management and each of the indicators of employees commitment in the Port Harcourt public hospitals. These positive values, (0.735) and (0.688), indicate that the associations between the variables are strong. In addition, the p-value of 0.00 is less than the significance level of 0.05; so, the study rejects the null hypothesis and indicates that there is a positive and significant relationship between relationship management and organizational performance (affective and continuance commitment).

According to Top and Ali (2021), relationship management is aware of an individual's internal state, preferences, resources, and intuition. It is not a given that we are able to detect our feelings and reactions when in the limelight privately and remain conscious thereafter, whether in teams or as individuals. A realistic assessment of one's talents is also required for relationship management. People with this quality are conscious of their own strengths and faults, are receptive to genuine input from others, and are eager to learn from their own experiences. According to Fatt (2002), this confidence stems from effective commitment regarding our capabilities, values, and ambitions. People's skills need "the ability to appropriately recognize one's own emotions and to maintain awareness of them as they occur." According to Cheok and O'Higgins (2011), this includes being aware of how one tends to respond to various events and people.

Overall, the study validated the idea that relationship management has a beneficial impact on successful performance. Relationship management enhanced the contribution of employees to





the organization's established objectives and, by extension, the realization of its vision. This confirmed the findings of Top and Ali (2021), who found that relationship management enables employees to know themselves and understand their conduct when under the spotlight, which in turn enables them to direct their behavior towards accomplishing their goals.

## CONCLUSION

The study of the relationship between relationship management and employee commitment at public hospitals in Port Harcourt is the primary objective of this research. Organizations are coming to the realization that relationship management may help them create and improve relationships, reinforce their commitment to the organization, and improve their workers' commitment to the organization. Many employees have developed their strategies by closely monitoring their workforces. It places a strong emphasis on commitment, performance, growth, and development of staff employees in order to generate a competitive edge. It contributes to the improvement of working circumstances and assists in the establishment of healthy relationships between employees.

## RECOMMENDATION

On the basis of the study's findings, the researcher recommends that organizations in the healthcare industry pay special attention to all aspects of relationship management to enhance commitment, including shared goals and values, as these variables have a significant impact on long-term employee commitment. Organizations should have a transparent relationship management model. This model should incorporate every aspect of employee relationships, for which relationship management must be a novel notion. Organizations in every industry should prioritize training as a highly effective technique for developing employees' skills and capacities to enable them to carry out their duties effectively.

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