



ORGANIZATIONAL SUPPORT PRACTICES AND EMPLOYEE ENGAGEMENT OF THE OIL AND GAS SECTOR IN NIGERIA

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ABSTRACT

Employee engagement is emerging as a critical organizational issue especially as businesses are recovering from the trauma of the global recession. Employee engagement has been an area of interest among many researchers and it had received a greater recognition among firms. Therefore, there is a need for organizations to evaluate the level of engagement among their employees. This study aims to examine the impact of organizational support practices on employee engagement in oil and gas servicing companies. The data used in this study consist of questionnaire responses from employees in oil and gas servicing companies. A sample size of 322 was obtained out of 2034 population size using the Krejcie and Morgan sample size determination table. A total of 322 questionnaires were sent out and 283 valid responses were received. In this study, Spearman's Rank Order Correlation Coefficient was used to test the research hypotheses. We concluded that organizational support practices significantly influence employee engagement. Therefore, it was recommended that management should focus on both internal and external support in a bid to influence employees' willingness to engage in work.

KEYWORDS: Absorption, Career Development, Dedication, Employee Engagement Organizational Support Practices, Vigor, Work-Family Support.

INTRODUCTION

Globalization has an impact on increasing competition among companies which requires companies to have new resolutions to survive amid the current weakening economic conditions (Gungor, 2011). In order to be able to compete, always develop and make a profit, great organizations do things that are different from other companies. They maximize the power of their employees to build relationships with customers. Noe (2013) said that human capital might be more valuable than physical capital (equipment and technology) or monetary assets (cash assets) to provide benefits to the company compared to its competitors, because it is difficult to imitate or buy and that is unique to company. Therefore, it is important for companies to develop and maintain their own human capital so that there is no doubt that lately employee engagement has become an important issue that is increasingly attracting the attention of companies throughout the world. When employees are effectively

and positively engaged, they build a positive emotional bond with the company where they work, this affects their behavior towards their colleagues and corporate clients and increases customer satisfaction and the quality of their services (Ali, 2013).

Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. Perceived organizational support reflects the organization's overall expectations of its members and recognition of personal value and their contribution to it in a subjective perception way. "Social exchange theory" and "reciprocity principle" have always been the theoretical basis of research on organizational support and employee engagement. The premise of the social exchange relationship is that if a person gives another person a favor, he believes that he will receive a



corresponding return from the other person in the future (Settoon, Bennett, & Liden, 1996).

According to the principle of reciprocity, only when employees perceive support and caring from the organization that they will give positive organizational commitment and contribution and make active attitude or behavior changes in order to make effort to achieve organization goals. Related research shows that organizational support has a direct positive predictive effect on knowledge workers' job involvement (Liang, & Zhang, 2015). The research on the negative behavior of the job involvement conducted by Wayne, Shore, & Bommer, (2002) found that perceived organizational support can significantly inhibit the negative behavior of employees (Wayne, et. al, 2002). Motivational ideas from employee engagement have been shown to reflect three dimensions that are unique but related: 1) Vigor (spirit) or Activation, indicated by high energy, endurance, perseverance, and willingness to exert extra effort. 2) Dedication (dedication) or Identification, indicated by enthusiasm, sense of purpose, inspiration and pride in work. 3) Absorption (solemn), indicated by concentration, conditions are engrossed in the role of work and happiness with work conditions. (Salanova, Agut & Peiro, 2005; Schaufeli et al., 2006).

Employee engagement is certainly not formed by itself. There are factors that influence the level of employee engagement. Previous research revealed that employee engagement is influenced by several factors including job characteristics, perceived organizational support, perceived supervisors support, rewards and recognition, procedural justice and distributive justice (Saks, 2006). In line with this, Rhoades, Eisenberger & Armeli (2001) also revealed the same thing about perceived organizational support (POS) that employees who have a higher POS might be more engaged in their jobs and companies. In addition, Maslach, Schaufelli & Leiter (2001) also previously revealed the same results with Saks regarding the relationship between rewards and recognition with employee engagement. Maslach, et. al. (2001) revealed that giving appropriate support, rewards and recognition is very important for engagement. Thus, this study seeks to examine the impact of organizational support practices on employee engagement in the oil and gas sector.

STATEMENT OF THE PROBLEM

With increasing research and practice attention on determining how to foster employee engagement, the need for understanding which measure to use grows. Given that participant attention and time is a premium, and researchers are seeking to develop the nomological network of engagement, using the instrument that best captures the construct of employee engagement becomes crucial (Harter, Schmidt, &

Hayes, 2002; Rich et al., 2010). According to Markos and Sridevi (2010), human resources with a disengaged employee will result in low commitment, low customer orientation, a high percentage of absenteeism and a tendency to make mistakes in work which then affect performance achievement in the organization (Markos & Sridevi, 2010). Meanwhile, Kular, Gatenby, Rees, Soane, and Truss (2008) argue that a high level of work engagement will produce positive results on the success of an organization where an organization with employees with high levels of job attachment is predicted to experience improvement in customer satisfaction, productivity and profitability. Even in less conducive conditions, employees with high work engagement can maintain and improve their performance (Schaufeli & Bakker, 2004).

Thus, it is important for oil and gas servicing companies to find out the extent to which employees' work engagement level where human resources are one of the most potential factors to provide a competitive advantage for the organization to survive in global market competition. (Fisher, Schoenfeldt & Shaw, 2006). Eisenberger, Malone, and Presson (2016) argue that the organizational support is an important factor in the effort to develop work engagement within a company. This construct is important because of the increasingly competitive environment that makes employees more worried about the extent to which organizations pay attention to their well-being (Eisenberger et al., 2016). Considering that oil and gas servicing companies are labor-intensive companies that relies on its business process to human resources, it is important to see the employee engagement level in order to ensure the company's success in facing global market competition. Based on the above explanation, the researcher is interested to examine the influence of organizational support practices on employee engagement in oil and gas servicing companies.

OBJECTIVES OF THE STUDY

- i. Examine the relationship between career development and vigor.
- ii. Ascertain the relationship between career development dedication.
- iii. Evaluate the relationship between career development and absorption.
- iv. Examine the relationship between work/family support and vigor.
- v. Ascertain the relationship between work/family support and dedication.
- vi. Evaluate the relationship between work/family support and absorption.

RESEARCH QUESTIONS

- i. What is the relationship between career development and vigor?



- ii. How does strategy career development relate with dedication?
- iii. How does career development relate with absorption?
- iv. How does strategy work/family support relate with vigor?
- v. What is the relationship between work/family support and dedication?
- vi. What is the relationship between work/family support and absorption?

LITERATURE REVIEW

Theoretical Framework

Organizational Support Theory

According to organizational support theory, the development of organizational support is encouraged by employees' tendency to assign the organization humanlike characteristics (Eisenberger, et al., 1986). Levinson (1965) noted that actions taken by agents of the organization are often viewed as indications of the organization's intent rather than attributed solely to the agents' personal motives. This personification of the organization, suggested Levinson, is abetted by the organization's legal, moral, and financial responsibility for the actions of its agents; by organizational policies, norms, and culture that provide continuity and prescribe role behaviors; and by the power the organization's agents exert over individual employees. On the basis of the organization's personification, employees view their favorable or unfavorable treatment as an indication that the organization favors or disfavors them.

Organizational support theory holds that in order to meet socio-emotional needs and to assess the benefits of increased work effort, employees form a general perception concerning the extent to which the organization values their contributions and cares about their well-being (Krishnan & Mary, 2012). Organizational support theory also addresses the psychological processes underlying consequences of organizational support. First, on the basis of the reciprocity norm, organizational support should produce a felt obligation to care about the organization's welfare and to help the organization reach its objectives. Second, the caring, approval, and respect connoted by organizational support should fulfill socioemotional needs, leading workers to incorporate organizational membership and role status into their social identity. Third, POS should strengthen employees' beliefs that the organization recognizes and rewards increased performance (i.e., performance-reward expectancies). These processes should have favorable outcomes both for employees (e.g., increased job satisfaction and heightened positive mood) and for

the organization (e.g., increased affective commitment and performance, reduced turnover).

Armeli, Eisenberger, Fasolo and Lynch, (1998), comment that meeting social emotional needs of employees can bring positive changes in employees and they feel that they are supported by organization. Along with meeting social emotional needs, organizational support works for affiliation, emotional, self-esteem and social needs. Eisenberger, Armeli, Rexwinkel, et al., (2001) also comment that organizational support shows commitment of organization towards employees in fulfilling their needs and this commitment from organization creates an obligation on employees which is depicted by their commitment.

Social Exchange Theory

Social exchange theory is used to examine the various levels and aspects of employee reciprocity in organizations (Hopkins, 2002). This theory suggests that "gestures of goodwill" are exchanged between employees and the organization as well as between subordinates and their supervisors when particular action warrants reciprocity (Hopkins, 2002). Human beings are such species that can't survive in isolation that is why they are denoted as "social animal". There is relation of interdependence among human beings. This relation is the outcome and base of social support. According to Lakey and Cohen (2000), social support is one of the important determinants of human actions, emotions, moods, cognitive outcomes and perception. Social exchange theory explains all these notions. Social exchange theory has three main dimensions i.e., relationship perspective, Coping perspective and social constructionist perspective. Barrera (1986) divides social support in three sub-types i.e., perceived support, enacted support and social integration. These three subtypes work collectively but independently (Bolger, Zuckerman & Kessler, 2000; Uchino, 2009). It is evident from literature that social support has significant bearing on job related outcomes.

Social support theory and its constructs becomes the base of organizational support theory. The main notion, of social support and its outcomes in shape stress and strain, of social support theory can also be applied at workplace setting. Employees can judge the support given by their employer and what effects it can leave on their cognition. When employees feel that they are supported by their employer, they feel joy at work, they have positive perception about organizational support. This notion is termed as "perceived organizational support", a brain child of organizational support theory. So, it can be inferred from the discussion that social support theory is the construct

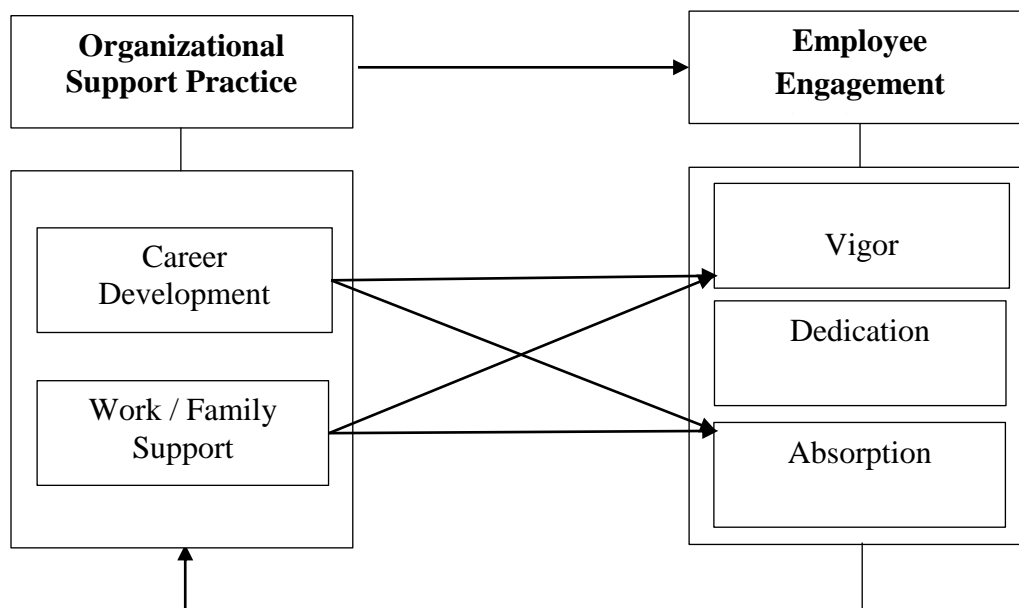
that is closely associated with organizational support theory or concept of perceived organizational support.

Social exchange theorists argue that resources received from others are more highly valued if they are based on discretionary choice rather than circumstances beyond the donor's control. Such voluntary aid is welcomed as an indication that the donor genuinely values and respects the recipient (Cotterell, Eisenberger, & Speicher, 1992; Eisenberger, Cotterell, & Marvel, 1987). Thus, organizational rewards and

favorable job conditions such as pay, promotions, job enrichment, and influence over organizational policies contribute more to POS if the employee believes that they result from the organization's voluntary actions, as opposed to external constraints such as union negotiations or governmental health and safety regulations (Eisenberger et al., 1986; Eisenberger, Cummings, Armeli, & Lynch, 1997; Shore & Shore, 1995).

CONCEPTUAL FRAMEWORK

Figure 1.1: Operational framework for the study



Source: Conceptualized by the Researcher, 2021.

The dimensions of organizational support practices were adapted from the works of Hakeem & Nisa (2016), while the measures of employee engagement were adapted from the works of Obuma and Worlu (2017).

Organizational Support Practices

Organizational support, based on organizational support theory, refers to the extent to which employees deem that their organization values their contribution and cares about their well-being (Rhoades & Eisenberger, 2002). Organizational support can generate a felt obligation to care about the organization's welfare and to help the organization accomplish its goal (Eisenberger et al., 2001). Organizational support seeks to realize socioemotional needs by integrating organizational membership and

role status into their social identity and reinforce employees' beliefs that organization financial and non-financial compensations increase performance (Rhoades & Eisenberger, 2002). Employers want employees to be dedicated and loyal to their job. According to the norm of reciprocity, if employers offer a high level of support to their employees, employees are possibly to emotionally commit to their organizations with a low possibility of turnover and a high level of job performance (Allen, Stanton, Di Pietro, & Moseley, 2013; Hui, Chau, Pun, & Law, 2007; Miao, 2011).

Organizational support has no single accepted definition that applies to every employee in all environment and situations. Some other researchers, experts both in the field of management and psychology view it differently as evinced by the



definitions given earlier. Yilmaz & Bedük (2014) defined it as acceptance of the contribution made as a result of the activities of employees by the organization where they work, and perception by employees of the tending by the organization. It points to organizational values for employees, their contributions, and connection on their wellbeing (Loi, Ao, Olivia & Xu, 2014). To Jayasree & Sheela, (2012) Organizational support is an employee belief that the organization cares for and values his or her contribution to the success of the organization.

Organizational support from the definitions thus far presupposes an exchange relationship between the employer and the employee. The way employees view how their contributions are appreciated by the employer. Organizational support develops through multiple interactions between employees and their employers (Stamper & Johlke, 2003). It is the extent to which employees perceive that their contributions are valued by their organization and that the firm cares about their well-being (Rhoades & Eisenberger, 2002). Contributions here could be in the form of completing their task duties, innovations and ingenuity, putting in extra amount of time into the work and completing work on or ahead of schedule.

Career Development

To understand the meaning of career development, it is important to define what a career is. Greenhaus, Callanan, and Godshalk, (2018) state that a career is best described as "the pattern of work-related experiences that span the course of one's life. This definition includes both objective events, such as jobs, and subjective views of work, such as the person's attitudes, values, and expectations (Greenhaus et al., 2018). As a result, both a person's work-related activities and his/her reactions to those activities form part of the person's career. This definition is consistent with the notion that careers develop over time, and that all persons have careers, regardless of their profession, their level of advancement or the stability of their work pattern. The idea of the "new career" differs from the traditional notion in the sense that responsibility for managing one's career has shifted from the employer to the employee and so Saleem and Anim (2013) defined career as an occupation undertaken for a specific period of a person's life and with opportunities for progress. They emphasized that a decent career is the one that has the opportunity to develop, maintain and increase commitment in employees.

Interestingly, they did not define career as a single lifetime engagement as the traditional definition purports. To them, the definition of a career depends on the focus. Saleem and Amin (2013) defined "career" from the individual's perspective (protean career) which

is centered on interested tracks along with the objectives of the individual's emotion. They shared in the definition of Greenhaus et al. (2018) as the pattern of work-related experience that spans the course of a person's life. Career development is crucial to the success of lifelong learning policies. Governments regularly state that such policies need to be significantly driven by individuals. The reason is simple: schooling can be designed as a system, but lifelong learning cannot. It needs to embrace many forms of learning, in many different settings.

Adeniji and Osibanjo (2012) argue that career development can "help reduce cost expended on recruiting and training new employees in organizations." In similar direction, Byars & Rue (2004) identify the following major objectives of career development: "(i) to meet the immediate and future human resource needs of the organization on a timely basis; (ii) to better inform the organization and the individual about potential career paths within the organization; and (iii) to utilize existing human resource programs to the fullest by integrating the activities that select, assign, develop, and manage individual careers with the organizations' plans."

Work / Family Support

Social support (family support) is one of the critical issues in setting human behaviour in an appropriate way in the stressful job environment. People expect three types of help from family and society namely- emotional, instrumental and informational which can be provided in both workplaces or outside of work. Neerpal and Barath (2013) added that employees' family support can play an important role to provide a happy worker in the workplace which helps the employees to reduce work family conflict and job stress. According to Greenhaus and Beutell (1985) spouse (family) support is vital to minimize work family conflict and research found that those who have supportive spouses, are enjoying both family and work domain in life and their life balance is stronger than those who have unsupportive spouses. Beside these, some other researchers argued differently and claimed that family-spousal support helps employees to improve business and marriage outcomes (Wu, Chang & Zhuang 2010); make a balanced and happy life which leads them to increase employee engagement and job performance (Sharma, Dhar & Tyagi 2016).

The concept of work / family support is validated by the social exchange theory which implies that interpersonal relationships are a form of social exchange involving the reciprocation of valued resources (Ladebo, 2005). One of the earliest definitions of social support is by Cobb (1976), who



defined the concept as the confidence an individual has that, he or she is loved, valued, and his or her well-being is cared about among a social network of shared relationships. Support refers to emotional concern or empathy, informational and instrumental assistance offered by individuals such as co-workers, supervisors or family members (Thoits, 2011). Social support in the workplace is the extent to which people perceive their welfare as important by work environment sources, such as colleagues, managers or supervisors and the broader organization in which they are employed (Kossek et al., 2011). It is an imperative asset for limiting the negative impacts of stress and work-family conflict (Md-Sidin, Sambasivan, & Ismail, 2008). Employers can provide an encouraging work environment (Omonijo, Oludayo, Eche, et. al., 2015) by embracing family support activities, which are necessary for the family domain of employees' lives (Boles, Johnston, & Hair, 1997). Shan, Xiaoming, Yuejiao, et al. (2018) established that social support related to work from co-workers and family members can provide room for psychological positive work.

Employee Engagement

Employee engagement has become popular and widely used (Robinson, Perryman & Hayday, 2004). William Kahn is the first researcher to suggest that employee engagement means the psychological existence of employees when doing work for the company. Kahn did research and research for almost 25 years. Kahn used observation techniques and also conducted interviews to develop qualitative research (Andrew & Sofian, 2012). In recent years, employee engagement has attracted the attention of many people, especially in the media and in the midst of consulting associations. Employee engagement has been considered as a special element for continuous improvement for the company (Gruman & Saks, 2011). Employee engagement can be fully present in the work environment and employees will be eager to work hard when there are three conditions, when employees feel safe to interact with each other; second if they have useful resources to achieve their performance; lastly if they find a large number of meanings and attachments from their work and find it useful to do so (Xu & Thomas, 2011). Engagement is a system where employees are interested and enthusiastic about their work and find the value of individuals when doing their jobs (Kompaso & Sridevi, 2010).

Employee engagement involves physical, cognitive and emotional aspects of work experience and provides meaning as employees that connect with work roles (Kahn, 1990). Although the definition of employee engagement varies, most agree that there is energy and an identification component in engagement

(Bakker, Schaufeli, Leiter & Taris, 2008). Engagement as a psychological state is influenced by an environment that reflects feelings of empowerment, job involvement, positive effectiveness, commitment, enthusiasm, (Macey & Schneider, 2008), solitude and emotional connectedness, (Shuck, Rocco & Albornoz, 2011). When other ideas focus on external motivation, engagement pays attention to excitement (basic) intrinsic motivation, higher purpose relationships (Fry, 2003), social identity (Saks, 2006), and high-level personal energy directed by work roles (Schaufeli, Bakker & Salanova, 2006).

Vigor

The enthusiasm can be felt from the high level of energy and endurance of the mind while working, the willingness to give the best in a job, and perseverance when facing a problem (Schaufeli, 2017). According to Shuck, Adelson, & Reio (2017) employee Engagement is defined as active behavior, positive psychological conditions related to work then operationalized by the intensity and direction of cognitive, emotional, and behavioral. Cognitive engagement is defined as the intensity of mental energy expressing positive values to the organization. Emotional engagement is defined as the intensity and willingness of employees to instill positive emotions in the organization. Behavioral engagement is defined as a psychological state with a willingness to behave positively that affects performance.

Employee engagement will arise when employees have high morale. This is in accordance with the opinion of Bowles and Cooper (2009) who say that engagement is a result of high enthusiasm. Furthermore, it is said that when environmental conditions are positively perceived if physical and psychosocial, the employee will experience feelings of well-being. These feelings can arouse employee morale. Employees will work enthusiastically to produce more and better. When work morale is at a high level, it will also trigger employee behavior that has been explained in the previous description (advocacy, going to the extra mile, helping others, commitment, etc.). This employee behavior is called the behavior of employees who engage.

Dedication

Dedication refers to the strength to engage in a job and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenges (Schaufeli, 2017). The concept of first engagement by Kahn (1990) which explains that engagement as an expression and behavior of a person who fully engages in work and in the team, as a manifestation of fulfilling his role in work, which is characterized by a personal



presence physically, cognitively and emotionally. The cognitive aspects of employee engagement include beliefs held by employees regarding the organization, its leaders and working conditions. Emotional aspects include how employees feel about the organization and its leaders.

While the physical aspects include physical energy released by employees in carrying out the roles they have in the organization. Then from several notions of employee engagement that have been proposed by Macey (2008) in Yuniati and Arijanto (2014), Albrecht, Bakker, Gruman, et al., (2015: 4), it is explained that employee engagement is an initiative, adaptability, showing hard and persistent effort, positive state of mind, is very involved in what they do, endure despite difficulties, and feel happy with their work.

Absorption

Absorption is characterized by full concentration and happily doing the work. Employees are engaged to have an energetic and effective relationship with their work activities, and they see themselves able to deal well with the demands of their work (Schaufeli, 2017). Absorption refers to being happy, and fully concentrated in one's work so that time passes quickly, with difficulty detaching from work. Absorption here signifies the working for an Institute with immersed in work, happily performing at work place and forget everything when they are at work.

Absorption occurs when employees have a high concentration level and are immensely engrossed in their work, wherein time moves rapidly and they feel obscurity to disengage themselves from work (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Absorption refers to the state in which one is highly concentrated and happily engrossed in works so that s/he feels time passes quickly and it is difficult to detach from work. Absorption means the employee is so immersed in the job that time becomes distorted (Schaufeli & Bakker, 2004) and the individual has a hard time leaving work because of the absolute enjoyment gained (Schaufeli, et al, 2002).

Absorption, refers to a sense of detachment from your surroundings, a high degree of concentration on your job, and a general lack of conscious awareness of the amount of time spent on the job (Rayton & Yalabik, 2014). Absorption means concentration and being engrossed in people's work, whereby passing time will be intangible and being detached from the job has some difficulties for them. Furthermore, it is pleasurable to have job experience for individuals. They do that, only for having that and paying high expenditure for job is

not such important issue which it is for the others (Hayati, Charkhabi, & Naami, 2014)

Empirical

Ikon, and Nwoye, (2019) sought to determine the type of relationship that exists between Organizational Support and Employee Performance in selected Commercial Banks in South East Nigeria. The study was anchored on Organizational Support Theory (OST) and Social Exchange Theory (SET). Perceived Correlation Research Design was employed for the study. The population of the study was 1552 and Krejcie and Morgan (1970) sample size formula was adopted to arrive at a sample size of 308. Pearson's Product Moment Correlation Coefficient was used for the analysis. The findings indicated that Management Support significantly and positively related with Felt Obligation in the selected Commercial Banks in South East Nigeria. (Cal. $r .929 > \text{Crit. } r .138$). The study concluded that Perceived Organizational Support had a significant positive relationship with employee performance in the selected commercial banks in South East Nigeria. It further recommended that Management of the focused firms should do well to show employees genuine love and support not only as it relates to their jobs but also in the private endeavours of the employees.

Arogundade, Arogundade & Adebajo (2015) explored the influence of perceived organizational support on job stress among selected public and private sector employees in Nigeria. Simple random sampling technique was used to select three hundred and fifty-four (354) participants from both public and private organizations. Two psychological Tests, namely, Perceived Organizational Support Scale (POSS) and the Job Stress Scale (JSS) were completed by the participants and the data collected were analyzed using Pearson's product moment correlation, independent sample t-tests and simple linear regression at 0.05 level of significance for the purpose of testing the three hypotheses proposed. The results revealed a significant inverse relationship between perceived organizational support and job stress.

Köse, (2016) examined the relationship between work engagement and perceived organizational support and organizational climate. Quantitative method was used alongside the relational screening model. Perceived organizational support scale, organizational climate scale, and work engagement scale, which was adapted into Turkish, were used as measurement instruments. Structural equation modeling was used to analyze the data. The population consists of classroom and in-field teachers working in primary and secondary schools in the central districts of Dulkadiroglu and Onikisubat in the province of Kahramanmaras in 2014-2015



academic year. 23 institutions and 433 teachers were chosen as the sample from the whole population. The results of the study suggested that there is a positive and significant relationship between work engagement behaviors of teachers and perceived organizational support and organizational climate and that organizational climate and perceived organizational support had a positive and highly significant relationship.

RESEARCH METHODOLOGY

Research Design

Research design is a model which tends to allow a researcher to draw deduction about relations among the variables under investigations (Sekaran, 2003). In quasi-experimental research design, the various elements of the design are not under the control of the researcher (Baridam, 2001). This research adopts the cross-sectional research design under the quasi-experimental design. This is appropriate for this study since the respondents are not under the control of the researcher, meanwhile this study is correlational and investigates the relationship between survival strategies and organizational success. The population for the study was 2034 employees from four selected oil and gas servicing companies in Rivers State. The four oil and gas servicing companies were selected based on their stability of operations in the last 5 years, coupled with their training and servicing capability both on the offshore and onshore front. Since the population is finite, it becomes imperative to apply statistical model in determining the sample size. Thus; Krejcie and Morgan (1970) sample size determination table was used for this study which gave a sample size of 322 employees for this study. Bowley's (1926) proportional allocation technique was used to estimate the sample size for each of the firm. The simple random sampling technique was adopted in this study in order to ensure good representation of each member of the population (Sekaran, 2003). Primary and secondary data were collated and collected to give meaning to organizational support practices and measure the output

thereafter because the research instruments were administered directly to employees to ensure that all entries were filled to avoid annulling the process. The instrument for this study was proportionally distributed based on the number of staff of the various companies. The Statistical Package for Social Science (SPSS) was used to conduct the analyses. The Spearman's rank order correlation coefficient was used for obtaining the degree of association between two variables measured in ordinal scale. This tool is used in the test for the hypothesized bivariate relationships.

RESULTS AND DISCUSSIONS

A total of 322 copies of questionnaire was distributed, 303 (94%) were retrieved and 283 (88%) was found useful for the study as they were properly filled. Table 1 below presents socio-demographic characteristics of respondents in relation to age, sex, marital status, and educational level. Result reveal that the oil and gas servicing firms is mostly dominated with male employees representing 247 (87.3%) of the study respondents followed by the female employees representing 36 (12.7%). The distribution for marital status revealed that the married respondents dominate the industry representing 131 (46.3%) followed by the single counterparts representing 96 (34.1%), then the respondents who identify as being divorced representing 32 (11.2%) and lastly respondents who are widowed representing 24 (8.5%) of the study respondents. The distribution for age reveals that majority of the respondents identify as being between 31 – 40 years of age 92(32.4%) followed by those who are between 41 – 50 years of age 81 (28.4%) then those who identify as being below 30 years of age 59 (20.9%) and lastly those who identify as being greater than or equal to 51 years 52 (18.3%). The distribution on educational qualification reveals that respondents with HND / BSC have the highest percentage of (119) 42.1%, followed by those with MSc or its equivalent with (101) 35.6% while those with PhD have the least with (63) 22.3%.

**Table 1: Analysis of Demographic Profiles of Respondents**

Variable	Item	Frequency	Percent (%)
Gender	Male	247	87.3
	Female	36	12.7
Marital Status	Single	96	34.1
	Married	131	46.3
	Divorced	32	11.2
	Widowed	24	8.5
Age	Below 30 Years	59	20.9
	31 – 40 Years	92	32.4
	41 – 50 Years	81	28.4
	>= 51	52	18.3
Educational Qualification	HND / BSC	119	42.1
	MSC	101	35.6
	PhD	63	22.3

Source: Field Data, 2021.

STATISTICAL DATA ANALYSIS

Spearman's rank order correlation coefficient was used in testing hypotheses in the study. This was carried out through SPSS 27 software. The decision rule: reject

null hypothesis if p-value obtained is less than the alpha value of 0.05 and accept the null hypothesis when p-value is greater than the alpha value (0.05).

Ho₁: There is no significant relationship between Career Development and Vigor

Correlations

		Career Development		Vigor
Spearman's rho	Career Development	Correlation Coefficient	1.000	.859**
		Sig. (2-tailed)	.	.000
		N	283	283
	Vigor	Correlation Coefficient	.859**	1.000
		Sig. (2-tailed)	.000	.
		N	283	283

** . Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

Result of the above table shows that the correlation coefficient ($r = 0.859$) between career development and vigor is strong and positive. The coefficient of ($r^2 = 0.74$) indicates a 74% change in vigor can be explained by the level of career development opportunities provided by the organization. The significant value of

0.000 ($p < 0.05$) reveals a significant relationship between career development and vigor. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between career development and vigor was accepted.

Ho₂: There is no significant relationship between Career Development and Dedication

Correlations

		Career Development		Dedication
Spearman's rho	Career Development	Correlation Coefficient	1.000	.810**
		Sig. (2-tailed)	.	.000
		N	283	283
	Dedication	Correlation Coefficient	.810**	1.000
		Sig. (2-tailed)	.000	.
		N	283	283

** . Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27



The result shows the relationship between career development and dedication. The output revealed that, there is positive relationship between the two variables with a correlation coefficient of ($r = 0.810$). The coefficient of ($r^2 = 66$) indicates that 66% change in

dedication can be attributed to the level of career development. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a significant relationship between career development and dedication was accepted.

Ho₃: There is no significant relationship between Career Development and Absorption Correlations

			Career Development	Absorption
Spearman's rho	Career Development	Correlation Coefficient	1.000	.784**
		Sig. (2-tailed)	.	.000
		N	283	283
	Absorption	Correlation Coefficient	.784**	1.000
		Sig. (2-tailed)	.000	.
		N	283	283

** . Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

The result shows a significant relationship between career development and absorption. The basis for this interpretation of the outcome is based on the above-mentioned probability value (p), within which exhaustion and absorption ($\rho = 0.784$). The coefficient of ($r^2 = 61$) indicates that 61% change in increased absorption can be attributed to level of career

development. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship. Therefore, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between career development and absorption was accepted.

Ho₄: There is no significant relationship between Work / Family Support and Vigor Correlations

			Work / Family Support	Vigor
Spearman's rho	Work / Family Support	Correlation Coefficient	1.000	.628**
		Sig. (2-tailed)	.	.000
		N	283	283
	Vigor	Correlation Coefficient	.628**	1.000
		Sig. (2-tailed)	.000	.
		N	283	283

** . Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

The finding on the correlation between work-family support and vigor is shown to be significantly correlated ($\rho = 0.628$). The coefficient of determination ($r^2 = 0.39$) indicates that 39% change in vigor can be explained by work-family support. The significant value of 0.00 ($p < 0.05$) reveals a significant relationship. The analysis shows that work-family support is significantly correlated with vigor. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between work-family support and vigor was accepted.

Ho₅: There is no significant relationship between Work / Family Support and Dedication Correlations

			Work / Family Support	Dedication
Spearman's rho	Work / Family Support	Correlation Coefficient	1.000	.554**
		Sig. (2-tailed)	.	.000
		N	283	283
	Dedication	Correlation Coefficient	.554**	1.000
		Sig. (2-tailed)	.000	.
		N	283	283

** . Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27



The result shows the outcome on the relationship between work-family support and dedication which reveals a positive relationship between the variables ($r = 0.545$). The coefficient of determination ($r^2 = 0.30$) indicates that 30% change in dedication can be

explained by work-family support. The significant value of 0.000 ($p < 0.05$) reveals a significant relationship. Therefore, the null hypothesis was rejected, while its alternative was supported.

Ho₆: There is no significant relationship between Work / Family Support and Absorption Correlations

			Work / Family Support	Absorption
Spearman's rho	Work / Family Support	Correlation Coefficient	1.000	.765**
		Sig. (2-tailed)	.	.000
		N	283	283
	Absorption	Correlation Coefficient	.765**	1.000
		Sig. (2-tailed)	.000	.
		N	283	283

** . Correlation is significant at the 0.01 level (2-tailed).
SPSS output, Version 27

The finding on the correlation between work-family support and absorption is shown to be large ($r = 0.765$, $p = 0.000$). The analysis shows that work-family support is significantly correlated with absorption. Thus, the null hypothesis was rejected, while the alternative hypothesis which states that, there is a positive and significant relationship between work-family support and absorption was accepted.

DISCUSSION OF FINDINGS

Results from the study indicated that organizational support practice is linked to employee engagement as employees then show high dedication and engagement to their work when they feel valued and supported by their organizations. The means that that the stronger the organizations support practiced by the employees, the higher the level of employee engagement. Organizational support is employees' beliefs about the extent to which organizations value their contributions and care about their well-being. This perception reflects the belief that the organization intends to reward its employees, the organization values employees' contribution to the achievement of organizational goals and concerns the welfare of their employees (Eisenberger et al., 1986). Rhoades and Eisenberger (2002) argue that the relationship formed between employees and organizations is a reciprocal relationship. In this case, organizations that create favorable conditions for their employees will benefit through the positive attitudes that will be provided by their employees. Employees who perceive the support provided by a strong organization will feel obliged to help the company achieve its goals. In line with Rubel and Kee (2013) who found a positive and significant influence on the organizational support practice on work engagement. In this case, the organizational support practice can stimulate employees to be more

attached to their role in work. These conditions make employees strive to achieve organizational goals by showing high levels of work engagement. Also, Thomson and Hecker (2000) found that the level of effectiveness of support practices will positively affect employee engagement levels. In this case, the quality of organizational support practices will encourage an organizational supportive behavior that refers to a positive attitude toward the organization's strategic goals.

CONCLUSION AND RECOMMENDATION

Based on the results obtained in this study, it can be concluded that organizational support practices positively and significantly affect the employee engagement in oil and gas servicing companies in Nigeria. This means the stronger support practice from oil and gas servicing companies, the higher the level of employee engagement; Organizational support practices in form of career development and work/family support together have a positive and significant effect toward employee engagement.

In this study, the average research's subjects still perceive the organizational support practices they receive in the medium category, and there are still some employees who perceive it weak. This shows that oil and gas servicing companies still have a chance to create strong organizational support practices by increasing employees' support such as salary, promotion, job enrichment, and the effect on organizational policies provided fairly will reinforce the organizational support practices, which indicates a positive evaluation of the organization to employees.



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