



Employee Engagement and Organizational Commitment: The Mediating Role of Organizational Support

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ABSTRACT

Original Research Article

This study investigated whether organizational support mediates the relationship between employee engagement and organizational commitment in the Nigerian consumer goods sub-sector. Survey design was used and questionnaire was administered to employees of five fast-moving consumer goods companies in Delta State, Nigeria. The multi-stage sampling technique was used in obtaining a sample of 83 respondents. Data obtained were analyzed using descriptive statistics (mean, standard deviation, skewness, and kurtosis), Pearson correlation, post estimation statistics (variance inflation factor and Breuch-Pagan/Cook-Weisberg) and inferential statistics (simple regression and structural equation modeling). The t-values revealed a positive and significant relationship between employee engagement and organizational commitment (t-value = 22.87; Prob. = 0.0000 < 0.05). In addition, the structural equation modeling results revealed that organizational support (Z-value =10.24; Z-Prob. = 0.0000 < 0.05) mediates the relationship between employee engagement and organizational commitment. The implication of the result is that organizational support and employee engagement together are vital drivers enhancing organizational commitment. Given the findings, it was recommended among others that organizations should encourage continuous support for employees because when employees perceive support from management, they become more committed in actualizing organizational goals. This study contributes to management literature by showing that organizational support plays a mediating role in the relationship between employee engagement and organizational commitment.

Keywords: Affective Commitment, Employee Engagement, Organizational Support, Procedural Justice, Self-Determination Theory.

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Introduction

In contemporary times, job engagement, commitment and performance have become vital issues confronting management of organizations. Over time, researchers have made concerted efforts to identifying factors influencing organizational commitment. Among the numerous researches (Achmad, Noermijati, Rofiaty & Irawanto, 2023; Faqih & Munajat, 2023; and Gregorius, Yuswar & Sarfilianty, 2023), work engagement and organizational support have emerged as significant factors influencing organizational commitment.

As observed by Asih, Dharmanegara and Putra (2023), employees who see themselves as vital parts of organizations tend to have increased level of commitment. Thus, increased level of employee engagement contributes to the realization of increased organizational commitment (Chaudhary, Islam, Ali & Jami, 2023).

Practically, as the business environment continues to evolve, corporate organizations are progressively prioritizing their supports and commitments towards making the employees realize self and organizational goals (Achmad, Noermijati,

Rofiaty & Irawanto, 2023; Nitafan, 2020). In the past, emphasis has been on utility and productivity; however, in recent times, studies have drifted to employee engagement which focuses on how firms can create positive and engaging work-environment that makes the workforce happy, satisfied and fulfilled (Faqih & Munajat, 2023).

Furthermore, with the Fourth Industrial Revolution and COVID-19 pandemic which have accelerated digital transformation, new values and career growth, there have been demands for change in the operations of organizations (Gregorius, Yuswar & Sarfilianty, 2023; Vakola & Bouradas, 2020). Therefore, organizations are progressively proposing varied programmes like employee wellbeing and work life balance that consider the lifecycle and value of employees, beyond temporary employee satisfaction. These programmes are targeted at creating positive work environment, fostering employee commitment, well-being and engagement (Soelton, Noermijati, Rohman, Mugiono, Noviandy & Siregar, 2020).

According to Margaretha, Zaniarti and Indrawan (2023), employee engagement paradigm refers to employees' attachment to organizations. Employee engagement is an optimistic assertiveness where an employee goes beyond his assigned tasks/responsibilities to show improved levels of ownership aimed at promoting the interests of the organization in all-inclusive manner (Afshari, Young, Gibson & Karimi, 2020). Çakıcı (2021) asserted that employee engagement often influence employee, commitment, loyalty, absenteeism, morale and productivity; hence numerous studies have documented progressive association between employee engagement and organizational commitment; though with mixed findings.

Achmad et al. (2023), Faqih and Munajat, (2023) and Gregorius, et al. (2023) posited that increased employees' engagement can result to higher job satisfaction, performance and organizational commitment. For instance, employees who identify their characteristics or attributes as aligned with their organization would strive to put in their best to achieve the goals of the organization. On the other hand, Ming and Huang (2022) and Sun (2019) contended that organizations that show increased supports for employees would have a well engaged and committed workforce. Perceived organizational support refers to the level of employee confidence by evaluating the treatments given to them by management (Azizah & Rokhman, 2021).

Latifian (2020) posited that perceived organizational support is vital for employees as it encourages them to do their best for the realization of organizational goals. While studies have shown that organizational support positively affects organizational commitment, there are limited studies that have assessed whether organizational support mediates the relationship between employee engagement and organizational commitment of fast-moving consumer goods companies in Delta State, Nigeria. The empirical questions therefore are: to what extent does employee engagement

influence organizational commitment? Does organizational support mediate the relationship between employee engagement and organizational commitment? Accordingly, the hypothetical propositions are:

H₀1: Employee engagement has no significant effect on organizational commitment of fast-moving consumer goods companies.

H₀2: Organizational support does not mediate on the relationship between employee engagement and organizational commitment of fast-moving consumer goods companies.

Review of Related Literature

Employee Engagement

Employee engagement has been viewed variously. For instance, Achmad, et al (2023) sees employee engagement as a positive, self-fulfilling and work-related state of mind of employees. Similarly, Faqih and Munajat (2023) asserted that employee engagement is all about the attitudes of employees towards their job and their recognition that their role or effort is valued by management. Employee engagement measures employees' absorption, dedication and vigour (Faqih & Munajat, 2023). While absorption shows the level of interest employee show and attention they devote to the organization and task at work, employee dedication is how involved employees are in their everyday work. On the other hand, employee vigour is the extent or level of enthusiasm shown by employees in their work (Gregorius, et al, 2023). Thus, a well engaged workforce would show positive and energetic behaviour or attitude towards work.

In the literature, there are several contentions that organizations' management are the ones influencing employee engagement the most. On the other hand, there are other arguments that employee engagement is largely reliant on the individual employee's will, character and way they were raised (Margaretha, et al., 2023; Afshari, et al, 2020). Regardless, owners of organizations and management have started to realize how vital employees' engagement is, as it offers not only satisfaction to the employees, but also for the overall success of the organization.

Organizational Commitment

Organizational commitment is defined as a sense of responsibility employees have for their organizations they are working for (Çakıcı, 2021). According to Lee and Kim (2023), organizational commitment entails the power to dedicate employees' skills and mind and how well they are able to make themselves a valuable part of the organization. Ming and Huang (2023) opined that organizational commitment determines loyalty of employees and their willingness to remain or stay on the job for a lengthy period of time. Nitafan (2020) showed that organizational commitment can be divided into three (3) major components - affective, normative and continuance commitments.

First affective commitment implies how much an employee wants to remain with the organization; hence employees that exhibit affective commitment are satisfied with their jobs and are more probable to be valuable to the organization (Nitafan, 2020). Affective commitment is seen to be the most vital component of organizational commitment since it motivates or drives employees to make honest and meaningful contributions to realizing organizational goals (Soelton et al., 2020). Second, is normative commitment which signifies how much the employees feel that they will remain with an organization; and lastly, is the continuance commitment which suggest how long employees feel they need to remain with the organization (Soelton et al., 2020).

Continuance-committed employees are those that remain exclusively for the benefits of the job. It is most probable that employees fear new job as they believe they will not have same benefits as they have on their current job. Owing to the above, commitment does not need to be linked to a specific organization; job or working condition, but it differs in consciousness of employees (Azizah & Rokhman, 2021). The measurement instrument for organizational commitment constructed by Meyer and Allen (1997) was used in this research. The instrument contains affective, normative and continuance commitment scales.

According to Jalilian and Batmani (2022), the level of commitment has a direct effect on the amount of employees' turnover. Though some researchers argued that organizational commitment can be embedded as part of the overall work engagement, there are significant variations that distinguish engagement and commitment. Although commitment grows with engagement into employees work; however, Jesevičiūtė-Ufartienė, et al. (2020) showed that employee engagement signify their attitudes towards work while commitment symbolizes attitudes towards the organization employees work for.

Organizational Support

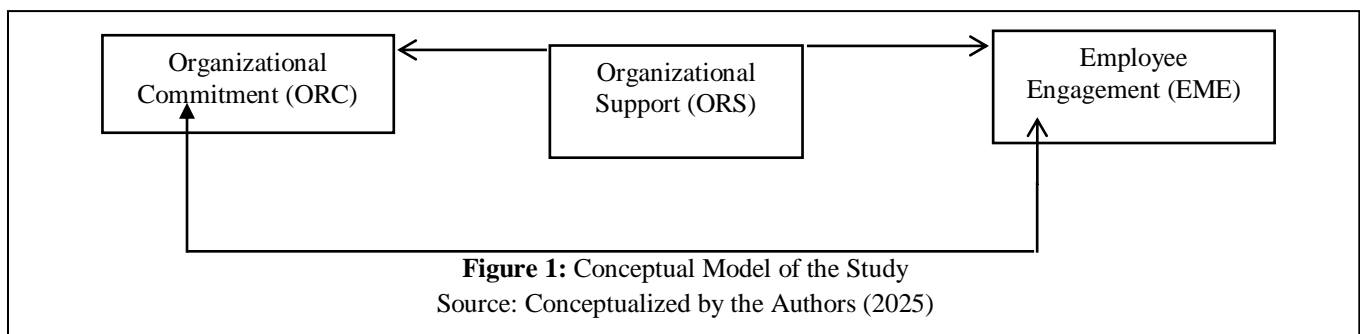
Organizational support is employees' perception that the organization values their contributions and cares about their welfare and aggregate well-being (Phulpoto, Hussain, Brohi & Memon, 2021). Organizational support theory advocates

three (3) general forms of organizational support - fairness, supervisor support and rewards, and job conditions (Pourakbari, 2020).

First, supervisor support connotes to employees forming general perception about their value by the organization or a general view of how supervisors value their contributions and care about their well-being (Lee & Kim, 2023). Because supervisors act as agent of organizations, employees wish to see support from supervisors. According to Beugelsdijk and Welzel (2018), employees see supervisors' favourable or unfavourable orientation towards them as indicative of organization support. Also, employees recognize that supervisors' evaluations of employees are often conveyed to management. Support from supervisors has been assessed with leader-member exchange (Chamberlin, Newton & LePine, 2018).

Second, fairness entails procedural justice which implies how the organization is able to distribute resources among employees (Jalilian & Batmani, 2022). Chamberlin, et al (2018) suggested that repeated instances of fairness concerning resource distribution should have a strong effect on organizational support. Third, supervisor reward and job conditions suggest how supervisors are able to adequately reward and offer improved job conditions or environment for the workforce (Jesevičiūtė-Ufartienė, Brusokaitė & Widelska, 2020). Asgari et al. (2022) showed that human resource practices showing recognition of employees' contributions to the organization should be positively related to organizational support. Asgari et al (2022) identified several variants of reward such as pay, job security, promotion, role autonomy, training, and so on

Management theories suggest that favourable opportunities for reward serve to communicate a positive value of employees' input. Though most studies have assessed the link between organizational supports and commitments, but organizational support might be a mediating variable contributing to increased employee engagement and organizational commitment. Also, given the lack of studies on whether organizational support mediates the relationship between employees' engagement and organizational commitment, the following model was conceptualized:



Theoretical Framework

This study was hinged on the self-determination theory advocated by Deci and Ryan in 2000; and further expounded by Van-den in 2008. The theory is a psychological needs fulfillment paradigm describing how organizational supports can increase organizational commitment. According to Sun (2019), psychological needs fulfillment is an essential pre-condition for employees to become motivated. Hence, when employees' needs are adequately satisfied or fulfilled, the more probable they are to flourish; thus they become more committed to the organization in terms of realizing the goals of the organization.

On the other hand, when employees' fulfillment needs are thwarted, they become energy-depleted and passive. The self-determination theory suggests three innate psychological needs - autonomy, relatedness and competence. The theory is relevant to this current study because it explains how commitment is dependent on how needs are fulfilled or satisfied. Besides, the theories contend that changes vary with employees' feelings of job insecurity and are linked with variation to the extent to which employees are engaged to increase organizational commitment.

Review of Prior Empirical Studies

Asih et al. (2023) analyzed the impact of perceived organizational support and employees' job satisfaction on organizational citizenship behaviour and organizational commitment of hospitality firms in Malaysia. Seventy respondents were used and Partial Least Square results revealed that while perceived organizational support had significant impact on organizational citizenship behaviour with organizational commitment as mediator, employee job satisfaction had insignificant impact on organizational citizenship behaviour with organizational commitment as mediator. Also, it was shown that organizational commitment had significant positive impact on organizational citizenship behaviour.

A study by Faqih and Munajat (2023) identified the dynamics that improve job performance (such as organizational identification, work ethics, engagement and organizational commitment) of Islamic State Universities in Indonesia using 206 respondents. The structural equation modeling results revealed that work engagement and organizational commitment played mediating role on the relationship between organizational identification, work ethics and job performance.

Lee and Kim (2023) examined the impact of employees' experience on job satisfaction, psychological wellbeing and organizational commitments in the Republic of Korea. A sample of 534 respondents was used and the structural equation modeling (SEM) results revealed that cultural and physical experiences had significant effect on organizational commitment. On the other hand, it was found that technological experience does not have significant impact on

organizational commitment. Also, the study showed that employee experiences positively affect organizational commitment via employee job satisfaction and psychological wellbeing as mediators.

Gregorius et al. (2023) analysed the impact of organizational commitment and employees' engagement on organizational performance in Indonesia using a sample of 140 respondents. Data obtained were analyzed using SEM and findings indicated a positive and significant impact of organizational commitment and employee engagements on organizational performance. Also, the study showed insignificant mediating effect of organizational commitment in the link between employees' engagement and organizational performance.

Kumar and Govindarajo (2022) used a sample of 284 members at managerial level from 10 manufacturing units in Indonesia to evaluate the moderating effect of leadership and work culture function in the relationship between organizational silence and intention to leave. The structural equation modeling (SEM) results showed a mediation effect of work culture and transformational style on organizational silence and member's intention leave

Asgari et al. (2022) examined the relationship between organizational silence and performance in employees of educational hospitals in China using questionnaire. The regression results showed that organizational silence contributes and insignificantly to employees' performance in China.

Phulpoto, Hussain, Brohi and Memon (2021) used a sample of 110 responses collected from public and private organizations to identified how abusive supervision influence employee silence and organizational productivity in Pakistan. The regression results indicated that with the increase in abusive leadership, there will be a decrease in organizational productivity and employees' silence. Meanwhile, employee silence has a comparatively larger effect on the productivity of an organization than the direct effect of abusive supervision on productivity.

Knoll et al. (2021) used an instrument measuring four (4) employee silence motives (silence based on fear, resignation, pro-social, and selfish) in European countries. Questionnaire was the major instrument of data collection and the ANOVA results revealed similarities and differences in the prevalence of silence motives between countries, but did not necessarily support cultural stereotypes. In order to assess the role of culture for silence, the study found relationships between silence motives and power distance, institutional collectivism, and uncertainty avoidance. Overall, the findings suggest that relationships between silence and cultural dimensions are more complex than commonly assumed.

Çakıcı (2021) explored the nexus between organizational silence, justice and affective commitment in organization in Pakistan using questionnaire. The study revealed that while organizational silence negatively affects employee

commitment in the organization, justice positively and insignificantly affects employee commitment in Pakistan.

The study by Rameshkumar (2019) identified the dynamics affecting employee engagement and its link with organizational commitment (affective, continuance and normative) in India. The study established that employees' engagement is positively associated with organizational commitment (affective and normative components) while engagement had insignificant link with organizational commitment (continuance component) which is contradicting from prior studies where continuance commitment had significant negative link with engagement.

Research Methodology

This study employed the survey design, which according to Braun and Clarke (2023) entails the use of actual facts on the basis of guiding principles that provides a framework for conducting quantitative research. According to Bryman (2016), survey design relates to the collection, analysis and interpretation of quantitative data concerning a given occurrence. The choice of survey design enabled the researcher to collect, analyze and interpret quantitative data on how organizational support mediates the relationship between employees' engagement and organizational commitment as well as unfolding the shared characteristics among the study sample

In this study, the population comprised of the workforce of five (5) selected fast-moving consumer goods companies with offices in Delta State; the companies include Delta Packaging Company Limited, Zeo Mart, Marvos Global Limited, Jopegs Rules International Limited and Luke Kuro Enterprises. As of 31st December 2024, the workforce of these companies was one hundred and four (104)

The major instrument of data collection was the questionnaire. It was used because it is a firsthand source of information, which offers the researcher the likelihood of having access to a wide-range of research participants with

varied perceptions on whether organizational support mediates the relationship between employee engagement and organizational commitments. The questionnaire contained thematic questions on employee engagement, organizational support and organizational commitment. The research instrument was divided into four (4) parts. Section one dealt with demographic variables of respondents; section two contained questions on employee engagement; section three contained questions on organizational support while section four on organizational commitment.

The research instrument (questionnaire) was adapted to measure employee engagement, organizational support and organizational commitment as used in prior studies (Achmad, et al, 2023; Faqih & Munajat, 2023; Gregorius, et al, 2023; and Asih, et al, 2023). The questionnaire was designed on a 5-point scale of strongly disagree (SD-1), disagree (D-2), undecided (D-3), agree (A-4) and strongly agree (SA-5). The questionnaire was administered on a face-to-face basis by the researcher to ensure that considerable amounts of the questionnaire are fully retrieved. The respondents were given a time limit of two weeks to complete the survey and required to provide true and faithful information.

In research, validity is vital to comprehending the quality of the research, particularly for studies that use statistical analysis (Ciecuch, Davidov, Algesheimer & Schmidt, 2018). To ensure content validity, research instrument was presented to professionals for scrutiny as well as to ensure that the research instrument captures the required information to address the research questions of the study. The researchers depended on scales and items that were previously developed by prior studies.

Cronbach Alpha reliability test was used to ascertain the internal consistency of the research instrument. The instrument yielded Cronbach Alpha results which were above the recommended benchmark of 0.5 in all sections and is within the range suggested by Cronbach for a research instrument to be considered reliable (Bryman, 2016). The Cronbach Alpha results are shown in Table 1.

Table 1: Reliability Results

Variables	Cronbach Alpha Index
Employee Engagement	0.81
Organizational Support	0.82
Organizational Commitment	0.84

Source: Authors' Computation (2025)

The study adapted existing models of employee engagement, organizational support and organizational commitment which are similar to those used in the studies of Achmad, et al, (2023), Faqih and Munajat (2023), Gregorius, et al, (2023), and Asih, et al, (2023). The dependent variable is organizational commitment; employee engagement is the independent variable while the mediating variable is organizational support. On the basis of the above, the empirical models of the study were specified to assess the

mediating effects of organizational support in the relationship between employee engagement and organizational commitment as follows:

$$\text{ORC} = f(\text{EME}) \quad \text{--- eq. 1}$$

$$\text{ORC} = f(\text{ORS}, \text{EME}) \quad \text{--- eq. 2}$$

Equations 1 & 2 are the implicit form of the empirical equation; however, equations 3 & 4 are the explicit models of the study:

$$\text{ORC}_i = \alpha_0 + \beta_1 \text{EME}_i + \mu_i \quad \text{--- eq. 3}$$

$$ORC_i = \alpha_0 + \beta_1 EME_i + \beta_2 ORS_i + \mu_i \quad - \text{eq. 4}$$

Where: $\beta_1, \beta_2 > 0$; ORC = Organizational commitment; EME = Employee Engagement; ORS = Organizational Supports; U_i = Error Term; α = Intercept; β_1 & β_2 = Coefficient of variables. Equation 4 was used to validate the mediating effect of organizational support in the relationship between employee engagement and organizational commitment.

In this study, descriptive statistics (such as mean, standard deviation, minimum and maximum values, skewness, kurtosis), Pearson correlation, diagnostic statistic (variance inflation factor and Breusch-Pagan/Cook-Weisberg), and inferential statistics (simple regression and structural equation modeling) were used as the frameworks for data analysis. The threshold for the research questions was hinged on the results

of mean scores of 3. The skewness and kurtosis were used to determine the normality in the distribution of the data while the Pearson correlation was used to ascertain the relationship between the dependent, mediating and independent variables.

Moreover, variance inflation factor was used in assessing the existence or nonexistence of multicollinearity problem among the pairs of independent and mediating variables. The rule of thumb is; if the variance inflation factor result exceeds 10.0, then there is the existence of multicollinearity, otherwise no multicollinearity. The simple regression was used to validate hypothesis 1. The decision rule is that if the F-prob. is greater than F-tab., the null hypothesis is rejected while alternate hypothesis is accepted and vice-versa. Similarly, the structural equation modeling (SEM) result was used to validate hypothesis 2

Results and Discussion

Table 2: Bio-Data of Respondents

Parameters	Frequency(N)=83	Percentage (%)
Gender		
Male	51	61.4
Female	32	38.6
Total	83	100
Age		
20-29 Years	22	26.5
30-39 Years	39	46.9
40-49 Years	12	14.5
Above 50 Years	10	12.1
Total	83	100
Marital Status		
Single	22	26.5
Married	56	67.5
Separated	5	6.0
Total	83	100
Educational Qualifications		
Below Bachelor Degree	21	25.3
Bachelor Degree	56	67.5
Postgraduate Degree	6	7.2
Total	83	100

Source: Authors' Computation (2025)

Table 2 shows the bio-data of respondents. It revealed that majority of the respondents were males (N =51, 61.4%) while females were 32(38.6%). The age distribution revealed that 22(26.5%) of the respondents were between 20-29 years, 39(26.9%) between 30-39years, 12(14.5%) between 40-49years while 10(12.1%) above 50years. It was found that 22(26.5%) of the respondents indicated that they were single,

56(67.5%) were married, while 5(6%) indicated they were separated. Also, it was shown that 21(25.3%) of the respondents indicated that they have below Bachelor degree (OND/NCE) as their highest educational qualifications; the respondents that had obtained Bachelor and Postgraduate degrees were 56(67.5%) and 6(7.2%) respectively.

Table 3: Summary of Descriptive Statistics

S/N	Items	Mean	Std. Dev	Obs.
1	Employee Engagement (EME)	3.0120	0.0519	83
2	Organizational Commitment (ORC)	3.1040	0.0306	83
3	Organizational Support (ORS)	3.0980	0.0349	83
	Grand Mean	3.0710		

Source: Authors' Computation (2025)

Table 3 reveals that the variables of employee engagement, (independent variable), organizational commitment (dependent variable) and organizational support (mediating variable) scored above 3.0 cut-off point with grand mean of 3.0710. This suggests that respondents agreed that most likely, when employees are well engaged together with adequate support from management, it may influence the level of organizational commitment

Table 4: Normality Test

Statistics	Employee Engagement	Organizational Commitment	Organizational Support
Skewness	0.2732	0.4336	0.1872
Kurtosis	1.5823	2.3006	1.1620

Source: Authors' Computation (2025)

Table 4 shows that organizational support (1.1620) had the least kurtosis while organizational commitment (2.3006) the highest. Skewness values revealed that employee engagement, organizational commitment, and organizational support skewed towards one direction (positive). Overall, the kurtosis values for all the variables were not too far from 3; indicating that the variables are not far from normal distribution.

Table 5: Pearson Correlation

Statistics	Organizational Commitment	Employee Engagement	Organizational Support
Organizational Commitment	1.0000		
Employee Engagement	0.7430	1.0000	
Organizational Support	0.5822	0.7361	1.0000

Source: Authors' Computation (2025)

Table 5 shows that variables of organizational commitment, employee engagement and organizational support were positively correlated. Impliedly, there is a positive link between organizational commitment, employee engagement and organizational support.

Table 6: Variance Inflation Factor

Variables	VIF	1/VIF
Employee Engagement	2.01	0.4975
Organizational Support	1.97	0.5076
Mean VIF	1.99	

Source: Authors' Computation (2025)

Table 6 shows that the mean VIF is 1.99, which is less than the benchmark value of 10; indicating the absence of multicollinearity in the models of organizational commitment, employee engagement and organizational support.

Table 7: Breusch-Pagan/Cook-Weisberg Test for Heteroskedasticity

Ho: Constant Variance		
Chi ² (1)	13.08	Prob. > Chi ² = 0.0000

Source: Authors' Computation (2025)

From Table 7, employee engagement and organizational support fits well with organizational commitment in the model because the probability value is less than the 5% level of significance

Table 8: Employee Engagement and Organizational Commitment Regression Result

Number of Obs.	=	83		
F(1, 81)	=	22.87		
Probability > F	=	0.0000		
R-Squared	=	0.6183		
Adjusted R-Squared	=	0.6170		
	Coefficient	Standard Error	t-value	Probability t
EME	0.5053	0.0162	9.22	0.0000
Constant	1.7418	0.1020	14.41	0.0000

Source: Authors' Computation (2025)

Presented in Table 8 is the simple regression result for organizational commitment (ORC) and employee engagement (EME). It shows that the values of R-squared and adjusted R-squared were 0.6183 and 0.6170 respectively; indicating that employee engagement (independent variable) explained about 62% of the systematic variation in organizational commitment (dependent variable). The rather large value of adjusted R-squared shows among others, that employee engagement is a major driver of organizational commitment in the selected companies.

Furthermore, the F-statistics (df =1, 81, F-value = 22.87) with a p-value of 0.0000 shows that the result is significant at 1

percent. In addition, the regression coefficient (EME = 0.5053) and t-value (t = 9.22) is carrying positive sign, indicating that an increase in employee engagement will lead to approximately 51 percent increase in organizational commitment. Also, the t-value indicates that there is a significant positive relationship between employee engagement and organizational commitment. Given that F-probability is less than 0.05, the null hypothesis was rejected while the alternative hypothesis was accepted showing that employee engagement has significant effect on organizational commitment of fast-moving consumer goods companies.

Table 9: Fit Indices

Fit Indices	Cut-off Benchmark	CFA
Chi square /df	Less than 3	1.98
CFI	Greater than 0.90	0.91
TLI	Greater than 0.95	0.92
RMSEA	Greater than 0.08	0.76
ADFI	Greater than 0.90	0.91

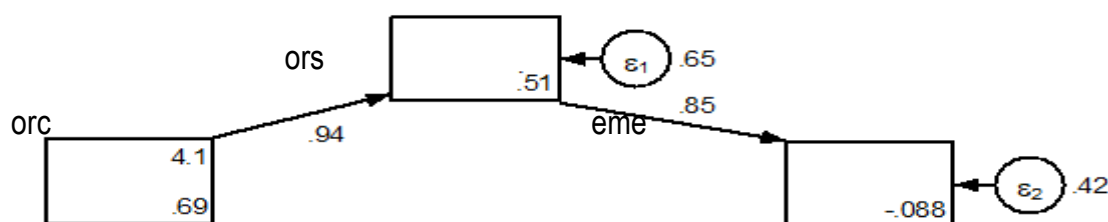
Source: Authors' Computation (2025)

The chi-square/degree of freedom; comparative fit index (CFI); Tucker-Lewis index (TLI); root mean square error of approximation (RMSEA); and adjusted goodness of fit index (ADFI) revealed that the results of fit indices showed a good fit with the dataset.

Table 10: Fitting Target Model for Organizational Support, Employee Engagement and Organizational Commitment

Log-Likelihood.	=	-542.0142		
Observation	=	83		
Structural ORS	Coefficient	Standard Error	Z-value	Probability Z
ORC	0.8310	0.0588	10.24	0.0000
Constant	0.4111	0.1804	1.890	0.0687
Structural EME				
ORS	0.7360	0.0307	10.99	0.0000
Constant	-0.077	0.0767	-0.99	0.6290

Source: Authors' Computation (2025)

**Figure 2:** Path Diagram of Structural Equation Modeling (SEM)

Hypothesis 2 states that organizational support do not mediates the relationship between employees' engagement and organizational commitment of fast-moving consumer goods companies. This hypothesis was rejected because as shown in Table 10, a positive and significant relationship exists between organizational support, employee engagement and organizational commitment. Given the SEM result, the null hypothesis was rejected while the alternate hypothesis was accepted indicating that organizational support mediates on the relationship between employees' engagement and organizational commitment of fast-moving consumer goods companies.

Discussion of Results

Employee engagement occupies a major place in human resource management (HRM) literature and has taken varied meaning depending on the underlying motive. Employee engagement is a positive, self-fulfilling and work-related state of mind of the employees as well as how they are valued by management (Achmad, et al, 2023; Faqih & Munajat, 2023). While the concept occupies a major debate in HRM literature, empirical studies on whether organizational support mediates the relationship between employee engagement and organizational commitment are relatively not widespread, particularly for fast-moving consumer goods companies in Delta State, Nigeria.

Prior studies (Achmad, et al, 2023; Faqih & Munajat, 2023; Gregorius, et al, 2023; Asih, et al, 2023) have shown that employee engagement affects organizational commitment. In this study, we assessed whether employee engagement affects organizational commitment via simple regression estimation technique. In specific, findings of the simple regression result showed that employee engagement significantly and positively affects organizational commitment of selected companies. This finding agrees with the results of Achmad, et al, (2023); Faqih and Munajat, (2023); Gregorius, et al, (2023); and Asih, et al (2023) who found that employee engagement positively and significantly affects organizational commitment.

Findings from the structural equation modeling result established that organizational support mediates the relationship between employee engagement and organizational commitment significantly and positively. This finding agrees with the results of Chaudhary, et al (2023); Azizah and Rokhman (2021) who found positive significant mediating role of organizational support in the relationship between employee engagement and organizational commitment.

Conclusion and Recommendations

In the management literature, there has been growing concern on whether employee engagement affects organizational commitment. Remarkably, prior studies have examined the role of employee engagement. While most studies have

focused on the direct link between employee engagement and organizational commitment; however, there are few studies to the authors' knowledge that have examined the mediating effect of organizational support in the link between employee engagement and organizational commitment of consumer goods companies in Delta State, Nigeria.

This study concludes from the simple regression analysis that employee engagement significantly and positively affects the level of organizational commitment. Again, from the structural equation modeling results, organizational support mediates the relationship between employee engagement and organizational commitment. Given the findings, the study recommends that organizations should encourage continuous support to employees because when employees perceive supports from management of organization, they become more committed in actualizing organizational goals. In addition, management should encourage employee engagement. However, this should be applied with caution such that management can encourage employee engagement in areas of the organization where they consider would enhance organizational commitment and growth.

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