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The E.R.G Theory and Work Engagement of Employees in Lagos State Nigeria Health Sector

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Abstract:

The study examined Behavioral Management Theories with a focus on the Alderfer E.R.G Theory on work engagements of employees in the Health sector of Lagos State. The study was done through the use of a combination of two questionnaires that objectively measures Work engagement on one hand and the Existence, Relatedness, Growth and Interpersonal needs of employees. Hardcopy questionnaires were distributed across Lagos. 400 questionnaires were distributed among varying levels of employees within the Health Sector in Lagos State, Nigeria while 264 responded. Four research questions and Four hypotheses were tested at a significant level of 0.01%. Data was analysed using descriptive statistics and simple correlation investigation. A substantial and affirmative interdependence amongst relatedness needs and work engagement was observed. There was also an observed inverse relationship amongst growth, existence and interpersonal needs. Hence, organisations seeking to strengthen the Work engagement of their employees should seek creative and cost-effective ways to meet these identified needs.

Keywords: *Work engagement, behavioural management theory, Alderfer E.R.G theory, employee engagement, health sector*

1. Introduction

1.1. Background to the Study

Management theories have been integral to several Management and Organisational Behaviour research endeavours over the past decades. Over the years, several volumes of scholarly reports, books and articles are being added to existing empirical knowledge bordering on application of Management theories in the world of work with specific reference to Behavioural Management sciences. (Yukl, 1989, Yukl&Mahsud, 2015).

Management scholars have faced enormous challenges in assessing the operationalization of Management theories across various human endeavors. A number of difficulties to assessing management theories are traced to the complexity, openness and dynamic form of organisations' environment (Astley & Van de Ven, 1983; Fabian, 2000). These challenges also include the perspectives of scholars, their beliefs and practices. An example of such challenges can be observed when theories are not stated precisely. Such has been known to hinder empirical assessments (Astley and Zammuto, 1992; Bacharach, 1989). Confirmation of observed evidences by researchers have remained debatable primarily due to varying perspectives about what makes up acceptable evidence, how it should be gathered and tested and reported. This has indeed resulted in the increase of the study on management theories over the years. (Lewis and Grimes, 1999; Locke, 2007)

It has also been observed that most scientific research in the field of strategic management employ correlational analysis techniques that more often than not do not assess these theories effectively. This hence leads invariably to a failure to provide direct verification of evidence or the rejection of theoretical explanations, which do not negate provided alternative empirical explanations. In other words, a lot of management researchers fail to assess theories as vigorously as would have been expected. This study however provides both philosophical perspectives and practical scientific methods. (Bromiley and Johnson, 2005).

Management is primarily the process, or discipline, of achieving aims and objectives through people. It is essentially the steps involved in the design and maintenance of environment in which individuals, working together in groups, efficiently accomplish selected aims (Koontz and Weihrich 1990, p. 4).

The concept of Management primarily refers to planning, organising, leading, directing and controlling the resources of an organisation to accomplish set corporate goals. Management Theories primarily encapsulates the aggregation of concepts and provides the general rules employed to run organisations. It refers to and how managers interact with their organisations with respect to the knowledge of its goals, how to achieve the goals and how to motivate the employees for optimum performance.

Theories on the other hand are viewpoints of people who interpret and understand their experiences. Primarily, theories are a systematic collection of inter-reliant models and philosophies that provide a structure for a critical area of knowledge. (Stoner, James, Gilbert & Freeman 1995)

Management theory is primarily described to have developed while the Second World War was being propagated and its growth continued thereafter. Industrialisation production in large volumes, specialisation. It marked the beginning of the era where labour was considered a critical resource to be studied in-depth.

This study however primarily focuses on Behavioural Management theories and how their application impact upon the Work Engagement of employees. The Behavioural Management Theories evolved of criticisms of Scientific and Administrative Management Theories which were promulgated by Frederick W Taylor and Henry Fayol respectively.

Behavioural Management theories criticised the indifference of the earlier management theorists to other Human needs besides the economic needs. These needs are primarily social and physiological. In essence, the Behavioural Scientists recognise that human needs go beyond economic to social and psychological needs as well.

The Behavioural Management theories evolved from the researches of scholars which include Abraham Maslow, Douglas McGregor, Rensis Likert, Frederick Herzberg, Mary Parker Follet, and Chester Barnard. These constitute those who form the major developers of this field of thought. Some other writers however further subdivided this school of thought into Human Relations and the Behavioral perspective.

Also, the study of Work Engagement has increasingly attracted attention of scholars in Organisational Behaviour, Industrial Psychology and Management Sciences over the years. (Khan, 1990, Bakker & Leiter, 2010).

Several scholars have considered work engagement as a relatively contrasting concept to burnout. Workers who have been found to experience burnout, engaged workers have been observed to possess a kind of vigorous and productive relationship with operations hence making such to consider themselves as well able to manage the demands of their respective jobs. There are two well known perspectives to work engagement and burnout. One states that engagement and burnout form contrasting positions. In this perspective, burnout represents the negative end while engagement presents the positive part (Maslach & Leiter, 1997). Burnout showcases fatigue, cynicism and grossly lowered specialised effectiveness while engagement is depicted by vigour, commitment and productivity. These presents empirically observed components of engagement, which form a sharp contrast for the corresponding components of burnout. According to Maslach and Leiter (1997) the contrasting rating pattern on three aspects of burnout on the Maslach Burnout Inventory (Maslach, Jackson & Leiter, 1996) – connotes engagement. An inverse relationship between ratings on fatigue, cynicism-scales and an increased rating on the professional efficacy scale shows a profound record of engagement at work.

Work engagement at work is hence defined as a confident, fulfilling state of being especially in the place of work. It is measured through demonstrated vigour, dedication, and absorption. It describes a more consistent and convincing state which is not reliant on particular object, event, individual, or behavior. Vigor connotes a very high measure of energy and mental strength at work. It is a worker's willingness to devote effort in assignments, and persist even in the face of difficulties. Dedication is seen as a workers strong involvement in his or her work with a sense of significance, enthusiasm, inspiration, pride, and challenge. The third component - Absorption, connotes a worker being fully concentrated and delightfully engrossed in his/her work. This is also characterised by quick passage of time and strong attachment to work. (Schaufeli, Demerouti & Bakker, 2003).

Having followed and observed closely the above-mentioned trends, this study sought to further enrich knowledge on the effect of the application of Behavioural Management Theories, resultant impacts on Work Engagement in the Health Sector in Lagos state Nigeria.

The primary concern of this study hence was to provide an empirical explanation to the observed interrelationship between application of Behavioural Management Theories and Work Engagement in the Health sector in Lagos State, Nigeria.

1.2. Statement of the Problem

The structure and nature of work is also changing rapidly everywhere the world over. This have made organisations come to terms with the fact that a lot of focus has to be placed on internal phenomena that impact upon employees at work since external phenomena within the business environment are largely out of their control.

From a practical standpoint, this researcher has observed through preliminary investigation, that an organisation that takes cognisance of the psychological and social needs of its employees appear to have more employees demonstrating engagement at work.

This observed fostering of work engagement through the application of Behavioural Management theories hence deserve to be studied objectively. It is germane to identify the relationship between the meeting of social and psychological needs and how this impact work engagement which in turn influences the level of employee of performance. Indeed, the interrelationship between the variables mentioned above has been researched however over a period of time in industrialized countries thereby limiting the direct applicability of their findings to a developing economy like Nigeria with its attendant and unique peculiarities.

1.3. Objectives of Study

The broad objective of this proposed study is to empirically examine the relevance of the application of behavioural management theories and the resultant effect on work engagement of employees with a focus on the Health Sector in Lagos State.

In more specific terms, this paper examined the relationship between the satisfaction of identified human needs and their effect on work engagements of employees in the Lagos State Health Sector.

1.4. Research Questions

- What is the relationship between satisfaction of existence needs and work engagement?
- What is the relationship between satisfaction of relatedness needs and work engagement?
- What is the relationship between satisfaction of interpersonal needs and work engagement?
- What is the relationship between the satisfaction of growth needs and work engagement?

1.5. Hypotheses

- A substantial correlation exists between satisfaction of existence needs and work engagement of employees
- A substantial correlation exists between satisfaction of relatedness needs and work engagement
- A substantial correlation between satisfaction of interpersonal needs and work engagement of employees
- There is a substantial correlation between satisfaction of growth needs and work engagement of employees

1.6. Relevance of the Study, Scope and Delimitation

The findings from this proposed study are of immense value to employers of labour, Human Resources and Management Consultants, the Government, Labour Regulatory bodies and the entire world of Management and Organisational Behaviour with regards to understanding and meeting employees needs far beyond their economic needs with the bid to foster Work Engagement.

The study provides empirical information to employers, especially within the Nigerian economy on how to foster Work Engagement through the application of Behavioural Management Theories.

The study also provides empirical findings that would form a scientific basis for Human Resources and Management Consultants to guide their service offerings to their clients with particular reference to the development and management of Management policies, systems and procedures.

As earlier asserted, majority of erstwhile empirical researches carried out on the focal areas of interest of this study were executed in industrialized countries thereby limiting the direct applicability of their findings to a developing economy like Nigeria with its attendant and unique peculiarities.

This study provides valuable data and empirical findings which will immensely add to what is already known and documented in Management and Organizational Behaviour. These concepts interact to influence employee's behaviour in the work place with a particular reference to the Nigerian economy and by extension to other developing economies and the world at large.

The relationship between the application of Behavioural Management Theories and the Work Engagement of employees in the Lagos State Health Sector is the primary focus of this research.

This study focused on carefully and objectively selected the E.R.G theory, which was developed by Clayton Alderfer (1969) as an alternative and improvement to the hierarchy of needs theory and did not attempt to investigate all known Behavioural Management theories. The research was limited to an investigation of how these selected Social and Psychological needs interact with employees' Work Engagement and would specifically not delve into measuring and comparing their productivity levels. However, inferences will be made from the findings to address the issue of productivity or performance at work.

2. Review of Literature

2.1. Theoretical Framework; E.R.G Theory

This study hinges primarily on the E.R.G theory, which was developed by Clayton Alderfer (1969) as an alternative and improvement to the hierarchy of needs theory. Alderfer however later on also proposed a regression theory to further support the E.R.G theory. Alderfer opined that if higher needs are not met, individuals will increase their efforts by a hundred per cent in lower level needs instead. The E.R.G Theory which can be rightly described as an offshoot of the earlier theory is categorised as a 'push' theory which submits that humans are primarily pushed or motivated by intrinsic conditions or needs.

This E.R.G theory sub-divides the needs of man into three major categories: Existence Needs, Relatedness Needs and Growth Needs (Alderfer 1969).

E.R.G theory submits that humans have three fundamental desires and consistently seeks how he can fulfil them. These span fulfilling physical existence desires, sustaining relationship with others and a drive to achieve set goals and objectives (Alderfer, 1972).

The existence needs includes multiple forms of material desires. Hunger and thirst depict unfulfilled needs. Remuneration and other benefits, workplace conditions etc. also fit into the existence needs category. People however often make comparisons with others in similar working conditions as themselves.

Relatedness needs span the relationships of humans with significant others. This would include family members, supervisors, co-workers, and juniors at work, friends and even enemies. The mutual give-and-take of with other people, influence, verification and understanding primary components of the relatedness needs. The human needs that require innovative and fruitful effects on man make up the primary components of Growth needs. It has been observed that

human beings experience completeness and a sense of achievement when needs categorised in the 'growth bucket' are met.

The Existence needs are hence primarily safety needs as characterised in the earlier theory. The needs that are interpersonal fall into the 'Relatedness needs' category which also include the Maslow esteem needs. Needs which represent self-fulfilling drives however belong to 'Growth needs'.

2.2. Propositions and Concepts

The primary propositions are as follows:

- Man's existence needs are desired even more when they are not being met as expected.
- When relatedness needs are unsatisfied, man will seek more to satisfy existence needs.
- When existence needs are satisfied, relatedness needs become even more desired.
- Once relatedness needs are not satisfied, man will desire more to fulfil it.
- When growth needs are not being satisfied as desired, relatedness needs will be desired even much more.
- When man begins to satisfy relatedness needs his desire to satisfy growth needs will begin to increase.
- When a man increasingly satisfies his growth needs, his continued desire for growth would increase and not decrease.

From the above, we can safely state that satisfaction of needs impact in varying manners upon mans desire to fulfil needs. It can also be deduced satisfaction of needs also impacts desires that are not in the same bucket of needs with it.

The E.R.G theory is not static and though its propositions appear fixed. The theory postulates that human needs can be grouped however; man does not necessarily seek to satisfy them in a particular order. The earlier theory states that when a man is starving his perspective of the world will be coloured by eating and other things will be considered as not so important. The E.R.G theory however recognizes that when human beings are hungry, they may also still appreciate the satisfaction of other needs which negates the position of Maslow (1954).

Maslow (1962) however also propounded two fresh concepts of motivation sequel to his 1954 paper. The concepts are deficiency motivation and growth motivation. This provided for the summary of the 5 hierarchy of need into two broad categories. Deficiency motivation primarily describes the relationship between the existence and relatedness needs. Relatedness and growth needs however characterise the growth motivation model.

The E.R.G theory in summary supports a need hierarchy however also stating that there is no strict order.

2.3. Behavioral Management Theories; an Overview

The Behavioural management theories evolved primarily from the criticism of the Scientific Management Theory, which primarily considered human resources as an extension of machines and tools. The Behavioural Management school of thought appreciated group dynamics, varying managerial leadership styles and the complex motivations for human beings at work.

Below is a list of the major proponents of the Behavioral Management School of thought:

- Elton Mayo (1880 - 1949)
- May Parker Follet (1868 - 1933)
- Chester Barnard (1886 - 1961)
- Abraham Maslow (1908 - 1970)
- Douglas McGregor (1906 - 1964)
- Rensis Likert (1903 - 1981)
- Frederick Herzberg (1923 - 2000)
- David McClelland (1917 - 1998)
- Chris Argyris (1923 - 2013)
- Clayton Alderfer (1940 - 2015)

2.3.1. Elton Mayo (1880 - 1949)

He is one of the major behavioural theorists. He provided the basis for Human Relations Movement primarily through the famous Hawthorne studies. He successfully shifted the interest in management research from the perception of Human resources as an extension of a machine to a resource with emotions, motivation and other needs beside the economy needs. His research could be summarized with the points enumerated below:

- Workers should be dealt with as social animals who operate primarily in groups
- Employees should put the interest of the group above all personal interests
- Remuneration should not be considered as the sole motivator.
- Supervisors influence workers overall outcome
- Work activity encapsulates mans perception of the society
- Desire for productivity is far beyond working conditions
- Social demands that are both intrinsic and extrinsic form the basis for workers complaints
- Informal groups at work influence workers overall output
- Group collaboration has to be coordinated and developed
- Managers must take cognisance of the impact of informal organisations at work

- Man is primarily motivated by social needs
- Work is primarily interpreted by a workers social groupings
- Managers should focus more on groups at work rather than individuals

2.3.2. Mary Parker Follet (1868 – 1933)

She has been described as a foundational researcher in management with emphasis on the participation of employees in decision making and solving of problems. The following points are a summary of her major postulations:

- Workers who are engaged on the job would make better decisions in problem solving than those who attempt to do so remotely
- Involvement in decision making should not be determined by seniority at work
- Communication improves the quality of decision making in an organisation
- Coordination is germane to the success of management
- Conflict should be managed and resolved promptly. It should not be allowed to fester.

2.3.3. Chester Barnard (1886 – 1961)

Barnard is known majorly for his contribution to the theory of organisation and executives' functions in an organisation. He also identified that social systems impact on the performance of employees and managers at work and hence should be effectively managed.

2.3.4. Abraham Maslow (1908 – 1970)

As earlier mentioned, Maslow's research work and postulations provided a robust alternative to the Scientific Management school of thought. He opined that there are 5 major groupings of human needs and that these are in hierarchical order. i. Physiological ii. Safety iii. Love needs iv. Self Esteem v. Self actualisation and self fulfilment.

2.3.5. Clayton Alderfer (1940 - 2015)

Alderfer's E.R.G theory provides a modification of Maslow's theory. He also postulated a regression theory that works along with the E.R.G theory. The theory summarises the needs that drive man.

2.3.6. Douglas McGregor (1906 – 1964)

He is well known for the Theory X and Y. The theory assumes that workers can be categorised into two major categories. In Theory X, the average employee is seen as inherently disliking work while Theory Y states that putting in physical and mental stress at work is expected and the drive for the average employee.

2.3.7. Rensis Likert (1903 – 1981)

Likert studied organisations extensively and his postulations have enriched the literature of Human Relations theories significantly. One of his major postulations are the following categorisation is the categorisation of Managers into: i. Exploitative-authoritative ii. Benevolent Authoritative System iii. Consultative System iv. Participative group system

2.3.8. Frederick Herzberg (1923 – 2000)

Frederick Herzberg's most notable contribution to the Behavioral Management school of thought is the Two-Factor Theory i.e. Hygiene Motivator Theory. An organisations' environment include policies, systems, processes, leadership styles, working conditions etc. These do not necessarily lead to increased productivity but if not well managed could lead to frustration. The theory also provides that motivators include achievements, growth, recognition etc.

2.3.9. David McClelland (1917 – 1998)

David McClelland is notable primarily on achieving motivation and consciousness. He postulated that the drive to achieve is the primary motivator for man. He was of the opinion that those who are indeed seeking achievement pay more attention to personal achievement than to rewards of success. In other words, the fulfilment from the feeling of achievement is valued beyond rewards.

2.3.10. Chris Argyris (1923 – 2013)

Chris Argyris research work is majorly known for the bureaucratic values of a counterpart to theory X. He postulated that human relations and democratic principles are relied on in an establishment, trust and reliable relationships will evolve amongst workers. Attendant benefits from the foregoing would include increased competence, effective inter-personal and inter-group collaboration which would ultimately lead to improved organisational performance.

2.4. Work Engagement

Khan(1990) opined that work engagement primarily refers to a state whereby employees deploy and invest their resources and competencies to execute assignments. Work engagement is also described in terms of 'a positive, fulfilling, work-related state of mind that is characterized by Vigor, dedication, and absorption' (Scaufeli, Salanova, Gonzalez-Roma, Bakker, 2002.)Vigor depicts the deployment of persistence, extraordinary energy and mental tenacity while facing challenges at work.

Dedication, another component to the work engagement concept is characterized by an immense involvement in work assignments with pride, enthusiasm and confidence.

Absorption can be described as a state of being immensely involved in executing assignments in such a way that time would seem to pass quickly and the employee will find it difficult to detach his or herself from the assignments (Schaufeli & Bakker, 2010, p.13)

Employee engagement showcases a workers satisfaction and the sense of fulfillment they derive from working or being a part of a work team. This can also be seen in terms of organizational commitment and emotional attachments to an organization. (Schaufeli & Bakker, 2010).

In this study, Work Engagement describes the attachment workers have to their respective jobs and organizations. It equally describes their personal involvement in official assignments (Macey & Schneider, 2008) Khan (1990) proposes that work engagement is characterized by when a worker introduces his personal resources in executing official assignments with a high level of emotional attachment to the assignment and organization at large. Work engagement can invariably be described as an enduring state of mind that encapsulates the investment of personal resources and experiences in the execution of official assignments (Khan, 1990).

2.5. Conceptual Framework

The researcher investigated how the application of Behavioural Management Theories on Work engagement of employees.

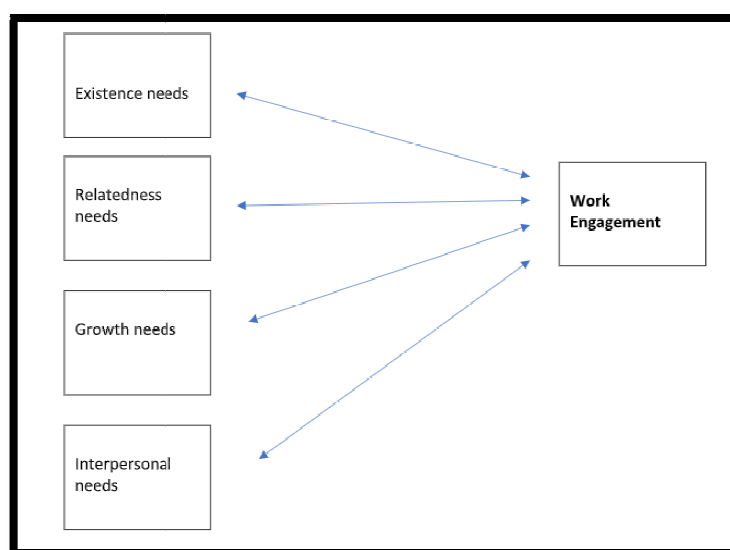


Figure 1: Conceptual Framework

3. Methods

3.1. Introduction

This study adopted a descriptive research design. The sampling technique is purposive and data was collected from 264 respondents who work in the Health Sector in Lagos State.

3.2. Design of Study

Quantitative research techniques were employed in eliciting information from the targeted population. The researcher however also incorporated some basic qualitative research techniques which included face-to-face discussions and on site observations of activities.

A cross sectional selection of employees in selected organisations in the Lagos State Health Sector constitutes the entire population of this research.

3.3. Research Instrument

The questionnaire method of collecting data was used to elicit information from respondents. The questionnaires used are described below:

3.3.1. UWES Utrecht Work Engagement Scale

WilmarSchaufeli & Arnold Bakker developed this scale in 2003. The measures the concept of work engagement and statistical analysis tools were employed in interpreting the scale. The previous study recorded a minimum coefficient Cronbach Alfa value of 0.70.

3.3.2. Clayton Alderfer E.R.G Theory Measurement Scale

The 33 item scale developed by Clayton Alderfer (1969) to measure the consistency of his theory in comparison with Maslow's Theory. This scale was deployed to study the application of Behavioral theories based in management. The

validated scale is useful both for academia and for practitioners and a coefficient Cronbach Alfa value of 0.70 was obtained from the scale.

The above-mentioned scales were fused into a questionnaire that was used to obtain data on all proposed study hypotheses. The questionnaires were deployed hard copy formats to ensure ease of access and prevent the exclusion of respondents who do not have access to computers or other electronic devices that may be used to access electronic copies.

3.4. Statistical Analysis

The researcher employed both descriptive and inferential statistical analysis. This involves the process that would be involved in refining and manipulating statistical data. This includes data preparation, data tabulation, data presentation and how to analyze data. The Statistical software for the social sciences (SPSS) was employed in analyzing data collected from the field. More specifically, it was used to estimate population parameter from the chosen representative sample, predict the study's population characteristics from the sample and to test the study's hypothesis for the purposes of drawing valid conclusions for the study through Correlation and Regression analysis.

4. Result

Gender			
S/N	Gender	Frequency	Percent
1	Male	84	31.8
2	Female	180	68.2
	Total	264	100
Employer			
S/N	Telecommunication Company	Frequency	Percent
1	Private Health Care Facility	158	59.8
2	Government Owned Health Care Facility	106	40.2
		264	100
Length of Current Employment of Respondents			
S/N		Frequency	Percent
1	Less than 1 year	41	15.5
2	1 year to 2 years	115	43.6
3	More than 3 years nut less than 5 years	66	25.0
4	5 years but less than 10 years	16	6.1
5	10 years and above	26	9.8
		264	100
Length of work Experience			
S/N		Frequency	Percent
1	1 to 3 Years	100	37.9
2	More than 3 years nut less than 5 years	29	11
3	5 years but less than 10 years	77	29.2
5	10 years and above	58	22
		264	100
Cadres of Respondents			
S/N	Cadre	Frequency	Percent
1	Supervisor	3	1.1
2	Management (Mid)	82	31.1
3	Management (Snr)	137	51.9
4	Executive Management	42	15.9
	Total	182	100
Job Functions of Respondents			
S/N	Cadre	Frequency	Percent
1	HR & Admin	63	23.9
2	Medicine	113	42.8
3	Nursing	19	7.2
4	Technologist	22	8.3
5	Customer Care	7	2.7
6	ICT	15	5.7
7	Others	25	2.2
8	Corporate Communications	11	9.5
	Total	264	100

Correlations						
Variables		WE	EN	RTD	INT	GRWT
Work Engagement.	Pearson Correlation	1	-.117	.026	-.344	-.237
Existence Needs	Pearson Correlation	-.117	1	.321	.145	.238
Related Needs	Pearson Correlation	-.026	.321	1	.096	-.078
Interpersonal Needs	Pearson Correlation	-.344	.145	.096	1	.389
Growth Needs	Pearson Correlation	-.237	.238	-.078	.389	1

Table 1

**Correlation is Significant at the 0.01 Level (2-tailed)*

**WE: Work Engagement, EN: Existence Needs, Relatedness Needs,*

INT: Interpersonal Needs, GRWT: Growth Needs

- Hypothesis One: The first hypothesis states that there exists a substantial relationship between satisfaction of existence needs and work engagements of employees. The result of the research confirms this however, it was further observed that the relationship though significant is an inverse relationship. In other words, as the existence needs are being met and hence reducing, Work Engagement will increase.
- This was tested using Pearson correlation. The result as shown in the table above indicates an inverse though significant relationship between the variables.
- Hypothesis Two: This states the existence of a significant relationship between the satisfactions of relatedness needs and work engagement of employees. In other words, as the relatedness needs are increasing, Work Engagement will equally increase.
- This was tested using Pearson correlation. The result as shown in the table above shows that there is a positive significant relationship between both variables.
- Hypothesis Three: This states the existence of a substantial and inverse correlation in-between satisfying interpersonal needs and work engagements of employees. In other words, as the interpersonal needs are being met and hence reducing, Work Engagement will increase.
- This was tested using Pearson correlation. The result as shown in the table above indicates an inverted though significant relationship between both variables.
- Hypothesis Four: This states that there exists a substantial though inverse connection between satisfaction of growth needs and work engagements of employees. In other words, as the existence needs are being met and hence reducing, Work Engagement will increase.
- This was tested using Pearson correlation. The result as shown in the table above indicates that there is an inverted though strong correlation between both variables.

5. Discussion

Answers to Research Question 1 indicates that there exists an inverse and significant relationship between existence needs and work engagements of employees. It was observed that as the respondents' existence needs are being met their work engagement levels increase.

Answers to Research Question 2 showed the existence of a significant correlation between relatedness needs with work engagement. It was observed that as the respondents' relatedness needs are rising so would their work engagement levels increase. Hence, it can be inferred that the more employees seek to relate with their colleagues the more they are absorbed and engaged in their work.

Answers to Research Question 3 showed that there exist a significant and inverse correlations between interpersonal needs on one hand with work engagement on the other hand. It was observed that as the respondents' interpersonal needs are being met and are reducing, their work engagement levels increase and vice versa.

Answers to Research Question 4 showed the existence of a significant inverse correlation between growth needs and work engagements of employees. It was observed that as the respondents' growth needs are being met and are reducing, their work engagement levels increase and vice versa.

6. Conclusion and Recommendations

This research work was executed primarily to identify the correlations between the application of Behavioral Management Theories and Work Engagement of employees in Lagos State, Health Sector. The findings from the study indicate a significant correlation between all variables. This implies that the Behavioural Management Theories should be applied and managed objectively to enhance work engagement.

It is also recommended that identified needs of employees should be deliberately catered for with the aim of enhancing employee engagement.

This study further recommends that managers should carefully identify their employee's needs since it has been identified that the relationship between the variables are significant.

Further study may however be conducted to identify the exact impact of each of these needs on the vigour, absorption and dedication of workers being the three primary dimensions of work engagement.

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