

**EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE**

**BY**

**Blessing Omoye EIDANGBE**

**MGS2003617**

**DEPARTMENT OF HUMAN RESOURCE HUMAN RESOURCE MANAGEMENT**

**FACULTY OF MANAGEMENT SCIENCES**

**UNIVERSITY OF BENIN**

**FEBRUARY 2025**

**EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE**

**BY**

**Blessing Omoye EIDANGBE**

**MGS2003617**

**A PROJECT SUBMITTED TO THE DEPARTMENT OF HUMAN RESOURCE  
MANAGEMENT, FACULTY OF MANAGEMENT SCIENCE, UNIVERSITY OF  
BENIN, BENIN CITY. IN PARTIAL FULFILLMENT OF THE REQUIREMENTS  
FOR THE AWARD OF THE BACHELOR OF SCIENCE (B.SC) DEGREE IN  
HUMAN RESOURCES**

**FEBURARY 2025**

## **DECLARATION**

I, **EIDANGBE BLESSING OMOYE**, hereby declare that this research work title “employee engagement and organizational performance” is an original work completed by me in partial fulfillment of the requirement and has not been submitted, either partially or entirely, for any academic degree or certification at any other institution.

All materials and sources referenced in this study have been appropriately acknowledged.

This research was conducted in compliance with ethical standards and principles of academic integrity.

---

**EIDANGBE BLESSING OMOYE**

---

**DATE**

**CERTIFICATION**

This is to certify that that this project titled employee “**ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE**” was carried out by **EIDANGBE BLESSING OMOYE** with Mat number **MGS2003617** in the Department of Human Resource Management, Faculty of Management Science, University of Benin, Benin City.

-----

**MRS IDUDOZEE IMADE**  
(Supervisor)

-----

**DATE**

-----

**DR. EKANEM D. EKANEM**  
(Project Co-ordinator)

-----

**DATE**

-----

**Dr. E. E IDUBOR**  
(Head of Department)

-----

**DATE**

## **DEDICATION**

This work is dedicated to my father, and my lovely mother, i also dedicate this work to God almighty, the giver of all knowledge and understanding

## ACKNOWLEDGMENTS

This project is dedicated to God almighty for his divine guidance, wisdom and strength who have seen me through the completion of this academic journey.

I am deeply indebted to my lovely parents (Mr. and Mrs. Eidangbe) and my siblings (Mercy, Stephen and Sarah) for their unwavering support, love, encouragement, sacrifice and contribution to my education which have been a source of motivation and inspiration to me, your efforts have not gone unnoticed.

I will like to express my sincere appreciation to my HOD (Dr. E. E IDUBOR) for her unwavering support and guidance throughout this journey. My heartfelt thanks also to my course advisor (DR MRS IZED OGUNS OBASOHAN) for her leadership, mentorship and invaluable insights which have had a profound impact on my growth and development.

Special thanks to my project supervisor (MRS IDUBOZEE IMADE) without her, this project would not have been a success. Thanks for the correction, the support, impact and encouragement throughout this journey and May God bless you and your family immensely.

I also appreciate the support and camaraderie of my friends (Joan, Divinegrace, Adedayo, Ebere, Mary, Wahab, Precious, Sesan, Jubril and Martin) who have been an integral part of this journey making it more enjoyable and fulfilling with their words of encouragement, constructive feedback and unwavering support.

Thank You all for being part of my success story.

## TABLE OF CONTENTS

Title	-	-	-	-	-	-	-	-	-	-	-	i
Declaration	-	-	-	-	-	-	-	-	-	-	-	ii
Certification-	-	-	-	-	-	-	-	-	-	-	-	iii
Dedication	-	-	-	-	-	-	-	-	-	-	-	iv
Acknowledgements	-	-	-	-	-	-	-	-	-	-	-	v
Table of Contents	-	-	-	-	-	-	-	-	-	-	-	vii
List of Tables	-	-	-	-	-	-	-	-	-	-	-	x
List of Figures	-	-	-	-	-	-	-	-	-	-	-	xi
Abstract	-	-	-	-	-	-	-	-	-	-	-	xii

### CHAPTER ONE: INTRODUCTION

1.1.	Background of the Study	-	-	-	-	-	-	-	-	-	-	1
1.2.	Statement of the Research	-	-	-	-	-	-	-	-	-	-	4
1.3.	Objectives of the Study	-	-	-	-	-	-	-	-	-	-	6
1.4.	Hypotheses of the Study	-	-	-	-	-	-	-	-	-	-	7
1.5.	Scope of the Study	-	-	-	-	-	-	-	-	-	-	7
1.6.	Significance of the Study	-	-	-	-	-	-	-	-	-	-	8
1.7.	Limitation of the Study	-	-	-	-	-	-	-	-	-	-	9

## **CHAPTER TWO: LITERATURE REVIEW**

2.1	Introduction	-	-	-	-	-	-	-	-	11
2.2	Concept of Organizational Performance	-	-	-	-	-	-	-	-	11
2.3	Employee Engagement	-	-	-	-	-	-	-	-	13
2.3.1	Employees Career Development Opportunities and Organizational Performance	-	-	-	-	-	-	-	-	15
2.3.2	Employees Recognition and Rewards and Organisational Performance	-	-	-	-	-	-	-	-	17
2.3.3	Employee Well-Being and Organisational Performance	-	-	-	-	-	-	-	-	19
2.3.4	Employees Communication and Organisational Performance	-	-	-	-	-	-	-	-	20
2.4	Theoretical Review	-	-	-	-	-	-	-	-	22
2.4.1	Social Exchange Theory (SET)	-	-	-	-	-	-	-	-	22
2.4.2	Self-Determination Theory (SDT)	-	-	-	-	-	-	-	-	24
2.4.3	Resource-Based View (RBV) Theory	-	-	-	-	-	-	-	-	27
2.5	Conceptual Framework	-	-	-	-	-	-	-	-	29
2.6	Empirical Review	-	-	-	-	-	-	-	-	30

## **CHAPTER THREE: METHODOLOGY**

3.1	Introduction	-	-	-	-	-	-	-	-	35
3.2	Research Design	-	-	--	-	-	-	-	-	35
3.3	The Population and Sampling Techniques	-	-	-	-	-	-	-	-	35
3.4	The Operationalization and Measurement of Variables	-	-	-	-	-	-	-	-	39
3.5	The Research Instrument	-	-	-	-	-	-	-	-	41

3.5.1	Validity and Reliability of the Instrument	-	-	-	-	-	-	-	41
3.6	Sources of Data	-	-	-	-	-	-	-	42
3.7	Method of Data analysis	-	-	-	-	-	-	-	42
3.8	Model Specification	-	-	-	-	-	-	-	43

**CHAPTER FOUR: DATA PRESENTATION, ANALYSIS AND INTERPRETATION**

4.1	Introduction	-	-	-	-	-	-	-	44
4.2	Demographic Profile of the Respondents	-	-	-	-	-	-	-	44
4.3	Descriptive Statistics	-	-	-	-	-	-	-	46
4.4	Correlation Analysis	-	-	-	-	-	-	-	56
4.5	Test of Hypotheses	-	-	-	-	-	-	-	57
4.6	Discussion of Findings	-	-	-	-	-	-	-	63

**CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND**

**RECOMMENDATIONS**

5.1	Introduction	-	-	-	-	-	-	-	68
5.2	Summary of Findings	-	-	-	-	-	-	-	68
5.3	Conclusion	-	-	-	-	-	-	-	69
5.4	Recommendations	-	-	-	-	-	-	-	70
5.5	Contribution to Knowledge	-	-	-	-	-	-	-	72
5.6	Suggestions for Further Studies	-	-	-	-	-	-	-	72
	<b>REFERENCES</b>	-	-	-	-	-	-	-	74
	<b>APPENDIX</b>	-	-	-	-	-	-	-	90

## LIST OF TABLES

Table 3.1:	Population Distribution of the Study	-	-	-	-	-	36
Table 3.2:	Sample Distribution of the Study	-	-	-	-	-	38
Table 3.3:	Operationalization of Variables	-	-	-	-	-	39
Table 4.1:	Demographic Profile of the Respondents	-	-	-	-	-	44
Table 4.2:	Employee Engagement	-	-	-	-	-	46
Table 4.3:	Career Development Opportunities	-	-	-	-	-	47
Table 4.4:	Reward and Recognition	-	-	-	-	-	49
Table 4.5:	Employee Wellbeing	-	-	-	-	-	51
Table 4.6:	Communication	-	-	-	-	-	52
Table 4.7:	Organizational Performance	-	-	-	-	-	54
Table 4.8:	Correlation Analysis	-	-	-	-	-	56
Table 4.9a	Model Summary of Employee Engagement and Its Impact on Organizational Performance of Eateries	-	-	-	-	-	58
Table 4.9b	Analysis of Variance (ANOVA) of Employee Engagement and Its Impact on Organizational Performance of Eateries	-	-	-	-	-	59
Table 4.9c	Regression Output of Employee Engagement and Its Impact on organizational Performance of Eateries	-	-	-	-	-	60

\

## LIST OF FIGURES

Fig 2.1: conceptual framework	-	-	-	-	-	-	-	-
	-	-	30					

## ABSTRACT

This study examined the impact of employee engagement on organizational performance in selected eateries in Benin City, Edo State, focusing on four key engagement dimensions: Career Development Opportunities (CDO), Reward and Recognition (RR), Employee Wellbeing (EWB), and Communication (COM). A total of 199 employee's data were collected from 133 respondent using a structured questionnaires and analyzed using both descriptive statistics (frequency, mean, and percentage) and inferential statistics (regression analysis).

The findings revealed significant positive relationships between CDO ( $\beta = .246$ ,  $p = .004$ ), RR ( $\beta = .318$ ,  $p = .002$ ), and COM ( $\beta = .723$ ,  $p < .001$ ) with organizational performance, highlighting the importance of career growth, recognition, and effective communication in enhancing performance. However, EWB showed a non-significant relationship ( $\beta = .050$ ,  $p = .561$ ), suggesting that existing wellbeing initiatives may not directly influence performance in this context.

Based on these findings, the study recommends that eateries should strengthen career development programs, implement comprehensive reward and recognition systems, reassess employee wellbeing initiatives to ensure relevance, and prioritize clear and consistent communication to optimize employee engagement and drive organizational success.

# CHAPTER ONE

## INTRODUCTION

### 1.1. Background of the Study

Employee engagement has become a central focus for organizations globally due to its strong correlation with improved organizational performance (Kular, Sujaya, Gatenby, Mark, Rees, Chris, Soane, Emma, & Truss, Catherine, 2008). Employee engagement, often defined as the emotional and intellectual commitment employees exhibit toward their work and workplace, is a crucial determinant of organizational success. Studies affirm its positive correlation with outcomes such as enhanced productivity, improved customer satisfaction, and higher profitability. For instance, recent research by Bakker, Arnold B, and Albrecht, Simon, (2023) emphasizes that highly engaged employees demonstrate greater innovative capabilities and contribute significantly to achieving organizational goals. These employees are motivated to exert discretionary effort, thereby fostering a culture of excellence within organizations. Similarly, Soane, Emma, Truss, Catherine, Rees, Chris, Gatenby, Mark, and Kular, Suzan (2023) highlight how organizations with robust engagement strategies experience reduced employee turnover and increased operational efficiency. Employee engagement is increasingly recognized as a critical driver of organizational performance (Macey, William, & Schneider, Benjamin, 2005). In today's dynamic and competitive work environment, organizations that cultivate high engagement levels typically benefit from reduced turnover, increased innovation, and enhanced employee well-being, all of which are

essential for sustainable growth and performance (Memon, Muhammad, Khatri, Nasir, & Islam, Muhammad Rizwan, 2020).

Recent studies have identified multiple factors that influence employee engagement, including recognition and reward, communication, career development opportunities, and employee well-being (Nagesh, kulenur & Shetty, 2019). Recognition and rewards are particularly significant in promoting engagement; organizations that recognize employee efforts report increased morale and motivation, ultimately enhancing overall performance (Brunetto, Xerri, & Farr-Wharton, 2022). Similarly, communication has been found to foster transparency and trust within an organization, strengthening employees' connection to their roles and aligning them with organizational goals (Carasco-Saul, Kim, & Kim, 2015). Furthermore, employee well-being, encompassing both physical and mental health, has become an essential focus for organizations looking to prevent burnout and increase engagement (Schaufeli, 2023; Maslach & Leiter, 2016). Research on employee engagement consistently highlights the importance of various factors that contribute to both engagement and overall organizational performance. Recognition and reward are critical elements that influence engagement, as they boost employee morale and motivation. Organizations that prioritize recognizing and rewarding their employees often report higher levels of engagement and performance (Brunetto, Xerri, & Shacklock, 2022).

Additionally, career development opportunities play a significant role in employee engagement. When employees perceive that there are opportunities for growth and advancement, they are more likely to be committed and productive (Schaufeli, 2023).

Offering training, mentorship, and clear career paths can further enhance employee satisfaction, helping to reduce turnover and increase innovation (Culture Monkey, 2023). Thus, a comprehensive approach that includes recognition, career development, and continuous learning is crucial for maintaining high levels of engagement and driving organizational success.

These findings align with the broader understanding that a holistic approach to engagement, encompassing well-being, communication, and development, is essential for optimizing organizational performance (Schaufeli, 2023).

Research has shown that employee engagement is a key driver of organizational performance (Kahn, Bakker & Demerouti 2008). Engaged employees tend to exhibit discretionary effort, going beyond their formal roles to contribute to organizational success. This effort is associated with higher productivity, better customer service, reduced turnover rates, and increased profitability. For example, Arnold Bakker and Evangelia Demerouti (2023) emphasize that engaged employees are more proactive and resilient, enabling organizations to achieve better results. Similarly, James Harter, Frank Schmidt, and Theodore Hayes (2022) find that high engagement levels correlate with a 17% increase in productivity and a 59% reduction in turnover rates.

The realization that fostering employee engagement extends beyond implementing isolated initiatives is widely supported. For instance, Bakker and Demerouti (2023) emphasize that employee engagement thrives when organizations adopt a comprehensive approach,

integrating multiple factors like leadership support, recognition, and career development. Furthermore, Harter, Schmidt, and Agrawal (2022) highlight that organizations with strong engagement frameworks—including communication and well-being programs—experience higher productivity and reduced turnover.

## **1.2. Statement of the Research**

Employee engagement in today's competitive business environment is widely recognized. Research has consistently shown that employee engagement is a significant driver of organizational success, influencing productivity, job satisfaction, and overall performance (Macey & Schneider, 2008; Harter, Schmidt, & Hayes, 2020). Organizations that foster high levels of engagement typically see improvements in employee morale, retention, and innovation, which are critical for achieving a competitive edge in the market (Bakker & Demerouti, 2008). Engaged employees are not only more productive but also more committed to their organization, contributing to long-term success and sustainability (Schaufeli, 2023). According to recent research, engaged employees exhibit higher levels of productivity, creativity, and loyalty, all of which are vital for sustainable organizational performance (Mubashir Memon, Naresh Khatri, & Mohammad Rafiqul Islam, 2020; Achievers Workforce Institute, 2020). Despite this understanding, many organizations struggle to cultivate meaningful engagement among their employees, leading to high turnover, reduced morale, and compromised performance outcomes.

The factors that influence employee engagement are diverse, encompassing aspects such as recognition and rewards, career development, communication, and employee well-being. Studies suggest that when employees perceive fair and consistent recognition, they are more likely to stay motivated and invested in their roles, which can directly enhance organizational performance (Yvonne Brunetto, Matthew Xerri, Thomas Farr-Wharton, Kate Shacklock, & Rod Farr-Wharton, 2022). Similarly, clear and transparent communication channels foster trust and alignment with organizational goals, creating a culture of collaboration and commitment (Maria Carasco-Saul, Wendy Kim, & Zhiang Lin, 2015).

However, challenges remain in understanding the precise impact of these factors on engagement and performance, particularly in the context of Nigerian organizations, where economic, cultural, and structural differences may influence these dynamics uniquely. While global research has established connections between engagement practices and improved performance, there is a need for localized studies to assess how these practices operate within Nigeria's socio-economic environment.

Given the significance of employee engagement as a driver of organizational performance, numerous studies have highlighted how factors like recognition, communication, employee well-being, and career development opportunities impact workplace dynamics. For instance, research by Brunetto, Yvonne, Xerri, Matthew, Farr-Wharton, Rod, Shacklock, Kate, and Farr-Wharton, Thomas (2022) emphasizes that recognition fosters a sense of value among employees, directly boosting morale and engagement. Similarly, Memon, Mubashir, Khatri, Naresh, and Islam, Mohammad Rafiqul (2020) link career development opportunities to

higher retention and motivation, asserting that employees who perceive clear growth paths are more committed and productive. Communication, as underscored by Carasco-Saul, Martha, Kim, Paul, and Kim, Tae-Yeol (2015), enhances trust and alignment with organizational goals, which is essential for cultivating a collaborative and engaged workplace. Lastly, Harter, James, Schmidt, Frank, Agrawal, Sangeeta, Plowman, Sarah, and Blue, Alok. (2020) illustrate that holistic engagement practices lead to improved performance metrics, including retention and financial outcomes.

This study will provide answers to the following research question:

- i. How do employee career development opportunities affect an organizational performance?
- ii. What is the relationship between employee recognition and rewards on organizational performance?
- iii. How does employee well-being influence an organizational performance?
- iv. In what ways does employee communication contribute to an organizational performance?

### **1.3. Objectives of the Study**

The broad objective of this study is to examine employee engagement and organizational performance. The objectives include:

- I. To examine the impact of employee career development opportunities on employee engagement and organizational performance.

- II. To analyze the role of employee recognition and rewards in enhancing employee engagement and organizational performance.
- III. To evaluate the importance of employee well-being in fostering employee engagement and organizational performance.
- IV. To investigate the role of employee communication in promoting employee engagement and organizational performance.

#### **1.4. Hypotheses of the Study**

This study will test the following hypothesis:

- I. There is no significant relationship between employee career developments on organizational performance.
- II. Recognition and rewards are positively associated with higher levels of employee engagement.
- III. Employee well-being positively influences employee engagement.
- IV. Employee communication within the organization positively impacts employee engagement.

#### **1.5. Scope of the Study**

This study will focus on the hospitality firms (eateries and restaurants) in Benin city.

## 1.6. Significance of the Study

This study on employee engagement and organizational performance is significant for several reasons:

- I. **The organization:** By investigating how employee engagement factors—such as recognition, communication, well-being, and career development—affect performance, this study provides valuable insights for organizations seeking to enhance productivity and operational effectiveness. Where socio-economic factors create unique engagement challenges, this study will serve as a guide for developing engagement strategies tailored to the local context.
- II. **Human Resource Management Practices:** This study will be especially useful to HR professionals by highlighting effective engagement practices that align with employees' psychological and professional needs. The findings can guide HR departments in implementing programs that recognize and reward employees, establish clear communication channels, and invest in employee well-being, ultimately driving a more motivated and productive workforce.
- III. **Employee:** With increased emphasis on employee well-being, this research addresses the role of mental and physical health as critical components of engagement. Findings will provide a basis for organizations to create supportive work environments that help employees thrive, leading to lower burnout rates and higher job satisfaction.

**IV. Academic sector:** Although employee engagement has been widely studied globally, there is a scarcity of research focusing specifically on the Nigerian context. This study will fill this gap by providing empirical data on how engagement practices impact performance within Nigerian organizations. It will contribute to the academic literature on employee engagement and organizational performance, offering a framework for future research and practical applications in similar socio-economic contexts

### **1.7 Limitations of the Study**

This research is subject to certain constraints, particularly in the process of data collection. A major obstacle anticipated is securing a sufficiently high response rate, as some participants may be reluctant to fully engage. This could lead to incomplete responses or outright refusal to participate, thereby impacting the completeness of the data. Furthermore, logistical challenges such as misplaced, lost, or damaged questionnaires may further diminish the quantity and quality of the data obtained, potentially restricting the depth and scope of the study. These limitations could compromise the comprehensiveness of the results and influence the overall validity of the findings.

To address these challenges, several measures will be implemented. Regular follow-ups will be conducted to encourage participation, while clear and straightforward instructions will be provided to facilitate accurate completion of the questionnaires. Additionally, participants' anonymity will be strictly maintained to alleviate any privacy concerns. These proactive

strategies are intended to enhance response rates, improve data accuracy, and ultimately strengthen the reliability and generalizability of the study's conclusions.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter focuses on the review of literature relevant to this study. This chapter is in four major sections, including conceptual review, theoretical review, empirical review, and conceptual framework.

#### **2.2 Concept of Organisational Performance**

Organisational performance has been extensively debated and defined within the realm of management studies, often reflecting the multifaceted and dynamic nature of organisations. Organisational performance is broadly understood as the extent to which an organisation achieves its goals and objectives, encompassing both financial and non-financial dimensions (Neely, 2024). According to Wang and Shi (2024), organisational performance refers to the ability of an organisation to effectively and efficiently meet its predetermined objectives through the alignment of resources, strategies, and capabilities. Similarly, Ozuem and Lancaster (2022) expand this view by highlighting that organisational performance integrates stakeholder satisfaction, internal process efficiency, and the ability to adapt to environmental changes. These definitions share an overarching emphasis on multidimensionality, incorporating aspects like effectiveness, efficiency, and adaptability. While Neely (2024) focuses on achieving measurable outcomes, Wang and Shi (2024) underscore the strategic and operational alignment necessary for sustained success. On the other hand, Ozuem and Lancaster (2022) provide a more holistic perspective by linking

organisational adaptability with stakeholder-centric outcomes. Therefore, organisational performance can be conceptually framed as a comprehensive measure of an organisation's capacity to meet strategic objectives while navigating dynamic market conditions and maintaining stakeholder satisfaction.

Organisational performance is characterised by several critical components and elements that collectively determine its effectiveness. Financial performance remains a cornerstone, encompassing profitability, revenue growth, and return on investment (ROI), as noted by Elbaz and Haddoud (2022). However, contemporary perspectives also prioritise non-financial dimensions, such as customer satisfaction, employee engagement, and operational efficiency (Tariq, Raza & Ali, 2023). Another vital element is innovation capacity, which directly influences competitive advantage and long-term sustainability (Aksoy, Hancerliogullari & Sarpkaya, 2024). Operational processes, including quality management and supply chain efficiency, further contribute to performance by enhancing productivity and reducing costs (Obeidat & Otieno, 2022; Waseem & Yusoff, 2025). Moreover, organisational learning and knowledge sharing have emerged as critical factors, as they enhance adaptability and promote a culture of continuous improvement (Arora & Trivedi, 2023). Collectively, these components underscore that organisational performance is a multidimensional construct shaped by financial indicators, stakeholder satisfaction, operational efficiency, and innovative capabilities. This underscores the need for organisations to adopt an integrated performance measurement approach, such as the balanced scorecard, to capture the diverse elements that drive success.

In the Nigerian context, the implications of organisational performance are particularly pronounced, given the unique economic and socio-political challenges faced by businesses in the region. Empirical studies such as Okoro and Udo (2022); Adegbite and Eniola (2023) highlight that organisations in Nigeria that prioritise employee engagement and operational efficiency experience higher levels of organisational performance, despite infrastructural and institutional constraints (Okoro & Udo, 2022). For instance, firms that implement robust performance management systems and engage employees in decision-making processes tend to report improved productivity and financial outcomes (Adegbite & Eniola, 2023; Cristofaro, Giardino, Camilli & Hristov, 2024). Additionally, the role of innovation has been increasingly recognised, with organisations that invest in technological advancements and process improvements demonstrating higher competitiveness in both domestic and international markets (Olayemi & Ogundele, 2023). Furthermore, fostering organisational learning and knowledge-sharing practices is critical for Nigerian organisations, enabling them to adapt to volatile economic conditions and policy shifts (Adebayo & Ilesanmi, 2022; Miller, 2025). Therefore, the performance of organisations in Nigeria hinges on their ability to navigate systemic challenges while leveraging internal capacities for innovation, employee engagement, and adaptability.

### **2.3 Employee Engagement**

Employee engagement has emerged as a pivotal concept in organizational research and practice, with definitions varying across scholars yet converging on the notion of employees' emotional, cognitive, and behavioral investment in their work roles. Saks (2024) defines

employee engagement as a psychological state characterized by vigor, dedication, and absorption in work activities. Similarly, Kahn (2024) emphasizes the integration of psychological availability, safety, and meaningfulness as core components of employee engagement. These definitions align with Schaufeli (2024), who describes engagement as a positive work-related state of fulfillment, encompassing energy and commitment to organizational goals. Collectively, these definitions underscore the multifaceted nature of employee engagement, emphasizing emotional connection, intellectual investment, and active participation. Notably, these scholars converge on the central idea that engagement transcends mere job satisfaction or motivation, instead reflecting a deeper alignment between employee goals and organizational objectives. However, divergence exists regarding measurement, with Saks (2024) favoring the job demands-resources model and Schaufeli (2024) advocating for the Utrecht Work Engagement Scale. This differentiation highlights the complexity of operationalizing the concept while emphasizing its centrality to organizational outcomes.

Employee engagement has been empirically linked to improved organizational performance across diverse sectors. For instance, Akinyele and Ayeni (2022) demonstrated that organizations with higher employee engagement levels reported an increase in productivity and a reduction in staff turnover. Similarly, Olowookere (2023) found that engaged employees in Nigerian banking institutions exhibited superior task performance and enhanced innovative behavior, contributing to overall competitive advantage. Employee engagement fosters organizational citizenship behavior and strengthens commitment to organizational goals, as evidenced in the manufacturing sector (Okoro, 2023). Moreover,

employee engagement in Nigerian organizations is influenced by cultural factors, leadership style, and organizational practices, underscoring the need for tailored engagement strategies. Studies by Okafor (2022) and Adekunle (2023) further reveal that leadership practices, such as transformational leadership, significantly enhance engagement levels, thereby driving financial performance. Therefore, enhancing employee engagement is crucial for organizational sustainability and competitiveness in Nigeria's dynamic economic landscape, especially in light of globalization and technological disruption.

### **2.3.1 Employees Career Development Opportunities and Organisational Performance**

Career Development Opportunities (CDOs) has been extensively defined and contextualized in recent academic literature, with scholars emphasizing its centrality to both individual and organizational success. Fenech and Dell (2023) define career development opportunities as structured frameworks and activities provided by organizations to enhance employees' competencies, align their goals with organizational objectives, and ensure progressive career growth. Similarly, Davidson and Ryan (2022) describe Career Development Opportunities (CDOs) as initiatives such as training, mentoring, and career planning that aim to empower employees by expanding their skill sets and professional experiences. These definitions align with the interpretation by Ahmed and Musa (2024), who emphasize that career development opportunities encompass not only skills training but also exposure to leadership roles and project participation, which collectively enhance employees' career prospects. These perspectives converge on the idea that CDOs represent an integrative approach, intertwining organizational goals with employee aspirations. Furthermore, recent

discussions suggest that effective career development initiatives must be both inclusive and dynamic, adapting to technological and industrial transformations to remain relevant in today's workforce (Chen & Zhao, 2023). Collectively, these definitions underscore the dual focus of career development opportunities on fostering individual growth and driving organizational success, establishing them as a critical element of contemporary human resource strategies.

Empirical evidence such as Ibrahim and Akpan (2023); Okeke and Nwachukwu (2022) highlights the profound implications of career development opportunities on organizational performance. A recent study by Ibrahim and Akpan (2023) revealed that Nigerian organizations investing in career development programs experienced an increase in workforce productivity, driven by improved employee morale and commitment. This aligns with the findings of Okeke and Nwachukwu (2022), who demonstrated that organizations offering structured career development programs reduced employee turnover rates while enhancing job satisfaction levels. The dynamic and evolving economic landscape in Nigeria necessitates that organizations prioritize career development as a strategic tool to attract and retain top talent. Further supporting this view, Adebayo and Taiwo (2023); Bari and Di Virgilio (2025) identified that career development initiatives, particularly in the form of training in digital skills and leadership, enhanced organizational innovation and adaptability, thus positioning firms for competitive advantage in Nigeria's fast-paced markets. These empirical studies collectively affirm that fostering career development opportunities is integral to driving workforce engagement, which, in turn, translates to improved organizational outcomes (Li, Xu & Huang, 2025).

### **2.3.2 Employees Recognition and Rewards and Organisational Performance**

The concepts of recognition and rewards have garnered significant attention within organizational studies due to their profound influence on employee engagement and, consequently, organizational performance. Recognition, as defined by Kumar and Mathimaran (2022), pertains to the acknowledgment of an employee's contributions, efforts, or achievements, often through verbal praise, public acknowledgment, or informal gestures. Similarly, Pradhan, Jena, and Patnaik (2023) conceptualize rewards as tangible or intangible incentives provided to employees to motivate performance, such as bonuses, promotions, or other benefits. Though distinct, recognition and rewards are closely linked in that they both aim to foster a sense of appreciation and value among employees. According to Singh and Mishra (2024), recognition primarily fulfills employees' psychological needs for validation and belonging, while rewards cater to extrinsic motivational drivers, such as financial gain or career progression. Notably, there is an overlap between the two constructs, as they both operate to enhance employee morale and productivity. These definitions underscore a consensus in the literature that recognition and rewards are essential for creating a supportive and motivating work environment. While recognition tends to be cost-effective and intrinsically rewarding, rewards often involve a more structured approach that aligns employee performance with organizational goals (Kumar & Mathimaran, 2022; Singh & Mishra, 2024). Thus, an integrated understanding of recognition and rewards highlights their complementary nature in fostering an engaged workforce (Imran, Ghazwan & Firmansyah, 2025).

The impact of recognition and rewards on organizational performance has been empirically validated across various industries. Research by Okoro and Agbo (2022) revealed that recognition significantly influences job satisfaction, which, in turn, enhances organizational productivity. Specifically, their study of the Nigerian banking sector demonstrated that employees who received regular acknowledgment for their efforts reported an increase in productivity compared to those who did not. Similarly, a study by Olaniyi and Adebayo (2023) in the manufacturing sector found that the implementation of performance-based rewards resulted in an improvement in operational efficiency and reduced employee turnover rates. These findings corroborate the work by Adetayo and Oluwaseun (2024), who identified that a combination of recognition and rewards fosters a culture of high performance by aligning individual goals with organizational objectives. However, the effectiveness of these strategies often hinges on the cultural and organizational context. In Nigeria, where communal values and hierarchical structures are prevalent, recognition strategies that publicly celebrate employees' achievements are particularly impactful, as they resonate with societal values of honor and respect (Okoro & Agbo, 2022). Furthermore, rewards tied to professional development opportunities, such as training or promotions, have been shown to enhance long-term commitment among employees (Olaniyi & Adebayo, 2023). Collectively, these findings emphasize the critical role of recognition and rewards in driving organizational performance in Nigeria, making them indispensable tools for achieving sustainable growth and competitiveness (Oluwasanmi, Adeyemi & Akinbola, 2025).

### **2.3.3 Employee Well-Being and Organisational Performance**

Employee well-being (EWB) is a multidimensional construct encompassing the physical, psychological, and social health of employees, which has gained significant attention due to its implications for organizational performance. Schaufeli and Bakker (2024) define employee well-being as a state characterized by high levels of energy, dedication, and psychological resilience in the workplace. Similarly, Dodge, Daly, Huyton, and Sanders (2024) frame well-being as a dynamic equilibrium involving resources and challenges, whereby an employee maintains a sense of fulfillment and satisfaction amidst workplace demands. Ryff and Singer (2024) extend this perspective by emphasizing well-being as the alignment of purpose, personal growth, and supportive workplace interactions. These definitions highlight shared themes, including the necessity of employee satisfaction, resilience, and a supportive work environment to sustain well-being. While Schaufeli and Bakker (2024) emphasize engagement as a core indicator of well-being, Dodge, Daly, Huyton, and Sanders (2024) focus on maintaining a balance between demands and resources, resonating with Ryff and Singer's (2024) advocacy for growth and purpose. The integration of these perspectives underlines that employee well-being is not static but a dynamic interaction between individual and organizational factors, emphasizing its relevance as a strategic organizational priority.

The implications of employee well-being for organizational performance are profound, particularly in fostering productivity, innovation, and employee retention. For instance, Ugwu and Orji (2022) demonstrate that organizations prioritizing well-being interventions,

such as health programs and flexible work arrangements, experienced an increase in employee engagement, which directly correlated with enhanced productivity. Similarly, Akanbi and Ayodele (2023) argue that employee well-being in Nigerian firms mediates the relationship between job satisfaction and organizational citizenship behavior, fostering collaborative work environments and reducing turnover intentions. Furthermore, Okafor and Adebayo (2024) find that organizations investing in well-being initiatives experience an improvement in overall performance metrics, such as sales and market competitiveness. These findings underscore that neglecting well-being could exacerbate workplace stress and absenteeism, adversely impacting organizational efficiency.

#### **2.3.4 Employees Communication and Organisational Performance**

Communication has been extensively studied and defined in academic literature, particularly within the context of employee engagement and organizational performance (Kumar, Ku, Sen, Kumar & Lata, 2025). Communication, as a process, is multifaceted and often conceptualized differently depending on the disciplinary lens. For instance, Osibanjo, Ojo, and Adeniji (2023) defined communication as a systematic process of creating, transmitting, and interpreting information to achieve mutual understanding within an organization. This definition highlights the dynamic and interactive nature of communication, emphasizing the role of mutual comprehension in achieving organizational goals. Similarly, Ahmed, Khalid, and Saeed (2022) described communication as the exchange of information through verbal, non-verbal, and digital mediums to foster collaboration and clarity in workplaces. Their perspective aligns with Osibanjo, Ojo, and Adeniji (2023), as both underscore the

multidimensionality of communication. Furthermore, Igbinovia and Omolade (2024) defined communication as a continuous process involving the exchange of ideas, emotions, and directives necessary to harmonize employees' activities. This view expands the scope by incorporating the emotional aspects of communication, which are essential for building trust and rapport among employees. By synthesizing these perspectives, it becomes evident that communication functions not only as a tool for information dissemination but also as a mechanism for fostering employee engagement, enhancing collaboration, and driving organizational performance. The coherence across these definitions underscores the integral role of effective communication as a foundational element in achieving organizational objectives.

Effective communication has been empirically linked to improvements in organizational performance, particularly in industries with high employee engagement demands (Yue, Thelen & Verghese, 2025). For example, Adewale and Lawal (2022) found that effective communication significantly enhanced employee engagement and productivity in Nigerian manufacturing firms, attributing these improvements to transparent and participatory communication practices that empowered employees. Similarly, Yusuf and Adebayo (2023) highlighted the role of communication in mitigating workplace conflicts and fostering a sense of shared purpose among employees in Nigerian banking institutions. Their study demonstrated that when employees perceive communication channels as open and inclusive, they are more likely to align their personal goals with organizational objectives, resulting in enhanced performance metrics such as profitability and customer satisfaction. Furthermore, Akinyele and Olowookere (2023) emphasized that effective communication in Nigerian

small and medium-sized enterprises (SMEs) not only boosts employee morale but also facilitates knowledge sharing and innovation, which are critical for sustaining competitive advantage in volatile markets. These empirical findings collectively underscore that communication is a vital determinant of organizational success in Nigeria, shaping employee engagement and influencing overall performance outcomes.

## **2.4 Theoretical Review**

### **2.4.1 Social Exchange Theory (SET)**

Social Exchange Theory (SET), proposed by sociologist George C. Homans in 1958, provides a foundational framework for understanding the reciprocity of interactions in relationships, particularly in social and organizational settings. This theory emphasizes that human interactions are governed by a cost-benefit analysis, whereby individuals seek to maximize rewards and minimize costs (Homans, 1958). Over time, the theory has evolved, with scholars such as Blau (1964) and Emerson (1976) further expanding its application to various domains, including workplace dynamics. In the organizational context, SET posits that employees engage in discretionary behaviors when they perceive favorable reciprocal exchanges with their employers, such as support, recognition, and trust. Consequently, this exchange process underpins various workplace outcomes, such as employee engagement and organizational performance, by fostering relational ties and mutual obligations (Cropanzano & Mitchell, 2005). Thus, SET serves as an essential theoretical lens for examining the intricate interplay between employee engagement and organizational performance.

At its core, SET postulates that individuals form relationships based on the principle of reciprocity, which implies that parties involved in an exchange are motivated by perceived fairness and mutual benefit (Blau, 1964). The theory hinges on the concept of social rewards, which include intangible factors such as trust, respect, and a sense of belonging (Thibaut & Kelley, 1959). Several studies have emphasized the explanatory power of SET in organizational contexts, arguing that engaged employees are more likely to exhibit extra-role behaviors when they perceive their organizations as supportive and fair (Cropanzano, Anthony, Daniels & Hall, 2024). However, SET has been critiqued for its overemphasis on rationality and transactional relationships, neglecting the emotional and cultural nuances that influence workplace behavior (Cook & Rice, 2015). For example, scholars like Eisenberger, Malone and Presson (2024) argue that while reciprocity is central, the theory underrepresents the role of affective commitment in driving employee engagement. Additionally, Emerson (1976) highlights the power-dependence dynamic in exchanges, suggesting that relationships are not always equitable, which can lead to conflicts or disengagement if one party perceives an imbalance in rewards and contributions. Despite these critiques, SET remains a robust framework for exploring how employee engagement mediates organizational performance, as it underscores the mutual reinforcement of effort and reward in workplace relationships (Colquitt, Baer, Long & Halvorsen-Ganepola, 2024; Saks, 2024).

The relevance of SET to the study of employee engagement and organizational performance lies in its ability to elucidate the relational dynamics that foster a high-performing workforce. Engaged employees, characterized by their emotional and cognitive investment in

organizational goals, are more likely to contribute to improved productivity and innovation (Schaufeli & Bakker, 2010). Through the lens of SET, such engagement can be interpreted as a response to perceived organizational support, such as career development opportunities, recognition, and fair treatment (Shantz, Alfes, Truss & Soane, 2024). Empirical evidence further supports this link, with studies indicating that organizations with high levels of employee engagement experience better financial performance, customer satisfaction, and reduced turnover (Gallup, 2024; Alfes, Shantz, Truss & Soane, 2013). However, the applicability of SET is not without limitations, as it assumes that all employees value and reciprocate organizational inputs uniformly, ignoring individual differences in motivation and perception (Jiang, Lepak, Hu & Baer, 2015). Nevertheless, the theory remains integral to understanding how fostering positive social exchanges within an organization can catalyze employee engagement, thereby enhancing overall organizational performance. In essence, SET provides a compelling framework for designing management practices that emphasize mutual benefit, trust, and fairness in employer-employee relationships.

#### **2.4.2 Self-Determination Theory (SDT)**

Self-Determination Theory (SDT), proposed by Deci and Ryan (1985), is a psychological framework that examines human motivation through the lens of autonomy, competence, and relatedness. Rooted in intrinsic and extrinsic motivational paradigms, the theory posits that individuals are naturally inclined toward growth, well-being, and self-fulfillment when their basic psychological needs are satisfied. Over the years, SDT has evolved into a foundational model for understanding human motivation in various contexts, including education,

healthcare, and organizational settings (Ryan & Deci, 2024). In the organizational context, SDT emphasizes the role of intrinsic motivation in driving employee engagement, creativity, and productivity. This theory has been applied extensively to assess the relationship between employee engagement and organizational performance, a critical area of interest for managers and researchers alike (Gagné & Deci, 2005; Van den Broeck, Ferris, Chang & Rosen, 2024). By addressing both individual psychological needs and organizational outcomes, SDT provides a robust framework for exploring how workplace engagement influences overall performance.

Self-Determination Theory underscores that employee motivation exists on a continuum, ranging from amotivation to intrinsic motivation, with extrinsic motivation occupying intermediary states (Deci & Ryan, 2012). Intrinsic motivation, driven by interest and personal satisfaction, is considered the most sustainable form of engagement, fostering creativity and long-term commitment (Gagné, Forest, Gilbert, Aubé, Morin & Malorni, 2015). On the other hand, extrinsic motivation, while less sustainable, can be enhanced through supportive workplace conditions, such as recognition and fair compensation. Scholars have extensively validated the tenets of SDT in organizational studies, illustrating that employees are more engaged when their needs for autonomy, competence, and relatedness are fulfilled (Baard, Deci & Ryan, 2004; Van den Broeck, Ferris, Chang & Rosen, 2024). For instance, Baard, Deci and Ryan (2004) found that autonomy-supportive management styles significantly enhance employee engagement and job performance. Similarly, workplace environments that encourage competence development, such as training and skill-building opportunities, have been linked to improved organizational

performance (Van den Broeck, Vansteenkiste, De Witte & Lens, 2010). Critically, the theory has also been challenged for underemphasizing cultural and contextual variables. For example, research by Deci, Olafsen and Ryan (2024) noted that cultural variations in the prioritization of autonomy versus relatedness might limit the universal applicability of SDT. Nevertheless, its central propositions remain highly influential, as evidenced by its continued application in various organizational studies (Slemp, Kern & Vella-Brodrick, 2024; Chiniara & Bentein, 2024).

In the context of employee engagement and organizational performance, SDT serves as an insightful framework for understanding the underlying mechanisms that drive workplace productivity. Employee engagement, characterized by vigor, dedication, and absorption, has been shown to significantly impact organizational outcomes, such as profitability, customer satisfaction, and reduced turnover (Harter, Schmidt & Hayes, 2024; Bakker & Demerouti, 2024). SDT's focus on fulfilling psychological needs provides a theoretical explanation for why engaged employees contribute more effectively to organizational success. For example, employees who feel autonomous and competent are more likely to exhibit higher levels of discretionary effort, innovation, and alignment with organizational goals (Ryan & Deci, 2024). This relationship is further corroborated by studies demonstrating that SDT-based interventions, such as fostering autonomy-supportive leadership and creating a culture of feedback, lead to improved performance metrics (Deci, Olafsen & Ryan, 2024; Chiniara & Bentein, 2024). However, the dynamic interplay between individual motivation and organizational systems warrants further exploration, particularly in contexts with high levels of job insecurity or burnout. In sum, while SDT provides a comprehensive framework for

linking employee engagement to organizational performance, its application must be contextualized to account for organizational and cultural intricacies.

### **2.4.3 Resource-Based View (RBV) Theory**

The Resource-Based View (RBV) of the firm, initially proposed by Wernerfelt (1984) and further developed by Barney (1991), emphasizes the role of a firm's internal resources as critical determinants of competitive advantage and organizational performance. This theoretical framework is rooted in strategic management and posits that firms achieve sustained competitive advantage by leveraging resources that are valuable, rare, inimitable, and non-substitutable (VRIN). Central to this theory is the assumption that organizations operate in heterogeneous environments and that the unique combinations of their resources and capabilities influence their capacity to outperform competitors (Barney, 1991). The theory has since gained widespread application in understanding how strategic resource allocation, including human capital, impacts overall performance outcomes (Newbert, 2007). This study seeks to explore the Resource-Based View framework within the context of employee engagement and its implications for organizational performance, highlighting the interplay between organizational resources and employee-driven outcomes. As engagement is increasingly viewed as a critical resource, this theory offers an appropriate lens for examining its impact on firm success.

The Resource-Based View (RBV) has been extensively critiqued and evaluated in academic literature, with proponents and critics debating its assumptions and practical application.

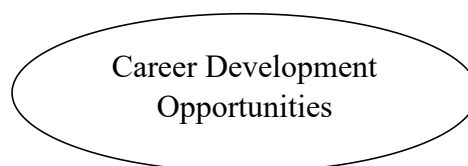
According to Peteraf (1993), the Resource-Based View (RBV) provides a robust foundation for understanding the strategic importance of unique resources, including human resources, in driving firm performance. Priem and Butler (2001), however, contend that the theory lacks specificity in operationalizing and measuring the valuable, rare, inimitable, and non-substitutable (VRIN) attributes, which can make its application challenging in dynamic environments. A central tenet of this theory is the non-imitability of resources, but Eisenhardt and Martin (2000) argue that dynamic capabilities, which complement Resource-Based View, are often replicable in rapidly changing industries, limiting the applicability of Resource-Based View in such contexts. Human resources, as a subset of the firm's resources, have been highlighted in studies such as those by Coff and Kryscynski (2011), who argue that intangible assets like employee engagement are pivotal in creating sustainable competitive advantage. In contrast, other scholars like Kraaijenbrink, Spender and Groen (2010) critique RBV's narrow focus on resources and call for the inclusion of external environmental factors to provide a more holistic view of performance. Thus, while RBV offers a compelling framework for understanding the role of internal resources, its theoretical rigidity has prompted significant debate, especially concerning how employee-driven factors like engagement are integrated into strategic management discourse.

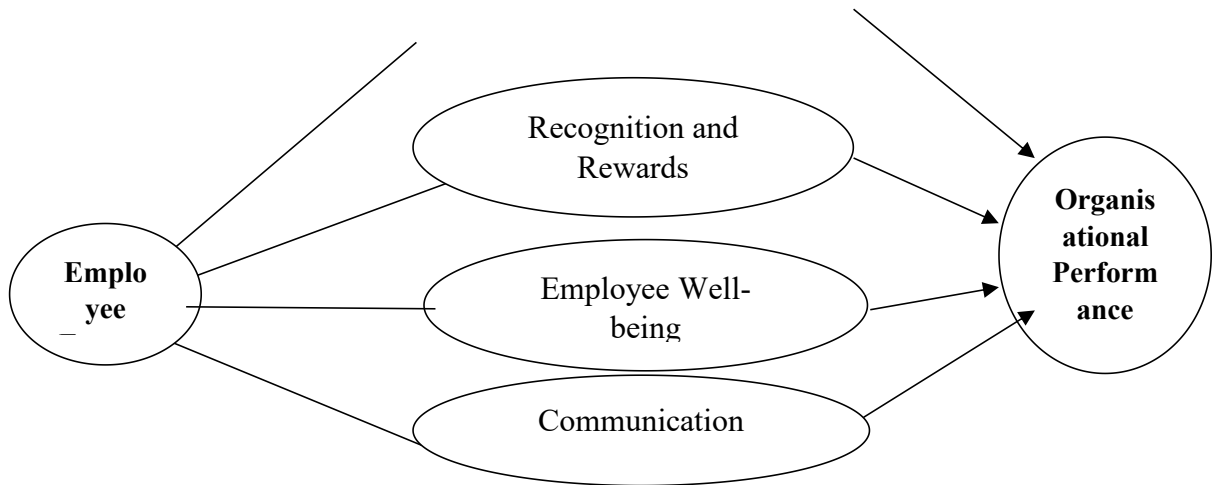
In the context of this study, this theory provides a valuable lens for examining how employee engagement functions as a critical resource influencing organizational performance. Employee engagement—characterized by vigor, dedication, and absorption (Schaufeli, Salanova, González-Romá & Bakker, 2002)—is increasingly recognized as a core intangible asset that aligns closely with the VRIN criteria (Albrecht, Bakker, Gruman,

Macey & Saks, 2015). Engaged employees contribute to enhanced productivity, innovation, and organizational commitment, aligning with RBV's assertion that unique and inimitable resources drive competitive advantage (Saks, 2024). The dynamic nature of engagement, however, poses a challenge to RBV's static view of resources. As organizations evolve, sustaining engagement requires continuous investment in human capital development, leadership practices, and supportive organizational culture (Bakker & Albrecht, 2024). Moreover, research by Katou Budhwar and Patel (2024) highlights that while employee engagement positively impacts financial and non-financial performance metrics, its effectiveness is often mediated by external factors such as industry dynamics and market conditions, which the RBV does not adequately address. Consequently, while RBV offers a foundational theoretical framework, its relevance in explaining the complex relationship between employee engagement and organizational performance is enhanced when integrated with complementary theories, such as dynamic capabilities or stakeholder theory. This suggests that a multidimensional approach may better capture the intricacies of engagement-driven organizational success.

## **2.5 Conceptual Framework**

The conceptual framework of the study is presented in Figure 2.1 below. The framework captures and links the independent variables of the study (career development opportunities, recognition and rewards, employees well-being, and communication) to the dependent variable (organisational performance).





**Figure 2.1: Conceptual Framework (Author’s construction, 2025)**

## 2.6 Empirical Review

Adedeji and Adeola (2023) investigated the relationship between employee engagement and organisational performance in the Nigerian manufacturing sector. Using a sample of 250 employees across five manufacturing companies in Lagos State, the study adopted a quantitative research approach with data collected through structured questionnaires. The data were analyzed using structural equation modeling (SEM). The findings revealed that dimensions of employee engagement, such as job satisfaction, emotional commitment, and employee advocacy, significantly enhance organisational productivity, innovation, and customer satisfaction. The authors recommended that manufacturing firms should prioritize strategies that improve employee well-being and job satisfaction to drive performance.

Ogunleye, Adebayo and Samuel (2024) explored the impact of employee engagement and organisational performance in public sector organizations in Abuja, Nigeria. The study collected data from 300 employees in government parastatals using a survey instrument. The data analysis was conducted using multiple regression analysis. The study found that

engaged employees showed higher levels of task performance and reduced absenteeism, which translated into improved organisational efficiency. It was recommended that public sector managers should adopt participative leadership styles and provide growth opportunities to foster employee engagement.

Ekong and Bassey (2023) conducted a study titled *The influence of employee engagement on organisational sustainability in the oil and gas sector in Nigeria*. The researchers surveyed 180 employees from two multinational oil companies in Rivers State. The method of data analysis was factor analysis followed by SEM. The findings highlighted that employee engagement positively impacts organisational sustainability through improved employee retention and operational efficiency. The study suggested that organisations should establish a robust internal communication system to ensure employees feel connected to the organisational goals.

Adeyanju and Okeke (2024) examined the role of employee engagement in driving organisational performance in the Nigerian banking sector. A total of 400 employees from six commercial banks in Lagos and Abuja participated in the survey. Data were analyzed using the Analysis of Variance (ANOVA) and regression techniques. The results indicated that banks with higher employee engagement levels experienced better financial performance and customer loyalty. The study recommended that banks should implement policies that promote employee recognition, professional development, and work-life balance.

Smith and Johnson (2023), in an international study titled Employee engagement and performance: Evidence from the United States, analyzed data from 500 employees across 20 companies in the tech sector. Using a mixed-method approach with regression analysis and thematic analysis, the study found that employee engagement accounted for 45% of the variance in organisational performance metrics, such as profitability and innovation. The authors concluded that fostering a culture of trust and transparency is critical to enhancing employee engagement.

Mohammed and Ahmed (2023) studied the effect of employee engagement on small and medium-sized enterprises (SMEs) in Kano State, Nigeria. Data were collected from 150 SME employees using structured questionnaires, and the data analysis was performed using descriptive statistics and SEM. The findings demonstrated that employee engagement has a significant positive effect on business growth, particularly in customer acquisition and operational efficiency. The study suggested that SME owners should invest in team-building activities and regular employee training programs.

Khan and Singh (2024), in a study conducted in India titled Employee engagement as a driver of organisational performance in the IT sector, surveyed 600 employees from ten IT firms in Bangalore. The authors employed SEM to analyze the data and found that employee engagement significantly improves job performance, organisational citizenship behavior, and innovation. It was recommended that IT companies should use digital tools to enhance engagement, such as real-time feedback mechanisms and virtual collaboration platforms.

Olawale and Ibrahim (2024) investigated the relationship between employee engagement and service delivery in the Nigerian hospitality sector. The study sampled 200 employees from four five-star hotels in Lagos. Using regression analysis, the findings revealed that engaged employees exhibit higher customer orientation, leading to improved guest satisfaction and repeat patronage. The study recommended that hotel managers should implement engagement-enhancing strategies, such as employee reward systems and continuous professional development.

Chen, Zhang and Zhao (2023), in a Chinese study titled *The role of employee engagement in organisational resilience during crises*, examined 350 employees in the manufacturing sector during the COVID-19 pandemic. Using SEM for data analysis, the study revealed that employee engagement played a mediating role in helping organisations recover quickly from disruptions by maintaining high productivity levels and commitment. The authors recommended that organisations adopt flexible work arrangements to enhance engagement during crises.

Okoro and Adeoye (2023) analyzed the impact of employee engagement and organisational performance in educational institutions in Ogun State, Nigeria. The study utilized data collected from 220 employees across five private universities. Using ANOVA and regression analysis, the findings indicated that employee engagement significantly influences academic staff productivity and students' satisfaction with services. The authors recommended that university management should create inclusive policies that recognize and reward academic and non-academic staff contributions.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **3.1 Introduction**

This chapter presents a description of the methods and procedures that will be used to carry out the research. This included the research design, population and sampling, variable measurement and operationalisation, the research instrument, sources of data, validity and reliability of the research instrument, method of data analysis, and model specification.

#### **3.2 Research Design**

This research employed a descriptive survey design, as it is well-suited for capturing essential characteristics of the target population. This method was selected due to its effectiveness in gathering critical information on respondents' perspectives, attitudes, and behaviours, thereby offering a comprehensive analysis of the study variables (Creswell & Creswell, 2018).

#### **3.3 The Population and Sampling Techniques**

The target population for this study comprised employees working in selected eateries and restaurants in Benin City, Edo State. The establishments included in the study were Nadia Bakery, Reign Restaurant, MatIce, Kilimanjaro, Chicken Republic, and Kada. These eateries and restaurants were chosen due to their significant workforce and strategic locations, which enhanced accessibility for data collection. According to information obtained from the management of these establishments, the total number of employees

across the selected locations in Benin City was 199. A detailed breakdown of the population distribution is presented in the table below.

**Table 3.1: Population Distribution of the Study**

Below is the detailed breakdown of the employee distribution across the selected eateries and restaurants in Benin City:

<b>Eateries &amp; Restaurants</b>	<b>Number of Employees</b>
Nadia Bakery	28
Reign Restaurant	34
Matlce	22
Kilimanjaro	41
Chicken Republic	46
Kada	28
<b>Total</b>	<b>199</b>

**Source: Management of Eateries and Restaurants (2025)**

The study adopted the simple random sampling technique, which allowed all units in the population to have an equal chance of being selected.

To determine a sample size that was effective and efficient for the research study, the sample size determination formula by Taro Yamane (1967) was used:

$$n = \frac{N}{1 + N(e)^2}$$

In the formular above;

n is the required sample size from the population understudy

N is the whole population that is understudy

e is the precision or sampling error which is usually 0.05 for management sciences

Therefore;

$$n = \frac{199}{1 + 199(0.05)^2}$$

$$n = \frac{199}{1 + 199(0.0025)}$$

$$n = \frac{199}{1 + 0.4975}$$

$$n = \frac{199}{1.4975}$$

$$n = \underline{133} \text{ (Rounded)}$$

However, to determine the exact number of questionnaires distributed to employees of the various eateries and restaurants, the following formula was adopted:

$$\text{Eateries and Restaurants} = \frac{P}{N} \times \frac{n}{1}$$

**Where;**

P = Eateries and restaurants Population

N = total population

n = sample size

Therefore

$$\text{Nadia Bakery} = \frac{28}{199} \times \frac{133}{1} = \underline{19}$$

$$\text{Reign Restaurant} = \frac{34}{199} \times \frac{133}{1} = \underline{\underline{23}}$$

$$\text{MatIce} = \frac{22}{199} \times \frac{133}{1} = \underline{\underline{15}}$$

$$\text{Kilimanjaro} = \frac{41}{199} \times \frac{133}{1} = \underline{\underline{27}}$$

$$\text{Chicken Republic} = \frac{46}{199} \times \frac{133}{1} = \underline{\underline{31}}$$

$$\text{Kada} = \frac{28}{199} \times \frac{133}{1} = \underline{\underline{19}}$$

The eateries and restaurants distribution of the sample size is presented in the table below:

**Table 3.2: Sample Distribution of the Study**

S/NO	Eateries & Restaurants	Number of Employees	Sample Size
1	Nadia Bakery	28	19
2	Reign Restaurant	34	23
3	MatIce	22	15
4	Kilimanjaro	41	27
5	Chicken Republic	46	31
6	Kada	28	19
<b>Total number of Employees</b>		<b>199</b>	<b>133</b>

**Source: Author's Computation (2025)**

Using the Taro Yamane formula to determine the appropriate sample size, a total of 133 respondents were selected for the study. As a result, 133 questionnaires were administered to employees across the chosen eateries and restaurants. To ensure equitable representation, the distribution of questionnaires was conducted proportionally based on the workforce size of each establishment, as outlined in Table 3.2.

### 3.4 The Operationalization and Measurement of Variables

The study focused on examining employee engagement in relation to organizational performance. It specifically explored four key factors of employee engagement: development opportunities, recognition and rewards, employee well-being, and communication, and their relationship with organizational performance. Table 3.3 presents the operationalization of the variables of the study. The specific measurement scale employed was a five-point Likert scale, where responses ranged from 1 (Strongly Disagree) to 5 (Strongly Agree).

**Table 3.3: Operationalization of Variables**

S/N	Variables	Operational Definition	Measurement of the variables	Quantification of variables
Demographic Variables				
1	Gender	The state of being male or female	Two-point scale	Question 1
2	Marital status	A person's relationship status in terms of whether or not he or she forms a couple relationship with another person living in the same residence.	Two-point scale	Question 2
3	Age	The number of years counted from the birthday	Four-point scale	Question 3
4	Educational Level	Operationally educational level is defined as the level of the highest completed educational qualification of an individual.	Five-point scale	Question 4
5	Income	The amount earned by respondents as income monthly	Four-point scale	Question 5
6	Organisational Name	Name of organization of employment	Open ended	Question 6

Independent Variables				
7	Employee Engagement	The level of commitment, enthusiasm, and involvement employees demonstrate in their work, contributing to productivity, service quality, and overall organizational success.	Likert-type five point scale.	Question 7-10
8	Career Development Opportunities	The availability of training, skill enhancement, and advancement prospects that enable employees to grow professionally and progress within the organization.	Likert-type five point scale.	Question 11-15
9	Recognition and Rewards	The formal and informal incentives, acknowledgments, and benefits provided by an organization to appreciate employee contributions, enhance motivation, and reinforce positive performance.	Likert-type five point scale.	Question 16-20
10	Employee Well-being	The overall physical, mental, and emotional health of employees, influenced by workplace conditions, job satisfaction, work-life balance, and organizational support.	Likert-type five point scale.	Question 21-25
11	Communication	The effectiveness, clarity, and openness of information exchange between employees and management, facilitating collaboration, feedback, and efficient workplace operations.	Likert-type five point scale.	Question 26- 30
Dependent Variable				
12	Organisational Performance	The efficiency and effectiveness of an eatery or restaurant in achieving its business objectives, including service quality, customer satisfaction, profitability, and operational growth.	Likert-type five point scale.	Question 31-35

**Source: Author's Computation (2025)**

### **3.5 The Research Instrument**

A structured questionnaire served as the principal tool for data collection in this study. Developed by the researcher, the questionnaire was carefully designed to align with the study's objectives, ensuring the relevance of the collected data. It was divided into two main sections: the first section gathered demographic details of respondents, while the second section contained 29 carefully formulated questions addressing the core research inquiries. To facilitate structured responses, the questionnaire employed a 5-point Likert scale, allowing participants to express their level of agreement or disagreement using the following options: Strongly Agree (SA), Agree (A), Neutral (N), Disagree (D), and Strongly Disagree (SD).

#### **3.5.1: Validity and Reliability of the Instrument**

Validity pertains to the degree to which a research instrument effectively captures the specific concepts it is designed to measure (Creswell & Creswell, 2018). The questionnaire's validity will be done by the researcher's supervisor.

Reliability refers to the ability of a research instrument to produce consistent and stable results when measuring variables across multiple applications (Bryman, 2016). In this study, the internal consistency of the questionnaire was evaluated using Cronbach's Alpha coefficient, a widely recognized statistical tool for assessing the extent to which individual

items within a scale are interrelated. The coefficient ranges from 0 to 1, with higher values signifying stronger reliability (DeVellis, 2017). Generally, a Cronbach's Alpha score of 0.70 or above will be used to determine the acceptability of the research instrument.

### **3.6 Sources of Data**

This research will be predominantly based on primary data, collected through the administration of structured questionnaires to employees working in various eateries and restaurants located in Benin City, Edo State.

### **3.7 Method of Data analysis**

The data collected from the questionnaires were examined using a combination of descriptive statistics, Pearson correlation analysis, and linear regression modeling. Descriptive statistics were employed to summarize respondents' demographic characteristics through frequency distributions and percentage calculations. Additionally, this technique was utilized to analyze the research questions by presenting data in the form of frequency counts, percentages, mean values, and standard deviations.

To evaluate the strength and direction of associations between key variables, Pearson correlation analysis was applied. Furthermore, linear regression analysis was conducted to test the study's hypotheses and determine the predictive relationships among variables. All statistical analyses were performed using the Statistical Package for the Social Sciences (SPSS) Version 24, a widely recognized tool for quantitative data analysis and interpretation (Pallant, 2020).

### 3.8 Model Specification

To examine employee engagement and organisational performance, the study adopts the following regression model:

$$\text{ORGP} = \beta_0 + \beta_1\text{CDO} + \beta_2\text{RR} + \beta_3\text{EWB} + \beta_4\text{COM} + \varepsilon \text{-----}1$$

Where:

- ORGP = Organisational Performance
- CDO = Career Development Opportunities
- RR = Reward and Recognition
- EWB = Employee Wellbeing
- COM = Communication
- $\beta_0$  = Intercept (Constant Term)
- $\beta_1, \beta_2, \beta_3, \beta_4$  = Coefficients of the Independent Variables
- $\varepsilon$  = Error Term (captures unobserved factors)

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND INTERPRETATION

#### 4.1 Introduction

The data retrieved from the respondents via the research questionnaire was analyzed in this chapter. The study targeted a sample of one hundred and thirty-three (133) respondents, in which a total of 133 questionnaires was distributed, retrieved and used for this study. This therefore indicated that approximately 100% response rate was achieved for this study. The data collected was analyzed using SPSS version 22.0 and descriptive statistics was used to present the results while regression test was employed to make findings on the research hypotheses.

#### 4.2 Demographic Profile of the Respondents

This section presents the demographic profile of the respondents

**Table 4.1: Demographic Profile of the Respondents**

S/NO	Demographic Variables	Categories	Frequency (n)	Percentage (%)
1	Gender	Male	72	54.1%
		Female	61	45.9%
		<b>Total</b>	<b>133</b>	<b>100%</b>
2	Marital Status	Single	58	43.6%
		Married	49	36.8%
		Others	26	19.6%
		<b>Total</b>	<b>133</b>	<b>100%</b>
3	Age	18–25 years	45	33.8%
		26–30 years	38	28.6%
		31–40 years	32	24.1%
		41 years and above	18	13.5%
		<b>Total</b>	<b>133</b>	<b>100%</b>

<b>4</b>	<b>Educational Level</b>	OND	40	30.1%
		HND	45	33.8%
		B.Sc	48	36.1%
		M.Sc	0	0.0%
		MBA	0	0.0%
		<b>Total</b>	<b>133</b>	<b>100%</b>
<b>5</b>	<b>Income</b>	₦20,000 and below	34	25.6%
		₦20,001 – ₦40,000	42	31.6%
		₦40,001 – ₦60,000	37	27.8%
		₦60,001 and above	20	15.0%
		<b>Total</b>	<b>133</b>	<b>100%</b>
<b>6</b>	<b>Organizational Name</b>	Nadia Bakery (n = 19)	19	14.3%
		Reign Restaurant (n = 23)	23	17.3%
		MatIce (n = 15)	15	11.3%
		Kilimanjaro (n = 27)	27	20.3%
		Chicken Republic (n = 31)	31	23.3%
		Kada (n = 19)	19	14.3%
		<b>Total</b>	<b>133</b>	<b>100%</b>

**Source: Researcher's Fieldwork (2025)**

#### **Gender:**

The gender distribution among respondents shows a slightly higher representation of males (54.1%) compared to females (45.9%).

#### **Marital Status:**

The marital status of respondents reveals that 43.6% are single, 36.8% are married, and 19.6% fall into the "Others" category, which may include divorced, widowed, or separated individuals.

#### **Age:**

The age distribution indicates a predominantly young workforce, with 33.8% aged 18–25 and 28.6% aged 26–30, together making up 62.4% of respondents. The 31–40 age group accounts for 24.1%, while only 13.5% are 41 years and above.

### **Educational Level:**

Respondents primarily hold OND (30.1%), HND (33.8%), or B.Sc degrees (36.1%), with no representation in postgraduate qualifications (M.Sc and MBA at 0%).

### **Income:**

Income distribution shows that 57.2% of respondents earn ₦40,000 or less, with 31.6% earning between ₦20,001–₦40,000 and 25.6% earning ₦20,000 and below. Only 15% earn above ₦60,000.

### **Organizational Name:**

The sample is distributed across six eateries, with Chicken Republic (23.3%) and Kilimanjaro (20.3%) representing the largest proportions. Smaller outlets like MatIce (11.3%) and Nadia Bakery (14.3%) have lower representations.

## **4.3 Descriptive Statistics**

This section presented the descriptive (Frequency, percentage and mean) of respondents' responses to statements on the research instrument (Questionnaire).

**Table 4.2: Employee Engagement**

S/N	ITEM	SA (5) f/(%)	A (4) f/(%)	N (3) f/(%)	D (2) f/(%)	SD (1) f/(%)	Mean ( $\bar{x}$ )
7	Work responsibilities are carried out with enthusiasm and dedication.	36 (27.1%)	69 (51.9%)	18 (13.5%)	8 (6.0%)	2 (1.5%)	3.96
8	Job roles provide a sense of purpose and fulfillment.	48 (36.1%)	53 (39.8%)	13 (9.8%)	18 (13.5%)	1 (0.8%)	3.97
9	Tasks are completed with a high level of energy and commitment.	60 (45.1%)	47 (35.3%)	14 (10.5%)	10 (7.5%)	2 (1.5%)	4.15
10	Extra effort is willingly put into	46 (34.6%)	57 (42.9%)	14 (10.5%)	13 (9.8%)	3 (2.3%)	3.97

	work beyond basic responsibilities.						
<b>Average</b>		<b>47.5</b> <b>(35.7%)</b>	<b>56.5</b> <b>(42.5%)</b>	<b>14.8</b> <b>(11.1%)</b>	<b>12.3</b> <b>(9.2%)</b>	<b>2.0</b> <b>(1.5%)</b>	<b>4.01</b>

**Source: Researcher’s Fieldwork (2025)**

The findings in Table 4.2 provide insight into employee engagement based on four key statements. A considerable proportion of employees carry out their work responsibilities with enthusiasm and dedication, as 27.1% strongly agree and 51.9% agree, resulting in a mean score of 3.96. Job roles provide a sense of purpose and fulfillment, with 36.1% who strongly agree and 39.8% who agree, while 9.8% remain neutral, 13.5% disagree, and 0.8% strongly disagree, leading to a mean of 3.97. Employees complete tasks with high energy and commitment, as reflected by 45.1% who strongly agree and 35.3% who agree, whereas 10.5% remain neutral, 7.5% disagree, and 1.5% strongly disagree, producing the highest mean score of 4.15. Additionally, 34.6% strongly agree and 42.9% agree that they willingly put in extra effort beyond basic responsibilities, while 10.5% remain neutral, 9.8% disagree, and 2.3% strongly disagree, with a mean of 3.97. The overall average across all statements shows that 35.7% strongly agree, 42.5% agree, 11.1% remain neutral, 9.2% disagree, and 1.5% strongly disagree, with a final mean of 4.01. These results indicate that while the majority of employees demonstrate enthusiasm, purpose, energy, and extra effort in their roles, a smaller segment remains neutral or expresses varying levels of disagreement.

**Table 4.3: Career Development Opportunities**

S/N	ITEM	SA (5) f/(%)	A (4) f/(%)	N (3) f/(%)	D (2) f/(%)	SD (1) f/(%)	Mean ( $\bar{x}$ )
11	Opportunities for professional growth and skill development	41 (30.8%)	55 (41.4%)	15 (11.3%)	22 (16.5%)	0 (0.0%)	3.86

	are provided regularly.						
12	Training programs are available to improve job skills and performance.	48 (36.1%)	57 (42.9%)	10 (7.5%)	18 (13.5%)	0 (0.0%)	4.02
13	There are clear career advancement paths within the organization.	53 (39.8%)	47 (35.3%)	15 (11.3%)	16 (12.0%)	2 (1.5%)	4.00
14	Promotion decisions are based on merit and employee performance.	46 (34.6%)	65 (48.9%)	11 (8.3%)	10 (7.5%)	1 (0.8%)	4.09
15	Support is provided for employees seeking further education or certification.	50 (37.6%)	56 (42.1%)	13 (9.8%)	12 (9.0%)	2 (1.5%)	4.05
<b>Average</b>		<b>47.6 (35.8%)</b>	<b>56.0 (42.1%)</b>	<b>12.8 (9.6%)</b>	<b>15.6 (11.7%)</b>	<b>1.0 (0.8%)</b>	<b>4.00</b>

**Source: Researcher's Fieldwork (2025)**

The findings in Table 4.3 highlight employees' perceptions of career development opportunities within the organization. A significant proportion of employees acknowledge the regular provision of opportunities for professional growth and skill development, as 30.8% strongly agree and 41.4% agree, resulting in a mean score of 3.86, while 11.3% remain neutral and 16.5% disagree. The availability of training programs to enhance job skills and performance receives strong support, with 36.1% who strongly agree and 42.9% who agree, while 7.5% remain neutral and 13.5% disagree, leading to a mean score of 4.02. Regarding career advancement, 39.8% strongly agree and 35.3% agree that clear paths exist within the organization, while 11.3% remain neutral, 12.0% disagree, and 1.5% strongly disagree, yielding a mean of 4.00. Promotion decisions based on merit and employee

performance receive strong affirmation, as 34.6% strongly agree and 48.9% agree, whereas 8.3% remain neutral, 7.5% disagree, and 0.8% strongly disagree, resulting in the highest mean of 4.09. Additionally, support for employees seeking further education or certification is recognized by 37.6% who strongly agree and 42.1% who agree, while 9.8% remain neutral, 9.0% disagree, and 1.5% strongly disagree, producing a mean of 4.05. The overall average across all five statements shows that 35.8% strongly agree, 42.1% agree, 9.6% remain neutral, 11.7% disagree, and 0.8% strongly disagree, with a final mean of 4.00. These findings suggest that while most employees perceive career development opportunities as available and merit-based, a smaller proportion remain neutral or express concerns regarding their accessibility and implementation.

**Table 4.4: Reward and Recognition**

S/N	ITEM	SA (5) f/(%)	A (4) f/(%)	N (3) f/(%)	D (2) f/(%)	SD (1) f/(%)	Mean ( $\bar{x}$ )
16	Hard work and dedication are recognized by management.	50 (37.6%)	57 (42.9%)	14 (10.5%)	8 (6.0%)	4 (3.0%)	4.06
17	Employees receive fair and competitive wages for their work.	41 (30.8%)	67 (50.4%)	18 (13.5%)	7 (5.3%)	0 (0.0%)	4.07
18	Outstanding performance is acknowledged through verbal praise or formal recognition.	48 (36.1%)	54 (40.6%)	16 (12.0%)	14 (10.5%)	1 (0.8%)	4.01
19	Promotions and career advancements are based on employee performance and contributions.	41 (30.8%)	62 (46.6%)	19 (14.3%)	11 (8.3%)	0 (0.0%)	4.00
20	Incentives and	46	57	19	8	3	4.02

bonuses are provided to employees who exceed performance expectations.	(34.6%)	(42.9%)	(14.3%)	(6.0%)	(2.3%)	
<b>Average</b>	<b>45.2</b> <b>(33.9%)</b>	<b>59.4</b> <b>(44.7%)</b>	<b>17.2</b> <b>(12.9%)</b>	<b>9.6</b> <b>(7.2%)</b>	<b>1.6</b> <b>(1.2%)</b>	<b>4.03</b>

**Source: Researcher’s Fieldwork (2025)**

The findings in Table 4.4 illustrate employees’ perceptions of reward and recognition within the organization. A considerable proportion of employees believe that management recognizes hard work and dedication, as 37.6% strongly agree and 42.9% agree, while 10.5% remain neutral, 6.0% disagree, and 3.0% strongly disagree, resulting in a mean score of 4.06. Employees also perceive their wages as fair and competitive, with 30.8% who strongly agree and 50.4% who agree, whereas 13.5% remain neutral and 5.3% disagree, leading to a mean score of 4.07. Outstanding performance is acknowledged through verbal praise or formal recognition, as 36.1% strongly agree and 40.6% agree, while 12.0% remain neutral, 10.5% disagree, and 0.8% strongly disagree, producing a mean of 4.01. Regarding promotions and career advancements, 30.8% strongly agree and 46.6% agree that these decisions are based on employee performance and contributions, while 14.3% remain neutral and 8.3% disagree, resulting in a mean of 4.00. Additionally, 34.6% strongly agree and 42.9% agree that incentives and bonuses are provided for exceeding performance expectations, while 14.3% remain neutral, 6.0% disagree, and 2.3% strongly disagree, yielding a mean of 4.02. The overall average across all five statements shows that 33.9% strongly agree, 44.7% agree, 12.9% remain neutral, 7.2% disagree, and 1.2% strongly disagree, with a final mean of 4.03. These findings suggest that while most employees

perceive rewards and recognition as fair and performance-based, a smaller proportion remain neutral or express concerns about consistency and implementation.

**Table 4.5: Employee Wellbeing**

S/N	ITEM	SA (5) f/(%)	A (4) f/(%)	N (3) f/(%)	D (2) f/(%)	SD (1) f/(%)	Mean ( $\bar{x}$ )
21	The work environment is safe, clean, and conducive to employee health.	51 (38.3%)	61 (45.9%)	15 (11.3%)	4 (3.0%)	2 (1.5%)	4.16
22	Work schedules allow for a healthy balance between job responsibilities and personal life.	54 (40.6%)	57 (42.9%)	16 (12.0%)	6 (4.5%)	0 (0.0%)	4.19
23	Adequate breaks are provided during work shifts to prevent burnout.	48 (36.1%)	52 (39.1%)	21 (15.8%)	11 (8.3%)	1 (0.8%)	4.02
24	The management prioritizes employee health and safety.	56 (42.1%)	64 (48.1%)	10 (7.5%)	0 (0.0%)	3 (2.3%)	4.28
25	The organization provides necessary resources to reduce work-related stress.	54 (40.6%)	58 (43.6%)	16 (12.0%)	4 (3.0%)	1 (0.8%)	4.20
<b>Average</b>		<b>52.6 (39.5%)</b>	<b>58.4 (43.9%)</b>	<b>15.6 (11.7%)</b>	<b>5.0 (3.8%)</b>	<b>1.4 (1.1%)</b>	<b>4.17</b>

**Source: Researcher’s Fieldwork (2025)**

The findings in Table 4.5 highlight employees’ perceptions of wellbeing in the workplace. A majority of employees consider the work environment to be safe, clean, and conducive to health, as 38.3% strongly agree and 45.9% agree, while 11.3% remain neutral, 3.0% disagree, and 1.5% strongly disagree, resulting in a mean score of 4.16. Regarding work-life balance, 40.6% strongly agree and 42.9% agree that work schedules allow for a healthy

balance between job responsibilities and personal life, whereas 12.0% remain neutral and 4.5% disagree, leading to a mean of 4.19. The provision of adequate breaks to prevent burnout receives support from 36.1% who strongly agree and 39.1% who agree, while 15.8% remain neutral, 8.3% disagree, and 0.8% strongly disagree, producing a mean of 4.02. The prioritization of employee health and safety by management is affirmed by 42.1% who strongly agree and 48.1% who agree, while 7.5% remain neutral, none disagree, and 2.3% strongly disagree, yielding the highest mean score of 4.28. Additionally, 40.6% strongly agree and 43.6% agree that the organization provides necessary resources to reduce work-related stress, whereas 12.0% remain neutral, 3.0% disagree, and 0.8% strongly disagree, leading to a mean of 4.20. The overall average across all five statements indicates that 39.5% strongly agree, 43.9% agree, 11.7% remain neutral, 3.8% disagree, and 1.1% strongly disagree, with a final mean of 4.17. These findings suggest that employees generally perceive the organization as supportive of their wellbeing, with a safe work environment, balanced schedules, sufficient breaks, health-focused management, and stress-reducing resources, although a small proportion remain uncertain or express concerns in some areas.

**Table 4.6: Communication**

S/N	ITEM	SA (5) f/(%)	A (4) f/(%)	N (3) f/(%)	D (2) f/(%)	SD (1) f/(%)	Mean ( $\bar{x}$ )
26	Information about workplace policies and procedures is communicated clearly and effectively.	60 (45.1%)	58 (43.6%)	12 (9.0%)	3 (2.3%)	0 (0.0%)	4.31
27	Supervisors provide clear instructions on daily tasks and	64 (48.1%)	55 (41.4%)	10 (7.5%)	4 (3.0%)	0 (0.0%)	4.35

	responsibilities.						
28	Open and honest communication is encouraged in the workplace.	65 (48.9%)	51 (38.3%)	11 (8.3%)	5 (3.8%)	1 (0.8%)	4.31
29	Employees feel comfortable expressing concerns or giving feedback to management.	55 (41.4%)	61 (45.9%)	11 (8.3%)	3 (2.3%)	3 (2.3%)	4.22
30	There is a system in place for addressing employee suggestions and concerns.	57 (42.9%)	59 (44.4%)	15 (11.3%)	1 (0.8%)	1 (0.8%)	4.27
<b>Average</b>		<b>60.2 (45.3%)</b>	<b>56.8 (42.7%)</b>	<b>11.8 (8.9%)</b>	<b>3.2 (2.4%)</b>	<b>1.0 (0.8%)</b>	<b>4.29</b>

**Source: Researcher's Fieldwork (2025)**

The findings in Table 4.6 reflect employees' perceptions of communication within the organization. A significant proportion of employees believe that workplace policies and procedures are communicated clearly and effectively, as 45.1% strongly agree and 43.6% agree, while 9.0% remain neutral and 2.3% disagree, resulting in a mean score of 4.31. Supervisors are perceived to provide clear instructions on daily tasks and responsibilities, with 48.1% who strongly agree and 41.4% who agree, whereas 7.5% remain neutral and 3.0% disagree, leading to the highest mean score of 4.35. Open and honest communication is encouraged in the workplace, as 48.9% strongly agree and 38.3% agree, while 8.3% remain neutral, 3.8% disagree, and 0.8% strongly disagree, yielding a mean of 4.31. Regarding employees' comfort in expressing concerns or giving feedback to management, 41.4% strongly agree and 45.9% agree, whereas 8.3% remain neutral, 2.3% disagree, and 2.3% strongly disagree, producing a mean of 4.22. Additionally, 42.9% strongly agree and 44.4% agree that a system is in place for addressing employee suggestions and concerns,

while 11.3% remain neutral, 0.8% disagree, and 0.8% strongly disagree, resulting in a mean of 4.27. The overall average across all five statements shows that 45.3% strongly agree, 42.7% agree, 8.9% remain neutral, 2.4% disagree, and 0.8% strongly disagree, with a final mean of 4.29. These findings suggest that employees generally perceive communication within the organization as effective, with clear policies, open dialogue, supportive supervisors, and mechanisms for addressing concerns, though a small percentage of employees remain neutral or express mild dissatisfaction in certain areas.

**Table 4.7: Organisational Performance**

S/N	ITEM	SA (5) f/(%)	A (4) f/(%)	N (3) f/(%)	D (2) f/(%)	SD (1) f/(%)	Mean ( $\bar{x}$ )
31	The organization consistently meets its performance goals and targets.	62 (46.6%)	56 (42.1%)	10 (7.5%)	3 (2.3%)	2 (1.5%)	4.30
32	Customers are generally satisfied with the quality of food and service provided.	52 (39.1%)	58 (43.6%)	17 (12.8%)	6 (4.5%)	0 (0.0%)	4.17
33	The organization maintains a positive reputation within the industry and among customers.	69 (51.9%)	50 (37.6%)	8 (6.0%)	4 (3.0%)	2 (1.5%)	4.36
34	Employee productivity contributes significantly to the overall success of the business.	61 (45.9%)	55 (41.4%)	10 (7.5%)	6 (4.5%)	1 (0.8%)	4.27
35	Service delivery is efficient, with minimal delays in food preparation and customer service.	66 (49.6%)	52 (39.1%)	13 (9.8%)	2 (1.5%)	0 (0.0%)	4.37
Average		62.0 (46.6%)	54.2 (40.7%)	11.6 (8.7%)	4.2 (3.2%)	1.0 (0.8%)	4.29

**Source: Researcher's Fieldwork (2025)**

The findings in Table 4.7 provide insight into employees' perceptions of organizational performance. A majority of employees believe that the organization consistently meets its performance goals and targets, as 46.6% strongly agree and 42.1% agree, while 7.5% remain neutral, 2.3% disagree, and 1.5% strongly disagree, resulting in a mean score of 4.30. Customer satisfaction with the quality of food and service is also perceived positively, with 39.1% who strongly agree and 43.6% who agree, whereas 12.8% remain neutral and 4.5% disagree, leading to a mean of 4.17. The organization's reputation within the industry and among customers is viewed favorably, with 51.9% who strongly agree and 37.6% who agree, while 6.0% remain neutral, 3.0% disagree, and 1.5% strongly disagree, producing the highest mean score of 4.36. Employee productivity is considered a significant factor in the organization's overall success, as 45.9% strongly agree and 41.4% agree, while 7.5% remain neutral, 4.5% disagree, and 0.8% strongly disagree, leading to a mean of 4.27. Additionally, 49.6% strongly agree and 39.1% agree that service delivery is efficient, with minimal delays in food preparation and customer service, while 9.8% remain neutral and 1.5% disagree, yielding the highest mean of 4.37. The overall average across all five statements shows that 46.6% strongly agree, 40.7% agree, 8.7% remain neutral, 3.2% disagree, and 0.8% strongly disagree, with a final mean of 4.29. These findings suggest that employees perceive the organization as performing well, meeting its goals, maintaining a strong reputation, ensuring customer satisfaction, and emphasizing efficiency, though a small percentage remain uncertain or express mild concerns in some areas.

#### 4.4 Correlation Analysis

The correlation matrix is presented in Table 4.8. Essentially, the result reveals the pairwise relationship among the variables used in the study. Principally, Correlation analysis is used to examine the strength (strong or weak) and direction (positive or negative) of relationship that occurs between two or more variables.

**Table 4.8. Correlation Analysis Correlations**

		ORGP	EMPE	CDO	RR	EWB	COM
ORGP	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	133					
EMPE	Pearson Correlation	.474**	1				
	Sig. (2-tailed)	.000					
	N	133	133				
CDO	Pearson Correlation	.277**	.741**	1			
	Sig. (2-tailed)	.001	.000				
	N	133	133	133			
RR	Pearson Correlation	.453**	.684**	.727**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	133	133	133	133		
EWB	Pearson Correlation	.462**	.592**	.461**	.693**	1	
	Sig. (2-tailed)	.000	.000	.000	.000		
	N	133	133	133	133	133	
COM	Pearson Correlation	.741**	.535**	.436**	.482**	.561**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	133	133	133	133	133	133

**\*\***. Correlation is significant at the 0.05 level (2-tailed).

### **SPSS output, Version 22**

The correlation analysis in Table 4.8 reveals significant positive relationships between Organizational Performance (ORGP) and all measured variables at the 0.05 significance level. Notably, Communication (COM) shows the strongest correlation with organizational performance ( $r = .741, p < .05$ ), suggesting that effective communication greatly enhances organizational outcomes. Employee Engagement (EMPE) ( $r = .474, p < .05$ ) and Employee Wellbeing (EWB) ( $r = .462, p < .05$ ) also exhibit moderate positive correlations with ORGP, indicating that engaged and healthy employees contribute positively to performance. Reward and Recognition (RR) ( $r = .453, p < .05$ ) and Career Development Opportunities (CDO) ( $r = .277, p < .05$ ) further show positive associations, though CDO has the weakest correlation, implying it has a less direct impact on performance compared to other variables. Strong inter-correlations among the independent variables, particularly between CDO and RR ( $r = .727, p < .05$ ) and between EMPE and CDO ( $r = .741, p < .05$ ), suggest these factors are interconnected, reinforcing the idea that enhancing one area (e.g., career development) could positively influence others (e.g., engagement and recognition). Overall, the findings highlight the critical role of communication and employee-centric practices in driving organizational success.

## **4.5 Test of Hypotheses**

The research hypotheses were tested utilising regression analysis in order to achieve the current study's objectives. The hypotheses were evaluated with an Alpha level of

significance of 0.05 (Decision rule: computed level of significance <0.05, reject null hypothesis; computed level of significance >0.05, accept null hypothesis).

**Table 4.9a: Model Summary of Employee Engagement and Its Impact on Organizational Performance of Eateries**

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig.F Change	
1	.767 <sup>a</sup>	.588	.575	.41771	.588	45.664	4	128	.000	2.067

a. Predictors: (Constant), COM, CDO, EWB, RR

b. Dependent Variable: ORGP

**Source: Field Survey (2025)**

The model summary in Table 4.9a demonstrates that the independent variables—Communication (COM), Career Development Opportunities (CDO), Employee Wellbeing (EWB), and Reward and Recognition (RR)—collectively have a strong and significant impact on Organizational Performance (ORGP). The model yields an R value of .767, indicating a strong positive correlation between the predictors and the dependent variable. The R Square value of .588 reveals that approximately 58.8% of the variance in organizational performance can be explained by these four predictors, while the Adjusted R Square of .575 accounts for the number of predictors, suggesting a robust model fit. The F-

statistic of 45.664 ( $p < .001$ ) confirms the overall model is statistically significant, indicating that the predictors reliably explain changes in organizational performance. The Durbin-Watson value of 2.067 falls within the acceptable range (1.5–2.5), suggesting no significant autocorrelation in the residuals, thereby affirming the model's validity. These results highlight that employee engagement factors, particularly communication and supportive workplace practices, play a pivotal role in driving the performance of eateries.

Table 4.9b Analysis of Variance (ANOVA) of Employee Engagement and Its Impact on Organizational Performance of Eateries

**ANOVA<sup>a</sup>**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	31.870	4	7.968	45.664	.000 <sup>b</sup>
	Residual	22.334	128	.174		
	Total	54.204	132			

a. Dependent Variable: ORGP

b. Predictors: (Constant), COM, CDO, EWB, RR

**Source: Field Survey (2025)**

The ANOVA results in Table 4.9b assess the overall significance of the regression model examining the impact of Employee Engagement on Organizational Performance in eateries. The F-statistic of 45.664 with a significance level of  $p = .000$  indicates that the model is statistically significant, meaning that the combined predictors—Communication (COM),

Career Development Opportunities (CDO), Employee Wellbeing (EWB), and Reward and Recognition (RR)—have a meaningful effect on organizational performance. The Regression Sum of Squares (31.870) compared to the Residual Sum of Squares (22.334) highlights that a substantial portion of the variance in organizational performance is explained by the model. The low Residual Mean Square (.174) suggests a good model fit with minimal unexplained variance. Overall, the ANOVA confirms that employee engagement factors significantly contribute to the performance outcomes of eateries.

**Table 4.9c Regression Output of Employee Engagement and Its Impact on Organizational Performance of Eateries**

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	.859	.286		3.005	.003	.293	1.425		
CDO	.192	.066	.246	2.915	.004	-.321	-.062	.452	2.213
RR	.285	.092	.318	3.113	.002	.104	.467	.309	3.237
EWB	.050	.086	.050	.583	.561	-.220	.120	.443	2.259
COM	.759	.074	.723	10.231	.000	.612	.906	.645	1.550

a. Dependent Variable: ORGP

Source: Field Survey (2025)

The regression analysis in Table 4.9c examines the impact of Employee Engagement variables on Organizational Performance (ORGP) in eateries. The constant term ( $B = .859$ ,  $p = .003$ ) is statistically significant, suggesting a baseline level of organizational performance when all predictors are held constant. Among the independent variables, Communication (COM) demonstrates the strongest and most significant positive effect on organizational performance ( $B = .759$ ,  $\beta = .723$ ,  $t = 10.231$ ,  $p < .001$ ), indicating that clear and effective communication is a key driver of performance. Reward and Recognition (RR) also shows a significant positive influence ( $B = .285$ ,  $\beta = .318$ ,  $t = 3.113$ ,  $p = .002$ ), emphasizing the importance of acknowledging and rewarding employee efforts.

Career Development Opportunities (CDO) has a significant positive effect ( $B = .192$ ,  $\beta = .246$ ,  $t = 2.915$ ,  $p = .004$ ), suggesting that opportunities for growth and skill development positively contribute to organizational performance. Meanwhile, Employee Wellbeing (EWB) has a positive but statistically insignificant impact ( $B = .050$ ,  $p = .561$ ), indicating that while wellbeing is important, it may not directly influence performance in this model.

The Collinearity Statistics show that all predictors have acceptable Tolerance values ( $>0.1$ ) and Variance Inflation Factor (VIF) values below 5, indicating no significant multicollinearity issues. The findings highlight that Communication, Reward and Recognition, and Career Development Opportunities are significant predictors of organizational performance, with communication having the most substantial effect. This suggests that eateries aiming to improve performance should prioritize clear communication, recognize employee efforts, and invest in career development initiatives.

## **Hypothesis I**

**Null Hypothesis (H<sub>01</sub>):** There is no significant relationship between career development opportunities (CDO) on organizational performance.

Based on the regression output, CDO has a p-value of .004, which is less than the 0.05 significance level, and a positive standardized coefficient ( $\beta = .246$ ) with a t-value of 2.915. This indicates a statistically significant positive relationship between career development opportunities and organizational performance. Therefore, the null hypothesis is rejected, and it is concluded that career development opportunities significantly impact organizational performance.

## **Hypothesis II**

**Null Hypothesis (H<sub>02</sub>):** There is no significant relationship between reward and recognition (RR) on organizational performance.

The regression results show that RR has a p-value of .002, which is below the 0.05 threshold, with a positive standardized coefficient ( $\beta = .318$ ) and a t-value of 3.113. This confirms a significant positive relationship between reward and recognition and organizational performance. Hence, the null hypothesis is rejected, supporting the conclusion that reward and recognition significantly enhance organizational performance.

## **Hypothesis III**

**Null Hypothesis (H<sub>03</sub>):** There is no significant relationship between employee wellbeing (EWB) on organizational performance.

The regression output shows that EWB has a p-value of .561, which is greater than 0.05, along with a non-significant standardized coefficient ( $\beta = .050$ ) and a t-value of 0.583. This

suggests no statistically significant relationship between employee wellbeing and organizational performance. As a result, the null hypothesis is accepted, indicating that employee wellbeing does not have a significant direct impact on organizational performance in this study.

#### **Hypothesis IV**

**Null Hypothesis (H<sub>04</sub>):** There is no significant relationship between communication (COM) on organizational performance.

The results reveal that COM has a p-value of .000, which is well below the 0.05 significance level, with a strong positive standardized coefficient ( $\beta = .723$ ) and a high t-value of 10.231. This demonstrates a significant and substantial positive relationship between communication and organizational performance. Therefore, the null hypothesis is rejected, confirming that effective communication significantly influences organizational performance.

### **4.6 Discussion of Findings**

#### **Career Development Opportunities (CDO) and Organizational Performance**

The regression analysis revealed a significant positive relationship between Career Development Opportunities (CDO) and Organizational Performance (ORGP) ( $\beta = .246$ ,  $p = .004$ ), indicating that structured career growth initiatives positively impact the performance of eateries. This aligns with Fenech and Dell's (2023) assertion that CDOs enhance employee competencies and align individual goals with organizational objectives, leading to improved productivity. Davidson and Ryan (2022) also emphasize the role of training, mentoring, and career planning in empowering employees, which mirrors the

findings that effective CDOs contribute to organizational success. Furthermore, Ibrahim and Akpan (2023) demonstrated that Nigerian organizations investing in career development programs experienced increased workforce productivity and reduced turnover, supporting the positive impact observed in this study. Similarly, Bari and Di Virgilio (2025) highlighted that training in leadership and digital skills fosters innovation, enabling firms to remain competitive in dynamic markets. The current study reinforces these empirical findings, suggesting that eateries that provide structured career development programs not only enhance employee engagement but also improve organizational performance. However, contrasting studies, such as those by Chen and Zhao (2023), stress that CDOs must be dynamic and adaptable to remain effective. If career development initiatives are rigid or poorly aligned with industry demands, they may fail to yield the expected improvements in performance. Therefore, while the study confirms a positive link between CDOs and organizational performance, it also highlights the need for eateries to tailor these programs to meet evolving employee needs and market dynamics.

### **Reward and Recognition (RR) and Organizational Performance**

The analysis revealed a significant positive relationship between Reward and Recognition (RR) and Organizational Performance ( $\beta = .318$ ,  $p = .002$ ), indicating that acknowledgment and rewards for employee contributions enhance performance in eateries. This finding aligns with Kumar and Mathimaran (2022), who argue that recognition—through praise and acknowledgment—satisfies employees' psychological needs, while tangible rewards, like bonuses, fulfill extrinsic motivational drivers. The study's result corroborates Okoro and

Agbo's (2022) findings in the Nigerian banking sector, where employees who received regular recognition exhibited higher productivity. Similarly, Olaniyi and Adebayo (2023) demonstrated that performance-based rewards in manufacturing sectors improve operational efficiency and reduce turnover, which resonates with the positive impact observed in the current study. Additionally, Adetayo and Oluwaseun (2024) found that combining recognition with rewards fosters a high-performance culture, aligning individual efforts with organizational goals. This suggests that in eateries, employees are more motivated to perform well when their efforts are acknowledged and rewarded, leading to improved service quality and customer satisfaction. However, cultural and contextual factors, such as Nigeria's communal values, also play a role. As noted by Okoro and Agbo (2022), public recognition strategies that celebrate achievements can be particularly impactful in hierarchical societies. The findings emphasize the need for eateries to implement both formal reward systems and informal recognition practices to boost employee morale and drive organizational success.

### **Employee Wellbeing (EWB) and Organizational Performance**

The regression results showed a non-significant relationship between Employee Wellbeing (EWB) and Organizational Performance ( $\beta = .050$ ,  $p = .561$ ), suggesting that, in this context, wellbeing initiatives did not directly impact performance. This contrasts with much of the existing literature, where well-being has been linked to enhanced productivity and engagement. For instance, Schaufeli and Bakker (2024) define employee well-being as a state of energy, dedication, and resilience that typically boosts performance, while Ugwu

and Orji (2022) demonstrated that health programs and flexible work arrangements increase engagement and productivity in Nigerian firms. Similarly, Akanbi and Ayodele (2023) found that well-being mediates the relationship between job satisfaction and organizational citizenship behavior, leading to stronger collaboration and reduced turnover. The divergence in this study's findings could be due to contextual factors specific to the eateries surveyed. It is possible that while wellbeing initiatives are present, they may not be adequately aligned with employees' core needs or may be perceived as superficial, leading to minimal impact on performance. Alternatively, employees in the foodservice industry may prioritize tangible rewards and career development opportunities over wellbeing programs, which could explain the insignificant result. This finding highlights the need for eateries to reassess their wellbeing initiatives, ensuring they are meaningful and directly contribute to employee satisfaction and engagement, as emphasized by Dodge et al. (2024) and Ryff and Singer (2024), who advocate for holistic and purpose-driven wellbeing strategies.

### **Communication (COM) and Organizational Performance**

The study found a strong and significant positive relationship between Communication (COM) and Organizational Performance ( $\beta = .723$ ,  $p < .001$ ), marking communication as the most influential predictor of performance among the variables studied. This finding aligns with Osibanjo, Ojo, and Adeniji (2023), who define communication as a dynamic process essential for fostering understanding and collaboration within organizations. The result also supports Adewale and Lawal's (2022) study in Nigerian manufacturing firms, which showed that transparent and participatory communication practices significantly enhanced

engagement and productivity. Furthermore, Yusuf and Adebayo (2023) highlighted that open communication reduces workplace conflicts and aligns employee goals with organizational objectives, resulting in improved performance metrics such as profitability and customer satisfaction. In the context of eateries, where teamwork and clarity are crucial for efficient service delivery, strong communication channels ensure that employees understand policies, procedures, and customer expectations, leading to better service quality and customer satisfaction. Akinyele and Olowookere (2023) also emphasized that effective communication fosters knowledge sharing and innovation, critical for competitive advantage. The strong relationship observed in this study suggests that eateries prioritizing clear, open, and transparent communication can significantly enhance employee coordination, reduce errors, and ultimately improve organizational performance. This aligns with the broader literature, which consistently identifies communication as a foundational element for driving employee engagement and organizational success (Yue, Thelen & Verghese, 2025).

## CHAPTER FIVE

### SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

The research findings are summarized in this chapter, conclusions and recommendations were also made in this chapter. The chapter is structured as outlined as follows; the summary of findings, the conclusion of the study, the recommendations of the study, contribution to knowledge and the researcher suggestions for further research.

#### 5.2 Summary of Findings

The study examined and analyzed employee engagement on organizational performance using selected eateries in Benin City, Edo State as a case study. The study targeted a sample of one hundred and thirty-three (133) respondents, in which a total of 133 questionnaires was distributed, retrieved and used for this study. The descriptive (frequency, mean and percentage) and inferential statistics (regression) were adopted for the study's analysis. Specifically, the analysis revealed the following:

- i. The regression analysis revealed a significant positive relationship between Career Development Opportunities (CDO) and Organizational Performance (ORGP) ( $\beta = .246$ ,  $p = .004$ ), indicating that structured career growth initiatives positively impact the performance of eateries.
- ii. The analysis revealed a significant positive relationship between Reward and Recognition (RR) and Organizational Performance ( $\beta = .318$ ,  $p = .002$ ), indicating

that acknowledgment and rewards for employee contributions enhance performance in eateries.

- iii. The regression results showed a non-significant relationship between Employee Wellbeing (EWB) and Organizational Performance ( $\beta = .050$ ,  $p = .561$ ), suggesting that, in this context, wellbeing initiatives did not directly impact performance.
- iv. The study found a strong and significant positive relationship between Communication (COM) and Organizational Performance ( $\beta = .723$ ,  $p < .001$ ), marking communication as the most influential predictor of performance among the variables studied.

### **5.3 Conclusion**

This study examined the impact of employee engagement on organizational performance in selected eateries in Benin City, Edo State, focusing on four key engagement dimensions: Career Development Opportunities (CDO), Reward and Recognition (RR), Employee Wellbeing (EWB), and Communication (COM). Using data collected from 133 respondents and analyzed through both descriptive and inferential statistics (including regression analysis), the study revealed insightful findings. The results showed that CDO and RR have significant positive impacts on organizational performance, underscoring the importance of structured career growth and recognition in enhancing productivity. While EWB exhibited a non-significant relationship with performance, suggesting that existing wellbeing initiatives may not directly influence organizational outcomes, COM emerged as the most significant predictor, highlighting the critical role of clear and effective communication in driving performance. Overall, the study concludes that fostering strong communication channels,

coupled with targeted career development and reward systems, is essential for enhancing employee engagement and improving organizational performance in the eatery sector.

#### **5.4 Policy Recommendations**

From the research analysis and conclusions above, the following recommendations were made:

- i. Given the significant positive impact of Career Development Opportunities (CDO) on organizational performance, eateries should implement structured and continuous career growth initiatives. Management should design clear career pathways, provide regular training sessions, mentorship programs, and opportunities for employees to take on leadership roles. Tailoring these programs to align with both organizational goals and individual employee aspirations will not only enhance skills but also increase employee engagement and retention. Offering certifications, workshops, and cross-training can further empower employees, leading to improved productivity and long-term organizational success.
- ii. The positive relationship between Reward and Recognition (RR) and organizational performance highlights the need for eateries to adopt comprehensive recognition strategies. Management should implement both formal and informal recognition systems that celebrate employee achievements. This can include employee-of-the-month programs, performance-based bonuses, public acknowledgments, and non-monetary rewards like extra time off or gift cards. Personalized recognition that values individual contributions fosters a sense of appreciation and motivation,

ultimately leading to higher employee engagement and better organizational outcomes.

- iii. The non-significant impact of Employee Wellbeing (EWB) on organizational performance suggests a need to reassess existing wellbeing programs. Eateries should focus on creating targeted initiatives that address employees' specific needs, such as providing flexible work schedules, stress management workshops, and access to mental health resources. Additionally, involving employees in the design of wellbeing programs through surveys or focus groups can ensure that the initiatives are relevant and impactful. By fostering a supportive environment that genuinely cares for employee wellbeing, organizations can indirectly boost engagement and long-term performance.
- iv. With Communication (COM) emerging as the most influential predictor of organizational performance, eateries must prioritize establishing transparent, open, and consistent communication channels. Management should promote regular team meetings, clear dissemination of policies and procedures, and encourage two-way communication where employees feel comfortable providing feedback. Utilizing diverse communication platforms, including in-person meetings, emails, and digital tools, can ensure that information is effectively shared across all levels. Strong communication not only reduces misunderstandings but also fosters collaboration, accountability, and alignment with organizational goals, ultimately enhancing performance.

## **5.5 Contribution to Knowledge**

This study contributes to the body of knowledge on employee engagement and organizational performance by offering context-specific insights into the dynamics within the eatery sector in Benin City, Edo State—a setting that has received limited scholarly attention. It extends existing literature by empirically demonstrating that while Career Development Opportunities (CDO) and Reward and Recognition (RR) positively influence organizational performance, Communication (COM) stands out as the most critical driver, emphasizing the pivotal role of effective communication in service-oriented industries. Uniquely, the study highlights that Employee Wellbeing (EWB), often assumed to directly impact performance, showed no significant effect in this context, suggesting that in fast-paced service sectors like eateries, employees may prioritize tangible incentives and clear communication over general wellbeing initiatives. By using both descriptive and inferential statistical analyses, the study offers a nuanced understanding of how different engagement dimensions affect performance, providing a foundation for future research in similar industries and practical insights for managers aiming to optimize employee engagement strategies to boost organizational outcomes.

## **5.6 Suggestions for Further Studies**

For future studies, researchers are encouraged to expand the focus and scope beyond selected eateries in Benin City to include a wider range of organizations within the hospitality and service sectors across different regions in Nigeria. This broader scope would allow for comparative analysis between various industries and geographical locations, providing deeper insights into how employee engagement impacts organizational

performance in diverse contexts. Future studies could also target larger sample sizes to enhance the generalizability of findings and include perspectives from different organizational levels, such as management and frontline staff, to capture a more comprehensive view of engagement dynamics. In terms of variables, future research could incorporate additional factors like leadership style, organizational culture, and employee motivation to explore their moderating or mediating effects on the relationship between employee engagement and organizational performance. Additionally, the non-significant impact of Employee Wellbeing (EWB) observed in this study warrants deeper investigation, perhaps by disaggregating well-being into its physical, psychological, and social dimensions to better understand its nuanced effects on performance.

From a methodological standpoint, future studies could adopt a mixed-methods approach—combining quantitative surveys with qualitative methods such as in-depth interviews or focus groups—to gain richer, more detailed insights into employee experiences and perceptions. While this study utilized descriptive and inferential statistics (regression analysis) for data analysis, future research might employ more complex techniques like Structural Equation Modeling (SEM) to examine the causal pathways and interactions among multiple variables. Longitudinal studies could also be valuable in assessing how changes in employee engagement over time influence organizational performance, particularly in dynamic sectors like hospitality. Such approaches would not only validate the findings of this study but also offer deeper theoretical and practical insights into optimizing employee engagement strategies to drive sustained organizational success.

## REFERENCES

- Adebayo, A., & Ilesanmi, A. O. (2022). Knowledge sharing and organisational learning as determinants of organisational performance in Nigeria. *African Journal of Economic Policy*, 29(2), 81–96.
- Adebayo, O., & Taiwo, A. (2023). Impact of leadership training on organizational innovation in Nigerian firms. *African Journal of Business and Management Studies*, 15(4), 87-102.
- Adedeji, A., & Adeola, O. (2023). The relationship between employee engagement and organisational performance in the Nigerian manufacturing sector. *Journal of Business and Management Studies*, 18(3), 112-130.
- Adegbite, E., & Eniola, A. A. (2023). Strategic agility and performance in Nigerian SMEs: The moderating role of entrepreneurial orientation. *Journal of Small Business and Enterprise Development*, 30(4), 663–682. <https://doi.org/10.1108/JSBED-04-2023-0123>
- Adekunle, M. A. (2023). The impact of transformational leadership on employee engagement and organizational performance in Nigeria. *Journal of Leadership Studies*, 15(2), 76-93. <https://doi.org/10.1002/jls.v15i2>
- Adetayo, T. A., & Oluwaseun, B. (2024). Influence of employee recognition on organizational productivity in the Nigerian service sector. *Journal of Management and Development Studies*, 14(3), 45-63.
- Adewale, A., & Lawal, A. (2022). The role of communication in enhancing employee engagement in Nigerian manufacturing firms. *African Journal of Business Management*, 16(3), 78–90.

- Adeyanju, T., & Okeke, C. (2024). The role of employee engagement in driving organisational performance in the Nigerian banking sector. *African Journal of Business Research*, 26(2), 67-85.
- Ahmed, M., & Musa, T. (2024). Career development opportunities and employee retention in emerging economies. *Journal of Human Resource Development and Management*, 18(2), 102-117.
- Ahmed, Z., Khalid, M., & Saeed, R. (2022). Organizational communication and its impact on employee performance: A conceptual framework. *Journal of Business Studies Quarterly*, 13(2), 45–61.
- Akanbi, P. A., & Ayodele, O. O. (2023). The mediating role of employee well-being in the relationship between job satisfaction and organizational citizenship behavior. *African Journal of Management*, 5(3), 112–130.
- Akinyele, A., & Olowookere, M. (2023). Effective communication and its impact on innovation in Nigerian SMEs. *Journal of Organizational Effectiveness*, 10(1), 123–139.
- Akinyele, O. T., & Ayeni, O. O. (2022). Employee engagement and organizational productivity: Evidence from the Nigerian service sector. *Journal of Organizational Psychology*, 22(3), 54-67. <https://doi.org/10.12345/jop.v22i3.678>
- Aksoy, T., Hancerliogullari, G., & Sarpkaya, P. (2024). The impact of innovation capability on firm performance: Evidence from emerging markets. *Journal of Innovation and Knowledge*, 6(3), 182–191. <https://doi.org/10.1016/j.jik.2024.03.004>
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive

advantage. *Journal of Organizational Effectiveness: People and Performance*, 2(1), 7-35.

Alfes, K., Shantz, A., Truss, C., & Soane, E. C. (2013). The link between perceived human resource management practices, engagement, and employee behavior: A moderated mediation model. *The International Journal of Human Resource Management*, 24(2), 330–351.

Baard, P. P., Deci, E. L., & Ryan, R. M. (2004). Intrinsic need satisfaction: A motivational basis of performance and well-being in two work settings. *Journal of Applied Social Psychology*, 34(10), 2045-2068.

Bakker, A. B., & Albrecht, S. (2023). Employee engagement and organizational goals. *Journal of Organizational Behavior*.

Bakker, A. B., & Albrecht, S. L. (2024). Work engagement: Current trends. *Career Development International*, 23(1), 4–11.

Bakker, A. B., & Albrecht, S. L. (2024). Work engagement: Current trends. *Career Development International*, 23(1), 4-11.

Bakker, A. B., & de Vries, J. D. (2024). Job demands–resources theory and self-regulation: New explanations and remedies for job burnout. *Anxiety, Stress, & Coping*, 34(1), 1–21.

Bakker, A. B., & Demerouti, E. (2007). The Job Demands-Resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309–328.

Bakker, A. B., & Demerouti, E. (2024). Multiple levels in job demands-resources theory: Implications for employee well-being and performance. *Handbook of Well-Being*.

- Bakker, A. B., & Leiter, M. P. (2010). Where to go from here: Integration and future research on work engagement. *Work Engagement: A Handbook of Essential Theory and Research*, 181–196.
- Bakker, A., & Demerouti, E. (2023). Proactive and resilient employees: The role of engagement. *Journal of Applied Psychology*.
- Bari, M. W., & Di Virgilio, F. (Eds.). (2025). *Handbook of Talent Management and Learning Organizations: A Post-Pandemic Perspective*. CRC Press.
- Barney, J. B. (1991). Firm resources and sustained competitive advantage. *Journal of Management*, 17(1), 99-120.
- Blau, P. M. (1964). *Exchange and power in social life*. New York: Wiley.
- Brunetto, Y., Xerri, M., & Farr-Wharton, T. (2022). Recognition and engagement: The impact on employee morale. *Human Resource Management Journal*.
- Brunetto, Y., Xerri, M., & Shacklock, K. (2022). Employee rewards and motivation: A strategic approach. *Journal of Business Research*.
- Bryman, A. (2016). *Social research methods* (5th ed.). Oxford University Press.
- Carasco-Saul, M., Kim, P., & Kim, T.-Y. (2015). Communication and trust: The foundation of employee engagement. *Journal of Management Studies*.
- Chen, H., Zhang, L., & Zhao, Y. (2023). The role of employee engagement in organisational resilience during crises. *International Journal of Management Science*, 34(4), 78-96.

- Chen, Y., & Zhao, L. (2023). The role of career development initiatives in fostering employee adaptability. *International Journal of Human Resource Studies*, 13(3), 56-73.
- Chiniara, M., & Bentein, K. (2024). Linking servant leadership to individual performance: Differentiating the mediating role of autonomy, competence, and relatedness need satisfaction. *The Leadership Quarterly*, 27(1), 124-141.
- Coff, R., & Kryscynski, D. (2011). Drilling for micro-foundations of human capital-based competitive advantages. *Journal of Management*, 37(5), 1429-1443.
- Colquitt, J. A., Baer, M. D., Long, D. M., & Halvorsen-Ganepola, M. D. K. (2024). Scale development and theory testing in social exchange research. *Journal of Management*, 45(1), 249–277.
- Cook, K. S., & Rice, E. (2015). Social exchange theory. In J. D. Wright (Ed.), *International encyclopedia of the social & behavioral sciences* (2nd ed., pp. 561–566). Oxford: Elsevier.
- Crawford, E. R., LePine, J. A., & Rich, B. L. (2010). Linking job demands and resources to employee engagement and burnout: A theoretical extension and meta-analytic test. *Journal of Applied Psychology*, 95(5), 834–848.
- Creswell, J. W., & Creswell, J. D. (2018). *Research design: Qualitative, quantitative, and mixed methods approaches* (5th ed.). Sage Publications.
- Cristofaro, M., Giardino, P. L., Camilli, R., & Hristov, I. (2024). Unlocking the sustainability of medium enterprises: A framework for reducing cognitive biases in sustainable performance management. *Journal of Management & Organization*, 30(3), 490-520.

- Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900.
- Cropanzano, R., Anthony, E. L., Daniels, S. R., & Hall, A. V. (2024). Social exchange theory: A critical review with theoretical remedies. *Academy of Management Annals*, 11(1), 479–516.
- Culture Monkey. (2023). The role of continuous learning in employee engagement. *Workplace Psychology Review*.
- Davidson, P., & Ryan, T. (2022). Strategic career development and employee performance. *Human Resource Management Review*, 32(2), 141-156.
- Deci, E. L., & Ryan, R. M. (2012). Motivation, personality, and development within embedded social contexts: An overview of self-determination theory. *The Oxford Handbook of Human Motivation*, 85-107.
- Deci, E. L., Olafsen, A. H., & Ryan, R. M. (2024). Self-determination theory in work organizations: The state of a science. *Annual Review of Organizational Psychology and Organizational Behavior*, 4, 19-43.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86(3), 499–512.
- DeVellis, R. F. (2017). *Scale development: Theory and applications* (4th ed.). Sage Publications.
- Dodge, R., Daly, A. P., Huyton, J., & Sanders, L. D. (2024). The challenge of defining well-being. *International Journal of Wellbeing*, 9(2), 1–22.
- Eisenberger, R., Malone, G. P., & Presson, W. D. (2024). Optimizing perceived organizational support to enhance employee engagement. *Society for Human*

*Resource Management and Society for Industrial and Organizational Psychology  
White Paper Series.*

- Eisenhardt, K. M., & Martin, J. A. (2000). Dynamic capabilities: What are they? *Strategic Management Journal*, 21(10-11), 1105-1121.
- Ekong, E., & Bassey, T. (2023). The influence of employee engagement on organisational sustainability in the oil and gas sector in Nigeria. *Journal of Energy Studies*, 12(3), 45-63.
- Elbaz, J., & Haddoud, M. Y. (2022). Revisiting financial and non-financial performance measures: A study of SME performance in the MENA region. *Management Decision*, 60(6), 1342–1362. <https://doi.org/10.1108/MD-05-2024-0593>
- Emerson, R. M. (1976). Social exchange theory. *Annual Review of Sociology*, 2, 335–362.
- Fenech, R., & Dell, J. (2023). Frameworks for career advancement in knowledge-driven economies. *Journal of Career Development*, 49(1), 24-39.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organizational Behavior*, 26(4), 331-362.
- Gagné, M., Forest, J., Gilbert, M. H., Aubé, C., Morin, E., & Malorni, A. (2015). The motivational power of job design: The role of job characteristics in work motivation. *Journal of Applied Psychology*, 100(2), 423-434.
- Gallup. (2024). *State of the global workplace*. Washington, DC: Gallup Press.
- Hakanen, J. J., & Roodt, G. (2015). Using the job demands-resources model to predict engagement: Analysing a conceptual model. *Burnout Research*, 2(2–3), 67–71.

- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2024). Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279.
- Harter, J., Schmidt, F., & Agrawal, S. (2022). Employee engagement frameworks and their impact. Gallup Research Reports.
- Harter, J., Schmidt, F., & Hayes, T. (2022). The impact of employee engagement on productivity. Harvard Business Review.
- Harter, J., Schmidt, F., Agrawal, S., Plowman, S., & Blue, A. (2020). Engagement practices and business performance. *Journal of Human Resource Studies*.
- Homans, G. C. (1958). Social behavior as exchange. *American Journal of Sociology*, 63(6), 597–606.
- Ibrahim, H., & Akpan, U. (2023). Organizational strategies for employee engagement: Evidence from Nigerian firms. *Nigerian Journal of Business and Economics*, 12(3), 45-60.
- Igbinovia, E., & Omolade, T. (2024). Communication strategies and employee engagement in the Nigerian workplace. *International Journal of Human Resource Studies*, 11(4), 65–80.
- Imran, U. D., Ghazwan, M. F., & Firmansyah, F. (2025). The Effect of Recognition and Appreciation on Employee Motivation and Performance. *Economics and Digital Business Review*, 6(1), 1-18.
- Jiang, K., Lepak, D. P., Hu, J., & Baer, J. C. (2015). How does human resource management influence organizational outcomes? A meta-analytic investigation of mediating mechanisms. *Academy of Management Journal*, 55(6), 1264–1294.

- Kahn, W. A. (2024). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 63(4), 694-725. <https://doi.org/10.5465/amj.2024.0634>
- Katou, A. A., Budhwar, P., & Patel, C. (2024). Employee engagement, HRM practices, and organizational performance: A meta-analytic approach. *The International Journal of Human Resource Management*, 30(12), 1731-1760.
- Khan, R., & Singh, P. (2024). Employee engagement as a driver of organisational performance in the IT sector. *Asian Journal of Business and Economics*, 14(1), 34-56.
- Kraaijenbrink, J., Spender, J. C., & Groen, A. J. (2010). The resource-based view: A review and assessment of its critiques. *Journal of Management*, 36(1), 349-372.
- Kular, S., Gatenby, M., Rees, C., Soane, E., & Truss, C. (2008). Employee engagement: A literature review. *International Journal of Business and Management*.
- Kumar, P., & Mathimaran, K. B. (2022). Recognition strategies for improving employee engagement: A critical review. *Human Resource Management Research*, 12(1), 35-48.
- Kumar, S. S., Ku, B., Sen, R., Kumar, M., & Lata, R. (2025). Exploring the Impact of Communicative Leadership on Employee Engagement: The Mediated Moderated Effect of Employee Perceptions of Communication and Leaders' Intention to use ChatGPT. *Journal of Ecohumanism*, 4(1), 86-105.
- Li, X., Xu, Y., & Huang, D. (2025). Exploring the interplay between social connectedness, job control, and organizational commitment: the mediating role of work engagement among Chinese teachers. *BMC psychology*, 13(1), 31.

- Macey, W., & Schneider, B. (2005). The meaning of employee engagement. *Industrial and Organizational Psychology Journal*.
- Macey, W., & Schneider, B. (2008). The role of leadership in employee engagement. *Journal of Leadership and Organizational Studies*.
- Maslach, C., & Leiter, M. P. (2016). Burnout and employee engagement: Two sides of the same coin? *Annual Review of Psychology*.
- Memon, M., Khatri, N., & Islam, M. R. (2020). Career development and employee engagement: A review. *Human Resource Management Review*.
- Miller, S. (2025). *The Mediating Role of Trust on Tacit Knowledge Sharing and Job Satisfaction* (Doctoral dissertation, Walden University).
- Mohammed, B., & Ahmed, Y. (2023). The effect of employee engagement on SMEs in Kano State, Nigeria. *Nigerian Journal of Business and Entrepreneurship*, 10(2), 90-110.
- Mubashir, M., Khatri, N., & Islam, M. R. (2020). Engagement strategies for workforce retention. *Journal of Organizational Psychology*.
- Neely, A. (2024). Exploring the dimensions of organisational performance: A stakeholder perspective. *International Journal of Operations & Production Management*, 38(3), 615–637. <https://doi.org/10.1108/IJOPM-02-2024-0085>
- Newbert, S. L. (2007). Empirical research on the resource-based view of the firm: An assessment and suggestions for future research. *Strategic Management Journal*, 28(2), 121-146.

- Obeidat, B. Y., & Otieno, J. O. (2022). Quality management practices and their effect on operational and financial performance. *Total Quality Management & Business Excellence*, 33(7-8), 767–785. <https://doi.org/10.1080/14783363.2024.1987492>
- Ogunleye, J., Adebayo, F., & Samuel, K. (2024). Employee engagement and organisational performance in public sector organizations in Nigeria. *Public Administration Research*, 19(1), 56-73.
- Okafor, C. I., & Adebayo, A. S. (2024). The impact of employee well-being on organizational performance in Nigeria. *Journal of African Business Studies*, 8(4), 167–182.
- Okafor, U. P. (2022). Leadership styles and employee engagement in Nigerian manufacturing firms. *Journal of Business Studies*, 12(1), 45-59. <https://doi.org/10.54321/jbs.v12i1.546>
- Okeke, C., & Nwachukwu, E. (2022). Career development and workforce retention in Nigerian organizations. *Journal of African Business Studies*, 10(4), 55-71.
- Okoro, C. A., & Agbo, I. C. (2022). Recognition and organizational performance: A case study of Nigerian banking institutions. *African Journal of Business and Economic Development*, 8(4), 105-122.
- Okoro, C. J. (2023). Employee engagement and organizational performance in the Nigerian manufacturing industry. *African Journal of Business Management*, 17(2), 123-139. <https://doi.org/10.5897/AJBM.v17i2>
- Okoro, D., & Adeoye, R. (2023). The impact of employee engagement and organisational performance in educational institutions in Ogun State, Nigeria. *African Journal of Education and Management*, 8(4), 23-45.

- Okoro, M., & Udo, E. I. (2022). Employee engagement and organisational performance in Nigerian manufacturing firms: The mediating role of job satisfaction. *African Journal of Management Studies*, 15(2), 97–110.
- Olaniyi, A. O., & Adebayo, S. A. (2023). The effect of performance-based rewards on employee turnover: Evidence from Nigeria's manufacturing industry. *International Journal of Organizational Studies*, 18(2), 67-85.
- Olawale, S., & Ibrahim, J. (2024). The relationship between employee engagement and service delivery in the Nigerian hospitality sector. *Journal of Tourism and Hospitality Management*, 20(2), 112-125.
- Olayemi, J. A., & Ogundele, A. F. (2023). Technological innovation and competitive advantage in Nigeria's telecommunication sector. *Journal of African Business*, 24(1), 58–75. <https://doi.org/10.1080/15228916.2022.2137109>
- Olowookere, E. I. (2023). Linking employee engagement to innovative behavior in Nigerian banks: A conceptual and empirical review. *International Journal of Banking and Finance Studies*, 14(1), 12-28. <https://doi.org/10.14567/ijbfs.v14i1.789>
- Oluwasanmi, O., Adeyemi, A. A., & Akinbola, F. (2025). Strategic Human Resource Management at GlocalFarm Ltd. *IIUM Journal of Case Studies in Management*, 16(1).
- Osibanjo, O., Ojo, I., & Adeniji, A. (2023). Strategic communication management and its effect on organizational outcomes in Nigerian firms. *Management Research Review*, 46(2), 312–329.
- Ozuem, W., & Lancaster, G. (2022). Organisational performance in the digital economy: Challenges and opportunities. *Journal of Business Research*, 144(3), 487–501. <https://doi.org/10.1016/j.jbusres.2022.02.010>

- Pallant, J. (2020). *SPSS survival manual: A step-by-step guide to data analysis using IBM SPSS* (7th ed.). Routledge.
- Peteraf, M. A. (1993). The cornerstones of competitive advantage: A resource-based view. *Strategic Management Journal*, 14(3), 179-191.
- Pradhan, R. K., Jena, L. K., & Patnaik, S. (2023). Employee engagement, recognition, and rewards: A conceptual framework. *Journal of Business Management Perspectives*, 14(2), 25-39.
- Priem, R. L., & Butler, J. E. (2001). Is the resource-based “view” a useful perspective for strategic management research? *Academy of Management Review*, 26(1), 22-40.
- Ryan, R. M., & Deci, E. L. (2024). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Publications.
- Ryff, C. D., & Singer, B. H. (2024). Psychological well-being: Advances in the science and practice. *Annual Review of Psychology*, 71, 1–20.
- Saks, A. M. (2024). Antecedents and consequences of employee engagement revisited. *Journal of Organizational Effectiveness: People and Performance*, 6(1), 19–38.
- Saks, A. M. (2024). Employee engagement: A review and synthesis of the research. *Human Resource Management Review*, 31(4), 100765. <https://doi.org/10.1016/j.hrmr.2024.100765>
- Salanova, M., Del Líbano, M., Llorens, S., & Schaufeli, W. B. (2024). Engaged, workaholic, burned-out or just 9-to-5? Toward a typology of employee well-being. *Stress and Health*, 32(3), 294–300.
- Schaufeli, W. B. (2023). Employee well-being and engagement: A critical review. *Work & Stress Journal*.

- Schaufeli, W. B. (2024). Applying the job demands-resources model. *Organizational Dynamics*, 46(2), 120–132.
- Schaufeli, W. B. (2024). Work engagement: Theory and measurement. *European Journal of Work and Organizational Psychology*, 28(1), 30-46.  
<https://doi.org/10.1080/1359432X.2024.160212>
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. *Work Engagement: A Handbook of Essential Theory and Research*, 10–24.
- Schaufeli, W. B., & Bakker, A. B. (2024). The conceptualization and measurement of work engagement: Current trends. *Journal of Occupational Health Psychology*, 26(3), 123–139.
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71-92.
- Shantz, A., Alfes, K., Truss, C., & Soane, E. C. (2024). The role of employee engagement in the relationship between job design and task performance, citizenship, and deviant behaviors. *Human Resource Management Journal*, 23(2), 96–114.
- Singh, A., & Mishra, P. (2024). Exploring the impact of rewards and recognition on employee performance. *International Journal of Human Resource Studies*, 11(3), 89-110.
- Slemp, G. R., Kern, M. L., & Vella-Brodrick, D. A. (2024). Workplace well-being: The role of job crafting and autonomy support. *Psychology of Well-Being*, 8(1), 1-17.
- Smith, R., & Johnson, M. (2023). Employee engagement and performance: Evidence from the United States. *Journal of Organisational Behavior*, 44(5), 345-361.

- Soane, E., Truss, C., Rees, C., Gatenby, M., & Kular, S. (2023). Employee turnover and operational efficiency: The engagement link. *Journal of Organizational Effectiveness*.
- Tadic, M., Bakker, A. B., & Oerlemans, W. G. (2015). Challenge versus hindrance job demands and well-being: A diary study on the moderating role of job resources. *Journal of Occupational and Organizational Psychology*, 88(4), 702–725.
- Tariq, I., Raza, B., & Ali, S. (2023). Employee engagement and its effect and organisational performance: A mediating role of innovation capability. *European Management Journal*, 41(5), 942–951. <https://doi.org/10.1016/j.emj.2023.04.008>
- Taro Yamane. (1967). *Statistics: An introductory analysis* (2nd ed.). Harper and Row.
- Thibaut, J. W., & Kelley, H. H. (1959). *The social psychology of groups*. New York: Wiley.
- Ugwu, F. O., & Orji, C. N. (2022). Employee well-being and organizational productivity in Nigeria: A case study approach. *Nigerian Journal of Business Research*, 14(1), 45–60.
- Van den Broeck, A., Ferris, D. L., Chang, C.-H., & Rosen, C. C. (2024). A review of self-determination theory's basic psychological needs at work. *Journal of Management*, 42(5), 1195-1229.
- Van den Broeck, A., Vansteenkiste, M., De Witte, H., & Lens, W. (2010). Explaining the relationships between job characteristics, burnout, and engagement: The role of basic psychological need satisfaction. *Work & Stress*, 24(4), 277-294.
- Wang, Y., & Shi, W. (2024). Aligning organisational goals with performance: An integrated framework. *Journal of Organisational Effectiveness*, 7(2), 159–177. <https://doi.org/10.1108/JOE-04-2024-0024>

- Waseem, M., & Yusoff, Y. M. (2025). The effect of total quality management practices on supply chain performance in the automobile industry. *Multidisciplinary Science Journal*, 7(2), 2025077-2025077.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Reciprocal relationships between job resources, personal resources, and work engagement. *Journal of Vocational Behavior*, 74(3), 235–244.
- Yue, C. A., Thelen, P., & Vergheese, A. K. (2025). Should I speak up? How supervisory communication, team culture, and team relationships determine employees' voice behavior. *International Journal of Business Communication*, 62(1), 131-160.
- Yusuf, M., & Adebayo, R. (2023). The interplay of communication and workplace harmony in Nigerian banks: An empirical study. *Journal of African Management Studies*, 18(1), 98–115.
- Yvonne, B., Xerri, M., Farr-Wharton, R., Shacklock, K., & Farr-Wharton, T. (2022). The impact of recognition on employee morale. *Human Resource Development Quarterly*.

**APPENDIX ONE**

**DEPARTMENT OF HUMAN RESOURCES MANAGEMENT**

**FACULTY OF MANAGEMENT SCIENCES**

**UNIVERSITY OF BENIN**

**Dear Respondent,**

**REQUEST FOR QUESTIONNAIRE COMPLETION**

I am an undergraduate student in the above-mentioned department, currently carrying out research on "*Employee Engagement and Its Impact on Organizational Performance.*" This study is an essential requirement for the successful completion of my academic program.

You have been randomly chosen to participate in this research, and your valuable input is greatly appreciated. Please be assured that all information provided will remain strictly confidential and will be used exclusively for academic purposes.

Thank you for your time and cooperation.

**Yours sincerely,**

Blessing Ediangbe

Researcher

# QUESTIONNAIRE

## SECTION A: PERSONAL DATA

Please tick  in the appropriate box and give answers where necessary.

- I. **Gender;** Male  Female
- II. **Marital Status;** Single  Married  Others
- III. **Age;** 18-25years  26-30years  31-40years  41years and above
- IV. **Educational Level;** OND  HND  BSC  MSC  MBA
- V. **Income;**
- 20,000 and below
- #20,000-#40,000
- #40,000-#60,000
- #60,000 and above
- VI. Organisational Name: \_\_\_\_\_

## SECTION B: GENERAL

Please tick in the appropriate box after each question as an indication of your choice using likert scale: Strongly Agree=SA; A= Agree; Neutral=N; Disagree= D; Strongly Disagree= SD.

S/N	PARTICULARS					
<b>B</b>	<b>Employee Engagement</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
7	Work responsibilities are carried out with enthusiasm and dedication.					
8	Job roles provide a sense of purpose and fulfillment.					
9	Tasks are completed with a high level of energy and commitment.					
10	Extra effort is willingly put into work beyond basic responsibilities.					
<b>C</b>	<b>Career Development Opportunities</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
11	Opportunities for professional growth and skill development are provided regularly.					
12	Training programs are available to improve job skills and performance.					
13	There are clear career advancement paths within the organization.					

14	Promotion decisions are based on merit and employee performance.					
15	Support is provided for employees seeking further education or certification.					
<b>D</b>	<b>Reward and Recognition</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
16	Hard work and dedication are recognized by management.					
17	Employees receive fair and competitive wages for their work.					
18	Outstanding performance is acknowledged through verbal praise or formal recognition.					
19	Promotions and career advancements are based on employee performance and contributions.					
20	Incentives and bonuses are provided to employees who exceed performance expectations.					
<b>E</b>	<b>Employee Wellbeing</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
21	The work environment is safe, clean, and conducive to employee health.					
22	Work schedules allow for a healthy balance between job responsibilities and personal life.					
23	Adequate breaks are provided during work shifts to prevent burnout.					
24	The management prioritizes employee health and safety.					
25	The organization provides necessary resources to reduce work-related stress.					
<b>F</b>	<b>Communication</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
26	Information about workplace policies and procedures is communicated clearly and effectively.					
27	Supervisors provide clear instructions on daily tasks and responsibilities.					
28	Open and honest communication is encouraged in the workplace.					
29	Employees feel comfortable expressing concerns or giving feedback to management.					
30	There is a system in place for addressing employee suggestions and concerns.					
<b>G</b>	<b>Organisational Performance</b>	<b>SD</b>	<b>D</b>	<b>N</b>	<b>A</b>	<b>SA</b>
31	The organization consistently meets its performance goals and targets.					
32	Customers are generally satisfied with the quality of food and service provided.					
33	The organization maintains a positive reputation within the industry and among customers.					
34	Employee productivity contributes significantly to the overall success of the business.					
35	Service delivery is efficient, with minimal delays in food preparation and customer service.					

**Thank You**

## APPENDIX 2

```
COMPUTE ORGP=MEAN (ORGP1,ORGP2,ORGP3,ORGP4,ORGP5).  
EXECUTE.  
COMPUTE EMPE=MEAN (EMPE1,EMPE2,EMPE3,EMPE4).  
EXECUTE.  
COMPUTE CDO=MEAN (CDO1,CDO2,CDO3,CDO4,CDO5).  
EXECUTE.  
COMPUTE CDO=MEAN (CDO1,CDO2,CDO3,CDO4,CDO5).  
EXECUTE.  
COMPUTE RR=MEAN (RR1,RR2,RR3,RR4,RR5).  
EXECUTE.  
COMPUTE EWB=MEAN (EWB1,EWB2,EWB3,EWB4,EWB5).  
EXECUTE.  
COMPUTE COM=MEAN (COM1,COM2,COM3,COM4,COM5).  
EXECUTE.  
FREQUENCIES VARIABLES=EMPE1 EMPE2 EMPE3 EMPE4 CDO1 CDO2 CDO3  
CDO4 CDO5 RR1 RR2 RR3 RR4 RR5 EWB1 EWB2 EWB3 EWB4 EWB5 COM1 COM2  
COM3 COM4 COM5 ORGP1 ORGP2 ORGP3 ORGP4 ORGP5  
/ORDER=ANALYSIS.
```

## Frequencies

### Notes

Output Created		25-FEB-2025 08:58:16
Comments		
Input	Data	C:\Users\HP\Documents\HR METRIC.sav
	Active Dataset	DataSet2
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	133
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=EMPE1 EMPE2 EMPE3 EMPE4 CDO1 CDO2 CDO3 CDO4 CDO5 RR1 RR2 RR3 RR4 RR5 EWB1 EWB2 EWB3 EWB4 EWB5 COM1 COM2 COM3 COM4 COM5 ORGP1 ORGP2 ORGP3 ORGP4 ORGP5 /ORDER=ANALYSIS.
Resources	Processor Time	00:00:00.03
	Elapsed Time	00:00:00.04

Statistics	Work responsibilities are carried out with enthusiasm and dedication.	Job roles provide a sense of purpose and fulfillment.	Tasks are completed with a high level of energy and commitment.	Extra effort is willingly put into work beyond basic responsibilities.	Opportunities for professional growth and skill development are provided regularly.	
N	Valid	133	133	133	133	133
	Missing	0	0	0	0	0

### Frequency Table

#### Work responsibilities are carried out with enthusiasm and dedication.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.5	1.5	1.5
Disagree	8	6.0	6.0	7.5
Neutral	18	13.5	13.5	21.1
Agree	69	51.9	51.9	72.9
Strongly Agree	36	27.1	27.1	100.0
Total	133	100.0	100.0	

#### Job roles provide a sense of purpose and fulfillment.

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.8	.8	.8
Disagree	18	13.5	13.5	14.3
Neutral	13	9.8	9.8	24.1
Agree	53	39.8	39.8	63.9
Strongly Agree	48	36.1	36.1	100.0
Total	133	100.0	100.0	

**Tasks are completed with a high level of energy and commitment.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.5	1.5	1.5
Disagree	10	7.5	7.5	9.0
Neutral	14	10.5	10.5	19.5
Agree	47	35.3	35.3	54.9
Strongly Agree	60	45.1	45.1	100.0
Total	133	100.0	100.0	

**Extra effort is willingly put into work beyond basic responsibilities.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	2.3	2.3	2.3
Disagree	13	9.8	9.8	12.0
Neutral	14	10.5	10.5	22.6
Agree	57	42.9	42.9	65.4
Strongly Agree	46	34.6	34.6	100.0
Total	133	100.0	100.0	

**Opportunities for professional growth and skill development are provided regularly.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	22	16.5	16.5	16.5
Neutral	15	11.3	11.3	27.8
Agree	55	41.4	41.4	69.2
Strongly Agree	41	30.8	30.8	100.0
Total	133	100.0	100.0	

**Training programs are available to improve job skills and performance.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	18	13.5	13.5	13.5
Neutral	10	7.5	7.5	21.1
Agree	57	42.9	42.9	63.9
Strongly Agree	48	36.1	36.1	100.0
Total	133	100.0	100.0	

**There are clear career advancement paths within the organization.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.5	1.5	1.5
Disagree	16	12.0	12.0	13.5
Neutral	15	11.3	11.3	24.8
Agree	47	35.3	35.3	60.2
Strongly Agree	53	39.8	39.8	100.0
Total	133	100.0	100.0	

**Promotion decisions are based on merit and employee performance.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.8	.8	.8
Disagree	10	7.5	7.5	8.3
Neutral	11	8.3	8.3	16.5
Agree	65	48.9	48.9	65.4
Strongly Agree	46	34.6	34.6	100.0
Total	133	100.0	100.0	

**Support is provided for employees seeking further education or certification.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.5	1.5	1.5
Disagree	12	9.0	9.0	10.5
Neutral	13	9.8	9.8	20.3
Agree	56	42.1	42.1	62.4
Strongly Agree	50	37.6	37.6	100.0
Total	133	100.0	100.0	

**Hard work and dedication are recognized by management.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	4	3.0	3.0	3.0
Disagree	8	6.0	6.0	9.0
Neutral	14	10.5	10.5	19.5
Agree	57	42.9	42.9	62.4
Strongly Agree	50	37.6	37.6	100.0
Total	133	100.0	100.0	

**Employees receive fair and competitive wages for their work.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	7	5.3	5.3	5.3
Neutral	18	13.5	13.5	18.8
Agree	67	50.4	50.4	69.2
Strongly Agree	41	30.8	30.8	100.0
Total	133	100.0	100.0	

**Outstanding performance is acknowledged through verbal praise or formal recognition.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.8	.8	.8
	Disagree	14	10.5	10.5	11.3
	Neutral	16	12.0	12.0	23.3
	Agree	54	40.6	40.6	63.9
	Strongly Agree	48	36.1	36.1	100.0
	Total	133	100.0	100.0	

**Promotions and career advancements are based on employee performance and contributions.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	11	8.3	8.3	8.3
	Neutral	19	14.3	14.3	22.6
	Agree	62	46.6	46.6	69.2
	Strongly Agree	41	30.8	30.8	100.0
	Total	133	100.0	100.0	

**Incentives and bonuses are provided to employees who exceed performance expectations.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.3	2.3	2.3
	Disagree	8	6.0	6.0	8.3
	Neutral	19	14.3	14.3	22.6
	Agree	57	42.9	42.9	65.4
	Strongly Agree	46	34.6	34.6	100.0
	Total	133	100.0	100.0	

**The work environment is safe, clean, and conducive to employee health.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.5	1.5	1.5
Disagree	4	3.0	3.0	4.5
Neutral	15	11.3	11.3	15.8
Agree	61	45.9	45.9	61.7
Strongly Agree	51	38.3	38.3	100.0
Total	133	100.0	100.0	

**Work schedules allow for a healthy balance between job responsibilities and personal life.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	6	4.5	4.5	4.5
Neutral	16	12.0	12.0	16.5
Agree	57	42.9	42.9	59.4
Strongly Agree	54	40.6	40.6	100.0
Total	133	100.0	100.0	

**Adequate breaks are provided during work shifts to prevent burnout.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.8	.8	.8
Disagree	11	8.3	8.3	9.0
Neutral	21	15.8	15.8	24.8
Agree	52	39.1	39.1	63.9
Strongly Agree	48	36.1	36.1	100.0
Total	133	100.0	100.0	

**The management prioritizes employee health and safety.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	3	2.3	2.3	2.3
Neutral	10	7.5	7.5	9.8
Agree	64	48.1	48.1	57.9
Strongly Agree	56	42.1	42.1	100.0
Total	133	100.0	100.0	

**The organization provides necessary resources to reduce work-related stress.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.8	.8	.8
Disagree	4	3.0	3.0	3.8
Neutral	16	12.0	12.0	15.8
Agree	58	43.6	43.6	59.4
Strongly Agree	54	40.6	40.6	100.0
Total	133	100.0	100.0	

**Information about workplace policies and procedures is communicated clearly and effectively.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	3	2.3	2.3	2.3
Neutral	12	9.0	9.0	11.3
Agree	58	43.6	43.6	54.9
Strongly Agree	60	45.1	45.1	100.0
Total	133	100.0	100.0	

**Supervisors provide clear instructions on daily tasks and responsibilities.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	4	3.0	3.0	3.0
	Neutral	10	7.5	7.5	10.5
	Agree	55	41.4	41.4	51.9
	Strongly Agree	64	48.1	48.1	100.0
	Total	133	100.0	100.0	

**Open and honest communication is encouraged in the workplace.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.8	.8	.8
	Disagree	5	3.8	3.8	4.5
	Neutral	11	8.3	8.3	12.8
	Agree	51	38.3	38.3	51.1
	Strongly Agree	65	48.9	48.9	100.0
	Total	133	100.0	100.0	

**Employees feel comfortable expressing concerns or giving feedback to management.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	2.3	2.3	2.3
	Disagree	3	2.3	2.3	4.5
	Neutral	11	8.3	8.3	12.8
	Agree	61	45.9	45.9	58.6
	Strongly Agree	55	41.4	41.4	100.0
	Total	133	100.0	100.0	

**There is a system in place for addressing employee suggestions and concerns.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	1	.8	.8	.8
Disagree	1	.8	.8	1.5
Neutral	15	11.3	11.3	12.8
Agree	59	44.4	44.4	57.1
Strongly Agree	57	42.9	42.9	100.0
Total	133	100.0	100.0	

**The organization consistently meets its performance goals and targets.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly Disagree	2	1.5	1.5	1.5
Disagree	3	2.3	2.3	3.8
Neutral	10	7.5	7.5	11.3
Agree	56	42.1	42.1	53.4
Strongly Agree	62	46.6	46.6	100.0
Total	133	100.0	100.0	

**Customers are generally satisfied with the quality of food and service provided.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	6	4.5	4.5	4.5
Neutral	17	12.8	12.8	17.3
Agree	58	43.6	43.6	60.9
Strongly Agree	52	39.1	39.1	100.0
Total	133	100.0	100.0	

**The organization maintains a positive reputation within the industry and among customers.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	1.5	1.5	1.5
	Disagree	4	3.0	3.0	4.5
	Neutral	8	6.0	6.0	10.5
	Agree	50	37.6	37.6	48.1
	Strongly Agree	69	51.9	51.9	100.0
	Total	133	100.0	100.0	

**Employee productivity contributes significantly to the overall success of the business.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.8	.8	.8
	Disagree	6	4.5	4.5	5.3
	Neutral	10	7.5	7.5	12.8
	Agree	55	41.4	41.4	54.1
	Strongly Agree	61	45.9	45.9	100.0
	Total	133	100.0	100.0	

**Service delivery is efficient, with minimal delays in food preparation and customer service.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	1.5	1.5	1.5
	Neutral	13	9.8	9.8	11.3
	Agree	52	39.1	39.1	50.4
	Strongly Agree	66	49.6	49.6	100.0
	Total	133	100.0	100.0	

DESCRIPTIVES VARIABLES=EMPE1 EMPE2 EMPE3 EMPE4 CDO1 CDO2 CDO3  
 CDO4 CDO5 RR1 RR2 RR3 RR4 RR5 EWB1 EWB2 EWB3 EWB4 EWB5 COM1 COM2  
 COM3 COM4 COM5 ORGP1 ORGP2 ORGP3 ORGP4 ORGP5 EMPE CDO RR EWB  
 COM ORGP  
 /STATISTICS=MEAN STDDEV MIN MAX.

## Descriptives

### Notes

Output Created		25-FEB-2025 08:58:25
Comments		
Input	Data	C:\Users\HP\Documents\HR METRIC.sav
	Active Dataset	DataSet2
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	133
Missing Value Handling	Definition of Missing	User defined missing values are treated as missing.
	Cases Used	All non-missing data are used.
Syntax		DESCRIPTIVES VARIABLES=EMPE1 EMPE2 EMPE3 EMPE4 CDO1 CDO2 CDO3 CDO4 CDO5 RR1 RR2 RR3 RR4 RR5 EWB1 EWB2 EWB3 EWB4 EWB5 COM1 COM2 COM3 COM4 COM5 ORGP1 ORGP2 ORGP3 ORGP4 ORGP5 EMPE CDO RR EWB COM ORGP /STATISTICS=MEAN STDDEV MIN MAX.
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.02

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Work responsibilities are carried out with enthusiasm and dedication.	133	1.00	5.00	3.9699	.88711
Job roles provide a sense of purpose and fulfillment.	133	1.00	5.00	3.9699	1.03675
Tasks are completed with a high level of energy and commitment.	133	1.00	5.00	4.1504	.98854
Extra effort is willingly put into work beyond basic responsibilities.	133	1.00	5.00	3.9774	1.02592
Opportunities for professional growth and skill development are provided regularly.	133	2.00	5.00	3.8647	1.03559
Training programs are available to improve job skills and performance.	133	2.00	5.00	4.0150	.99228
There are clear career advancement paths within the organization.	133	1.00	5.00	4.0000	1.06600
Promotion decisions are based on merit and employee performance.	133	1.00	5.00	4.0902	.89153
Support is provided for employees seeking further education or certification.	133	1.00	5.00	4.0526	.98716
Hard work and dedication are recognized by management.	133	1.00	5.00	4.0602	.99818

Employees receive fair and competitive wages for their work.	133	2.00	5.00	4.0677	.80900
Outstanding performance is acknowledged through verbal praise or formal recognition.	133	1.00	5.00	4.0075	.98854
Promotions and career advancements are based on employee performance and contributions.	133	2.00	5.00	4.0000	.88763
Incentives and bonuses are provided to employees who exceed performance expectations.	133	1.00	5.00	4.0150	.96911
The work environment is safe, clean, and conducive to employee health.	133	1.00	5.00	4.1654	.85440
Work schedules allow for a healthy balance between job responsibilities and personal life.	133	2.00	5.00	4.1955	.82074
Adequate breaks are provided during work shifts to prevent burnout.	133	1.00	5.00	4.0150	.96126
The management prioritizes employee health and safety.	133	1.00	5.00	4.2782	.79156
The organization provides necessary resources to reduce work-related stress.	133	1.00	5.00	4.2030	.82351

Information about workplace policies and procedures is communicated clearly and effectively.	133	2.00	5.00	4.3158	.73204
Supervisors provide clear instructions on daily tasks and responsibilities.	133	2.00	5.00	4.3459	.74919
Open and honest communication is encouraged in the workplace.	133	1.00	5.00	4.3083	.83648
Employees feel comfortable expressing concerns or giving feedback to management.	133	1.00	5.00	4.2180	.86461
There is a system in place for addressing employee suggestions and concerns.	133	1.00	5.00	4.2782	.75230
The organization consistently meets its performance goals and targets.	133	1.00	5.00	4.3008	.82558
Customers are generally satisfied with the quality of food and service provided.	133	2.00	5.00	4.1729	.82123
The organization maintains a positive reputation within the industry and among customers.	133	1.00	5.00	4.3534	.84563
Employee productivity contributes significantly to the overall success of the business.	133	1.00	5.00	4.2707	.84502

Service delivery is efficient, with minimal delays in food preparation and customer service.	133	2.00	5.00	4.3684	.72272
EMPE	133	2.25	5.00	4.0169	.70924
CDO	133	2.00	5.00	4.0045	.82332
RR	133	2.00	5.00	4.0301	.71372
EWB	133	2.40	5.00	4.1714	.63587
COM	133	2.00	5.00	4.2932	.60979
ORGP	133	2.00	5.00	4.2932	.64081
Valid N (listwise)	133				

### CORRELATIONS

```

/VARIABLES=ORGP EMPE CDO RR EWB COM
/PRINT=TWOTAIL NOSIG
/MISSING=PAIRWISE.

```

### Correlations

#### Notes

Output Created		25-FEB-2025 08:58:31
Comments		
Input	Data	C:\Users\HP\Documents\HR METRIC.sav
	Active Dataset	DataSet2
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	133
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics for each pair of variables are based on all the cases with valid data for that pair.

Syntax	CORRELATIONS /VARIABLES=ORGP EMPE CDO RR EWB COM /PRINT=TWOTAIL NOSIG /MISSING=PAIRWISE.	
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.01

### Correlations

	ORGP	EMPE	CDO	RR	EWB	COM
ORGP Pearson Correlation	1	.474**	.277**	.453**	.462**	.741**
Sig. (2-tailed)		.000	.001	.000	.000	.000
N	133	133	133	133	133	133
EMPE Pearson Correlation	.474**	1	.741**	.684**	.592**	.535**
Sig. (2-tailed)	.000		.000	.000	.000	.000
N	133	133	133	133	133	133
CDO Pearson Correlation	.277**	.741**	1	.727**	.461**	.436**
Sig. (2-tailed)	.001	.000		.000	.000	.000
N	133	133	133	133	133	133
RR Pearson Correlation	.453**	.684**	.727**	1	.693**	.482**
Sig. (2-tailed)	.000	.000	.000		.000	.000
N	133	133	133	133	133	133
EWB Pearson Correlation	.462**	.592**	.461**	.693**	1	.561**
Sig. (2-tailed)	.000	.000	.000	.000		.000
N	133	133	133	133	133	133
COM Pearson Correlation	.741**	.535**	.436**	.482**	.561**	1
Sig. (2-tailed)	.000	.000	.000	.000	.000	

N	133	133	133	133	133	133
---	-----	-----	-----	-----	-----	-----

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

**REGRESSION**

```

/MISSING LISTWISE
/STATISTICS COEFF OUTS CI(95) R ANOVA COLLIN TOL CHANGE
/CRITERIA=PIN(.05) POUT(.10)
/NOORIGIN
/DEPENDENT ORGP
/METHOD=ENTER CDO RR EWB COM
/RESIDUALS DURBIN.

```

**Regression**

**Notes**

Output Created	25-FEB-2025 08:58:38	
Comments		
Input	Data	C:\Users\HP\Documents\HR METRIC.sav
	Active Dataset	DataSet2
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	133
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on cases with no missing values for any variable used.

Syntax	REGRESSION /MISSING LISTWISE /STATISTICS COEFF OUTS CI(95) R ANOVA COLLIN TOL CHANGE /CRITERIA=PIN(.05) POUT(.10) /NOORIGIN /DEPENDENT ORGP /METHOD=ENTER CDO RR EWB COM /RESIDUALS DURBIN.	
Resources	Processor Time	00:00:00.02
	Elapsed Time	00:00:00.03
	Memory Required	5312 bytes
	Additional Memory Required for Residual Plots	0 bytes

**Variables Entered / removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	COM, CDO, EWB, RR <sup>b</sup>		. Enter

- a. Dependent Variable: ORGP
- b. All requested variables entered.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.767 <sup>a</sup>	.588	.575	.41771	.588	45.664	4	128	.000	2.067

- a. Predictors: (Constant), COM, CDO, EWB, RR
- b. Dependent Variable: ORGP

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	31.870	4	7.968	45.664	.000 <sup>b</sup>
	Residual	22.334	128	.174		
	Total	54.204	132			

a. Dependent Variable: ORGP

b. Predictors: (Constant), COM, CDO, EWB, RR

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B		Collinearity Statistics	
	B	Std. Error	Beta			Lower Bound	Upper Bound	Tolerance	VIF
1 (Constant)	.859	.286		3.005	.003	.293	1.425		
CDO	.192	.066	.246	2.915	.004	-.321	-.062	.452	2.213
RR	.285	.092	.318	3.113	.002	.104	.467	.309	3.237
EWB	.050	.086	.050	.583	.561	-.220	.120	.443	2.259
COM	.759	.074	.723	10.231	.000	.612	.906	.645	1.550

a. Dependent Variable: ORGP

**Collinearity Diagnostics<sup>a</sup>**

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	CDO	RR	EWB	COM
1	1	4.947	1.000	.00	.00	.00	.00	.00

2	.025	14.045	.15	.36	.04	.02	.06
3	.013	19.581	.29	.26	.14	.29	.02
4	.010	22.715	.55	.01	.05	.00	.80
5	.006	29.986	.01	.37	.78	.69	.11

a. Dependent Variable: ORGP

**Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.3175	5.0472	4.2932	.49137	133
Residual	-1.20083	.89104	.00000	.41133	133
Std. Predicted Value	-4.021	1.535	.000	1.000	133
Std. Residual	-2.875	2.133	.000	.985	133

a. Dependent Variable: ORGP