

**EMPLOYEE ENGAGEMENT AND ITS EFFECT ON ORGANISATIONAL
PRODUCTIVITY: A CASE STUDY OF THE HOSPITALITY SECTOR IN
NIGERIA**

BY

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DEPARTMENT OF HUMAN RESOURCES MANAGEMENT

FACULTY OF MANAGEMENT SCIENCES

UNIVERSITY OF BENIN

BENIN CITY

NOVEMBER, 2025.

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

NOVEMBER, 2025.

DECLARATION

I declare that:

This project work is based on a study undertaken by me in the Department of Human Resource Management, University of Benin under the supervision of **Dr. EKANEM**.

This work has not been previously submitted for award of a degree elsewhere.

All ideas and views are product of my personal research effort and all references to works of others have been duly acknowledged.

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CERTIFICATION

We, certify that this research project was carried out by **Peace OKWUDIRI** with Matriculation Number **MGS2104941** in the Department of Human Resource Management, Faculty of Management Sciences, University of Benin, Benin City, Nigeria.

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DEDICATION

This project work is dedicated to my Heavenly Father who has been my shield and strength and has made this project a huge success.

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I sincerely thank the God Almighty for granting me strength, wisdom and perseverance to successfully complete my academic journey.

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ABSTRACT

This study examined the influence of employee engagement on organisational productivity among Hotel employees in Edo State, Nigeria. Employee engagement is widely recognised as a critical factor that drives efficiency, innovation, and goal achievement within organisations by fostering employees' emotional and intellectual commitment to their work. The specific objectives of the study were to determine the extent to which job autonomy influences organisational productivity, assess the impact of career development opportunities on organisational productivity, examine the role of feedback and communication in enhancing organisational productivity and investigate the effect of team collaboration on organisational productivity.

A survey research design was adopted and structured questionnaires were administered to 134 employees drawn from six selected Hotels in Edo State using a purposive sampling technique. Data were analysed using descriptive statistics, correlation, and multiple regression analysis. The results revealed that job autonomy ($B = 0.310$, $p = 0.000$), career development ($B = 0.274$, $p = 0.000$), and feedback and communication ($B = 0.212$, $p = 0.001$) had positive and statistically significant effects on organisational productivity, while team collaboration ($B = 0.083$, $p = 0.205$) exhibited a positive but statistically insignificant effect. The regression model ($R^2 = 0.354$, $F = 17.662$, $p = 0.000$) indicated that the independent variables collectively explained about 35.4% of the variation in organisational productivity, suggesting a moderate overall model fit.

The study concludes that employee engagement dimensions particularly job autonomy, career development, and effective feedback and communication are significant determinants of organisational productivity in the hospitality sector. It recommends that Hotel management should strengthen employee development programmes, enhance communication systems, and promote decision-making autonomy to foster higher performance and sustained organisational growth.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

In today's dynamic and competitive organizational environment, employee engagement stands as a critical driver of productivity and institutional success. More than just job satisfaction, engagement reflects an employee's emotional and intellectual commitment to their role and the broader goals of the organization. Engaged employees are not only more efficient and innovative, but also demonstrate stronger teamwork, higher retention, and a relentless focus on achieving results; advantages that directly influence an organization's core performance (Gyensare, Asare & Okpoti, 2020).

Ahmed, Amde, Ferejo, and Redwan (2022) define employee engagement as the commitment and willingness of employees to go beyond their defined tasks for ensuring the success of their organization. Wardiansyah (2024) defines engagement as an employees' level of interest and dedication to their firm, their work, and their coworkers. Nanda (2024) describes employee engagement as the "emotional commitment that employees have towards their organization and its goals, which goes beyond mere job satisfaction to include motivation, enthusiasm, and dedication. Similarly, Gede and Huluka (2024) describe engagement as the emotional commitment and active involvement of employees towards their work, organization, and its goals. In summary, these definitions underscore that employee engagement fundamentally reflects both an

emotional bond and a proactive investment of effort, whereby employees exhibit dedication, enthusiasm, and a willingness to go beyond prescribed duties in alignment with organizational goals.

Organizational productivity is defined as the efficiency with which an organization converts its resources, including human resources, into outputs that meet its objectives. (Kazaara, 2024). In simple terms, organizational productivity is the capacity of a business to produce desired results with a minimum expenditure of resources. (Sheffield, 2021). Armstrong and Taylor (2020) describe organizational productivity as the ratio of outputs to inputs, indicating how efficiently an organization utilizes its resources including labor, capital, and materials to produce goods or services. In essence, these definitions converge on the idea that organizational productivity reflects how efficiently and effectively an organization transforms its resources, be they human, material, or financial into high-quality outputs that advance its strategic goals, while continuously adapting and improving processes to maximize value.

When workers are engaged, they demonstrate higher levels of discretionary effort, creativity, and innovation, thereby contributing positively to organizational outcomes such as productivity (Ahmed, Amde, Ferejo & Redwan, 2022). These employees typically exceed basic job requirements by proactively streamlining processes and working more efficiently (Armstrong & Taylor, 2020). Higher engagement translates into

extra-role behaviors and creative contributions, which further enhance efficiency and output and thereby raise overall organizational productivity (Davenport & Prusak, 2021). In Nigeria's resource-constrained yet opportunity-rich work environment, employee engagement serves as a critical determinant of organizational productivity, as engaged staff consistently invest discretionary effort, spark innovation, and streamline processes to improve output to input ratios (Taylor, 2020). Leading Nigerian organizations particularly in the banking, and telecommunication sectors have successfully leveraged autonomy and structured career development pathways to bolster employee engagement, resulting in lower turnover and greater discretionary effort (Ade-Adeniji & Adeniji, 2021). These firms also employ frequent feedback loops and collaborative platforms that sustain high engagement, streamline decision-making, and enhance output quality (Jesuyon-Dansu 2023). In contrast, many SMEs and public-sector bodies struggle to implement such comprehensive strategies due to resource constraints and infrastructural deficits, unreliable power supply and limited internet connectivity which impede digital communication and development initiatives, leading to uneven engagement and productivity outcomes (Salisu & Usman, 2021). To achieve more consistent workforce motivation and performance, organizations across Nigeria must adopt cost-effective autonomy frameworks and scalable digital tools tailored to local conditions, ensuring that all employees can access the support and development they need in order to stay engaged thereby boosting productivity (Olusola & Adetunji, 2024).

1.2 Statement of the Problem

Employees' engagement and emotional cognitive investment in their roles has been widely established as a cornerstone of organizational productivity, manifesting through increased discretionary effort, innovation, and streamlined processes (Jones & Johnston, 2020). While organizations in developed economies systematically deploy autonomy-enhancing practices, structured career pathways, two-way feedback mechanisms, and cross-functional collaboration to sustain high performance, Nigeria's public sector remains constrained by entrenched bureaucratic hierarchies that limit decision-making autonomy (Ade-Adeniji, & Imhonopi, 2021). As a result, staff engagement levels remain low, and productivity gains are irregular, undermining the capacity for innovation, and efficient administration (Salisu & Usman, 2021).

Despite growing interest in employee engagement strategies, the available body of literature in Nigeria has often examined these approaches in isolation, focusing either on autonomy, career development opportunities, feedback and communication, or team collaboration. There is a lack of comprehensive research that considers how these interrelated engagement dimensions collectively affect organizational productivity in the Nigerian private sector. It is against this backdrop that the current study will investigate the effect of employee engagement on organisational productivity in Nigeria's private sector, using selected Hotels in Benin City as a case a study

1.3 Research Questions

1. To what extent does autonomy have an influence on organizational productivity?
2. To what extent does employee career development opportunities have an influence on organizational productivity?
3. To what extent does open communication influence organizational productivity?
4. To what extent does team collaboration influence organizational productivity?

1.4 Research Objectives

The broad objective of this study is to examine the influence of employee engagement on organizational productivity. While the specific objectives are to:

1. To determine the extent to which autonomy influences organizational productivity.
2. To assess the impact of career development opportunities on organizational productivity.
3. To examine the role of feedback and communication in enhancing organizational productivity.
4. To investigate how team collaboration affects organizational productivity.

1.5 Hypotheses of the Study

1. There is no significant relationship between autonomy and organizational productivity.
2. There is no significant relationship between career development opportunities and organizational productivity.

3. There is no significant relationship between feedback and communication and organizational productivity.
4. There is no significant relationship between team collaboration and organizational productivity.

1.6 Significance of the Study

This research offers practical value to multiple stakeholders:

Business Leaders and HR Practitioners: Business leaders and HR practitioners will gain insight into how autonomy, career development, feedback, and team collaboration jointly drive productivity, enabling them to design engagement strategies that boost performance and reduce turnover.

Policy Makers and Regulatory Bodies: Policy makers can draw on the findings to craft guidelines and incentives such as tax breaks for training programs or standards for workplace communication that strengthen employee engagement across the private sector.

Employees: Employees stand to benefit from clearer career pathways, more autonomy in their roles, and improved communication frameworks, all of which promote motivation, job satisfaction, and healthier work–life balance.

Business Consultants and Advisors: Business consultants and advisors will be able to recommend evidence-based interventions and digital tools tailored to the Nigerian context, helping firms optimize engagement and operational efficiency.

Academic Researchers and Educators: Academic researchers and educators can build on this study's theoretical model linking multiple engagement dimensions to productivity by testing it in other industries or regions and enriching the literature on human capital in developing economies.

1.7 Scope of the Study

This study is limited to cover academic hospitality firm in Benin, Benin-City, Edo State, Nigeria. This research is scheduled to take place over a four-month period, from July to October 2025.

1.8 Limitation of the Study

As with many empirical studies, this research is subject to certain constraints. One major limitation is the challenge of data collection, including low response rates, incomplete surveys, and reluctance from respondents to participate. Additionally, variations in employee engagement experiences across industries may affect generalizability. Despite these challenges, the study aims to minimize these limitations through careful research design and data validation methods.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The labor factor is most important factor of production factors, because it makes the difference. It makes the difference in the businesses environment in all organisations to become more profitable and sustained as completed ones. And also employee engagement becomes a popular topic of the workplace which is approved to affect the organizational outcome.

This chapter is divided into three sections; conceptual review, theoretical review and empirical review. the conceptual review shall discuss the concept, defining employee engagement and its effect on organizational productivity. The theoretical review shall touch on pertinent theories that can enhance employee engagement and also increase productivity. The chapter conclude with the review of empirical literature by presenting previous studies conducted in relation to employee's engagement and organizational productivity

2.2 Conceptual Review

2.2.1 Employee Engagement

Employee engagement is a multidimensional construct referring to the physical, cognitive, and emotional investment of employees in their work roles (Kahn, 1990). Contemporary scholars define engagement as a positive, fulfilling, work-related state

characterized by vigor, dedication, and absorption (Schaufeli, 2018). Recent studies highlight that engagement goes beyond job satisfaction; it reflects employees' active commitment and willingness to exert discretionary effort for organizational success (Saks, 2021).

Employee engagement has become a central construct in organizational behavior. Scholars have offered multiple, sometimes divergent, definitions of engagement. Kahn (1990) framed engagement as the harnessing of “the self” to work roles such that individuals invest their physical, cognitive, and emotional energies into role performances (Kahn, 1990). Subsequent work operationalized engagement as a positive, fulfilling work-related state characterized by vigor, dedication, and absorption (Schaufeli, Salanova, González-Romá, & Bakker, 2002). Macey and Schneider (2008)

highlighted construct proliferation and emphasized that engagement is used to refer to states, traits, behaviors, antecedents, and outcomes — a conceptual muddle that complicates empirical synthesis and measurement (Macey & Schneider, 2008). Saks (2006) distinguished between job engagement and organization engagement, stressing different antecedents and consequences for each form (Saks, 2006). theoretically grounded account of employee engagement is essential to explain how and why engagement translates into organizational productivity. Theories provide mechanisms (motivation, resource mobilization, social exchange, psychological availability) that justify empirical hypotheses and suggest interventions. Contemporary hospital studies

increasingly test these mechanisms, demonstrating that organizational and managerial practices influence engagement which in turn relates to patient safety, patient experience, and mortality outcomes (Alolayyan & Alyahya, 2023; Boyle et al., 2024; Wang et al., 2023) in knowledge-intensive industries (Choudhury et al., 2021).

These findings suggest that when employees are supported by effective leadership and organizational practices, they are more likely to be engaged and contribute positively to organizational outcomes. However, the engagement–productivity relationship is not uniform across all contexts. Gallup’s (2024) State of the Global Workplace Report revealed significant variation across regions and sectors, with managers showing particularly high risks of disengagement. Moderating factors such as job role, work design, and psychological well-being influence the strength of the engagement–productivity link (World Health Organization, 2025). For instance, employees with higher well-being and job autonomy experience stronger productivity gains from engagement compared to those with limited support or excessive demands (Saks, 2022). This highlights the importance of context-specific strategies to sustain engagement.

Synthesizing these insights, a conceptual model for this study can be proposed. The model positions leadership quality, HR practices (recognition, training, flexibility), and job resources as antecedents; employee engagement—vigor, dedication, and absorption as the core construct; and organizational productivity as the outcome.

Moderators and mediators such as psychological well-being, job autonomy, and industry context further shape these relationships (Gallup, 2024; WHO, 2025). This integrated framework provides a robust foundation for examining how employee engagement enhances organizational productivity and offers practical implications for leaders and HR professionals.

2.2.2 Dimensions of Employee Engagement

Cognitive Engagement

Cognitive engagement reflects the level of mental attention and absorption an employee invests in their tasks. It relates to how well employees understand their job roles, internalize organizational objectives, and derive meaning from their work (Shuck & Reio, 2019). Employees with high cognitive engagement demonstrate innovation and proactive problem-solving, as they are mentally committed to improving outcomes. When workers clearly perceive the value of their contributions, they tend to align their decisions and creativity with organizational objectives, thereby enhancing productivity and efficiency (Xu & Thomas, 2021).

Emotional Engagement

Emotional engagement describes how positively employees feel about their job, coworkers, and organization. It reflects affective connection, pride, and enthusiasm that inspire individuals to invest discretionary effort in their roles (Robertson & Cooper, 2020). Employees who are emotionally engaged experience high job satisfaction and

display stronger organizational commitment (Yalabik et al., 2021). This emotional bond decreases the likelihood of withdrawal behaviors such as absenteeism or turnover and promotes a collective sense of belonging. Consequently, emotional engagement strengthens team morale and reinforces a culture of commitment that supports sustainable productivity.

Behavioral Engagement

Behavioral engagement is the visible expression of an employee's dedication, effort, and initiative in the workplace. It manifests through participation, persistence, and going beyond basic job requirements (Anitha & Farida, 2021). Employees who exhibit behavioral engagement demonstrate adaptability, consistent performance, and voluntary contribution toward organizational success (Zhong, Wayne, & Liden, 2022). This dimension bridges the internal states of motivation and emotion with observable outcomes such as efficiency, innovation, and service quality. Through this channel, behavioral engagement directly contributes to organizational productivity.

Social Engagement (Emerging Dimension)

Recent scholarship recognizes social engagement as a critical but often overlooked aspect of employee engagement (Albrecht, 2022). It focuses on how employees build relationships, collaborate, and communicate effectively with others in the workplace. Since work activities often rely on interaction and teamwork, socially engaged employees strengthen cooperation, trust, and information sharing across departments (Shuck et al.,

2023). Such interpersonal connectedness enhances team synergy, reduces workplace conflict, and encourages a positive work climate that supports productivity growth. Social engagement therefore integrates personal involvement with collective performance, making it essential in modern organizational settings.

2.2.3 Definition of Organizational Productivity

Organizational productivity refers to the efficiency with which organizations transform inputs into outputs that create value for stakeholders. It can be assessed in terms of profitability, service quality, customer satisfaction, and employee performance (Bakker et al., 2023). Scholars increasingly link productivity to human capital utilization, arguing that engaged employees demonstrate higher innovation, collaboration, and performance consistency (Albrecht et al., 2020).

This concept encompasses both efficiency (doing things right, getting more with less) and effectiveness (doing the right things and achieving the intended outcomes). A productive organization not only meets its goals but does so by utilizing its resources optimally, thereby enhancing performance and competitive advantage (Business Case Studies, 2025).

In quantitative terms, organizational productivity can be measured as the ratio of output to input over a specific period e.g., units produced per labor hour. A rise in productivity occurs when output increases disproportionately to inputs or when the same output is achieved with fewer inputs (Project Clue, citing ILO, 2005).

2.2.4 Dimensions of Organizational Productivity

Efficiency

Efficiency measures how well an organization utilizes its human, financial, and material resources to produce desired outputs. It emphasizes minimizing waste, reducing costs, and maximizing resource utilization (Tangen, 2021). High efficiency reflects an organization's capability to achieve more with less by streamlining operations and improving workflow. For instance, efficient organizations adopt technologies and practices that reduce redundancy and enhance employee performance. Therefore, efficiency serves as a vital indicator of internal productivity that supports long-term competitiveness (Mahmood et al., 2021).

Effectiveness

Effectiveness reflects the degree to which an organization accomplishes its goals and meets stakeholder expectations. While efficiency focuses on resource use, effectiveness evaluates the outcomes achieved relative to strategic objectives (Neely et al., 2020). Effective organizations successfully translate plans into measurable results through proper coordination, leadership, and goal alignment. Employees play a key role in ensuring that activities are executed in line with organizational priorities. Thus, an effective organization not only performs tasks correctly but also performs the right tasks that contribute to growth and sustainability (Bhatnagar & Srivastava, 2022).

Quality

Quality measures the standard of products, services, or processes in satisfying customer needs. High-quality outcomes enhance reputation, customer loyalty, and market share (Damanpour, 2020). Quality is also an internal productivity dimension, as it reduces rework, errors, and operational costs. When employees are engaged and committed to continuous improvement, quality performance becomes part of the organizational culture. This creates a direct link between employee engagement and overall productivity, as motivated employees ensure that standards remain consistently high (Mensah, 2022).

Innovation

Innovation is a crucial productivity dimension that involves the adoption of new ideas, technologies, or processes to improve performance (Damanpour, 2020). It reflects an organization's ability to adapt to environmental changes, satisfy emerging customer needs, and maintain a competitive edge. Innovative organizations encourage creativity and experimentation among employees, fostering a culture of continuous learning (Teece, 2021). Innovation enhances productivity by enabling firms to produce higher value outputs with fewer inputs, improve service delivery, and generate sustainable growth.

Profitability

Profitability captures the financial outcome of all productivity efforts, representing the organization's ability to generate returns from its resources (Al-Matari, 2022). It reflects how well operational efficiency, product quality, and innovation translate into financial

performance. Profitability also determines an organization's capacity to invest in future development and employee well-being. Hence, profitability not only measures past performance but also signals an organization's sustainability and competitive strength in dynamic markets (Mahmood et al., 2021).

2.2.5 Drivers of Employee Engagement and their Relationships with Organizational Productivity

Autonomy and Employee Engagement

Autonomy, described as the degree of independence and control employees have over their work and decisions, is a crucial precursor to employee engagement (Slemp, Kern, & Ryan, 2018). It enables workers to take ownership of their duties, apply their own judgment, and ensure their efforts are in harmony with personal and organizational objectives. Rather than being simple freedom, autonomy represents trust, respect, and empowerment within a defined structure (You et al., 2024).

Kahn's Personal Engagement Theory (1990) suggests that employees become more deeply engaged when they find their roles meaningful and can express their authentic selves at work. Autonomy strengthens this sense of meaning by allowing individuals the freedom to make decisions that utilize their unique strengths and creativity. When employees feel they have control over their work, they are more likely to perceive it as important and rewarding, thereby increasing engagement.

In a similar vein, Self-Determination Theory (Deci & Ryan, 2000) identifies autonomy as one of three fundamental psychological needs required for intrinsic motivation. When this need is met, employees develop a sense of psychological ownership over their work, resulting in increased enthusiasm and persistence. This empowerment drives both emotional and behavioral engagement, leading to a fuller commitment to their tasks and the organization's mission (Slemp et al., 2018).

Research consistently confirms autonomy's positive effect on engagement. For example, a six-year longitudinal study of Finnish managers by Seppälä et al. (2020) found that job autonomy predicted sustained work engagement over time. The study determined that autonomy boosts vigor and dedication by strengthening employees' feelings of competence and purpose. Likewise, research in the Nigerian banking sector by Ade-Adeniji, Adeniji, and Imhonopi (2021) showed that autonomy significantly improved cognitive and emotional engagement, indicating that even within hierarchical cultures, providing measured independence strengthens employees' connection to organizational results.

In contemporary work settings, autonomy also interacts with factors like technology, flexibility, and leadership. You et al. (2024) found that for flexible platform workers in China, job autonomy boosted both engagement and performance. However, they also highlighted that the benefits of autonomy are moderated by organizational support—

excessive independence without adequate guidance can cause stress and disengagement, underscoring the need to balance freedom with structure.

Thus, autonomy acts as a motivational catalyst, inspiring employees to be proactive, innovative, and aligned with organizational goals. By cultivating trust and psychological safety, autonomy allows individuals to contribute their best at work, leading to higher engagement and productivity. Organizations that establish roles with clear objectives while allowing flexibility in execution often see greater innovation, job satisfaction, and employee retention

Communication and Employee Engagement

Effective communication is a foundational element for boosting employee engagement and organizational productivity. It refers to the various methods used to share information, ideas, feedback, and emotions across all levels of a company. Such communication builds the mutual trust, transparency, and understanding essential for cultivating engagement (Karanges et al., 2021). Beyond its functional role in disseminating information, communication also serves a relational purpose, linking employees to the organization's goals, culture, and values (Men & Yue, 2019).

Theoretical frameworks like Social Exchange Theory (Blau, 1964) and Organizational Support Theory illuminate this connection. From the perspective of Social Exchange Theory, open, fair, and respectful communication is perceived by employees as a social investment from the organization, which they reciprocate with greater engagement,

commitment, and productivity (Kim & Park, 2020). Similarly, Organizational Support Theory suggests that transparent communication demonstrates organizational care for employees' well-being. Timely and honest information about policies, expectations, and changes fosters trust in leadership and strengthens emotional commitment to work (Islam et al., 2023).

communication acts as a mechanism for psychological safety, allowing employees to voice opinions without fear. This safety is crucial for emotional and cognitive engagement, as it makes employees feel heard and valued (Ahmed et al., 2020). The opportunity to provide feedback and engage in dialogue fosters a stronger sense of belonging, whereas poor communication often results in misunderstanding, disengagement, and eroded trust.

Empirical evidence consistently underscores the link between internal communication and engagement. A study of Australian organizations by Karanges et al. (2021) found that strategic internal communication marked by openness, feedback loops, and clarity positively impacted employee engagement and organizational identification. Their research highlighted that two-way communication, in particular, boosts employees' sense of purpose and participation. Correspondingly, Kim and Park's (2020) research in South Korean firms showed that the quality of leader-employee communication directly improved both affective and behavioral engagement.

The significance of communication for engagement holds true in developing economies as well. Research on Nigerian service organizations by Omojola et al. (2022) concluded that transparent internal communication practices enhanced employee engagement and performance. Employees who received consistent information and recognition from management demonstrated higher motivation and loyalty, confirming that communication is a strategic enabler, not just an operational task.

The rise of digital communication platforms (e.g., email, intranets, Microsoft Teams, Slack) has become central to maintaining engagement in modern workplaces. Studies indicate that while these tools improve accessibility and feedback, they can also cause overload if mismanaged (Men et al., 2020). When used supportively and interactively, however, digital communication strengthens inclusion and connectivity, particularly in hybrid or remote settings.

Through the lens of Kahn's Personal Engagement Theory (1990), communication fulfills two key conditions for engagement: psychological meaningfulness and psychological safety. Employees interpret the quality of communication as a signal of their value within the organization. Open communication enhances meaningfulness by clarifying purpose, while honest feedback fosters safety by respecting employee voices, both leading to sustained engagement and job satisfaction (Islam et al., 2023).

Communication also plays a mediating role between leadership and engagement. Empathetic and transparent leaders use communication to build trust, motivation, and a

shared vision. This aligns with findings from Ahmed et al. (2020), who noted that a leader's communication style significantly influences engagement by bolstering trust and psychological safety. In short, communication translates abstract organizational goals into actionable understanding, helping employees see the importance of their individual contributions.

Conversely, inconsistent or ineffective communication breeds uncertainty and emotional detachment. Employees who feel excluded from key information often experience frustration and disengagement, which harms productivity and morale (Men & Yue, 2019). Therefore, it is critical for organizations to establish communication structures that are not only top-down but also bottom-up, empowering employees to share their insights and synergy: effective horizontal, vertical and diagonal information flows help team members coordinate and resolve conflicts so collective productivity is enhanced (Arifandi et al., 2024). On the organizational level, consistent communication of strategic goals and feedback loops fosters shared purpose and reduces the friction that otherwise drains resources. Moreover, empirical research indicates that improved internal communications are a significant predictor of organizational performance metrics such as output efficiency and responsiveness (Nyoni, Phung & Raju, 2020). However, gaps in communication such as delays, unclear messaging, inappropriate channel choice or breakdowns in feedback are strongly associated with lower productivity, increased error rates and disengagement (Oera, 2024). Therefore, communication is not simply a

supporting process, but a core organizational resource. By enabling coordination, aligning individual actions to strategic objectives, and nurturing employee engagement, high-quality communication mechanisms act as accelerants for productivity. In contrast, when communication is neglected or dysfunctional, the organization may suffer from duplicated efforts, slowed decision-making and mis-aligned effort. For organizations seeking higher productivity, investing in effective communication practices such as structured feedback systems, transparent channels, training in interpersonal communication, and appropriate choice of media can yield measurable returns in output, efficiency and staff engagement. In summary, communication constitutes both a structural and relational backbone of organizational operations: structurally by enabling good information flow, relationally by shaping trust, clarity and motivation. To maximize organizational productivity, it is essential to recognize communication as a strategic asset rather than a mere administrative task.

Career Development Opportunities and Employee Engagement

Career development is one of the most critical organizational drivers of employee engagement. It includes all initiatives, activities, and frameworks designed to help employees improve their competencies, gain new knowledge, and progress in their careers. These initiatives encompass formal training, mentoring relationships, promotions, job rotation, and ongoing learning programs (Kumari & Singh, 2022). Employees who feel their organization is committed to their professional advancement

typically respond with greater motivation, commitment, and engagement (Rashid et al., 2023).

The relationship between career development and engagement is strongly explained by Organizational Support Theory (Eisenberger et al., 1986). This theory suggests that employees form a global belief concerning the extent to which the organization values their contributions and cares about their well-being, known as perceived organizational support (POS). In return for this support, employees demonstrate positive attitudes and behaviors, including heightened engagement. Career development initiatives serve as concrete proof of this organizational support, assuring employees that their future is valued. This psychological contract fosters a deeper emotional and cognitive connection to the organization, making employees feel more obligated to contribute to its success (Naseer et al., 2020).

Empirical evidence consistently identifies career development as a primary factor in employee engagement. For instance, a study by Chen, Sharma, and Edinger (2023) in multinational corporations found that employees involved in structured development programs reported higher engagement, adaptability, and job satisfaction. The research concluded that opportunities for career advancement strengthen an employee's sense of purpose and belonging. Similarly, Lee and Lee (2021), in their study of South Korean service firms, determined that support for career development—especially through

mentoring and coaching significantly boosted employees' vigor, dedication, and emotional attachment to their organization.

This connection remains robust in developing economies. Research on Nigerian hospitality companies by Okeke and Uchenna (2022) showed that employees with access to regular training and clear promotion paths demonstrated higher levels of emotional and behavioral engagement. These employees also had lower intentions to leave and were more productive, highlighting how investing in employee potential fosters a psychologically empowered workforce that strongly identifies with organizational objectives.

Kahn's (1990) Personal Engagement Theory offers another lens through which to view this connection, emphasizing the importance of meaningfulness at work. Career development infuses work with meaning by helping employees see a link between their current roles and their future ambitions. When employees believe their job contributes to their personal growth, they invest more energy and enthusiasm into their tasks, thereby enhancing both cognitive focus and emotional satisfaction.

Furthermore, career development builds organizational commitment by fostering a sense of psychological ownership, where employees feel responsible for their own growth and the organization's success (Rashid et al., 2023). Transparent performance appraisals and fair promotion pathways reinforce the connection between effort and reward, which in turn strengthens engagement.

Conversely, a lack of career development opportunities can lead to disengagement, stagnation, and higher employee turnover. When advancement seems limited, employees may withdraw emotionally and cognitively, resulting in decreased productivity and innovation (Kumari & Singh, 2022). This underscores that engagement depends on more than just compensation; it requires a continuous investment in employees' long-term capabilities and goals.

In today's work environment, digital learning and upskilling are particularly vital for sustaining engagement. Organizations that champion lifelong learning via online platforms and career counseling report higher engagement levels among Millennial and Gen Z employees (Shuck et al., 2020). This is especially crucial in sectors undergoing technological transformation, where employees view continuous skill development as essential for remaining employable and relevant.

Team collaboration and Employee Engagement

Team collaboration the degree to which employees work together, share information, coordinate tasks, and support one another is a central antecedent of employee engagement. Collaborative teams create environments where members feel connected, competent, and committed; these social conditions foster the cognitive, emotional and behavioural components of engagement that are critical for sustained performance. Empirical and review studies show that when teamwork is effective, employees report higher motivation, greater willingness to exert discretionary effort, and stronger

identification with organisational goals (Schilling et al., 2022; Salas, Reyes, & McDaniel, 2018).

Mechanistically, collaboration influences engagement through several related pathways. First, collaboration enhances psychological safety and mutual trust: employees who expect supportive responses when they voice ideas or concerns are less likely to withdraw emotionally and more likely to invest effort in problem-solving and learning (Edmondson, 2019; Schilling et al., 2022). Second, teamwork facilitates knowledge sharing and resource exchange; when information flows freely among team members, individuals experience greater clarity, competence and efficacy, which raises cognitive engagement and the ability to innovate (Ji, 2020; Paredes-Saavedra et al., 2024). Third, collaborative interactions provide social recognition and feedback, strengthening affective bonds and reinforcing employees' pride and attachment to the task and to colleagues — core ingredients of emotional engagement (Baker et al., 2020).

Several recent empirical studies corroborate these mechanisms. Schilling and colleagues' systematic review of inter-professional teams found consistent evidence that team processes (leadership, communication, role clarity, mutual support) reliably predict team functioning and members' engagement across diverse settings such as healthcare and emergency response (Schilling et al., 2022). In frontline and knowledge work, Ji (2020) demonstrated that team structure and collaborative routines increased both individual engagement and team performance by improving role clarity and reducing coordination

costs. More recently, Paredes-Saavedra et al. (2024) reported that teams with higher emotional intelligence and inclusive leadership showed better collaborative synergy, which in turn was associated with higher collective engagement and creative output.

Importantly, the positive effects of collaboration on engagement are conditional on team quality and context. Poorly organised teams those with ambiguous roles, conflict, or unequal participation can erode trust and lead to disengagement. Salas et al. (2018) emphasise that teamwork is a skillful, trainable process: when teams receive appropriate training, structured debriefs, and clear goals, collaboration leads to sustained engagement; without such supports, collaboration may be superficial or counterproductive. This underscores the need for organisations to invest in team design (clear roles, shared goals), leadership that facilitates participation, and processes that institutionalise feedback and learning.

For measurement in this study, team collaboration can be operationalised using validated multi-item scales that assess coordination, communication quality, mutual support, and participative decision-making (Schilling et al., 2022; Ji, 2020). In analysis, collaboration may be modelled as an independent predictor of engagement and as a moderator of other antecedent–engagement relationships (for example, autonomy → engagement may be stronger in highly collaborative teams).

2.3 Review of Relevant Theories

The following theories are reviewed in this study due to their relevance to the subject matter;

2.3.1 Job Demand- Resources Theory

The Job Demands-Resources (JD-R) theory provides a comprehensive framework for understanding how the balance between workplace conditions determines employee engagement, well-being, and performance outcomes (Bakker, 2023; Demerouti, 2023). At its core, the theory categorizes all job characteristics into two fundamental groups. Job demands are those physical, psychological, social, or organizational aspects of the role that require sustained physical or mental effort and are therefore associated with physiological and psychological costs, such as high workload, emotional strain, and time pressure. In contrast, job resources, which include autonomy, social support, and opportunities for development, play a motivational role by fostering personal growth, reducing the costs of demands, and helping to achieve work goals (Tummers, 2021; Lee, 2023).

The dynamic interplay between these elements triggers two primary psychological processes. The first is the health impairment process, which explains how excessive job demands can exhaust an employee's mental and physical energy, leading to chronic strain, burnout, and ultimately, disengagement and reduced productivity (Demerouti, 2023). The second is the motivational process, which demonstrates how job resources

stimulate a positive state of engagement characterized by vigor, dedication, and absorption which then enhances performance and organizational commitment (Bakker, 2023; Demerouti, 2023). A critical nuance of the JD-R model is the buffering effect, where job resources can mitigate the negative impact of job demands; for instance, supportive leadership and psychological safety can act as protective buffers against the strain of high workloads, a finding reinforced during global disruptions like health crises (Magrone, 2024; Demerouti, 2023).

Furthermore, the theory has evolved to include the role of proactive employee behaviors, most notably job crafting. Job crafting refers to the changes employees make to their own job demands and resources to align their work environment with personal strengths and motivations (Van Zyl, 2025). Through this process, employees can personally shift their demand-resource balance towards a more favorable one, thereby fostering sustained engagement and productivity. For organizations, the practical implication is a clear, dual-pronged strategy: to protect employee health, management must identify and reduce excessively high demands, and to motivate employees and drive performance, they must strategically invest in and cultivate job resources (Tummers, 2021; Lee, 2023). Ultimately, the JD-R theory emphasizes that sustainable performance and employee well-being do not emerge merely from reducing strain, but from simultaneously building a resource-rich work environment that empower and motivates employees to thrive.

2.3.2 Social Exchange Theory

Based on the principles of mutual benefit and trust, Social Exchange Theory (SET) offers a crucial perspective for viewing employee engagement as a reciprocal relationship between staff and their organization (Cropanzano, Anthony, & Daniels, 2020; Ahmad, Zafar, & Shahzad, 2023). The theory is founded on the idea that employees who feel supported, treated fairly, and recognized by their organization experience a sense of obligation to reciprocate with positive work-related attitudes and behaviors. This reciprocity often manifests as heightened engagement, greater loyalty, and increased discretionary effort (Blau, 1964; Wayne, Shore, & Liden, 2021). In the workplace, these interactions extend beyond simple transactions to include social and emotional elements, creating a foundation of perceived organizational justice and commitment that supports long-term productivity and staff retention (Saks, 2021).

Empirical studies consistently confirm that social exchange processes are fundamental to driving engagement. Research indicates that when employees perceive supportive leadership, equitable treatment, and transparent communication, they become more willing to invest their emotional and cognitive energy into their work (Ahmad et al., 2023; Alvi & Abbasi, 2024). The caliber of this relationship is critical; positive exchanges lead to increased engagement, whereas violations of the psychological contract often result in disengagement and counterproductive conduct (Wayne et al., 2021; Saks, 2021). Contemporary applications of SET also reveal that organizational

trust acts as a mediator between HR practices and employee outcomes, showing that reciprocal interactions cultivate a psychologically safe climate that boosts creativity and performance (Cropanzano et al., 2020; Alvi & Abbasi, 2024).

Moreover, the theory underscores that engagement is most robust in environments with strong reciprocity norms. When organizations genuinely invest in their employees' well-being and professional development, employees typically respond with greater dedication and enhanced productivity (Ahmad et al., 2023). This reciprocal dynamic is especially pertinent in today's evolving work landscapes, including remote work and flexible arrangements, where trust and fairness continue to be the cornerstones of sustained engagement and commitment (Saks, 2021; Alvi & Abbasi, 2024). In summary, Social Exchange Theory endures as a powerful and relevant model, positing that employee engagement is a dynamic social process born from the ongoing, reciprocal interactions between employees and their organizations (Cropanzano et al., 2020; Ahmad et al.,)

2.3.3 The Affective Events Theory

Affective Events Theory (AET) offers a detailed framework for understanding how everyday workplace incidents spark emotional reactions that subsequently shape employees' attitudes, engagement, and behaviors (Weiss & Cropanzano, 1996; Junça-Silva, Caetano, & Lopes, 2023). According to this perspective, employees are consistently exposed to a stream of positive and negative affective events in their work environment. These events provoke emotional responses that influence immediate moods

and, cumulatively, affect long-term job satisfaction and performance (Basch & Fisher, 2020; Mignonac, Herrbach, & Manville, 2021). Positive events, such as receiving recognition or achieving a goal, typically lead to increased engagement, enthusiasm, and commitment. In contrast, negative events, like interpersonal conflict or perceived unfairness, often generate emotional exhaustion and disengagement (Junça-Silva et al., 2023; Mignonac et al., 2021).

Modern research continues to validate that emotions are the core mechanism linking workplace conditions to employee conduct, confirming that affective experiences mediate the connection between organizational climate and engagement (Basch & Fisher, 2020; Junça-Silva et al., 2023). AET underscores the fluctuating nature of these emotional experiences, noting that an employee's daily emotional shifts can significantly impact their motivation and productivity (Mignonac et al., 2021). The theory also offers valuable insight into emotional regulation, suggesting that employees who can effectively manage their reactions to workplace events are better positioned to sustain higher levels of engagement and performance (Basch & Fisher, 2020).

The relevance of AET has been reaffirmed in contemporary studies, particularly for explaining the emotional aspects of work during times of change and uncertainty (Junça-Silva et al., 2023).

Evidence indicates that leaders who cultivate positive emotional environments can enhance their employees' affective well-being, lower burnout rates, and encourage

sustainable engagement (Mignonac et al., 2021). In summary, Affective Events Theory remains a powerful model for explaining how routine emotional experiences at work directly influence employees' engagement, satisfaction, and productivity by connecting affective reactions to tangible behavioral outcomes (Basch & Fisher, 2020; Junça-Silva et al., 2023)

2.4 Empirical Review

Empirical studies have explored the relationship between employee engagement and organizational productivity across different sectors, using quantitative methods such as questionnaire surveys and regression analysis to test the significance of these relationships. The following section reviews relevant studies. Job autonomy has been identified as a major predictor of employee engagement and productivity. Ojeleye and Okafor (2023) examined the relationship between job autonomy and employee engagement in selected manufacturing firms in Lagos State, Nigeria, using a structured questionnaire analyzed with multiple regression. Their findings revealed that job autonomy had a significant and positive influence on employee engagement. Similarly, Yusuf and Musa (2022) conducted a survey of 200 employees in the Nigerian banking sector and found that employees with higher decision-making freedom reported greater engagement and job satisfaction. These studies indicate that autonomy motivates employees to take ownership of their work, resulting in higher productivity and organizational commitment.

Empirical evidence shows that career development opportunities significantly influence employee engagement and productivity. Amah and Oyetunde (2022) investigated the effect of career development on organizational performance in service firms in Nigeria. Using data collected through questionnaires and analyzed with multiple regression, their results demonstrated that career development opportunities significantly improved organizational productivity. In another study, Ibrahim and Abubakar (2024) found that training and promotional opportunities enhanced engagement and retention in hospitality firms in Kano State. These findings support the view that employees are more engaged and productive when they perceive clear opportunities for growth and skill enhancement. Effective communication plays a crucial role in fostering employee engagement and improving performance. Chukwu and Amah (2024) examined the impact of internal communication on employee productivity in hospitality firms in Port Harcourt. Data were collected using a five-point Likert questionnaire and analyzed using Pearson correlation and linear regression. The results revealed that communication had a significant positive relationship with employee productivity. Similarly, Eze and Umeh (2023) observed that organizations with clear communication channels experienced higher levels of engagement, cooperation, and innovation among staff. These studies underscore the importance of timely feedback, transparency, and openness in driving engagement and performance outcomes. Team collaboration has also been found to enhance engagement and productivity in organizational settings. Adewale and Fagbemi (2023) conducted an

empirical study on team collaboration and productivity in selected hotels in Abuja using a structured questionnaire and multiple regression analysis. The study found that teamwork and collaboration had a significant positive impact on productivity. Similarly, Bello and Akinola (2024) reported that collective decision-making and mutual support among team members promoted emotional engagement and reduced work-related stress. These findings highlight the value of collaboration in creating a supportive work environment that fosters engagement and higher performance.

Recent studies have established a strong positive relationship between employee engagement and organizational productivity. Hassan and Danjuma (2024) analyzed survey data from 220 employees in hospitality firms across Northern Nigeria using multiple regression. The findings indicated that employee engagement significantly influenced productivity, suggesting that engaged employees are more committed, innovative, and efficient. These findings are consistent with those of Ojo and Akintunde (2023), who observed that engagement mediates the relationship between HR practices and firm performance in Nigerian service industries.

Umar, Abdulrasheed, and Muhammad (2024) conducted a study on the impact of compensation and benefits on employee productivity in the Nigerian Banking Sector. The study used a sample of 450 employees drawn from five major banks across Lagos State. A structured questionnaire was employed to gather data, and the analysis was conducted using regression analysis. The findings revealed that both monetary compensation and

non-monetary benefits significantly enhance employee productivity. Specifically, the study found that an increase in benefits such as health insurance and pension plans correlates with higher levels of employee productivity. The authors recommend that banks should regularly review their compensation packages to ensure they remain competitive and reflective of employee needs.

Ibrahim and Yusuf (2022) explored the role of working environment in enhancing employee productivity in Nigerian public sector. This study aimed to understand how the working environment impacts employee productivity in government offices in Kano State. Using a sample of 300 public sector employees, data were collected via questionnaires and analyzed using descriptive statistics and correlation analysis. The results revealed that a conducive working environment, characterized by adequate office facilities, ergonomic furniture, and a supportive work culture, significantly enhances employee productivity. The authors suggest that government agencies should invest in improving workplace conditions to foster higher productivity levels among public sector employees.

Akinola and Akintunde (2022) examined the impact of training and development on employee productivity in Nigerian oil and gas industry. The study used a sample of 180 employees from oil and gas companies in Rivers State. Data were collected through a questionnaire and analyzed using ANOVA and regression analysis. The findings indicated that continuous training and development programs significantly enhance

employee productivity. The study recommended that companies should invest in regular training sessions to keep employees motivated and productive.

Adah and Ojeifo (2021) conducted a study on the impact of intrinsic and extrinsic on employee performance in Nigerian banks. The research utilized a sample of 400 employees from banks in Lagos State. Data were collected using a structured questionnaire and analyzed using regression analysis. The findings revealed that both intrinsic factors (such as job satisfaction and recognition) and extrinsic factors (such as salary and job security) significantly impact employee productivity. The study recommended that bank management should enhance both intrinsic and extrinsic rewards to boost employee effectiveness.

Ibrahim and Ahmed (2020) explored employee productivity in Nigerian manufacturing firms. A sample of 250 employees from manufacturing firms in Kano State was surveyed. The study employed descriptive statistics and multiple regression analysis to analyze the data. The results showed that motivational strategies such as career development opportunities, and conducive work environments positively influence employee productivity. The authors suggested that firms should continuously invest in motivational strategies to sustain high levels of productivity.

Eze and Obi (2020) investigated employee engagement in the Nigerian hospitality industry. A sample of 200 employees from hotels in Enugu State was used for the study. Data collection was through a questionnaire, and the analysis was performed using factor

analysis and multiple regression. The findings showed that opportunities for advancement are critical in retaining employees. The study suggested that hotel

2.5 Theoretical Framework

Kahan's theory is the most relevant for this research, it provides a logical explanation of the pathway from engagement to productivity.

This study focuses on the hospitality industry, particularly the hotel sector, where employee engagement plays a crucial role in enhancing organizational productivity. Hotels rely heavily on human interaction and service quality rather than machines or automation, making employees' motivation, communication, and behavior essential to success. In this context, Kahn's (1990) Personal Engagement Theory serves as the most relevant framework for understanding how psychological experiences influence employee engagement and, in turn, productivity.

Kahn proposed that three psychological conditions—meaningfulness, safety, and availability drive employees to engage fully in their roles. These dimensions closely relate to the realities of hotel work. For example, autonomy allows hotel employees, such as front desk officers and service attendants, to make swift and independent decisions when addressing guest needs. This discretion creates psychological meaningfulness, as employees see their efforts contributing directly to guest satisfaction and organizational performance (Breevaart & Bakker, 2018). Similarly, career development opportunities

promote psychological availability by equipping staff with the competence and confidence necessary to perform effectively (Albrecht, 2022).

communication and team collaboration foster psychological safety, as employees feel comfortable expressing ideas, asking questions, and taking initiative without fear of criticism (May et al., 2004). When hotel workers experience open dialogue and supportive teamwork, they become more emotionally and cognitively engaged, channeling their full energy toward delivering quality service.

Through these mechanisms, Kahn's framework explains how engagement transforms into improved organizational productivity. Engaged employees show higher dedication, attentiveness, and creativity in handling guest requests, resulting in superior service quality, customer loyalty, and overall business growth (Saks, 2021). Thus, the theory provides a strong foundation for understanding how specific job factors—autonomy, communication, collaboration, and career opportunities—foster engagement that leads to productivity gains in the hospitality industry.

2.6 Conceptual Framework

For this study, a conceptual framework that acts as a fundamental guide for this investigation has been developed. This framework thoroughly includes the independent variable, which is employee engagement and the dependent variables which includes job satisfaction, motivation, organizational commitment, leadership style, organizational

culture, work-life balance. This comprehensive framework is diagrammatically represented in the Figure below.

2.6.1 Conceptual Framework of the Study

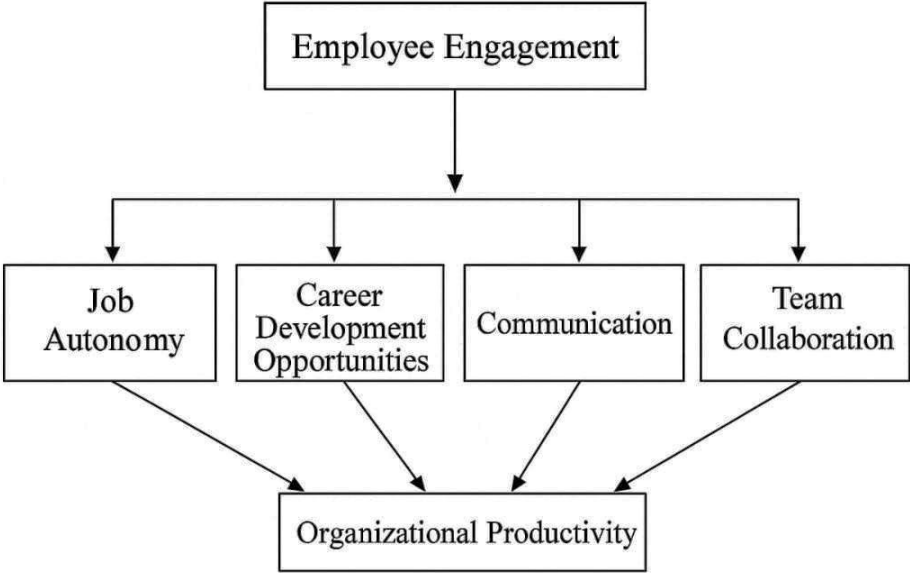


Figure 2.1. Conceptual framework showing the relationship between employee engagement variables and organizational productivity.

Source: Researcher’s Design (2025)

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter describes the research methods and procedures used in data collection and analysis which include the research design, population and sampling techniques, the operationalization and measurement of variables, the research instrument, validity and reliability of the research instrument, sources of data, method of data analysis and model specification.

3.2 Research Design

Research design is a frame work of the research method and techniques chosen by the researcher to evaluate the purpose of the study (Switala, 2003). The study adopted a descriptive survey design. The design was adopted for the study because it provides basic information about the characteristics of the samples used, it will help in getting vital facts, opinion, attitudes and behavior of the respondent (Zikmund, 2003).

3.3 Population and Sampling Technique

The population is the totality of the object or element being studied and to which the conclusion or generalization of the result will apply (Agbadudu, 2006). The population for this study will comprise of employees of selected Hotels in Benin City, Edo state. .The justification of the selection of these Hotels based on their large number of employees and the proximity of their location to the researcher. The population of

employees in these hotels as retrieved by the researcher from management of the selected hotels is two hundred and two (202). The breakdown of the population is presented in the table below:

Table 3.1: Population Distribution of the Study

S/NO	Hotel	Number of Employees
1	Golden Tulip Hotel	35
2	Randekhi Royal Hotel	28
3	De Brit Hotel	39
4	Boston Hotel	56
5	Lushville Hotel and Suites	25
6	Victoria Inn Hotel	19
Total number of Employees		202

Source: Management of Hotels (2025)

To get a sample size effective and efficient for the research study, the sample size determination formula by Taro Yammane (1967) will be used in determining the sample size:

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

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;

$$n = \frac{202}{1 + 202 (0.5)^2}$$

$$n = \frac{202}{1 + 202 (0.0025)}$$

$$n = \frac{3637}{1 + 0.505}$$

$$n = \frac{202}{1.505}$$

n = 134 (Rounded)

However, to get the exact number of questionnaires to be distributed to employees of the various hotels, the following formula will be adopted:

Hotel= \times

Where;

P = Departmental Population

N= total population

n= sample size

Therefore

Golden Tulip Hotel= $\times = \underline{23}$

Randekhi Hotel= $\times = \underline{19}$

De Brit Hotel= $\times = \underline{26}$

Boston Hotel= $\times = \underline{37}$

Lushville Hotel and Suites= $\times = \underline{17}$

Victoria Hotel= $\times = \underline{12}$

The selected Hotels distribution of the sample size is presented in the table below:

Table 3.2: Sample Distribution of the Study

S/NO	Hotel	Number of Employees	Sample Size
1	Golden Tulip Hotel	35	23
2	Randekhi Royal Hotel	28	19
3	De Brit Hotel	39	26
4	Boston Hotel	56	37
5	Lushville Hotel and Suites	25	17
6	Victoria Hotel	19	12
Total number of Employees		202	134

Source: Researcher's Computation (2025)

After calculating the sample size by substituting the numbers into the Taro Yamane formula, the sample size arrived at is one hundred and thirty-four (134). The study will adopt the simple random sampling technique which allows all units in the population to have an equal chance of being selected. This implies that a total number of one hundred and thirty-four (134) questionnaires will be distributed to employees of the selected hotels in this study. However, the questionnaire will be allocated to each hotel as stated in Table 3.2.

3.4 The Operationalization and Measurement of Variables

The study focused on examining the impact of employee engagement on organizational productivity in hospitality firms in Benin City, Edo state. The study focused on variables

(Job control, career development opportunity, communication and team collaboration) and their relationship with employees productivity of selected hotels in Benin City, Edo state.

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
Dependent Variable				
6	Employee engagement		Likert-type five point scale.	Question 6-10
Independent Variables				
7	Job control	Degree of autonomy over activities	Likert-type five point scale.	Question 11-15
8	Career Development	Opportunities for growth and advancement	Likert-type five point scale.	Question 16-20
9	Communication	.flow and clarity of information within the organization	Likert-type five point scale.	Question 21- 25
10	Team collaboration	Degree of team work and corporation among employees	Likert-type five point scale.	Question 26-30

Source: Researcher's Computation (2025)

3.5 The Research Instrument

The instrument employed was a structured questionnaire. The questionnaire was divided into two sections. Section one addresses the demographic information of the respondents. Section two contains thirty questions (30) constructed in line with the research question earlier stated to elicit information from the respondents. The questionnaire consisted of 5-point Likert scale response of strongly agree (SA), Agreed (A), Undecided (U), Disagree (D), Strongly Disagreed (SD).

3.6 Sources of Data

The nature of this study demands the use of primary data. The data were collected through the administration of questionnaires to employees of selected hotels in Benin City, Edo state.

3.7 Validity of the Instrument

Validity expresses the degree to which a research instrument measures what it purposes to measure (Bolarinwa, 2015). The validity of the instrument (questionnaires) will be affirmed by the researchers' supervisor who is an expert in the field of Human Resources Management. Her opinion, suggestions and recommendation will be used to produce the final instrument.

3.8 Method of Data Analysis

The responses from the distributed questionnaires will be analyzed using descriptive statistic, Pearson moment correlation matrix and linear regression. The descriptive

method will describe the demography of respondents using frequency and percentage. Furthermore, it will be adopted to answer the research questions using frequency count, simple percentage, mean () and standard deviation. The Pearson moment correlation matrix will be used to examine the close relationship between variables while linear regression analysis will be conducted to test the hypotheses of the study. The analysis will be conducted using the Statistical Packages for Social Sciences (SPSS version 20) econometric software.

3.9 Model Specification

The relationship between the independent variables and the dependent variable can be modelled as follows:

$$EE_i = \beta_0 + \beta_1 CB_i + \beta_2 WS_i + \beta_3 EB_i + \beta_4 WE_i + \beta_5 JS_i + \epsilon_i$$

Where:

EG is the employee's engagement in the hospitality firm.

JC is the Job control for employees.

C is the communication for employees.

CD represents the carrer development for employees.

TB represents the Team collaboration for employees.

β_0 is the intercept term.

$\beta_1, \beta_2, \beta_3, \beta_4$, are the coefficients for the respective independent variables, indicating the expected change in Employee engagement for a one-unit change in the independent variable, holding all other variables constant. Therefore, $B_1 - B_5 > 0$

ϵ_i is the error term, capturing all other factors that influence AP but are not included in the model.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

This chapter presents the data collected from respondents and the statistical analyses conducted to examine the influence of workplace factors on organisational performance among selected hotel employees in Edo State. The analyses were based on data obtained from one hundred and thirty-four (134) valid responses. The chapter is structured into sections that cover the demographic characteristics of respondents, the descriptive analysis of the study variables, and the test of hypotheses using appropriate inferential statistical tools.

The independent variables in this study include Job Autonomy, Career Development Opportunities, Feedback and Communication, and Team Collaboration, while Organisational Productivity serves as the dependent variable. Descriptive statistics such as frequencies, percentages, means, and standard deviations were used to summarize the responses for each construct. Furthermore, inferential statistical techniques, including correlation and multiple regression analyses, were applied to determine the nature and strength of the relationships between the identified workplace factors and organisational productivity among hotel employees in Edo State.

4.2 Demographic Characteristics of Respondents

This section presents the demographic characteristics of the respondents who participated in the study. It summarizes their distribution based on variables such as gender, age, marital status, educational qualification, monthly income, and hotel name. These details provide a clearer understanding of the composition of the hotel employees surveyed, offering important context for interpreting the results and understanding how demographic factors may relate to perceptions of organisational performance.

Table 4.1: Demographic Characteristics of Respondents (n = 134)

Variable	Category	Frequency	Percent
Gender	Male	62	46.3
	Female	72	53.7
	Total	134	100.0
Age	Below 21–25 years	28	20.9
	26–30 years	44	32.8
	31–35 years	46	34.3
	36 years and above	16	11.9
	Total	134	100.0
Marital Status	Single	66	49.2
	Married	68	50.8
	Total	134	100.0
Educational Qualification	SSCE	30	22.4
	Diploma/OND/NCE	34	25.4
	BSc	50	37.3
	MSc	13	9.7
	PhD	3	2.2

	Others	4	3.0
	Total	134	100.0
Monthly Income	Below ₦50,000	37	27.6
	₦50,000–₦99,000	60	44.8
	₦100,000–₦149,000	20	14.9
	₦150,000 and above	17	12.7
	Total	134	100.0
Hotel Name	Golden Tulip	23	17.2
	Randekhi Royal	19	14.2
	De Brit	26	19.4
	Boston	37	27.6
	Lushville	17	12.7
	Victoria Inn	12	9.0
	Total	134	100.0

Source: Researcher's Computation (2025)

Gender:

The results show that 62 respondents (46.3%) were male, while 72 respondents (53.7%) were female. This indicates that the workforce in the selected hotels is fairly balanced in terms of gender, with a slightly higher representation of female employees. This balance reflects equitable gender participation in the hospitality sector within the study area.

Age:

The analysis reveals that 28 respondents (20.9%) were between 21–25 years, 44 respondents (32.8%) were between 26–30 years, 46 respondents (34.3%) were between 31–35 years, and 16 respondents (11.9%) were 36 years and above. The data indicate that the majority of employees are within the 26–35-year age bracket, suggesting that the hotel workforce is predominantly young and active.

Marital Status:

Findings show that 66 respondents (49.2%) were single, while 68 respondents (50.8%) were married. This reflects a near-equal distribution between single and married employees, suggesting diversity in personal life stages among hotel staff.

Educational Qualification:

The results reveal that 30 respondents (22.4%) possessed SSCE, 34 respondents (25.4%) had Diploma/OND/NCE qualifications, 50 respondents (37.3%) held a Bachelor's degree (BSc), 13 respondents (9.7%) had a Master's degree (MSc), 3 respondents (2.2%) held a Doctorate (PhD), and 4 respondents (3.0%) indicated other forms of qualification. This

distribution shows that most respondents are moderately educated, with a significant proportion holding tertiary qualifications.

Monthly Income:

The analysis shows that 37 respondents (27.6%) earned below ₦50,000 monthly, 60 respondents (44.8%) earned between ₦50,000–₦99,000, 20 respondents (14.9%) earned between ₦100,000–₦149,000, and 17 respondents (12.7%) earned ₦150,000 and above. This indicates that a large proportion of hotel employees earn below ₦100,000 monthly, reflecting a generally modest income level within the sector.

Hotel Name:

The results show that 23 respondents (17.2%) were from Golden Tulip, 19 (14.2%) from Randekhi Royal, 26 (19.4%) from De Brit, 37 (27.6%) from Boston, 17 (12.7%) from Lushville, and 12 (9.0%) from Victoria Inn. This distribution shows that Boston Hotel had the highest number of respondents, followed by De Brit and Golden Tulip, while Victoria Inn recorded the fewest participants.

4.3 Data Presentation and Analysis for the Study Variables

This section presents the descriptive analysis of the main study variables, which include Job Autonomy, Career Development Opportunities, Feedback and Communication, Team Collaboration, and Organisational Productivity. Each variable was measured using specific items designed to capture respondents' levels of agreement on a five-point Likert scale, ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The analysis focuses on the frequency and percentage distributions of responses for each item, as well as the computed mean and standard deviation. These statistics provide a clear understanding of the general tendencies and perceptions of respondents regarding how workplace factors influence organisational productivity among hotel employees in Edo State.

Table 4.3.1: Descriptive Statistics of Job Autonomy (n = 134)

S/N	Statement	Total Resps	SA 5 f(%)	A 4 f(%)	U 3 f(%)	D 2 f(%)	SD 1 f(%)	Mean (\bar{x})
1	I have control over how I carry out my work tasks.	134	37 (27.6)	58 (43.3)	36 (26.9)	3 (2.2)	–	3.97
2	My job allows me to make important decisions on my own.	134	41 (30.6)	58 (43.3)	35 (26.1)	–	–	4.04
3	I am given enough freedom to plan and organize my work schedule.	134	40 (29.9)	69 (51.5)	23 (17.2)	2 (1.5)	–	4.09
4	I am encouraged to be innovative and take initiative in my job.	134	34 (25.4)	61 (45.5)	36 (26.9)	3 (2.2)	–	3.94
5	My supervisor trusts me to work independently without constant supervision.	134	39 (29.1)	58 (43.3)	34 (25.4)	3 (2.2)	–	3.99
Average Mean								4.01

Source: Researcher's Fieldwork (2025)

Table 4.3.1 presents the results on Job Autonomy among hotel employees. The analysis shows the distribution of responses based on their level of agreement with each statement, as well as the corresponding mean scores.

For the statement *“I have control over how I carry out my work tasks,”* 37 respondents (27.6%) strongly agreed, 58 (43.3%) agreed, 36 (26.9%) were undecided, and 3 (2.2%) disagreed. The mean score of 3.97 indicates that most employees agree that they have control over how they perform their tasks.

Regarding the statement *“My job allows me to make important decisions on my own,”* 41 respondents (30.6%) strongly agreed, 58 (43.3%) agreed, and 35 (26.1%) were undecided. With a mean score of 4.04, this suggests that many respondents enjoy considerable independence in making work-related decisions.

For *“I am given enough freedom to plan and organize my work schedule,”* 40 respondents (29.9%) strongly agreed, 69 (51.5%) agreed, 23 (17.2%) were undecided, and 2 (1.5%) disagreed. The mean score of 4.09 reflects strong agreement, showing that most employees experience flexibility in planning and scheduling their work.

On the statement *“I am encouraged to be innovative and take initiative in my job,”* 34 respondents (25.4%) strongly agreed, 61 (45.5%) agreed, 36 (26.9%) were undecided, and 3 (2.2%) disagreed. The mean of 3.94 indicates that employees generally feel supported to be creative and proactive in their job roles.

Finally, for “*My supervisor trusts me to work independently without constant supervision,*” 39 respondents (29.1%) strongly agreed, 58 (43.3%) agreed, 34 (25.4%) were undecided, and 3 (2.2%) disagreed. The mean score of 3.99 shows that most respondents perceive a high level of trust and independence from their supervisors.

The average mean score of 4.01 reveals that, overall, respondents agreed with the statements on job autonomy. This suggests that hotel employees generally perceive a high degree of independence and flexibility in carrying out their job responsibilities.

Table 4.3.2: Descriptive Statistics of Career Development Opportunities (n = 134)

S/N	Statement	Total Responses	SA 5 f(%)	A 4 f(%)	U 3 f(%)	D 2 f(%)	SD 1 f(%)	Mean (\bar{x})
12	My organization provides opportunities for professional growth.	134	25 (18.7)	58 (43.3)	47 (35.1)	4 (3.0)	–	3.78
13	There are clear career advancement prospects in my organization.	134	17 (12.7)	64 (47.8)	49 (36.6)	4 (3.0)	–	3.70
14	I receive adequate training to enhance my career development.	134	24 (17.9)	59 (44.0)	43 (32.1)	8 (6.0)	–	3.74
15	My organization supports employees' further education or skill development.	134	22 (16.4)	59 (44.0)	47 (35.1)	6 (4.5)	–	3.72
16	My organization regularly promotes employees based on merit.	134	17 (12.7)	60 (44.8)	51 (38.1)	6 (4.5)	–	3.66
Average Mean								3.72

Source: Researcher's Fieldwork (2025)

Table 4.3.2 presents the results on Career Development among hotel employees. The table displays the distribution of responses based on their level of agreement with each statement, as well as the corresponding mean scores.

For the statement “*My organization provides opportunities for professional growth,*” 25 respondents (18.7%) strongly agreed, 58 (43.3%) agreed, 47 (35.1%) were undecided, and 4 (3.0%) disagreed. The mean score of 3.78 indicates that most employees agree that their organization provides opportunities for professional advancement.

Regarding the statement “*There are clear career advancement prospects in my organization,*” 17 respondents (12.7%) strongly agreed, 64 (47.8%) agreed, 49 (36.6%) were undecided, and 4 (3.0%) disagreed. The mean score of 3.70 suggests that employees generally believe career growth opportunities exist, though some remain uncertain.

For “*I receive adequate training to enhance my career development,*” 24 respondents (17.9%) strongly agreed, 59 (44.0%) agreed, 43 (32.1%) were undecided, and 8 (6.0%) disagreed. The mean score of 3.74 reflects that most respondents are satisfied with the level of training and skill development provided by their organization.

On the statement “*My organization supports employees’ further education or skill development,*” 22 respondents (16.4%) strongly agreed, 59 (44.0%) agreed, 47 (35.1%) were undecided, and 6 (4.5%) disagreed. The mean of 3.72 shows that a majority of respondents acknowledge that their organization supports learning and professional growth.

Finally, for “*My organization regularly promotes employees based on merit,*” 17 respondents (12.7%) strongly agreed, 60 (44.8%) agreed, 51 (38.1%) were undecided, and 6 (4.5%) disagreed. The mean score of 3.66 indicates moderate agreement, suggesting that while some employees perceive fairness in promotion practices, others are neutral or uncertain.

The average mean score of 3.72 reveals that, overall, respondents agreed with the statements on career development. This suggests that hotel employees generally perceive a moderate to high level of support for professional growth, training, and advancement within their organizations.

Table 4.3.3: Descriptive Statistics of Feedback and Communication (n = 134)

S/N	Statement	Total Responses	SA 5 f(%)	A 4 f(%)	U 3 f(%)	D 2 f(%)	SD 1 f(%)	Mean (\bar{x})
17	Management communicates organizational goals clearly.	134	18 (13.4)	65 (48.5)	44 (32.8)	7 (5.2)	–	3.70
18	I regularly receive constructive feedback about my performance.	134	22 (16.4)	53 (39.6)	50 (37.3)	8 (6.0)	1 (0.7)	3.65
19	There is open communication between employees and management.	134	17 (12.7)	58 (43.3)	51 (38.1)	7 (5.2)	1 (0.7)	3.62
20	Suggestions and opinions from employees are taken seriously by management.	134	16 (11.9)	65 (48.5)	48 (35.8)	5 (3.7)	–	3.69
21	My organization provides timely information about important decisions.	134	20 (14.9)	59 (44.0)	49 (36.6)	6 (4.5)	–	3.69
Average Mean								3.67

Source: Researcher's Fieldwork (2025)

Table 4.3.3 presents the results on Feedback and Communication among hotel employees. The table shows the distribution of responses based on their level of agreement with each statement, as well as the corresponding mean scores.

For the statement *“Management communicates organizational goals clearly,”* 18 respondents (13.4%) strongly agreed, 65 (48.5%) agreed, 44 (32.8%) were undecided, and 7 (5.2%) disagreed. The mean score of 3.70 indicates that most employees agree that management communicates goals clearly within the organization.

Regarding the statement *“I regularly receive constructive feedback about my performance,”* 22 respondents (16.4%) strongly agreed, 53 (39.6%) agreed, 50 (37.3%) were undecided, 8 (6.0%) disagreed, and 1 (0.7%) strongly disagreed. The mean score of 3.65 suggests that while employees generally receive feedback, some are uncertain about its frequency or quality.

For *“There is open communication between employees and management,”* 17 respondents (12.7%) strongly agreed, 58 (43.3%) agreed, 51 (38.1%) were undecided, 7 (5.2%) disagreed, and 1 (0.7%) strongly disagreed. The mean of 3.62 reflects that communication between staff and management is moderately open, with some employees remaining neutral.

On the statement *“Suggestions and opinions from employees are taken seriously by management,”* 16 respondents (11.9%) strongly agreed, 65 (48.5%) agreed, 48 (35.8%)

were undecided, and 5 (3.7%) disagreed. The mean score of 3.69 shows that most respondents believe management values employees' input.

Finally, for "*My organization provides timely information about important decisions,*" 20 respondents (14.9%) strongly agreed, 59 (44.0%) agreed, 49 (36.6%) were undecided, and 6 (4.5%) disagreed. The mean of 3.69 indicates that employees generally agree that management communicates important information promptly.

The average mean score of 3.67 reveals that, overall, respondents agreed with the statements on feedback and communication. This suggests that hotel employees generally perceive a moderate to high level of effective communication and feedback practices within their organizations.

Table 4.3.4: Descriptive Statistics of Team Collaboration (n = 134)

S/ N	Statement	Total Resp onses	SA 5 f(%)	A 4 f(%)	U 3 f(%)	D 2 f(%)	SD 1 f(%)	Mean (\bar{x})
22	Employees in my organization work together effectively to achieve goals.	134	29 (21.6)	60 (44.8)	43 (32.1)	2 (1.5)	–	3.86
23	Team members willingly share ideas and knowledge with one another.	134	29 (21.6)	62 (46.3)	41 (30.6)	2 (1.5)	–	3.88
24	There is a strong sense of teamwork in my department.	134	30 (22.4)	60 (44.8)	42 (31.3)	2 (1.5)	–	3.88
25	My coworkers support each other in completing tasks.	134	25 (18.7)	73 (54.5)	32 (23.9)	4 (3.0)	–	3.89
26	Team efforts are recognized and rewarded in my organization.	134	27 (20.1)	64 (47.8)	37 (27.6)	6 (4.5)	–	3.83
Average Mean								3.87

Source: Researcher's Fieldwork (2025)

Table 4.3.4 presents the results on Team Collaboration among hotel employees. The table shows the distribution of responses across levels of agreement for each statement, along with their corresponding mean scores.

For the statement *“Employees in my organization work together effectively to achieve goals,”* 29 respondents (21.6%) strongly agreed, 60 (44.8%) agreed, 43 (32.1%) were undecided, and 2 (1.5%) disagreed. The mean score of 3.86 indicates that most employees agree that teamwork is effective in achieving organizational goals.

Regarding the statement *“Team members willingly share ideas and knowledge with one another,”* 29 respondents (21.6%) strongly agreed, 62 (46.3%) agreed, 41 (30.6%) were undecided, and 2 (1.5%) disagreed. The mean score of 3.88 suggests that employees generally view their teams as cooperative and open in sharing ideas and information.

For *“There is a strong sense of teamwork in my department,”* 30 respondents (22.4%) strongly agreed, 60 (44.8%) agreed, 42 (31.3%) were undecided, and 2 (1.5%) disagreed. The mean of 3.88 shows that respondents largely believe a strong sense of teamwork exists within their departments.

On the statement *“My coworkers support each other in completing tasks,”* 25 respondents (18.7%) strongly agreed, 73 (54.5%) agreed, 32 (23.9%) were undecided, and 4 (3.0%) disagreed. The mean score of 3.89 reflects that most employees feel supported by their colleagues in carrying out their responsibilities.

Finally, for “*Team efforts are recognized and rewarded in my organization,*” 27 respondents (20.1%) strongly agreed, 64 (47.8%) agreed, 37 (27.6%) were undecided, and 6 (4.5%) disagreed. The mean score of 3.83 indicates that recognition of team efforts is fairly common, though some employees remain neutral.

The average mean score of 3.87 shows that, overall, respondents agreed with the statements on team collaboration. This suggests that hotel employees generally perceive a strong culture of teamwork, mutual support, and cooperation within their organizations.

Table 4.3.5: Descriptive Statistics of Organisational Productivity (n = 134)

S/ N	Statement	Total Resp onses	SA 5 f(%)	A 4 f(%)	U 3 f(%)	D 2 f(%)	SD 1 f(%)	Mean (\bar{x})
27	My organisation consistently achieves its operational and financial objectives through effective employee performance.	134	30 (22.4)	77 (57.5)	26 (19.4)	1 (0.7)	–	4.02
28	The services and products delivered by my organisation meet high-quality standards that satisfy customers.	134	30 (22.4)	74 (55.2)	29 (21.6)	1 (0.7)	–	3.99
29	Employees in my organisation work efficiently, ensuring that tasks are completed accurately and on schedule.	134	28 (20.9)	78 (58.2)	28 (20.9)	–	–	4.00
30	The management of my organisation continuously adopts innovative practices that improve overall output.	134	27 (20.1)	79 (59.0)	27 (20.1)	1 (0.7)	–	3.99
31	My organisation's collective productivity has strengthened its competitiveness within the industry.	134	31 (23.1)	68 (50.7)	35 (26.1)	–	–	3.97
Average Mean								3.99

Source: Researcher's Fieldwork (2025)

Table 4.3.5 presents the results on Organisational Productivity among hotel employees. The table displays the distribution of responses across levels of agreement for each statement, along with their corresponding mean scores.

For the statement *“My organisation consistently achieves its operational and financial objectives through effective employee performance,”* 30 respondents (22.4%) strongly agreed, 77 (57.5%) agreed, 26 (19.4%) were undecided, and 1 (0.7%) disagreed. The mean score of 4.02 indicates that most employees agree that their organisation effectively meets its goals through strong employee performance.

Regarding the statement *“The services and products delivered by my organisation meet high-quality standards that satisfy customers,”* 30 respondents (22.4%) strongly agreed, 74 (55.2%) agreed, 29 (21.6%) were undecided, and 1 (0.7%) disagreed. The mean score of 3.99 suggests that employees generally perceive their organisation as maintaining high-quality standards that ensure customer satisfaction.

For *“Employees in my organisation work efficiently, ensuring that tasks are completed accurately and on schedule,”* 28 respondents (20.9%) strongly agreed, 78 (58.2%) agreed, and 28 (20.9%) were undecided. The mean of 4.00 reflects that most respondents view employees as efficient and timely in completing work tasks.

On the statement *“The management of my organisation continuously adopts innovative practices that improve overall output,”* 27 respondents (20.1%) strongly agreed, 79 (59.0%) agreed, 27 (20.1%) were undecided, and 1 (0.7%) disagreed. The mean score of

3.99 shows that most employees agree management adopts innovation to enhance productivity.

Finally, for “*My organisation’s collective productivity has strengthened its competitiveness within the industry,*” 31 respondents (23.1%) strongly agreed, 68 (50.7%) agreed, and 35 (26.1%) were undecided. The mean score of 3.97 indicates that most respondents believe their organisation’s productivity contributes positively to its competitiveness.

The average mean score of 3.99 reveals that, overall, respondents agreed with the statements on organisational productivity. This suggests that hotel employees generally perceive their organisations as productive, efficient, and competitive, achieving high performance through effective operations and innovation.

4.4 Correlation Analysis

Correlation analysis was conducted to examine the strength and direction of the linear relationships between the independent variables: Job Autonomy, Career Development, Feedback and Communication, and Team Collaboration, and the dependent variable, Organisational Productivity. The analysis employed the Pearson Correlation Coefficient (r) to measure the degree of association between the variables. The coefficient values range from -1 to $+1$, where positive values indicate direct relationships and negative values indicate inverse relationships. The significance level (p -value) was used to

determine whether the relationships were statistically significant at the 0.05 or 0.01 levels of significance.

Table 4.4.1: Correlation Matrix of Study Variables

Correlations						
		OP	JA	CD	FC	TC
OP	Pearson Correlation	1	.450**	.314**	.318**	.211*
	Sig. (2-tailed)		.000	.000	.000	.014
	N	134	134	134	134	134
JA	Pearson Correlation	.450**	1	.060	.240**	.219*
	Sig. (2-tailed)	.000		.492	.005	.011
	N	134	134	134	134	134
CD	Pearson Correlation	.314**	.060	1	-.083	.011
	Sig. (2-tailed)	.000	.492		.339	.900
	N	134	134	134	134	134
FC	Pearson Correlation	.318**	.240**	-.083	1	.154
	Sig. (2-tailed)	.000	.005	.339		.076
	N	134	134	134	134	134
TC	Pearson Correlation	.211*	.219*	.011	.154	1
	Sig. (2-tailed)	.014	.011	.900	.076	
	N	134	134	134	134	134
**. Correlation is significant at the 0.01 level (2-tailed).						
*. Correlation is significant at the 0.05 level (2-tailed).						

Source: Researcher's Fieldwork (2025)

As shown in Table 4.4.1, the correlation results reveal varying degrees of association among the study variables: Job Autonomy, Career Development, Feedback and Communication, Team Collaboration, and Organisational Productivity.

The relationship between Job Autonomy and Organisational Productivity is positive and moderate ($r = 0.450$, $p < 0.01$), indicating that higher levels of job autonomy among employees are significantly associated with greater organisational productivity. This suggests that when employees have freedom and control over their work, it positively contributes to improved overall performance and efficiency within the organisation.

Similarly, Career Development shows a positive moderate correlation with Organisational Productivity ($r = 0.314$, $p < 0.01$). This means that employees who experience opportunities for growth, advancement, and professional development tend to perform better, contributing to enhanced productivity.

In the same vein, Feedback and Communication has a moderate positive relationship with Organisational Productivity ($r = 0.318$, $p < 0.01$), suggesting that open communication and constructive feedback channels within the organisation promote higher productivity levels.

Furthermore, Team Collaboration displays a weak but significant positive correlation with Organisational Productivity ($r = 0.211$, $p < 0.05$). This implies that effective teamwork and cooperative efforts among employees moderately enhance the overall productivity of the organisation.

Among the independent variables, Job Autonomy is positively correlated with Feedback and Communication ($r = 0.240$, $p < 0.01$) and Team Collaboration ($r = 0.219$, $p < 0.05$), suggesting that employees who experience greater autonomy are also more likely to engage in open communication and teamwork. Additionally, Feedback and Communication shows a weak, non-significant relationship with Team Collaboration ($r = 0.154$, $p = 0.076$), indicating that while both are related, their association is not statistically strong.

Career Development shows no significant correlation with Job Autonomy ($r = 0.060$, $p = 0.492$) or Team Collaboration ($r = 0.011$, $p = 0.900$), implying that employees' perceptions of career growth opportunities are largely independent of their sense of autonomy or teamwork.

None of the correlation coefficients exceed 0.80, confirming the absence of multicollinearity among the study variables. This indicates that each dimension: Job Autonomy, Career Development, Feedback and Communication, and Team Collaboration, captures a distinct aspect of employee experience, thereby supporting the reliability and validity of subsequent regression analyses.

4.5 Regression Analysis

The regression analysis was conducted to determine the extent to which the independent variables predict the dependent variable, Organisational Productivity. The model provides coefficients that indicate the strength and direction of each variable's effect on

productivity, while the coefficient of determination (R^2) explains the proportion of variance in organisational productivity accounted for by the independent variables. The significance values (p-values) are used to test the research hypotheses and determine whether each independent variable exerts a statistically significant influence on organisational productivity at either the 0.05 or 0.01 level of significance.

Table 4.5.1: Model Summary

Model Summary ^b										
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	.595 ^a	.354	.334	.44644	.354	17.662	4	129	.000	1.871
a. Predictors: (Constant), JA,CD,FC,TC										
b. Dependent Variable: OP										

Source: Researcher's Fieldwork (2025)

The model summary result from the regression output is presented in the table above. The R value of 0.595 indicates a moderate positive relationship between the independent variables: Job Autonomy, Career Development, Feedback and Communication, and Team Collaboration, and the dependent variable, Organisational Productivity. This shows that the combined effect of these workplace factors is moderately associated with productivity levels among hotel employees.

The R Square value of 0.354 reveals that the independent variables collectively explain 35.4% of the variation in organisational productivity. This means that differences in employees' productivity can be partly attributed to variations in their autonomy, career development opportunities, feedback systems, and team collaboration. The Adjusted R Square value of 0.334 further confirms the model's reliability after adjusting for the number of predictors, indicating a consistent and well-fitted model with moderate explanatory power.

The Durbin–Watson statistic of 1.871 is close to the benchmark value of 2.0, suggesting that the model is free from autocorrelation problems. This implies that the residuals are independent, confirming the statistical validity of the regression model and its suitability for further inferential analysis.

Table 4.5.2: ANOVA Analysis

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.081	4	3.520	17.662	.000 ^b
	Residual	25.711	129	.199		
	Total	39.793	133			
a. Dependent Variable: OP						
b. Predictors: (Constant), JA,CD,FC,TC						

Source: Researcher's Fieldwork (2025)

The table above presents the analysis of variance (ANOVA) result on the effect of Job Autonomy, Career Development, Feedback and Communication, and Team Collaboration on Organisational Productivity. The F-statistic value of 17.662 is significant at the 0.05 level ($p = 0.000$).

This indicates that the explanatory variables: Job Autonomy, Career Development, Feedback and Communication, and Team Collaboration, collectively exert a statistically significant effect on organisational productivity. In other words, the regression model as a whole significantly predicts variations in productivity levels among hotel employees.

This result validates the overall regression model, confirming that the combined influence of the independent variables contributes meaningfully to explaining differences in organisational productivity within the sampled hotels.

Table 4.5.3 Coefficient Analysis

Coefficients ^a								
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.631	.422		1.493	.138		
	JA	.310	.066	.352	4.720	.000	.903	1.108
	CD	.274	.063	.312	4.382	.000	.986	1.014
	FC	.212	.064	.245	3.328	.001	.922	1.085
	TC	.083	.065	.093	1.275	.205	.941	1.063
a. Dependent Variable: OP								

Source: Researcher's Fieldwork (2025)

4.6 Test of Hypotheses

Hypothesis One

H₀₁: Job Autonomy does not have a significant effect on Organisational Productivity.

The result from the table above shows that Job Autonomy has a significant positive effect on Organisational Productivity. The p-value of 0.000 is less than 0.05 ($p = 0.000 < 0.05$; $t = 4.720 > 2$). This research therefore concludes that Job Autonomy has a positive and significant relationship with Organisational Productivity among hotel employees.

Hypothesis Two

H₀₂: Career Development does not have a significant effect on Organisational Productivity.

The result from the table above indicates that Career Development has a significant positive effect on Organisational Productivity. The p-value of 0.000 is less than 0.05 ($p = 0.000 < 0.05$; $t = 4.382 > 2$). This implies that opportunities for career growth and advancement significantly enhance employees' productivity. Thus, the null hypothesis is rejected, and it is concluded that Career Development has a positive and significant relationship with Organisational Productivity among hotel employees.

Hypothesis Three

H₀₃: Feedback and Communication do not significantly influence Organisational Productivity.

The result from the table above reveals that Feedback and Communication have a significant positive influence on Organisational Productivity. The p-value of 0.001 is less than 0.05 ($p = 0.001 < 0.05$; $t = 3.328 > 2$). This means that effective communication and regular feedback between management and employees significantly improve productivity levels. The null hypothesis is therefore rejected, confirming a positive and significant relationship between Feedback and Communication and Organisational Productivity among hotel employees.

Hypothesis Four

H₀₄: Team Collaboration does not significantly affect Organisational Productivity.

The result from the table above shows that Team Collaboration has a positive but not significant effect on Organisational Productivity. The p-value of 0.205 is greater than 0.05 ($p = 0.205 > 0.05$; $t = 1.275 < 2$). This indicates that, although teamwork contributes positively to productivity, the effect is not statistically significant. Therefore, the null hypothesis is accepted, suggesting that Team Collaboration does not have a significant influence on Organisational Productivity among hotel employees.

4.6 Discussion of Findings

This study examined the influence of workplace factors: Job Autonomy, Career Development, Feedback and Communication, and Team Collaboration, on Organisational Productivity among hotel employees. The regression model produced an R value of 0.595 and an R² of 0.354 (Adjusted R² = 0.334), indicating that the predictors collectively

explain about 35.4% of the variation in organisational productivity. This means that the independent variables possess moderate explanatory power, demonstrating that differences in autonomy, growth opportunities, communication, and teamwork meaningfully account for variations in productivity levels among employees.

The ANOVA result ($F = 17.662$, $p = 0.000$) further confirms that the overall model is statistically significant at the 5% level. This implies that, taken together, the four independent variables significantly predict changes in organisational productivity among hotel employees. The result therefore validates the regression model, confirming that the combined effect of Job Autonomy, Career Development, Feedback and Communication, and Team Collaboration contributes meaningfully to explaining variations in productivity outcomes.

Finally, the Durbin–Watson statistic of 1.871, which is approximately equal to 2.0, suggests that there is no autocorrelation among the residuals. This indicates that the regression model is statistically sound and that the residuals are independent, thereby supporting the reliability and validity of the regression estimates obtained in this study.

Job Autonomy

Based on research objective one, respondents' perceptions of Job Autonomy were measured using items that assessed whether employees have control over their work tasks, make important decisions independently, have freedom in organizing their schedules, are encouraged to be innovative, and are trusted to work without constant

supervision. The descriptive analysis yielded an overall mean score of 4.01, indicating a high level of job autonomy among respondents. This suggests that hotel employees generally perceive their work environment as flexible and empowering, allowing them to take initiative and make decisions in their job roles.

The regression analysis revealed that Job Autonomy has a positive and statistically significant effect on Organisational Productivity ($B = 0.310$, $t = 4.720$, $p = 0.000$). This implies that as employees experience greater levels of autonomy, their productivity and performance also increase significantly. When staff members are allowed to take ownership of their tasks, apply discretion in decision-making, and manage their work independently, they tend to be more motivated, efficient, and committed to achieving organisational goals.

This finding is consistent with the results of Adebayo and Nwosu (2022), who found that employee autonomy positively influences creativity, motivation, and overall job satisfaction in the hospitality industry. Similarly, Oladipo and Hassan (2021) reported that higher job autonomy enhances employees' sense of responsibility and accountability, which in turn leads to improved organisational outcomes. Theoretically, this finding supports the Job Characteristics Model (Hackman & Oldham, 1976), which posits that autonomy is a key psychological factor that fosters internal work motivation and higher performance.

Therefore, this study concludes that Job Autonomy has a positive and significant relationship with Organisational Productivity among hotel employees. Encouraging autonomy through decentralised decision-making, flexible work structures, and trust-based supervision can further enhance employee commitment, efficiency, and overall organisational success.

Career Development

Based on research objective two, respondents' perceptions of Career Development were measured using items that examined whether their organisation provides opportunities for professional growth, clear promotion prospects, adequate training, support for further education, and merit-based advancement. The descriptive analysis produced an overall mean score of 3.72, indicating a moderate level of career development among hotel employees. This suggests that while employees generally perceive some degree of support for their professional advancement, opportunities for continuous growth and merit-based promotion may still be limited or unevenly distributed across the organisation.

The regression analysis revealed that Career Development has a positive and statistically significant effect on Organisational Productivity ($B = 0.274$, $t = 4.382$, $p = 0.000$). This implies that improvements in career development initiatives, such as training, skill enhancement, and clear advancement pathways significantly boost organisational

productivity. Employees who perceive genuine opportunities for career growth are more likely to be motivated, loyal, and committed to achieving organisational objectives.

This finding aligns with the results of Emeh and Udeh (2022), who reported that career development programs significantly improve employee performance and reduce turnover in service-oriented organisations. Likewise, Adeyemi and Olatunji (2023) found that employees who receive adequate career support demonstrate higher job satisfaction and productivity. Theoretically, this result supports Social Exchange Theory (Blau, 1964), which posits that employees reciprocate organisational investment in their growth with increased dedication and performance.

Therefore, this study concludes that Career Development has a positive and significant relationship with Organisational Productivity among hotel employees. Organisations that invest in continuous training, mentorship, and fair promotion systems are more likely to sustain high performance and retain a motivated workforce.

Feedback and Communication

Based on research objective three, respondents' perceptions of Feedback and Communication were assessed through items that measured how clearly management communicates organisational goals, the frequency of constructive feedback, openness of communication channels, seriousness with which management considers employee suggestions, and timeliness of information dissemination. The descriptive analysis yielded an overall mean score of 3.67, indicating a moderate level of feedback and

communication within the hotels. This suggests that, although communication structures exist, there is room for improvement in providing regular, clear, and two-way feedback between management and employees.

The regression analysis showed that Feedback and Communication have a positive and statistically significant effect on Organisational Productivity ($B = 0.212$, $t = 3.328$, $p = 0.001$). This means that as communication effectiveness and feedback quality increase, organisational productivity also improves significantly. When management clearly articulates goals, provides timely feedback, and listens to employees' opinions, it fosters trust, engagement, and better alignment with organisational objectives.

This finding is in line with Okafor and Akinwale (2022), who observed that transparent communication and constructive feedback significantly enhance employee efficiency and morale in the hospitality sector. Similarly, Eze and Chukwu (2023) found that open communication channels promote teamwork, commitment, and improved performance outcomes. Theoretically, this result supports the Communication Satisfaction Theory (Downs & Hazen, 1977), which highlights that employees who are satisfied with organisational communication are more motivated and productive.

Therefore, this study concludes that Feedback and Communication have a positive and significant relationship with Organisational Productivity among hotel employees. Strengthening internal communication systems, encouraging feedback from staff, and

ensuring timely dissemination of information can enhance coordination, reduce misunderstandings, and drive higher productivity across the organisation.

Team Collaboration

Based on research objective four, respondents' perceptions of Team Collaboration were measured using items that examined whether employees work together effectively to achieve goals, share ideas and knowledge, maintain a strong sense of teamwork, support one another, and receive recognition for team efforts. The descriptive analysis yielded an overall mean score of 3.87, indicating a high level of teamwork and collaboration among hotel employees. This shows that most respondents perceive their work environment as cooperative and supportive, where team members coordinate their efforts and assist one another to achieve organisational goals.

The regression analysis revealed that Team Collaboration has a positive but statistically insignificant effect on Organisational Productivity ($B = 0.083$, $t = 1.275$, $p = 0.205$). This means that although teamwork contributes positively to productivity, its influence is not strong enough to reach statistical significance. In simpler terms, while employees report strong collaboration, this alone does not translate directly into measurable increases in productivity. It suggests that teamwork may enhance harmony and coordination, but the actual improvement in productivity likely depends on how well it is supported by other organisational factors such as autonomy, professional development, and effective communication.

This finding aligns with Eze and Nwachukwu (2022), who observed that teamwork enhances cooperation and goal alignment but may not independently determine productivity without strong individual motivation and resource support. Similarly, Adeyemi and Olatunji (2023) reported that while collaborative efforts strengthen employee relationships, their effect on performance becomes more pronounced when supported by effective communication and leadership. Theoretically, this finding supports the Input–Process–Output (IPO) Model of Team Effectiveness, which suggests that teamwork contributes to productivity only when supported by enabling processes such as communication, leadership, and goal clarity.

Therefore, this study concludes that Team Collaboration has a positive but not significant relationship with Organisational Productivity among hotel employees. Although teamwork enhances mutual support and coordination, its contribution to productivity can be strengthened through improved communication structures, leadership involvement, and systems that reward collective achievement.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION, AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusion, recommendations, contributions to knowledge, and suggestions for further research based on the analyses conducted in Chapter Four. The study examined the effect of Job Autonomy, Career Development, Feedback and Communication, and Team Collaboration on Organisational Productivity among hotel employees.

Descriptive and inferential statistical techniques, including correlation and multiple regression analyses, were employed to determine the strength, direction, and significance of the relationships among the study variables.

5.2 Summary of Findings

This study investigated how the selected workplace factors: Job Autonomy, Career Development, Feedback and Communication, and Team Collaboration, affect Organisational Productivity among hotel employees. Data were collected from 134 valid responses, and the major findings are summarised as follows:

1. Job Autonomy had a positive and statistically significant effect on Organisational Productivity ($B = 0.310$, $t = 4.720$, $p = 0.000$). This indicates that when employees are granted independence, flexibility, and discretion in performing their duties,

productivity levels increase substantially. The correlation result ($r = 0.450$, $p < 0.01$) further confirms a moderate positive relationship between autonomy and productivity.

2. Career Development also had a positive and statistically significant effect on Organisational Productivity ($B = 0.274$, $t = 4.382$, $p = 0.000$). This implies that opportunities for training, skill enhancement, and advancement significantly enhance employees' efficiency and commitment. The correlation coefficient ($r = 0.314$, $p < 0.01$) confirms a moderate positive association between career development and productivity.
3. Feedback and Communication had a positive and statistically significant effect on Organisational Productivity ($B = 0.212$, $t = 3.328$, $p = 0.001$). This means that effective feedback systems and open communication channels contribute significantly to employees' alignment with organisational goals, thus improving overall productivity. The correlation result ($r = 0.318$, $p < 0.01$) supports this relationship.
4. Team Collaboration had a positive but statistically insignificant effect on Organisational Productivity ($B = 0.083$, $t = 1.275$, $p = 0.205$). Although employees reported high levels of teamwork, the analysis shows that its direct effect on productivity was not significant. However, the correlation result ($r = 0.211$, $p < 0.05$) indicates a weak but positive relationship between teamwork and productivity.
5. The model summary result ($R = 0.595$; $R^2 = 0.354$; Adjusted $R^2 = 0.334$) shows that the four independent variables collectively explain 35.4% of the variation in

Organisational Productivity. This indicates that autonomy, career development, feedback and communication, and teamwork jointly contribute to explaining productivity differences among hotel employees.

6. The ANOVA result ($F = 17.662$, $p = 0.000$) confirms that the overall regression model is statistically significant at the 1% level, meaning that the independent variables jointly and significantly predict Organisational Productivity.
7. The Durbin–Watson statistic of 1.871 indicates that the model is free from autocorrelation, implying that the residuals are independent and the regression model is statistically reliable.

5.3 Conclusion

This study examined the effect of Job Autonomy, Career Development, Feedback and Communication, and Team Collaboration on Organisational Productivity among hotel employees. The findings revealed that Job Autonomy, Career Development, and Feedback and Communication each have positive and significant effects on productivity, while Team Collaboration has a positive but insignificant effect.

These results suggest that employees who enjoy autonomy, receive career support, and experience effective feedback systems tend to perform more efficiently and contribute more meaningfully to organisational goals. However, teamwork alone, without strong communication and leadership support, may not directly translate to higher productivity.

Overall, the research concludes that workplace factors related to empowerment, development, and communication are critical determinants of productivity in the hospitality sector. Enhancing these aspects can lead to improved performance, efficiency, and competitiveness among hotel employees.

5.4 Recommendations

Based on the findings and the four research objectives, the following recommendations are made:

1. Enhance Job Autonomy

Hotel management should delegate more decision-making authority to employees and encourage flexibility in work processes. Trust-based supervision, empowerment initiatives, and clear job roles can improve motivation, accountability, and output.

2. Strengthen Career Development Initiatives

Management should provide regular training, mentorship programs, and clear promotion pathways. Supporting employees' skill enhancement and educational growth will increase motivation, loyalty, and long-term productivity.

3. Promote Effective Feedback and Communication

Organisations should establish open communication channels and provide regular, constructive feedback to employees. Management should prioritise transparency, two-way communication, and prompt dissemination of information to enhance engagement and goal alignment.

4. Foster Productive Team Collaboration

While teamwork is already strong, its impact can be improved by developing clear team goals, providing leadership support, and recognising group achievements. Encouraging team-based rewards and structured collaboration systems can translate teamwork into measurable productivity gains.

5.5 Contribution to Knowledge

This study contributes to the growing empirical literature on organisational behaviour and productivity in the hospitality industry. It establishes that Job Autonomy, Career Development, and Feedback and Communication significantly enhance organisational productivity, while Team Collaboration, although positive, is not a significant predictor.

The study extends existing management theories by quantifying the joint explanatory power (35.4%) of these workplace factors in predicting productivity outcomes. It also demonstrates that internal communication, autonomy, and professional development serve as vital mechanisms for improving performance and competitiveness in service-oriented organisations.

5.6 Suggestions for Further Research

While this study provides important insights into the predictors of organisational productivity, it was limited to employees within selected hotels. Future research should expand to include other hospitality organisations and related service industries for broader generalisation.

Additionally, longitudinal studies are recommended to assess how continuous improvements in autonomy, career development, and communication influence productivity over time. Researchers may also explore moderating variables such as organisational culture, leadership style, or employee engagement to provide deeper insights into the dynamics between workplace factors and productivity.

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APPENDIX

DEPARTMENT OF HUMAN RESOURCE MANAGEMENT

FACULTY OF MANAGEMENT SCIENCES

UNIVERSITY OF BENIN

**Employee Engagement and Organizational Productivity in Selected Hotels in Benin
City, Edo State**

Dear Sir/Madam,

APPEAL FOR THE COMPLETION OF QUESTIONNAIRE

My name is Okwudiri Peace, and I am an undergraduate student in the above-named Department. As part of the requirement for the programme, I am conducting a research on “Employee Engagement and Organizational Productivity”. In this regard, you have been randomly selected as a member of the sample. I also wish to assure you that your responses will be treated in strict confidence and used for the stated academic purpose only.

Thank you.

Yours Faithfully

Okwudiri Peace

SECTION A: PERSONAL DATA

* Indicates required question

Tick √ in the appropriate box and give answers where necessary

Mark only one oval.

Gender *

Male Female

Age *

Below 21 – 25 years 26-30 years 31-35 years 36 years and above

Marital Status *

Single Married

Highest educational qualification *

SSCE Diploma|OND|NCE BSC MSc PhD Others

Monthly Income *

Below ₦50,000 ₦50,000–₦99,000 ₦100,000–₦149,000 ₦150,000 and above

Hotel Name *

Golden Tulip hotel Randekhi Royal hotel De Brit Hotel
 Boston Hotel Lushville Hotel and Suites Victoria Inn Hotel

SECTION B: GENERAL

Please tick in the appropriate box after each

question as an indication of your choice using Likert scale: Strongly Agree (SA)= 5; Agree (A)= 4; Undecided (U)= 3; Disagree (D)= 2; Strongly Disagree(SD)= 1.

Mark only one oval.

Job Autonomy

I have control over how I carry out my work tasks. *

5 4 3 2 1

My job allows me to make independent decisions. *

5 4 3 2 1

I am encouraged to use my own initiative in performing tasks. *

5 4 3 2 1

I can decide the order in which to perform my work activities. *

5 4 3 2 1

I have flexibility in managing my time at work. *

5 4 3 2 1

Career Development Opportunities

My organization provides opportunities for professional growth. *

5 4 3 2 1

Employees are encouraged to attend training and workshops. *

5 4 3 2 1

Promotion decisions are based on merit and performance. *

5 4 3 2 1

There is a clear path for career advancement in my organization. *

5 4 3 2 1

My organization supports employees in developing new skills. *

5 4 3 2 1

Feedback and Communication

Management communicates organizational goals clearly. *

5 4 3 2 1

Feedback is regularly provided to employees about their performance. *

5 4 3 2 1

Feedback is regularly provided to employees about their performance. *

5 4 3 2 1

Information flows effectively across departments. *

5 4 3 2 1

Communication between management and employees is open and transparent. *

5 4 3 2 1

Team Collaboration

Employees work together effectively to achieve goals. *

5 4 3 2 1

Team members share knowledge and information freely. *

5 4 3 2 1

There is a strong sense of unity among team members. *

5 4 3 2 1

I feel comfortable working with my team members. *

5 4 3 2 1

Team collaboration improves my job performance. *

5 4 3 2 1

Organisational Productivity

My organisation consistently achieves its operational and financial objectives through effective employee performance. *

5 4 3 2 1

The services and products delivered by my organisation meet high-quality * standards that satisfy customers.

5 4 3 2 1

Employees in my organisation work efficiently, ensuring that tasks are completed * accurately and on schedule.

5 4 3 2 1

The management of my organisation continuously adopts innovative practices * that improve overall output.

5 4 3 2 1

My organisation's collective productivity has strengthened its competitiveness * within the industry.

5 4 3 2 1

Thank you for your time.

Okwudiri Peace (PROJECT STUDENT)

(Human Resource Management)