

EMPLOYEES' ENGAGEMENT AND ORGANISATIONAL EFFECTIVENESS AMONG EMPLOYEES OF EKO SUPREME RESOURCES NIGERIA LIMITED, AGBARA, OGUN STATE, NIGERIA

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Abstract

The study examined the relationship between employees' engagement (EE) and organisational effectiveness. The objectives of the study are to examine the relationship between employees' engagement indicators which are physical, cognitive and emotional engagement and organisational effectiveness indicators which are employee innovation, satisfaction and interpersonal relationship. Using a survey research design and primary data, responses were obtained from respondents who are employees of the Eko Supreme Resources Nigeria Limited (N=124). A sample size of 91 was determined with Taro Yamene formula. However, only 89 responses were valid and used for the data analyses, using the Pearson Product Moment correlation with the help of SPSS 20. The results of correlation coefficients indicate that physical engagement, emotional engagement, cognitive engagement were found to have significant and positively correlated with employees' innovation, satisfaction and interpersonal relationship. The results suggest that organizational effectiveness depends on various independent variables but employees' engagement is also one of the most effective variables. The study concluded that there is significant relationship between organizational effectiveness and employees' engagement. Employees, who are engaged with jobs, can understand social cues among others thus they can choose the way to improve social skills in order to achieve organizational goals. This study also complies that the relation between employees' engagement and effectiveness is diverse as per work force patterns in work place. Based on these findings, the study recommends among others, that employees' engagement should be the concern of all stakeholders and should be complimented with the provision of opportunities and conducive working environment.

Key Words: Employees' Engagement, Organizational Effectiveness, Innovation, Social Exchange Theory, Satisfaction

Introduction

There is an ever-increasing demand by organisations for committed employees who need little or no supervision to carry out their jobs efficiently for the good of the organisation. The competition for these committed employees is because of strategic group membership and associated collective behaviours are needed for firm profitability and organisation effectiveness. So many factors have been identified as challenges to organisation effectiveness among these factors include high intense business competition, technological revolution, considerable changes in the international market, demographic and diversities of marketplace realities. As a result of these challenging factors, organisations now want employees that can fully engage and can put in extra effort and priceless contribution in every possible way to improve the effectiveness of the organisation (Reilly, 2014). Thus, employees' engagement is increasingly becoming one of the most emerging topics and concepts in human management literature (Reilly, 2014).

The studies and examination of the concept of employees' engagement has generated a great deal of interest in recent years as it is fast becoming a widely used term in organisations, amongst HR

practitioners, consulting firms and recently the academia. Meanwhile it has been argued that HR practitioners as well as other relevant organisational stakeholders must position their organisations to stay alive with competitive advantage (Ibironke & Kolawole, 2020).

Employees' engagement has been described as a strategic approach for driving performance and encouraging organisational effectiveness in the global market, especially in this 21st century when captains of organisations regard the management of human resource as powerful source of sustainable competitive advantage (Aninkan & Oyewole, 2014). Furthermore, a high level of engagement is a strategic tool for improving the competitive advantage of organisations in many industries, including healthcare. Engaged employees are to their employer, satisfied with their work and willing to give extra effort to achieve the organisation's goals. Evidence suggests that engagement influences other major human resources goals, such as retention, job performance, absenteeism and organisation behavior (Aninkan & Oyewole, 2014).

Anoop, Singh & Amish (2021) reported that Kahn first presented a research paper on employees' engagement in which Kahn (1990) defines employees' engagement as; "Engaged employees drive personal energies in three major forms which are physical, cognitive and emotional engagement. According to Anoop, et. al (2021) the forms of engagement that employees displayed are physical engagement, cognitive engagement and emotional engagement. It was further stated that employees' engagement can explained as the beliefs about the firm, its executives, and the workplace culture are related to cognitive engagement. Employees' feelings regarding the organisation, its executives, and their coworkers are related to the emotional element. The amount of effort people put into their work is a behavioural/physical component. In the same line, Ibironke & Kolawole (2020) discuss about employees' engagement as a willingness to devote physical, cognitive, and emotional resources to a job's task. An engaged employee is one that brings a feeling of self-investment, enthusiasm, and enthusiasm to the responsibilities involved with their employment which in turn translates into effectiveness of the organisation.

Engaged employee is integral to driving successful organisations. Engaged employees are satisfied and feel a sense of attachment to their job and employer. They promote the very best in the organisation to their friends and family and work towards its effectiveness (Anoop, Ashook & Amish, 2021). The issues of organisational effectiveness has generated lot of interest and rising recognition because of the critical role that organisations play in people's lives in society. People now become reliant on organisations to meet their needs and desires, and the degree of effectiveness attained by organisations has a direct impact on the satisfying of those demands. Organisational effectiveness is a nebulous notion that is difficult to quantify directly in many businesses (Eldor & Harpaz, 2016). Instead of explicitly assessing organisational effectiveness, the organisation uses proxy metrics to assess its effectiveness. Job satisfaction, effective leadership, dedication, interpersonal relationships, performance, innovation, productivity, market share acquired by the firm, profitability, and other proxy metrics are all examples of such proxy measurements. Therefore, effectiveness is a multifaceted concept that cannot be judged only by the ratio of input to output (Eldor & Harpaz, 2016).

Gallup (2016) further stated that engaged personnel are strongly motivated to apply their concentrated energy toward organisational goals because they are focused, enthusiastic, and thoroughly interested in their employment. Clearly, the collaborative efforts of engaged workers are a function of organisational success and effectiveness. Employees that are engaged have a stronger commitment to their jobs and organisations and they are more likely to do things that augment organisational effectiveness. It is on this note that this study considers the investigation of the relationship between employees' engagement and organisational effectiveness.

Statement of the Problem

The level at which employees get engage in the workplace is declining due to high materials and equipment concerns by management, especially in the manufacturing sector in developing countries such as Nigeria. This action seems to have indirectly caused some sense of dissatisfaction among

employees, especially in firms where physical strength is more exert to carry out production services and because employees are not well satisfied with their work and work contents then the level at which employees get to engage with work seems to be declining and it is a drawback for the organisation as the disengaged employee will cost the organisation more in so many areas (Lilian, Leonard, Chinedu & Angela, 2016).

The problem is that disengaged employees display unethical attitudes and non-proactive behaviours at work, such as absenteeism, unfriendly attitude toward co-workers, and non-adherence to business standards, lack of innovation, job dissatisfaction, poor commitment. This is because employees who are not well engaged will not display good sentiments such as sharing, aiding, collaborating, and supporting, and therefore work against a complete framework of the positive psychological, social, and organisational environment of work (Men, 2015). In this context, there is a need to show a link between employee engagement and organisational effectiveness.

Objective of the Study

The main objective of this study is to examine the relationship between employees' engagement and organisational effectiveness among employees of Eko Supreme Resource Nigeria Limited. The specific objectives of the study are:

- a. To investigate the relationship between physical engagement and employees innovation
- b. To examine the relationship between emotional engagement and interpersonal relationship.
- c. To examine the relationship between cognitive engagement and job satisfaction

Research Questions

The study shall provide answers to the following research questions:

- i. What is the relationship between physical engagement and employee innovation?
- ii. What is the relationship between emotional engagement and interpersonal relationship?
- iii. Is there any significant relationship between cognitive engagement and job satisfaction?

Research Hypotheses

In line with the stated objectives, the following hypotheses will be tested in this study.

- H_0^1 : There is no significant relationship between physical engagement and employees' innovation.
- H_0^2 : There is no significant relationship between emotional engagement and interpersonal relationship.
- H_0^3 : There is no significant relationship between cognitive engagement and job satisfaction

Conceptual Review

Employees' engagement

The concept of employees' engagement is one concept that is related to almost all workplace activities and employee behaviours (Rupa, 2019). Hence, the reasons why there are diverse views and conceptualisation of the concept by various scholars. Engagement is a workplace approach designed to ensure that employees are committed to their organisation's goals and values, motivated to contribute to organisational success, and are able at the same time to enhance their own sense of well-being (Pandla, 2016).

In the study of Ighoro (2014) engagement is a positive attitude toward the job and distinguished it from both job satisfaction and commitment. Engagement is more temporary and volatile than commitment. It is all about passion and commitment. It is the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment arrangement or basic loyalty to the employer. Thus, the complete equation of engagement is obtained by aligning maximum job satisfaction and maximum job contribution (Bedarkar & Pandita 2014).

Kahn (1990) was the first to suggest that employees' engagement would positively impact on organisational level outcomes. The reasoning behind his contention was that employees want to work for reasons other than “they get paid to do it”, they will work to pursue success for their organisation. He therefore defines Personal engagement as the harnessing of employees' selves to their work roles where they express themselves physically, cognitively and emotionally during role performances. However, Kamau, Muathe & Wainaina (2020) took a different perspective to define work engagement as a state of mind characterized by vigour (energy and mental resilience), dedication (feeling proud about one's job and inspired by it) and absorption (feeling of contentment while performing work).

Furthermore, employees' engagement according to Oduor & Gachunga (2015) is the level of commitment and involvement an employee has towards his organisation and its values. An engaged employee will demonstrate an unpredicted behaviour towards the job for the benefit of the organisation.

The basic aspects of employees' engagement according to Oduor & Gachunga (2015) are the employees and their own unique psychological makeup and experience, the employer and their ability to create the conditions that promote employees' engagement and the interaction between employers at all levels.

Ruoa (2019), define employees' engagement as “a positive attitude held by the employee towards the organisation and its value. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between the employer and employee. This verdict and definition forwarded by Institute of Employment Studies gives a clear insight that employees' engagement is the result of two-way relationship between employer and employee pointing out that there are things to be done by both sides. Engaged employees feel supported by a culture in which knowledge, information and resources are easily shared. Many organisations try to achieve this culture by providing web-based tools that enable employees to access knowledge capital.

Dimensions of Employees' Engagement

Physical Engagement: The physical dimension is on the human physical attributes because it focuses on how the human resources use their physical energies to accomplish their roles towards organisational goals. Employees who are physically engaged devote their whole strength to their work. This has become even more important with the ongoing public health crisis. Many companies do not just offer medical and dental coverage for their employees. Many also offer mental health services to those who need support. A healthy, active workforce is one that is also productive and creative. This does not just apply to industries that place heavy physical demands on their workers, such as construction and engineering; it also applies to other labor-intensive industries, such as education and retail (Anoop Ashook & Amish, 2021).

Emotional Engagement: The emotional dimension is all about the feelings of the employees on what their experiences are about the organisation, the management and work itself. Emotional engagement focuses more on the process of managing one's emotions while at work. People who are emotionally involved in their jobs are more likely to feel good or happy about it, and experiencing such a positive effect gives them a sense of accomplishment and satisfaction for a job well done (Reilly, 2014).

Cognitive Engagement: This dimension of engagement has to do with inner state of mind of an employees' towards the organisation. It is all about the employees' beliefs about the organisation, its leaders and working conditions and contents (Anoop Ashook & Amish, 2021). Cognitive engagement means that employees are aware of and engaged with the organisation's overall plans and know what they need to achieve the best possible return on their job efforts. Employees must understand their employer's vision and strategies to be fully engaged at this stage (Anoop Ashook & Amish, 2021).

Organisational Effectiveness

It is one of the most difficult and understudied topics in organisational science. Many issues arise when attempting to accurately describe the idea of effectiveness. The amount of output a company produces with its limited resources defines its efficiency, and the extent to which it fulfills its goals and objectives defines its effectiveness. Interest in organisational effectiveness has been fine-tuned by a rising recognition of the critical role that organisations play in people's lives in society (Kwon, Farndale, & Park, 2016). People have become reliant on organisations to meet their needs and desires, and the degree of effectiveness attained by organisations has a direct impact on the satisfying of those demands. Organisational effectiveness is a nebulous notion that is difficult to quantify directly in many businesses. Instead of explicitly assessing organisational effectiveness, the organisation uses proxy metrics to assess its effectiveness. Job satisfaction, effective leadership, dedication, interpersonal relationships, performance, innovation, productivity, interpersonal relationships, market share acquired by the firm, profitability, and other proxy metrics are all examples of such proxy measurements. Therefore, effectiveness is a multifaceted concept that cannot be judged only by the ratio of input to output (Lilian, et. al 2016).

Here are some important compilations of definitions propounded by various authors time to time. Kamau, Muathe & Wainaina, (2020) has discussed organisational effectiveness as the extent to which an organisation achieves its short-term and long-term objectives, the selection of which reveals strategic clientele, the self-interest of the assessor, and life span of the organisation. Damodar (2015) discusses about organisational effectiveness which is related to matters such as the capability of an organisation to approach and acquire resources and as a result achieve goals. In a research study conducted by Jaiswal (2015) the dimensions of organisational effectiveness were discussed to include: innovation, interpersonal relationship, productivity and job satisfaction.

Dimensions of Effectiveness

Innovation: Innovation is the capability to identify and expand new products and services and distribute them through new ways to the target consumers and markets. To generate competitive advantage and value creation for organisation it is a pertinent. Men (2015) suggested that organisational innovation refers to the execution of an idea or behaviour that is original and fresh for the organisation. Rupa (2019) discussed innovation as putting of new ideas and procedures in effect. **Job satisfaction:** It is a positive vibes and mind- set resulting from a job (Ameer & Mohammed, 2017). According to Kwon, et. al. (2016), job satisfaction is a sense of delight that employees derive from his/her job.

Interpersonal Relationship

An interpersonal relationship is the nature of interaction that takes place between two or more people in a organisation. If an employee develops an interpersonal relationship harmoniously with their co-workers and shares a special bond with them it will lead to work achievement, happiness, and success. Interpersonal relationship leads to goal attainment and effectiveness in employees' performance.

Productivity

A group of highly motivated, efficient and productive employees are pivotal asset of any organisation. Their combine effort in an ambient work environment can lead to productivity which can help to increase profit in organisation. When highly motivated employees' high-quality goods and services that drive strength and success for an organisation. Employee motivation and productive efforts can lead to goal attainment and organisational effectiveness (Kangure, Wario & Odhiambo, 2014).

Theoretical Review

Various studies on employees' engagement (Pandita & Bedarkar, 2014; Harter, Schmidt & Hayes, 2002) have been used to draw relationship between employees' engagement and various

variables using different theoretical underpinning which resulting to diverse conclusions and recommendations. In order to make some possible adjustment and addition to the outcomes of such studies, this study therefore anchor the study on two related theories namely Self-determination theory and social exchange theory.

Self-Determination Theory (SDT)

The self-determination theory (SDT) was developed by Deci and Ryan (1985). SDT identifies two forms of motivation that is intrinsic motivation and extrinsic motivation. Intrinsic motivation refers to doing an activity for its own sake out of enjoyment and interest while extrinsic motivation refers to doing an activity for instrumental reasons (Pandla 2016). According to SDT, extrinsic motivation can reflect a desire to gain rewards or avoid punishment (external regulation), boost one's ego or avoid feelings of guilt (introjections), attain a valued personal goal (identification) or express one sense of self (integration). Identification and integration together with intrinsic motivation are considered forms of autonomous regulation. External regulations together with introjections are considered forms of controlled regulation.

According to Ighoro (2014), autonomous regulation has been demonstrated to lead to higher levels of performance, persistence, initiative and creativity. Rupa (2019), assert that the concept of autonomous regulation overlaps with Macey and Schneider conceptualisation of state engagement (satisfaction, involvement, and empowerment), and that the behavioral outcome associated with autonomous regulation, corresponds with what Macey & Schneider (2004) describe as behavioral engagement (extra role behavior, proactivity, role expansion). According to SDT, the key to autonomous regulation is satisfaction of basic psychological needs for competence, autonomy and relatedness. Need satisfaction is an important mediator in the relation between environmental influences e.g. job characteristics, leadership and autonomous regulation.

Meyer & Gagne' (2008), stated that SDT provides a theoretical explanation for consequences of mismanagement of engagement for instance, efforts to build engagement that threaten rather than satisfy needs, (e.g., by challenging employees beyond their current level of competence or requiring commitment that interferes with relationships).

Social Exchange Theory (SET)

Social exchange theory (SET), evolved from Thorndike's (1932, 1935) reinforcement theory and Mill's marginal utility theory (1923). It arose out of the philosophical traditions of utilitarianism, behaviorism, and neoclassical economics. SET stipulates that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. A basic principle of SET is that relationships evolve overtime into trusting, loyal and mutual commitments as long as the parties abide by certain rules of exchange.

Such rules tend to involve reciprocity or repayment rules, so that the action of one party leads to a response or action by the other party. Crospranzano & Mitchel (2005) further note that Social exchange theory suggests that individuals who perceive the presence of reciprocity in their social relationships are more likely to feel satisfied with and maintain such relationships. Therefore employees' engagement has its explanation in SET since it represents reciprocity or two way relationship. Schaufeli (2013) states that when employees receive particular resources from their organisation (e.g., decent pay, recognition, opportunities of development) they tend to respond in kind and repay the organisation. Saks & Grumen (2014) therefore suggests that one way for individuals to repay the organisation is through engagement. That is employees' engagement levels will depend on the resources they receive from the organisation.

Empirical Review

From the review of literature, most studies on employees' engagement have looked at the level of engagement among employees, factors influencing engagement and relationship between engagement and organisational outcomes. This paper has sampled empirical studies on engagement from some recent relevant studies.

Kangure, Wario & Odhiambo (2014) study focused on the relationship between job characteristics (job clarity, job autonomy, job significance and job performance) and employees' engagement. The study results revealed that job clarity, job autonomy, job significance and job performance, have a positive significant relationship with employees' engagement. The overall results also revealed that job characteristics explain 95.2% of employees' engagement among state corporations in Kenya. This study only focused on direct relationship between the variables under study.

Men (2015), study was concerned with how employee's engagement is associated with other outcome variable of employee - organisation relationships and how it is driven by organisational contextual factors of authentic leadership and transparent communication. This study looked at both direct and indirect effects of authentic leadership and transparent communication on engagement. The study found out that engagement is positively influenced by quality employee –organisations relationships (i.e. employee trust, control, mutuality, commitment and satisfaction). It also found out that the effects of transparent communication and authentic leadership on engagement were mediated by employee –organisation relationships and internal reputation.

Oduor & Gatunga (2015) did a study focusing on effects of teamwork and perceived organisation support on media industry. The study findings revealed a positive effect of team work and perceived organisational support on engagement. The study also found that there was no clarity on the nature/levels of work engagement, teamwork and perceived organisational support in the media houses. The study focused only on the direct relationship between engagement team work and perceived organisational support.

Ibronke & Kolawole (2020) study on the relationship between Employees' engagement and Performance of Nurses in Lagos State Public Hospitals, a quantitative approach was used in which data for the study were collected from two (2) selected public hospitals in Lagos State. Questionnaire was distributed to 180 nurses who were selected based on purposive sampling techniques.

The hypothesized relationships were analyzed using Pearson Product Moment correlation analysis. This study used the supervisor support, organisation support and reward/recognition as measure of engagement. The findings of the study showed that perceived supervisor support, perceived organisation support and reward and recognition play a significant role at confirming employees' engagement level in the healthcare industry.

Methodology

The study adopted Survey Research design because the study seeks to examine the type of relationship that exists between two variables as used in this study. To do this, opinions of employees in Eko Supreme Nigeria Limited was sampled through the use of an adapted questionnaires, evaluated and analyzed. This makes Survey Research design the most appropriate design to be adopted in this study. The adapted instruments were from Rich, LePine, & Crawford's (2010) employees' engagement scale items and organisational effectiveness scale developed by Jaiswal & Singh (2015) was adapted for this study. These items are rated on five-point scale ranging from 5 “strongly agree” to 1 “strongly disagree”.

The population of the study comprised of staff of Eko Supreme Nigeria Limited. Eko Supreme is a manufacturing company located at Agbara, Ogun State. According to the Administrative Department, the permanent workers in the company were 124 employees while the other were contract/casual staffs. Therefore, the permanent staff was considered as the population for this study. Taro Yamane's Statistical formula was used to determine the sample size of the study which is 95 employees. With the help of the administrative officer ninety-five questionnaire were distributed.

The hypotheses were tested using the Pearson Product Moment Correlation with the aid of (SPSS) computer software for the analysis. From the ninety-five instrument administered to the participants ninety three (93) were actually retrieved but only eighty nine (89) copies of the instruments were properly filled and which was then used for the analysis.

Test of Hypotheses

The hypotheses stated earlier were tested using the responses from the research instrument administered.

H₀¹: There is no significant relationship between physical engagement and employees' innovation.

Table 1: Correlation Analysis of Hypothesis One

		Physical engagement	Employee innovation
Physical engagement	Pearson Correlation	1	.705***
	Sig. (2-tailed)		.000
	N	89	89
Employee innovation	Pearson Correlation	.705***	1
	Sig. (2-tailed)	.000	
	N	89	89

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

Source: Filed Survey (2023)

The analysis from the correlation table above shows that the p-value < 0.01 (at a 2-tailed test). This means that the result is statistically significant at 1% confidence level. The r value 0.705 (71%) shows that there is a strong positive relationship between physical engagement and employees' innovation.

H₀²: There is no significant relationship between emotional engagement and interpersonal relationship.

Table 2: Correlation analysis of Hypothesis Two

		Emotional engagement	Interpersonal relationship
Emotional relationship	Pearson Correlation	1	.645***
	Sig. (2-tailed)		.000
	N	89	89
Interpersonal relationship	Pearson Correlation	.645***	1
	Sig. (2-tailed)	.000	
	N	89	89

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

Source: Filed Survey (2023)

The table above shows that p-value < 0.01 (at a 2-tailed test). This means that the result is statistically significant at 1% confidence level. The r value 0.645 (65%) shows that there is a strong positive relationship between emotional engagement and interpersonal relationship.

H₀³: There is no significant relationship between cognitive engagement and job satisfaction

Table 3: Correlation analysis of Hypothesis Three

		Cognitive engagement	Job satisfaction
Cognitive engagement	Pearson Correlation	1	.523***
	Sig. (2-tailed)		.000
	N	89	89
Job satisfaction	Pearson Correlation	.523***	1
	Sig. (2-tailed)	.000	
	N	89	89

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

Source: Filed Survey (2023)

The table above shows that p-value < 0.01 (at a 2-tailed test). This means that the result is statistically significant at 1% confidence level. The r value 0.523 (52%) shows that there is a strong positive relationship between cognitive engagement and job satisfaction

Discussion of Findings

The correlation results above revealed that there is relationship between the employees engagement dimensions which are emotional, cognitive and physical engagement and the dimensions of organisational effectiveness which are innovation, job satisfaction and interpersonal relationship.

Relationship between Physical Engagement and Employees' Innovation

The test result of the first hypothesis revealed the highest relationship level between physical engagement and innovation of the employees with a correlation value of (r=0,71 p=0,000<0,001). The result means there is about 71% level of effect that physical engagement can influence employees' innovation. This result is in accordance with some past studies such as Rupa (2019) that reported that physical employees' engagement (PEE) will significantly influence on organisational performance and work force diversity (WFD) will have moderating impact on the relationship between Employees' engagement and innovation. Also, Cheng, Chiu, & Tzeng (2013) clearly stated that an employee, who is engage will understand social cues among the others thus he/she can choose the way to improve and use social skills in order to achieve organisational goals. In the same line, Şebnem & Akarçay (2014), on their study mentioned that the significant relationship between organisational performance and employees' engagement was found to be high when employee brings their own self develop initiatives as a result of engagement.

Relationship between Emotional Engagement and Interpersonal Relationship

On the second hypothesis, the result revealed that emotional engagement and interpersonal relationship also produce another strong positive relationship (r=0,65 and p=0,000<0,00). The results revealed that when employees are emotional engage in the workplace it will have a positive influence on the social relationship in the workplace such as teamwork, collaborations, empathy and some other positive work behaviour will be possible. The results is in agreement with some other previous studies such as Anoop, et.al., (2021) that reported that engaged individuals are more likely to go above and beyond the defined position requirements, contributing to the psychological fabric of businesses and their contribution to organisational performance. Customer happiness, corporate reputation, and total shareholder value are all linked to employees' engagement

Relationship between Cognitive Engagement and Job Satisfaction

The correlation between cognitive engagement and job satisfaction was also significant. Correlation analysis reveals that cognitive was found to be significantly positively related to

organisational effectiveness. The analysis also confirms the findings of the correlation analysis. Results obtained in this study and researches conducted by previous researchers (Sundaray, 2011; Anoop, et. al., 2021) support the hypotheses of the study. Therefore, the study hypotheses were accepted in this study.

Conclusion

Employees' engagement is a critical factor in a company's success. Employees' engagement is important for a company's ability to retain talent, encourage customer loyalty, and increase overall performance. Hence, it is suggested in present study that physical engagement, emotional engagement, and cognitive engagement are pivotal for enhancing the organisational effectiveness of Nigeria organisations. An organisation should diligently take care of its highly engaged employees in order to ameliorate performance and organisational effectiveness.

Recommendations

In line with the findings above, the following recommendations were then made as contributions to improve engagement level of employees.

- a. Organisational policies should be made clear and unbiased so as to induce emotional and cognitive engagement of employees
- b. Engagement of employees should be complemented by the provision of opportunities and creation of a conducive environment for the employees to be physically engage
- c. Provision of recognition and resources for performance of job functions should be made available so that employees can be more committed to do more.

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