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EMPLOYEES' ENGAGEMENT AND ORGANISATIONAL PERFORMANCE IN SELECTED NIGERIAN FIRMS

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Abstract

This study investigates the impact of employees' engagement on organisational performance using Transcorp Hilton Hotel PLC, Global Communication PLC, and Julius Berger PLC, Abuja as case studies. The specific objectives of this study are to determine the nature of employees' engagement, ascertain the impact of employees' engagement on organisational performance and recommend ways to improve employees' engagement for better performance. The study adopted a survey design to obtain information via questionnaire from a of population of 22422 comprising staff of the selected firms with a sample size of 400 respondents which was determined using Taro Yamane 1967 sample size determination formula. The Job Demands-Resources theory was adopted to explain employee engagement and organisational performance phenomenon. Primary and secondary data were collected and analysed using simple percentages and regression analysis. Findings from the study indicate a positive relationship between employee engagement and organisational performance. The study concluded that effective and efficient awareness on employees' engagement contributes to increased organisational performance, employees' retention, enhanced innovation, higher employees' commitment and job satisfaction. The study recommends more awareness creation, provision of social incentives and support and effective communication on employees assigned roles for improved organisational performance.

Keywords: organisational performance, employees' engagement, selected firms, Nigeria

1. Introduction

The complexities of modern-day organisations brought about by science and technological dynamics have raised the pressure on organisation search for survival and competitiveness. Globally, organisations are transforming through intensive competition where productive employees' engagement is cardinal to their survival (Sinurat & Berampu, 2021). Expectations are that organisations are engage and utilize their resources productively desired objectives attainment (Theophilus, 2020). Consequently, employee

engagement has come to be a vital factor that influences organisational productivity industry-wide globally.

In the ever-changing organisational milieu, characterized by extensive competition and evolving consumer preferences, the importance of employee engagement becomes even more pronounced. Engaged employees are more committed, innovative, and productive, leading to enhanced client satisfaction and organisational performance (Arhin & Cobblah, 2025). Numerous findings from investigations have highlighted the pivotal role of employee engagement in driving organisational success (Gallup, 2020). Organisation that put more premium employees' well-being, satisfaction, and involvement tend to outperform their competitors in terms of profitability, guest experience, and overall business outcomes (Tuyet *et al.*, 2025). From luxury hotels, telecommunications and construction, fostering a culture of engagement has become strategically imperative for sustainable growth and competitiveness (Prevolšek *et al.*, 2025).

Continentally, investigations on employee engagement in various organisation have gained considerable ground (Kusluvan *et al.,* 2021). Understanding the dynamics of employee engagement and its impact on organisational performance in Africa is of great significance (Dávila *et al.,* 2019).

In Nigeria, with the rapid and fast growth in hospitality, telecommunications and construction industries, more attention is placed on enhancing employee engagement practices to achieve organisational performance through the increasing complexities in demands of sophisticated clients (Okafor *et al.,* 2023).

Productive and collaborative employees' engagement in an organization guarantees employees' commitment, good organisational behaviour and motivation to contribute to organisational success and enhancement of self-esteem (Satata, 2021). For the retention of sustainable competitiveness in the market, organisation must encourage positive employee engagement as a strategic tool to attain competitive advantage (Reissová & Papay, 2021). Organisations need their employees to be active, dedicated, and productively engaged in their works to help improve organisational performance (Reissová & Papay, 2021). Employee engagement has therefore, recently received reasonable scholarly attention in this regard (Ahmed, Khanb *et al.*, 2020).

Sudiroa *et al.* (2021), pointed out that employees' engagement is a physical and psychological condition related to work that helps organisation to achieve stated goals (Satata, 2021). In a bid to improve performance, organisations have resulted to various employees' engagement strategies. The degree of intensity of such engagements on their performance is what this study seeks to investigate using Global Communication PLC, Transcorp Hilton Hotel PLC, Abuja, and Julius Berger PLC, Abuja as a major focus.

The level of employee involvement in organisational activities determines to a very large extent, its success or failure (Hembadoon *et al*., 2021). Empirically, evidence suggests that employees' engagement promotes a positive work milieu characterized by an open and inclusive culture, encouraging autonomy and continuous learning (Souad & Oussama, 2024). Recently, the appalling level of employee engagement has generated a great deal of interest among organisational managers and researchers (Wollard & Shuck, 2011).

Sathe (2017) revealed that employee engagement is affected by organisational culture, the way and manner new employees are hired and fired, inappropriate placement

of employees, absence of opportunities for staff training and development and involvement of employees in decision-making. Poor employees' engagement in the face of current economic downturn characterized by inflation and high-cost living can lead to high staff attrition rate which can affect the motivation of the remaining staff, customer satisfaction and organisational performance.

Neha (2025) opined that organisations with higher levels of employee engagement experience quality performance outcomes, making it a key driver of sustainable success and competitive advantage. Despite the recognized importance of employee' engagement in organisational performance enhancement, several organisations struggle to efficiently initiate and maintain high levels of engagement among employees with dire consequences of decreased productivity, increased turnover, dwindling morale and poor organisational behaviour. It is on this premise that empirical study of this nature is inevitable.

This study therefore, seeks to investigate the impact of employees' engagement on organisational performance using Transcorp Hilton Hotel PLC, Abuja, Global Communication PLC, Abuja and Julius Berger PLC, Abuja. The major objective of this study is to determine the nature of employees' engagement, ascertain the impact of employees' engagement on organisational performance and recommend ways to improve employees' engagement for better performance of Global Communication PLC, Abuja, Julius Berger PLC, and Transcorp Hilton Hotel PLC, Abuja.

To achieve these objectives, the following questions were asked: What is the nature of employees' engagement? How has employees' engagement impacted the performance? What could be done to improve employees' engagement for better performance in Global Communication PLC, Abuja, Julius Berger PLC, and Transcorp Hilton Hotel PLC, Abuja?

The following null hypotheses were proposed in line with the study's objectives:

H_0: Effective employees' engagement has no significant impact on organisational performance.

H_1: Effective employees' engagement has significant impact on organisational performance.

2. Literature Review

Conceptual Exploration

Employee Engagement

Varying opinions exist with regards to the meaning of employees' engagement. Employee engagement refers to the positive, affective psychological work-related state of mind that leads employees to actively express and invest themselves emotionally, cognitively, and physically in their role performance (Budriene & Diskiene, 2020). Employee engagement is a psychological aspect that includes energy, enthusiasm, and engrossed effort (Gruman & Saks, 2010).

Engagement is a workplace strategy designed to ensure that employees are committed to the organization goals and values, motivated to contribute to organisational success, and are able to, simultaneously enhance their own sense of well-being (MacLeod & Clarke, 2009). It is the employees' willingness to invest him or herself and expand discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment arrangement or basic loyalty to the employer. The concept of employee engagement can best be defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption.

Employees' engagement is influenced by various factors such as organisational culture, organisational communication, managerial styles, trust, respect, and leadership (Stewart, *et-al.,* 2019). An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization (Hui *et al*., 2020). Improving employee engagement positively affects an employee's job performance and organisational profitability.

Career development opportunities are an essential factor in fostering employee engagement (Aboramadan *et al.,* 2020). With employees feeling of support and encouragement for career development, they are more engaged and motivated in the performance of their roles. It enhances their sense of purpose and fulfillment, leading to increased loyalty and a stronger commitment to the organization's goals.

Organisations measure engagement in different ways depending on their programmes or schemes to help enhance employee productivity and organisational performance. The most common and frequently used dimensions are vigor, dedication and absorption (Amahwa & Otuya, 2020).

Vigor as a construct of engagement implies the high energy, resilience and willingness to invest effort on the job, the ability not to be easily fatigued, and the persistence when confronted with challenges or obstacles (Obeidat, 2016). It usually involves high energy levels; mental resilience; willingness to invest effort; and the persistence in the face of obstacles. Vigor engagement represents a need of a person to perform specific activity because it gives psychological pleasure and satisfaction (Amahwa, & Otuya, 2020).

Dedicated engagement is being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge (Al-Dalahmeh *et al*., 2018). It entails the mental and emotional state that reflects a sense of significance, ownership, belongingness, enthusiasm, inspiration, and pride on experience. Dedicated employees are thus, motivated to achieve organisational goals and reach targets which will improve the performance of the organization as a whole.

Absorptive engagement entails the happy state of being immersed in one's works, experiencing time passing by quickly and being unable to detach from one's job (Truss *et al*., 2013).

Organisational Performance

Organisational performance is the channel through which firms achieve their set goals and it is usually measured using financial and non-financial indicators (Gibson *et al*., 2012). Organisational performance refers to ability of a firm to achieve stated objectives such as profit, quality product, market share, employee productivity, business growth and survival (Lee & Whitford, 2013).

Organisational performance in profit-oriented business can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Organisational performance is an intricate concept to measure hence; several indicators are used in measuring the performance of organisation. The indices for measuring performance according to Azeem *et al.,* (2015) include profitability, business expansion and sales turnover.

Existing literatures have demonstrated the relationship between employee engagement and organisational performance. An engaged employee is aware of business

context and works with colleagues to improve performance within the job for the benefit of the organization (Ologbo & Sofian, 2013). Shantz *et al.* (2013) stated that engaged employees have a positive attitude and have work-related state of mind characterized by vigor, dedication, and absorption that make them psychologically present at work, which minimizes their possibility of work-related mistakes and errors.

Similarly, studies by Koech and Cheboi (2018) revealed that employee engagement significantly and positively correlates with employee performance. Their studies showed that vigour engagement is significantly related to organisational performance.

Eghlidi and Karimi (2016) sought to establish the relationship between the components of employee engagement and organisational commitment among female employees working in the university. The results obtained showed that among the variables of interest in the regression the best predictor of organisational commitment was dedication to work. Macey and Schneider (2008) also regarded dedication engagement as a force that motivates employees to achieve higher levels of organisational performance.

Organisational performance refers to the extent of organisational achievement of goals and objectives. It is multidimensional and it includes financial performance, customer satisfaction, employee productivity, innovation, and organisational effectiveness. Financial performance indicators, such as revenue growth, profitability, and return on investment, reflect an organization's economic success.

Customer satisfaction is a critical factor as it influences customer loyalty and retention. Employee productivity measures the efficiency and effectiveness of employees in achieving desired outcomes. Innovation and organisational effectiveness are indicators of an organization's ability to adapt, improve processes, and stay competitive.

Organisational performance implies the overall effectiveness and success of an organization in achieving its goals and objectives. It includes factors such as productivity, profitability, customer satisfaction, innovation, and employee retention (Robianto *et al*., 2020).

Vibrant organisational performance is crucial for sustainable success and competitive advantage. Organisations with high premium for employees' development and recognition experiences higher levels of engagement (Sepahvand & Khodashahri, 2021). Offering opportunities for skill enhancement, career advancement, and mentoring programs show employees that their growth is valued (Sepahvand & Khodashahri, 2021).

Neha (2025) advanced the followings as the benefits of effective employees' engagement to the organization to include increased employees and organisational productivity, enhanced employees' retention, promote initiative and innovation, higher customer satisfaction, and improved financial efficiency. Despites these benefits, effective employee engagement is hindered by employees' need-diversity and expectations, resources inadequacy for engagement policies and programmes, complexities in employee engagement appraisal, cultural challenges, and poor of leadership commitment (Neha, 2025).

Empirical Review

Souad *et al.* (2025) investigated the impact of employee engagement on organisational performance: Case of Alibaba Group. The primary objective is to understand how these practices influence key performance indicators such as job satisfaction, productivity, and customer satisfaction. Using a case study approach and document analysis, the study explored employee-centric strategies employed by Alibaba,

framed by theories of organisational behavior and motivation. The findings indicate that Alibaba Group fosters a positive work environment characterized by an open and inclusive culture, encouraging autonomy and continuous learning.

These practices lead to heightened employee engagement, which correlates with increased job satisfaction and commitment. Engaged employees demonstrate improved productivity and are more likely to deliver exceptional customer service, enhancing overall customer experiences and loyalty. The study concludes that Alibaba's focus on employee engagement is crucial for its competitive advantage and organisational success. Recommendations from the study include further investment in training and development programs to sustain employee engagement and exploring ways to integrate employee feedback into decision-making processes. The study contributes to the literature on employee engagement and organisational performance, emphasizing its significance in driving innovation and efficiency.

Also, Atolagbe *et al.* (2025) investigated employee' engagement and organisational productivity of hospitality sector in Abuja, Nigeria. Utilizing a cross-sectional survey design, data was collected from 841 hotels using census-based sampling methods. The study's objectives were to assess the influence of Emotional Engagement (EE), Intellectual Engagement (IE), and Social Engagement (SE) on organisational productivity. Findings from multiple regression analysis revealed significant positive effects of EE, IE, and SE on organisational productivity, highlighting the importance of fostering engagement across these dimensions.

In conclusion, the study underscores the critical role of employee engagement in driving organisational productivity within the hospitality sector in Abuja. The findings highlight the significant positive effects of Emotional Engagement, Intellectual Engagement, and Social Engagement on productivity levels, indicating that engagement initiatives targeting these dimensions can lead to tangible performance improvements. By fostering a culture of engagement and prioritizing employee well-being, hospitality organisation can enhance their competitiveness and sustainability in Abuja's dynamic business environment.

Kumari *et al.* (2024) explored Hybrid workplace, work engagement, performance and happiness: A model for optimizing productivity. The study employed a quantitative method to collect data from 260 employees working in a hybrid work setting. Partial least squares structural equation modeling was applied to assess the data and examine the hypotheses. The findings indicate that hybrid work has a significant and positive effect on employee performance and job happiness. It also appears that hybrid work has a positive effect on work engagement and that work engagement considerably mediates the relationship between hybrid work and employee performance. However, the findings do not support the direct effect of hybrid work on job happiness, but rather the mediating role of work engagement in the proposed relationship between hybrid work and job happiness.

The research introduces fresh insights by linking the hybrid workplace model to employee performance, job satisfaction and work engagement. Additionally, it extends the JDR model into the hybrid workplace context. The study recommended that practitioners should leverage these findings to inform the development of policies and procedures aimed at enhancing employee performance and job satisfaction, particularly within the framework of the hybrid workplace model.

Theoretical Framework

This study adopted Job Demands-Resources (JD-R) Model. The Job Demands-Resources (JD-R) model, developed by Bakker and Demerouti in 2007, offers a comprehensive framework for understanding the relationship between job characteristics, employee engagement, and organisational outcomes (Bakker & Demerouti, 2007). The model classified job characteristics into two broad categories: job demands and job resources. Job demands encompass aspects of the job that require sustained physical or psychological effort and are associated with physiological and psychological costs.

In contrast, job resources are elements of the job that support employees in achieving work goals, alleviate job demands, and promote personal growth and development. Applying the JD-R model to the context of this study reveals insights into how specific job demands and resources influence different dimensions of employee engagement within the hospitality sector in Abuja.

Emotional engagement, which reflects the depth of employees' emotional connection and investment in their work, can be impacted by both job demands and resources (Chen, *et-al*, 2025). For instance, high emotional demands, such as dealing with challenging guests or navigating stressful situations, may negatively affect emotional engagement.

Conversely, job resources such as social support from colleagues, opportunities for autonomy, and recognition for performance excellence can enhance emotional engagement among employees. Intellectual engagement, characterized by cognitive involvement and stimulation in the workplace, can be viewed as a form of job resource within the JD-R model (Faiz *et al.*, 2025).

Opportunities for learning and development, challenging tasks, and autonomy in decision-making can stimulate intellectual engagement among hospitality employees. However, excessive job demands without sufficient resources to cope may hinder intellectual engagement, underscoring the importance of balancing workload with adequate support mechanisms.

Social engagement, which pertains to the level of interaction, collaboration, and connection among employees, is closely linked to social support, a key job resource in the JD-R model (Cao, *et-al,* 2025). Positive social relationships, teamwork, and a supportive work environment can foster social engagement, contributing to a cohesive and engaged workforce.

Conversely, social isolation or conflicts with colleagues may undermine social engagement, highlighting the significance of cultivating a positive interpersonal climate within hospitality organisation. By adopting the JD-R model as a theoretical lens for this study examines how emotional, intellectual, and social engagement among employees in the hospitality sector and ultimately, facilitates a deeper understanding of the factors that drive employee engagement and their impact on organisational productivity, thereby informing strategic interventions to enhance workplace effectiveness and employee well-being.

3. Methodology

The design adopted for this study is that of descriptive survey design. The population of this study comprised the entire staff of Transcorp Hilton Plc, Abuja, (1221), Global Communication Plc, Abuja (5001) and Julius Berger Plc Abuja, (18000). The total

population therefore is 24,222.

Table 1

Total Respondent population as per selected organization and Percentage rate of Response

S/N	Name of Organization	Population	Percentage	Sample size	Percentage Rate of Return %
1	Transcorp Hilton Hotel PLC Abuja	1221	5	20	20(100)
2	Global Communication Plc Abuja	5001	21	83	82(98.8)
3	Julius Berger Plc, Abuja	18000	74	297	290(97.6)
	Total	24,222	100	400	392(98)

Source: Field Survey, 2025

The sampling technique used was simple random sampling and cluster sampling. The cluster sampling was used to select population from each of the organisation at their various locations, while simple random sampling was applied to choose a sample from the population cluster. These methods ensure proportional and fair representation across the various strata.

The sample size for the total population was determined using Taro Yamani's formula.

$$\frac{N24{,}222}{1 + N\,(e)^2} \quad \frac{= 24{,}222}{1+24,\ 222\ (0.005)^2} \quad \frac{=24{,}222}{24{,}223\ (0.0025)} \quad = 672.27 \quad = \frac{24{,}222}{399.99}$$

The primary data used for this study includes administered questionnaires to the employees of Transcorp Hilton Hotel PLC, Abuja, Global Communication PLC, Abuja and Julius Berger PLC, Abuja. Published and unpublished documents textbooks, journals, articles, newspapers and seminar papers were perused for secondary data.

All the data collected were analyzed using the inferential statistical tool and were presented in frequency and percentage tables. The hypotheses postulated were tested with various test statistics aided by computer through the application of Statistical Package for Social Sciences (SPSS-22version) and regression analyses. The three (3) hypotheses were tested using the chi-square test as generated from secondary data. The chi-square test is a test of independence between variables. The model specification is the simple regression equation which is expressed thus:

$y = a + b1\ x1 + b2x2 + b3x3 + b4x4 + b5x5.$

4. Results and Discussion

Demographic Characteristics

Findings from the survey indicated 279(71.2%) males, and 113(28.8%) females. Also, findings indicated that 18 to 40 years of age are 286(73%) while 106 (27%) are 41 to 60 and 0% of 61 and above. The 286 (73%) of the respondents which were between the ages of 18-40 fall into the age bracket of the youths.

The educational qualification of the respondents showed that FSLC and SSCE represent 87(22.2%) as against ND/NCE, with 264(67.3%). HND/B.Sc has 32(8.2%) and those with M.Sc and above represent 9(2.3%). From the table, it is glaring that majority of the respondents from the table above are youths and possess NCE/ND qualification.

Descriptive statistics and Regression Results

The descriptive statistics and regression analyses illustrated in Table 2 and 3 were used to summarize the central tendency of the data.

Table 2

Model summary

Model	R	R Square
1	.515[a].	.316

Source: STATA Output, 2025

Table 3

Coefficients

Model (Independent Variables)	Unstandardized Coefficients B	Sig.
1 (Constant)		
Employees' awareness of their roles and responsibilities in the organization.	.682	.000
Employees' regular engagement by the organisation's managers.	.616	.000
Level of employees' engagement and its impact on organization.	.849	.000
Employees' performance monitoring and evaluation.	.070	.367
Existence of opportunities and supports for employees training and development	.256	.002
Existence of exemplary leadership to motivate and direct employees for higher productivity	.194	.030
Periodic recognition of employees' contributions to organizational success	.662	.000
Employees' engagement and job satisfaction in the organization	.618	.000
Alternative strategies for effective employees' engagement for improved organizational performance	.056	.028

Source: STATA Output, 2025

Dependent Variable: Organisational Performance

R= Represent the relationship between dependent and all the independent variables.

R^2 = Represent the extent the depend variable can be explained by the independent variable

B = Represent co-efficient of the independent variable

Sig. = Represent the statistically significant level of the model

The regression equation is therefore y = a + b1 x1 + b2x2 + b3x3 + b4x4 + b5x5. When the values from the table are computed, the equation becomes $y = 0.682 + 0.616(x_1) + 0.849(x_2) + 0.070(x_3) + 0.0256(x_4) + 0.194(x_5) + 0.662(x_6) + 0.618(x_7) + 0.056(x_8) = 2.46$.

First, from the equation one, employees' awareness of their roles and responsibilities in the organization has moderate relationship with organisational

performance. The correlation value was 0.515 which is considered a moderate relationship because the value falls between 0.30 and 0.70 (Singha, & Singha, 2025).

The value was also positive implying that, when the independent variables (employees' regular engagement by the organization, level of engagement, performance monitoring and evaluation, existence of opportunities and supports for training and development, existence of exemplary leadership, periodic recognition, job satisfaction, and alternative strategies) doubles dependent variable also double and vice versa. The R^2 indicates that 31.6% (0.316) of employee awareness could be explained using the independent variables.

Also, analysis the co-efficient value for employees' regular engagement by the organization's managers was 0.616. This means that all things being equal, when the other independent variables (awareness of their roles, level of engagement, performance monitoring and evaluation, existence of opportunities and supports for training and development, existence of exemplary leadership, periodic recognition, job satisfaction, and alternative strategies) are held constant, organisational performance would increase by 61.6% if there is 100% improvement in promotion.

Furthermore, the co-efficient value for level of employees' engagement and its impact on organisational performance was 0.849.This means that all things being equal, when the other independent variables (awareness of their roles, employees' regular engagement by the organization, performance monitoring and evaluation, existence of opportunities and supports for training and development, existence of exemplary leadership, periodic recognition, job satisfaction, and alternative strategies) are held constant, (organisational performance) would increase by 84.9% if there is 100% improvement in engagement.

Additionally, the co-efficient value for employee's performance monitoring and evaluation was 0.070. This means that all things being equal, when the other independent variables (awareness of their roles, employees' regular engagement by the organization, level of engagement, existence of opportunities and supports for training and development, existence of exemplary leadership, periodic recognition, job satisfaction, and alternative strategies) are held constant, the dependent variable (organisational performance) would increase by 7% if there is 100% improvement in employees performance monitoring and evaluation of work done. This was statistically insignificant because it has value more than 0.05 i.e. the variable (employees performance monitoring and evaluation) is not making any unique contribution to the prediction of organisational performance.

More so, the analysis the co-efficient value for existence of opportunities and supports for employees training and development was 0.256. This implies that all things being equal, when the other independent variables (awareness of their roles, employees' regular engagement by the organization, level of engagement, performance monitoring and evaluation, existence of exemplary leadership, periodic recognition, job satisfaction, and alternative strategies) are held constant, the dependent variable (organisational performance) would increase by 25.6% if there is 100% improvement in employees training and development.

Contrarily, the analysis the co-efficient value for existence of exemplary leadership to motivate and direct employees for higher productivity was 0.194. This means that all things being equal, when the other independent variables (awareness of their roles, employees' regular engagement by the organization, level of engagement, performance

monitoring and evaluation, existence of opportunities and supports for training and development, periodic recognition, job satisfaction, and alternative strategies) are held constant, the dependent variable (organisational performance) would increase by 19.4% if there is 100% improvement in working conditions.

The analysis the co-efficient value for periodic recognition of employees' contributions to organisational success was 0.194. This means that all things being equal, when the other independent variables (awareness of their roles, employees' regular engagement by the organization, level of engagement, performance monitoring and evaluation, existence of opportunities and supports for training and development, existence of exemplary leadership, job satisfaction, and alternative strategies) are held constant, the dependent variable (organisational performance) would increase by 66.2% if there is 100% improvement in recognition of employees' contributions to organisational success. This was statistically significant ($0.00<0.05$) i.e. the variable (periodic recognition of employees' contributions to organisational success) is making a significant unique contribution to the prediction of the dependent variable (organisational performance).

Likewise, the analysis the co-efficient value for job satisfaction in the organisation was 0.618%. This means that all things being equal, when the other independent variables (awareness of their roles, employees' regular engagement by the organization, level of engagement, performance monitoring and evaluation, existence of opportunities and supports for training and development, existence of exemplary leadership periodic recognition, and alternative strategies) are held constant, the dependent variable (organisational performance) would increase by 61.8% if there is 100% improvement in job satisfaction.

The analysis of the co-efficient value for alternative strategies for effective employees' engagement and improved organisational performance was 0.058%. This means that all things being equal, when the other independent variables (awareness of their roles, employees' regular engagement by the organization, level of engagement, performance monitoring and evaluation, existence of opportunities and supports for training and development, existence of exemplary leadership periodic recognition, and job satisfaction) are held constant, the dependent variable (organisational performance) would increase by 0.58% if there is 100% improvement in adopted employees' engagement strategies.

5. Conclusion and Recommendations

Effective, efficient and awareness in employees' engagement contribute to increased productivity, employees' retention, enhanced innovation, higher employees' commitment and job satisfaction. Organisation that prioritizes employee engagement not only create a positive work environment but also position themselves for sustainability in their operations. It can be concluded that employee engagement has a significantly positive impact on organisational performance. To foster employee engagement and enhance organisational performance, organisation should consider the following recommendations.

There should be more awareness on employees' roles and responsibilities, provision of some social incentives and social support to employees through training and development, communicate employees and assigned them roles with sufficient and adopt alternative strategies that could best achieve employees' engagement for the improvement of organisational performance through exemplary leadership.

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