

Employee Engagement and Organisational Success among Staff of the Lagos State Ministry Of Transportation

Okudero, Gbolabo Omoniyi, Genty, Ishola Kabiru Ph.D;
Bankole, Akanji Rafiu Ph.D

*Department of Industrial Relations and Personnel Management,
Faculty of Management Science,
Lagos State University, Ojo, Lagos, Nigeria*

Date of Submission: 17-01-2023

Date of Acceptance: 27-01-2023

ABSTRACT: The study examined the relationship between employee engagement (EE) and organizational success (OS). Using a survey research design and primary data, responses were obtained from respondents who are employees of the ministry of transportation in Lagos State (N=81). For data analysis Pearson Product Moment correlation was used with the help of SPSS 20. The results of correlation coefficients indicate that physical engagement, emotional engagement, cognitive engagement and overall employee engagement were found significant and positively correlated with employees' commitment, harmonious working environment, quality service and overall organizational success. The results suggest that organizational success depends on various independent variables but employee engagement is also one of the most effective variables. The study concluded that there is significant relation between organizational success and employee engagement. Employees, who are engaged with jobs can understand social cues among the 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 employee engagement and success is diverse as per work force patterns in work place. Based on these findings, the study recommend among others, that employee engagement should be the concern of all Stakeholders and should be complimented with the provision of opportunities and conducive working environment.

Keywords: Employee Engagement, Organizational Success, Public Sector, Employees' Commitment, Social Exchange Theory

I. INTRODUCTION

Organisational success is best described as the organisation's capability to fulfil the organisational objectives in line with its overall business strategy. How well an organisation satisfies its needs depends on several factors. The main elements are understanding the market, consistent business focus and clear strategy, capable management, financial control, business values and integrity, anticipating to change and finally attracting, motivating and retaining a committed workforce (Bindiya, 2013).

Organisational success is dependent on a lot of factors, both internal and external. When it comes to the employees in the Organisation, there are three primary components that must be optimized: structure, talent, and behavior. Like a three-legged stool, if any one of these components is lacking, the organisation gets less stable and might not be able to withstand external pressures. However, when all the three components are fully developed and in place, the path to organisational success is much easier to navigate. It is important not to develop each of these pillars in vacuums. They all depend on each other and should be strengthened equally (Anoop Ashook & Amish, 2021).

Essentially, employee engagement has generated a great deal of interest in recent years amongst HR practitioners/consulting firms and recently the academia (Aninkan & Oyewole, 2014; Markos & Sridevi, 2010). Meanwhile it has been argued that Human Resource (HR) practitioners as well as other relevant organisational stakeholders must position their organisations to stay alive with competitive advantage (Reilly, 2014)

Suffice it to say that employee engagement is a strategic approach for driving

performance and encouraging organisational success, especially in this 21st century when captains of organisations regard the management of human resource as powerful source of sustainable organisation success (Ibironke & Kolawole, 2020). Success in today's world of work is highly competitive business environment pose with new and different challenges to organisations. In many industries, a variety of highly similar products and services proliferate to the point where it is not uncommon for customers to have difficulty in differentiating one from another. The road to corporate success no longer can be traversed merely with good products and clever marketing. Now, more than ever, organisation must pay adequate attention to their human resource, not just to their goods and services only, as a primary means to ensure continued profitability, if not, survival would far from view. The chauffer along the road to organisational success will be employees who are very much engage at their daily tasks and responsibilities (Charles, 2016).

Employees were found to have two kinds of beliefs about their ability to control the events happening in the organisation. The first is the internal control which has to do with having high level of control over their personal outcomes. The second kind of belief is the external control, which refers to employee's impression that their life is controlled by some external forces (Anoop Ashook & Amish, 2021). However, empirical studies (Macey & Scheider, 2008; Markos & Sridevi, 2010) have found that external control was positively associated with desire for engagement.

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 success (Anoop Ashook & Amish, 2021).

In one of the first published works in this burgeoning field, Kahn (1990) defined employee engagement as "the harnessing of organisation members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. This definition is aligned with the Insync Surveys framework, which encompasses the three components of engagement: the Head (cognitive), the Heart (emotional) and the Hand (physical) as reported by (Anoop Ashook & Amish, 2021).

It, therefore, can be assumed that there could be a positive relation between an employee engagement and the success of the organisation.

Employee engagement is crucial for any organisation. Engaged employees contribute to the foundation line of any business and their engagement is echoed in their services to clients and customers. By so doing, engaged employees are helping to generate more patronage and customers loyalty which would lead to engage customers and business growth. (Anoop Ashook & Amish, 2021). It is on this premise that this study investigated the relationship between employees' engagement and organisation success using the Lagos State Ministry of Transportation as a reference point.

Statement of the Problem

Engaged employees are essential to the success of any organisation. Increasingly, public sector management is taking steps to strengthen people-performance link. While many studies have examined the job satisfaction related factors of public sector employees, not much has been done on how the broader concept of engagement applies to public sector settings. Furthermore, a lack of robust data on employee engagement in Lagos State Public Service has made it difficult to use the concept as a workplace improvement tool, which has been the case in most public sector institutions in Nigeria. This paper intends to fill these gaps by ensuring that data on employee engagement would be available on public sector in Lagos State.

The concept of employee engagement though not so new to the business and academic world but it has not been given a wider record in the local context. However, few local researches (Ibironke & Kolawole, 2020, Ighoro. 2014, David & Adeola, 2014) have only linked employee engagement to other organisational outcomes, including customer loyalty and organisation performance, and other climates studies have successfully looked at the concepts such as profitability, customer-focused behaviour, safety and turnover alongside employee engagement. But little studies have consider employee engagement in line with organisational success, this study therefore intends to examine the relationship between employee engagement and organisational success in the public sector, using Lagos State Ministry of Transportation as a point of reference.

Objective of the Study

The main objective of this study is to examine the relationship between employee engagement and organisational success among staff of the Lagos State Ministry of Transportation.

The specific objectives of the study are:

- i. To examine the relationship between cognitive engagement and employees' commitment in Lagos State Ministry of Transportation.
- ii. To find out the relationship between emotional engagement and harmonious working relationship in Lagos State Ministry of Transportation.
- iii. To investigate the relationship between physical engagement and service efficiency in Lagos State Ministry of Transportation

Research Questions

In relation to the objectives of this study, this paper will provide answers to the following questions:

- i. Does cognitive engagement affect employees' commitment in Lagos State Ministry of Transportation?
- ii. Is there any relationship between emotional engagement and harmonious working relationship in Lagos State Ministry of Transportation?
- iii. What is the nexus between physical engagement and service efficiency in Lagos State Ministry of Transportation?

Research Hypotheses

The study shall test the following hypotheses:

Hypothesis One

There is no significant relationship between cognitive engagement and employees' commitment in Lagos State Ministry of Transportation.

Hypothesis Two

There is no significant relationship between emotional engagement and harmonious working relationship in Lagos State Ministry of Transportation.

Hypothesis Three

There is no significant relationship between physical engagement and service efficiency in Lagos State Ministry of Transportation.

Literature Review

The literature herein is reviewed accordingly in conceptual clarification, theoretical framework, empirical review and relationship between the conceptual frameworks.

II. CONCEPTUAL REVIEW

Employee Engagement

The concept of employee engagement is fast becoming a common term in both the business and academic environment. This is because on daily basis corporate leaders and academic professionals are discovering more reasons to have

an engaged leader-worker relations (Anoop Ashook & Amish, 2021).

Kahn (1990) was the first to define and suggest that employee 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 Personnel engagement as the harnessing of employees' selves to their work roles where they express themselves physically, cognitively and emotionally during role performances. However, Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) 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, employee engagement according to Ibrinke and Kolawole (2020) is the level of commitment and involvement an employee has towards his organisation and its values. An engaged employee will demonstrate an unpredicted behaviours towards the job for the benefit of the organisation. The basic aspects of employee's engagement are the employees and their own unique psychological makeup and experience, the employer and their ability to create the conditions that promote employee engagement and the interaction between employers at all levels. Employee engagement is a complex, broad construct that subsumes many well researched ideas such as commitment, satisfaction, loyalty and extra role behavior. An engaged employee extends themselves to meet the organisation's needs, takes initiative, reinforces and supports the organisation's culture and values, stays focused and vigilant, and believes he/she can make a difference (Macey, 2006). In practice, organisations typically define engagement as being a part of the organisation, having pride and loyalty in the company, being committed, and going "above and beyond the call of duty". Kahn (1990) defined employee engagement as 'the harnessing of organisation members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organisational role. Engaged employees work with passion and feel a profound connection to their company.

Development Dimensions International (DDI, 2005) defined engagement “The extent to which people value, enjoy, and believe in what they do”. It also states that its measure is similar to employee satisfaction and loyalty. A leader, according to DDI, must do five things to create a highly engaged workforce. They are: align efforts with strategy; empower people; promote and encourage teamwork and collaboration; help people grow and develop; and provide support and recognition where appropriate. Robinson et al. (2004) defined engagement similar to the established constructs such as ‘organisational commitment’ and ‘organisational citizenship behaviour’ (OCB). It is a positive attitude held by the employee towards the organisation and its values. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organisation.

Mone and London (2010) defined employee engagement as a condition of employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behavior. It is thus the level of commitment and involvement an employee has towards their organisation and its values. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus, employee engagement is a barometer that determines the association of a person with the organisation.

Dimensions of Employees’ Engagement

Cognitive Engagement: The cognitive aspect of employee engagement concerns employees’ beliefs about the organisation, its leaders and working conditions. 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. They should also know what they must achieve to contribute as much as possible to the organisation. People who are passionate about their jobs and have more experience are more creative and make more confident decisions (Anoop Ashook & Amish, 2021).

Emotional Engagement: The emotional aspect concerns how employees feel about whether they have positive or negative attitudes toward the organisation and its leaders. Employees’ emotional commitment refers to their sense of belonging and confidence in the organisation and its members. Emotional engagement is based 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). For example, if a project manager is able to lead multiple projects successfully at the same time, they become justifiably proud of their achievement. They also earn their colleagues’ respect as they have shown what they could bring to the company. When a leader has a positive outlook on their life and career, this attitude tends to infect their colleagues and people reporting to them. On the other hand, a manager that exhibits a high degree of negativity is bound to influence other people the same way. Sometimes, individuals just feel tired and overwhelmed with everything they need to finish. This has been more pronounced in the past year, especially where there are very few chances to interact with friends and colleagues in person (Aninkan & Oyewole, 2014).

Physical Engagement: The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Employees who are physically engaged devote their emotional and physical energy to their work. People with a lot of energy have better overall health, which allows them to contribute more to the business. To get the most out of its workforce, a business needs to ensure that its employees are physically and mentally healthy (Markos & Sridevi, 2010). This has become even more important with the ongoing public health crisis. Many companies donot 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). This is why the Lagos State Government provided special Insurance scheme for all Officials of Lagos State Traffic Management Authority (LASTMA) under the Ministry of Transportation in case any of them sustain injury that can lead to permanent disability or death. They or family members can lay claims on such benefits as the case may be.

Organisational Success

An organisation's capacity to manage employee engagement is closely related to its ability to achieve high successful levels and

superior business results. Some of the advantages of Engaged employees are that they will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success. They will normally perform better and are more motivated. There is a significant link between employee engagement and organisation success (Cornerstone, 2014). It is commonly believed that an organisation is unsuccessful when it can achieve certain outcomes that allow it to be profitable and competitive in its own industry or marketplace.

The exact nature of these outcomes depends on the organisation itself, but can include such things as the realisation of certain sales, revenues, or market share levels, the attainment of certain production figures, the maintenance of certain quality standards or even the occurrence of certain safety records. Each of these outcomes is a global or composite index of how a company is doing as a whole. Organisations are accustomed to examining their own global outcomes as a routine part of tracking corporate well-being and success. Obviously, global outcomes are not the result of one or two people, or even a single department (Willoughby, 2011). As Bindiya (2013) stated that organisational success is dependent on a lot of factors, both internal and external. But these factors are grouped under these three components: structure, talent, and behavior. When all three components are fully developed and in place, the path to organisational success is much easier to navigate.

Structure: No matter how much talent you have in the organisation, if the right people are not in the right roles or do not have the authority to execute their roles properly, they would not be able to fulfill their potential. This is where structure comes in. There is no single structure that is right for every organisation. Even similar companies in the same industry might have different approaches, and each of them could be effective. When determining organisational structure, it's important to consider two criteria: aligning with the strategy and providing the appropriate authority.

Talent: The perfect structure would not get you far if you don't have talented people in each role. It's also critical that people are in the right roles that allow them to perform at their highest level.

Behavior: Having a solid structure in place with the right people in the right roles is still not enough to consistently achieve organisational success. The final piece of the puzzle is behavior. How those people interact with each other and perform in their individual roles will inform how the organisation performs overall. Even with the most talented

individuals in the right roles, an organisation will not reach its full potential if the behaviors of individuals do not promote success. Some of the success factors that heavily rely on individual behaviors include an organisation's ability to innovate, growth in size and structure, harmonious interactions between teams, and continuously effective services. Some of the behaviors that promote or discourage success include the way employees interact with each other and leaders, the way leaders respond to employees, and the manner in which colleagues from different teams communicate (Bindiya, 2013).

Dimensions of Organisational Success

Organisational commitment: Organisational commitment otherwise known as employees' commitment is defined as a view of an organisation's member's psychology towards his/her attachment to the organisation that he/she is working for. Organisational commitment plays a pivotal role in determining whether an employee will stay with the organisation for a long period of time and work passionately towards achieving the organisation's goal (Willoughby, 2011). If an organisational commitment is determined it helps predict employee satisfaction, employee engagement, distribution of leadership, job performance, job insecurity, and similar such attributes. An employee's level of commitment towards his/her work is important to know from a management's point of view to be able to know their dedication to the tasks assigned to them on a daily basis (Ladan, 2012).

Industrial/organisational harmony:

Industrial/organisational harmony refers to a friendly and cooperative agreement on working relationships between employers and employees for their mutual benefit. Industrial/organisational harmony is concerned with the relationship between management and employees with respect to the terms and conditions of employment and the work place (Ladan, 2012). In effect, it is a situation where employees and management cooperate willingly in pursuit of the organisation's aims and objectives.

Industrial/organisational harmony thus covers four broad areas of cooperation: responsibilities, employment policy, collective bargaining, and communication and consultation (Ladan, 2012).

Organisational efficiency: Organisational efficiency examines how to increase the output an organisation can achieve, using minimum amount of resources. The more output delivered using

minimum resources, the more efficient the organisation is. Efficiency makes a difference not only for the business, but also for employee engagement. When aiming to “do the same with less,” organisations must understand the various types of efficiency so that appropriate methods, including those which influence employee engagement ideas, can also be selected. This not only improve business results, but also enhance the employee experience (Jaiswal 2015). In business, success depends in large part on how well your team is able to adhere to work procedures to achieve the intended or expected results. This is known as effectiveness. Another sign of success, however, is how well your employees accomplish tasks without wasting time, effort, or resources. This is known as efficiency (Cornerstone, 2014).

Theoretical Framework

Social exchange theory (SET), evolved from Thorndike’s (1932, 1935) reinforcement theory. The social exchange theory (SET) is widely accepted used in recent research on employee engagement. The essential principle of SET is that individuals make social decisions based on perceived costs and mutual benefits (Schaufeli, 2013). It proposes that employees will be motivated to engage in their jobs when jobs are based on a fair and balanced system of exchange. This exchange relationship then evolves over time into trusting, loyalty and mutual commitments (Schaufeli, 2013). In summary, SET theoretical foundation justifies the reasons why employees decide to engage more or less on their work, either positively or negatively, contingent upon the economic and socio-emotional rewards received from their organisation, or even decide to stay with their organisation that culminate in organisation success (Pandla, 2016).

2.3 Empirical Review

From the review of literature, most studies on employee 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.

Ibronke and Kolawole (2020) study on the relationship between Employee 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 used using Pearson Product Moment correlation analysis. This 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 employee engagement level in the healthcare industry.

Ram and Prabhakar (2011) did a study on the role of employee engagement in work-related outcomes. This study confirmed the relationship between employee engagement and perceived organisational support, perceived supervisor support, total rewards, and perception of distributive justice are in line to explain the level of employee engagement.

A study by Sakovska (2012) looked at importance of employee engagement in business environment. This study was interested in finding out the levels of engagement and the factors that hinder engagement. The study found out that low level of engagement was contributed by low perceived organisational support, low perception of procedural justice and poor communication. The three studies focused on identifying the factors affecting engagement.

Bakar (2013) study focused on three concepts i.e. empowering leaders’ behavior, high performance work practices and role of religiosity on engagement. One important aspect of this study was its multi-level approach on studying engagement that is studying it at individual, organisational and societal levels. The study was also interested in finding the whether religiosity plays a moderating role between empowering leadership behavior and employee engagement. The study found out that empowering leader’s behavior has the highest effect on employee engagement. High performance work practices were positively related to engagement and religiosity particularly among Muslims had positive effect on engagement. The study also found out that religiosity moderated the relationship between empowering leadership behavior and engagement. The findings also revealed that religiosity does not moderate the relationship between high performance work practices and employee engagement.

Kangure, Wario and Odhiambo (2014) study focused on the relationship between job characteristics (job clarity, job autonomy, job significance and job performance) and employee engagement. The study results revealed that job clarity, job autonomy, job significance and job

performance, have a positive significant relationship with employee engagement. The overall results also revealed that job characteristics explain 95.2% of employee 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 employees 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 and 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.

III. METHODOLOGY

In this present study, the correlational design was used where employee engagement was taken as predictor variable while organisational success was taken as criterion variable. The population of the study comprised of staff of Lagos State Ministry of Transportation, Lagos State, Nigeria. Available reports shows that the staff population of the Lagos State Ministry of Transportation is 129 staff

Table 1: Staff Spread in Lagos State Ministry of Transport (2022)

Categories	Male	Female	TOTAL
Management staff	7	2	9
Senior Staff	33	24	57
Junior Staff	32	31	63
Total	72	57	129

Source: Personnel Office, Ministry of Transportation (2022)

A sample size of 97 was determined with Krejcie and Morgan (1970) sample size determination table. The stratified random sampling technique was employed to select the sample participants because the technique give each stratum of the population equal chance to be selected as part of the participants based on availability and willingness.

The primary data were obtained through the administration of questionnaire on the respondents. The instrument has two sections, Section A, contains information on respondents' demographic data such as: age, gender, educational grade and employment grade while Section B has the following scales as used in the present study:-

Employee Engagement Scale: Employee engagement items were adapted from a scale developed by Rich, LePine, and Crawford's (2010) on conceptualisation of employee engagement. This scale has 18 items. This scale comprised of three dimensions: physical, affective, and cognitive. Each dimension is represented by six questions. Participants rated their levels of employee engagement on a 5-point Likert scale (1= Strongly

Disagree to 5= Strongly Agree). Reliability estimate for this scale had been reported as .95 (Rich et al., 2010). But when it was pilot tested, the reliability co-efficient value obtained was .87

Organisational Success Scale: Organisational success scale developed by Jaiswal and Singh (2015) was adapted for this study. This scale has 15 items. Items are rated on five point scale ranging from 5 “strongly agree” to 1 “strongly disagree”. Overall Cronbach's Alpha of this scale was found to be .94

The hypotheses were tested using the Pearson Product Moment Correlation with the aid of (SPSS) computer software for the analysis.

Result of Data Analysis

From the ninety seven (97) copies of the questionnaires administered to the respondents from the selected ministry, the researcher was able to retrieve eighty-four (84) but eighty-one of the retrieved copies of the questionnaire (which is about 81%) were well completed and thus used for the analysis as shown below:

Test of Hypotheses

The hypotheses stated earlier were tested according to the responses from the respondents using the Pearson Product Moment Correlation.

Hypothesis One

There is no significant relationship between cognitive engagement and employees' commitment in Lagos State Ministry of Transport.

Table 2: Correlations table of the relationship between cognitive engagement and workers commitment

	Cognitive engagement	Employee's commitment
Pearson Correlation	1	.625**
Sig. (2-tailed)		.001
N	81	81
Pearson Correlation	.625**	1
Sig. (2-tailed)	.001	
N	81	81

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

Interpretation: Table 4.31 shows that the correlation between cognitive engagement and workers commitment in Lagos State Ministry of Transport is certainly significant, with the Pearson coefficient as 0.625. The r-value shows the direction and the strength of the correlation. The bigger the value the more significant it is. In this case, there is a slight but negligible correlation between cognitive engagement and workers commitment seeing that $r = 0.625$. The decision criteria is to reject the null hypothesis if $p \leq 0.05$ or accept the null hypothesis if otherwise. Here, the p-value is 0.001 and this is less than 0.05 level of

significance. This causes the null hypothesis to be rejected at 95% confident interval. Hence, the alternative hypothesis is accepted. This means there is significant relationship between cognitive engagement and employees' commitment in Lagos State Ministry of Transport

Hypothesis Two

There is no significant relationship between emotional engagement and harmonious working relationship in Lagos State Ministry of Transport.

Table 3: Correlations table of the relationship between emotional engagement and harmonious relationship

	Emotional engagement	Harmonious relationship
Pearson Correlation	1	.251**
Sig. (2-tailed)		.001
N	81	81
Pearson Correlation	.251**	1
Sig. (2-tailed)	.001	
N	81	81

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

The Table indicates the relationship between emotional engagement and harmonious working relationship in Lagos State Ministry of

Transport, with a coefficient of 0.251, showing a positive relationship, though not too strong, and a p-value of 0.001 which is less than 0.05 level of

significance, causing the rejection of the null hypothesis of insignificant relationship between variables under investigation.

Hence the alternative hypothesis is accepted, which means there is a significant and positive relationship between emotional engagement and

harmonious working relationship in Lagos State Ministry of Transport.

Hypothesis Three

There is no significant relationship between physical engagement and service efficiency in Lagos State Ministry of Transport

Table 4: Correlations table of the relationship between physical engagement and service efficiency

	Physical engagement	Service efficiency
Physical engagement Pearson Correlation	1	.981**
Sig. (2-tailed)		.000
N	81	81
Service efficiency Pearson Correlation	.981**	1
Sig. (2-tailed)	.000	
N	81	81

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

Correlation analysis of Hypothesis Three

Table presents the correlation between physical engagement and service efficiency in Lagos State Ministry of Transport. The Table shows that physical engagement has a 0.981 correlation with employees’ service efficiency.

Based on the correlation, there is a significant strong positive relationship between the two variables at $r = 0.981$, $n = 81$, $p = 0.000$. Hence the alternative hypothesis is accepted, which means there is a significant strong positive relationship between physical engagement and service efficiency in Lagos State Ministry of Transport

IV. DISCUSSION OF FINDINGS

Results of correlation analysis displayed in tables above indicates that emotional, cognitive and physical engagement (dimensions of employee engagement) were found significantly positively associated with dimensions of organisational success (commitment, harmonious work relationship and service efficiency). Cognitive, emotional and physical engagement explains a significant positive relationship with R-values of 0.625, 0.251 and 0.981 respectively.

In line with the objectives of this study to understand the role of employee engagement in organisational success, the hypotheses were formulated that employee engagement would be significantly positively associated with

organisational success. Correlation analysis reveals that physical, emotional, cognitive, and overall employee engagement were found to be significantly positively related to organisational success. The analysis also confirms the findings of the correlation analysis. Results obtained in this study and researches conducted by previous researchers (Harter, Schmidt, & Hayes, 2002;Lockwood, 2007;Sundaray, 2011; Anoop Ashook & Amish, 2021) support the hypotheses of the study. Therefore, the study hypotheses were accepted in this study.

V. CONCLUSION

The study has proved that performance in the Lagos State public sector is dependent on employee engagement. Put differently, without employee engagement there cannot be an appreciable organisational success most especially as it affects the public sector in Lagos State. The system of governance in any given country provides the framework for organisational practices which to a great extent contributes to the level of employee engagement inter alia the determination of success level. Without a conducive workplace environment for employee engagement, performance and commitment increase and efficiency will decline, thus leading to decline in organisational success.

Having a holistic knowledge of employee engagement can be helpful in determining what is working and what is not. This will offer organisational leaders and HR practitioners a way to better understand what practices and policies in their organisation effectively promote employee motivation, productivity and commitment. This paper therefore concludes that for performance and organisational success to improve in the public sector and for employee engagement to occur, the three dimensions (cognitive, emotional and physical) of engagement must be effectively applied and practiced.

Recommendations

Due to the strategic importance of public sector organisations in delivering the dividends of democracy and good governance, the following recommendations are made with a view to achieve organisational success in Lagos State public sector.

1. Employee engagement should be the concern of all Stakeholders.
2. Engagement of employees should be complemented by the provision of opportunities and creation of a conducive environment for the employees to express their talents, creativity, initiatives and newly acquired skills, knowledge, experience, exposure and abilities.
3. Provision of resources for performance of job functions, training, learning and development opportunities, and establishment of a good and fair reward system is very vital in the improvement of productivity in public sector organisations.
4. Management of the public sector should ensure to create harmonious working environment that would engender organisational success.

REFERENCES

- [1]. Aninkan, D.O., & Oyewole, A.A. (2014). The influence of individual and organisational factors on employee engagement. *International Journal of Development and Sustainability*, 3(6), 1381-1392
- [2]. Anoop K. S, Ashook. P. S, & Amish S. (2021), Role of employee engagement in organisational effectiveness: Empirical evidence in the context of Indian public sector organisations *International Journal of Education & Management Studies*, 11(2), 74-80
- [3]. Bakar, R. A., (2013). Understanding factors influencing employee engagement: a study of the financial sector in Malaysia. PHD thesis (unpublished), School of Management, RMIT University.
- [4]. Bedarkar, M., & Pandita, D. (2014). A Study on the Drivers of employee engagement Impacting Employee Performance. *Procedia-Social and Behavioral Sciences*, 133, 106-115.
- [5]. Bindiya, S. S. (2013), Employee engagement - a key to organisational success in 21st century, *Voice of Research*.1(4). 51-56
- [6]. Cawe, M. (2006). Factors contributing to employee engagement in South Africa. Faculty of Commerce, Law and Management Publication, University of the Witwatersrand, Johannesburg, 1–113.
- [7]. Harter, J.K., Schmidt, F.L., & Hayes, T.L. (2002). Business unit – level relationship between satisfaction, employee engagement and business outcomes: A Meta-analysis. *Journal of Applied Psychology*, 87, 268-278
- [8]. Ibrinke, A, E., & Kolawole. I, O, (2020), Employees engagement as a determinant of nurses performance in Lagos State public hospitals, *LASU Journal of Employment Relations & Human Resource Management*, 2(1), 86-99
- [9]. Ighoro. A. (2014), Expanding the frontiers of human resource practice. *HR Newsletter of Chartered Institute of Personnel Management of Nigeria, Delta Statebranch*, 3, 2
- [10]. Jaiswal, A. (2015). Role of HRD climate team empowerment individual effectiveness and personality factors in organisational effectiveness (Doctoral dissertation, Banaras Hindu University, Varanasi, India).
- [11]. Kamau O. & Muathe SMA (2016), ‘A Critical Review of Literature on Employee Engagement Concept’ *International Journal of Research in Social Sciences*, 6(3), 1-8
- [12]. Kamau, O. M., Muathe, S. M. A., & Wainaina, L. (2020). HRM Practices Employee Engagement and Teachers Turnover Intentions: A Cross- Sectional Study from Public Secondary Schools in Kenya. *International Journal of Academic Research in Business and Social Sciences*, 10(9), 257-271.
- [13]. Kangure, F.M. Wario G., & Odhiambo R. (2014). Relationship between job characteristics and employee engagement

- among state corporations in Kenya. *Journal of Innovative Research and Studies*, 13, (5), 327-350.
- [14]. Ladan, M.T. (2012) Review of NESREA Act 2007 and Regulations 2009-2011: A New Dawn in Environmental Compliance and Enforcement in Nigeria. *Law, Environment and Development Journal*, 116-141.
- [15]. Macey W.H & Schneider B. (2008). The Meaning of Employee Engagement. *Industrial and Organisational Psychology*, 1 (2008), 3-30.
- [16]. Markos, S., & Sridevi, M. S. (2010). Employee engagement: The Key to Improving performance. *International Journal of Business and Management*, 5(12).
- [17]. Men, L.R. (2015). Employee engagement in relation to employee- organisation relationship and internal reputation: effects of leadership and communication. *Public Relations Journal*, 9 (2),11-22.
- [18]. Meyer,P,J & Gagne. M, (2008) Employee engagement from a self-determination theory perspective, *J.Industrial and Organisational Psychology*, 1, 60–62.
- [19]. Mone, E.M., & London, M., (2010). *Employee Engagement: Through Effective Performance Management- A Practical Guide for Managers...*:Talyor & Francis Group NY.
- [20]. Oduor, S. & Gachunga, H (2015). Influence of Teamwork and Perceived Organisation Support on Work Engagement, 2 (75), 854-882
- [21]. Pandla, K. (2016). Drivers and characteristics of high performing organisations. *International Journal of Business and Administrative Studies*, 2(3), 78-82.
- [22]. Ram, P., & Prabhakar G. (2011). The role of employee engagement in work related outcomes. *Interdisciplinary Journal of Research in Business*, 1, (3) 47-61
- [23]. Reilly, R. (2014). Five ways to improve employee engagement now. Retrieved from <http://www.gallup.com/businessjournal/166667>, Retrieved May 19, 2022.
- [24]. Rich, B. R, Lepine, J & Crawford E. (2010), Job engagement: antecedents and effects on job performance. *Academy of Management Journal*. 53(3), 617–635
- [25]. Schaufeli, W. B., (2013). What is engagement? In C. Truss, K. Alfes, R. Delbridge, A. Schantz & E. Soan (Eds), *Employment Engagement in Theory and Practice*. London: Routledge.
- [26]. Schaufeli, W.B., Salanova, M., Gonzalez-Roma, V. & Bakker, A.B. (2002), “The measurement of engagement and burnout: a two sample confirmatory factor analytic approach”, *Journal of Happiness Studies*, 3(1). 71-92.
- [27]. Willoughby, C. M. (2011). A critical literature review exploring work engagement in the nursing profession. Unpublished Thesis of (Azusa Pacific University).. www.ProQuest.net