

DETERMINANTS OF EMPLOYEE ENGAGEMENT IN BROADCAST MEDIA ORGANIZATIONS IN LAGOS, NIGERIA

¹ **Roseline M. Ojokuku** and ²**Bukola O. Alabi**

^{1,2}Department of Business Administration,

Faculty of Management Sciences,

Ladoke Akintola University of Technology, Ogbomosho, Nigeria.

rmojokuku@lautech.edu.ng

olubukola.alabi@yahoo.com (Corresponding author)

Abstract

Employee engagement has been described as one of the most important metrics for 21st century organizational performance. This study identified the determinants of employee engagement in broadcast media organisations in Lagos, Nigeria. Survey research design was adopted, and purposive sampling method was used to select two (2) public and two (2) private radio and television stations in the study area. Three hundred and thirty-eight (338) employees were sampled and data was gathered with the aid of structured questionnaire. Weighted Mean Score (WMS) was used to identify the determinants of employee engagement while Rank Order was used to determine the strength of each determinant. Findings revealed that opportunity for career development, training and development, competent leadership, designated responsibilities, role clarity, work environment, welfare packages, and competitive compensation, are the determinants of employee engagement in the selected organizations, with opportunity for career development and training and development being the strongest determinants. The study recommended that the broadcast media organisations should leverage on the strength of the determinants to engender greater employee engagement for improved performance.

KEYWORDS: Employee Engagement, Career Development Opportunity, Training and Development

Introduction

Organizations are complex entities whose outcomes are greatly determined by available inputs. In the past, employees were seen as strategic tools by organizations, however, since the corporate environment has evolved, employees are now viewed as strategic partners (Singh, 2020 and Nkansah, Gyimah, Sarpong, and Annan, 2023). As a result, organizations face the challenge of devising strategies to purposefully position their employees in that direction. Besides, organizations are finding effective ways to get the best out of their most valuable asset, human resources, since it is the effort of these resources that sustains organizational effectiveness and survival (Obuobisa-Darko and Tsedzah, 2019; Theo, Nursyamsi, and Munizu, 2021 and Nkansah, Gyimah, Sarpong, and Annan, 2023).

Engagement involves creating opportunities for employees to connect with their colleagues, managers, and the wider organization. It aims to foster an environment where employees are motivated to connect with their work and genuinely care about performing well within the organization. Employee engagement has emerged as a crucial factor influencing organizational performance and success, garnering significant attention from scholars and practitioners alike (Shuck and Wollard, 2010 and Akanpaadgi, and Binpimbu, 2021).

ISSN: 2354-3032 (Print) ISSN: 2354-3136 (Online)

Employee engagement is crucial for organizational performance, and there are many benefits to having engaged employees. There are several benefits of employee engagement toward organizational performance such as better team performance, increased employee productivity, higher retention rates, lower turnover, and decreased burnout (Gyensareet *et al.*, 2017). The need to achieve competitive advantage over competitors challenges the thinking of profit-oriented organizations on enhancement of organizational productivity which cannot be achieved by parading stocks of disengaged employees. This is why employee engagement has become an interesting construct in the literature of human resource management due to the fact that it was found to be integral to organizational performance (Weston, 2016; Pillay and Singh, 2018 and Ukonu, Ikoru, and Ukoha, 2024).

Employee engagement is described as employees' desire for their job, the tasks employees complete, and their obligation to their organization (Barreiro and Treglown, 2020 and Byrd, 2023). Employee engagement also refers to the condition of being passionate and committed to work and being fully involved, the sense of being empowered to execute the required work willingly by employees (Chandra, 2015). Employee engagement is a state of employee's motivation resulting into the exerting of his/her full self in the work. Literature had established positive relationships between employee engagement and organizational outcomes like profitability, efficiency, shareholders returns, customers' satisfaction, productivity, among others. Organizations desiring better work output would leave no stone unturned in enhancing engagement in their employees (Rich, Lepine and Crawford, 2010 and Kokkina, *et al.*, 2018).

Empirical evidence suggests that effective employee engagement has a positive influence on employee motivation, dexterity and ingenuity (Gruman and Saks, 2011; Slatten and Mehmetoglu, 2011; Demerouti, Bakker and Fried, 2012; Hakanen and Schaufeli, 2012; Akanpaadgi, and Binpimbu, 2021). Employees who lack engagement with their work are more inclined to seek alternative employment opportunities. It has been stressed that employee engagement can be stimulated provided that certain factors are made available in the work environment; some of these factors are role clarity, competent leadership, welfare package, competitive pay, among others (Chandra, 2015).

The Nigerian media comprise of print (newspaper, bulletin and journals) and electronic media (online, multimedia projectors, radio and television). It is a highly dynamic sector in the Nigerian economy because it is highly sensitive and competitive and requires highly engaged employees for optimum performance (Nigerian Communication Commission (NCC), 2023). The broadcast media organizations are important because they are saddled with information dissemination, enlightening the society and defending the defenseless. The disengagement of broadcast media employees might plunge the society into some form of ignorance

The study was carried out among selected broadcast media organizations in Lagos, Nigeria. Broadcast media organizations were selected for the study because majority of previous research on employee engagement in the Nigerian context focused on other sectors. Four Lagos-based broadcast media outfits were selected for the study because Lagos housed majority of the broadcast media organizations in Nigeria. The selected broadcast media organizations are: Television Continental (TVC) Lagos, Max FM Lagos, Lagos Television (LTV) and Radio Lagos. TVC and Max FM are private television and radio broadcast media organizations respectively while LTV and Radio Lagos are public television and radio broadcast media organizations respectively.

Statement of the Problem

Several studies have been conducted on employee engagement across public and private organizations due to the grave concern for better organizational outcomes. The need for employers

ISSN: 2354-3032 (Print) ISSN: 2354-3136 (Online)

to stir employees towards better engagement therefore becomes a serious issue of academic study.

Literatures on employee engagement have established that employees can be influenced to engagement, it is believed that certain factors motivate them to higher level of engagement, some of which are competitive pay, in-service training, job security and career advancement, among others. Since these factors were found to stimulate employees to higher level of engagement in some of the organizations studied in previous research like banks, tertiary institutions, hotel, manufacturing firm, among others; it becomes necessary to examine the determinants of employee engagement in areas of discipline like the broadcast media which has been found to be neglected in the literature of employee engagement especially studying both public and private broadcast media organizations (Osborne, 2016; Copeland, 2020 and Bryd, 2023), hence the need to identify the determinants of employee engagement in broadcast media organizations in Lagos, Nigeria (Chandra, 2015; Geethalakshmi and Rodrigues, 2018 and Ukonu, *et al.*, 2023).

LITERATURE REVIEW

Employee Engagement

Kahn (1990) recognized as the founder of employee engagement, described it as a resultant effect of employees' ability to express their preferred self freely while discharging their roles (Kokkina *et al.*, 2018). He defined employee engagement as the attachment of employees to work roles. He was convinced that employee engagement composed of the cognitive, affective and behavioral components. He developed a conceptual model to determine the essentials that are responsible for variation in levels of engagement, which are: meaningfulness, safety and availability (Shuck and Wollard, 2010 and Diogenes, 2017). Similarly, Barrick, Thurgood, Smith, and Courtright (2015) defined employee engagement as the collective effort where all the members of an organization cognitively, affectively and behaviorally put in their work.

Employee engagement refers to the positive emotional adherence and commitment to a given task role. Mengue, Auh, Fisher and Haddad (2013) added that engaged employees possess a positive state of mind towards the roles required of them and they are known for injecting vigor, absorption and dedication to the work. It can be said therefore that employee engagement is both a physical and psychological commitment of employees to stewardship based on proper understanding of roles required of them. It is a state of positive addiction to role requirement that result into discharging quality and quantity service within the expected time and yet in an orderly manner (Dernovsek, 2008; Abukhalifer and Sum, 2013, and Dandona, 2016). Employee engagement, according to the Human Capital Institute, (2011), is described as the degree to which workers are content with their work, feel valued by their employer, and demonstrate a positive attitude and dedication to their organization in order to secure future organizational success (Nkansah, *et al.*, 2023). Alias *et al.*, (2014) further stated that employee engagement refers to an employee's level of devotion and interest in his or her organization.

Employee engagement, according to Taha, (2016), is a pleasant, gratifying work-related emotional state characterized by high levels of vigor and mental resilience, as well as the readiness to devote energy and be fully focused on one's work even in the face of challenges. Rao, Narayana, and Niranjana (2021) define employee engagement as the barometer that measures the relationship of an employee with his or her organization. Employee engagement is the willingness of employees to add value to their organizations beyond just the performance of their jobs (Roy, *et al.*, 2021).

Psychological Conditions for Employee Engagement

According to Kahn, there are three psychological conditions that stimulate employees to engagement which are meaningfulness, safety and availability (Loy, 2021). These conditions

ISSN: 2354-3032 (Print) ISSN: 2354-3136 (Online)

determine whether employees will show engagement or disengagement in their work place. These are further discussed below:

i. Meaningfulness (Cognitive)

Meaningfulness refers to the positive perception of return on investment; it is a feeling of being recognized in relation to task role performed in the organization (Park, 2015). Employee decode meaningfulness if they perceive they are adding values by the way of having significant contribution to the actualization of their organization`s goals and objectives, this makes them feel important or needed (Diogene, 2017). Genuine recognition of achievement, progress tracking, ensuring the work is meaningful and organizational culture are among the components of meaningfulness psychological condition.

ii. Safety (Affective)

This is the ability to express one`s self without threat or fear, it is the state of having a threat-free work environment to work in where negative components like stress, obstacles, job insecurity, threat to career advancement and self-image are reduced to the barest minimum. According to Kahn, employees need a work environment they can trust; only this can aid them to express their full selves at work (Kokkina, *et al.*, 2018). This helps their concentration and facilitates better understanding of all that is required of them while doing the work (Geethalakshimi and Rodrigues, 2018). Employee security, improving the overall wellbeing for all and career development opportunity are among the components of safety psychological condition.

iii. Availability (Behavioural)

Kahn defined availability as “the satisfaction that employees experience when they feel fully equipped to perform their job”. Employees desire they have tools and other resources needed to get the job done. These include both tangible and intangible resources, budget that supports employee empowerment like skill development and opportunity for learning. Availability also describes the sense of having physical, emotional and psychological resources needed to get the job done. Employees will not feel available when they are not equipped properly to deliver (Park, 2015 and Bhuwaneshwari and Kumar, 2017). Leadership and communication have a way of affecting the three psychological conditions but they can be strongly felt in the availability-psychological condition that determines engagement (Ajala and Ojo 2014).

Levels of Employee Engagement

According to Demeruoti, *et al.*, (2012), it is very important to look not only at the factors at different levels of employee engagement, but also at the mechanism of their action. Individual factors that form the employee`s engagement includes the personal characteristics of the employee. Kahn identified such employee characteristics, which are necessary for employee engagement:

- a. Opportunity to show initiative and not to be afraid that it will damage your image, career, status;
- b. Ability to use your physical, emotional and psychological resources, which are understood as an investment in the success of an organization;
- c. Understanding that psychological and physical effort will be appreciated.

Gallup developed a hierarchical model namely: HRM Key Performance Indicators (KPI) adopted from Herzberg's, (Meiyani, *et al.*, 2019) and it was used to measure employee engagement in many companies. In the Gallup hierarchy, there are four main dimensions and twelve main indicators to achieve engagement hierarchy in the organization. These include: basic needs,

ISSN: 2354-3032 (Print) ISSN: 2354-3136 (Online)

management support, teamwork and growth - consists of progress in the last six months, opportunities to learn and grow, etc. (Budriene and Diskiene, 2020).

Other scholars to the individual factors assign the personal characteristics, such as: optimism, self-esteem, self-confidence (Xanthopoulou et al., 2009; Bakker, 2011 and Budriene and Diskiene, 2020). So, the terms which enhance employee engagement depends on the employee himself, from his character, his values, from the evaluation of surrounding environment. The organization can influence the much-needed employee engagement, when the focus is on personal qualities - it is appreciated by special test or motivational interview (Budriene and Diskiene, 2020).

Employees display engagement at different levels, be it personally or collectively, (Duval, 2021). The levels of employee engagement are as listed below:

i. Active Employee Engagement

Actively engaged employees are fully committed to the vision and values of their organizations. They are passionate about their work and therefore commit their preferred self into it. This category of employee brings positive attitude into their department. They have strong bond and meaningful relationship with their colleagues. In addition to this, they are proud of their organization, ready to contribute to its progress and are positive about the future of their organization (Morrison, 2021).

ii. Moderate Employee Engagement

This is the level of employee engagement displayed by employees who viewed their organization in a moderate-favorable light. This means they are not fully committed to their employer; they are more likely to underperform and are unlikely to willingly take more responsibilities. Although, they are available for the work, it is obvious that actively engaged employees will deliver beyond them under the same working condition and time. It is possible for them to improve their engagement level to their organization as soon as whatever is holding them back from full engagement is addressed (Duval, 2021).

iii. Low Employee Engagement

This is a level of employee engagement that describes a feeling of indifferent to work by an employee. This is caused by lack of motivation for their current position in the organization. Whatever input this barely engaged employee contributes, it is just to survive. These categories of employees are not connected to their work and there are high chances that they are looking for another job (Duval, 2021).

iv. Disengaged Employees

This is also a level of employee engagement but in the more negative light. Disengaged employees are completely disconnected from the goals, objectives and mission of their organizations. This is borne out of their negative personal perception about their place of work. This makes them lose every sense of commitment to their responsibilities and whatever position they occupy in the organization. In fact, they might be undermining their supervisors, coworker and team and engage in sabotage of the organization. In addition to this, they are not impressed about opportunities to improve the organization (Morrison, 2021 and Duval, 2021).

Empirical Review - Studies on Factors Affecting Employee Engagement

Anitha (2014) examined determinants of employee engagement in small scale businesses and found that working environment, leadership, training and career development, and compensation are determinants of employee engagement and these determinants of employee engagement have significant effect on performance.

ISSN: 2354-3032 (Print) ISSN: 2354-3136 (Online)

Corey (2018) carried out a study to determine the stimulants of employee engagement, the data collected were analyzed with QSR NVivo® I. The factors found that affects employee engagement is workplace meaningfulness, robust communication policies and procedures, leadership attentiveness, organizational support for engagement, value improving relationship, training and development for personal career growth and meaningful rewards and recognition.

Nantes, (2017); Kang and Sung, (2017) and Reece (2018) examined the relationship between reliable communication and employee engagement; they unanimously found that quality and reliable communication affect employee engagement level in an organization.

In the words of Sokrat (2020), organization cognitive, managers and clarity of responsibility are other stimulants for employees to consider when deciding on being wholly engaged to their employer or not.

Jrucilla (2020) in a related study also found that recognition and appreciation, incentive programs, on-the-job training and development, recognition of accomplishment, flexible leadership and compensation plans are factors that affect employees towards engagement.

Meswantri and Awaludin (2018) examined the determinants of employee engagement and its implication on performance. Result revealed that transformational leadership, employee placement and competence are determinants of employee engagement. It was also found that the determinants of employee engagement have positive and significant impact on performance.

Divyashree and Jayanna (2021) studied the determinants of employee engagement and impact on performance in a construction company in DKI, Jakarta. It was found that career development programs, positive and valuable feedback and encouraging innovation, are determinants of employee engagement while the result of structural equation model showed that determinants of employee engagement have positive and significant impact on performance.

This study identified the determinants of employee engagement in the broadcast media organisations in Lagos, Nigeria; this sector has been neglected in previous literatures on employee engagement. In addition, responses harvested were ranked using Weighted Mean Score (WMS) so that the strongest and the weakest determinants are known but this was not done in previous studies.

Conceptual Framework

Employee engagement refers to the description of employees` dedication, absorption and vigor on the work. It entails employee cognitive engagement, employee affective/emotional engagement and behavioral/physical engagement. These are the measurement of employee engagement in the study.

Chandra (2015), Corey (2018) and Jrucilla (2020) stated that employees can be influenced towards engagement depending on how their employers handle certain activities in the workplace; some of which are: recruitment and selection, career development, job design, leadership, training and development, equal and fair opportunities empowerment, performance management, health and safety, incentives and compensation, job satisfaction and communication. These are called stimulants of engagement. It then means that the manifestation of employee engagement could be dependent on these factors and are then important to the study of engagement and that is the reason for the connectivity between stimulants of engagement and employee engagement. It is envisaged that these stimulants of employee engagement could affect performance.

METHODOLOGY

This study adopted cross-sectional survey research design. This research design is used in field enquiries for collection of data from a given sample at different location at the same time. Purposive sampling was used for this study. TVC Lagos is one of the foremost private television

ISSN: 2354-3032 (Print) ISSN: 2354-3136 (Online)

stations in Lagos, Nigeria that owns highly functional radio station (Max FM Lagos) while Radio Lagos and Lagos Television were selected because they are the only state government-owned (public) broadcast media organizations in the state. These stations are known for delivering exceptional services.

This study made use of primary data because opinion of employees on their engagement is needed. Primary data is most appropriate for the study because it enables one to gather data from direct sources; therefore, a close ended questionnaire was administered to the employees of the selected broadcast media organizations rated on 5- point Likert Scale from strongly agree to strongly disagree (Copeland, 2020).

The sample size of three hundred and thirty-eight (338) employees were randomly drawn from the professional employees' population of six hundred and seventy-six (676) – i.e. 50% of the professional employees' population. Two hundred and eighty-eight (288) questionnaires were retrieved. Descriptive statistics and inferential statistical tools were used for data analysis. Stata 13 was used to analyse the data. Weighted Mean Score (WMS) was used to identify the determinants of employee engagement while Rank Order was used to identify the strength of each determinant (Note: Professional employees as defined by the selected organizations are employees whose job duties directly impact on the performance of the organization).

RESULT AND DISCUSSION

The analyses of data are presented below.

Test of Reliability and Validity of the Research Instrument

The test of reliability and validity of the research instrument was done with Cronbach Alpha Coefficient Analysis.

Cronbach Alpha Coefficient Analysis

This was used to test for reliability of the research instrument wherein the Cronbach Alpha Coefficient of > 0.7 is deemed satisfactory implying that the research instrument is reliable. Table 1 shows the Cronbach Alpha Coefficient for the research instrument used. Since the Cronbach Alpha Coefficient for the determinants of employee engagement is 0.781, this implies that the research instrument is reliable because the Cronbach Alpha Coefficient is above 0.7.

Table 1 Cronbach Alpha Test of Reliability

Variables	Cronbach Alpha Coefficient
Employee Engagement	0.781

Source: Author's Computation, 2025

Descriptive Statistics of Variables

Table 2 showed the descriptive statistics of the constructs showing the minimum, maximum, mean, standard deviation, skewness, and kurtosis. The mean and standard deviation were used to test the homogeneity and heterogeneity of the dataset. High standard deviation implies that the dataset is farther away from the mean value which implies that the data set showed heterogeneity

ISSN: 2354-3032 (Print) ISSN: 2354-3136 (Online)

but low standard deviation implies that the dataset is close to the mean value and this implies that the dataset is homogeneous.

Skewness and Kurtosis were used to test the normal distribution of the dataset. Skewness value ranging from -1 to +1 and -2 to +2 is considered excellent and acceptable respectively while values beyond -2 and +2 implies substantial non-normality. The value of Kurtosis that is acceptable is between -7 and +7 (Menon, 2024). Findings on Table 2 revealed that the values of standard deviations are closer to their respective mean values; this infers that the data is homogeneous. Also, the values of skewness and kurtosis are within the acceptable range, this implies that the data is symmetrical.

Table 2 Descriptive Statistics of Study Variables

Variables			Mean	Standard	Skew	Kurtosis
	Min.	Max.		Deviation	ness	
Mentality Commitment	1.00	5.00	3.9367	.94656	-.717	.262
Whole-Self Concentration	1.00	5.00	4.2172	.89335	-1.291	1.874
Work Value Motivation	1.00	5.00	4.1584	.84061	-.909	.851
Threat-free Org. Stir	1.00	5.00	4.4389	.71486	-1.478	3.533
Job Security	1.00	5.00	4.1357	.82000	-.805	.514
Career Dev. Confidence	2.00	5.00	4.2896	.73690	-.724	-.103
Physically Present	1.00	5.00	4.3258	.76439	-1.184	2.074
L&D Performance	1.00	5.00	4.4818	.71809	-1.466	2.570
Equipped to Work	1.00	5.00	3.8869	.96806	-.651	-.090
Environment Stimulation	1.00	5.00	4.1584	.78467	-.743	.532
Responsibility Stimulation	1.00	5.00	4.2036	.83076	-1.021	.948
Role clarity	1.00	5.00	4.1765	.74504	-.764	.939
Valid No (288)						

Source: Author`s Computation, 2025

Analysis of Determinants of Employee Engagement

Objective: To identify the determinants of employee engagement in broadcast media organizations in Lagos State

Table 3 showed the result of Weighted Mean Score (WMS) of the determinants of employee engagement which revealed that competitive compensation, employee welfare package, role clarity, availability of training and development, opportunity for career development, competent leadership, role given to each employee and work environment are the determinants of employee engagement in the selected broadcast media organizations.

Also, the result of Rank Order from Table 3 revealed that the strongest determinant of employee engagement is opportunity for career development which ranked highest (first) with a WMS of 5.30, this was followed by availability of training and development with WMS of 5.27. Competent leadership ranked third with WMS of 5.26 and Responsibilities given to each employee ranked fourth with WMS of 5.20. Role clarity ranked fifth with WMS of 5.18 and Work environment ranked sixth with WMS of 4.19; this is followed by Employee Welfare Package which ranked seventh with WMS of 4.18. Finally, Competitive Compensation ranked eight (last) with WMS of 4.15

ISSN: 2354-3032 (Print) ISSN: 2354-3136 (Online)

Table 3 Analysis of the Determinants of Employee Engagement

Determinants of Employee Engagement	Weighted Mean Score (WMS)	Rank Order
Opportunity for career development stimulates me to more engagement	5.30	1
Training and development stir me up to more engagement	5.27	2
Competent leadership stimulates me to more engagement	5.26	3
The responsibilities given to me makes me become more engaged at work	5.20	4
Role clarity stimulates me to more engagement	5.18	5
The work environment stimulates me to more engagement	4.19	6
Employee welfare packages stimulates me to more engagement	4.18	7
Competitive compensation stirs me up to more engagement	4.15	8

Source: Author`s Computation, 2025**Discussion of Findings**

The result in Table 3 showed that employees in these organizations were more concerned about opportunity for career development than any other work-related aspirations as this ranked highest which means that this is the strongest determinant of employee engagement in the selected organizations. The drive for career development goes hand in hand with love for training and development as it ranked second. The fact that employee welfare package and competitive compensation ranked second to the last and the last respectively, implies that they are weak determinants of employee engagement in the sampled organizations. This shows that in addition to career development, the welfare package and pay may not be all that are motivating to the employees.

The result of Rank Order revealed that the tested determinants of employee engagement in this study did truly contribute to levels of employee engagement but in varying degrees. This agreed with Geethalakshmi and Rodrigues (2018); Anitha (2014); and Jrucilla (2020) that opportunity for career development and organizational training and development are determinants of employee engagement respectively. In conclusion, leadership, work environment, competitive pay, responsibility and role clarity are all determinants of employee engagement (Chandra, 2015; Divyashree and Jayanna (2021) and Ukonu, *et al.*, 2023).

Conclusion and Recommendation

Based on the findings of the study, it was concluded that competitive compensation, role clarity, opportunity for career development, training and development, work environment, responsibility given, welfare package, and competent leadership, are determinants of employee engagement in the broadcast media organisations. However, opportunity for career development and training and development are the strongest determinants. The study recommends that the selected broadcast media organizations should leverage on the strength of the employee engagement determinants to motivate their employees towards higher engagement for improved work outcome.

REFERENCES

- Abukhalifer, A., and Sum, A., (2013). The Antecedents Affecting Employee Engagement and Organizational Performance. *Asian Social Science*, 9 (7): 14-46.
- Ajala, E., M., and Ojo, O., A., (2014). Relationship between Job Engagement, Security, Training and Employee Workplace Behaviour in Selected Industries in Ogun and Lagos States, Nigeria. *A Journal of Contemporary Research*, 11(3): 1 – 19.
- Akanpaadgi, E., and Binpimbu, F., (2021). Employee Engagement and Organizational Performance. Business, Management and Economics Research. *Academic Research Publishing Group*. <https://arpgweb.com/journal/journal/8>; [https://doi.org/10.32861/bmer.73.93.1007\(3\)](https://doi.org/10.32861/bmer.73.93.1007(3)): 93-100
- Alias, E., N., Noor, M., N., and Hassan, R., (2014). Examining the Mediating Effect of Employee Engagement on the Relationship between Talent Management Practices and Employee Retention in the Information and Technology (IT) Organizations in Malaysia. *Journal of Human Resources Management and Labour Studies*. 2, 227-242.
- Anitha, J. (2014). Determinant of Employee Engagement and their Impact on Employee Performance. *International Journal of Productivity and Performance Management*, 63 (3)308 - 327
- Bakker, B., A., (2011). An Evidence-Based Model of Work Engagement. *Current Directions in Psychological Science*. 20(4), 265-269. DOI: 10.1177/0963721411414534
- Barreiro C., A., and Treglown, L., (2020). What makes an Engaged Employer? A Facet-level Approach to Trait Emotional Intelligence as a Predictor of Employee Engagement. *Personality and Individual Differences*. <https://doi.org/10.1016/j.paid.2020.109872>. 24/11/2024
- Barrick, M., R., Thurgood, G., R., Smith, T., A., and Courtright, S., H., (2015). Collective Organizational Engagement: Linking Motivational Antecedents, Strategic Implementation and Firm Performance. *Academic Management Journal*, 58(1): 111-135. <https://doi.org/10.5465/amj.2013.0227>
- Bhuwaneshwari, P., and Kumar, A., (2017). The Study of Evolution of Employee Engagement Construct with Changing Generation. *International Journal of Arts, Management and Humanities*. 16 (2), 144-153.
- Bryd, M., P., (2023). Strategies for Increasing Employee Engagement in Media Organizations. *Unpublished PhD Thesis*. Walden University, Minneapolis Minnesota.
- Budriene, D., and Diskieni, D. (2020). Employee Engagement: Types, level and Relationship with Practice of HRM. *Malaysian E-Commerce Journal*, 4(2), 42 – 47
- Chandra, S., K., (2015). The Impact of Employee Engagement on Organization's Productivity. *Presentation at 2nd International Conference on Managing Human Resources at the Workplace*, 1-10.
- Copeland, J., (2020). Employee Engagement and Job Satisfaction on Productivity in the Distribution Industry. *Unpublished Ph.D. Thesis*, Walden University.
- Corey, F., (2018). Strategies to Increase Employees Engagement in Long-Term Residential Agencies. *Unpublished Doctor Dissertation*, Walden University.
- Dandona, A., (2016). Employee Engagement: A Key to Maximize Organizational Performance. *International Journal of Multidisciplinary Educational Research*, 5(16): 265 - 280.
- Demerouti, E., Bakker, A., B., and Fried, Y., (2012). Work orientations in the job demands-resources model. *Journal of Managerial Psychology*, 27(6), 557–575. <https://doi.org/10.1108/02683941211252428>

ISSN: 2354-3032 (Print) ISSN: 2354-3136 (Online)

- Dernovsek D. (2008). Creating Highly Engaged and Committed Employee Starts at the Top and end at the Bottomline Credit Union Magazine, May 2008. Credit Union National Association, Inc
- Diogenes, R., (2017). Effect of Employee Engagement on Organization Performance. Case of African Evangelistic Enterprise. *Unpublished Master Thesis*, University of Rwanda.
- Divyashree, N., and Jayanna, S. (2021). Employee Engagement and Their Impact On Employee Retention - A Study with Special Reference To SMC Global Securities, Bangalore. *Online - Elementary Education Online*, 20 (5), 8338 - 8348.
- Duval, J., (2021). Levels of Engagement: How to Build a more Engaged Workforce. Fuseworkforce.com (21-01-2023).
- Geethalakshmi; P., M., Rodrigues, L., R., (2018). Exploring the Nature of Employee Engagement. *Research Gate*, **18** (161): 86-98.
- Gruman, J. A., and Saks, A., M., (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123 – 136. <https://doi.org/10.1016/j.hrmr.2010.09.004>
- Gyensare, M., A., Kumedzro, L., E., Sanda, A., and Boso, N., (2017). Linking Transformational Leadership to Turnover Intention in the Public Sector: The Influences of Engagement, Affective Commitment, and Psychological Climate. *African Journal of Economic and Management Studies*, **8**(3), 314–337. <https://doi.org/10.1108/AJEMS-07-2016-0099>
- Hakanen, J.J. and Schaufeli, W.B. (2012) Do Burnout and Work Engagement Predict Depressive Symptoms and Life Satisfaction? A Three-Wave Seven-Year Prospective Study. *Journal of Affective Disorders*, 141, 415-424. <https://doi.org/10.1016/j.jad.2012.02.043>
- Human Capital Institute (2011). Connecting the Dots: Comprehensive Career Development as a Catalyst for Employee Engagement.
- Jrucilla, B., S., (2020). Employee Engagement in Antigua and Barbuda Broadcasting Services. *Unpublished Doctoral Thesis*, Walden University.
- Kahn, W., A., (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, **33**, 692-724. <https://doi.org/10.2307/256287>
- Kang, M., and Sung, M., (2017). How Symmetrical Employee Communication Leads to Employee Engagement and Positive Employee Communication Behaviors. The Mediation of Employee-Organization Relationships. *Journal of Communication Management*, **21** (1): 82-102
- Kokkina, D., Mongoutas, A., and Chountalas, P., (2018). The Conceptualization of Employee Engagement and its Distinction from Related Constructs. *8th International Conference on Management, Economics and Humanities*, Barcelona, Spain.
- Loy, B., E., (2021). A Study of the Impact of the Employee Engagement and Empowerment on Performance Management in Non-Profit and Community Theater. *Unpublished Doctoral Dissertation*, Franklin University).
- Mengue, B., Auh, S., Fisher, N., and Haddad, A., (2015). To be Engaged or not to be Engaged. The Antecedent and Consequences of Service Employee Engagement. *Journal of Business Research*, **66** (11): 2163- 2170.
- Meswantri, M., and Awaludin, A. (2018). Determinant of Employee Engagement and their Impact on Employee Performance. *International Review of Management and Marketing*, 8 (3). 36 – 44.
- Morrison, C., (2021). 3 Types of Employee Engagement and How they are Evolving. everyonesocial.com (21/01/2023).

ISSN: 2354-3032 (Print) ISSN: 2354-3136 (Online)

- Nantes, K., K., (2017). The Impact of Internal Communication on Employee Engagement in Small Family Companies; A Case Study of a Dutch and a Swiss Wood Trading Companies. *Unpublished Master Thesis*. Audencia University.
- Nigerian Communication Commission (2023). Research and Reports. Retrieved. <https://www.ncc.gov.ng> 24/11/2024
- Nkansah, D., Gyimah, R., Sarpong, D., A., A., and Annan, J., K., (2023). The Effect of Employee Engagement on Employee Performance in Ghana's MSMEs Sector during COVID-19: The Moderating Role of Job Resources. *Open Journal of Business and Management*, **11**, 96-132. <https://doi.org/10.4236/ojbm.2023.111007>
- Obuobisa-Darko, T., and Tsedzah, V., (2019). Human Resource Development Climate and Employee Engagement in Developing Countries. *International Journal of Business and Management*, **14**, 150-159. <https://doi.org/10.5539/ijbm.v14n6p150>
- Osborne, S., (2016). Employee Engagement and Organizational Profitability. *Unpublished Doctoral Dissertation*, Walden University.
- Park, C., K., (2015). Predicting Employee Engagement; An Exploration of the Roles of Transformational Leadership Power Orientation, Psychological Collection and Psychological Empowerment in Korean Organization. *Unpublished Ph.D. Thesis*, University of Minnesota.
- Pillay, E., and Sigh, S., (2018). The Impact of Employee Engagement on Organizational Performance – A Case of an Insurance Brokerage Company in Gauteng. *Journal of Business Management*, **20** (7): 66 -76.
- Reece, S., L., (2018). An Examination of the Relationship between the Organizational Communication Process, Employee Work Engagement, and Job Performance in a High-Speed, High-volume Manufacturing Operation. *Unpublished PhD Dissertation*, University of Tennessee.
- Rao, M., M., Narayana, D., M., S., and Niranjana, D., K., (2021). Employee Engagement: Issues and Concerns. *European Journal of Molecular & Clinical Medicine*, **7**, 5826-5835.
- Ramya, N. (2019). Service Quality and its Dimension. *EFRA International Journal of Research and Development (IJRD)*, **4** (2): 38-41.
- Rich, B., L., LePine, J., A., and Crawford, E., R., (2010). Job Engagement: Antecedents and Effects on Job Performance. *Academy of Management Journal*, **53**(3), 617-635. <https://doi.org/10.5465/amj.2010.51468988>
- Roy, V., Desjardins, D., Ouellet-Plamondon, C., and Fertel, C., (2021). Reflection on Integrity Management While Engaging with Third Parties in the Construction and Civil Engineering Industry. *Journal of Legal Affairs and Dispute Resolution in Engineering and Construction*, **13**, Article ID: 03720005. [https://doi.org/10.1061/\(ASCE\)LA.1943-4170.0000435](https://doi.org/10.1061/(ASCE)LA.1943-4170.0000435)
- Shuck, B., and Wollard, K., (2010). Employee Engagement and HRD: A Seminal Review of the Foundations. *Human Resource Development Review*, **9**, 89-110. <https://doi.org/10.1177/1534484309353560>
- Slatten, T., and Mehmetoglu, M., (2011). Antecedents and Effects of Engaged Frontline Employees: A study from the Hospitality Industry. *Journal of Service Theory and Practice*, **28**(1): 88-107.
- Sokrat, R. (2020). The Impact of Employee Engagement on Productivity: A Case of the Egyptian Public Sector. *Arab Journal of Administration*, **40**(3), 300 – 310.
- Taha, A., V., (2016). Employee Engagement and Its Determinants: Focusing on Retail Organizations. *Economy & Society & Environment*, 1-6.

ISSN: 2354-3032 (Print) ISSN: 2354-3136 (Online)

- Theo, C., Nursyamsi, I., & Munizu, M. (2021). The Effect of Discipline, Work Motivation, Work Expenses on Employee Performance through Work Satisfaction. *Hasanuddin Journal of Applied Business and Entrepreneurship*, 4, 53-64.
- Ukonu, I. O., Ikoru, E., I., and Ukoha, O., O. (2024). Drivers of Employee Engagement in the Nigerian Public Media Sector. *The International Journal of Business and Management*, 11(12), 1 - 10
- Weston, J., W., (2016). Employee Engagement: Understanding the Construct's Stability. *Unpublished Master Thesis*, Colorado State University.
- Xanthopoulou, D., Bakker, A. B., Demerouti, E., & Schaufeli, W. B. (2009). Reciprocal Relationships between Job Resources, Personal Resources, and Work Engagement. *Journal of Vocational Behavior*, 74, 235-244. <https://doi.org/10.1016/j.jvb.2008.11.003>