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EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE IN CHUKWUEMEKA ODUMEGWU OJUKWU UNIVERSITY, ANAMBRA STATE, NIGERIA

By

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Abstract

The study focused on the relationship between employee engagement and performance of Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria. The objectives of the study were to examine the relationship between employee work environment and employee performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria, and to determine the relationship between employee job responsibilities and organizational performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria. In line with the specific objectives of the study, two research questions and two hypotheses were respectively formulated and tested for the study. Relevant literature were reviewed, and the review covered both conceptual and empirical literature. The study was anchored on the Social Exchange Theory (SET). It adopted the descriptive survey research design. Structured questionnaire was used for collection of primary data for the study. The data was presented using tables, frequency and mean scores. The decision rule for each statement was put at 3.0 mean threshold for acceptance. Anything below was rejected. The hypotheses were tested using the Pearson Product Moment Correlation Coefficient at 0.05 level of significance. Findings from the study revealed that employee work environment had a significant positive relationship with employee performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria and that employee job responsibilities had a significant positive relationship with organizational performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria. Based on the findings from the study, we recommended that the work environment at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, should be made more conducive with free Wi-Fi accessibility with strong internet reception, conducive office space, classrooms, laboratories, libraries, cafeteria, among others. It was also recommended that performance-based incentives should be instituted to ensure that those who shoulder additional job responsibilities beyond what their job titles stipulates are encouraged and motivated to continue to do more.

Introduction

Background of the Study

Employee engagement is a physical and psychological condition related to work that helps organizations to achieve stated goals (Satata, 2021). Tiwari, Baruah, Seth and Bisht, (2024), perceive employee engagement as the emotional and intellectual commitment of employees towards their work roles and organizational objectives. It encompasses factors such as job satisfaction, organizational commitment, and a sense of belongingness to the workplace. Engaged employees are more likely to demonstrate higher levels of discretionary

effort, creativity, and innovation, thereby contributing positively to organizational outcomes such as productivity, profitability, and customer satisfaction.

As an aspect of employee work behaviour, employee engagement has emerged as a critical factor in organizational success across various sectors, including education. In the context of public tertiary institutions in Nigeria, the role of employee engagement in shaping organizational performance has gained considerable attention. These institutions, which include universities, polytechnics, and colleges of education, are pivotal to national development, as they produce the



skilled workforce required for various sectors of the economy (Agarwal and Bhargava, 2019).

However, public tertiary institutions in Nigeria have faced numerous challenges over the years, including inadequate funding, poor infrastructure, and bureaucratic inefficiencies. These challenges have often resulted in low morale among employees, which in turn affects their level of engagement with their work. Employee engagement, which encompasses the emotional and psychological commitment of employees to their organization, is essential for improving job satisfaction, productivity, and overall organizational performance.

Organizational performance in public tertiary institutions is not only measured by academic output and research excellence but also by administrative efficiency, student satisfaction, and the institution's ability to attract and retain talent. These parameters provide a justification for the continued existence and government funding of tertiary education as a catalyst for human capital development particularly and national development in general. Performance indicators for tertiary institutions are not just varied and complex, they are also dynamic and change with time, human and societal needs per time. Therefore, understanding the link between employee engagement and organizational performance is crucial for the management of these institutions.

Statement of the Problem

The primary concern of every employer of labour is to be able to get the right caliber of staff that would help the organization to achieve its core mandate, hence the concern for high productivity. Incidentally, there seems to be no doubt that the output or productivity of workers is a function of their knowledge, skill, expertise and a stimulating work environment. Added to the above factors is the employees' disposition to the job and how it affects the delivery of the mandate of public tertiary institutions in the country.

Public tertiary institutions in Nigeria are central to the nation's educational system and play a crucial role in driving socio-economic development. However, these institutions have consistently faced significant challenges that undermine their effectiveness and overall performance. Issues such as inadequate funding, poor infrastructure, bureaucratic bottlenecks, and frequent industrial actions have not only affected the quality of education but have also led to low employee morale and disengagement.

The problem, therefore, is that the lack of sufficient engagement among employees in these institutions may be contributing to suboptimal organizational performance. Without a deep understanding of the factors driving or hindering engagement, efforts to improve the efficiency and effectiveness of these institutions may remain inadequate. Consequently, there is a need to investigate the relationship between employee engagement and organizational performance in public tertiary institutions in Nigeria and the Chukwuemeka Odumegwu Ojukwu University in particular, with the aim of identifying strategies that can enhance engagement and, in turn, improve institutional outcomes. This

study is driven by the need to address this gap in knowledge and to provide insights that can inform policies and practices aimed at boosting employee engagement and enhancing the overall performance of public tertiary institutions in Nigeria.

Objectives of the Study

The broad objective of the study was to examine the relationship between employee engagement and organizational performance of Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria. The specific objectives are stated below as follows;

1. To examine the relationship between employee work environment and employee performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.
2. To investigate the relationship between employee job responsibilities and organizational performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.

Research Questions

The study was guided by the following research questions:

1. What is the relationship between employee work environment and employee performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria?
2. What is the relationship between employee job responsibilities and organizational performance at

Hypotheses

The following hypotheses guided the study:

1. **H₀:** Employee work environment has no significant relationship with employee performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.
2. **H₀:** Employee job responsibilities has no significant relationship with organizational performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.

REVIEW OF RELATED LITERATURE

Conceptual Review

Employee Engagement

Various authors in several literature sources have adduced various definitions of employee 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 (Margaretha, Widiastuti, Zaniarti & Wijaya, 2018; Budriene & Diskiene, 2020). Employee engagement is therefore a psychological facet that encompasses energy, enthusiasm, and engrossed effort. Engagement is a workplace strategy designed to ensure that employees are committed to the organization goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being. It is the willingness to invest oneself and expand one's discretionary effort to help the employer succeed, which is

beyond simple satisfaction with the employment arrangement or basic loyalty to the employer. 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.

Numerous studies have established a positive association between employee engagement and organizational performance across various industries and contexts. For example, Harter, Schmidt, and Hayes, (2022). found that business units with engaged employees experienced higher levels of customer satisfaction, profitability, and productivity. Similarly, a meta-analysis by Christian, Garza, and Slaughter, (2021) revealed a significant correlation between employee engagement and key performance outcomes, including financial performance, customer loyalty, and employee turnover.

1. **Vigor:** Vigor as a construct of engagement refers to 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 challenges. All these factors are required in order for an individual to show vigor while performing a certain job. Previous studies suggest that high levels of engagement are associated with high levels of individual performance, and hence, organizational performance (Christian, Garza and Slaughter 2021). Vigor engagement denotes a need of a person to perform a particular activity because it gives inherent pleasure and satisfaction (Amahwa, & Otuya, 2020).
2. **Dedication:** Dedication engagement is being strongly involved in one's work and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenge (Al-Dalahmeh, Masa'deh, Abu Khalaf & Obeidat, 2018). It entails the mental and emotional state that reflects a sense of significance, enthusiasm, inspiration, and pride on experience. A person cannot be labelled as dedicated without the presence of such factors. Dedication engagement has conceptual similarities with job involvement, defined as a strong psychological involvement or identification with one's work. Dedication has been described as the individual's deriving sense of significance from work, feeling of enthusiasm and pride in the given job. Employees who experience dedication are thus motivated to achieve organizational goals and reach targets which will improve the performance of the organization as a whole.
3. **Absorption:** Absorption engagement is the third construct of employee engagement that entails the pleasant state of being immersed in one's works, experiencing time passing by quickly and being unable to detach from one's job (Truss, Shantz,

Soane, Alfes and Delbridge, 2013) stated that absorption may appear to be an outcome of vigor and dedication. This implies that an employee who is absorbed in his or her job is characterized by being fully concentrated in his or her job, does not feel time passing by while performing the job, and has difficulty detaching or removing his or herself from work.

Organizational Performance

Organizational performance is the means through which firms achieve their set goals and it is usually measured using financial and non-financial indicators. Organizational 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, 2018). Organizational 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.

Organizational performance is an intricate concept to measure hence several indicators is used in measuring the performance of organizations. Cappelli and Neumark (2021) measured organizational performance using productivity and growth. Organizations measure their performance using financial measures (sales growth, profit growth, and asset growth or capital growth) and nonfinancial measures (employee turnover, customer satisfaction, business growth and expansion and employee productivity). The indices for measuring performance according to Azeem, Abrar, Bashir and Zubair (2015) include profitability, business expansion and sales turnover.

In economic terms, performance is usually associated with efficiency, which is a ratio between input and output, effort and result, expenditure and income, cost and the resulting pleasure. Whereas efficiency seems to be synonymous with effectiveness, effectiveness is generally referred to as achievement of high output/result based on the policy goal at minimal cost. Efficiency and effectiveness are an input-output relationship where maximum work is achieved for minimum input of energy or resources. In other words, the efficiency-effectiveness equation suggests optimization whereby maximum satisfaction is obtained from the investment of given resources. It is also the ratio of output to input. But output can be compared with various kinds of inputs: hours worked, the total of labour and capital inputs or something in between.

The importance of performance in an organization cannot be over emphasized. As an economic standard, performance is an important factor in determining prices and wages. Economists are far from a full understanding of the relations among the variables, but there is substantial agreement on: The large increases in real wages that have come about over the long term in many countries are closely associated with large increase in labour productivity in these countries; in the absence of increase in labour productivity, a stable price level is inconsistent with persistent increases in money wages;

industries in which sales of products are comparatively insensitive to price changes, increases in labour productivity will tend to reduce employment and possibly also reduce wages; and an increase in labour productivity or in the productivity of other factors usually brings with it a reduction in cost and hence tends to result in price reductions, wage increase, or both (Akhakpe, Fatile, and Igboke-Ibeto, 2012).

Theoretical Framework

The study is anchored on the Social Exchange Theory (SET). Social Exchange Theory (SET) is a sociological and psychological perspective that explains social behavior in terms of exchanges between individuals. It is rooted in the belief that human relationships are formed and maintained based on a cost-benefit analysis, where individuals seek to maximize rewards and minimize costs. SET suggests that these exchanges create a sense of obligation and reciprocity, forming the basis for social bonds and cooperation.

The theory was initially developed by George Homans in the 1950s and later expanded by Peter Blau and Richard Emerson. Homans focused on the behavioral aspects of exchanges, emphasizing the importance of rewards, punishments, and the balance between them in influencing social behavior. Blau extended the theory by introducing the concept of power and dependency in relationships, highlighting that unequal exchanges can lead to power imbalances.

Empirical Literature Review

Juevesa, and Castino, (2020) studied employee engagement and organizational performance among multigenerational workforce in a private non-sectarian school. The descriptive survey and correlational research design was used employing quantitative method. The data were gathered through the survey questionnaire and administered to the one hundred fifty (150) respondents composed of employees from teaching and non-teaching personnel. The data gathered were analyzed through frequency, percentage, weighted mean and Pearson correlation. The findings of the study revealed that Baby Boomers, Generation X, and Generation Y "agreed" that their employee engagement has positive correlation to organizational performance. Therefore, the null hypothesis (H_0) which states that there is no significant relationship between employee engagement when grouped by generations and organizational performance is rejected. On the overall results, the study recommends that human resource development plan which is formulated based on the findings of the study should be adopted by a private non-sectarian school in General Santos City.

Mansor, Mat Jusoh, Hashim, Muhammad, and Omar, (2023) investigated employee engagement and organizational performance. Stratified sampling was employed to ensure representation from different groups and levels within the population. Specifically, 103 respondents from a private company in Johor were included in the analysis. To conduct the analysis, SPSS software was utilized. Pearson's correlation analysis and mean analysis were employed to measure the relationships between independent and dependent variables. The findings of the study revealed a significant relationship

between employee engagement and organizational performance. Moving forward, several areas for improvement should be considered in future research. It may be beneficial to conduct similar studies in organizations within specific areas to ensure a focused group of respondents. However, it is important to note that this present study has limitations due to the use of closed questionnaires, which may not capture all relevant information.

In a study on employee engagement and performance of Mikap Nigeria Limited, Makurdi, Hembadoon, Harriet Mnena, Abdullahi and Tersoo (2022) adopted a cross-sectional survey design and questionnaires were used for collection of data from employees of the company. The population of the study consisted of 112 employees of Mikap Nigeria Limited, Makurdi and a census sampling approach was adopted for the study. The study used multiple regression analysis for data presentation and analysis and formulated hypotheses were tested at 0.05 level of significance using the Statistical Package for Social Sciences (SPSSVersion23). Findings revealed that vigor engagement has significant effect on organizational performance ($\beta=.173$; $P=.000$); dedication engagement has significant effect on organizational performance ($\beta=.301$; $P=.000$), and absorption engagement has significant effect on organizational performance ($\beta=.237$; $P=.012$). The study recommended amongst others that managers of organizations should improve vigor among employees since it improves staff performance and enhance organizational performance.

Sakpaide, Odiri and Sakpaide (2023) studied organizational citizenship behaviour and performance of manufacturing firms in Delta State. This study was carried out to determine the relationship between Organizational Citizenship Behaviour and Employee Performance in Manufacturing Firms in Delta State. The Study was conducted using a survey design with a population of 400 employees and sample of 200 respondents: The data was collected by the use of questionnaire which were hand delivered to the respondents. All the 200 respondents returned their questionnaires and the data collected were analysed using Structural Equation Modelling (SEM) with Amos 23 software. The result of the analysis showed that significant relationship exists between Organizational Citizenship Behaviour and Employee Engagement, the result also showed that significant relationship exists between Organisational Citizenship Behaviour and Employee Performance. Furthermore, the result of the analysis indicated that a relationship exist between Employee Engagement and Employee Performance. The analysis also revealed that Employee Engagement mediates between Organizational Citizenship Behaviour and Employee Performance.

Rahmi, Anoesyirwan and Eka (2023) explore organizational citizenship behavior and the impact of organizational commitment and work-life balance with job satisfaction as an intervening variable in Millennial employees of South Tangerang. This research used a mixed method that systematically integrates quantitative and qualitative methods, with the first stage of the research utilizing quantitative

methods and the second stage using qualitative ones. Subject data is the type of data utilized in this research (self-report). The information was gathered straight from the millennial employees of South Tangerang. The objective of this research is to find out efforts to increase organizational citizenship behavior by analyzing the influence of exogenous and intervening variables on organizational citizenship behavior. According to this research findings, there are some impacts of organizational commitment and work-life balance with job satisfaction, one of them is work-life balance will increase organizational citizenship behavior without the support of job satisfaction.

Binay (2023) investigated the impact of organizational citizenship behavior on managerial effectiveness of managers in Public and private sectors banks of West Bengal. The aim of the present study was to identify the organizational citizenship behaviour as a predictor of managerial effectiveness of managers in both public and private sector banks of West Bengal. The sample consisted of 348 managers, out of which 174 were public and 174 were private banks managers. Stratified random sampling is used to collect the data. The standardized structured questionnaire named "Managerial Effectiveness Scale" was developed by Prof. S. Gupta (1996) and "Organizational Citizenship Behavior Check List" (OCB-C) was developed by Suzy Fox and Paul E. Spector (2009) was administered. Mean, SD, t- test, correlation and regression analysis was used to test the five hypotheses formulated in the study. The results indicated that there is no significant mean difference between the managerial effectiveness of managers of public and private sector banks. The results revealed a statistically significant positive correlation between organizational citizenship behavior and managerial effectiveness. The study concludes that organizational citizenship behaviour is a significant predictor of managerial effectiveness of managers.

Harsono, Widyanoro, Prawitowati and Basuki (2023) examined the effect of service-oriented organizational citizenship behavior (S-OCB) and service quality (SERVQUAL) on satisfaction, the effect of satisfaction on loyalty and customer citizenship behavior (CCB), and the effect of loyalty on CCB. The study also examined the mediating effect of satisfaction on the relationship between S-OCB and loyalty and CCB, the mediating effect of satisfaction on the relationship between service quality and loyalty and CCB, and the mediating effect of loyalty on the relationship between satisfaction and CCB in the banking industry. This study used SEM-Partial Least Squares to test the conceptual model and the proposed hypotheses. Sampling was carried out using a purposive sampling technique with a total sample of 301 bank customers and 30 bank employees. The results showed that S-OCB and service quality have a positive effect on satisfaction. Satisfaction has a positive effect on loyalty and CCB. Loyalty has a positive effect on CCB. Satisfaction mediates not only the relationship between S-OCB and loyalty, but also the relationship between service quality and CCB. Loyalty mediates the relationship between satisfaction and CCB in the banking sector.

Olonade, Omotoye, Awosusi and Odunayo (2023) investigated the nexus between conscientiousness, civic virtue, altruism, and employee motivation among health workers in Oyo State. The study examines the significant relationship between conscientiousness, civic virtue, altruism, and employee motivation. A descriptive research design was used, and primary data was collected through a self-administered structured questionnaire. Descriptive and inferential statistics were used to analyse the data. A total of 127 respondents were selected from the selected hospitals in Oyo State. The researchers utilised two sets of standardised scales to make up the questionnaire: Organizational Citizenship Behavior Scale (OCBS) and Employee Motivation Scale (EMS). Data were analysed, and the formulated hypotheses were tested using Statistical Package for Social Statistics (SPSS). Findings revealed a significant relationship between altruism, civic virtue, conscientiousness and Employee Motivation. civic virtue [$t(121) = -2.739$, $p < 0.05$]; altruism [$t(121) = 2.462$, $p < 0.05$] and conscientiousness [$t(121) = 2.462$, $p < 0.05$].

Almas (2023) analyzed the relationship among conscientiousness, sportsmanship, civic virtue, courtesy, altruism and organizational citizenship behaviour of banking sector employees. The Sample size comprises of 1000 respondents (500 employees of Public and 500 employees of Private sector banks). Researcher used primary as well as secondary data in the present exploratory research. In this research, a well-structured questionnaire was administered to measures the relationship among Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism and Organizational Citizenship Behaviour of Banking Sector Employees. For analysing the data, researcher used Statistical Package for Social Sciences (SPSS)-25 version and MS Excel-16 software/statistical tools. On the basis of result, it was found that significant and positive relationship among Conscientiousness, Sportsmanship, Civic Virtue, Courtesy, Altruism and Organizational Citizenship Behaviour of Banking Sector Employees.

Oamen (2023) studied the impact of firm-based organizational citizenship behavior on continuance and normative commitment among pharmaceutical executives in Nigeria. The study employed an empirical, explanatory cross-sectional study with online questionnaires administered to four hundred and one randomly selected pharmaceutical executives in Nigeria. The covariance-based structural equation modeling technique was used for testing hypotheses. Firm-based OCB domains –conscientiousness, sportsmanship, and civic virtue were regressed on OC domains of continuance, and normative. The hypothesized effects of firm-based OCB on the domains of OC were examined using Analysis of Moment Structures (AMOS). Findings revealed that conscientiousness and sportsmanship behaviors were negatively related to normative OC while civic virtue had a positive significant relationship with normative OC.

METHODOLOGY

Design of the Study

This study adopted descriptive design, which is useful for the descriptive purposes and is proper to measure the study variables. Accordingly, the research made use of questionnaire and observational methods in its generation of raw data.

Population of the Study

The population of this study constitute the academic and nonacademic staff of the Chukwuemeka Odumegwu Ojukwu University. The total staff strength of the university is one thousand, eight hundred and forty-six (1,846). This figure was obtained from the Personnel Unit of the institution. Out of this number however, four hundred and eighty-one (481) are academic staff, while one thousand, three hundred and sixty-five (1365) re non-academic staff.

Sample Size Determination

Given the population figure, the study adopted the Taro Yamane's (1967) formula to determine the sample size. According to Taro Yamane (1967), the formula for determining a sample from the population is as follows;

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

Where n = sample size

N = Population of the study

e = Sampling error (in this case 5 percent)

1 = Constant

The sample size is therefore computed as follows:

$$n = \frac{1846}{1 + 1846(0.05)^2}$$

$$n = \frac{1846}{1 + (1846 \times 0.0025)}$$

$$n = \frac{1846}{1 + 4.615}$$

$$n = \frac{1846}{5.615}$$

n = 328. Therefore, the sample size for the study was 328.

Sampling Techniques

With a sample size of 328, the sample was apportioned to the two segments of our study population (academic and non-academic staff) using the Rangan Kamaisan

proportional allocation or distribution method. The formula is as follows

$$n_s = \frac{N_p \times n}{N}$$

N

n_s = Sample size allocated to each unit

N_p = Population size of each unit

n = Total sample size

N = Total population size

Therefore, the sample allocation to each segment of the study population (academic and nonacademic staff) is determined as follows:

$$\text{Academic Staff} = 481 \times \frac{328}{1846} = 85$$

$$\text{Nonacademic Staff} = 1365 \times \frac{328}{1846} = 243$$

$$\text{Total} = 328$$

Method of Data Collection

This research employed both primary and secondary data tools. For the primary data, the tool was a structured questionnaire. The secondary data tools include extant literature sources and internet sources.

Reliability of the Instrument

Reliability of the instrument was done using the pivot (pre-test) test method.

Method of Data Analysis

The study involved both research questions and hypotheses. The data collected were analyzed using descriptive statistics; frequency counts, percentage, and mean scores to answer the research questions while inferential statistics such Pearson Product Moment correlation analyses was adopted in the test of hypotheses at 0.05 level of significance.

DATA PRESENTATION AND ANALYSIS

For our analysis of data in this chapter, out of a total of 328 copies of the questionnaire administered, 253 were returned. This represents 77 percent response rate. Data obtained from the questionnaire were analyzed in line with the research questions and the hypotheses, and were presented in the table below. A mean value of 3.0 was taken as a criterion to judge the mean for the items in the respective sections. Any item in the instrument which had a mean equal to or higher than 3.0 was regarded as 'agree' while items with less than 3.0 were regarded as 'disagree.'

Data Presentation

Table 4.1.1: Computation of the Statistical Values of the respondents' responses to employee work environment and employee performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.

S/N	Research Statements	U 1	SD 2	D 3	A 4	S A 5	$\sum$ fx	X	Dec isio n
1	Facilities like internet services are essential to enhance productivity and employees' performance	1 (1)	12 (24)	13 (39)	102 (408)	125 (625)	1097	4.34	Agreed

2	Functional and well-equipped laboratories and libraries are necessary to enhance employees' work engagement	7 (7)	3 (6)	15 (45)	124 (496)	104 (520)	1074	4.24	Agreed
3	Spacious and well-ventilated offices are also necessary to enhance the dedication of employees to their jobs.	4 (4)	10 (20)	10 (30)	104 (416)	125 (625)	1095	4.08	Agreed
4	Availability of conducive lecture halls enhance the process of teaching and learning.	0 (0)	8 (16)	25 (75)	90 (360)	130 (650)	1085	4.29	Agreed

Source: Field Survey, 2025

Table 4.1.1 presents the responses of the respondents to the first specific objective and research question. From the responses of the respondents, it is clear that employee work environment enhances employee performance at

Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.

Table 4.1.2: Computation of the Statistical Values of the respondents' responses to employee job responsibilities and organizational performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria

S/N	Research Statements	U 1	SD 2	D 3	A 4	S A 5	$\sum$ fx	X	Dec isio n
5	Workload has a significant positive relationship with employee job satisfaction and performance.	3 (3)	10 (20)	35 (105)	95 (380)	110 (550)	1058	4.18	Agreed
6	Job expectations has been identified to also impact on the level of commitment that employees give to their organizations.	11 (11)	15 (30)	45 (135)	92 (368)	90 (450)	994	3.93	Agreed
7	Reward system significantly influences employee job satisfaction and performance.	11 (11)	9 (18)	22 (66)	88 (352)	123 (615)	1062	4.2	Agreed
8	Career prospects significantly impact on employee job satisfaction and performance.	5 (5)	5 (10)	40 (120)	105 (420)	98 (490)	1045	4.13	Agreed

Source: Field Survey, 2025

Table 4.1.2 presents the responses of the respondents to the second specific objective and research question. From the responses of the respondents, it is clear that employee job responsibilities impact on organizational performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria. In their response to the fifth question, it was established that workload has a significant positive relationship with employee job satisfaction and performance.

Test of Hypotheses

The hypotheses for this study were tested using the Pearson Product Moment Correlation Coefficient. A 0.05 level of significance was adopted for the study.

Hypothesis One

1. **H₀:** Employee work environment has no significant relationship with employee performance at

2. **H_i:** Employee work environment has a significant relationship with employee performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.

Correlations

		Work Environment	Employee Performance
Work Environment	Pearson Correlation	1	.651
	Sig. (2-tailed)		.039
	N	253	253
Employee Performance	Pearson Correlation	.651	1
	Sig. (2-tailed)	.039	
	N	253	253

The result of the correlation coefficient for hypothesis one as displayed using SPSS version 23 indicates that the Pearson Product Moment Correlation Coefficient is 0.651 showing that employee work environment has a significant positive relationship with employee performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.

Statistical Decision: From the computation above, the probability value of 0.039 is less than 0.05 significant level. Therefore, we reject the null hypothesis and accept the alternative hypothesis which states that employee work environment has a significant positive relationship with

employee performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.

Hypothesis Two

1. **Ho:** Employee job responsibilities have no significant positive relationship with organizational performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.
2. **Hi:** Employee job responsibilities have a significant positive relationship with organizational performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.

Correlations

		Job responsibilities	Organizational Performance
Job responsibilities	Pearson Correlation	1	.661
	Sig. (2-tailed)		.044
	N	253	253
Organizational Performance	Pearson Correlation	.661	1
	Sig. (2-tailed)	.044	
	N	253	253

The result of the correlation coefficient for hypothesis one as displayed using SPSS version 23 indicates that the Pearson Product Moment Correlation Coefficient is 0.661 showing that employee job responsibilities have a significant positive relationship with organizational performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.

Statistical Decision: From the computation above, the probability value at 0.044 is less than 0.05 significant level. Therefore, we reject the null hypothesis and accept the alternative hypothesis which states that employee job responsibilities have a significant positive relationship with organizational performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria.

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Summary of the Findings

1. Employee work environment had a significant positive relationship with employee performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria. This finding was obtained from the test of the first hypothesis where the probability value of 0.039 is less than 0.05 significant level adopted for the study.
2. Employee job responsibilities had a significant positive relationship with organizational performance at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, Nigeria. This finding was obtained from the test of the second hypothesis where the probability value of 0.044 is less than 0.05 significant level adopted for the study.

Conclusion

This study explored the relationship between employee engagement and organizational performance in Chukwuemeka Odumegwu Ojukwu University (COOU),

Anambra State, Nigeria. Given the critical role which institutions play in national development, understanding how employee engagement influences organizational outcomes is vital. The findings of this study have provided valuable insights into the factors that drive employee engagement and the challenges that hinder it. The study identified strategies to enhance engagement, and thus, contribute to improved organizational performance, thereby helping public tertiary institutions in Nigeria achieve their educational and developmental objectives. Ultimately, fostering a more engaged workforce will not only enhance productivity and efficiency but also support the overall mission of these institutions in shaping the future of the nation.

Recommendations

In view of the findings and conclusions drawn from this study, we recommend as follows;

1. The work environment at Chukwuemeka Odumegwu Ojukwu University (COOU), Anambra State, should be made more conducive with free Wi-Fi accessibility with strong internet reception, conducive office space, classrooms, laboratories, libraries, cafeteria, among others.
2. Performance based incentives should be instituted to ensure that those who shoulder additional job responsibilities beyond what their job titles stipulates are encouraged and motivated to continue to do more.

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