

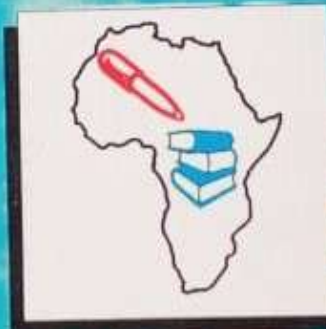
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EFFECT OF WORK ENGAGEMENT ON EMPLOYEES JOB PERFORMANCE IN OSUN STATE UNIVERSITY, OSOGBO, NIGERIA

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Emmanuel Olaniyi, Dunmade¹

Abstract

Work engagement is responsibility or inspiration. The study has investigated the impact of work engagement and employees' job performance in Osun State University, Osogbo, Osun State. The target population for the study comprises of all academic staffs Osun State University, including Osogbo Campus, Okuku Campus, Ikire Campus, Ipetu Campus, Ejigbo Campus and Ifetedo Campus. A total population of 165 respondents were selected across the six departments. Ninth nine (90%) of the total population is considered as the sample size, which is 150 respondents. Hypothesis (Ho1) revealed that there was a significant contribution of work engagement to employee's job performance ($\beta=.741$, $t=24.592$, $p<.01$, $f=604.746$, $p<.01$, $R^2=80.3\%$) Therefore, the research hypothesis one was supported by the result of the study. Hypothesis (Ho2) shows clearly that there was positive correlation between work engagement and employee's job performance ($r(123) = .345^{**}$, $p<.01$). Therefore, the hypothesis two not supported by the result of the study and it was rejected. It implies that there is positive correlation between Work engagement and employee's job performance in Osun State University. From the study, it is concluded that management of the University are driven by the desire to achieve University objectives for better performance. It is recommended that management of the University should give employee a priority in order to get the best out workforce as well as improving job performance.

Keywords: Employees, Job Performance, Work Engagement, University management.

Introduction

To thrive in today's highly competitive economic environment, organisations must employ a workforce that is proactive as well as committed to performing at high standards, both at the individual and organisational level (Chughtai & Buckley, 2011). Work engagement provide organisations with a competitive advantage (Schaufeli, Leiter & Taris, 2008). Most notably, employers who are focused on building and maintaining an engaged workforce may experience

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beneficial outcomes such as increased business-unit performance, strong financial returns, and a positive corporate image. In addition, engagement among fellows of the same work team may prove valuable for job performance (Bakker, Leiter, Schaufeli & Taris, 2008). Given these advantages, organisations may want to implement programs that promote engagement as they may lead to positive outcomes in the form of retention and performance.

Kahn in 1990, the academic pioneer of the employee engagement movement, first introduced engagement as a multidimensional construct. Personal engagement defined as the connecting of employees' selves to their work roles where they express themselves physically, cognitively and emotionally during role performances. However, work engagement is the level of employee commitment to the organisation. Engaged workers are considered as inspired, positive, stimulated, and having great sense of feeling attached to the job and manager. There are 3 conditions of associated psychological that explain the work roles. (i) **performance** - feeling that one is receiving a return on the investment of the self; (ii) **safety** - a sense of being able to show and employ the self in the work role performance without the fear of negative consequences; and, (iii) **availability** - a sense of possessing the physical, emotional and psychological resources needed at work. Kahn's model was then tested and findings supported that the psychological conditions of meaningfulness, safety and availability are positively linked to engagement.

Work engagement is viewed as an essential element in facilitating employee's behaviour to improvement their performance. Traditionally, work performance was evaluated in terms of proficiency, as employee performs the tasks that were identified in his or her job description. The changing nature of work and organisations, however, has challenged the traditional views of work performance and led supervisors and managers to place increasingly complex demands on employees (Griffin, Neal, & Parker, 2007). Today, managers and supervisors expect their employees to exceed the boundaries of their job description and show proactive work performance, which can be characterised by proactive behaviours such as individual innovation and feedback inquiry that represent employees' self-initiated, anticipatory actions to change and improve a certain situation or themselves. Christian, Garza, and Slaughter, (2011) performance of the any employee demonstrates monetary or non-monetary is directly related with the result of an employee-enhanced performance in organisation and well-being. However, this study aimed at looking at how effective work engagement can lead to employee's job performance using Osun State University as a case study.

Statement of the Problem

All organisations are concerned with what should be done to achieve or sustain high level of performance through people. This involves paying close attention to how individuals working in organisation can be best compensated and motivated,

in form of incentives remuneration, the provision of work environment, etc. Most organisation are only expecting results from the employee but not paying attention to what the organisation can offer the employee. Capable research and studies has been written on the subject matter but work flexibility, high work pressure and longer working hours are stressing out many workers, reducing their engagement towards the organisation. Most especially, in Nigerian Universities staff performance can only be achieved if staff are engage in productive work behaviour. The University therefore always encourages her staff to engage in productive work behaviour in order to enhance organisational efficiency and performance because without such, the university may not be able to survive in the contemporary hyper-competitive world of education. The following hypotheses was generated for the study:

Ho1: There is a significant contribution of work engagement to employee's job performance.

Ho2: There is a significant relationship between work engagement and employee's job performance.

Literature Review

Work Engagement and Performance

A series of studies have been conducted linking work engagement and performance providing initial support for the motivational process. For example, work engagement correlates with attitudinal measures such as organisational commitment on the bases that commitment can also be used to identify engagement (Bakker & Schaufeli, 2016). However, research investigate whether engagement mediates the relation between job resources and performance found that an increase in job resources led to higher work engagement and lower subsequent absenteeism.

Equally, the propinquity of abnormal states to engagement that upgrades performance in terms of task execution within and outside the organisation environment, apparently, organisational behaviour, profitability, voluntary effort, overload of work, over time of working hours, and customer satisfaction attributed to employee's job performance.

Taxonomy of Employee's Job Performance

Derived from the job demands-resources model (Schaufeli & Bakker, 2016) the JDR-WE model (JDR-WE) (Bakker & Demerouti, 2015) assumes that all jobs contain "demands" and "resources". Job demands refer to those physical, psychological, social or organisational aspects of the job that require sustained physical emotional effort and are therefore associated with certain physiological or psychological costs, such as (mental) fatigue. Job resources refer to those job characteristics that help to cope with job demands (e.g. autonomy or support from colleagues), are functional in attaining work-related goals, or lead to personal

growth and development (e.g. coaching by the manager). In other words, job resources have motivational potential. The JDR-WE model draws on two assumptions:

- i. Job resources such as autonomy, social support from colleagues and supervisors, performance feedback, and skill variety, initiate a motivational process that leads to higher performance through work engagement, and
- ii. Job resources become more salient and realise their motivational potential in terms of work engagement as a function of job demands. Thus, employees are particularly engaged when both job resources and job demands are high. The core of the motivational process is the motivational potential of job resources, which allows employees to attain their goals, i.e., to perform well.

Theoretical Framework (Social cognitive theory)

Many theories presented facts on engaging employee at work, this theories is reviewed on conceptions of human nature and behaviour. Social cognitive theory was explained by Bandura (1986) to justify the relationship of social cognitive theory and work engagement is derive by learning from the effects of actions is a special case of observational learning. In learning by direct experience, people construct conceptions of behaviour from observing the effects of their actions; in learning by modelling, they derive the conceptions from observing the structure of the behaviour being modelled. Cognitive functioning involves knowledge, much of it specialised, and cognitive skills for operating on it. Hence, cognitive attainments require the acquisition of domain-relevant knowledge along with the judgmental rules that apply to that area of activity (Feldman, 1980). For example, the knowledge and rules for reasoning about biological processes will differ from those about mechanical systems or the workings of social relationships. The sequences in which complex cognitive competencies are acquired vary because different domains of activity have different structures.

Empirical Review

Salman, Shahrukh and Santosh (2018) Assessing the work engagement, work practices and work performance in banks, Pakistan. The aim of this study is to measure the importance of work engagement, high work practices, and their impact on employees' work performance in the banking sector. This thesis was examined on three variables, work engagement, work practices, and work performance. In order to achieve this objective, this research adopted quantitative approach. For this, convenience sampling technique was used and survey questionnaire based on closed-ended questions and 06 scales. A total of 150 questionnaires was distributed and 127 valid responses collected. Data were analysed through using Statistical Package for the Social Sciences (SPSS). To find out the result, Regression and Correlation test techniques were used. The key findings of the study propose that there is a significantly positive link between work engagement, work practices, and work performance. The conclusion of this examination might be very helpful for the Banking Sector in order to improve

performance of their employees through keeping highly engaged in work and high involvement of work practices that contribute on the way to the achievement of the organisation as well as employee's personal accomplishment.

Olonade, Aremu and Olusesi (2020) study the dimensions of industrial democracy on employees' job performance among workers of Tuyil Pharmaceutical Industry, Ilorin. The study employed a survey research design. In carrying out the research, four hypotheses were generated and tested using an instrument titled industrial democracy scale and employee performance scale". The instrument was administered to a purposely selected sample of 87 staff of Tuyil Pharmaceutical Industry, Ilorin. Pearson correlation was used to test all the four hypotheses formulated. The findings revealed that Open communication was significantly and positively related to employee job performance [$r(80) = .321^{**}$, $p < 0.01$], Improved trust and less fair was significantly and positively related to employee job performance [$r(80) = .842^{**}$, $p < 0.01$]. Finally, freedom of association was significantly and positively related to employee job performance [$r(80) = .391^{**}$, $p < 0.01$]. The study concluded that if democracy is practiced in the workplace, worker's morale would be enhanced, and there would be an increased organisational performance, job satisfaction. Workers would be committed to the organisation. The study recommends that management should encourage the involvement of employees in all the organisation's deeds, giving appropriate information to employees on all matters that concern them.

Lisa (2014) carried out a research on work engagement and job performance relationship in exploring the mediating effect of trait emotional intelligence. This cross-sectional study examined the mediating effect of affect-related traits on the relationship between work engagement and job performance. Specifically, a sample of 225 students from a large state university was used to examine the effect of trait emotional intelligence (EI) on work engagement and both in-role and extra-role performance. It was found that work engagement directly impacted both in-role and extra-role performance, indicating that engaged workers are more likely to perform well both on job-related tasks (in-role performance) and also on going above and beyond what was expected of them in their job role (extra-role performance). In addition, work engagement was predictive of trait EI, indicating that engaged workers were more likely to use affect-related traits in the workplace than those less engaged. Further, trait EI was predictive of both in-role and extra-role performance, suggesting that effectively managing one's emotions, exhibiting strong social skills, demonstrating self-control, and displaying a general sense of well-being (i.e., trait EI) can lead to improved performance on the job. Lastly, work engagement and both in-role and extra-role performance were partially mediated by trait EI. This study provides new information about trait EI and its effect on job-related behaviours in an applied setting.

Methodology

The research adopted descriptive survey to obtain data from the respondent. Survey design also helps the researcher to know where the variables are gotten and how the hypotheses formulated could be achieved through the use of structured questionnaire. The hypothesis one stated that there is a significant contribution of work engagement to employee's job performance. While the second hypothesis stated that is a significant relationship between work engagement and employee's job performance. The target population for the study comprises of all academic staffs Osun State University, including Osogbo Campus, Okuku Campus, Ikire Campus, Ipetu Campus, Ejigbo Campus and Ifetedo Campus. A total population of 165 respondent were selected across the six departments. Ninth nine (90%) of the total population is considered as the sample size, which is 150 respondent. The main instrument used for the study is structured questionnaire targeted "Work engagement (WE) and employee's job performance (EJP)" which was used for data collection. The demographic information was analysed using simple percentage and frequency counts. Hypothesis one was analysed using linear regression analysis and hypothesis two was tested using correlation analysis at 0.5 alpha levels.

Data Presentation and Analysis

Test of Hypotheses

The results of the study on the basis of the hypotheses generated for the study.

Re-Ho1: There is no significant contribution of work engagement to employee's job performance in Osun State University.

Table 1: A Summary Table of Linear Regression showing the contribution of Work engagement to employee's job performance.

Predictors	B	T	P	F	P	R ²
Work engagement	.741	24.592	<.01	604.746	<.01	80.3%

Source: Field Survey, 2020

The result in table 1 above revealed that there was a significant contribution of work engagement to employee's job performance ($\beta=.741$, $t=24.592$, $p<.01$, $f=604.746$, $p<.01$, $R^2=80.3\%$) Therefore, the research hypothesis one was supported by the result of the study. There is significant contribution of work engagement to employee's job performance in Osun State University.

Re-Ho2: There is no significant relationship work engagement and employee's job performance in Osun State University.

Table 2: A Summary Table of Pearson, r Correlation showing the correlation between Work engagement and employee's job performance

Variables	N	M	SD	df	r	P
Work engagement	150	3.1000	1.45515	148	.896**	<.01
employee's job performance	150	3.1533	1.20255			

Source: Field Survey, 2020

The result in table 2 above showed clearly that there was positive correlation between work engagement and employee's job performance ($r(123) = .345^{**}$, $p < .01$). Therefore, the hypothesis two not supported by the result of the study and it was rejected. It implies that there is positive correlation between Work engagement and employee's job performance in Osun State University.

Discussion of Findings

This study investigate the contribution and relationship of work engagement and employees' job performance in the Osun State University, Osogbo, Osun State of Nigeria. The first finding revealed that there was a significant contribution of work engagement to employee's job performance ($\beta = .741$, $t = 24.592$, $p < .01$, $f = 604.746$, $p < .01$, $R^2 = 80.3\%$) Therefore, the research hypothesis one was supported by the result of the study. There is significant contribution of work engagement to employee's job performance in Osun State University. This is in correlation with Salman, Shahrukh and Santosh (2018) propose that there is a significantly positive link between work engagement, work practices, and work performance. They recommends that engagement improve performance of their employees through keeping highly engaged in work and high involvement of work practices that contribute on the way to the achievement of the organisation as well as employee's personal accomplishment.

The second hypothesis shows clearly that there was positive correlation between work engagement and employee's job performance ($r(123) = .345^{**}$, $p < .01$). Therefore, the hypothesis two not supported by the result of the study and it was rejected. It implies that there is no positive correlation between work engagement and employee's job performance in Osun State University. Similar to the proposed interactive relation between work engagement (motivation) and cognitive open-mindedness (cognition), it is assumed that work engagement interacts with behavioural readiness in order to arrive at good job performance.

Conclusion and Recommendation

From the study, it is concluded that management of the University are driven by the desire to achieve University objectives for better performance for attaching responsibility to human relation in the organisation and the employee have exhibited the spirit of labour management relation through their involvement in decision making, motivation, improved working conditions and rewards for core job performance. However, it is recommended for management of the University to:

- i. Give employee a priority in order to get the best out workforce as well as improving job performance.
- ii. The University should endeavour to engage their employees on regular developmental programs which will make their employees capable to meet up with the global challenges in the global world.

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