

RELATIONSHIP BETWEEN WORK ENGAGEMENT AND PERFORMANCE OUTCOMES IN CONSOLIDATED BREWERIES AWOMAMA AND INTERNATIONAL BREWERIES PLC ONITSHA

Eric Ikechukwu Nlemedim, Ph.D

*Department of Business Administration and Management,
Federal Polytechnic, Nekede, Owerri
nlemedimeric@gmail.com*

Paul Chinedu Agu

*Department of Business Administration and Management,
Federal Polytechnic Nekede, Owerri
Agupaulc@gmail.com*

Ebeke Orji, Ph.D

*Department of Business Administration and Management,
AKanu Ibiam Federal Polytechnic, Unwana*

Abstract

This study examined employee engagement and its impact on organizational performance using Consolidated Breweries Awomama, Imo State, and International Breweries Onitsha, Anambra State. A survey approach was adopted, covering a population of 480 employees. Using Taro Yamane's formula, a sample size of 218 respondents was selected. Data were collected through a five-point Likert scale questionnaire and reviewed literature. Percentages and tables were used for data presentation, while Pearson Product Moment Correlation Coefficient in SPSS was used for hypothesis testing. The results showed critical values of 0.892, 0.960, and -0.840 for the three hypotheses. Findings revealed that employee empowerment significantly impacts organizational effectiveness, employee involvement enhances productivity, and employee commitment fosters organizational growth. The study concluded that breweries should empower employees, create conducive work environments, and implement training programs to enhance engagement and performance. Organizations, particularly in the brewery sector, should prioritize employee involvement and development to achieve sustained growth.

Keywords: Employee Engagement, Empowerment, Involvement, Commitment, Effectiveness, Productivity, Growth, Organizational Performance

Introduction

Employee engagement has emerged as a significant factor influencing organizational performance globally (Yao et al., 2022). Due to the increasing demand for skilled employees and the high turnover rate in competitive labour markets, organizations are striving to enhance employee engagement as a means of achieving sustainability and growth (Gede & Huluka, 2024). Research suggests that engaged employees contribute positively to customer satisfaction, operational efficiency, and overall productivity (Borst et al., 2020). Human resource practitioners emphasize that employee engagement and commitment are essential for gaining a competitive edge, as organizations with high levels of engagement tend to outperform their peers in profitability and service delivery (Reig-Botella et al., 2024). Studies have shown that engaged employees demonstrate more tremendous enthusiasm, loyalty, and willingness to exert discretionary effort in their roles, leading to improved organizational outcomes (Mundhra & Pramanik, 2024).

The role of employee engagement in enhancing organizational performance is widely acknowledged in human resource literature. Mills and Konya (2019) argue that an organization's most valuable asset is its human resources, which plays a critical role in determining overall success. Employee engagement is often driven by trust, motivation, and a strong organizational culture that fosters participation and commitment (Kossyva et al., 2023). Despite its importance, the measurement of employee engagement and its direct impact on organizational performance remains an area of debate among scholars (Ehmann et al., 2024). It has been observed that organizations that effectively engage employees benefit from increased productivity, reduced absenteeism, and lower turnover rates (Corbeanu & Iliescu, 2023). This underscores the need for businesses to develop comprehensive employee engagement strategies that align with their operational objectives and long-term sustainability goals (Stefanie et al., 2024).

Several studies have indicated that employee empowerment and involvement in decision-making significantly influence organizational effectiveness (Yin et al., 2018). Employees who feel valued and recognized for their contributions exhibit higher levels of motivation and job satisfaction, which ultimately translate into enhanced performance (Gupta et al., 2017). Furthermore, Custom Insight (2016) highlights that employee engagement is closely linked to organizational trust, fairness, and respect, which influence employees' perception of senior management and corporate leadership. A well-executed engagement plan fosters a sense of belonging among employees, leading to increased commitment and proactive participation in achieving organizational goals (Austin, 2022). Employers can boost engagement levels by fostering healthy workplace interactions, encouraging team collaboration, and providing professional development opportunities (Sittar, 2020).

In contrast, the lack of employee engagement poses a significant challenge to organizational performance, leading to inefficiencies such as high turnover, low morale, and diminished productivity (Adi, 2019). Organizations that fail to engage employees adequately may experience declining profitability, customer dissatisfaction, and increased operational costs (Bakker et al., 2012). Poor engagement strategies contribute to workplace disengagement, which negatively impacts service quality and overall business sustainability (Borst et al., 2020). The current economic climate, exacerbated by global challenges such as the COVID-19 pandemic, has further highlighted the importance of robust employee engagement practices in ensuring business continuity and resilience (Wang & Chen, 2020). This study

aims to explore how employee engagement influences organizational performance, with a focus on Consolidated Breweries Awomama and International Breweries Plc, Onitsha.

Despite the growing recognition of the importance of employee engagement, many organizations struggle to implement effective engagement practices. One of the primary challenges is the failure to empower employees and involve them in critical decision-making processes, which leads to reduced motivation and commitment. Additionally, organizations that do not prioritize employee well-being and job satisfaction often experience higher rates of absenteeism and poor service delivery. This lack of engagement also affects the ability of organizations to expand their product lines, improve customer satisfaction, and maintain competitive market positions. Consequently, businesses that fail to address these engagement gaps may suffer from financial instability, reduced operational efficiency, and a weakened ability to retain top talent.

Organizations today face intense competition and rapid changes in the business environment, making employee engagement a crucial factor for sustaining performance. Many companies struggle with effectively engaging their workforce, leading to decreased employee commitment, lower productivity, and reduced customer satisfaction. Additionally, the lack of employee involvement in decision-making processes and inadequate engagement strategies contribute to operational inefficiencies, reduced profitability, and a diminished market presence. Without proper engagement practices, organizations risk losing valuable human capital, which can further impede growth and long-term success.

The general objective of the study is to examine the relationship between employee engagement and organizational performance in Nigeria, using Consolidated Breweries Awomama and International Breweries Plc, Onitsha, as case studies. The specific objectives are to:

1. Examine the level of employee empowerment in Consolidated Breweries Awomama and International Breweries Plc, Onitsha.
2. Analyze the impact of employee empowerment on organizational effectiveness in Nigeria.
3. Determine the relationship between employee involvement and organizational productivity in Consolidated Breweries Awomama and International Breweries Plc, Onitsha.

Research Hypotheses

Based on the specific objectives, the following null hypotheses were tested:

Ho₁: Employee engagement is not practiced in Consolidated Breweries Awomama, and International Breweries Plc, Onitsha.

Ho₂: Employees' empowerment has no significant relationship with organizations level of effectiveness.

Ho₃: Employees' involvement has no significant impact on the productivity of organizations in Nigeria.

Ho₄: Employee commitment has no significant impact on the growth of organizations in Nigeria.

Review of Related Literature

Employee Engagement

Employee engagement is a critical driver of organizational performance, influencing productivity, job satisfaction, and overall business success (Borst et al., 2020). Defined as the emotional and psychological commitment an employee has towards their organization, engagement fosters a proactive work environment that enhances efficiency and service quality (Reig-Botella et al., 2024). Research suggests that engaged employees demonstrate higher enthusiasm and are more likely to contribute positively to company goals (Yao et al., 2022). Furthermore, engaged employees exhibit lower turnover rates, greater job involvement, and increased customer satisfaction, which are essential for business sustainability (Gede & Huluka, 2024).

Organizations that invest in employee engagement strategies tend to experience improved profitability and market competitiveness (Stefanie et al., 2024). Key drivers of engagement include job clarity, career development opportunities, and supportive work culture (Kossyva et al., 2023). Studies indicate that workplaces that foster employee empowerment, effective leadership, and open communication channels enhance engagement levels significantly (Corbeanu & Iliescu, 2023). The role of engagement is especially pronounced in industries facing rapid changes, as committed employees contribute innovative solutions that drive organizational success (Mundhra & Pramanik, 2024).

Employee Empowerment

Employee empowerment refers to providing employees with autonomy, decision-making authority, and the necessary resources to perform their roles effectively (Austin, 2022). Empowered employees tend to be more motivated, creative, and committed to achieving organizational goals (American Society of Quality, 2022). Research highlights that businesses that empower their employees experience enhanced efficiency and innovation, leading to competitive advantages (Gupta et al., 2017). Furthermore, employee empowerment is positively correlated with job satisfaction, reduced workplace stress, and increased engagement levels (Yin et al., 2018).

The impact of empowerment on organizational effectiveness has been widely studied. According to Wang and Chen (2020), organizations that integrate empowerment strategies into their HR practices report higher levels of productivity and operational effectiveness. By involving employees in decision-making, businesses cultivate a sense of ownership and accountability, which fosters long-term commitment (Adi, 2019). Additionally, studies have shown that empowerment positively influences leadership effectiveness, as employees feel more inclined to contribute meaningfully to organizational success (Mills & Konya, 2019).

Employee Involvement in Decision-Making

Employee involvement in decision-making enhances workplace morale and improves productivity by fostering a culture of trust and collaboration (Bakker et al., 2012). When employees participate in strategic discussions, they develop a deeper connection to their

roles, leading to increased motivation and commitment (Sittar, 2020). Additionally, decision-making involvement is linked to improved innovation and problem-solving capabilities, as employees bring diverse perspectives to the table (Bouckennooghe et al., 2021). Companies that actively involve employees in shaping corporate policies and operational strategies benefit from reduced absenteeism and higher retention rates (Reig-Botella et al., 2024).

Research also suggests that a lack of involvement leads to disengagement, resistance to change, and a decline in overall productivity (Wang & Chen, 2020). By contrast, organizations that promote participative management styles foster higher levels of job satisfaction and loyalty (Yao et al., 2022). Employee involvement ensures alignment between corporate objectives and workforce aspirations, facilitating a harmonious and productive work environment (Corbeanu & Iliescu, 2023). Consequently, businesses that prioritize inclusive decision-making strategies tend to outperform their competitors in both operational and financial metrics (Stefanie et al., 2024).

Impact of Employee Commitment on Organizational Performance

Employee commitment refers to the psychological attachment and dedication an employee has towards their organization (Adi, 2019). It plays a crucial role in enhancing workforce stability, as committed employees are less likely to leave their jobs (Gupta et al., 2017). Organizations that foster commitment through recognition programs, career advancement opportunities, and fair compensation structures experience higher levels of efficiency and productivity (Yao et al., 2022). Research further suggests that employee commitment positively correlates with job performance, customer satisfaction, and profitability (Gede & Huluka, 2024).

A strong commitment culture is particularly beneficial in industries facing labour shortages and high turnover rates (Mundhra & Pramanik, 2024). According to Mills and Konya (2019), committed employees are more likely to exhibit discretionary effort, going beyond their job descriptions to achieve company objectives. Additionally, businesses that prioritize employee well-being and work-life balance witness greater retention and higher job engagement levels (Borst et al., 2020). As a result, fostering commitment is a key strategy for organizations seeking to sustain long-term growth and market competitiveness (Reig-Botella et al., 2024).

Workplace Culture and Employee Engagement

Workplace culture significantly influences employee engagement by shaping the values, norms, and behaviours that define an organization (Bakker et al., 2012). A positive organizational culture fosters a sense of belonging and trust, leading to higher engagement levels (Kossyva et al., 2023). Research suggests that businesses with strong workplace cultures experience lower turnover rates and greater employee satisfaction (Corbeanu & Iliescu, 2023). Furthermore, organizations that encourage inclusivity, transparency, and open communication tend to cultivate a more engaged workforce (Austin, 2022).

Conversely, a toxic or disengaging workplace culture leads to employee dissatisfaction, reduced morale, and decreased performance (Yao et al., 2022). According to Gede and Huluka (2024), workplace culture directly impacts an organization's ability to retain top talent and sustain operational efficiency. A culture that promotes collaboration, employee

recognition, and continuous development contributes to higher productivity and innovation levels (Stefanie et al., 2024). Therefore, fostering a supportive and engaging work environment is essential for organizations striving for long-term success (Reig-Botella et al., 2024).

The Role of Leadership in Employee Engagement

Leadership plays a vital role in shaping employee engagement and influencing organizational performance (Gupta et al., 2017). Effective leadership fosters a work environment where employees feel valued, motivated, and empowered to contribute meaningfully (Borst et al., 2020). Research indicates that transformational leaders who inspire and support their teams enhance engagement levels and job satisfaction (Yin et al., 2018). Additionally, leaders who actively listen to employee concerns and provide constructive feedback cultivate a culture of trust and collaboration (Bouckennooghe et al., 2021).

On the other hand, ineffective leadership practices lead to disengagement, higher turnover rates, and reduced organizational performance (Wang & Chen, 2020). According to Adi (2019), employees are more likely to remain committed to organizations where leadership is transparent, supportive, and growth-oriented. Furthermore, leadership styles that emphasize employee development, recognition, and strategic vision contribute to a high-performance culture (Stefanie et al., 2024). Thus, leadership effectiveness is a crucial determinant of employee engagement and overall business success (Reig-Botella et al., 2024).

Theoretical Review

Several theories explain the relationship between employee engagement and organizational performance. The Social Exchange Theory (SET) by Blau (1964) posits that workplace relationships are based on reciprocal exchanges between employers and employees. When organizations invest in their employees through engagement initiatives, employees respond with increased commitment and productivity (Kossyva et al., 2023). Similarly, the Job Demands-Resources (JD-R) Model (Bakker & Demerouti, 2007) emphasizes that employee engagement results from a balance between job demands and available resources. Providing sufficient resources such as career development opportunities, leadership support, and a positive work environment enhances employee motivation and performance (Corbeanu & Iliescu, 2023). Additionally, the Self-Determination Theory (SDT) by Deci and Ryan (1985) highlights the importance of intrinsic motivation in driving work engagement, suggesting that autonomy, competence, and relatedness foster employee commitment and job satisfaction (Stefanie et al., 2024).

This study is anchored on the Job Demands-Resources (JD-R) Model as it effectively explains how employee engagement influences organizational performance. The model suggests that employees who receive adequate job resources, such as supportive leadership, opportunities for skill development, and workplace recognition, are more engaged and perform better (Borst et al., 2020). At the same time, excessive job demands without proper resources lead to burnout and decreased productivity (Reig-Botella et al., 2024). In the context of Consolidated Breweries Awomama and International Breweries Plc, Onitsha, the JD-R model helps to examine how employee empowerment, involvement, and commitment impact productivity and growth.

The JD-R model aligns with prior empirical findings, reinforcing that organizations can enhance performance by creating a work environment that supports employee engagement (Gede & Huluka, 2024). For instance, Corbeanu and Iliescu (2023) found that employees with access to job resources exhibit higher levels of enthusiasm and commitment, leading to improved organizational effectiveness. The model also highlights the role of job crafting, where engaged employees proactively reshape their roles to enhance efficiency and job satisfaction (Mundhra & Pramanik, 2024). By leveraging the JD-R framework, this study provides insights into how businesses can sustain high engagement levels, thereby improving operational performance and competitive advantage in the Nigerian brewing industry.

Empirical Review

Kossyva et al. (2023) investigated “The Impact of Employee Engagement on Organizational Performance in Manufacturing Firms.” The study aimed to examine how different engagement strategies influence employee productivity and business outcomes in Greece. Using a quantitative research design, the authors collected data from 450 employees across five major manufacturing companies through surveys. The study found that organizations with structured engagement programs experienced a 25% increase in productivity and a 30% improvement in employee retention. The researchers recommended that organizations should implement continuous training programs and recognition schemes to sustain high engagement levels.

Corbeanu and Iliescu (2023) explored “Job Demands, Resources, and Employee Well-being in the Service Industry.” Conducted in Romania, the study sought to analyze how the balance between job demands and resources affects employee well-being and engagement. A mixed-methods approach was employed, gathering survey data from 300 employees and conducting 20 in-depth interviews. Findings revealed that excessive job demands negatively affected employee motivation, leading to increased turnover intentions. The study recommended that organizations should provide adequate support mechanisms, including stress management programs and flexible work arrangements, to enhance employee engagement.

Borst et al. (2020) examined “Employee Commitment and Organizational Performance in Public Sector Institutions.” The study, conducted in the Netherlands, aimed to assess the link between commitment levels and job performance in government agencies. A quantitative survey design was used, with a sample of 600 public sector employees. Results indicated that affective commitment had the most significant positive effect on performance, while continuance commitment showed a weaker correlation. The researchers recommended that public institutions should focus on policies that foster intrinsic motivation, such as career development opportunities and participatory decision-making, to improve engagement and efficiency.

Reig-Botella et al. (2024) studied “Burnout and Job Engagement in the Hospitality Industry: A European Perspective.” The research focused on Spain, investigating how job engagement mediates the relationship between work stress and employee performance. A longitudinal study was conducted over two years involving 500 hotel employees. Findings showed that high engagement levels mitigated the negative effects of job burnout, leading to improved service quality and customer satisfaction. The authors recommended that hospitality firms

should integrate mental health support programs and ensure fair work distribution to sustain employee engagement.

Gede and Huluka (2024) analyzed “Workplace Resources and Employee Productivity in African SMEs.” The study, conducted in Ethiopia, aimed to determine how resource availability affects employee output in small and medium-sized enterprises (SMEs). Using a case study approach, the researchers surveyed 250 SME employees and conducted focus group discussions with 30 managers. The study found that firms that invested in employee training and workplace wellness initiatives reported higher productivity rates. The authors recommended that African SMEs should adopt structured engagement policies, including mentorship programs and leadership support, to enhance overall performance.

Mundhra and Pramanik (2024) investigated “Job Crafting and Employee Performance in Tech Startups.” The study, based in India, aimed to explore how job crafting behaviours influence performance and job satisfaction in technology firms. A qualitative approach was adopted, using interviews with 150 startup employees and thematic analysis for data interpretation. The study revealed that employees who engaged in job crafting—such as adjusting tasks to match their skills—demonstrated higher innovation levels and job satisfaction. The researchers recommended that startup firms should encourage flexible job designs and employee autonomy to boost creativity and engagement.

Methodology

The research work adopted a survey research design. The population of the study was four hundred and eighty employees (480), drawn from Consolidated Breweries Awomama (180) and International Breweries, Onitsha (300). The sample size was determined using the Taro Yamene formula. A total of two hundred and eighteen (218) respondents were determined as the sample size. A five point Likert Scaled questionnaire was drafted, which contained all the relevant questions. The structured questionnaire was distributed to the respondents by the researcher using the non-probability sampling techniques (quota and convenience methods) to get the required information from the respondents. Information obtained from the respondents was analyzed using the tabular and percentage methods. The hypotheses stated were tested using the Pearson Product Moment Correlation Coefficient in SPSS version 25.

Analysis of Results

A total of 218 questionnaires were distributed to various categories of brewery workers in Consolidated Breweries Awomama and International Breweries Plc, Onitsha. Out of these, 198 copies were retrieved, representing a 90.8% response rate, while 20 copies (9.2%) were either not retrieved or were incompletely filled. This high response rate suggests that the study received substantial participation from the respondents, enhancing the reliability of the findings.

The demographic data collected in the study covered key attributes such as gender, age, education level, job position, and years of experience. The respondents comprised 126 males (63.6%) and 72 females (36.4%), indicating a male-dominated workforce. The majority fell within the age range of 30–39 years (45%), followed by 40–49 years (28%), while 20–29 years (18%) and 50 years and above (9%) constituted the remaining respondents. In terms of education, a significant number had tertiary education (68%),

while secondary education (24%) and primary education (8%) formed the rest. The respondents included management staff (20%), supervisors (35%), and operational employees (45%), reflecting a fair representation of different job levels. Their years of experience varied, with 30% having 0–5 years, 40% having 6–10 years, and 30% having more than 10 years, showing a balanced mix of work experience.

Analysis of Specific Variables

Table 1: Examining the Level of Employee Empowerment

Statement	SA	A	UN	D	SD	Total
I am given the autonomy to make decisions regarding my work processes.	80	70	10	20	18	198
My organization provides adequate training and development programs to enhance my skills.	85	65	12	18	18	198
I feel trusted by my supervisors to take initiative in my job responsibilities.	78	75	10	18	17	198
My opinions and suggestions are valued in the workplace.	82	72	8	20	16	198
The organization provides opportunities for career advancement and professional growth.	88	70	7	18	15	198
Total	413	352	47	94	84	990
Average	83	70	9	19	17	198
Percentage	42%	35%	5%	10%	8%	100%

Source: Field Survey, 2025

Information in Table 1 above shows that the majority of respondents strongly agreed (42%) and agreed (35%) that employee empowerment is present in the organization. Neutral responses were minimal (5%), while disagreement (10%) and strong disagreement (8%) were spread across different statements. This suggests that employees generally feel empowered, although there are areas for improvement.

Table 2: Analyzing the Impact of Employee Empowerment on Organizational Effectiveness

Statement	SA	A	UN	D	SD	Total
Employee empowerment leads to higher job satisfaction in my organization.	90	72	8	15	13	198
Empowered employees contribute significantly to organizational efficiency.	85	75	10	18	10	198
When employees are empowered, they are more committed to achieving organizational goals.	88	70	9	17	14	198
Employee empowerment improves teamwork and collaboration in the workplace.	92	68	7	15	16	198
My organization's performance has improved due to increased employee empowerment.	87	73	8	16	14	198
Total	442	358	42	81	67	990
Average	88	72	8	16	13	198
Percentage	44%	36%	4%	8%	7%	100%

Source: Field Survey, 2025

As shown in Table 2 above, 44% of respondents strongly agreed that employee empowerment improves organizational effectiveness, while 36% agreed. Neutral responses (4%) were minimal, and disagreement (8%) and strong disagreement (7%) were relatively low. These results indicate that employee empowerment has a positive impact on organizational effectiveness, though some employees may still feel less empowered.

Table 3: Determining the Relationship Between Employee Involvement and Organizational Productivity

Statement	SA	A	UN	D	SD	Total
I am actively involved in decision-making processes in my organization.	82	72	9	18	17	198
Employee involvement enhances work efficiency and productivity.	88	70	7	18	15	198
The management encourages employee participation in goal-setting activities.	84	75	8	16	15	198
There is a clear link between employee involvement and the company's success.	86	73	9	15	15	198
My organization has a structured system that encourages employee contributions to strategic decisions.	90	70	8	16	14	198
Total	430	360	41	83	76	990
Average	86	72	8	17	15	198
Percentage	43%	36%	4%	9%	8%	100%

Source: Field Survey, 2025

From the information in Table 3, 43% of respondents strongly agreed that employee involvement enhances productivity, and 36% agreed. Neutral responses (4%) were the least, while disagreement (9%) and strong disagreement (8%) were varied. These results show a strong correlation between employee involvement and productivity, with the majority recognizing its importance.

Table 4: Work Engagement and Performance Outcomes

Statement	SA	A	UN	D	SD	Total
Engaged employees show higher commitment to organizational goals.	85	75	10	15	13	198
Employee engagement improves productivity and efficiency.	90	78	8	12	10	198
High work engagement reduces absenteeism and turnover.	87	80	9	14	8	198
Organizations with engaged employees achieve better financial performance.	83	77	11	17	10	198
Work engagement fosters innovation and teamwork.	88	79	7	15	9	198
Total	433	389	45	73	50	990
Average	87	78	9	15	10	198
Percentage	44%	39%	5%	8%	5%	100%

Source: Field Survey, 2025

The findings indicate that employee engagement significantly influences organizational performance outcomes. A majority of the respondents (44%) strongly agreed that engaged employees show higher commitment to organizational goals, while 39% agreed, suggesting that commitment is a key characteristic of an engaged workforce. Similarly, 44% of respondents strongly agreed that engagement enhances productivity and efficiency, with another 39% agreeing, reinforcing the importance of engagement in driving performance.

Results and Discussion of Findings

Ho₁: Employees' empowerment has no significant relationship with organizations level of effectiveness.

		Employees_ Empowerment	Organizational_ Effectiveness
Employees_ Empowerment	Pearson Correlation	.892*	.892*
	Sig. (2-tailed)		.042
Organizational_ Effectiveness	Pearson Correlation	.042	
	Sig. (2-tailed)		

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

Source: Field Survey, 2025

Table 5 presents the correlation analysis between Employees' empowerment and organizational effectiveness of some brewery organizations in Nigeria. The result shows that the correlation value from the SPSS output is -0.892 which is greater than the 0.042 level of significance; we therefore reject the null hypothesis and conclude that employees' empowerment has a significant relationship with the organizational effectiveness, which results to organizations' growth.

Ho₂: Employees' involvement has no significant impact on the productivity of organizations in Nigeria.

Correlations

		Employees_ Involvement	Organizational_ Productivity
Employees_ Involvement	Pearson Correlation	-.960**	-.960**
	Sig. (2-tailed)		.08
Organizational_ Productivity	Pearson Correlation	.08	
	Sig. (2-tailed)		

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

Source: Field Survey, 2025

Table 6 presents the correlation analysis between employees' involvement at their workplace and the organizational productivity of some brewery organizations in Nigeria. The result shows that the correlation value from the SPSS output is -0.960 which is greater than the 0.08 level of significance; we therefore reject the null hypothesis and conclude that employees' involvement in their workplaces has significant relationship with organizational productivity of brewery organizations in Nigeria.

Ho₃: Employees commitment has no significant impact on the growth of organizations in Nigeria.

Correlations

		Employees_ Commitment	Organizational_ Growth
Employees_ Commitment	Pearson Correlation		-.840
	Sig. (2-tailed)		.070
Organizational_ Growth	Pearson Correlation	-.840	
	Sig. (2-tailed)	.070	

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

Source: Field Survey, 2025

Table 7 presents the correlation analysis between employees' commitment and organizational growth of some brewery organizations in Nigeria. The result shows that the correlation value from the SPSS output is -0.840 which is greater than the 0.070 level of significance; we therefore reject the null hypothesis and conclude that employees' commitment has significant relationship with the organizational growth of some brewery organizations in Nigeria.

Discussion of Findings

From the data collected and analyzed on the research questions and tested hypotheses, the following findings were made.

1. It was found that a significant relationship exists between employees' empowerment and the organizational effectiveness of brewery organizations in Nigeria.
2. There is a high significant relationship between employees' involvement to work and the organizational productivity of brewery organizations in Nigeria.
3. The findings further revealed that there is a significant relationship between employees' commitment and the organizational growth of brewery organizations in Nigeria.

Conclusion

This study concludes that a significant relationship exists between employees' empowerment and the organizational effectiveness of brewery organizations in Nigeria.

This implies that if employees are adequately empowered, they will be highly committed to the organization's course, and the organization's performance will be enhanced. This study also concludes that a significant relationship exists between employees' involvement in their workplaces and the organizational productivity of brewery organizations in Nigeria. It concludes that a significant relationship exists between employees' commitment and the organizational growth of brewery organizations in Nigeria.

Recommendations

Based on the analysis of the research findings, the following recommendations were made:

- i. Organizations, especially those in the brewery sector, should embrace the various training and development programmes that will enable employees to get fully empowered and improve their skills to provide better goods and services for organizational effectiveness. To tackle the problems of organizations' under-performance as a result of employees not being committed to the course of the organization, especially those organizations in the brewery sector, concerted efforts should be made to ensure that employees are fully empowered and actively participate in those things that affect the work that they do for the organization.
- ii. Organizations should ensure that employees are provided with a conducive working atmosphere or environment that encourages total employee involvement, which will ensure that organizational productivity levels are optimized.
- iii. Organizations should ensure that their reward systems are commensurate with the efforts expended by their employees. This guarantees employees' total commitment to organizational growth.

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