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**FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN  
THE FEDERAL UNIVERSITY OF TECHNOLOGY MINNA,  
NIGERIA**

**ABDULRASHEED USMAN MAKERA**



**UUM**  
Universiti Utara Malaysia

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**FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN THE FEDERAL  
UNIVERSITY OF TECHNOLOGY MINNA, NIGERIA**

**By**

**ABDULRASHEED USMAN MAKERA**



Thesis submitted to  
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In Partial Fulfillment of the Requirement for the Degree of Master of Science Management



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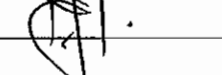
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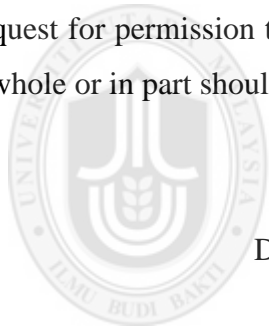
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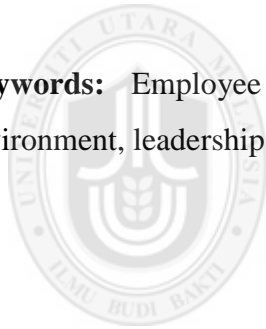
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## Abstract

The objective of this study was to examine the relationship between team and co-worker relationship, work environment, leadership and training and career development and employee engagement in Federal University of Technology Minna, Nigeria. Social exchange theory (SET) was utilized in developing the research framework. A total of 150 non-academics staff from Federal University of Technology (FUT), Minna, representing a response rate of 63.3% participated in this study. Data were collected through self-administered questionnaire. Four hypothesis were tested using SPSS 2.0. The findings indicated that leadership, and training and career development were significantly related to employee engagement. Theoretical and practical implications of the study as well as suggestions for future research were discussed.

**Keywords:** Employee engagement, team and co-worker relationship, work environment, leadership and training and career development.

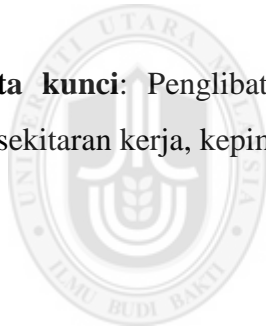


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## Abstrak

Objektif kajian ini adalah untuk menyelidik hubungan antara pasukan kerja dan rakan sekerja, persekitaran kerja, kepimpinan dan latihan serta pembangunan kerjaya dengan penglibatan pekerja di *Federal University of Technology* (FUT) Minna, Nigeria. Teori pertukaran sosial (SET) telah digunakan dalam membangunkan rangka kerja penyelidikan. Sejumlah 150 orang kakitangan bukan akademik dari *Federal University of Technology*, Minna yang mewakili kadar maklum balas 63.3% menyertai kajian. Data dikumpulkan melalui soal selidik tadbir sendiri. Empat hipotesis telah diuji menggunakan SPSS 2.0. Penemuan menunjukkan bahawa kepimpinan, dan latihan dan pembangunan kerjaya berkait secara signifikan dengan penglibatan pekerja. Implikasi teori dan praktikal kajian serta cadangan untuk penyelidikan pada masa hadapan turut dibincangkan.

**Kata kunci:** Penglibatan pekerja, hubungan pasukan kerja dan rakan sekerja, persekitaran kerja, kepimpinan dan latihan serta pembangunan kerjaya.



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## List of Abbreviations

NUC	Nigeria University Commission
ASU	Academic Staff Union
SET	Social Exchange Theory
SPSS	Statistic package for Social Science
FUT	Federal University of Technology
VIF	Variance Inflation Factor
GOF	Goodness of Fit
$R^2$	R Square Values
PhD	Doctor of Philosophy
SET	Social Exchange Theory



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# CHAPTER ONE

## INTRODUCTION

### 1.1 Introduction

This study focuses on the assessment of factors influencing employee engagement in the Federal University of Technology Minna, Nigeria. In this section the background of the study was explored, historical background, problem statement, research questions and objectives, scope of study and significance of the study were discussed.

### 1.2 Background of the Study

Over the past years, there has been an eruption of research activity and elevated enthusiasm in employee engagement among consultants, associations and management scholars. According to Crawford et al., (2014) employee engagement has turned out to be one of the most significant concepts in the management field as most organizations find it difficult to engage employees. Many scholars claimed that employee engagement is an important aspect intended for organization's accomplishment along with competitive advantage (Macey & Schneider 2008; Rich et al., 2010). The importance and impact of employee engagement on productivity is vital especially in the area of organizational management. Employee engagement has grown into a key business priority for top leaders in that highly engaged workers in a competitive market can intensify innovation, productivity as well performance while minimizing costs related to recruitment and retention (Sibanda & Ncube, 2014).

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## Appendix A

### Questionnaire



**Othman Yeop Abdullah**  
**Graduate School of Business**

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**Universiti Utara Malaysia**

#### **FACTORS INFLUENCING EMPLOYEE ENGAGEMENT IN THE FEDERAL UNIVERSITY OF TECHNOLOGY MINNA, NIGERIA**

Dear sir/Madam,

Thank you for accepting to be one of my respondents. Your assistance will be highly appreciated in this research, which I am currently working on in partial fulfillment of the requirement for the award of my Master Degree. This research aims to assess the factors of employee engagement in the Federal University of Technology Minna, Nigeria. This survey is for the purpose of academic exercise and part of the requirement for the award of Master's Degree. Therefore, this questionnaire is aim at obtaining your valuable opinion in order to obtain information needed for the success of the study. While I promise all information provided will be treated with utmost confidentiality and used strictly for academic purpose. The questionnaire is expected to take only 10 minutes or even less than to complete. I greatly appreciate your participation in the study. Thank you for your cooperation and giving part of your time for the survey.

Best regards

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**PART A RESPONDENTS INFORMATION**

**INSTRUCTION:** please respond by ticking (√) in the box

1. Age  
 Less than 30 years [ ] 31- 40 years [ ] 41-50 years [ ] 51- 60 [ ] 61 and above
2. Gender  
 Male [ ] Female [ ]
3. Marital status  
 Single [ ] Married [ ]
4. Educational Qualification  
 Secondary Certificate and Below [ ] Certificate /Diploma [ ] Degree/Professionals [ ]  
 Masters/PhD [ ]
5. Work Experience  
 Less than 5year [ ] 6-10years [ ] 11-15 years [ ] 16-20years [ ] 21 years and above [ ]

**PART B** Answer the following questions.

		<b>EMPLOYEE ENGAGEMENT</b>				
		<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>
		1	2	3	4	5
<b>No</b>						
1.	I know what is expected of me at work	1	2	3	4	5
2.	The materials and equipment needed to do my work are provided	1	2	3	4	5
3.	At work, i have the opportunity to do what is best every day	1	2	3	4	5
4.	In the last seven days, i did receive recognition or praise for doing good work	1	2	3	4	5
5.	My supervisor or someone at work, seems to care about me as a person	1	2	3	4	5
6.	There is someone at work that encourages my development	1	2	3	4	5
7.	At work, my opinion seems to count	1	2	3	4	5
8.	The mission or purpose of our organization makes me feel my job is important	1	2	3	4	5
9.	My co-workers are committed to do quality work	1	2	3	4	5
10.	I have a best friend at work	1	2	3	4	5
11.	In the last six months someone at work talked to me about my progress	1	2	3	4	5
12.	In last year, i had opportunities at work to learn and grow	1	2	3	4	5



<b>TEAM AND CO-WORKER RELATIONSHIP</b>						
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	
	1	2	3	4	5	
<b>No.</b>						
<b>1</b>	I have good relationship with my co-workers	1	2	3	4	5
<b>2</b>	I like spending work hours with my co-workers	1	2	3	4	5
<b>3</b>	I look forward to working so i can see my co-workers	1	2	3	4	5
<b>4</b>	My co-workers and i cooperate well with each other	1	2	3	4	5
<b>5</b>	Co-workers positively affect my job experience.	1	2	3	4	5
<b>6</b>	The more i interact with my co-workers the better i enjoy my job	1	2	3	4	5
<b>7</b>	My co-workers positively affect my mood	1	2	3	4	5
<b>8.</b>	My co-workers and i interact positively on the job	1	2	3	4	5
<b>9.</b>	I enjoy the time i spend on the job with my co-workers	1	2	3	4	5
<b>10.</b>	I feel lucky to be working with the people that i do	1	2	3	4	5
<b>11.</b>	I feel fortunate that i have good co-worker relationship	1	2	3	4	5

<b>WORK ENVIRONMENT</b>						
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	
	1	2	3	4	5	
<b>No.</b>						
<b>1</b>	Our office building space influence me to stay in the office and work comfortably	1	2	3	4	5
<b>2</b>	My relationship with fellow workers is cordial	1	2	3	4	5
<b>3</b>	My relationship with my supervisor is cordial	1	2	3	4	5
<b>4</b>	There is equality of treatment at our work place	1	2	3	4	5
<b>5</b>	Our work environment allows me complete my daily tasks easily	1	2	3	4	5
<b>6</b>	In our office employees are recognized as individuals	1	2	3	4	5
<b>7</b>	In our work place procedures are followed strictly to identify and control workplace hazard	1	2	3	4	5
<b>8</b>	In our office employees feel they are given the right to control their work environment.	1	2	3	4	5

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<b>LEADERSHIP</b>						
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	
	1	2	3	4	5	
<b>No.</b>						
<b>1</b>	Leaders treats each subordinate as an individual with different needs, abilities and aspirations	1	2	3	4	5
<b>2</b>	Our leaders talks about the importance of mutual trust among members	1	2	3	4	5
<b>3</b>	Our leaders behaves in a way that is consistent with the ideals and values he or she espouses	1	2	3	4	5
<b>4</b>	Our leaders talks with conviction about his/her values and ideals	1	2	3	4	5
<b>5</b>	Our leaders make personal sacrifices and goes beyond self-interest for the benefit of the organization	1	2	3	4	5
<b>6</b>	Our leaders questions traditional assumptions and belief about the best way to do things	1	2	3	4	5
<b>7</b>	Our leaders provides me with assistance in exchange for my effort	1	2	3	4	5
<b>8.</b>	Our leader expresses satisfaction when i meet expectation	1	2	3	4	5
<b>9.</b>	Our leaders spend time teaching and coaching	1	2	3	4	5
<b>10.</b>	Our leaders expresses confidence that goals will be achieved	1	2	3	4	5
<b>11.</b>	Our leaders heightens my desire to succeed	1	2	3	4	5
<b>12.</b>	Our leaders increase my willingness to try harder	1	2	3	4	5

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<b>TRAINING AND CAREER DEVELOPMENT</b>						
	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neutral</b>	<b>Agree</b>	<b>Strongly Agree</b>	
	1	2	3	4	5	
<b>No.</b>						
<b>1</b>	My performance has improved as a result of the skills i have developed over the past year	1	2	3	4	5
<b>2</b>	There are opportunities for me to develop my career	1	2	3	4	5
<b>3</b>	The training and development i have received is helping me to develop my career	1	2	3	4	5
<b>4</b>	My work gives me a sense of personal accomplishment	1	2	3	4	5
<b>5</b>	I have regular reviews on my development with my manager	1	2	3	4	5
<b>6</b>	I have training and development plan agreed with my	1	2	3	4	5

manager		1	2	3	4	5
7	People i manage have the skills they need to deliver their objectives					

If you have any comment related to employee engagement, kindly write below:

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Thank you



**UUM**  
Universiti Utara Malaysia

## Appendix B

### SPSS OUTPUT

**AGE\_1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 30 years	21	14.0	14.0	14.0
	30 - 40 years	45	30.0	30.0	44.0
	3	2	1.3	1.3	45.3
	41 - 50 years	51	34.0	34.0	79.3
	51 - 60 years	22	14.7	14.7	94.0
	61 and Above	9	6.0	6.0	100.0
	Total	150	100.0	100.0	

**GENDA\_1**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	99	66.0	66.0	66.0
	1	1	.7	.7	66.7
	Female	50	33.3	33.3	100.0
	Total	150	100.0	100.0	

**Marital status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	42	28.0	28.0	28.0
	Married	108	72.0	72.0	100.0
	Total	150	100.0	100.0	

**Educational qualification**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Secondary school & below	11	7.3	7.3	7.3
	Certificate/ Diploma	23	15.3	15.3	22.7
	Degree/ Professional	38	25.3	25.3	48.0
	Master/ Doctorate	78	52.0	52.0	100.0
	Total	150	100.0	100.0	

**Years of experience**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than 5 years	25	16.7	16.7	16.7
	6-10years	39	26.0	26.0	42.7
	11--15years	54	36.0	36.0	78.7
	16-20years	25	16.7	16.7	95.3
	20years & above	7	4.7	4.7	100.0
	Total	150	100.0	100.0	

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.704	.289		-2.434	.016
	TCWR	-.042	.091	-.029	-.465	.643
	WOE	.102	.091	.086	1.122	.264
	LED	.733	.070	.608	10.407	.000
	TCD	.297	.091	.238	3.261	.001

a. Dependent Variable: EPE

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.993	4	7.748	58.444	.000 <sup>b</sup>
	Residual	19.223	145	.133		
	Total	50.216	149			

a. Dependent Variable: EPE

b. Predictors: (Constant), TCD, LED, TCWR, WOE

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.786 <sup>a</sup>	.617	.607	.36411

a. Predictors: (Constant), TCD, LED, TCWR, WOE

b. Dependent Variable: EPE

