Employee Engagement and Productivity in Delta State Civil Service, Nigeria

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Abstract

Employee engagement is an important human resource development concern because employees who are motivated, committed, and actively involved in their work are more likely to contribute effectively to organizational goals. However, the Delta State Civil Service appears to face challenges of low employee engagement, reflected in limited participation in workplace activities, inadequate motivation, weak commitment, and insufficient involvement in decision-making processes. These challenges negatively affect employee morale, commitment, and productivity, thereby limiting the effective delivery of public services. Despite the importance of employee engagement to organizational performance, there is limited study on the extent to which it influences employee productivity in the Delta State Civil Service. This gap necessitated the study to examine the role of employee engagement in the productivity of employees in the Delta State Civil Service. The study was anchored on Herzberg's Motivation-Hygiene Theory, which provided the theoretical framework for explaining how motivational and workplace factors influence employee engagement and productivity, and was situated within the broader human resource development perspective. A mixed-methods research design was adopted for this study .The population of this study comprised of 11,121 civil servants across the Ministries, Departments and Agencies (MDAs) of the Delta State Civil Service.Using a 0.04 degree of error, a sample size of 592 respondents was selected using stratified proportionate, simple random and systematic techniques. Out of 592 questionnaires, 584 were properly completed, returned and analyzed, representing a 98.65% response rate. Quantitative data were processed using the Statistical Package for the Social Sciences (SPSS) version 23. Frequency distributions tables and simple percentages were used to analyze the quantitative data while qualitative data from in-depth interviews were analyzed thematically which entailed transcribing the interviews, coding the responses, identifying recurring patterns and meanings, and grouping related codes into themes that addressed the research questions.The hypotheses formulated for the study were tested using the chi-square (χ^2) inferential statistics. The findings showed that 50.9% of respondents reported that employee engagement influences productivity to a large extent, while 38.4% reported a very large extent, giving a combined 89.3%. However, 37.3% described themselves as disconnected and disengaged and 29.8% as indifferent. Recognition and rewards (31.0%) and clear communication of goals (26.0%) were identified as the leading engagement-related contributors to productivity. The most frequently reported barriers were absence of incentives (25.2%), poor communication (23.5%), limited career advancement (20.7%) and lack of trust (20.5%). The chi-square test established a significant relationship between employee engagement and productivity, $\chi^2(16, N = 584) = 97.662$, $p < .001$. The study concludes that employee engagement is significantly associated with productivity and recommends stronger recognition systems, clearer communication, greater employee participation and more equitable opportunities for career growth in the Delta State Civil Service.

Keywords: Employee engagement; employee productivity; civil service; human resource development; Delta State.

Introduction

Employee engagement has become an important issue in human resource management because organizations depend on employees not only to possess the technical capacity to perform their duties but also to remain psychologically and behaviorally connected to their work. Engagement is commonly associated with employees' energy, commitment, involvement and willingness to contribute to organizational objectives (Bakker, 2017; Saks, 2019). Bakker (2017) notes that engaged employees tend to demonstrate energy, dedication and persistence, while Saks (2019) explains that engagement is associated with important employee and organizational outcomes. Saks and Gruman (2014) further emphasize the importance of clear conceptualization and measurement of employee engagement.

The relevance of employee engagement is particularly important in the public sector. Civil servants are responsible for translating government policies and programmes into public services; consequently, their commitment, participation and willingness to perform effectively have implications for administrative efficiency and service delivery (Magbadelo, 2020). Within a civil service system, engagement is expected to be reflected in employees' participation in workplace decisions, effective communication with management, recognition of contributions, opportunities for growth and a supportive work environment (Salau et al., 2022).

The Delta State Civil Service provides an important context for examining this relationship. The workforce is distributed across Ministries, Departments and Agencies (MDAs), and the capacity of these employees to perform their duties effectively is important to the implementation of government programmes. The present study was carried amongst the administrative population of 11,121 civil servants across the MDAs of the Delta State Civil Service. The study therefore considers employee engagement as one dimension of human resource development that may influence employee productivity.

Existing studies provide evidence that employee engagement is related to organizational performance. Mansor et al. (2023) reported a significant relationship between employee engagement and organizational performance, while Atolagbe et al. (2024) examined employee engagement and organizational productivity in the hospitality sector in Abuja. Ahmad and Safiyanu (2025) similarly discussed employee engagement and organizational performance in the Nigerian context. However, evidence generated from private sector organizations, hospitality organizations or broader Nigerian contexts cannot automatically explain the conditions of engagement within the Delta State Civil Service. This creates the need for context-specific evidence on how engagement is experienced by civil servants and how it relates to productivity.

The present study therefore focuses specifically on employee engagement and productivity within the Delta State Civil Service. It examines the extent to which employees perceive engagement as influencing productivity, their level of engagement, the aspects of engagement they consider most important, the extent to which supervisors involve them in decision-making, and the barriers that constrain effective engagement.

Statement of the Problem

An effective civil service is expected to maintain a workforce that is committed, motivated and actively involved in achieving organizational objectives. Ideally, civil servants should be able to participate in decisions that affect their work, receive recognition for their contributions, communicate effectively with supervisors, obtain opportunities for professional growth and operate in a supportive environment. These conditions should strengthen employees' psychological connection to their work and encourage higher levels of commitment and productivity.

However, the existence of formal employment structures does not necessarily guarantee meaningful employee engagement. Where employees are rarely involved in workplace decisions, inadequately recognized, poorly communicated with or offered limited opportunities for advancement, their motivation and commitment may weaken. The resulting gap between the expected experience of an engaged workforce and employees' actual workplace experiences can have implications for productivity. The problem is relevant to the Delta State Civil Service because the study's evidence indicates that

although employees strongly recognize the importance of engagement to productivity, their actual levels of engagement are uneven.

Although previous studies such as Mansor et al.(2023) that studied the relationship between employee engagement and organizational performance and Woode et al.(2024) that examined the role of work engagement in the relationship between relational job crafting and task performance among public-sector employees in Ghana have established relationships between employee engagement and organizational performance, there remains a need for evidence specific to the Delta State Civil Service, particularly evidence that combines employees' perceptions of engagement, participation, recognition, communication and organizational barriers with a statistical test of the relationship between engagement and productivity. This study addresses that gap by examining the role employee engagement plays in the productivity of employees in the Delta State Civil Service.

Objective of the Study

The objective of the study is to determine the role employee engagement plays in the productivity of employees in the Delta State Civil Service.

Research Question

What role does employee engagement play in the productivity of employees in the Delta State Civil Service?

Research Hypothesis

Employee engagements significantly improve the productivity of civil servants in Delta State Civil Service.

Review of Relevant Literature

Concept of Employee Engagement

Employee engagement refers to the extent to which employees are psychologically connected to their work and organizational goals and are willing to invest effort in performing their responsibilities. In the present study, engagement is operationalized through motivation, commitment, active participation, involvement in decision-making, recognition, communication and related workplace experiences. Saks (2019) conceptualizes engagement as an important organizational phenomenon with antecedents and consequences, while Bakker (2017) associates engagement with energy, dedication and persistence. Employee Engagement is particularly significant within governmental agencies, as employees in these institutions play a vital role in ensuring public well-being and safety through various means, including conducting advanced scientific research, verifying and administering benefits, and ensuring the security of our airports and national borders, protecting the public, affordable healthcare, preserve the economy and reducing poverty, to name but a few(Simpson, 2016).Boyd and Martin (2022) suggested hat engagement is imperative in the public sector due to its global scale and scope, the tangible impacts that public service delivery can make in resource efficiency and effectiveness, and in directly tackling crucial developmental goals. Saks and Gruman (2014) also emphasize the importance of how engagement is conceptualized and measured. These perspectives suggest that engagement is more than simple attendance or compliance; it involves the employee's willingness to invest effort and remain connected to work.

Employee engagement is also closely associated with the quality of the work environment. Factors such as supportive leadership, recognition, opportunities for career development, effective communication, participation in decision-making and interpersonal relationships may influence the extent to which employees become engaged in their work. Where employees perceive that their contributions are valued and that they have opportunities to develop professionally, they may be more willing to demonstrate commitment and discretionary effort. Conversely, inadequate recognition, poor communication, limited participation and unsupportive management may weaken employees' psychological attachment to their work. This makes employee engagement an important human resource development concern, particularly in public organizations where institutional effectiveness depends heavily on the commitment and capabilities of employees.

In public organizations, engagement has particular importance because the quality of administrative and public services depends substantially on the behavior and commitment of employees. Salau et al. (2022) demonstrate the relevance of workplace relationships and emotional communication to employee fulfilment in Nigeria's Federal Civil Service Commission. In the Nigerian context, Ahmad and Safiyanu (2025) also discussed

employee participation, commitment, job satisfaction and workplace communication as important dimensions of organizational performance. These findings reinforce the argument that employee engagement in the Nigerian public sector should be viewed as a multidimensional construct involving employees' psychological attachment, participation, communication, motivation and commitment to organizational responsibilities.

Employee Engagement and Productivity

Productivity concerns the relationship between organizational inputs and outputs and, at the employee level, involves the effective and efficient performance of assigned responsibilities. Engagement can influence productivity by increasing employees' willingness to apply discretionary effort, persist in difficult tasks and cooperate with colleagues. Bakker (2017) argued that engaged employees exhibit higher energy and dedication, while Saks (2019) links engagement to important performance-related outcomes. The implication is that employees who are psychologically invested in their work are more likely to demonstrate initiative, sustain concentration, solve work-related problems and use available organizational resources effectively. According to Harter and Mann (2017), organizations with higher engagement levels are more successful and double their ability to thrive in this economy than those with woefully disengaged employees. Schaufeli (2021) reported that engaged teams achieve 23% higher profitability. In line with this, the 2020 Gallup report highlights that engaged, enthusiastic, energetic, and cheerful employees feel better about their work and workplace and have better physical health (Hickman & Robison, 2020). Although these findings provide strong support for the connection between engagement and positive organizational outcomes, the nature of productivity in public institutions differs from that of private-sector organizations because public-sector performance is not measured solely in terms of financial profitability. Rather, productivity may be reflected in service quality, timely completion of tasks, efficient use of public resources, responsiveness to citizens and achievement of institutional objectives. The reviewed studies indicate that employee engagement is associated with improved performance and organizational outcomes. However, some of the existing studies were conducted in private organizations or examined engagement independently of other HRD practices. This study therefore examines employee engagement within the broader HRD context of the Delta State Civil Service and its relationship with employee productivity.

Empirical evidence also supports this relationship. Mansor et al. (2023) found a significant relationship between employee engagement and organizational performance. Atolagbe et al. (2024), studying the hospitality sector in Abuja, reported a significant relationship between employee engagement and organizational productivity. The present study extends this line of inquiry to a public-sector setting by examining civil servants across the Delta State Civil Service.This extension is important because findings from private-sector and hospitality organizations may not fully explain employee engagement and productivity within government institutions, where bureaucratic structures, administrative procedures, public accountability and resource constraints can shape employee behavior differently. Ahmad and Safiyanu (2025) conducted a study to examine the relationship between employee engagement and organizational performance in the context of emerging economies, with a focus on Nigeria. The study recommends adopting leadership practices that include employee incentives and open communication channels to foster engagement. In Woode et al. (2024) they examined the mediating role of work engagement in the relationship between relational job crafting and task performance among public-sector employees in Ghana.The study concluded that strengthening employee engagement and workplace relationships can improve task performance among public-sector employees.

Theoretical Framework

The study is anchored on Herzberg's Motivation-Hygiene Theory, also known as the Two-Factor Theory. Motivation-Hygiene Theory, developed by Frederick Herzberg in 1964, identifies two sets of factors influencing employee satisfaction which are the hygiene factors and motivators. Hygiene factors such as salary, working conditions, and supervision prevent dissatisfaction but do not necessarily increase motivation. While motivators such as recognition, achievement, and personal

growth, enhance satisfaction and drive motivation. This theory highlights HRD's role in both addressing workplace dissatisfaction and fostering engagement, thereby contributing to higher employee morale and productivity.Adanlawo et al. (2023) applied Herzberg's Motivation-Hygiene Theory to examine the relationship between compensation, job satisfaction, and employee performance. The study concluded that motivation, recognition, and favorable working conditions improve employee commitment and productivity. Motivation-Hygiene Theory which focuses more directly on productivity applies, highlighting factors such as recognition, achievement, and good working conditions that drive engagement and morale. The distinction between hygiene factors and motivators is important in understanding employee engagement in the workplace. When employees experience poor working conditions, inadequate incentives, ineffective communication or unsatisfactory relationships with supervisors, they may become dissatisfied and less willing to participate actively in organizational activities. Conversely, when employees receive recognition for their contributions, are given meaningful responsibilities, participate in decision-making and have opportunities for career advancement, they are more likely to develop a positive attitude towards their work. Such conditions can strengthen their commitment, involvement and willingness to put greater effort into the performance of their duties.

The theory is relevant to the present study because the empirical results identify recognition and rewards, communication, participation, professional growth and supportive working conditions as important dimensions of employee engagement. The theory helps explain why the absence of incentives, poor communication, limited career advancement and lack of trust may weaken employees' willingness to remain engaged and productive.Motivation-Hygiene Theory ensures they are motivated and satisfied to apply those skills productively. Herzberg's Motivation-Hygiene Theory provided a comprehensive framework for understanding how employee engagement can enhance employee productivity in the Delta State Civil Service.

Methodology

Research Design, Area, Population and Sampling

The study adopted a mixed-methods research design, combining quantitative and qualitative approaches. The quantitative component is a structured questionnaire schedule used to generate quantitative data. while the qualitative component is the In-Depth Interview (IDI) guide used to generate qualitative data. The study was conducted in the Delta State Civil Service, covering employees in the state's Ministries, Departments and Agencies.

The population comprised of 11,121 civil servants across the Ministries, Departments and Agencies of the Delta State Civil Service, based on administrative data obtained from the Office of the Head of Service, Delta State (2025). Using a 0.04 degree of error, the sample-size calculation produced 591.74, which was approximated to 592 respondents. Stratified proportionate sampling was used to distribute the sample across the ministries. Simple random sampling was used for ministries with fewer than 400 civil servants, while systematic sampling was used for ministries with more than 400 staff, with every fourth civil servant selected from the staff register which served as the sampling frame. Purposive sampling was used for the qualitative interviews involving five Heads of Ministries and the Head of the Delta State Civil Service.

The questionnaire and IDI guide were the principal instruments. A total of 592 questionnaires were distributed, out of which 584 were properly completed and returned, producing a 98.65% response rate. Quantitative data were processed using SPSS was analyzed using frequency distributions tables and simple percentages. Qualitative interview data were analyzed thematically which entailed transcribing the interviews, coding the responses, identifying recurring patterns and meanings, and grouping related codes into themes that addressed the research questions.The hypotheses formulated for the study were tested using the chi-square (χ^2) inferential statistics.

Table 1: Distribution of respondents by their socio-demographic characteristics

Responses	Frequency	Percent
SEX		
Male	285	48.8
Female	299	51.2
Total	**584**	**100.0**
AGE		
18-27	82	14.0
28-37	151	25.9
38-47	201	34.4
48-57	100	17.1
58 and above	50	8.6
Total	**584**	**100.0**
RELIGION		
Christianity	512	87.7
Islam	55	9.4
African Traditional	7	1.2
Religion	10	1.7
Other	**584**	**100.0**
Total		
MARITAL STATUS	153	26.2
Single	371	63.5
Married	23	3.9
Separated	13	2.2
Divorced	24	4.1
Widowed	**584**	100.0
Total		
MINISTRY	56	9.6
Health	15	2.6
Oil and Gas	13	2.2
Energy	27	4.6
Women Affairs,		
Community and Social	33	5.7
Development	17	2.9
Basic and Secondary	56	9.6
Education	12	2.1
Environment	77	13.2
Housing	35	6.0
Economic Planning	41	7.0
Finance	46	7.9
Information	19	3.3
Agriculture and Natural	22	3.8
Resources	20	3.4
Works	11	1.9
Lands, Survey and	17	2.9
Urban Development	15	2.6
Trade and Investment	8	1.4
Water Resource	15	2.6
Development	18	3.1
Higher Education	11	1.9
Justice		
Urban Renewal		
Youth Development	**584**	**100.0**

Technical Education		
Science and Technology	15	2.6
Humanitarian Affairs,	207	35.4
Community Support	257	44.0
Services and Girl Child	89	15.2
Development	16	2.7
Total	**584**	**100.0**
GRADE LEVEL		
Level 1-3	19	3.3
Level 4-6	146	25.0
Level 7-9	235	40.2
Level 10-12	109	18.7
Level 13 and above	75	12.8
Total	**584**	**100.0**
WORK DURATION		
Below 1 year		
1-5 years		
6-10 years		
11-15 years		
15 years and above		
Total		

Source: Field Survey, 2026

Analysis of Research Question:

What role does employee engagement play in the productivity of employees in the Delta State Civil Service?

Table 2: Respondents' Views on the Extent to Which Employee Engagement Influences Productivity

Response	Frequency	Percent (%)
To a very large extent	224	38.4
To a large extent	297	50.9
To a moderate extent	46	7.9
To a small extent	4	0.7
To no extent at all	13	2.2
Total	584	100.0

Source: Field Survey, 2026

The distribution of responses indicates a strong consensus that employee engagement has a significant influence on productivity, with 50.9% of respondents reporting that it contributes to a large extent and 38.4% indicating a very large extent, together accounting for 89.3% of responses clustered at the higher end of the scale. In contrast, only 7.9% perceive a moderate effect, while a marginal proportion report minimal influence, with 2.2% indicating no extent at all and 0.7% a small extent. Collectively, these findings suggest that employee engagement is widely regarded as a critical driver of productivity within the workplace, underscoring the importance of motivation, participation, and emotional commitment in shaping performance outcomes. The overwhelming concentration of positive responses implies that improving engagement levels is likely to yield substantial gains in efficiency, effectiveness, and overall organizational productivity. The quantitative data correspond with the qualitative data. An interviewee stated:

> Supportive leadership fosters teamwork and higher productivity. When leaders listen to employees, encourage participation, and provide the necessary support, workers feel more valued and motivated to give their best. It also creates unity among staff members and makes it easier for people to collaborate and achieve better results in the workplace (Female, Ministry of Housing, 55 years, 2026).

Another interviewee stated:

> Productivity reduces significantly because staff become demotivated, careless, and less committed to their duties (Female, Ministry of Youth Development, 42 years, 2026).

Table 3: Respondents' Views on Their Level of Engagement at Work

Level of engagement	Frequency	Percent (%)
Disconnected and disengaged	218	37.3
Indifferent	174	29.8
Perform duties without emotional connection	97	16.6
Generally committed	53	9.1
Highly committed and motivated	42	7.2
Total	584	100.0

Source: Field Survey, 2026

The data indicates a strong consensus that employee engagement has a significant influence on productivity, with 50.9% of respondents reporting that it contributes to a large extent and 38.4% indicating a very large extent, together accounting for 89.3% of responses clustered at the higher end of the scale. In contrast, only 7.9% perceive a moderate effect, while a marginal proportion report minimal influence, with 2.2% indicating no extent at all and 0.7% a small extent. Collectively, these findings suggest that employee engagement is widely regarded as a critical driver of productivity within the workplace, underscoring the importance of motivation, participation, and emotional commitment in shaping performance outcomes.

Table 4: Aspect of Employee Engagement Perceived to Contribute Most to Productivity

Aspect	Frequency	Percent (%)
Recognition and rewards	181	31.0
Clear communication of goals	152	26.0
Opportunities for professional growth	126	21.6
Involvement in decision-making	67	11.5
Supportive work environment	58	9.9
Total	584	100.0

Source: Field Survey, 2026

The data in table 4 indicates that recognition and rewards are perceived as the most important aspect of employee engagement contributing to productivity, accounting for 31% of responses, followed by clear communication of goals at 26%, which underscores the importance of direction and clarity in enhancing performance. Opportunities for professional growth account for 21.6%, reflecting the role of career development in sustaining motivation and productivity, while involvement in decision-making at 11.5% and a supportive work environment at 9.9% represent comparatively lower but still relevant contributors. Collectively, these findings suggest that productivity is most strongly influenced by a combination of extrinsic motivational factors and organizational clarity, particularly recognition, rewards, and effective communication, which together enhance employee motivation, commitment, and overall work efficiency. The quantitative data support the qualitative data. An IDI participant argued:

> When appreciation is shown, it motivates staff to put in extra effort. Workers feel encouraged when their hard work is recognized by management, whether through praise, rewards, or simple acknowledgment. It gives employees a sense of belonging and pushes them to remain committed and productive in carrying out their responsibilities (Female, Ministry of Housing, 55 years, 2026).

Another IDI participant however stressed the importance of communication:

> Good communication encourages me and improves my morale, while poor communication reduces my motivation (Female, , Ministry of Youth Development, 42 years, 2026).

Table 5: Respondents' Perception of the Most Common Barrier to Effective Employee Engagement

Barrier	Frequency	Percent (%)
Absence of incentives	147	25.2
Poor communication	137	23.5
Limited career advancement	121	20.7
Lack of trust	120	20.5
Excessive workload	59	10.1
Total	584	100.0

Source: Field Survey, 2026

The data indicates that the barriers to effective employee engagement are primarily rooted in organizational systems rather than individual employee disposition, with the absence of incentives emerging as the most frequently cited constraint (25.2%). Closely following this are poor communication (23.5%) and limited career advancement opportunities (20.7%), both of which point to structural weaknesses in how expectations, feedback, and progression pathways are managed within the workplace. Lack of trust (20.5%) further reflects deeper relational and cultural issues within the organizational environment, suggesting a deficit in managerial credibility and employee confidence in institutional processes. Although excessive workload is less frequently cited (10.1%), it still signals pressure-related constraints that may indirectly suppress engagement over time. Taken together, these findings suggest that employee engagement is being undermined by a combination of weak motivational architecture, fragmented communication systems, and constrained professional growth pathways, rather than isolated operational challenges, thereby pointing to the need for more holistic organizational reform rather than piecemeal interventions. The quantitative data are in agreement with the qualitative findings. An IDI participant opined:

> I feel more appreciation will increase my motivation. When workers are recognized for the work they do, it encourages them to put in more effort and remain committed to their responsibilities. Sometimes staff work very hard without receiving any form of acknowledgment, and this can reduce morale. More appreciation from management would make workers feel valued and inspire better performance (Female, Ministry of Youth Development, 42 years, 2026).

Another IDI participant stated:

> When staff feel excluded, they lose interest and productivity suffers because people stop putting in their best efforts. Employees want to feel involved and valued in the workplace, but when certain people are constantly overlooked in decision-making, training opportunities, or recognition, it creates frustration and discouragement (Female, Ministry of Finance, 35 years, 2026).

Test of Hypothesis:

Employee engagements significantly improve the productivity of civil servants in Delta State Civil Service.

Table 6: Relationship Between Employee Engagement and Productivity

Engagement influence	Never	Rarely	Sometimes	Often	Always	Total
To no extent at all	47	94	118	34	4	297
To a small extent	20	67	111	25	1	224
To a moderate extent	4	16	17	7	2	46
To a large extent	4	1	2	6	0	13
To a very large extent	1	1	0	0	2	4
Total	76	179	248	72	9	584

Source: Field Survey, 2026

Table 6 presents the chi-square test of independence between employee engagement and the productivity of civil servants in Delta State Civil Service. The chi-square test result showed that there is a significant relationship between employee engagement and the productivity of civil servants in Delta State Civil Service, χ^2 (16, N = 584) = 97.662, p = 0.000 < 0.05. Therefore, the null hypothesis is rejected, while the substantive hypothesis is accepted. This result implies that employee engagement significantly contributes to improved productivity among civil servants. In other words, civil servants who are frequently involved in decision-making processes by their supervisors are more likely to be productive and committed to their duties compared to those who are rarely or never engaged in organizational decisions.

Discussion of Findings

The study found that employee engagement plays a strong and positive role in enhancing productivity, particularly through participation in decision making, motivation, and emotional connection to work. This finding supports Saks (2019), whose reassessment of the employee engagement model found that work engagement predicts important employee outcomes and that organizational practices such as social support, rewards and recognition, fairness, and opportunities for learning and development can strengthen engagement. Nevertheless, a divergent finding was reported by Prasetyo et al. (2021), who found that job involvement itself did not have a significant direct effect on employee performance, although work engagement significantly influenced employee performance. This distinction is important because it indicates that employee involvement and engagement are not necessarily interchangeable concepts and that participation in work does not automatically result in higher performance. The present finding may therefore reflect the fact that employees who are genuinely psychologically engaged with their work are more likely to invest discretionary effort in their responsibilities, whereas formal involvement in organizational activities may not necessarily produce the same effect. The result also suggests that engagement may be more influential when it involves emotional commitment, motivation, and willingness to contribute rather than merely participation in workplace activities.

It was found in this paper that employees who are psychologically connected to their work and who participate actively in organizational activities are more likely to demonstrate better productivity outcomes. This supports Saks (2019), whose reassessment of employee engagement found that engagement predicts important employee outcomes and can be strengthened through organizational support, recognition, fairness, and learning opportunities. However, the finding needs

to be considered alongside the evidence of Prasetyo et al. (2021), who found that job involvement did not have a significant direct effect on employee performance, even though work engagement significantly influenced employee performance. This divergent result indicates that different dimensions of employee involvement may have different consequences for performance. It is therefore possible for employees to participate in organizational activities without necessarily becoming psychologically engaged with their work. The significant relationship identified in the present study may consequently be explained by the deeper motivational and emotional components of engagement rather than participation alone. The finding demonstrates that engagement is an important productivity factor but also suggests that civil service management should focus on creating genuine psychological commitment rather than simply increasing employee participation in formal organizational activities.

Conclusion

Employee engagement has a strong influence on productivity, primarily through motivation, participation, and emotional commitment to work. However, engagement levels are uneven across the workforce, reducing its overall effectiveness. Where employees feel involved and recognized, productivity improves noticeably. In contrast, limited participation weakens commitment and output. Thus, productivity is highly dependent on the quality of employee involvement in organizational processes. The study reinforces the relevance of employee engagement on productivity by showing that employees represent valuable assets whose productivity depends on motivation related factors such as recognition, participation, and career growth opportunities which are essential for improved productivity by the employees of the Delta State Civil Service.

Recommendations

1. The Delta State Civil Service should strengthen formal recognition and reward systems so that employees' contributions and achievements are acknowledged consistently and transparently.
2. Management should improve internal communication by providing clear work expectations, regular feedback and accessible channels through which employees can communicate concerns and suggestions.
3. Supervisors and heads of departments should institutionalize employee participation in decisions affecting their work through regular consultative meetings and structured feedback mechanisms.
4. The Civil Service should expand equitable career development opportunities, including professional training, mentoring and transparent progression pathways, to strengthen employees' motivation and commitment.
5. Management should address organizational trust by applying engagement and recognition practices consistently and transparently across employees and departments.
6. Future HRD interventions should treat employee engagement as an organizational responsibility rather than an individual employee problem, with monitoring indicators incorporated into performance-management systems.

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