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Employee Engagement and Perceived Organisational Productivity of Radio Stations in Oyo State

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Abstract
Organisations are increasingly concerned about talent loss and declining employee involvement in major organisational decisions, with potential consequences for productivity. This study examined the impact of employee engagement on perceived organisational productivity of radio stations in Oyo State. The first ten licensed radio stations were selected, and 113 respondents were sampled from a population of 168 employees using the Krejcie and Morgan sample-size determination table. Data were collected through a closed-ended questionnaire and analysed using standard multiple regression. The emotional-commitment model was statistically significant, $F(3, 109) = 35.238$, $p < .001$, and explained 49.2% of the variance in organisational productivity ($R^2 = .492$). Optimism, emotional balance and self-efficacy had positive significant coefficients in the full-sample analysis, with self-efficacy showing the strongest standardised effect. The job-satisfaction model was also statistically significant, $F(3, 109) = 39.472$, $p < .001$, explaining 52.1% of the variance in productivity ($R^2 = .521$). Performance feedback, work-advancement opportunities and internal social support were positive significant predictors, with performance feedback showing the strongest standardised effect. Regression diagnostics indicated acceptable residual behaviour and low multicollinearity. The study concludes that personal and job resources associated with employee engagement make important contributions to organisational productivity and recommends strengthening feedback, employee development, social support and self-efficacy-enhancing practices.

Keywords: Employee Engagement, Productivity, Emotional Commitment, Job Satisfaction

Introduction

In a more competitive and changing business environment, the need for organisational success becomes priority and primary objective. To survive this competitive pressure, organisations must promote employee involvement in their operations as their dedication, commitment and emotional balance will contribute immensely this goal. Therefore, for organisations to attain maximum

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productivity excellence in their operations, enabling environment through employee engagement must be put in place and this is likely to promote long term commitment and dedication. Engaging workers in organisation activities also enhance productivity, reduce employee turnover rate and promote organisational citizenship.

Firms are looking for ways of improving their performance and because this, majority of them are adopting employee engagement method not minding the size of their company (Moses & Marien, 2025). Therefore, there is need for management to see the concept of employee engagement as a motivational tool for improving employee's productivity in their organisations.

Employee engagement is a style adopted to ensure workers commitment to the organisations and also impact the overall output of the organisation which will in turn determine the sense of belonging within the organisation. Employees' engagement creates an insight for workers to be emotionally connected with their job (Armstrong, 2019). Employee engagement measures the level of employee connectivity to their workplace and determines the reasons to performance above and beyond their job requirements.

Media organisations in Nigeria particularly in Oyo state are currently experiencing persistence loss of talents as a result of competition among them. Majority of them are finding it more challenging to fully engage their potentials because of fear of losing them to their competitors (Nnaeto, et al., 2022).

Workers are believed to be fully involved in their organisational activities if they are given the opportunity to understand and know more about their responsibilities and the entire organisation (Armstrong, 2019). Allowing workers participation within the organisation will give room for their involvement in decision making process and also make their voice to be heard on matters involving them. Engaged workers are proud of their organisations and enjoy working with more motivation, commitment, dedication and satisfaction. An engaged employees are more active and effective in the organisation because they see themselves as partners in progress and this will lead to improvement in the company's output (Reissová & Papay, 2021).

Samiee & Sadeghian (2021) stated that one of the major challenges facing media organisations is how to manage and keep their existing employees within the organisations. Hence, keeping them for long period of time requires active engagement which will enhance their competencies along their choosing career.

Employee participation promote the mindset of employees through the belief that their organisations gives them more attention and value their opinion which makes them to work with full of their extent. Considering employee participation in an organisation encourage workers to work with their full capacity towards achieving organisational productivity.

Statement of the Problem

Many organisations are finding it difficult to engage coming generation of workers in certain aspect of their activities such as decision making, conflict management, leadership role and other work related assignments that may likely contribute to higher productivity. In Nigeria, organisations such as media houses are finding it challenging in fighting the recent loss of talents within the industry due to lack of employee engagement where majority of the employees

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complain about lack of participation in major organisational decision process and this in turn affecting their affective commitment to the job. Managers also feel reluctant to encourage employees participation because it expose them to many organisations dealings that are observed not be known to everyone, and this is causing major delay and slowing the transitions process among the workers (Nnaeto, et al., 2022).

Engaged employees sees their organisations as being supportive in promoting their welfare and building long term relationship through commitment and job satisfaction. In adversity of this, organisations will be less productive and may also lead to loss in valuable talents in the organisation (Moammar & Singh, 2024). Management of human resources in most service industries in Nigeria is perceived to be inadequate and consequently affecting the overall organisational productivity (Faith, et al., 2022). This is one the causes of the present reality in Oyo state media sector because of the increase in number of radio stations in the state particularly in Ibadan, the state capital city where majority of the newly established radio stations are in competition with the existing ones. As majority of the newly established radio stations are recruiting talents from those who are currently working with existing stations within the industry to enhance their performance for more acceptance. This shift is observed to be triggered majorly by lack of employee engagement by the majority of the key players within the sector. Diaka et al (2021) observed that major cause of this is the fall in employee engagement at the workplaces because many employees are not allowed to take on extra tasks and unable to get themselves involved in major organisational activities. In view of this, this study therefore examined the impact of employee engagement on organisational productivity of radio stations in Oyo state. In an effort to address the aforementioned problems, the study investigated the impact of employee emotional commitment on organisational productivity using optimism, emotional balance and self-efficacy as predictors for employee emotional commitment and also determined the effect of employee job satisfaction on organisational productivity of radio stations in Oyo state by using performance feedback, work advancement opportunities and internal social support as predictors for employee job satisfaction.

Literature Review

Employee Engagement

Employee engagement is a measure put in place by an organisation to ensure employee commitment towards attainment of the organisational goals and enhancement of employee's sense of well-being which will contribute to overall success of the organisation (Diaka et al., 2021). An engaged employees are extremely motivated, dedicated, satisfied and committed. To be engaged simply means to be emotionally involved in organisational activities that may lead to achievement of objectives in an organisation. Markos and Sridevi (2019) defined employee engagement as feelings developed by a worker towards the company and its goals. An employee who is fully engaged has knowledge about organisational objectives and work with others towards achieving these objectives for continuous improvement in organisational performance. An engaged employees are more likely to be happy at all time and individuals who are happy at workplace are always ready to accept new opportunities, more responsibilities and help others in achieving their objectives and be more optimistic. Employee engagement represents the level of employee involvement, participation and commitment to the company and their individual task. It also offers an emotional dedication that employees have to their workplace (Moses & Marien, 2025). It shows

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how emotionally connected employees are to their workplace and what they fell about other employees (Moses & Marien, 2025).

Deby and Susi (2023) categorized aspect of employee engagement into three (3) parts, consisting cognitive aspect; which describes the importance the organisational goals and values. Followed by physical aspect; which explains individual intention about how long such individual will be willing to remain with the organisation and provide support for the organisation. Lastly, emotional aspect; which indicates those acceptable behaviours shows towards achieving job satisfaction and commitment, organisational objectives and goals and relationship with others. Employee engagement can be seen as two-way relationship between employer and employee. For employer, it is about creating an enabling work environment and for the employee, it deals with constant improvement in their performance, maintenance of peaceful relationship within the organisation and adaption to change. The reciprocation of the two will promote an engagement atmosphere (Moammar & Singh, 2024).

Benefit of Employee Engagement

Employee engagement provides many benefits to both the organisations and employees varying from how best it is observed in an organisation. Employee engagement helps workers to be intrinsically motivated and be more committed to the job because of their emotional attachment. Employee engagement also contributes to job satisfaction in the organisation because engaged employees are satisfied with their job and contribute to organisational goal attainment and also contribute to the enhancement of their own productivity. This also helps in promoting team their team performances which on the other hand encourage the entire workforce (Perumal, et al., 2022). Employee engagement often leads to high customer satisfaction and low employee turnover. The level of engagement will manifest into higher customer satisfaction due the fact that highly engaged employees will produce quality customer satisfaction. Highly engaged workforce promotes creativity through productivity and improved performance by reducing operational costs relating to hiring and retention of workers. Engaged workers are capable of taking their organisations to global market through innovative output and performance because having highly skillful workforce is important for organisational growth and survival especially in the global world.

Components of Employee Engagement

Employee engagement is determined various factors such as: emotional commitment, Job satisfaction, work environment, work recognition, career advancement and motivation. However, this study examined emotional commitment and job satisfaction because they are both considered for the study.

Emotional commitment: Emotional commitment explains the level at which workers feel attached and committed to the organisation and its goals. AbdulHalem and Syed (2024) defined commitment as the extent to which employees attached themselves with their tasks and organisation. Committed employees are those who are acquainted to their work and ready to face every challenge associated with their responsibilities.

Job satisfaction: This is the degree of pleasure and contentment experienced by an employee in doing certain job (Souad & Oussama, 2025). The higher the level of job satisfaction experienced

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by employees, the higher the level employee engagement in the organisation. Perez (2021) sees job satisfaction as a significant factor in determining the level of employee engagement just because employees who experienced job dissatisfaction will not feel engaged with their work and it will affect their productivity and also influence their relationship with others within the organisation.

Organisational Productivity

Productivity is the extent of how well resources are efficiently and effectively utilised during operation. Productivity refers to the quantity and quality measurement of employee performance in relation cost involved. For an organisation to be highly productive, resources are expected to efficiently and effectively utilised during the operation. High productivity enhances organisational profit and determines the growth of an enterprise. Productivity measurement makes it possible for organisations to know aspect of operations with deficiency and possible solutions or improvement required. Measurement of productivity gives details about efficiency and effectiveness of employs output which is likely to promote employee engagement and job security (Tamunosiki-Amadi et al., 2020). Quality, quantity, time and cost are used in measuring organisational productivity. Productivity helps to determine the time frame an employee used in performing a particular task.

Theoretical Review

Resource-Based View Theory (Birger Wernerfelt 1984)

Resource based view theory was developed by Birger (1984) and it explains the need for organisations to prioritise the in-house manpower by giving them adequate attention and also for the organisations to prepare them for the task ahead in the future in relation to the external environment. This approach encourages talent management by providing training opportunities for employees to learn, improve and participate in decision-making processes by seeing them as organisational investments rather than expenses. If this is achieved, it will give firms competitive advantage over others and also improve the overall performance of organisations.

The Job Demand Resources (JD-R) Model (Schaufeli Wilmar, 2013)

JD-R Model was propounded by Schaufeli (2013) and assumes that job resources and personal resources are two forms of resources responsible for work engagement in an organisation. Job resources are those aspects of the job that directly influence goal achievement at work, reduce role expectations and enhance individual development such as: performance feedback, work advancement opportunities and internal social support. Personal resources on the other hands are those personal aspects of individual which are associated with the ability to influence and control one's environment effectively and productively such resiliency, self-efficacy, emotional balance and optimism. The linkage between these resources will promote work engagement by energizes (vigor) employees, encourage persistence (dedication) and increase their focus (absorption) which in turns affect job productivity positively (Faith, 2022). JD-R Model also indicates that absent of these resources may likely lead to burnout and because of that, management must ensure that workers have access to important information and resources within the organisation in order to discourage burnout.

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Adopted Theory

This study reviewed two theories and out of the two theories reviewed, The Job Demand Resources (JD-R) Model was adopted because it provides insight understanding of the relationship between work characteristics such emotional commitment and job satisfaction and productivity. It also explains how work engagement can be viewed as a psychological aspect of job that helps employees to cope with job demands which may protect against dissatisfaction and increase workers well-being and productivity.

Empirical Review

Souad and Oussama (2025) investigated the impact of employee engagement practices on organisational performance at Alibaba Group of company. The study used case study approach to select respondents for the study and the study indicates that the selected company created a friendly, open and inclusive work environment to encourage employee engagement which was observed to impact job satisfaction and commitment and also that engaged workers directly enhance productivity. The study concludes that employee engagement is essential for organisational success and in promoting competitive advantage. This also recommends that organisations should invest in training programs to sustain employee engagement.

Moses and Marien (2025) examined the influence of employee engagement on productivity using Varun Beverages Company in Zambia as a study. The study was qualitative in nature and interview and focus group discussions was adopted to collect information from 22 employees of the company where thematic analysis was used to analyse the data collected and the study revealed that leadership style practice by managers of organisations influence employee engagement and motivation. The study recommends that factors such as introduction of development programs, employee performance feedback, creation of favourable work environment and open communication should be created.

The Impact of employee engagement on employee productivity was studied by Abdul Haleem and Syed (2024) using stratified sampling method to select 50 sample size. Questionnaire was developed and used to collect data from the respondents and both correlation and regression analysis methods were used to analyse the data collected and the study revealed that there is a positive impact and correlation between employee engagement and employee productivity. The study therefore concludes that any difference in employee engagement mediators will cause some changes in the productivity of employees and also recommends that organisations should continuously monitoring employee engagement parameters in the organisation s

Quantitative research approach was used to determine the impact of employee engagement on employee performance in Gauteng-Based Call-Centre by Khodani (2024). Self-administered questionnaire was to given 167 randomly selected respondents and the data collected was processed using Statistical Package for Social Sciences (SPSS) version 23.0 and the finding revealed that employee engagement has positive impact on employee performance and also conclude that engaged employees are highly motivated, creative, innovative, proactive and shown positive attitudes towards their work. The study recommends that employee engagement should be structured in a way that will accommodate every employee irrespective of their level.

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Yahya (2024) studied the impact of employee engagement on employee performance and satisfaction. One hundred (100) respondents were randomly selected using primary source of data collected through questionnaire and interview methods after which the data collected were analysed using regression and correlation analyse. This study however revealed that employee participation has significant positive impact on the performance and satisfaction of employees and concludes that organisation adopted modern technology tools to enhance employee engagement, encourage interaction and communication among members of the organisations.

The impact of employee engagement on organisational productivity was studied by Perumal et al. (2022) using South African FMCG Company as a study. A case study methodology was used where simple random sampling technique was adopted to choose 130 employees the warehouse and production departments of the organisation. The data collected were analyse using Chi-square and it shows that there is a significant link between employee engagement and organisational sustainable, success and productivity and concludes that disengage workers will affect organistional productivity in a negative way. The study finally recommends that employers should create an inclusive environment to promote employee engagement

Faith et al. (2022) theoretically examined the significance of employee engagement on organisational productivity by reviewing challenges identified in past studies and analyzing their findings. The study revealed that effective motivation through accommodating environment leads to high job satisfaction and recommends that organisations should promote job enrichment, communication flow, employee feedback, employee relationship and employee autonomy in order to enhance productivity.

Diaka et al. (2021) assessed the effect of employee engagement on the performance of Mikap Nigeria Limited, Makurdi. The study measures employee engagement with vigor, dedication and absorption. The study used cross-sectional survey design to sample 112 employees of the selected organisations through census sampling approach. The data gathered were entered and processed using Statistical Package for Social Sciences (SPSS) and multiple regression analysis was used to analysis the hypotheses formulated. Findings therefore revealed that vigor engagement, dedication engagement and absorption engagement has significant effect on organisational performance.

Convenience sampling technique was adopted by Rania (2020) to determine the impact of employee engagement on organisational productivity of public sector in Egypt. Five hundred and fifty (550) respondents were given copies of questionnaires to elicit information for the study and Pearson correlation coefficients analysis was used to analysis the data collected. It was found that employee engagement has a positive relationship with organisational productivity and overall performance and also concluded that compensation, training, organisation cognitive and clarity of role are factors affecting employee engagement in organisations.

Methodology

This study examines the impact of employee engagement on organisational productivity of radio stations in Oyo state. Cross-sectional survey research design was adopted because it is accurate for data collection from a given sample at different location at the same time. The study population consists of all the licensed radio stations in Oyo state. For objectivity reason, the first ten (10) licensed radio stations were selected to form the study sample using purposive sampling technique.

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The reason for selecting the first ten (10) licensed radio stations is because of their long time existence in the industry which is most likely to enhance their competence and experience within the industry and also they are observed to be knowledgeable with more understanding about the study subject matters (employee engagement and organisational productivity) since they have long-time serving employees compare to those who are established and licensed after them. According to the National Broadcasting Commission (NBC) Ibadan zonal office, there are over 60 licensed radio stations in Oyo state as at March, 2026 among which ten (10) stations were selected: Premier FM (93.5), Oluyole FM (98.5), Oke Ogun FM (96.3), Amuludun (99.1) FM, Splash FM (105.5), Diamond FM (101.1), Ajilete FM (92.1), Star FM (91.5), Raypower FM (95.1), Parrot FM (101.1). A total of one hundred and sixty eight (168) full time staff members across the ten (10) selected stations formed the study population where one hundred and thirteen (113) were selected as the sample size for the study using Krejcie and Morgan (1970) sample size determination table. Respondents from each of the selected radio station stations were chosen through simple random sampling method. Closed-ended questionnaire consisted of 5 response options of strongly agree (SA), Agree (A), Undecided (U), Strongly disagree (SD) and Disagree (D) was developed and distributed to collect relevant information from the respondents. Standard multiple regression analysis method was adopted to test the hypotheses formulated for the study. However, the table below presents the year by which the selected radio stations are established and sample size distribution ratio.

Table 1: Population Distribution of the Sample

S/N	Radio stations	Year of License	Full-Time Staff strength	Sample Size
1	Premier FM (93.5), Ibadan	1951	19	13
2	Oluyole FM (98.5), Ibadan	1976	18	12
3	Oke Ogun FM (96.3), Alaga	1991	14	9
4	Amuludun FM (99.1), Ibadan	2007	15	10
5	Splash FM (105.5), Ibadan	2007	28	19
6	Diamond FM (101.1), Ibadan	2008	13	9
7	Ajilete FM (92.1), Ogbomoso	2009	15	10
8	Star FM (91.5), Ibadan	2012	14	9
9	Raypower FM (95.1), Ibadan	2014	17	12
10	Parrot FM (101.1), Ogbomoso	2015	15	10
	Total		**168**	**113**

Source: National Broadcasting Commission (NBC) and respective station's Human Resources Departments (2026).

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Model Specification

Two standard multiple regression models were estimated because the study operationalised emotional commitment through optimism, emotional balance and self-efficacy, and job satisfaction through performance feedback, work-advancement opportunities and internal social support. Organisational productivity was the dependent variable in both models. The models were specified as follows:

Model 1: $OP = \beta_0 + \beta_1 OPT + \beta_2 EB + \beta_3 SEF + \varepsilon$
Model 2: $OP = \beta_0 + \beta_1 PF + \beta_2 WAO + \beta_3 ISS + \varepsilon$
Where OP = organisational productivity; OPT = optimism; EB = emotional balance; SEF = self-efficacy; PF = performance feedback; WAO = work-advancement opportunities; ISS = internal social support; β_0 = intercept; β_1–β_3 = regression coefficients; and ε = error term.

Data Analysis and Regression Diagnostics

Standard multiple regression was used to test the two hypotheses at the 5% significance level. Before interpreting the coefficients, model assumptions and adequacy were evaluated using variance inflation factor (VIF) and tolerance for multicollinearity; residual normality using the Shapiro–Wilk test; linearity/specification using the Ramsey RESET test; homoscedasticity using the Breusch–Pagan test; independence of errors using the Durbin–Watson statistic; and case influence using Cook's distance and externally studentised residuals. Model adequacy was assessed using R, R^2, adjusted R^2, the omnibus F-test and ANOVA. Unstandardised coefficients (B), standard errors, standardised coefficients (β), t-statistics, p-values and 95% confidence intervals were reported. Because a small number of observations exceeded the conservative Cook's-distance screening rule of 4/n, sensitivity analyses were also conducted by excluding those observations, and HC3 heteroscedasticity-robust standard errors were examined.

Table 2: Regression Diagnostic Tests

Diagnostic	Model 1: Emotional commitment	Model 2: Job satisfaction	Decision
VIF range	1.121–1.231	1.184–1.293	No multicollinearity
Tolerance range	.812–.892	.774–.845	Acceptable
Shapiro–Wilk residual normality	W = .989, p = .502	W = .982, p = .134	Normality not rejected
Ramsey RESET linearity/specification	F = .282, p = .596	F = .166, p = .685	No evidence of misspecification
Breusch–Pagan homoscedasticity	χ^2 = 4.715, p = .194	χ^2 = 1.738, p = .629	Homoscedasticity not rejected
Durbin–Watson	2.012	1.809	Errors approximately independent
Maximum Cook's distance	.067	.101	No case near D = 1
Maximum |externally studentised residual|	2.820	2.525	No case exceeded |3|

Source: Re-analysis of Researcher's Field Survey (2026).

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Sensitivity analysis: Five cases in Model 1 and seven cases in Model 2 exceeded the conservative 4/n Cook's-distance screening threshold. Removing these cases did not change coefficient signs or the significance of the overall models. Emotional balance and self-efficacy remained significant in Model 1, while the optimism coefficient attenuated (B = .110, p = .109). All Model 2 predictors remained significant. HC3 robust standard errors retained the significance of all full-sample coefficients, including optimism (p = .035). Accordingly, the full-sample OLS estimates are reported, with the sensitivity result noted as a qualification.

Presentation of Results and Discussion of Findings

Test of Hypothesis One

$H0_1$: Emotional commitment has no significant impact on perceived organisational productivity of radio stations in Oyo state

Table 3a: Model Summary for Emotional Commitment and Organisational Productivity

R	R^2	Adjusted R^2	Std. Error of Estimate	F	df1	df2	p
.702	.492	.478	.600	35.238	3	109	<.001

Source: Re-analysis of Researcher's Field Survey (2026).

Table 3b: ANOVA for Emotional Commitment Model

Source	Sum of Squares	Df	Mean Square	F	p
Regression	38.051	3	12.684	35.238	<.001
Residual	39.234	109	.360		
Total	77.285	112			

Source: Re-analysis of Researcher's Field Survey (2026).

Table 3c: Regression Coefficients for Emotional Commitment Model

Predictor	B	SE	B	t	p	95% CI for B	VIF	Tolerance
Constant	.371	.296	—	1.254	.212	[-.215, .957]	—	—
Optimism	.156	.070	.168	2.224	.028	[.017, .295]	1.231	.812
Emotional balance	.308	.067	.334	4.620	<.001	[.176, .441]	1.121	.892
Self-efficacy	.444	.074	.443	5.976	<.001	[.297, .591]	1.179	.849

Source: Re-analysis of Researcher's Field Survey (2026).

The emotional-commitment model was statistically significant, $F(3, 109) = 35.238$, $p < .001$, with $R^2 = .492$ and adjusted $R^2 = .478$. Thus, optimism, emotional balance and self-efficacy jointly explained 49.2% of the variance in organisational productivity. Optimism had a positive significant effect (B = .156, β = .168, t = 2.224, p = .028, 95% CI [.017, .295]); emotional balance also had a positive significant effect (B = .308, β = .334, t = 4.620, p < .001, 95% CI [.176, .441]); and self-efficacy had the largest standardised effect (B = .444, β = .443, t = 5.976, p < .001, 95% CI [.297,

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.591]). On the basis of the full-sample model, H01 was rejected. The influence sensitivity analysis, however, indicates that the optimism coefficient is less stable than the emotional-balance and self-efficacy coefficients and should therefore be interpreted cautiously.

Test of Hypothesis Two

$H0_2$: There is no significant effect of Job satisfaction on perceived organisational productivity of radio stations in Oyo state

Table 4a: Model Summary for Job Satisfaction and Organisational Productivity

R	R^2	Adjusted R^2	Std. Error of Estimate	F	df1	df2	p
.722	.521	.508	.583	39.472	3	109	<.001

Source: Re-analysis of Researcher's Field Survey (2026).

Table 4b: ANOVA for Job Satisfaction Model

Source	Sum of Squares	df	Mean Square	F	p
Regression	40.242	3	13.414	39.472	<.001
Residual	37.043	109	.340		
Total	77.285	112			

Source: Re-analysis of Researcher's Field Survey (2026).

Table 4c: Regression Coefficients for Job Satisfaction Model

Predictor	B	SE	β	T	p	95% CI for B	VIF	Tolerance
Constant	.386	.282	—	1.371	.173	[-.172, .945]	—	—
Performance feedback	.360	.069	.392	5.199	<.001	[.223, .497]	1.293	.774
Work adv.	.264	.066	.292	3.980	<.001	[.133, .396]	1.221	.819
Internal social support	.266	.072	.266	3.693	<.001	[.123, .408]	1.184	.845

Source: Re-analysis of Researcher's Field Survey (2026).

The job-satisfaction model was statistically significant, $F(3, 109) = 39.472$, $p < .001$, with $R^2 = .521$ and adjusted $R^2 = .508$. Performance feedback, work-advancement opportunities and internal social support therefore explained 52.1% of the variance in organisational productivity. Performance feedback had the largest standardised effect ($B = .360$, $\beta = .392$, $t = 5.199$, $p < .001$, 95% CI [.223, .497]), followed by work-advancement opportunities ($B = .264$, $\beta = .292$, $t = 3.980$, $p < .001$, 95% CI [.133, .396]) and internal social support ($B = .266$, $\beta = .266$, $t = 3.693$, $p < .001$, 95% CI [.123, .408]). H02 was therefore rejected. The sensitivity analysis excluding potentially influential cases retained the direction and statistical significance of all three coefficients.

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Discussion of Findings

The findings show that the personal-resource dimensions used to represent emotional commitment were collectively associated with organisational productivity. The model explained 49.2% of the variance in productivity. Self-efficacy produced the strongest standardised coefficient (β = .443), followed by emotional balance (β = .334) and optimism (β = .168). This pattern is consistent with the JD-R perspective that personal resources can sustain energy, persistence and adaptive functioning at work. The sensitivity analysis nevertheless suggests that the optimism effect is comparatively less stable when potentially influential observations are excluded, whereas emotional balance and self-efficacy remain robust.

Job-satisfaction resources also demonstrated a strong relationship with organisational productivity, explaining 52.1% of its variance. Performance feedback showed the largest standardised effect (β = .392), while work-advancement opportunities (β = .292) and internal social support (β = .266) also made significant positive contributions. These findings indicate that employees are more likely to report higher productivity where they receive useful feedback, perceive opportunities for advancement and experience supportive internal relationships.

Taken together, the two models provide evidence that both personal resources and job resources are relevant to productivity among employees of the selected radio stations. The diagnostic results strengthen confidence in the estimates because multicollinearity was low, the residual assumptions were acceptable, and the omnibus tests for both models were highly significant. The results therefore support the study's adoption of the JD-R model, while also showing that the strength of individual resource dimensions differs.

The results broadly agree with prior evidence that employee engagement is positively associated with employee and organisational outcomes (Souad & Oussama, 2025; Diaka et al., 2021). However, the present study adds a more differentiated result by showing that self-efficacy is the strongest personal-resource predictor and performance feedback is the strongest job-resource predictor in the estimated models. These relative effects provide a clearer basis for managerial prioritisation than the earlier, unqualified conclusion that all dimensions exert equal influence.

Conclusion and Recommendations

In conclusion, the study examined the contribution of employee engagement to organisational productivity through two sets of resources: optimism, emotional balance and self-efficacy as personal-resource dimensions of emotional commitment; and performance feedback, work-advancement opportunities and internal social support as job-satisfaction resources. Both regression models were statistically significant and explained substantial proportions of the variance in organisational productivity.

The job-satisfaction model explained 52.1% of the variance in organisational productivity, with performance feedback emerging as the strongest predictor. The emotional-commitment model explained 49.2%, with self-efficacy emerging as the strongest predictor. The findings therefore indicate that both employee-level personal resources and workplace-provided job resources are important for productivity.

The regression diagnostics supported the adequacy of both models: multicollinearity was low, residual normality and homoscedasticity were acceptable, and no observation reached

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conventional severe-influence thresholds. A sensitivity analysis showed that the optimism coefficient is less stable than the other emotional-commitment dimensions, so this specific relationship should be interpreted with caution.

Overall, the evidence supports the conclusion that employee engagement is positively associated with organisational productivity in the selected radio stations. The results particularly emphasise self-efficacy, emotional balance, performance feedback, work-advancement opportunities and internal social support as consistent correlates of higher productivity.

The study recommends the followings:

i. Radio stations are encouraged to pay more attention to employee engagement through fair and equitable promotion pathway, management and employees relationship, involvement in core radio stations activities, supportive supervisory services to enhance organisational attachment and affiliation.

ii. Management should focus on promoting employees' job satisfaction by creating performance feedback mechanism, work advancement opportunities and internal support system to promote high organisational productivity

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