

**EMPLOYEE WORK ENGAGEMENT AND ORGANIZATIONAL
PERFORMANCE (A STUDY OF CONSOLIDATED BREWERIES AWOMAMA,
IMO STATE AND INTERNATIONAL BREWERIES PLC, ONITSHA, ANAMBRA
STATE)**

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ABSTRACT

This study investigated employee engagement and its impacts on organizational performance using Consolidated Breweries Awomama, Imo State and International Breweries, Onitsha, Anambra State). The study adopted a survey approach and it covered a population of four hundred and eighty (480) employees of both organizations. Taro Yamane method was used to select a sample size of 218 respondents from the population. Data used in the study were gathered using a five-point Likert scale questionnaire and literary works of past scholars were extensively reviewed in order to have an in-depth knowledge of the topic under discussion. Collected data were presented and analyzed using percentages and tables. The hypotheses stated were subjected to empirical test using the Pearson Product Moment Correlation Coefficient. The critical value from the SPSS output for hypothesis one was 0.892, while that of hypothesis two was 0.960, and -0.840 for hypothesis three. Findings from the study showed that employees' empowerment has significant impact on the effectiveness of both organizations. It was also found that a significant relationship exists between employees' involvements and the organizational productivity level of both breweries. The study also revealed that a significant relationship exists between employees' commitment to work and the organizational growth of both breweries. The study concluded that employees' empowerment has a significant relationship with the effectiveness shown by both breweries, employees' involvement accelerates organizational productivity level; and employees' commitment to work enhances the organizational growth of both breweries. The study recommended that for breweries to perform optimally, concerted efforts

should be made to ensure that employees are fully empowered and actively participate in those things that affect the works that they do for the organizational effectiveness, organizations should ensure that conducive working environment that encourages total employee involvement is provided to the employees which will ensure that organizational productivity level is optimized and organizations especially those in the brewery sector should embrace the various training and development programmes that will enable employees get fully committed and improve their skills to provide better goods and services for organizational growth.

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

INTRODUCTION

In many countries, employee's engagement has emerged as a potential factor for organizational performance, (Kazimoto, 2016). Employee engagement becomes an important issue as employee turnover rises due to the demand and shortage of skilful employees (Abukhalifeh and MatSom, 2013). Employee engagement is important to the competitiveness of any organization, particularly in the current business environment (Furst, 2018). Many practitioners of human resource management have poorly understood measurement of employee motivation for activities and more precisely its commitment. Mills and Konya (2019) quoting Mello (2006) assert that effective and successful organizations are increasingly realizing that there are a number of factors that contribute to performance but that the human resource is clearly the most critical and valuable. It is reasonable to state that to achieve competitive advantage, organizations' need to request human resources to set up a plan for both employee engagement and

commitment (Macleod and Clarke, 2012). Employee engagement has been perceived as a motivational factor towards the achievement of organization's objectives (Macleod and Clarke, 2012). Several studies have claimed that employee engagement expects employee outcomes, financial performance and organizational success (Basbous, 2011). Research has shown that organizations with high employee engagement excel in customer satisfaction and achieve high productivity and operational efficiency, as well as profitability with the additional side effect of safer, healthier employees with lower absenteeism and reduced turnover (Furst, 2018). Employees who are engaged are more likely to stay with their current organization and stay committed to their organization (Bakker, Tims & Derks, 2012). An "engaged employee" is one who is fully involved in, as well as enthusiastic about, their work and thus will act in a way that furthers his/her organization's interests (Furst, 2018). Apparently, employees who are not engaged will negatively affect organizational performance through

higher absenteeism, higher turnover, lower productivity, and recruitment and training cost. With the current worldwide falling economies, management is zooming into organizational efficiency and diminishing the operating cost in order to be sustainable in the marketplace, a high level of employee engagement helps organizations focus on attracting new talent in the labour market (Basbous, 2011).

The good environment that is offered to the worker enables him to offer the best that the organization needs for its achievement of goals and objectives. Studies show that the beginning of an employee engagement is at the fist of his appointment to the organization's services (Markos, & Sridevi, 2010). A growing body of evidence supports the relationship between the engagement of an employee at work and organizational outcomes, inclusive of those which are performance based (Simpson, 2009). Even though the practitioners and researchers tout engagement as important work related factors, the definitions and measurements of an engagement at work, and more specifically in tertiary institutions, are poorly understood (Lee, Magnini, & Kim, 2011).

It is the responsibility of leaders to motivate workers commitment and engagement for job performance (Truss, Shantz, Soane, Alfes, & Delbrige, 2013). In contrast, other authors stated that engagement is for both managers and

workers and are responsible to achieve organizational goals and objectives (Metha, & Metha, 2013). Engagement with the Organization measures how engaged employees are with the organization as a whole, and by extension, how they feel about senior management. This factor has to do with confidence in organizational leadership as well as trust, fairness, values, and respect-i.e. how people like to be treated by others, both at work and outside of work (Custom Insight, 2016). Employee engagement is a connection between the employee and his organization (Azmi, 2022). A well executed engagement plan reflects the behaviour and the level of effort an employee puts in. it is purely based on trust, honesty, communication, and commitment between the organization and the employee. Proper engagement makes the employee feel connected to the organization (Azmi, 2022).

Employees who feel associated with their workplace tend to work harder, stay longer with the organization, and also motivate others. When the organization's engagement with their employee is on point, it automatically shows excellent results in the organization's level of profitability, revenue, productivity and more (Azmi, 2022). More importantly, employers can have a great impact on peoples level of engagement through appreciation, healthy interactions, brainstorming, group discussions, common games and so on (Chakraborty, 2019). That is what makes

employee engagement so essential as a tool for organizational success.

Statement of the Problem

It has been observed that in today's competitive and dynamic world, many organizations are facing stiff competition and new challenges regarding their organizational performance. Most organizations are finding it extremely difficult to properly engage their employees for optimal performance. In the present competitive and corona-virus ravaged pandemic era, no organization can perform at the optimal level unless its employees are properly engaged, empowered, involved, and fully committed to the goals and objectives of the organization. It is believed that the improper engagement of employees has affected the discharge of their assigned responsibilities leading to the reduction of patronage level, reduction in market share, market value, decreased operational efficiency such as increased rate of accidents, unnecessary delays in the delivery of services, inability of such organizations to satisfy their customers, rendering of poor quality services to their customers, poor quality of organizational products and services and inability to meet customers' requirements among other things.

Moreover, the non involvement of employees in decision making especially those decisions that affect what the employees do directly and lack of proper commitment management have serious negative impacts on the growth of organizations. This has retarded the

ability of the organizations to expand tremendously in terms of the number of product lines and other services that they can render to the various publics. As a result of this non expansion, most organizations cannot improve their revenue generating ability, reduced profit margin, reduced sales level, and decreased organizations' current ratio (liquidity and cash availability). Furthermore, it has been observed that when employees are not properly engaged, their level of commitment in the achievement of organizations objectives is drastically narrowed down which has also affected the employees' level of effectiveness and efficiency.

Objectives of the study

The general objective of the study is to examine the relationship between employees' engagement and organizational performance in Nigeria, using Consolidated Breweries Awomama, and International Breweries Plc, Onitsha as cases study. The specific objectives include to:

1. Examine the level of employees' empowerment in Consolidated Breweries Awomama and International Breweries Plc, Onitsha.
2. Examine the impact of employees' empowerment on the effectiveness of organizations in Nigeria in Consolidated Breweries Awomama and International Breweries Plc, Onitsha.
3. Determine the relationship

between employees' involvement and organizations' productivity level in Nigeria. in Consolidated Breweries Awomama and International Breweries Plc, Onitsha.

4. Find out the impact of employees commitment on the growth of organizations in Nigeria. in Consolidated Breweries Awomama and International Breweries Plc, Onitsha.

Research questions

1. What is the level of employees' engagement practice in Consolidated Breweries Awomama and International Breweries Plc, Onitsha?
2. What relationship exists between employees' empowerment and organizations effectiveness level in Consolidated Breweries Awomama and International Breweries Plc, Onitsha?
3. What impact does employee involvement have on the productivity of organizations in Consolidated Breweries Awomama and International Breweries Plc, Onitsha?
4. What is the impact of employees' commitment on the growth of organizations in Consolidated Breweries Awomama and International Breweries Plc, Onitsha?

Research Hypotheses

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

Review of related literature

Conceptual Framework

Employee engagement

Employee engagement is defined as (giving) employees a sense of energetic and effective connection with their work activities (Schaufeli & Bakker, 2003). It is a positive work-related state of mind, with engaged employees characterized by a sense of vigour, dedication and absorption in their role (Schaufeli, Bakker, & Salanova, 2006). Engagement is often defined as the conceptual opposite of burnout (Maslach & Leiter, 1997) each representing opposing ends of a well-being continuum. However, Schaufeli & Bakker (2003) argued that these are two independent concepts which should be assessed separately, and as such research is increasingly investigating the influence of work engagement on numerous individual employee and wider organizational outcomes.

Employee engagement and employee empowerment

Employee empowerment is a management philosophy that emphasizes the importance of giving employees the autonomy, resources and support they need to act independently and be held accountable for the decisions they make. Employee empowerment is a management philosophy that emphasizes the importance of allowing employees to make independent decisions and act on them. Employee empowerment is the direct opposite of micromanagement (HR Glossary, 2018). Employee empowerment is defined as the ways in which organizations provide their employees with a certain degree of autonomy and control in their day-to-day activities (American Society of Quality, 2022). This can include having a voice in process improvement, helping to create and manage new systems and tactics, and running smaller departments with less oversight from higher-level management.

A key principle of employee empowerment is providing employees the means for [making important decisions](#) and helping ensure those decisions are correct (American Society of Quality, 2022). When deployed properly, this should result in heightened productivity and a better quality of employee work and work life. Employee empowerment varies based on an organization's culture and work design. However, empowerment is based on the concepts of job enlargement and job enrichment

(American Society of Quality, 2022). Job enlargement differs from job enrichment in that job enlargement is horizontal expansion and job enrichment is considered vertical. American Society of Quality (2022) opined that employee empowerment requires training in the skills necessary to carry out the additional responsibilities, access to information on which decisions can be made, and initiative and confidence on the part of the employee to take on greater responsibility.

Employee empowerment also means giving up some of the power traditionally held by management, which means managers also must take on new roles, knowledge, and responsibilities. However, this does not mean that management relinquishes all authority, delegates all decision-making, and allows operations to run without accountability. It requires a significant investment of time and effort, especially from management, to develop mutual trust, assess and add to individuals' capabilities, and develop clear agreements about roles, responsibilities, risk taking, and boundaries (American Society of Quality, 2022).

Employee empowerment often also calls for restructuring the organization to reduce levels of the hierarchy or to provide a more customer- and process-focused organization.

Employee empowerment is often viewed as an inverted triangle of organizational power. In the traditional view, management is at the top while customers

are on the bottom; in an empowered environment, customers are at the top while management is in a support role at the bottom (American Society of Quality, 2022).

For employees to feel like their decisions matter, they need to feel accountable for the decisions they make on a regular basis. The organization's performance management practices play a large part in determining organizations' level of employee empowerment (HR Glossary, 2018). Instead of following the traditional pattern of one or two performance reviews each year, managers interested in empowering employees meet with them in regular one-on-one meetings throughout the year. This provides an opportunity for communicating about personal and team goals, holding employees accountable for their current responsibilities, and offering suggestions and coaching where needed to help employees improve (HR Glossary, 2018).

Employee engagement and employee job involvement

Job involvement is the degree to which an employee identifies with his or her job, actively participates in it, and considers his or her job performance to be important to his or her self-worth. It refers to the psychological and emotional extent to which someone participates in his/her work, profession, and company (Hultzman, 2022). Employees with a high level of job involvement strongly

identify with and really care about the kind of work they do (TOS, 2022). Their positive attitude leads them to contribute to their work in positive ways. High levels of this involvement have been found to be related to fewer absences, lower resignation rates, and higher employee engagement with work (TOS, 2022). **Job involvement** refers to a state of psychological identification with work or the degree to which a job is central to a person's identity.

It has been considered as the main factor for increasing productivity and unlocking worker or employee motivation from the organizational perspective. **Job involvement** formulates a key to performance, motivation, satisfaction, and personal growth in the workplace from an individual perspective. It contributes significantly to organizational morale, effectiveness, and productivity by deeply involving employees in their work and makes it a fulfilling and meaningful experience (TOS, 2022). Individuals get involved in their works or jobs when they understand the potential in them for satisfying the hidden psychological needs such as for achievement, growth, meaning, security, and recognition. Showing up to work on time is half the battle. Top performers are engaged in their work and have high job involvement (Hultzman, 2022). According to Mgedezi, Toga, and Mjoli (2014), job involvement is seen as means of aiding productivity and creating work situations in which individual and organizational goals are integrated. This involvement

leads to enhanced satisfaction and increased productivity for the organization. Job involvement has also been reported to be a top organizational priority as fostering employee involvement can enhance an organizational effectiveness (Nwibere, 2014).

Employee engagement and employee commitment

In recent years commitment to work has garnered a lot of attention in Human Resources literature. Information about employee commitment is seen as an important predictor of employee loyalty and the performance of an organization (Iles, 1990). The pressure on organizations to perform is increasing all the time. Due to globalization, among others, competition is fiercer than ever. This increased pressure has resulted in the commitment of employers towards employees becoming less of a given. The concept of lifetime employment has also become outdated.

These days, organizational units that perform badly are reorganized. As a rule this leads to job cuts. In addition, employees who perform badly are more likely to be let go (Meyer, Vandenberghe, & Becker, 2004). As a result of this phenomenon, combined with people's greatly increased individualism, employee commitment to work and the organization has also become much less of a given. This makes it even more important that employees feel bound to the organization and displays certain

(positive) behaviour (Meyer, and Herscovitch, 2001). *Employee commitment is defined as the level of enthusiasm an employee has towards his or her tasks assigned at a work place. It is the feeling of responsibility that a person has towards the goals, mission, and vision of the organization he or she is associated with (Adi, 2019). Coetzee, (2005) quoting O'Reilly and Chatman, (1986) defined employees commitment as the psychological attachment felt by the person for the organization; it will reflect the degree to which the individual internalizes or adopts characteristics or perspectives of the organization. Commitment is the bond employees experience with their organization. Broadly speaking, employees who are committed to their organization generally feel a connection with their organization, feel that they fit in and, feel they understand the goals of the organization. The added value of such employees is that they tend to be more determined in their work, show relatively high productivity and are more proactive in offering their support.*

Committed employees bring added value to the organization, including through their determination, proactive support, relatively high productivity and an awareness of quality (Wainwright, 2019). Employees', being committed to work are also less likely to call in sick or to leave the organization. Non-committed employees can work against the organization and hold back the organization's success.

Employee engagement and organizational performance

Performance measures are metrics along which organizations can be gauged. Most executives, investors and stakeholders watch and examine measures such as profits, stock price, and sales in an attempt to better understand how well their organizations are competing in the market, as well as future predicted results (Edwards, 2020). But these measures provide just a glimpse of organizational performance (Edwards, 2020).

Organizational performance is the accumulated end results of all the organization's work processes and activities (MBA Knowledge Base, 2021). Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance is also the success or fulfillment of organization at the end of a programme or project as it is intended. According to Richard, Devinney, Yip, Johnson, and Gerry (2009), organizational performance encompasses three specific areas of a firm's outcomes: (a) financial performance (profits, return on assets, return on investment, etc.); (b) product market performance (sales, market share, etc.); and (c) shareholder return (total shareholder return, economic value added, etc.) (Richard, et.al, 2009). According to MBA Knowledge Base (2021), organizational performance can be measured by organizational productivity, organizational effectiveness, and organizational growth.

Employee engagement and productivity

Productivity is defined as the overall output of goods or services produced divided by the inputs needed to generate that output. Organizations strive to be productive. They want the most goods and services produced using the least amount of inputs (MBA Knowledge Base, 2021). Output is measured by the sales revenue an organization receives when those goods and services are sold (selling price x number sold). Input is measured by the costs of acquiring and transforming the organizational resources into the outputs. It is 'managements job to increase productivity by reducing the input cost and increasing the output price (quality of services) (MBA Knowledge Base, 2021). Doing this means being more efficient in performing the organization's work activities. So, organizational productivity becomes a measure of how efficiently employees do their work.

Employee engagement and organizational effectiveness

Organizational effectiveness is a measure of how appropriate organizational goals are and how well an organization is achieving those goals. It's a common performance measure used by managers. Other descriptions of organizational effectiveness have been suggested by management researchers. For instance, the systems resource model or organizational effectiveness proposes that effectiveness is measured by the organization's ability to exploit its

environment in acquiring scarce and valued resources (MBA Knowledge Base, 2021). The process model emphasizes the transformation processes of the organization and how well the organization converts inputs into desired outputs. Then, finally, the multiple constituencies' model says that several different effectiveness measures should be used, reflecting the different criteria of the organization's constituencies. For example, customers, advocacy groups, suppliers, and security analysts each would have their own measures of how well the organization was performing. Although each of these different effectiveness models may have merit in measuring certain aspects of organizational effectiveness, the bottom line for managers continues to be how well the organization accomplishes its goals (MBA Knowledge Base, 2021). That's what guides managerial decisions in designing strategies, work processes, and work activities, and in coordinating the work of employees.

Employee engagement and organizational growth

Organizational growth is something many organizations strive for, regardless of their size. It has the potential to provide organizations with a variety of benefits, including greater ability to withstand fluctuations, increased power and greater efficiencies from economies of scale (Austin, 2022). Understanding the key stages of organizational growth can be essential to ensuring the longevity of many organizations. Organizational

growth is a stage an organization reaches when it can consider expansion and may look for additional options to generate more revenue. Organizational growth is often a function of industry growth trends, business lifecycle and the owners' desire for equity value creation (Austin, 2022). Organizations use growth strategies that work with their products or services to support growth and boost revenue. Product expansion is one such strategy where an organization can expand its product or services or redesign products to boost sales and profits (Austin, 2022). Tertiary institutions growth is depicted by the additional number of departments created and ensuring that all the courses are duly accredited. This will benefit a lot of people in the society.

Theoretical framework

Employee engagement theory (William Kahn, 1990)

Kahn was one of the first experts to use the phrase “employee engagement,” defining the term as “the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Kahn's work focuses on the conditions that allow employees to bring “full selves” into the workplace. The researcher identifies three main factors that affect whether an employee can meaningfully connect with the organizational mission, company culture, and daily tasks of the role: meaningfulness, safety, and availability.

Meaningfulness refers to the purpose behind the work. An employee who understands the ways in which a company's product or service benefits society and identifies as an important contributor towards that goal is likely to make a significant effort. Safety: An employee that feels psychologically safe in the work environment, who does not fear facing judgment or consequences from teammates or higher management, is more likely to contribute and feel positive about those contributions. Availability refers to an employee's capacity to perform a role both physically and mentally. Every human being has limits. While challenge is important for growth and satisfaction, a worker should feel that the demands of the position are reasonable and achievable. Work life balance is one element that falls under the umbrella of availability.

Khan also outlined three dimensions of engagement: physical, cognitive, and emotional. In other words, workers can show different kinds of commitment in actions and attitudes such as daily activity levels and confidence in regular tasks, creative contributions and decision making, and regard for the organization and company loyalty.

William Kahn's work promoted a deeper understanding of worker needs and a more holistic approach to employee engagement. Instead of championing short-term motivational tactics, organizations turned to more cohesive

strategies that sought to support staff in all areas of need.

Social exchange theory (Homans, G. C., 1910-1989)

Social exchange theory is a sociological and psychological theory that studies the social behavior in the interaction of two parties that implement a cost-benefit analysis to determine risks and benefits. The theory also involves economic relationships - the cost-benefit analysis occurs when each party has goods that the other parties value (Roeckelein, 2018). Social exchange theory views exchange as a social behavior that may result both in economic and social outcomes (Lambe, Wittmann, & Spekman, 2001). Social exchange theory has been generally analyzed by comparing human interactions with the marketplace. Social exchange theory suggests that these calculations occur in romantic relationships, friendships, professional relationships, and ephemeral relationships as simple as exchanging words with a customer at the cash register (Mcraay, 2015). Social exchange theory says that if the costs of the relationship are higher than the rewards, such as if a lot of effort or money were put into a relationship and not reciprocated, then the relationship may be terminated or abandoned (Emerson & Cook, 1976). Social exchange process brings satisfaction when people receive fair returns for their expenditures.

Review of related empirical studies

Gupta, Singh, and Bhattacharya (2017)

carried out a study on the relationships between leadership, work engagement and employee innovative performance: empirical evidence from the Indian R&D context. The study examined the process through which leadership impact R&D professionals' innovative work behaviours and innovative performance (measured through peer-reviewed journal papers, patents, PhDs guided and keynote addresses delivered). Data from 467 scientists working in India's largest civilian R&D organization were collected and analyzed using structural equation modeling. The study found out that work engagement was positively related to innovative work behaviours as well as innovative performance. Leader behaviours had significant indirect effects on innovative work behaviours as well as innovative performance via work engagement.

Nazir and Islam (2017) carried out a study on enhancing organizational commitment and employee performance through employee engagement: An empirical check. The purpose of the study was to examine the relationships between perceived organizational support, employee engagement, employee performance and affective commitment in the context of Indian higher education. Data used for the study were collected from 410 employees from various higher educational institutes of India using a self-administered questionnaire. Structural equation modeling was used to analyze the data. The results revealed a positive influence of perceived organizational

support on employee performance and affective commitment. Moreover, these relationships have also been found to be mediated by employee engagement. The study concluded that well engaged employee be developed and retained by higher institutions in India.

The study served as guide for the development of influential strategies to develop and retain a well engaged, competent and committed workforce at higher educational institutes in India. Nawaz, Hassan, Hassan, Shaukat and Asadullah (2014) carried out a study on the impact of employee training and empowerment on employee creativity through employee engagement: empirical evidence from the Manufacturing Sector of Pakistan. The researchers focused their attention towards high performance work practices that enhance the employee creativity through better engagement of employees in their work. Data was collected from 400 respondents from 110 organizations representing mainly textile, FMCG, cement, petroleum, fertilizers, pesticides, chemicals, electronics, pharmaceuticals and other sectors. SPSS 17 has been used for Factor analysis, Cronbach's Alpha, and correlation and regression analysis.

The findings showed that employee engagement partially mediates the relationship between Human Resources practices and employee creativity. The findings of the study also showed strategic human resource perspective, high performance that engaged behavior of

employees is pivotal for work practices including empowerment and training creativity among employees. The study concluded that training and empowerment definitely leads the employees towards employee engagement; manage the creative culture that can promote their abilities and to gain competitive advantage. The recommended that managers should influence the organization and employee performance, provide training and empowerment to the employees in order to increase the level of employee engagement.

Method

The research work adopted a survey research design. The population of the study is four hundred and eighty employees (480), drawn from

Consolidated Breweries Awomama (180) and International Breweries, Onitsha (300). The sample size was determined using Taro Yamene formula. A total of two hundred and eighteen (218) respondents were determined as the sample size. A five point Likert Scaled questionnaire were 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 got from the respondents was analyzed using the tabular and percentage methods. The hypotheses stated were tested using Pearson Product Moment Correlation Coefficient, (SPSS version 20).

Results and discussion of findings

H₀₁: Employees' empowerment has no significant relationship with organizations' level of effectiveness.

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

*. Correlation is significant at the 0.05 level (2-tailed). Source: Field Survey, 2022

Table 1 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 have significant relationship with the organizational effectiveness which results to organizations' growth.

H₀: Employees' involvement has no significant impact on the productivity of organizations in Nigeria.

Correlations

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

Correlation is significant at the 0.01 level (2-tailed).Source: Field Survey, 2022

Table 2 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.

H₀₃: 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, 2022**

Table 3 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 out 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 furthermore revealed that a significant relationship exists between employees' commitment and the organizational growth of brewery organizations in Nigeria.

Conclusion

This study concluded 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 course of the organization and organizations 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:

1. Organizations especially those in the brewery sector should embrace the various training and development programmes that will enable employees 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.

2. Organizations should ensure that conducive working atmosphere or environment that encourages total employee involvement is provided to the employees which will ensure that organizational productivity level is optimized.
3. Organizations should ensure that their reward systems are commensurate to efforts expended by the employees in the organization. This guarantees employees total commitment for organizational growth.

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