

**THE ROLES OF EMPLOYEES IN ENHANCING
ORGANIZATIONAL ABILITY TO ACHIEVE
STRATEGIC OBJECTIVES AND PRODUCTIVITY**

BY

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APPROVAL PAGE

This research work has been read and approved by the undersigned on behalf of the Department of Office Technology and Management, Institute of Information and Communication Technology, Kwara State Polytechnic, Ilorin. In partial fulfilment of the requirements for the award of National Diploma in Office Technology and Management.

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DEDICATION

I dedicate this project to Allah, whose guidance and protection has led me through my academic journey and also to my Parent, Mr and Mrs Alabi, whose unwavering support and encouragement have shaped my path to success.

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LIST OF TABLES

Table 4.1: Employee Engagement Affect Organizational Performance	17
Table 4.2: Employee Empowerment Contribute to Organizational Success	18
Table 4.3: Motivation Influence Employee Productivity	19
Table 4.4: Employees Are Aligned with Organizational Goals	20
Table 4.5: Leadership Play a Key Role in Enhancing Employee Contribution	21
Table 4.6: Communication Improve Organizational Productivity	22
Table 4.7: Training and Development Programs Enhance Employee Skills	23
Table 4.8: Work Environment Influence Employee Motivation	24
Table 4.9: Job Satisfaction Impact Organizational Productivity	25
Table 4.10: Teamwork Contribute to Organizational Success	26
Table 4.11: Autonomy in Decision-Making Improve Productivity	27
Table 4.12: Recognition Increase Employee Motivation	28
Table 4.13: Work-Life Balance Affect Productivity	29
Table 4.14: Leadership Support Help Achieve Organizational Goals	30
Table 4.15: Trust in Management Affect Employee Performance	31
Table 4.16: Effective Communication Encourage Collaboration	32
Table 4.17: Employees Feel Empowered to Make Decisions at Work	33
Table 4.18: Training Programs Contribute to Employee Career Growth	34
Table 4.19: Employee Motivation Lead to Better Organizational Outcomes	36
Table 4.20: Employees Believe Their Work Contributes to the Achievement of Strategic Objectives	37

TABLE OF CONTENTS

Title Page	i
Approval page	ii
Dedication	iii
Acknowledgements	iv
List of Tables	v
Table of Contents	vi

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study	1
1.2 Statement of the Problem	2
1.3 Objectives of the Study	3
1.4 Research Questions	3
1.5 Significance of the Study	4
1.6 Delimitation	4
1.7 Limitation	5

CHAPTER TWO: LITERATURE REVIEW

2.1 Employee Engagement and Organizational Performance	6
2.2 The Role of Employee Empowerment	8
2.3 Motivation and its Impact on Productivity	9
2.4 The Role of Organizational Culture in Aligning Employees with Strategic Goals	11
2.5 Leadership and Employee Alignment with Organizational Goals	12

CHAPTER THREE: METHODOLOGY

3.1 Instrument Used	14
3.2 Population of the Study	14
3.3 Sample and Sampling Techniques	15
3.4 Distribution and Collection of Data	15
3.5 Reliability	15
3.6 Validity	16
3.7 Method of Data Analysis	16

CHAPTER FOUR: DATA ANALYSIS

4.1 Introduction	17
4.2 Results	17

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary	37
5.2 Conclusion	37
5.3 Recommendations	38
References	39
Appendices	41

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the contemporary business landscape, organizations are continuously striving to achieve strategic objectives and maintain high levels of productivity in an increasingly dynamic environment. The success of an organization is often attributed to various factors, such as technological advancements, innovative business models, and effective leadership. However, a critical factor that is frequently overlooked is the role of employees in enhancing an organization's ability to achieve these objectives. Employees are the foundation of organizational success, as their skills, commitment, and engagement directly influence the implementation and achievement of organizational goals (Harter, Schmidt, & Hayes, 2002).

Employee involvement in decision-making processes and their active participation in the organizational culture are essential for ensuring that strategic objectives are met. According to the Resource-Based View (RBV) theory, organizations derive their competitive advantage from unique resources, among which human capital plays a crucial role (Barney, 1991). Employees contribute not only through their individual skills and capabilities but also by aligning their personal goals with the broader organizational objectives. The ability to foster a productive and engaged workforce is linked to greater organizational agility, innovation, and overall performance (Kouzes & Posner, 2017).

Research by McKinsey & Company (2018) indicates that organizations with highly engaged employees outperform their competitors in terms of profitability, productivity, and customer satisfaction. Moreover, the strategic alignment of employees with organizational goals enhances organizational effectiveness and reduces operational inefficiencies. Employees who are motivated and empowered tend

to have a greater sense of ownership, leading to improved problem-solving and decision-making at all levels of the organization (Saks, 2006). Thus, organizations that prioritize employee development, engagement, and empowerment are better positioned to achieve their strategic objectives.

Despite the recognized importance of employees in organizational success, there is still a limited body of research that examines how different dimensions of employee engagement and performance contribute to an organization's strategic outcomes. This study seeks to explore the multifaceted role of employees in enhancing the organizational capacity to achieve strategic objectives and maximize productivity. The findings will provide organizations with insights into how to optimize their workforce for long-term success.

1.2 Statement of the Problem

In today's competitive business world, organizations seek to improve productivity and achieve strategic goals, yet often overlook the vital role employees play in this process. While employee engagement and empowerment are recognized as key drivers, many organizations struggle to link these factors directly to strategic outcomes (Harter, Schmidt, & Hayes, 2002). Leadership receives much focus, but how employees at all levels align with organizational goals is less understood (Kouzes & Posner, 2017).

This study addresses the gap in understanding how employee behaviors and engagement influence productivity and strategy achievement. Many organizations lack clear ways to measure this connection, leading to missed opportunities and lower performance (Saks, 2006). The research aims to explore how employee engagement, empowerment, and goal alignment can enhance organizational capacity, offering insights to better leverage human capital for sustained success.

1.3 Objectives of the Study

The primary objective of this study is to investigate the roles of employees in enhancing an organization's ability to achieve its strategic objectives and improve productivity. The study will focus on how employee engagement, empowerment, motivation, and alignment with organizational goals contribute to the overall performance and success of an organization. The specific objectives of the study are as follows:

1. To examine the impact of employee engagement on organizational productivity and the achievement of strategic objectives
2. To investigate the role of employee empowerment in facilitating the implementation of organizational strategies
3. To assess the relationship between employee alignment with organizational goals and overall organizational performance
4. To identify the factors that influence employee motivation and their subsequent effect on organizational outcomes
5. To explore best practices for organizations to optimize employee involvement and maximize their contributions to achieving strategic objectives

1.4 Research Questions

The central aim of this study is to explore the roles of employees in enhancing an organization's ability to achieve its strategic objectives and improve productivity. To guide this investigation, the following research questions have been raised:

1. What is the influence of employee engagement on organizational productivity and the achievement of strategic objectives?
2. What is the role of employee empowerment in the successful implementation of organizational strategies?

3. To what extent does employee alignment with organizational goals improve organizational performance and productivity?
4. What factors drive employee motivation, and how do these factors affect the overall organizational outcomes?
5. What best practices can organizations adopt to optimize employee involvement and maximize contributions toward achieving strategic objectives?

1.5 Significance of the Study

This study is valuable for both academic research and practical management by examining how employees enhance an organization's ability to achieve strategic goals and boost productivity. It deepens understanding of the critical role human capital plays in organizational success.

Academically, it fills gaps in existing literature by linking employee engagement, motivation, and alignment directly to strategic outcomes, contributing to fields like human resource and strategic management. Practically, the findings offer managers actionable insights to optimize employee involvement, foster a productive work culture, and align workforce efforts with company priorities.

Additionally, the study highlights how engaged and motivated employees improve competitive advantage through better performance, profitability, and customer satisfaction (Harter, Schmidt, & Hayes, 2002). Overall, this research provides organizations with guidance to better leverage their workforce for sustained success.

1.6 Delimitation of the Study

This study is limited to organizations in Ilorin township, focusing on the service and manufacturing sectors to ensure relevance. It examines employee roles at mid and

lower management levels, excluding top executives, and targets employees aged 25 to 45 as the core workforce. The research focuses on employee engagement, motivation, and empowerment, excluding factors like organizational culture or market conditions. Data will be collected through surveys and case studies from a few organizations, so findings may not apply broadly across all industries or regions.

1.7 Limitation of the Study

This study has several limitations. It focuses on a small number of organizations in Ilorin township, limiting generalizability across industries and regions. It relies on self-reported data, which may be biased. The study centers on employee engagement, empowerment, and motivation, excluding other factors like market conditions or technology. It only examines mid and lower management, leaving out top executives and their strategic influence. Finally, due to time and resource limits, it does not include longitudinal data for long-term insights.

CHAPTER TWO

LITERATURE REVIEW

This chapter reviews existing literature on how employees contribute to achieving organizational strategic objectives and improving productivity. It explores key factors such as employee engagement, empowerment, motivation, leadership, and communication, providing a foundation for understanding their role in organizational success. The insights from this review will inform the research and guide strategies for enhancing employee involvement in achieving organizational goals. The review will be conducted under the following sub headings.

2.1 Employee Engagement and Organizational Performance

2.2 The Role of Employee Empowerment

2.3 Motivation and its Impact on Productivity

2.4 The Role of Organizational Culture in Aligning Employees with Strategic Goals

2.5 Leadership and Employee Alignment with Organizational Goals

2.1 Employee Engagement and Organizational Performance

Employee engagement has become a central concept in understanding the dynamics of organizational performance. It is defined by Harter, Schmidt, and Hayes (2002) as the level of emotional investment and commitment an employee has toward their work and the goals of the organization. Engaged employees are highly motivated to contribute to the success of the organization and are more likely to display behaviors that lead to positive organizational outcomes, such as increased productivity, creativity, and innovation. These outcomes are critical in helping organizations achieve their strategic objectives.

Numerous studies have demonstrated the positive correlation between employee engagement and organizational performance. For instance, Kahn (1990) found that

employees who are engaged in their work demonstrate higher levels of enthusiasm and dedication, which results in higher performance. Similarly, Saks (2006) further emphasized that employee engagement not only affects individual job performance but also influences broader organizational outcomes such as customer satisfaction and profitability. Engaged employees tend to go beyond the minimum requirements of their jobs, showing discretionary effort that positively impacts organizational success (Macey & Schneider, 2008).

Moreover, employee engagement plays a critical role in enhancing organizational stability by reducing turnover rates. Engaged employees are more likely to be satisfied with their work and feel a strong sense of loyalty to the organization, which leads to reduced absenteeism and turnover (Harter, Schmidt, & Hayes, 2002). This is particularly important because high turnover can be costly for organizations, not only in terms of recruitment and training costs but also in terms of the disruption it causes to day-to-day operations. Employees who are engaged and emotionally invested in their work tend to be more committed to their roles, creating a sense of continuity and stability within the workforce.

Harter et al. (2002) found that organizations with high levels of employee engagement experience significantly lower rates of absenteeism and turnover compared to organizations with lower engagement levels. This is because engaged employees are more likely to feel a sense of fulfillment in their work and are less likely to seek employment elsewhere. Additionally, when employees feel that they are making meaningful contributions to the organization, they are less likely to disengage or look for other opportunities (Macey & Schneider, 2008). Furthermore, when organizations prioritize employee engagement, they create a supportive work environment where employees are encouraged to stay long-term, knowing their contributions are valued and their personal and professional growth is supported (Kahn, 1990).

2.2 The Role of Employee Empowerment

Employee empowerment is a key driver of organizational effectiveness, particularly in dynamic environments where agility and innovation are critical to success. Empowerment refers to the process of granting employees the autonomy, authority, and resources to make decisions within their areas of responsibility. This shift in responsibility fosters a sense of ownership, which, in turn, enhances employee motivation and engagement (Spreitzer, 1995). When employees are empowered, they are more likely to take initiative, contribute new ideas, and solve problems proactively, all of which significantly impact the organization's ability to achieve its strategic goals.

Spreitzer (1995) defines empowerment as the process through which individuals gain greater control over their work, which leads to increased job satisfaction, motivation, and organizational commitment. Empowered employees feel more responsible for the outcomes of their decisions and are more likely to align their actions with the broader organizational objectives. This sense of autonomy enables them to make decisions quickly, adapt to changes more effectively, and contribute to achieving organizational success, particularly in industries where innovation and rapid decision-making are key components of competitive advantage (Kanter, 1983).

Luthans and Youssef (2007) further emphasize that empowerment is linked to higher levels of employee commitment, which is vital for the successful implementation of organizational strategies. When employees feel that their opinions are valued and they have the authority to make decisions, they are more likely to be invested in the organization's success. This increased commitment often translates into better performance, as empowered employees tend to display greater discretionary effort and higher levels of job satisfaction (Seibert, Wang, & Courtright, 2011).

Moreover, empowering employees encourages creativity and innovation, essential ingredients for achieving strategic objectives in an increasingly competitive and fast-paced business environment. According to Thomas and Velthouse (1990),

empowerment fosters an environment where employees are motivated to take risks, experiment with new ideas, and find creative solutions to problems, all of which are critical for achieving long-term strategic success. This ability to innovate and adapt quickly to market demands or internal changes can give organizations a significant edge over competitors.

Empowered employees also demonstrate greater resilience in the face of challenges. According to Gibson, Tesone, and Pare (2007), organizations that promote empowerment create a culture of trust, where employees feel supported and encouraged to take ownership of their work. This trust contributes to better problem-solving and decision-making abilities, which are essential for achieving organizational goals. By fostering an environment where employees are encouraged to take ownership and make decisions, organizations can increase their overall productivity and performance.

2.3 Motivation and its Impact on Productivity

Motivation is a core driver of employee performance and productivity, influencing the way employees engage with their work and their willingness to contribute to organizational success. According to Deci and Ryan's (2000) Self-Determination Theory (SDT), motivation can be broadly categorized into intrinsic and extrinsic forms. Intrinsic motivation refers to engagement in an activity for its inherent satisfaction, while extrinsic motivation is driven by external rewards such as pay, recognition, or promotions. SDT posits that intrinsic motivation is more sustainable and leads to higher levels of long-term performance compared to extrinsic motivation, which can sometimes lead to burnout or a decrease in effort once external rewards are no longer present (Ryan & Deci, 2000).

Employees who are intrinsically motivated typically find their work meaningful, which fuels greater creativity, initiative, and problem-solving abilities. These qualities are essential for driving productivity, as employees are more likely to go beyond the

minimum expectations and contribute innovative ideas that can improve processes, products, or services (Gagne & Deci, 2005). When individuals are motivated by the intrinsic rewards of work, such as personal growth, mastery, and a sense of accomplishment, they tend to be more invested in their work and less likely to experience disengagement (Amabile, 1996). As a result, organizations that foster intrinsic motivation often experience higher levels of creativity and sustained high performance, which directly enhances productivity.

On the other hand, extrinsic motivation, though valuable in certain contexts, plays an important but secondary role in enhancing productivity. According to Ryan and Deci (2000), while extrinsic motivation can effectively encourage short-term performance or compliance, it is the intrinsic motivation that fosters long-term engagement and innovation. Offering employees appropriate incentives, such as performance-based rewards, recognition, and career development opportunities, can help create a sense of achievement and boost productivity. However, if employees perceive these rewards as controlling or manipulative, they may lead to a reduction in intrinsic motivation and lower overall productivity (Deci et al., 1999). Therefore, organizations must strike a balance between providing extrinsic rewards and creating an environment that nurtures intrinsic motivation.

The impact of motivation on productivity can also be seen in the workplace culture. A motivated workforce is more likely to exhibit high levels of job satisfaction, engagement, and commitment to organizational goals, all of which directly affect overall productivity (Locke & Latham, 2002). Motivated employees are more likely to take initiative, be proactive in addressing challenges, and put in the extra effort necessary to meet or exceed performance targets. According to Herzberg's Two-Factor Theory (1959), factors such as recognition, career development, and opportunities for growth are key motivators that lead to job satisfaction and enhanced performance.

When employees perceive that their contributions are valued, they are more likely to be motivated to work towards achieving the organization's strategic objectives.

2.4 The Role of Organizational Culture in Aligning Employees with Strategic Goals

Organizational culture is a foundational element that shapes how employees perceive their roles, responsibilities, and overall alignment with the strategic objectives of the organization. Schein (2010) argues that organizational culture encompasses the shared values, beliefs, and behaviors that influence how employees interact with one another, make decisions, and contribute to achieving organizational goals. Culture, in this context, is not merely a set of rules or norms but rather a powerful system of meaning that drives the behavior of employees at all levels of the organization. When aligned with the organization's strategic objectives, a strong culture serves as a unifying force that drives collective efforts toward common goals, ensuring that employees work cohesively and purposefully.

The alignment of employees with organizational goals is particularly important in environments where strategic objectives are dynamic and require continuous adaptation. A positive organizational culture encourages employees to internalize organizational values, which in turn fosters commitment to the achievement of these goals. Kotter (1996) emphasizes that organizations with a well-defined and strong culture are better able to manage and implement strategic changes, as employees are more likely to adopt the organization's values and support initiatives that are aligned with the long-term vision of the organization. Culture becomes a critical enabler of change, as it provides a framework for employees to understand and embrace new strategic directions, facilitating smoother transitions during periods of transformation.

Moreover, a culture that promotes trust, open communication, and collaboration plays a key role in aligning individual actions with organizational objectives. According to Denison (1990), organizations that nurture a culture of collaboration and trust are more

successful at achieving strategic goals because employees feel empowered to contribute ideas, share information, and support one another in achieving common objectives. A culture of trust helps to break down silos and fosters a sense of shared responsibility for achieving the organization's strategic goals. This, in turn, enhances the collective ability of the workforce to achieve higher levels of productivity and performance, which are essential for meeting the organization's long-term targets.

2.5 Leadership and Employee Alignment with Organizational Goals

Leadership plays a pivotal role in aligning employees with organizational goals, serving as a critical driver of both motivation and performance. Kouzes and Posner (2017) argue that transformational leadership, which focuses on inspiring and motivating employees to exceed their own expectations, is key to achieving alignment with organizational goals. Transformational leaders possess the ability to communicate a clear and compelling vision of the future, which helps employees understand the broader objectives of the organization. When leaders articulate this vision, they not only clarify the organization's direction but also empower employees to take ownership of the goals they are expected to achieve. This, in turn, increases employees' sense of personal investment and commitment to the organization's success.

Bass (1985) further highlights that transformational leaders create a work environment where employees feel inspired and empowered to contribute to the organization's success. By focusing on the development and well-being of their teams, transformational leaders help foster a strong sense of purpose among employees. They encourage employees to challenge themselves, develop new skills, and align their personal values with the organization's strategic objectives. Through this process, employees are motivated to perform at their highest potential, which results in higher levels of productivity and commitment to achieving organizational goals.

Moreover, effective leadership goes beyond just articulating the organization's vision; it also involves providing the necessary guidance, resources, and support to help employees succeed. According to Avolio and Bass (1991), leaders who engage in individualized consideration—one of the core elements of transformational leadership—are more likely to foster a culture of trust, collaboration, and shared responsibility. When employees receive individualized support and feel valued by their leaders, they are more likely to stay aligned with the organization's strategic objectives and contribute to long-term success. This personalized attention enhances employees' job satisfaction and reduces turnover, thus fostering greater organizational stability and performance.

In addition to transformational leadership, other leadership styles, such as transactional leadership, can also play a role in aligning employees with organizational goals. While transactional leaders focus on providing rewards for meeting specific objectives, research by Judge and Piccolo (2004) suggests that a combination of both transformational and transactional leadership can result in the most effective alignment between employees and organizational goals. Transactional leadership is effective in clarifying the roles and expectations of employees, ensuring that they understand their responsibilities and the rewards associated with achieving specific goals. However, it is the transformational aspect of leadership—through its emphasis on inspiration, empowerment, and shared vision—that drives long-term alignment with organizational goals and fosters higher levels of engagement and performance.

CHAPTER THREE

METHODOLOGY

This chapter outlined the methodology employed to investigate the roles of employees in enhancing an organization's ability to achieve strategic objectives and productivity. The chapter detailed description of the following sub headings.

3.1 Instrument Used

3.2 Population of the Study

3.3 Sample and Sampling Techniques

3.4 Distribution and Collection of Data

3.5 Reliability

3.6 Validity

3.7 Method of Data Analysis

3.1 Instrument Used

For this study, a quantitative research questionnaire was design by the researcher as instrument for data collection was employed. A structured questionnaire was used to collect data from employees, focusing on their level of engagement, motivation, empowerment, and alignment with organizational goals. The questionnaire consisted of Likert-scale closed questions, which measured the extent to which employees perceive their roles in achieving organizational objectives and contributing to productivity. The structured nature of the questionnaire ensures that the data collected was uniform, allowing for easier comparison and analysis.

3.2 Population of the Study

The population for this study comprised employees working in medium to large-sized organizations within the service and manufacturing sectors. The target population included employees at mid and lower management levels, as these employees are more directly involved in day-to-day operations and play a key role in achieving the

organization's strategic objectives. The total population was estimated to be 100 employees across levels of organizations selected as case study in Ilorin township.

3.3 Sample and Sampling Techniques

A sample size of 40 employees was selected using simple random sampling. The choice of random sampling allows every individual in the target population an equal chance of being selected, ensuring that the sample is representative of the population. From the total population of 100 employees, 40 were randomly chosen, which was considered sufficient for obtaining meaningful and statistically significant results for this study.

3.4 Distribution and Collection of Data

The distribution and collection of data were carried out by the researcher personally through paper-based questionnaire. The questionnaires were distributed to employees physically within the workplace. Participants were given two weeks to complete the questionnaire. To ensure a high response rate, reminders were sent to participants at the end of the first week, data collection period took two weeks. All responses were collected and compiled at the end of the data collection period.

3.5 Reliability

The reliability of the research instruments was ensured by conducting a pilot study. A small sample of 5 employees, similar to those in the target population, was used to pre-test the questionnaire. The results of the pilot test indicated that the instrument was clear and understandable, and no significant issues were found with the questions. Reliability tests were conducted using Cronbach's Alpha, which yielded a value of 0.85, indicating that the questionnaire had high internal consistency.

3.6 Validity

Validity was ensured through content validity and face validity. Content validity was established by consulting experts in human resource management and organizational culture to review the questionnaire. These experts assessed whether the questions adequately covered the relevant concepts of employee engagement, motivation, empowerment, and alignment with organizational goals. Face validity was confirmed through feedback from the pilot study participants, who indicated that the questions were clear, relevant, and easy to understand.

3.7 Method of Data Analysis

The data collected through the questionnaire were analyzed using descriptive statistical techniques. Descriptive statistics, such as frequencies, and Percentage (%)s, were used to summarize the responses of the respondents on employee engagement, empowerment, motivation, and organizational productivity. The use of these statistical methods allowed for a comprehensive understanding of the factors that influence employee roles in enhancing organizational performance.

CHAPTER FOUR

DATA ANALYSIS

4.1 Introduction

This chapter presents and analyze the research findings, focusing on how employees enhance organizational ability to achieve strategic objectives and improve productivity. Data from 40 respondents is summarized in tables, with responses categorized into different options and Percentage (%)s. Each table was followed by a brief explanation of the key findings.

4.2 Results

Table 4.1: Employee Engagement Affect Organizational Performance

Options	No. of Respondents	Percentage (%)
Strongly Agree	14	35
Agree	19	47
Disagree	5	12
Strongly Disagree	2	6
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.1 above showed that 14 respondents (35%) strongly agreed and 19 respondents (47%) agreed that employee engagement affects organizational performance, while 5 respondents (12%) disagreed and 2 respondents (6%) strongly disagreed with the statement.

Table 4.2: Employee Empowerment Contribute to Organizational Success

Options	No. of Respondents	Percentage (%)
Strongly Agree	11	28
Agree	17	42
Disagree	8	20
Strongly Disagree	4	10
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.2 above showed that 11 respondents (28%) strongly agreed and 17 respondents (42%) agreed that employee empowerment contributes to organizational success, while 8 respondents (20%) disagreed and 4 respondents (10%) strongly disagreed with the statement.

Table 4.3: Motivation Influence Employee Productivity

Options	No. of Respondents	Percentage (%)
Strongly Agree	16	40
Agree	14	35
Disagree	6	15
Strongly Disagree	4	10
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.3 above showed that 16 respondents (40%) strongly agreed and 14 respondents (35%) agreed that motivation influences employee productivity, while 6 respondents (15%) disagreed and 4 respondents (10%) strongly disagreed with the statement.

Table 4.4: Employees Are Aligned with Organizational Goals

Options	No. of Respondents	Percentage (%)
Strongly Agree	13	33
Agree	17	42
Disagree	6	15
Strongly Disagree	4	10
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.4 above showed that 13 respondents (33%) strongly agreed and 17 respondents (42%) agreed that employees are aligned with organizational goals, while 6 respondents (15%) disagreed and 4 respondents (10%) strongly disagreed with the statement.

Table 4.5: Leadership Play a Key Role in Enhancing Employee Contribution

Options	No. of Respondents	Percentage (%)
Strongly Agree	12	30
Agree	19	47
Disagree	5	12
Strongly Disagree	3	8
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.5 above showed that 12 respondents (30%) strongly agreed and 19 respondents (47%) agreed that leadership plays a key role in enhancing employee contribution, while 5 respondents (12%) disagreed and 3 respondents (8%) strongly disagreed with the statement.

Table 4.6: Communication Improve Organizational Productivity

Options	No. of Respondents	Percentage (%)
Strongly Agree	15	37
Agree	17	42
Disagree	5	13
Strongly Disagree	3	8
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.6 above showed that 15 respondents (37%) strongly agreed and 17 respondents (42%) agreed that communication improves organizational productivity, while 5 respondents (13%) disagreed and 3 respondents (8%) strongly disagreed with the statement.

Table 4.7: Training and Development Programs Enhance Employee Skills

Options	No. of Respondents	Percentage (%)
Strongly Agree	17	42
Agree	14	35
Disagree	5	12
Strongly Disagree	4	11
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.7 above showed that 17 respondents (42%) strongly agreed and 14 respondents (35%) agreed that training and development programs enhance employee skills, while 5 respondents (12%) disagreed and 4 respondents (11%) strongly disagreed with the statement.

Table 4.8: Work Environment Influence Employee Motivation

Options	No. of Respondents	Percentage (%)
Strongly Agree	12	31
Agree	17	42
Disagree	5	12
Strongly Disagree	4	10
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.8 above showed that 12 respondents (31%) strongly agreed and 17 respondents (42%) agreed that the work environment influences employee motivation, while 5 respondents (12%) disagreed and 4 respondents (10%) strongly disagreed with the statement.

Table 4.9: Job Satisfaction Impact Organizational Productivity

Options	No. of Respondents	Percentage (%)
Strongly Agree	13	33
Agree	17	42
Disagree	6	15
Strongly Disagree	4	10
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.9 above showed that 13 respondents (33%) strongly agreed and 17 respondents (42%) agreed that job satisfaction impacts organizational productivity, while 6 respondents (15%) disagreed and 4 respondents (10%) strongly disagreed with the statement.

Table 4.10: Teamwork Contribute to Organizational Success

Options	No. of Respondents	Percentage (%)
Strongly Agree	15	38
Agree	17	42
Disagree	5	12
Strongly Disagree	3	8
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.10 above showed that 15 respondents (38%) strongly agreed and 17 respondents (42%) agreed that teamwork contributes to organizational success, while 5 respondents (12%) disagreed and 3 respondents (8%) strongly disagreed with the statement.

Table 4.11: Autonomy in Decision-Making Improve Productivity

Options	No. of Respondents	Percentage (%)
Strongly Agree	12	30
Agree	17	42
Disagree	8	20
Strongly Disagree	3	8
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.11 above showed that 12 respondents (30%) strongly agreed and 17 respondents (42%) agreed that autonomy in decision-making improves productivity, while 8 respondents (20%) disagreed and 3 respondents (8%) strongly disagreed with the statement.

Table 4.12: Recognition Increase Employee Motivation

Options	No. of Respondents	Percentage (%)
Strongly Agree	14	35
Agree	19	47
Disagree	5	12
Strongly Disagree	2	6
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.12 above showed that 14 respondents (35%) strongly agreed and 19 respondents (47%) agreed that recognition increases employee motivation, while 5 respondents (12%) disagreed and 2 respondents (6%) strongly disagreed with the statement.

Table 4.13: Work-Life Balance Affect Productivity

Options	No. of Respondents	Percentage (%)
Strongly Agree	13	33
Agree	17	42
Disagree	8	20
Strongly Disagree	2	5
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.13 above showed that 13 respondents (33%) strongly agreed and 17 respondents (42%) agreed that work-life balance affects productivity, while 8 respondents (20%) disagreed and 2 respondents (5%) strongly disagreed with the statement.

Table 4.14: Leadership Support Help Achieve Organizational Goals

Options	No. of Respondents	Percentage (%)
Strongly Agree	15	37
Agree	17	42
Disagree	5	13
Strongly Disagree	3	8
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.14 above showed that 15 respondents (37%) strongly agreed and 17 respondents (42%) agreed that leadership support helps achieve organizational goals, while 5 respondents (13%) disagreed and 3 respondents (8%) strongly disagreed with the statement.

Table 4.15: Trust in Management Affect Employee Performance

Options	No. of Respondents	Percentage (%)
Strongly Agree	17	42
Agree	13	33
Disagree	8	20
Strongly Disagree	2	5
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.15 above showed that 17 respondents (42%) strongly agreed and 13 respondents (33%) agreed that trust in management affects employee performance, while 8 respondents (20%) disagreed and 2 respondents (5%) strongly disagreed with the statement.

Table 4.16: Effective Communication Encourage Collaboration

Options	No. of Respondents	Percentage (%)
Strongly Agree	15	38
Agree	15	37
Disagree	8	20
Strongly Disagree	2	5
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.16 above showed that 15 respondents (38%) strongly agreed and 15 respondents (37%) agreed that effective communication encourages collaboration, while 8 respondents (20%) disagreed and 2 respondents (5%) strongly disagreed with the statement.

Table 4.17: Employees Feel Empowered to Make Decisions at Work

Options	No. of Respondents	Percentage (%)
Strongly Agree	12	30
Agree	17	42
Disagree	8	20
Strongly Disagree	3	8
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.17 above showed that 12 respondents (30%) strongly agreed and 17 respondents (42%) agreed that employees feel empowered to make decisions at work, while 8 respondents (20%) disagreed and 3 respondents (8%) strongly disagreed with the statement.

Table 4.18: Training Programs Contribute to Employee Career Growth

Options	No. of Respondents	Percentage (%)
Strongly Agree	17	42
Agree	14	35
Disagree	8	20
Strongly Disagree	1	3
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.18 above showed that 17 respondents (42%) strongly agreed and 14 respondents (35%) agreed that training programs contribute to employee career growth, while 8 respondents (20%) disagreed and 1 respondent (3%) strongly disagreed with the statement.

Table 4.19: Employee Motivation Lead to Better Organizational Outcomes

Options	No. of Respondents	Percentage (%)
Strongly Agree	16	40
Agree	14	35
Disagree	8	20
Strongly Disagree	2	5
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.19 above showed that 16 respondents (40%) strongly agreed and 14 respondents (35%) agreed that employee motivation leads to better organizational outcomes, while 8 respondents (20%) disagreed and 2 respondents (5%) strongly disagreed with the statement.

Table 4.20: Employees Believe Their Work Contributes to the Achievement of Strategic Objectives

Options	No. of Respondents	Percentage (%)
Strongly Agree	18	45
Agree	14	35
Disagree	4	10
Strongly Disagree	4	10
Total	40	100

Source: Researcher's Fieldwork 2025

Table 4.20 above showed that 18 respondents (45%) strongly agreed and 14 respondents (35%) agreed that their work contributes to the achievement of strategic objectives, while 4 respondents (10%) disagreed and 4 respondents (10%) strongly disagreed with the statement.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary

This study explores the roles of employees in enhancing an organization's ability to achieve its strategic objectives and improve productivity. Employees are integral to achieving organizational success, as their engagement, empowerment, motivation, and alignment with organizational goals significantly impact performance. The research examined how various factors, including leadership, communication, training, job satisfaction, and work environment, influence employee productivity and contribute to organizational success.

The study employed a quantitative research method, utilizing a structured questionnaire with 40 respondents drawn from a corporate setting. Data were analyzed using descriptive statistics, focusing on employees' perceptions of their roles and the impact of organizational practices on their performance. The findings suggested that employee engagement, empowerment, and motivation are critical in driving productivity, aligning employees with organizational goals, and ultimately achieving strategic objectives.

Key findings include that employees believe their work significantly contributes to achieving the strategic objectives, with a positive relationship between effective leadership, clear communication, and organizational productivity. Additionally, training and development programs, as well as work-life balance initiatives, were identified as vital factors in enhancing employee motivation and overall organizational performance.

5.2 Conclusion

The roles of employees in an organization cannot be overemphasized when considering the attainment of strategic objectives and improvement in productivity.

This study confirms that employees are not just part of the workforce but are critical to an organization's success. Their engagement, empowerment, and satisfaction are essential for fostering a productive work environment that drives organizational outcomes. Moreover, organizational factors such as leadership, communication, and career development programs significantly influence employee motivation and performance.

The findings of this study support the idea that an organization's ability to align employees with its goals is central to achieving both short- and long-term strategic objectives. The study also highlighted that a positive work environment, coupled with appropriate recognition and autonomy, enhances employee morale and drives productivity.

5.3 Recommendations

1. Organizations should enhance employee engagement.
2. They should invest in employee empowerment.
3. Providing training and development programs is essential.
4. Improving communication channels is important.
5. Organizations must foster a positive work-life balance.

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KWARA STATE POLYTECHNIC, ILORIN

INSTITUTE OF INFORMATION AND COMMUNICATION TECHNOLOGY

DEPARTMENT OF OFFICE TECHNOLOGY AND MANAGEMENT

Dear Sir/Ma,

RESEARCH QUESTIONNAIRES

This is a research instrument to elicit information relevant to research work titled the Roles of Employees in Enhancing Organizational Ability to Achieve Strategic Objectives and Productivity.

The Research is a partial fulfilment of the requirement for the award of National Diploma in Office Technology and Management in Kwara State Polytechnic, Ilorin.

I shall be grateful if this questionnaire can be completed by you. Your anonymity is highly guaranteed. Information gathered through this questionnaire would be used only for Academic purposes.

QUESTIONNAIRE

1. Employee Engagement Affect Organizational Performance
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
2. Employee Empowerment Contribute to Organizational Success
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
3. Motivation Influence Employee Productivity
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
4. Employees Are Aligned with Organizational Goals
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
5. Leadership Play a Key Role in Enhancing Employee Contribution
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
6. Communication Improve Organizational Productivity
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
7. Training and Development Programs Enhance Employee Skills
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
8. Work Environment Influence Employee Motivation
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
9. Job Satisfaction Impact Organizational Productivity
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
10. Teamwork Contribute to Organizational Success
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()
11. Autonomy in Decision-Making Improve Productivity
(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()

12. Recognition Increase Employee Motivation

(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()

13. Work-Life Balance Affect Productivity

(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()

14. Leadership Support Help Achieve Organizational Goals

(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()

15. Trust in Management Affect Employee Performance

(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()

16. Effective Communication Encourage Collaboration

(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()

17. Employees Feel Empowered to Make Decisions at Work

(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()

18. Training Programs Contribute to Employee Career Growth

(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()

19. Employee Motivation Lead to Better Organizational Outcomes

(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()

20. Employees Believe Their Work Contributes to the Achievement of Strategic Objectives

(a) Strongly Agree () (b) Agree () (c) Disagree () (d) Strongly Disagree ()