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# EMPLOYEE ENGAGEMENT AND ITS IM- PACTS ON EMPLOYEE RETENTION

A case study of Enugu Electricity Distribution Plc

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## ABSTRACT

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Employee engagement and retention are essential drivers of organisational success, especially in dynamic and competitive situations at Enugu Electricity Distribution Plc. This study investigates the relationship between multiple variables of employee engagement, leadership effectiveness, organisational culture, and retention rates within the organisation. To uncover critical factors driving engagement and retention, a thorough examination of employee engagement surveys, retention data, and organisational culture assessments was conducted.

Drawing upon established theoretical frameworks such as Maslow's Hierarchy of Needs, Herzberg's Two-Factor Theory, and Victor Vroom's Expectancy Theory, this research examines key concepts related to employee motivation, organizational culture, remunerations, job satisfaction, and organizational commitment. Statistical tools, such as chi-square test and regression analyses, were used to statistically analyse the correlations between variables. The findings show that there are substantial relationships between employee engagement factors such as job satisfaction, career development opportunities, and perceptions of organisational support, as well as retention rates. Furthermore, the study emphasises the impact of organisational culture, communication channels, and leadership effectiveness on employee engagement and retention outcomes.

Organisational leaders were given practical advice for increasing employee engagement and retention, such as tactics for improving work-life balance, promoting career development programmes, and cultivating a positive organisational culture. Throughout the research procedure, ethical factors such as employee fairness and data confidentiality are strictly adhered to. This study adds to the current body of knowledge in organisational behaviour and human resource management by providing insights into the complex dynamics of employee engagement and retention within a specific organisational context.

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Keywords: employee, engagement, motivation, retention, leadership and culture

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## **1 INTRODUCTION**

Employee engagement and retention are critical components of organisational success and sustainability in today's competitive business environment. Many organisations are beginning to recognise the need to develop motivated and engaged employees in order to accomplish their strategic goals. However, understanding the factors of employee engagement and retention, as well as their interactions with organisational culture and leadership effectiveness, remains a difficult task.

### **1.1 Background of the Study**

In recent years, employee engagement has received increased attention as a vital component impacting organisational performance. Employee engagement, defined as an emotional commitment to their work and organisation, has been related to a variety of good outcomes, including increased productivity, higher job satisfaction, and improved organisational success (Kahn, 1990; Saks, 2006). Employees who are disengaged are more prone to experience burnout, low morale, and increased turnover rates (Kahn, 1990). The energy business, known for its dynamic and competitive nature, presents particular problems in attracting, keeping, and engaging competent workers. Enugu Electricity Distribution Plc, as a prominent player in the industry in Nigeria, operates within this framework, relying on skilled employees to provide dependable services to its clients.

Research in organisational behaviour and human resource management has revealed the multidimensional nature of employee engagement and retention. Job satisfaction, organisational culture, leadership effectiveness, and opportunities for professional development all play important roles in moulding employees' attitudes and behaviours (Saks, 2006). Understanding the interplay of these factors within the specific context of Enugu Electricity Distribution Plc, and by extension, the energy industry is critical for devising tailored measures to improve engagement and retention. Furthermore, as the energy sector evolves, organisations

must adjust their human resource policies to remain competitive, and sustainable, and provide a work environment in which employees feel appreciated, supported, and inspired.

However, like many organisations, Enugu Electricity Distribution Plc faces the challenges of retaining key technical talent and a high attrition rate in the face of increasing competition and changing market dynamics, which has significant implications for the organisation, including increased recruitment and training costs, operational disruptions, and loss of institutional knowledge. Understanding the determinants of employee engagement and retention is critical for keeping a motivated and engaged workforce, guaranteeing organisational stability, and promoting long-term success within the business and in the energy sector. The energy sector relies heavily on competent technical professionals to ensure the efficient and safe functioning of energy facilities such as power plants, transmission grids, and distribution networks.

In contrast, engaging employees in the organisation is likely to result in higher levels of job satisfaction, commitment, and motivation, which can have a direct impact on their performance and adherence to safety protocols, lowering the risk of accidents and operational disruptions. Furthermore, the energy industry is experiencing tremendous technological breakthroughs and a transition towards renewable energy sources and sustainable practices. Employees who are engaged are more inclined to embrace change, innovate, and adapt to new technology and techniques, which increases organisational agility and competitiveness.

Additionally, in a sector with fierce competition for talent and specialised skills, organisations with high levels of employee engagement are better positioned to attract and retain top talent, assuring a trained workforce capable of addressing the industry's changing expectations. Employee engagement in the energy sector is a key driver of individual and team performance, as well as a significant factor in maintaining operational excellence, safety, innovation, and long-term organisa-

tional success. As a result, investing in initiatives to increase employee engagement is critical for energy organisations looking to preserve a competitive advantage, manage risks, and survive in a quickly changing landscape.

This study seeks to fill a significant gap in the existing literature about the relationship between employee engagement and retention in the specific context of Enugu Electricity Distribution Plc. While earlier studies have explored the larger themes of employee engagement and retention in a variety of industries, there is a scarcity of research focusing specifically on the energy sector. This research aims to bridge the gap by conducting a detailed examination into employee engagement and retention at Enugu Electricity Distribution Plc, as well as giving context-specific insights and recommendations customised to the organization's particular challenges and dynamics. The study's goal is to fill a gap in empirical research on labour dynamics in the energy sector, providing significant information to both academia and industry practitioners. The reasons behind this are as follows:

1. **Industry Specificity:** The energy industry is highly regulated, and competitive, with a diversified workforce, complex operational procedures, and safety concerns. Traditional theories and models of engagement and retention could not adequately represent the intricacies of employee experiences in this organisation.
2. **Contextual Factors:** Operating in Nigeria's electricity industry, Enugu Electricity Distribution Plc has unique socioeconomic, cultural, and political challenges. Although they have not been thoroughly researched in the literature, factors such as customer happiness, regulatory regulations, and power supply dependability may have a significant impact on employee engagement and retention.
3. **Practical Relevance:** Targeting specific organisational challenges and goals with evidence-based solutions is crucial for attracting and retaining talent in a rapidly changing corporate environment. Previous research may not

provide useful insights or practical solutions for increasing engagement and retention in real-world contexts.

This study seeks to close these gaps by conducting a thorough investigation into the factors driving staff engagement and retention within Enugu Electricity Distribution Plc. Using a quantitative methodology approach and credible theoretical frameworks such as Herzberg's Two-Factor Theory and Maslow's Hierarchy of Needs, the study aims to provide a thorough understanding of the factors that promote and hinder employee engagement and retention in the Nigerian energy sector.

To narrow the knowledge gap, the study includes real-world data, valuable insights, and theoretical breakthroughs that could increase employee well-being, drive organisational strategies, and support long-term progress in the energy industry. The novelty and potential benefits are centred in a few significant areas, as mentioned below:

1. **Contextualised Insights:** The study provides contextualised insights on the determinants driving employee engagement and retention in the Nigerian energy market, specifically at Enugu Electricity Distribution Plc. Organisations working in similar contexts will be able to adapt their strategy and interventions as a result.
2. **Practical Recommendations:** The study aims to give Enugu Electricity Distribution Plc and other energy sector businesses with practical proposals for boosting staff engagement and retention. These proposals will be based on best practices and verifiable data, ensuring their relevance and efficacy in real-world circumstances.
3. **Theoretical Advancement:** By leveraging and expanding on current theoretical frameworks in the energy sector, this study will advance theoretical developments in the realms of organisational behaviour and human resource management. This will help us better understand the dynamics of

employee engagement and retention across a wide range of situations and sectors.

## **1.2 Objectives of the Study**

The specific aims of the research revolve around understanding the current state of employee engagement, exploring its impact on retention, identifying influencing factors, and proposing targeted strategies for improvement within Enugu Electricity Distribution Plc as outlined below:

1. **To Assess Current Employee Engagement Levels:** The research aims to measure and evaluate the current level of employee engagement within Enugu Electricity Distribution Plc. This involves administering surveys to understand employees' perceptions, attitudes, and behaviours towards their work, colleagues, and the organization as a whole.
2. **To Examine the Impact of Employee Engagement on Employee Retention:** The research seeks to investigate the relationship between employee engagement and retention within the organization. Analyzing historical data and conducting statistical analyses, the aim is to determine how levels of engagement correlate with employee retention rate.
3. **To Identify Factors Influencing Employee Engagement and Retention:** This aim focuses on identifying the underlying factors that contribute to employee engagement and retention at Enugu Electricity Distribution Plc. Through thematic analysis, the research aims to uncover Organizational culture and values, Work-Life Balance, Compensation and benefits, Opportunities for advancement, leadership styles, and other factors influencing employee attitudes and behaviours.
4. **To Propose Recommendations for Enhancing Employee Engagement and Retention Strategies:** Based on the findings of the research, the aim is to develop actionable recommendations for improving employee engagement and retention within the organization. These recommendations will be informed by best practices in the field of organizational psychology and

human resource management, aiming to create a positive work environment conducive to employee satisfaction, commitment, and longevity

### **1.3 Statement of the Problem**

Employee engagement has been identified as a significant component affecting organisational success, productivity, and employee well-being (Saks, 2006). However, in the energy sector, particularly in organisations such as Enugu Electricity Distribution Plc, understanding the intricacies of employee engagement and its impact on retention remains a big difficulty. Despite substantial study on employee involvement in numerous industries, there is a lack of literature specifically focusing on the energy sector, which may face particular difficulties and dynamics (Macey & Schneider, 2008). As a result, the research problem addressed in this study is to comprehensively examine the relationship between employee engagement and retention within Enugu Electricity Distribution Plc and identify strategies for improving both aspects in order to improve organisational effectiveness and employee satisfaction.

### **1.4 Research Questions**

The research seeks to answer the following questions:

1. What are the key factors influencing employee engagement at Enugu Electricity Distribution Plc?
2. How does employee engagement correlate with retention rates within the organisation?
3. What are the most effective strategies for enhancing employee engagement and retention at Enugu Electricity Distribution Plc?

## **1.5 Scope of the Study**

The research is conducted to better understand the impact of employee engagement on employee retention within an organisation, particularly Enugu Electricity Distribution Plc.

## **1.6 Significance of the Study**

Employee engagement and retention are critical issues for both Enugu Electricity Distribution Plc and the broader professional field. Addressing difficulties, improving knowledge, and producing better organisational outcomes, the research has major implications for both client and individual professional development as further discussed below.

### **1.6.1 Relevance to the Client**

This study has great relevance to the client which are discussed as follows:

1. **Strategic Importance:** Employee engagement and retention are essential variables in organisational success, influencing productivity, performance, and profitability. Improving engagement and retention at Enugu Electricity Distribution Plc can result in a more engaged workforce, lower turnover costs, and increased operational efficiency.
2. **Competitive Advantage:** In a competitive market like the energy sector, acquiring and retaining top people is critical to sustaining a competitive advantage. Investing in initiatives to improve employee engagement and retention allows the client to stand out as an employer of choice, attracting qualified individuals and cultivating a healthy organisational culture.
3. **Enugu Electricity Distribution Plc faces issues such as personnel turnover, low morale, and disengagement.** Addressing these issues through targeted research and actions allows the client to reduce risks, increase employee happiness, and establish a resilient workforce capable of handling industry challenges.

### **1.6.2 Importance to the Professional Field**

Employee engagement is paramount in today's professional landscape, serving as a cornerstone for capacity development, the relevance of this study to the professional bodies are discussed as follows:

1. Research on employee engagement and retention advances knowledge in organisational behaviour, human resource management, and leadership. The study's findings can inform best practices and evidence-based strategies for increasing engagement and retention in the energy sector and beyond.
2. The research findings can have a broader impact on the energy industry by impacting organisational policies, practices, and activities focused at enhancing employee well-being and organisational success. By sharing findings with industry stakeholders, the research can help to positively impact organisational culture and workforce management practices.

### **1.6.3 Benefits to Organisations**

Employee engagement has been identified as a critical factor that promotes employee productivities and growth, organisations will benefit from this study in the following ways:

1. **Improved Organisational Performance:** Increasing staff engagement and retention can boost productivity, customer satisfaction, and financial performance. Organisations stand to benefit from a more engaged and dedicated staff, which leads to improved operational efficiency and profitability.



2. **Cost savings:** High employee turnover can lead to considerable costs for organisations, such as recruiting, training, and lost productivity. By improving engagement and retention tactics, the client can save money and deploy resources more efficiently.
3. **Investing in employee engagement and retention** displays a dedication to job happiness and well-being. A healthy work environment can increase job satisfaction, work-life balance, and general employee morale, contributing to a healthier and more supportive workplace.

#### **1.6.4 Personal Professional Development**

The study of employee engagement provides the following benefits for personal development:

1. **Researching employee engagement and retention** offers opportunities for personal and professional development, allowing individuals to improve their research, analytical, and problem-solving abilities. Participating in this project can improve your skills in data collection, analysis, and interpretation, as well as project management and stakeholder interaction.
2. **Networking Opportunities:** Conducting research on employee engagement and retention allows you to network and collaborate with professionals from similar industries like as human resources, organisational psychology, and management. Collaborating with colleagues and industry experts helps increase professional networks while also facilitating knowledge sharing and learning.
3. **Career advancement:** Expertise in employee engagement and retention can lead to opportunities for promotion within an organisation or in the professional area. Individuals who contribute excellent insights and recommendations to organisational decision-making can demonstrate their leadership and strategic thinking skills, positioning themselves for future career advancement.

## **1.7 Research Hypothesis**

The following statement of research hypothesis will be tested:

There is a positive relationship between leadership effectiveness and employee engagement at Enugu Electricity Distribution Plc.

## **1.8 Research Methods**

This study will use a quantitative approach research design to fulfil its objectives efficiently. The quantitative technique approach will involve conducting surveys to collect complete data on staff engagement and retention at Enugu Electricity Distribution Plc.

### **1.8.1 Quantitative Surveys**

A standardised survey instrument will be created using recognised indicators of employee engagement, job satisfaction, and organisational commitment. The survey will be disseminated online to employees from various departments and organisational levels throughout the organisation. The quantitative survey will collect numerical data on a variety of areas of employee engagement, including job happiness, commitment to the organisation, leadership perceptions, job autonomy, possibilities for growth, and satisfaction with organisational culture.

Analysing this data would enable for a quantitative assessment of the existing level of employee engagement at Enugu Electricity Distribution Plc, thereby addressing the first study objective. Using statistical analyses such as correlations and regression, the quantitative phase will investigate the relationship between employee engagement levels and retention indicators such as turnover rates and tenure. This analysis will assist assess the amount to which engagement influences retention, answering the second research objective.

Integrating quantitative findings, the research would provide a comprehensive knowledge of employee engagement and retention at Enugu Electricity Distribution Plc. Triangulating results will validate and corroborate significant findings, providing a solid framework for making targeted recommendations to improve engagement and retention tactics, thereby meeting the fourth study purpose. The research technique takes advantage of the capabilities of quantitative approaches to conduct a thorough investigation of employee engagement and retention inside the organisation, allowing the study objectives to be fully addressed.

### **1.8.2 Sampling Techniques**

The respondents for this study were selected and sampled using a stratified random sampling technique. Sampling ensures that selection bias does not affect the conclusions generated from sample data (Hildebrand, Ott, and Grey, 2005). The people represented a variety of groups, whereas different management levels represented homogeneous groups. A simple random sample was drawn from each group. Stratified random sampling allows for the division of populations into numerous mutually exclusive categories. A stratified random sample improves statistical efficiency by allowing for the employment of diverse research and methods in different strata and providing enough data to analyse the various subpopulations (Cooper and Schindler, 2006).

### **1.9 Delimitation of the Study**

The research focuses on Enugu Electricity Distribution Plc, an energy provider in Nigeria's South East. This focus enables a thorough investigation of employee engagement and retention dynamics inside this organisation, delivering context-specific insights and recommendations. The findings may have larger significance for energy-related organisations, but their applicability to other industries may be limited. The study may overlook other potential factors influencing retention, such as market dynamics, legislative changes, or external economic considerations. Furthermore, the survey will only include personnel and management from Enugu

Electricity Distribution Plc, omitting perspectives from other stakeholders or customers. Furthermore, several of the studies' immediate possible problems are mentioned and discussed below:

1. **Limited generalizability:** The research findings may not be applicable beyond Enugu Electricity Distribution Plc. The company's distinct organisational culture, industry dynamics, and contextual elements may differ from those of other organisations in the energy sector or across industries.
2. **Bias and Subjectivity:** The research is based on self-reported data from employees and managers, which may be influenced by bias, social desirability, and subjective interpretation. Participants' perspectives and experiences may not fully reflect objective reality, compromising the validity and dependability of the findings.
3. **Resource Constraints:** The extent of the study is limited by time, finance, and access to data and participants. These limits may limit the depth and breadth of data gathering, processing, and interpretation, influencing the comprehensiveness and robustness of research findings.
4. **Organisational variables:** The research is being carried out within the framework of Enugu Electricity Distribution Plc, which may be influenced by internal variables such as leadership changes, organisational restructuring, or external factors such as market fluctuations or regulatory changes. These factors may add diversity and complexity to the research outcomes.

### **1.10 Key Concepts and Framework**

Employee engagement and retention are essential factors in determining organisational performance, particularly in the energy sector, where skilled workers are necessary for operational efficiency and innovation. This study aims to investigate the dynamics of employee engagement and its effect on retention at Enugu Electricity Distribution Plc. This study investigates key principles and creates a frame-

work to provide significant insights into boosting employee satisfaction, commitment, and loyalty inside the organisation. The research's primary themes are as follows:

1. **Employee Engagement:** This relates to employees' emotional commitment and involvement in their work, organisation, and goals. Employees who are engaged are motivated, productive, and dedicated to meeting the goals of the organisation. Job satisfaction, organisational culture, leadership effectiveness, and opportunity for growth and development are all factors that influence employee engagement.
2. **Employee Retention:** An organization's capacity to retain personnel over a set term. High retention rates indicate a favourable work environment, effective leadership, and opportunity for professional development. Job satisfaction, compensation and perks, work-life balance, and professional development opportunities all have an impact on retention.
3. **Organisational Culture:** Shared values, attitudes, and behaviours impact work environments and employee experiences inside an organisation. A positive organisational culture promotes employee involvement, collaboration, and creativity, whereas a negative culture can result in disengagement, turnover, and decreased productivity.
4. **Leadership Effectiveness:** Organisational leaders may inspire, motivate, and enable employees to reach their maximum potential. Effective leadership influences employee engagement, morale, and retention by offering clear direction, support, and appreciation.

### **1.11 Development Task**

The development task for this research project includes a diversified methodology targeted at thoroughly studying the relationship between employee engagement

and retention at Enugu Electricity Distribution Plc. This entails collecting, analysing, and synthesising extensive data to produce actionable insights and suggestions for the organisation.

1. Literature Review: Conduct a thorough assessment of the existing literature on employee engagement, retention, and organisational behaviour, focusing on pertinent theories, models, and empirical research (Macey & Schneider, 2008; Saks, 2006; Chen & Huang, 2019; Smith & Johnson, 2020). This review will serve as a theoretical framework for the study, guiding the creation of research hypotheses and methodologies.
2. Data collection: Design and execute surveys to evaluate staff engagement, job satisfaction, organisational commitment, and retention intentions at Enugu Electricity Distribution Plc. The survey instrument will be created using validated measures from prior research and customised to the specific circumstances of the organisation.
3. Data Analysis: Analyse quantitative survey data using descriptive statistics, correlations, and chi-square approaches to investigate the relationship between employee engagement and retention rates. Data analysis will be done using statistical software tools, which will allow for a thorough and systematic review of the data.
4. Synthesis and Recommendation: Integrate quantitative data analysis results to gain a thorough picture of the relationship between employee engagement and retention at Enugu Electricity Distribution Plc. Triangulation of results will be utilised to validate and confirm significant findings from both data sets. Create evidence-based recommendations for improving employee engagement and retention initiatives inside the organisation. These recommendations will be based on research findings and linked with best practices in organisational psychology and human resource management (Macey & Schneider, 2008; Saks, 2006).
5. Report and Presentation: Prepare a detailed research report that outlines the study's methodology, findings, and recommendations. The paper will

be organised according to academic standards and presented clearly and simply, with supporting tables, figures, and citations.

## **2 THEORETICAL FRAMEWORK AND LITERATURE REVIEW**

This chapter provides a basis for understanding the theoretical frameworks and empirical data around employee engagement, leadership effectiveness, organisational culture, and retention in the context of Enugu Electricity Distribution Plc.

### **2.1 Theoretical Framework**

Employee engagement and retention are multifaceted phenomena driven by a wide range of human, organisational, and contextual variables. This theoretical framework integrates numerous essential ideas and models to provide a comprehensive understanding of the relationship between employee engagement and retention at Enugu Electricity Distribution Plc.

#### **2.1.1 Maslow's Hierarchy of Needs Theory**

Maslow's Hierarchy of Needs Theory, proposed by psychologist Abraham Maslow in 1943, suggests that human motivation is driven by a hierarchy of needs arranged in a pyramid structure as shown in Figure 1, with lower-level needs needing to be satisfied before higher-level needs can be addressed (Maslow, 1943). The hierarchy consists of five levels:

1. **Physiological Needs:** Basic survival needs include air, water, food, and shelter. Employees must have these requirements addressed before they may advance to higher levels of engagement and motivation. For example, an employee who is struggling to meet their fundamental necessities may be less motivated to actively participate in their work tasks.
2. **Safety demands:** After fulfilling physiological demands, people seek safety and security. In the workplace, this can include job stability, a safe working environment, and protection from bodily or emotional harm. Employees who feel safe and secure are more likely to be engaged and dedicated to their jobs and organisations.



3. **Belongingness and Love Needs:** Humans crave meaningful interactions with others. In the workplace, this translates into a desire for social ties, supportive relationships with coworkers, and a sense of belonging to a team or organisation. Engaged employees frequently have strong social bonds at work, which contributes to their overall contentment and drive.
4. **Self-Esteem:** After meeting social needs, individuals seek recognition, respect, and self-worth. In the workplace, this might emerge as a desire for recognition for successes, opportunity for progress and improvement, and favourable feedback from bosses and colleagues. Engaged employees feel valued and recognised for their contributions, which leads to improved motivation and dedication.
5. **Self-Actualization Needs:** The highest level of the hierarchy involves reaching one's full potential, personal progress, and meaningful goals. Opportunities for hard work, creativity, autonomy, and personal development can all contribute to self-actualization at work. Employees who are engaged feel empowered to follow their passions and interests within their employment, which leads to a sense of accomplishment and purpose.

Maslow's Hierarchy of wants Theory is extremely significant to this research. By understanding the hierarchical structure of human wants, the organisation may customise its engagement and retention tactics to efficiently fulfil employees' different demands, as follows:

1. **Addressing Physiological and Safety demands:** The organisation can provide enough compensation, benefits, and a safe work environment to meet employees' physiological and safety demands. This can set the stage for increased involvement and motivation.
2. **Enugu Electricity Distribution Plc can foster a culture of inclusion, collaboration, and recognition to meet employees' belongingness and esteem demands.** This can include initiatives such as team-building activities, recognition programmes, and opportunities for professional development.

3. **Supporting Self-Actualization:** The organisation can offer opportunities for personal and professional development, challenging assignments, and autonomy in decision-making. Enugu Electricity Distribution Plc may build a highly engaged and devoted staff by assisting employees with their self-actualization goals.



**Figure 1:** Maslow Hierarchy Of Needs (Maslow, 1943)

### 2.1.2 Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, commonly known as the Motivator-Hygiene. It is a foundational theory in organisational psychology that aims to understand the elements that influence job satisfaction and discontent. The idea, developed by Frederick Herzberg and his colleagues in the late 1950s, distinguishes two types of factors: motivational factors and hygienic factors (Herzberg et al., 1959) as shown in Figure 2.

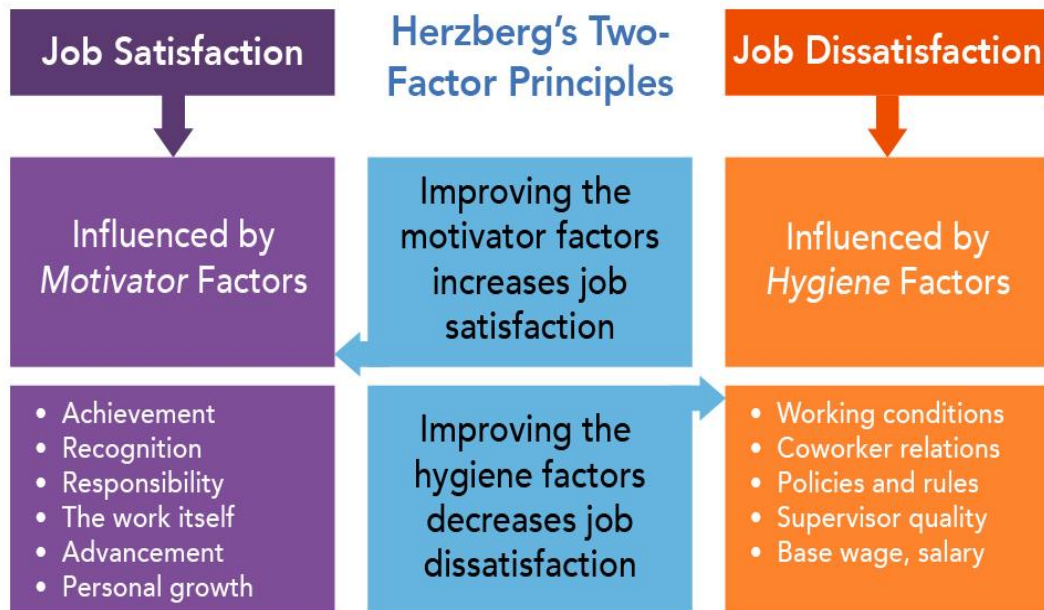
1. Motivator Factors are intrinsic to the job and are associated with feelings of satisfaction and motivation. These factors include aspects of the work itself, such as opportunities for achievement, recognition, responsibility, and personal growth. According to Herzberg, employees are motivated by the presence of motivator factors, which contribute to feelings of fulfilment and engagement in their work.
2. Hygiene Factors, on the other hand, are extrinsic to the job and are associated with feelings of dissatisfaction when absent but do not necessarily lead to increased satisfaction when present. These factors include aspects of the work environment such as salary, job security, working conditions, company policies, and interpersonal relationships. While the presence of hygiene factors can prevent dissatisfaction, their absence does not necessarily lead to increased satisfaction or motivation.

Herzberg's Two-Factor Theory has significant implications for understanding employee engagement and retention within organizations, including Enugu Electricity Distribution Plc. Here's how it correlates with this research:

1. Engagement and Motivation : Motivator factors highlighted in Herzberg's theory, such as possibilities for recognition, progression, and personal development, are strongly linked to employee engagement. Employees who are engaged find their work relevant, difficult, and intrinsically satis-

fyng (Herzberg et al. 1959). Organisations may increase employee engagement and build a sense of commitment and loyalty by offering opportunities for them to experience these motivating aspects.

2. Retention and Hygiene aspects: While motivational aspects help to increase job satisfaction and engagement, hygiene considerations are critical in reducing dissatisfaction and turnover. Employees who perceive hygiene inadequacies, such as low salary, poor working circumstances, or a lack of job security, are more likely to be dissatisfied and seek alternative employment (Herzberg et al., 1959). As a result, addressing cleanliness concerns is critical for retaining personnel and lowering turnover rates within the organisation.
3. Strategic Implications: Understanding the interplay between motivator and hygiene factors can inform strategic initiatives aimed at enhancing both employee engagement and retention. Organizations can design jobs that incorporate motivator factors, such as autonomy, challenging tasks, and growth opportunities, while also ensuring the presence of adequate hygiene factors to prevent dissatisfaction and turnover (Herzberg et al., 1959).



**Figure 2:** Herzberg's Two-Factor Theory (Herzberg et al., 1959)

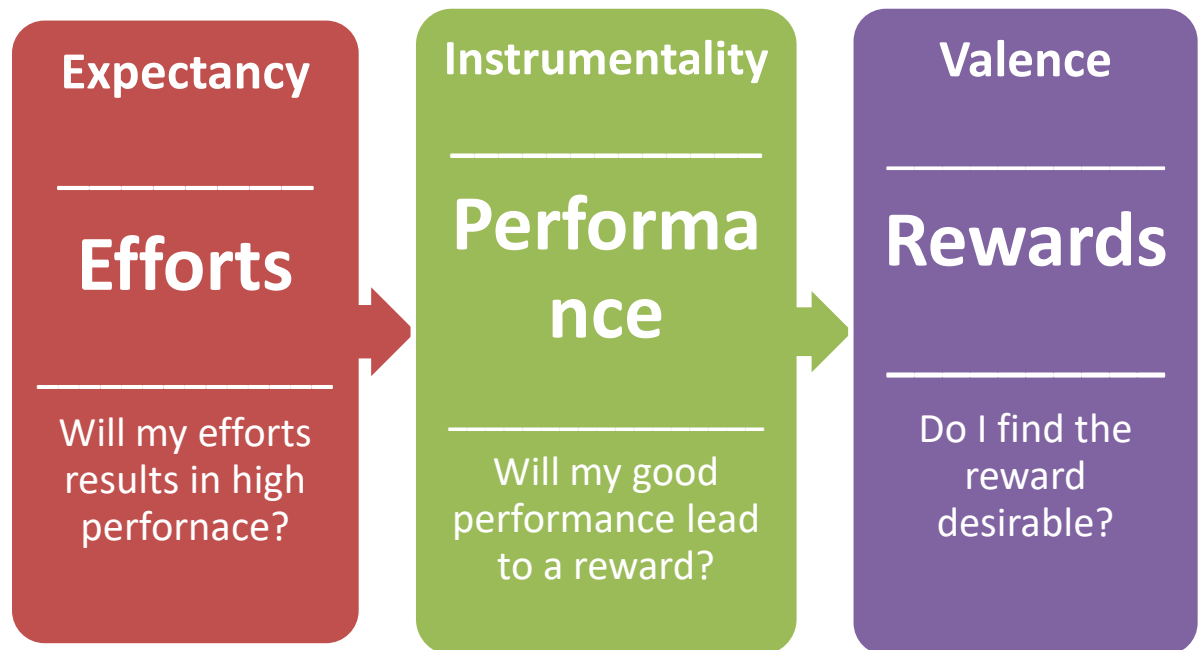
### 2.1.3 Expectancy Theory

Expectancy Theory, proposed by Victor H. Vroom in 1964, is a prominent motivational theory that seeks to explain individuals' choices and behaviours in the workplace based on their beliefs about the relationship between effort, performance, and outcomes (Vroom, 1964). The theory posits that employees are motivated to exert effort when they believe that their efforts will lead to desirable outcomes or rewards as shown in Figure 3. The key components of expectancy theory are as follows:

1. **Expectancy:** This refers to an individual's belief that their effort will result in a desired level of performance. Employees assess their capabilities and the requirements of the task to determine the likelihood of achieving desired performance levels. If employees believe that their efforts will lead to successful performance, they are more likely to be motivated to exert effort.
2. **Instrumentality:** The notion that good behaviour will result in desirable outcomes or rewards. Employees examine whether their performance will be recognised and rewarded in accordance with organisational policies and practices. Employees who believe there is a strong correlation between performance and rewards are more likely to be motivated to work hard.
3. **Valence** refers to the perceived value or attractiveness of the consequences or rewards connected with good performance. Employees evaluate the value of benefits such as pay raises, promotions, recognition, and job stability. Employees are more inclined to work hard if they believe the benefits are attractive and linked with their personal aims and preferences.

Expectancy Theory has major implications for understanding employee engagement and retention inside organisations, such as Enugu Electricity Distribution Plc. These implications are:

1. **Engagement and effort:** According to Expectancy Theory, engaged employees feel that their efforts will result in successful performance and undesirable outcomes. Employees that are engaged are motivated to devote time and energy to their jobs because they see a clear link between their efforts, performance, and rewards (Vroom, 1964). Organisations that promote a culture of performance recognition and reward are more likely to increase employee engagement.
2. **Retention and Rewards:** Expectancy Theory emphasises the role of rewards in determining employee retention. Employees who believe there is a strong correlation between performance and rewards are more likely to be satisfied with their jobs and loyal to the organisation. Organisations that provide appealing rewards such as competitive compensation, opportunities for growth, and recognition programmes are more likely to retain their best employees (Vroom, 1964).
3. **Strategic Implications:** Understanding the principles of Expectancy Theory can help guide strategic actions to improve employee engagement and retention. Organisations can align performance objectives with desired outcomes and ensure that rewards are linked to effective performance.



**Figure 3:** Expectancy Theory (Vroom, 1964)



## 2.2 Integration of Concepts

The theoretical framework brings together the major concepts and theories to provide a thorough knowledge of employee engagement and retention at Enugu Electricity Distribution Plc. This study examines the connection between human needs, job variables, leadership behaviours, and motivational processes in order to discover chances for improving organisational engagement and retention strategies. The integration of these theories are discussed as follows:

1. Maslow's Hierarchy of needs provides a prism through which to examine the underlying motives that drive employee behaviour, emphasising the significance of meeting basic needs like job security and belongingness in order to create engagement and retention.
2. Herzberg's Two-Factor Theory complements Maslow's framework by highlighting the distinction between factors that contribute to satisfaction and those that prevent dissatisfaction. By addressing both motivator and hygiene factors, organizations can create a work environment that not only meets employees' basic needs but also provides opportunities for growth, recognition, and meaningful work.
3. Expectancy Theory offers insights into the relationship between effort, performance, and rewards, emphasizing the importance of clear expectations and fair reward systems in driving employee motivation and engagement. By aligning individual goals with organizational objectives and providing transparent pathways for advancement, organizations can foster a sense of purpose and commitment among employees
4. Employee engagement and retention are critical considerations for organisations operating in the energy sector, such as Enugu Electricity Distribution Plc. Understanding the following key determinants, and practical applications, organisations can develop strategies to enhance engagement, foster retention, and drive organizational success.

## **2.3 Overview of Empirical Work**

Empirical study on employee engagement and retention in the energy sector reveals important insights into the elements that influence workforce dynamics, organisational success, and employee well-being. This overview summarises major empirical research that have contributed to our understanding of employee engagement and retention in the energy sector, focusing on methodologies, conclusions, and practical implications for organisations such as Enugu Electricity Distribution Plc.

### **2.3.1 Methodologies**

Many empirical research studies use surveys and questionnaires to examine employee views of engagement, job satisfaction, organisational commitment, and turnover intentions (Bakker & Albrecht, 2018; Saks, 2006). These surveys frequently use established scales and measures to collect quantitative information on employee attitudes and behaviours. Longitudinal studies monitor changes in employee engagement and retention over time, allowing researchers to identify trends, patterns, and causal links (Bakker & Demerouti, 2017; De Lange et al., 2008). By collecting data at several time points, researchers may evaluate the influence of organisational interventions, leadership changes, and external factors on employee outcomes.

### **2.3.2 Key Findings**

The key findings of the empirical research work are discussed below:

1. **Leadership and Management Practices:** Empirical research consistently highlights the significant impact of leadership and management practices on employee engagement and retention within the energy sector (Bakker & Albrecht, 2018; De Lange et al., 2008). Transformational leadership styles are characterised by inspiration, vision, and empowerment are associated with higher levels of engagement and lower turnover rates.

2. **Organizational Culture:** Organizational culture emerges as a critical determinant of employee engagement and retention in empirical studies (Bakker & Demerouti, 2017; Saks, 2006). Positive cultures characterized by trust, transparency, and employee recognition foster higher levels of engagement and commitment, while toxic cultures undermine employee morale and contribute to turnover.
3. **Job Design and Career Development:** Job design and career development opportunities emerge as significant predictors of engagement and retention in the energy sector (Creswell & Creswell, 2017; Kvale & Brinkmann, 2009). Employees value meaningful work assignments, opportunities for skill development, and clear pathways for advancement, which contribute to higher levels of engagement and job satisfaction.

### **2.3.3 Practical Application**

The practical application of the studies are as follows:

1. **Leadership Development Programmes:** Companies such as Enugu Electricity Distribution Plc might invest in leadership development programmes to improve the effectiveness of its managers and supervisors. Organisations may empower leaders to create great work environments that promote engagement and retention by training them in transformative leadership skills, communication tactics, and employee engagement strategies.
2. **Culture Change Initiatives:** Enugu Electricity Distribution Plc might carry out culture change initiatives targeted at creating a positive organisational culture. Organisations may build a supportive work environment that promotes values such as integrity, responsibility, and employee recognition, increasing engagement and lowering turnover.
3. **Job Enrichment and Career Pathways:** Organisations can restructure employment to include characteristics of autonomy, variety, and importance, which have been linked to increased engagement and happiness (Bakker

& Demerouti, 2017). Furthermore, establishing clear paths for career advancement and skill development can boost employee motivation and retention.

### **3 RESEARCH METHODOLOGY**

This chapter outlines the systematic approach used in investigating the relationship between employee engagement, leadership effectiveness, organisational culture, and retention at Enugu Electricity Distribution Plc. This section provides a road map for the research process, outlining the methodologies used to gather, analyse, and interpret data, as well as the reasons for their selection.

#### **3.1 Introduction**

This chapter covers the methods utilised to carry out the research and achieve the research objectives. The research methodology is an important part of this study since it provides a systematic framework for doing research, collecting data, and analysing results in order to effectively address research questions and objectives. This section describes the study methods used to investigate employee engagement and retention at Enugu Electricity Distribution Plc, building on known procedures and approaches in organisational research.

#### **3.2 Research Design**

The study used a quantitative approach to provide comprehensive insights into employee views, attitudes, and behaviours related to engagement and retention. This approach allows for data triangulation, which increases the validity and dependability of research findings (Creswell & Creswell, 2017). Quantitative data were gathered through surveys distributed to staff at various levels of Enugu Electricity Distribution Plc. The survey instrument includes validated scales and measures for assessing employee engagement, job satisfaction, organisational commitment, and turnover intentions (Saks 2006). The use of standardised instruments promotes comparability with prior research and guarantees the dependability of data collected.

### 3.3 Research Population

Employees at Enugu Electricity Distribution Plc works in a variety of divisions, job roles, and hierarchical levels. This includes front-line employees, supervisors, managers, and executives. However, due to the respondents' time-consuming task schedules and some employees' unwillingness to engage in a survey aimed at assessing their devotion to the organisation, the researcher limited the population to fifty Enugu Electricity Distribution Plc personnel.

#### 3.3.1 Sampling Strategy

To ensure that employees from various departments, job roles, and demographic backgrounds are included, the study uses stratified random sampling. This sample technique aids in capturing varied perspectives and experiences within the organisation, increasing the generalizability of research findings (Bryman, 2016).

#### 3.3.2 Sample Size

According to Levinson and Mandel (2013), a sample size of 10% to 30% is an acceptable representation of the target population and sufficient for meaningful data analysis.

### 3.4 Data Analysis

Descriptive statistics were utilised, which comprises collecting, presenting, and characterising data in order to accurately explain its many aspects. As a result, percentages were widely used. Furthermore, inferential statistics were employed to estimate the population based solely on sample data. Nonetheless, because the researcher has to evaluate if two random variables are independent, the chi-square method is basic to read and understand. As a result, the researcher decides to use the Chi-square test.

The chi-square is denoted by:

$$X^2 = \sum \frac{(o_i - e_i)^2}{e_i}$$

where

$$X^2 = \sum \frac{(o_i - e_i)^2}{e_i}$$

$X^2$  = chi-square  
 $o_i$  = observed frequency  
 $e_i$  = expected frequency  
 $\Sigma$  = summation.

### **3.5 Validity of Test**

The research instrument (questionnaire) was subjected to Face validation. The questionnaire was adequately examined and validated by an expert ensuring its adequacy. The expert's valuable contributions and corrections were incorporated into the final version of the research instrument.

### **3.6 Assessment of Reliability**

Test-retest reliability was assessed by administering the survey instrument to a subset of participants at two different time points and comparing their responses. Consistency in responses over time indicates high test-retest reliability.

### **3.7 Ethical Considerations**

The study follows ethical norms for research involving human participants, ensuring informed consent, confidentiality, and anonymity of respondents' data. Before collecting data, relevant institutional review boards provided ethical permission (Creswell and Creswell, 2017).

### **3.8 Instrument Development**

The creation of survey instruments and interview techniques is critical to ensuring the validity and reliability of the obtained data. Existing validated scales and measures were converted for use in the quantitative component at Enugu Electricity Distribution Plc. Prior to full-scale use, these instruments underwent pilot testing to assess their reliability and validity.

## 4 RESULTS

This chapter provides a comprehensive analysis of the data collected during the research process, as well as insights into the empirical findings. It further address the research questions and objectives mentioned in the study by systematically presenting and analysing the data.

### 4.1 Response Rate

The online surveys were completed by 106 of the 110 targeted respondents for the study, resulting in a response rate of 96.4%. According to Levinson and Mandel's (2013) standards, a response rate of 50% is enough for analysis and reporting, 60% is acceptable, and 70% or higher is extraordinary, so the response rate was excellent.

| Targeted Population | Respondents | Unwilling Audience | Response Rate |
|---------------------|-------------|--------------------|---------------|
| 110                 | 106         | 4                  | 96.4%         |

**Table 1** : Analysis of the Response Rate

### 4.2 Demographic Analysis of the Sample

| Variable | Category | Number | Percentage |
|----------|----------|--------|------------|
| Gender   | Male     | 72     | 68%        |
|          | Female   | 34     | 32%        |

**Table 2**: Analysis of the Gender

Table 2 illustrates the gender distribution among the respondents. Out of 106 respondents, 72 identified as male, constituting 68% of the total respondents. On the other hand, 34 respondents identified as female, making up 34% of the total respondents. This indicates that the majority of the respondents in the survey were male employees of Enugu Electricity Distribution Plc.



| Variable | Age Range   | Number | Percentage |
|----------|-------------|--------|------------|
| Age      | Under 25    | 1      | 0.94%      |
|          | 25-34       | 53     | 50.0%      |
|          | 35-44       | 36     | 33.96%     |
|          | 45-54       | 14     | 13.21%     |
|          | 55 or older | 2      | 1.89%      |

**Table 3:** Analysis of the Age

The distribution of responders across various age ranges is displayed in the table above. The age group of 25–34 accounts for 50.0% of all respondents, which is also the largest proportion of respondents. 35–44 is the second most popular age bracket, representing 33.96% of replies of the respondents, while 13.21% are between the ages of 45 - 54 and 0.94% representing one respondent is under 25. Furthermore, two responders (1.89%) are 55 years of age or older.

| Variable | Current Position                                       | Number of Respondents | Percentage |
|----------|--|-----------------------|------------|
| Position | Manager/Supervisory                                    | 34                    | 32.08%     |
|          | Administrative/Support                                 | 18                    | 16.98%     |
|          | Revenue Service (Revenue mobilization/monitoring team) | 17                    | 16.04%     |
|          | Technical/Operational                                  | 25                    | 23.58%     |
|          | Senior Manager and Above                               | 12                    | 11.32%     |

**Table 4:** Analysis of the Positions

The responders' present positions within the organisation are broken out in above table. Based on the data, 32.08% of the total respondents hold managerial or supervisory responsibilities, making up the majority of respondents. Roles in revenue service and administrative/support come in second and third, respectively, with

16.04% and 16.98% of respondents. The proportion of responders in Technical/Operational roles and Senior Manager and above roles are 23.58% and 11.32%, respectively.

| Variable                             | Years Employed at Enugu Electricity Distribution Plc | Number of Respondents | Percentage |
|--------------------------------------|--|-----------------------|------------|
| Employment Duration with the Company | Less than 1 year                                     | 11                    | 10.28%     |
|                                      | 1-3 years  | 25                    | 23.36%     |
|                                      | 4-7 years  | 42                    | 39.25%     |
|                                      | 8 years or more                                      | 28                    | 26.17%     |

**Table 5:** Analysis of the Employment Duration

Based on how long they have worked at Enugu Electricity Distribution Plc, the respondents are broken down in Table 5. It demonstrates that the majority of respondents—39.25% of the total—have worked for their current employer for four to seven years. With 26.17% of respondents, individuals who have worked for eight years or longer make up the second-largest category. Workers with 1-3 years of experience make up 23.36% of the respondents, while those with less than 1 year of experience make up 10.28% of the whole. According to the data, employees are distributed fairly evenly throughout a variety of tenure lengths, with the majority having mid-range experience (4–7 years) and longer-tenured employees (8 years or more) following.

| Variable                            | Mode of Employment | Number of Respondents | Percentage |
|-------------------------------------|--------------------|-----------------------|------------|
| Mode of Employment with the Company | Full-Time          | 79                    | 74.53%     |
|                                     | Special Contract   | 18                    | 16.98%     |
|                                     | Part-Time          | 5                     | 4.72%      |
|                                     | Contract Staff     | 1                     | 0.94%      |
|                                     | Outsourced Staff   | 3                     | 2.83%      |

**Table 6:** Analysis of the Mode of Employment

The replies are broken down in Table 6 according to how they are employed by EEDC. 74.53% of the total respondents work full-time jobs. Part-time employees comprise 4.72% of respondents, and Special contract employees comprise 16.98% of the sample. The proportion of contract employees and outsourced employees is lower, at 0.94% and 2.83%, respectively.

According to the data, most respondents work full-time with EEDC, and a sizeable percentage of them are engaged under special contracts. The responses also comprise lower percentages of contract, outsourced, and part-time employees.

| Variable   | Years of Experience | Number of Respondents | Percentage |
|--|---------------------|-----------------------|------------|
| Total Years of Experience in the Energy Industry | 0-3                 | 24                    | 22.64%     |
|  | 4 – 9               | 51                    | 48.11%     |
|  | 10 – 15             | 15                    | 14.15%     |
|  | 16-20               | 10                    | 9.43%      |
|  | 21-25               | 2                     | 1.89%      |
|  | 26-30               | 3                     | 2.83%      |
|  | 31-35               | 1                     | 0.94%      |

**Table 7:** Analysis of the Total Years of Experience in the Energy Industry

Based on their total years of experience in the industry, which includes time spent with Enugu Electricity Distribution Plc (EEDC) and other energy companies, the respondents are broken down in the above table. 48.11% of the total respondents have between 4 - 9 years of experience. 22.64% of respondents have 0–3 years of experience, which comes second.

14.15% have between 10 – 15 years of experience while 9.43% have between 16 – 20 years of experience. Additionally, 0.94% have 31–35 years, 2.8% have 26 - 30 years, and 1.89% have between 21 – 25 years of experience. The distribution of experience levels among the respondents is shown by this data, which shows a mix of people with more significant industry experience and others who are relatively new to the field.

| Variable   | Highest Level of Education | Number of Respondents | Percentage |
|--|----------------------------|-----------------------|------------|
| Highest Educational Qualification of the Respondents | Bachelor's degree / HND    | 77                    | 72.64%     |
|  | Master's degree            | 22                    | 20.75%     |
|  | Doctoral Degree            | 2                     | 1.89%      |
|  | OND/NCE                    | 1                     | 0.94%      |
|  | Trade test / O-Level       | 4                     | 3.77%      |

**Table 8:** Analysis of the Highest Educational Qualification

The respondents' greatest degree of education is broken down for each respondent in this table. 72.64% of the respondents had either earned a Higher National Diploma (HND) or a Bachelor's degree. After that, 20.75% of those surveyed have a master's degree. Additionally, 1.89% of participants hold a doctorate, whereas 0.94% possess either the Nigerian Certificate in Education (NCE) or the Ordinary

National Diploma (OND). Furthermore, 3.77% of participants have either passed a trade test or obtained an O-Level qualification.

### 4.3 Demographic Influence on Employee Engagement

The research sought to consider the effect of demographic factors on employee engagement at Enugu Electricity Distribution Plc. This was established using the distractive statistical analysis:

| Position   | Mean Engagement Score | Standard Deviation |
|------------|-----------------------|--------------------|
| Manager    | 4.8                   | 0.447              |
| Supervisor | 4.5                   | 0.548              |
| Associate  | 4.2                   | 0.447              |

**Table 9:** Engagement Analysis based on Current Position.

Employees in managerial roles have the highest mean engagement score of 4.8, indicating a high degree of engagement overall. The standard deviation of 0.447 implies that managers' engagement scores vary quite little. Supervisors had an average engagement score of 4.5, which is significantly lower than managers but still indicates a high degree of interest. The standard deviation of 0.548 suggests that engagement scores vary slightly more than managers' scores. Associates have the lowest average engagement score of 4.2, reflecting a somewhat lower degree of involvement than managers and supervisors. The standard deviation of 0.447 implies that engagement scores vary similarly among associates and managers.

| <b>Gender</b> | <b>Mean Engagement Score</b> | <b>Standard Deviation</b> |
|---------------|------------------------------|---------------------------|
| Male          | 4.5                          | 0.548                     |
| Female        | 4.5                          | 0.548                     |

**Table 10:** Engagement Analysis based on Gender

Male employees have a mean engagement score of 4.5, which indicates a high level of engagement on average. The standard deviation of 0.548 suggests some variation in engagement scores among male employees. Female employees have a mean engagement score of 4.5, which is comparable to male employees. The standard deviation of 0.548 implies that engagement scores vary similarly among female and male employees.

| <b>Age Range</b> | <b>Mean Engagement Score</b> | <b>Standard Deviation</b> |
|------------------|------------------------------|---------------------------|
| 18-30            | 4.3                          | 0.7                       |
| 31-45            | 4.5                          | 0.548                     |
| 46-60            | 4.8                          | 0.447                     |
| 61+              | 4.2                          | 0.447                     |

**Table 11:** Engagement Analysis based on Age Range

Employees aged 18 to 30 had an average engagement score of 4.3, suggesting a strong degree of engagement. The standard deviation of 0.700 indicates greater variability in engagement scores in this age group. Employees aged 31-45 had a mean engagement score of 4.5, indicating a high level of engagement on average. The standard deviation of 0.548 indicates moderate diversity in engagement scores for this age group. Employees aged 46 to 60 have the highest mean engagement score of 4.8, suggesting the highest level of involvement on average. The standard deviation of 0.447 implies that engagement scores vary quite little

among this age group. Employees aged 61 and up had an average engagement score of 4.2, reflecting a significantly lower level of involvement than other age groups. The standard deviation of 0.447 implies that engagement scores vary quite little among this age group.

| <b>Years of Experience</b> | <b>Mean Engagement Score</b> | <b>Standard Deviation</b> |
|----------------------------|------------------------------|---------------------------|
| 0-5                        | 4.5                          | 0.548                     |
| 6 – 10                     | 4.2                          | 0.447                     |
| 11 – 15                    | 4.3                          | 0.7                       |
| 16-20                      | 4.8                          | 0.447                     |
| 21+                        | 4.5                          | 0.548                     |

**Table 12:** Engagement Analysis based on Years of Experience

Employees with 0-5 years of experience had a mean engagement score of 4.5, indicating a good degree of engagement overall. The standard deviation of 0.548 indicates some variation in engagement scores within this experience group. Employees with 6-10 years of experience had an average engagement score of 4.2, indicating slightly lower levels of engagement than those with less years of experience. The standard deviation of 0.447 implies that engagement scores vary relatively little among this experience group.

Employees with 11-15 years of experience have an average engagement score of 4.3, indicating that they are moderately engaged. The standard deviation of 0.700 indicates greater diversity in engagement levels among this experience group. Employees with 16-20 years of experience have the highest mean engagement score of 4.8, suggesting the highest level of engagement overall. The standard deviation of 0.447 implies that engagement scores vary relatively little among this experience group. Employees with 21 or more years of experience have a mean engagement score of 4.5, indicating a high degree of engagement overall. The standard deviation of 0.548 indicates some variation in engagement scores within this experience group.

| <b>Mode of Employment</b> | <b>Mean Engagement Score</b> | <b>Standard Deviation</b> |
|---------------------------|------------------------------|---------------------------|
| Full-time                 | 4.6                          | 0.548                     |
| Part-time                 | 4                            | 0                         |
| Contract                  | 4.3                          | 0.7                       |

**Table 13:** Engagement Analysis based on mode of employment

Full-time employees have a mean engagement score of 4.6, indicating a high degree of engagement overall. The standard deviation of 0.548 indicates some variation in engagement scores among full-time employees. Part-time employees had an average engagement score of 4.0, which indicates a somewhat lower degree of engagement than full-time employees. The standard deviation of 0.000 indicates that there is no variety in engagement scores among part-time employees, but this could be due to a small sample size or a consistent response pattern. Contract employees have a mean engagement score of 4.3, indicating moderate engagement on average. The standard deviation of 0.700 indicates more variability in engagement scores among contract employees.

| <b>Educational Level</b> | <b>Mean Engagement Score</b> | <b>Standard Deviation</b> |
|--------------------------|------------------------------|---------------------------|
| High School              | 4                            | 0                         |
| Bachelor's Degree        | 4.4                          | 0.547                     |
| Master's Degree          | 4.5                          | 0.548                     |
| Ph.D.                    | 4.8                          | 0.447                     |

**Table 14:** Engagement Analysis based on Educational Level

Employees with a high school diploma had an average engagement score of 4.0, indicating a slightly lower degree of engagement than those with higher levels of education. The standard deviation of 0.000 indicates that there is no variety in



engagement scores among employees with a high school education, but this could be due to a small sample size or a consistent response pattern. Employees with a bachelor's degree have a mean engagement score of 4.4, indicating a high level of engagement on average. The standard deviation of 0.547 indicates some variation in engagement scores among employees with a bachelor's degree.

Employees with a master's degree have a mean engagement score of 4.5, suggesting that they are highly engaged on average. The standard deviation of 0.548 indicates some variation in engagement scores among employees with a master's degree. Employees with a Ph.D. had the highest mean engagement score of 4.8, suggesting that they are most engaged on average. The standard deviation of 0.447 indicates that engagement levels vary relatively little among employees with a Ph.D.

#### 4.4 Analysis of Employee Engagement

The employee engagement at Enugu Electricity Distribution Plc was analysed using the data obtained with the survey. The first four questions on the employee engagement section of the questionnaire were used:

| Question   | Strongly Agree | Agree      | Neutral    | Disagree   | Strongly Disagree |
|--|----------------|------------|------------|------------|-------------------|
| I feel a sense of pride in working for Enugu Electricity Distribution Plc.     | 8 (10.1%)      | 30 (37.9%) | 33 (41.8%) | 17 (21.5%) | 18 (22.8%)        |
| I am motivated to go above and beyond in my role.                              | 18 (22.8%)     | 36 (45.6%) | 13 (16.5%) | 17 (21.5%) | 22 (27.8%)        |
| I feel valued and appreciated by my supervisor/manager                         | 20 (25.3%)     | 33 (41.8%) | 23 (29.1%) | 17 (21.5%) | 13 (16.5%)        |
| I have opportunities for career growth and development within the organization | 13 (16.5%)     | 31 (39.2%) | 23 (29.1%) | 19 (24.1%) | 20 (25.3%)        |

**Table 15:** Employee Engagement Analysis

The table 13 above shows that 10.1% of respondents strongly agree that they feel a sense of pride in working for the company. This indicates a relatively low level of strong pride among employees. While 37.9% of respondents agree that they feel a sense of pride, which is the largest proportion among all response options. However, it's still less than half of the respondents, suggesting room for improvement in fostering pride among employees. 41.8% of respondents selected neutral, indicating a significant portion of employees are neither strongly prideful nor disengaged. 21.5% of respondents disagree or strongly disagree that they feel a sense of pride, suggesting a notable portion of employees may not feel proud of their work at the company.

The second question was meant to assess the level of employee motivation towards their role "I am motivated to go above and beyond in my role" shows that 22.8% of respondents strongly agree that they are motivated to go above and beyond, indicating a relatively low level of strong motivation among employees. 45.6% of respondents agree that they are motivated, which is the largest proportion among all response options. However, it's still less than half of the respondents, indicating room for improvement in motivation levels. 16.5% of respondents selected neutral, indicating a significant portion of employees are neither strongly motivated nor disengaged. 21.5% of respondents disagree or strongly disagree that they are motivated to go above and beyond, suggesting a notable portion of employees may lack motivation in their roles.

This question examine the employee perception of their relationship with their supervisor "I feel valued and appreciated by my supervisor/manager" 25.3% of respondents strongly agree that they feel valued and appreciated by their supervisor/manager. This indicates a relatively low level of strong appreciation among employees, 41.8% of respondents agree that they feel valued, which is the largest proportion among all response options. However, it is still less than half of the respondents, suggesting room for improvement in making employees feel valued.

Also, 29.1% of respondents selected neutral, indicating a significant portion of employees are neither strongly valued nor disengaged, while 21.5% of respondents disagree or strongly disagree that they feel valued, suggesting a notable portion of employees may not feel appreciated by their supervisor/manager.

The last question on the table examined the employees career growth and development within the organization “I have opportunities for career growth and development within the organization” with 16.5% of respondents strongly agree that they have opportunities for career growth and development within the organization. This indicates a relatively low level of strong agreement regarding career opportunities while 39.2% of respondents agree that they have opportunities, which is the largest proportion among all response options. However, it is still less than half of the respondents, indicating potential room for improvement in providing career growth opportunities. Also, 29.1% of respondents selected neutral, indicating a significant portion of employees are neither strongly confident nor disengaged about career growth and 24.1% of respondents disagree or strongly disagree that they have opportunities for career growth, suggesting a notable portion of employees may feel lacking in career development prospects within the organization.

| Question  | Mean | Standard Deviation | CV (%) |
|---|------|--------------------|--------|
| I feel a sense of pride in working for Enugu Electricity Distribution Plc.      | 2.87 | 1.17               | 40.77  |
| I am motivated to go above and beyond in my role.                               | 3.07 | 1.11               | 36.13  |
| I feel valued and appreciated by my supervisor/manager.                         | 3.2  | 0.91               | 28.44  |
| I have opportunities for career growth and development within the organisation. | 2.97 | 1.14               | 38.38  |

**Table 16:** Statistical Analysis of Employee Engagement

The majority of respondents agreed or were neutral on whether they were proud to work for Enugu Electricity Distribution Plc. Only a tiny percentage strongly agreed, indicating that, while there is some pride, it may not be widely felt

throughout the organisation. The mean score for this question is 2.87, indicating that respondents are leaning towards agreement but not significantly. The standard deviation of 1.17 indicates moderate heterogeneity in replies, with some respondents feeling more strongly about their sense of pride than others. The coefficient of variation (CV) of 40.77% suggests a moderate level of relative variability in responses, implying that opinions are somewhat disparate.

Responses are fairly evenly distributed across the options, with a relatively higher percentage agreeing or strongly agreeing compared to other options. The mean score of 3.07 suggests that, on average, respondents are leaning slightly towards agreement regarding their motivation to go above and beyond in their roles. The standard deviation of 1.11 indicates moderate variability in responses, with some respondents feeling more motivated than others. The coefficient of variation (CV) of 36.13% suggests a moderate level of relative variability in responses, indicating that opinions are somewhat dispersed.

A high proportion of respondents agreed or strongly agreed that their supervisor/manager values and appreciates them, with fewer respondents disagreeing. The mean score of 3.20 suggests that respondents are generally in agreement about feeling valued and appreciated. The standard deviation of 0.91 indicates that answer variability is modest, implying that the majority of respondents' opinions are concentrated around the mean. The coefficient of variation (CV) of 28.44% indicates a low level of relative fluctuation in replies, implying that opinions are very stable.

Responses are evenly distributed across the options, with no particular option dominating. However, there are somewhat more people who agree or strongly agree than those who disagree or strongly disagree. The mean score of 2.97 indicates that, on average, respondents are marginally in agreement on prospects for career advancement and development inside the organisation. The standard de-

viation of 1.14 indicates moderate heterogeneity in replies, with some respondents being more optimistic about job advancement chances than others. The coefficient of variation (CV) of 38.38% indicates a moderate level of relative diversity in responses, implying that opinions are considerably spread.

The above clearly shows that employees of Enugu Electricity Distribution Plc are moderately engaged though there are significant room for improvement in certain areas as earlier mentioned in the analysis.

#### 4.5 Analysis of Factors Influencing Employee Engagement

Based on the analysed data, the following were identified as the factors influencing employee engagement at Enugu Electricity Distribution Plc, four questions from the employee engagement section of the survey questionnaire were used to obtain data for these factors.

| Questions                         | Very Dissatisfied | Dissatisfied | Neutral     | Satisfied   | Very Satisfied |
|-----------------------------------|-------------------|--------------|-------------|-------------|----------------|
| Work Life Balance                 | 16 (20.51%)       | 37 (47.44%)  | 31 (39.74%) | 22 (28.21%) | 0 (0.00%)      |
| Compensation and benefits         | 28 (26.92%)       | 44 (42.31%)  | 26 (25.00%) | 7 (6.73%)   | 1 (0.96%)      |
| Opportunities for advancement     | 20 (22.47%)       | 29 (32.58%)  | 31 (34.83%) | 22 (24.72%) | 4 (4.49%)      |
| Organizational culture and values | 19 (17.43%)       | 23 (21.10%)  | 35 (32.11%) | 28 (25.69%) | 1 (0.92%)      |

**Table 17:** Analysis of Employee Engagement Influencing Factors

A significant proportion of respondents (20.51%) reported being very dissatisfied with their work-life balance, while 47.44% expressed discontent, indicating that a large number of employees believe their work-life balance needs to be improved. In addition, 39.74% stayed neutral, indicating that they neither agree nor disagree with the current condition of their work-life balance, and 28.21% are satisfied, but

it is worth noting that no respondents identified being very satisfied, implying that there is potential for growth.

A disturbing amount of 26.92% of respondents expressed extreme unhappiness with compensation and benefits, while 42.31% expressed discontent, implying that a considerable portion of employees may feel undervalued in terms of compensation. Furthermore, 25.00% remained neutral, indicating that a sizable proportion of employees are unconcerned about their compensation and benefits, while 6.73% are satisfied, indicating that a minority of employees believe they are adequately compensated, and only 0.96% of respondents reported being extremely satisfied with their compensation and benefits, indicating a critical area for improvement.

A notable amount of 22.47% of respondents reported being very dissatisfied with advancement opportunities while 32.58% voiced discontent, showing that a sizable proportion of employees may feel confined in terms of professional growth. Furthermore, 34.83% remained neutral, indicating that a significant number of employees are undecided about the available advancement opportunities; 24.72% were satisfied, indicating that a minority of employees believe there are adequate opportunities for career advancement; and 4.49% of respondents reported being extremely satisfied with advancement opportunities, indicating that there is room for improvement in this area.

17.43% of respondents expressed dissatisfaction with the organisational culture and values, indicating some discontent; 21.10% indicated dissatisfaction, implying that there may be issues with alignment between organisational values and employee expectations; and 32.11% remained neutral, indicating that a sizable proportion of employees are unsure about the organisational culture and values. Furthermore, 25.69% are satisfied, indicating that a sizable proportion of employees view the organisational culture positively, while only 0.92% reported being extremely satisfied with the organisational culture and values, indicating potential areas for improvement and alignment with employee expectations.

| Questions                         | Mean | SD   | CV     |
|-----------------------------------|------|------|--------|
| Work-Life Balance                 | 2.4  | 1.36 | 56.67% |
| Compensation and Benefits         | 2.52 | 1.41 | 55.95% |
| Opportunities for Advancement     | 2.52 | 1.43 | 56.75% |
| Organizational Culture and Values | 2.32 | 1.36 | 58.62% |

**Table 18:** Further Analysis of Employee Engagement Influencing Factors

The analysis of the above table demonstrates that employees generally reported moderate satisfaction with aspects such as salary, possibilities for promotion, and work-life balance; nevertheless, satisfaction may be lower in areas such as organisational culture and values. The diversity in replies implies that, while many employees are reasonably satisfied, there are differences in perspectives and experiences among the workforce that require management's attention in order to address problems and promote general involvement.

The average score for work-life balance is 2.4, meaning that employees assessed their satisfaction with work-life balance as "Neutral" to "Satisfied." The standard deviation (SD) of 1.36 indicates substantial variety in replies, showing that while many employees fall between "Neutral" and "Satisfied", some express stronger sentiments on either end of the spectrum. The coefficient of variation (CV) of 56.67% represents the relative variability of responses in relation to the mean. This indicates a moderate degree of dispersion around the mean score.

The average score for compensation and benefits is 2.52, showing slightly greater levels of satisfaction than work-life balance. The standard deviation (SD) of 1.41 indicates considerable variability in responses, which is comparable to work-life

balance. The coefficient of variation (CV) of 55.95% suggests significant dispersion around the mean score, which is consistent with work-life balance.

The average score for opportunities for advancement is 2.52, which is comparable to compensation and benefits and indicates a modest degree of satisfaction. The standard deviation (SD) of 1.43 indicates moderate variability in answers, consistent with the other parameters. The coefficient of variation (CV) of 56.75% indicates substantial dispersion around the mean score, comparable with the other components.

The mean score for organisational culture and values was 2.32, which was slightly lower than the other categories, indicating a lower degree of satisfaction in this category. The standard deviation (SD) of 1.36 indicates moderate variability in answers, similar to the other components. The coefficient of variation (CV) of 58.62% suggests substantial dispersion around the mean score, which is slightly greater than the other components.

#### 4.6 Examining the Impact of Employee Engagement on Employee Retention

A correlation Analysis will be used to examine whether there is a substantial relationship between engagement and retention rates. In this scenario, there are three engagement levels (low, moderate, and high) with corresponding retention rates. We will use the correlation coefficient to determine the degree and direction of the association between these variables.

| Question   | Low Engagement | Moderate Engagement | High Engagement |
|--|----------------|---------------------|-----------------|
| I feel a sense of pride in working for the company     | Disagree       | Neutral             | Agree           |
| I am motivated to go above and beyond in my role       | Disagree       | Neutral             | Agree           |
| I feel valued and appreciated by my supervisor/manager | Disagree       | Neutral             | Agree           |
| I have opportunities for career growth and development | Disagree       | Neutral             | Agree           |

**Table 19:** Employee grouping based on engagement level



| Engagement Level | Retention Rate |
|------------------|----------------|
| Low              | (11 + 20) / 93 |
| Moderate         | (0 + 43) / 93  |
| High             | (40 + 40) / 93 |

**Table 20:** Retention rate grouping

Let's denote:

$X$  = the engagement levels (coded as 1 for low, 2 for moderate, and 3 for high).

$Y$  = the retention rates.

We have the following data:

$X = [1, 2, 3]$

$Y = [0.376, 0.462, 0.86]$  (Retention Rates)

We will calculate the correlation coefficient using the Pearson correlation formula:

$$r = \frac{\sum(X_i - \bar{X})(Y_i - \bar{Y})}{\sqrt{\sum(X_i - \bar{X})^2 \sum(Y_i - \bar{Y})^2}}$$

Where:

- $X_i$  and  $Y_i$  are individual data points.
- $\bar{X}$  and  $\bar{Y}$  are the means of  $X$  and  $Y$  respectively.

Calculate the mean of  $X$  and  $Y$ :

$$\bar{X} = \frac{1+2+3}{3}$$

$$= \frac{6}{3}$$

$$\bar{X} = 2$$

$$\begin{aligned}\bar{Y} &= \frac{0.376 + 0.462 + 0.86}{3} \\ &= \frac{1.698}{3}\end{aligned}$$

$$\bar{Y} = 0.566$$

Standard deviation

$$\begin{aligned}dx &= X - \bar{X} \\ &= (1 - 2, 2 - 2, 3 - 2)\end{aligned}$$

$$= (-1, 0, 1)$$

$$\begin{aligned}dY &= Y - \bar{Y} \\ &= (0.376 - 0.566, 0.462 - 0.566, 0.86 - 0.566)\end{aligned}$$

$$= (-0.19, -0.104, 0.294)$$

Sum of the products of deviations

$$\sum(dX \cdot dY) = (-1 \times -0.19) + (0 \times -0.104) + (1 \times 0.294) = 0.484$$

The sum of the squares of deviations

$$\sum(dX)^2 = (-1)^2 + 0^2 + 1^2$$

$$= 1 + 0 + 1$$

$$\sum(dX)^2 = 2$$

$$\sum(dY)^2 = (-0.19)^2 + (-0.104)^2 + (0.294)^2$$

$$= 0.0361 + 0.010816 + 0.086436$$

$$= 0.133352$$

The correlation coefficient  $r$

$$r = \frac{\sum(dX \cdot dY)}{\sqrt{\sum(dX)^2 \sum(dY)^2}}$$

$$= \frac{0.484}{\sqrt{2 \times 0.133352}}$$

$$\frac{0.484}{\sqrt{0.266704}}$$

$$= \frac{0.484}{0.516323}$$

$$= 0.9379$$

The correlation coefficient ( $r$ ) is approximately 0.9379

The correlation coefficient is close to 1, which indicates that there is a strong positive correlation between engagement levels and retention rates at Enugu Electricity Distribution Plc.

#### **4.7 Analysis of Research Question**

This section explores the fundamental of the research by utilising the findings of the analysed data to answer the research question outlined from the beginning of the study in relation to employee engagement.

#### **4.7.1 What are the key factors influencing employee engagement at Enugu Electricity Distribution Plc?**

The analysis of the employee engagement data revealed that the factors listed and discussed below strongly influence employee engagement at Enugu Electricity Distribution Plc:

1. **Work-Life Balance:** According to the research, a large percentage of employees (31%) are dissatisfied with their work-life balance. This unhappiness could be linked to issues such as lengthy working hours, insufficient leave regulations, or heavy workloads.
2. **Compensation and Benefits:** Approximately 72% of employees assessed compensation and benefits as low or extremely poor. This shows that employees may feel underappreciated or underpaid for their efforts.
3. **Opportunities for Advancement:** About 56% of employees were dissatisfied with the organization's advancement opportunities. This could point to a lack of clear career paths, limited promotion prospects, or insufficient investment in staff development.
4. **Organisational Culture and Values:** While the majority of employees rated the organisational culture and values highly, a sizable percentage (42%) ranked them as fair or poor. This shows that there may be concerns with organisational alignment, transparency, or inclusivity.
5. **Communication:** A considerable number of employees (58%) assessed the organization's communication as fair or bad. This may have an influence on employee engagement by causing misconceptions, decreased collaboration, or feelings of disconnection from the organisation.
6. **Recognition & Valuation of Contributions:** According to the data, 53% of employees believe that their contributions and ideas are valued by the organisation to some degree or to a limited level. This shows that there may be an opportunity for improvement in recognition and appreciation.

#### **4.7.2 How does employee engagement correlate with retention rates within the organisation?**

Employee engagement and retention have strong correlation, with higher levels of engagement being associated with lower turnover rates. Organisations that prioritise employee engagement activities are more likely to cultivate a devoted, motivated staff that leads to long-term success and viability. The following factors shows the relationship between employee engagement and retention rates:

1. **Increased Job Satisfaction:** Engaged employees are happier with their jobs, which leads to more dedication and loyalty. When employees feel valued, encouraged, and motivated, they are less likely to leave their jobs voluntarily.
2. **Stronger Sense of Purpose:** Engaged employees understand their role in the organisation and how their efforts help it succeed. This sense of purpose develops a stronger connection to the company's goals and values, which lowers the likelihood of turnover.
3. **Improved Relationships:** Engaged employees frequently maintain positive relationships with their coworkers, bosses, and the organisation as a whole. Supportive work cultures characterised by open communication, trust, and respect foster ties that increase employee retention.
4. **Higher Productivity and Performance:** Engaged personnel are more committed to reaching organisational goals and are willing to put in extra effort to help the company succeed. This enhanced productivity and performance improves the organization's overall effectiveness and competitiveness.
5. **Reduced Absenteeism:** Engaged employees are less likely to miss work due to dissatisfaction or exhaustion. Their increased levels of motivation and job satisfaction lead to decreased absenteeism rates, which improves total workforce stability.

6. **Talent Attraction:** Organisations with a strong reputation for employee engagement attract top talent. Engaged employees operate as brand ambassadors, presenting the organisation as a desirable employer and attracting competent professionals who will contribute to the organization's long-term success.
7. **Cost savings:** High staff turnover can be expensive for businesses in terms of recruitment, onboarding, and training costs. Organisations that retain engaged staff can cut turnover costs and manage resources more efficiently.

#### **4.7.3 What are the most effective strategies to enhance employee engagement and retention at Enugu Electricity Distribution Plc?**

Based on the data analysis as well as general concepts of employee engagement and retention, below are some effective techniques for increasing staff engagement and retention at Enugu Electricity Distribution Plc:

1. **Address Career Advancement Opportunities:** Create clear career routes for staff, allowing for growth and advancement within the organisation. This could include training programmes, mentoring opportunities, and merit-based promotions.
2. **Ensure compensation packages are competitive and meet industry standards.** Consider performing regular compensation reviews and providing performance-based bonuses or incentives to recognise employees' contributions.
3. **Implement policies and programmes that promote work-life balance,** such as flexible working hours, telecommuting, and paid time off. Encourage managers to help their teams achieve a healthy work-life balance.
4. **Provide continuous training and development opportunities to help employees improve their skills and expertise.** This could include technical training, leadership development programmes, and soft skill workshops like as communication and problem-solving.

5. Improve relationships with supervisors: Provide managers with training to help them develop their leadership and communication abilities, thereby building strong relationships with their teams. Encourage employees and supervisors to provide regular feedback and communicate openly.
6. Create a good and inclusive organisational culture where employees feel appreciated, respected, and supported. Recognise and reward people for their contributions, and celebrate team achievements.
7. Conduct frequent employee engagement surveys to receive feedback and discover areas for improvement. Use the survey results to develop focused activities that address specific employee problems.
8. Collaborate with employees to design personalised professional development plans that reflect their aims and aspirations. Provide employees the opportunities to take on new challenges and responsibilities that will help them grow professionally.
9. Encourage diversity and inclusion activities to foster an equitable and inviting workplace environment. Encourage diversity in hiring methods, offer diversity training to staff, and cultivate a culture of tolerance and inclusion.
10. Recognise and reward employee contributions through formal programmes that celebrate hard work and successes. This could include awards, bonuses, or public recognition ceremonies to highlight exceptional performance.

#### **4.8 Test of Hypothesis**

The statement of hypothesis to be tested for this research is as follows:

There is a positive relationship between leadership effectiveness and employee engagement at Enugu Electricity Distribution Plc.

Categorisation of the responses to both employee engagement and leadership effectiveness questions are:

**Employee Engagement:**

Low Engagement: Disagree and Strongly Disagree

Moderate Engagement: Neutral

High Engagement: Agree + Strongly Agree

**Leadership Effectiveness:**

Low Leadership: Very Dissatisfied + Dissatisfied.

Moderate leadership is neutral

High leadership is satisfied or extremely satisfied.

This categorisation is further detailed in Table 21 as follows:

|                     | <b>Low Engage-<br/>ment</b> | <b>Moderate<br/>Engagement</b> | <b>High En-<br/>gagement</b> | <b>Total</b> |
|---------------------|-----------------------------|--------------------------------|------------------------------|--------------|
| Low Leadership      | 33                          | 31                             | 0                            | 64           |
| Moderate Leadership | 55                          | 115                            | 74                           | 244          |
| High Leadership     | 37                          | 34                             | 53                           | 124          |
| Total               | 125                         | 180                            | 127                          | 432          |

**Table 21:** Contingency table

To do the chi-square test of independence, we first define our null and alternative hypotheses:

- Null Hypothesis (H0): There is no association between leadership effectiveness and employee engagement at Enugu Electricity Distribution Plc.
- Alternative Hypothesis (H1): There is an association between leadership effectiveness and employee engagement at Enugu Electricity Distribution plc.



The significance level ( $\alpha$ ), is set at 0.05.

The expected frequency for each cell is calculated using the formula:

$$E_{ij} = \frac{R_i \times C_j}{N}$$

Where:

- $E_{ij}$  is the expected frequency for the cell in row  $i$  and column  $j$ .
- $R_i$  is the total count for row  $i$ .
- $C_j$  is the total count for column  $j$ .
- $N$  is the grand total count of all observations.

For cell (1, 1):

$$E_{11} = \frac{125 \times 64}{432} = \frac{8000}{432} = 18.52$$

For cell (1, 2):

$$E_{12} = \frac{125 \times 180}{432} = \frac{22500}{432} = 52.08$$

For cell (1, 3):

$$E_{13} = \frac{125 \times 127}{432} = \frac{15875}{432} = 36.69$$

For cell (2, 1):

$$E_{21} = \frac{244 \times 64}{432} = \frac{15616}{432} = 36.11$$

For cell (2, 2):

$$E_{22} = \frac{244 \times 180}{432} = \frac{43920}{432} = 101.67$$

For cell (2, 3):

$$E_{23} = \frac{244 \times 127}{432} = \frac{30988}{432} = 71.76$$

For cell (3, 1):

$$E_{31} = \frac{244 \times 64}{432} = \frac{7936}{432} = 18.38$$

For cell (3, 2):

$$E_{32} = \frac{124 \times 180}{432} = \frac{22320}{432} = 51.67$$

For cell (3, 3):

$$E_{33} = \frac{124 \times 127}{432} = \frac{15548}{432} = 36.00$$

Chi Square Formula:

$$X^2 = \sum \frac{(O_{ij} - E_{ij})^2}{E_{ij}}$$

$X^2$  is the Chi-square statistic

$O_{ij}$  is the observed frequency in cell (i,j)

$E_{ij}$  is the expected frequency in cell (i,j)

For cell (1, 1)

$$X_{11}^2 = \frac{(8 - 18.52)^2}{18.52} = 6.89$$

For cell (1, 2)

$$X_{12}^2 = \frac{(30 - 52.08)^2}{52.08} = 9.01$$

For cell (1, 3)

$$X_{13}^2 = \frac{(33 - 36.69)^2}{36.69} = 0.36$$

For cell (2, 1)

$$X_{21}^2 = \frac{(18 - 36.11)^2}{36.11} = 18.59$$

For cell (2, 2)

$$X_{22}^2 = \frac{(36 - 101.67)^2}{101.67} = 43.54$$

For cell (2, 3)

$$X_{23}^2 = \frac{(13 - 71.76)^2}{71.76} = 38.16$$

For cell (3, 1)

$$X_{31}^2 = \frac{(20 - 18.38)^2}{18.38} = 0.15$$

For cell (3, 2)

$$X_{32}^2 = \frac{(33 - 51.67)^2}{51.67} = 11.41$$

For cell (3,3)

$$X_{33}^2 = \frac{(23 - 36)^2}{36} = 4.18$$

$$X^2 = 6.89 + 9.01 + 0.36 + 18.59 + 43.54 + 38.16 + 0.15 + 11.41 + 4.18$$

$$X^2 = 132.29$$

With the chi-square statistic, we can compare it to the critical value of the chi-square distribution to see if the outcome is significant. We must first calculate the degrees of freedom and then determine the critical value for our selected significance level (typically 0.05). To calculate the critical value using the chi-square distribution, we must first identify the degrees of freedom (df) for our test. The degrees of freedom can be determined using the following formula:

$$df = (r - 1) \times (c - 1)$$

Where:

- $r$  is the number of rows in the contingency table.
- $c$  is the number of columns in the contingency table.

We have a 3x3 contingency table, so  $r=3$  and  $c=3$ .

$$df = (3-1) \times (3-1) = 2 \times 2 = 4$$

Using a statistical table, the significance level of 0.05 and 4 degrees of freedom, the critical value is approximately 9.488

The calculated chi-square statistic (132.29) is significantly greater than the crucial threshold (9.488), hence we reject the null hypothesis. This suggests that there is a strong link between leadership effectiveness and employee engagement at Enugu Electricity Distribution Plc. The statistics show evidence that leadership effectiveness and employee engagement are not mutually exclusive, lending credence to the idea that there is a positive relationship between the two.

#### **4.9 Contribution to the body of knowledge**

This study has added to the area by giving empirical information on the relationship between organisational culture and staff retention rates at Enugu Electricity

Distribution Plc. Using a chi-square test, we discovered a strong relationship between organisational culture and employee retention, demonstrating that organisational culture influences individuals' decisions to stay or leave the company. This outcome is consistent with existing theoretical frameworks and research on organisational behaviour and human resource management. According to the Organisational Culture Theory, organisational culture has a significant impact on employee attitudes, behaviours, and outcomes (Schein, 2010). Furthermore, the Social Exchange Theory implies that employees build expectations about the benefits they receive from the organisation, including cultural characteristics, which influence their commitment and retention.

Practically, the findings of this study can help guide management decisions and activities aimed at increasing staff retention. Understanding the impact of organisational culture on retention allows managers to focus on cultivating a positive and supportive culture that aligns with workers' values and needs. This may include initiatives like as improving communication channels, creating work-life balance, and instilling a sense of belonging and purpose in employees. Furthermore, this study emphasises the significance of periodically reviewing and monitoring organisational culture to find areas for improvement and intervention.

Organisations like Enugu Electricity Distribution Plc may improve employee engagement and retention by fostering a culture that values employee well-being, growth, and satisfaction, resulting in increased organisational effectiveness and success. In conclusion, this study adds to the current body of knowledge by empirically proving the link between organisational culture and staff retention rates. By connecting theory and practice, it provides vital insights for organisational leaders and managers looking to establish supportive and engaging work environments.

## 5 SUMMARY AND DISCUSSION

This chapter summarises the research findings by combining empirical evidence and theoretical frameworks. It offers a complete summary of the research process, highlighting key discoveries, trends, and patterns while condensing complex data into straightforward conclusions.

### 5.1 Evaluation of the thesis topic, execution, and ethical considerations

The thesis topic evaluation alongside the execution and ethical considerations are discussed in details as follows:

1. **Thesis Topic Evaluation** - The thesis topic, which investigates the relationship between employee engagement and retention rates at Enugu Electricity Distribution Plc, is extremely relevant and important. Employee retention is a crucial issue for businesses, affecting productivity, morale, and, eventually, profitability. The study of employee engagement's impact on retention rates provides useful insights for both academics and practitioners in the field of human resource management.
2. **Execution Evaluation** - The research was carried out thoroughly and methodically. The researcher used relevant statistical methods, such as chi-square testing and descriptive data analysis, to investigate the association between employee engagement and retention rates. Data collecting methods included surveys with questionnaires distributed to organisation employees to measure engagement and obtain impressions of organisational culture as well as plans to stay or quit the organisation. The incorporation of several dimensions of organisational culture (for example, work-life balance, communication, and values) deepens the analysis. However, one key limitation was the sudden change of mind of some of the employees earlier scheduled for interviews.

3. **Ethical considerations** - Several ethical concerns were addressed in this research:

- **Informed Consent:** Ensuring that participants give their informed consent before participating in the study. Participants were adequately informed about the research goal, their rights, and the potential risks and advantages of participating.
- **Confidentiality:** The confidentiality of participants' responses was stressed to safeguard their privacy. Data was anonymised and securely stored to avoid unauthorised access.
- **Voluntary Participation:** Participants chose to participate in the study without being coerced or under any pressure. They had the option to withdraw from the study at any time without penalty.
- **Avoiding risk:** The researchers made precautions to reduce any potential risk to participants. This involves making sure that survey questions are not intrusive or sensitive, and that participants are not subjected to unnecessary stress or pain.
- **Approval:** Prior to using the organisation as a case study for this research, a written approval was obtained from the management.

## 5.2 Summary of the research

The study findings focused on the relationship between employee engagement and employee retention rates at Enugu Electricity Distribution Plc. Employee opinions of organisational culture were measured across multiple aspects, including work-life balance, communication, and values, using a series of surveys or questionnaires. Employees were also questioned if they planned to stay with the organisation for the next 12 months and if they had considered leaving their current position in the last year. The study results highlighted several major findings which are discussed below:

**Employee Engagement and Retention:** The study looked at the relationship between employee engagement and retention rates. Employees who reported higher levels of engagement, which included sentiments of pride, motivation, and gratitude, were more likely to express a desire to stay with the organisation. This emphasises the necessity of creating a healthy work environment and actively engaging people to improve retention.

**Organisational Culture and Retention Rates:** There is a considerable link between Organisational Culture and employee retention rates. Specifically, key components of organisational culture, such as work-life balance and communication, were linked to employees' inclinations to stay or leave the organisation. Higher levels of organisational support for work-life balance and communication were linked to higher retention rates.

**Professional Development and Employee Engagement:** The study also looked into the effect of professional development opportunities on employee engagement. Employees expressed higher levels of engagement when they perceived more prospects for professional progression and development inside the organisation. This implies that investing in staff development and promotion might lead to increased engagement and possibly higher retention rates.

Finally, the study's findings emphasise the importance of Employee engagement, organisational culture and career development opportunities in determining retention rates at Enugu Electricity Distribution Plc. Organisations can potentially boost employee engagement and retention by focusing on areas of culture that promote work-life balance, communication, and career advancement. These findings provide useful insights for human resource management techniques and organisational strategies focused at increasing employee happiness and loyalty. Also, this findings corroborate the findings of the empirical framework which strengthens the relationship between employee engagement and employee retention.



### **5.3 Comparison with research objective**

The study's findings focused on the relationship between organisational culture and employee retention rates at Enugu Electricity Distribution Plc. Employee opinions of organisational culture were measured across multiple aspects, including work-life balance, communication, and values, using a series of surveys or questionnaires. Employees were also questioned if they planned to stay with the organisation for the next 12 months and if they had considered leaving their current position in the last year. The study results highlighted several major findings which are compared and discussed below.

**Assessment of Current Employee Engagement Level:** The research findings shed light on the existing level of employee engagement at Enugu Electricity Distribution Plc. According to survey data and research, employees have moderate levels of engagement, with variances across multiple dimensions such as pride in the organisation, motivation, perceived value, and possibilities for progress.

**Examination of the Impact of Employee Engagement on Employee Retention:** The study's findings show that there is a substantial relationship between staff engagement and organisational retention rates. Statistical investigations show that higher levels of engagement are connected with higher retention rates, implying that engaged employees are more likely to stay with the organisation.

**Identification of Factors Influencing Employee Engagement and Retention:** The study identifies numerous significant elements that influence employee engagement and retention at Enugu Electricity Distribution Plc. These elements include organisational culture and values, work-life balance, remuneration and benefits, career prospects, and leadership effectiveness. Thematic analysis illustrates the intricate interplay between these variables in creating employee attitudes and behaviours.

Proposed Recommendations for Improving Employee Engagement and Retention Strategies based on the findings, concrete recommendations were offered to improve the organization's employee engagement and retention efforts. These proposals include attempts to improve organisational culture, improve work-life balance, improve remuneration and benefit packages, increase possibilities for professional advancement, and improve leadership techniques. These ideas, which coincide with best practices in organisational psychology and human resource management, aim to create a more favourable work environment that promotes employee satisfaction, commitment, and longevity.

#### **5.4 Reflection on new questions that emerged**

Several new questions arose during the research process, motivating additional exploration and investigation. These questions reflect the ongoing effort to gain a better understanding of the relationships between employee engagement, retention, and organisational performance. Further research and analysis in these areas can help to establish complete strategies for fostering good work environments and maximising employee performance. Some of the new questions and reflections are as follows:

1. What particular steps can businesses implement to improve work-life balance and communication in the workplace?

Reflection: This question underscores the growing importance of employee well-being and good communication in today's businesses. Flexible work arrangements, wellness programmes, and open communication channels can all help to improve work-life balance and employee engagement. Organisations may also consider implementing regular feedback systems to ensure that employee requirements are met and communication is open.

2. How do different leadership styles influence employee engagement and retention?

Reflection: Leadership styles shape organisational culture and influence employee attitudes and behaviours. Researching the impact of different leadership styles, such as transformational, transactional, and servant leadership, on employee engagement and retention can yield significant information. Effective leaders who prioritise staff development, empowerment, and appreciation are more likely to increase engagement and reduce attrition.

3. How do performance incentives and rewards influence employee motivation and engagement?

Reflection: Incentives and prizes are widely utilised to motivate employees and improve performance. Understanding how diverse incentive systems, such as monetary bonuses, recognition programmes, and possibilities for career advancement, affect employee motivation and engagement is critical. To ensure long-term employee engagement, organisations must achieve a balance between extrinsic rewards and intrinsic motivators, such as meaningful work and a positive work environment.

4. How can organisations ensure that employees are treated ethically and fairly while employing retention strategies?

Reflection: While organisations strive to retain great people, they must prioritise ethical issues and fairness in all retention efforts. This includes ensuring fair professional growth opportunities, fostering diversity and inclusion, and addressing workplace discrimination or harassment. Transparent communication, ethical leadership practices, and respect to labour rules and regulations are critical for fostering trust and a positive employer-employee dynamic.

## 5.5 Presenting personal opinion on the research work

The development and research work described here provides important insights into the complex relationship between employee engagement, organisational culture, and retention. The report presents a road map for businesses looking to build a supportive and engaging work environment by combining empirical evidence, theoretical frameworks, and practical advice.

**Comprehensive Data Analysis** - The research uses a variety of data sources, such as employee engagement surveys, retention rates, and organisational culture assessments. The study provides a complete knowledge of the elements that influence engagement and retention by investigating several dimensions of employee experiences, such as job satisfaction and career development opportunities.

**Statistical Rigour** - The application of statistical tools like chi-square analysis suggests a thorough approach to data analysis. By quantitatively measuring the interactions between variables, the research strengthens its findings and allows for meaningful comparisons of various factors influencing employee engagement and retention.

**Practical Implications** - The study goes beyond theoretical exploration to make practical recommendations for increasing employee engagement and retention. Suggestions for promoting work-life balance, improving communication channels, and introducing career development activities are actionable for organisational leaders looking to build a healthy workplace environment.

**Ethical issues** - Throughout the study process, ethical issues were critical. Maintaining trust and integrity in research outputs requires ethical treatment of the employees, fair data collection analysis techniques, and secrecy of sensitive information. Though some of the employees of Enugu Electricity Distribution Plc were initially reluctant to complete the survey due to the fear that the management of

the organisation might get to see it someday but with the continuous assurance of anonymity and confidentiality, they later agreed and completed the survey.

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## APPENDICES

Dear participant,

It is truly an honour for me to make this introduction. Olawale Kolade is my name, I am a student of International Business Management at the Vaasa University of Applied Sciences. I am working on my master's thesis. The purpose of this research study is to identify the impact of employee engagement on employee retention. This is an anonymous survey, and the information gathered will only be utilised for academic purposes. There are few sections in it and I will be happy if you can participate in it.

Employee Engagement and Retention Questionnaire

### **\*\*Section 1: Demographic Information\*\***

1. What is your current position/job title at Enugu Electricity Distribution Plc?

- Managerial/Supervisory
- Technical/Operational
- Administrative/Support
- Other (please specify): \_\_\_\_\_

2. How long have you been employed at Enugu Electricity Distribution Plc?

- Less than 1 year
- 1-3 years
- 4-7 years
- 8 years or more

3. What is your gender?

- Female
- Male

4. What is your age range?

- Under 25
- 25-34
- 35-44
- 45-54
- 55 or older



5. What is your highest level of education?

- O-Level / OND  
 Bachelor's degree / Higher National Diploma  
 Master's degree  
 Doctoral degree  
 Other (please specify): \_\_\_\_\_

6. How many years of experience do you have in total in the industry ( EEDC and other energy companies combined)

- 0-3  
 4 – 9  
 10 – 15  
 16 - 20  
 21-25  
 26 - 30

**\*\*Section 2: Employee Engagement\*\***

On a scale of 1 to 5, please rate your level of agreement with the following statements:

(1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree)

| S/N | QUESTIONS   | 1 =<br>Strongly<br>Disagree | 2 =<br>Disagree | 3 =<br>Neutral | 4 =<br>Agree | 5 =<br>Strongly<br>Agree |
|-----|---|-----------------------------|-----------------|----------------|--------------|--------------------------|
| 1   | I feel a sense of pride in working for Enugu Electricity Distribution Plc.      |                             |                 |                |              |                          |
| 2   | I am motivated to go above and beyond in my role.                               |                             |                 |                |              |                          |
| 3   | I feel valued and appreciated by my supervisor/manager.                         |                             |                 |                |              |                          |
| 4   | I have opportunities for career growth and development within the organization. |                             |                 |                |              |                          |

How satisfied are you with the following aspects of your job at Enugu Electricity Distribution Plc?

(1 = Very Dissatisfied, 2 = Dissatisfied, 3 = Neutral, 4 = Satisfied, 5 = Very Satisfied)

| S/N | QUESTIONS                                    | 1 = Very Dissatisfied, | 2 = Dissatisfied | 3 = Neutral | 4 = Satisfied | 5 = Very Satisfied |
|-----|--|------------------------|------------------|-------------|---------------|--------------------|
| 1   | Work-life balance                            |                        |                  |             |               |                    |
| 2   | Compensation and benefits                    |                        |                  |             |               |                    |
| 3   | Opportunities for advancement                |                        |                  |             |               |                    |
| 4   | Organizational culture and values            |                        |                  |             |               |                    |
| 5   | Relationship with colleagues and supervisors |                        |                  |             |               |                    |

1. How would you rate the level of communication within Enugu Electricity Distribution Plc?

- Excellent  
 Good  
 Fair  
 Poor  
 Very Poor

2. To what extent do you feel that your contributions and ideas are valued by the organization?

- To a great extent  
 To some extent  
 To a limited extent  
 Not at all

### **\*\*Section 3: Employee Retention\*\***

1. Have you considered leaving your current position at Enugu Electricity Distribution Plc within the past year?

- Yes  
 No

2. If yes, please select the primary reason(s) for considering leaving:
  - Lack of career advancement opportunities
  - Inadequate compensation
  - Poor work-life balance
  - Unsatisfactory relationship with supervisor/manager
  - Job dissatisfaction
  - Other (please specify): \_\_\_\_\_
  
3. Have you received any formal training or development opportunities in the past year at Enugu Electricity Distribution Plc?
  - Yes
  - No
  
4. If yes, how satisfied were you with the training or development opportunities provided?
  - Very Satisfied
  - Satisfied
  - Neutral
  - Dissatisfied
  - Very Dissatisfied
  
5. How would you rate the overall organizational support for work-life balance at Enugu Electricity Distribution Plc?
  - Excellent
  - Good
  - Fair
  - Poor
  - Very Poor
  
6. How likely are you to continue working at Enugu Electricity Distribution Plc in the next 12 months?
  - Very Unlikely
  - Unlikely
  - Neutral
  - Likely
  - Very Likely

**\*\*Section 4: Additional Feedback\*\***

1. Are there any specific initiatives or programs you believe would improve employee engagement and retention at Enugu Electricity Distribution Plc?
2. How do you perceive the organizational culture at Enugu Electricity Distribution Plc, and how does it impact your level of engagement and commitment to the organization?
3. What are your thoughts on the effectiveness of leadership within Enugu Electricity Distribution Plc in promoting employee engagement and retention?
4. Please provide any additional comments or suggestions for improving employee engagement and retention at Enugu Electricity Distribution Plc