

**HUMAN RESOURCE MANAGEMENT PRACTICES
AND EMPLOYEE ENGAGEMENT IN
MANUFACTURING FIRMS IN NIGERIA**

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**Human Resource Management Practices and Employee Engagement
In Manufacturing Firms In Nigeria**

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Philosophy in Human Resource Management in the Jomo Kenyatta
University of Agriculture and Technology**

2019

DECLARATION

This thesis is my original work and has not been submitted for an award of a degree in any other University.

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DEDICATION

To my wife, Rebecca Adenike and daughters, Engineer Eunice Ifedolapo, Joy Oluwafisayo, Abigail TemilOluwa and Mercy Motolani for their inspiration and encouragement in my work and for bearing with me.

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LIST OF ABBREVIATIONS AND ACRONYMS

ANOVA	Analysis of Variance
BLUE	Best Linear Unbiased Estimators
CIPD	Chartered Institute of Personnel and Development
ED	Employee Demographics
EE	Employee Engagement
EIP	Employee Involvement and Participation
ER	Employee Relations
ESOP	Employee Share Ownership Scheme
ET	Equity Theory
ETI	Employee Turnover Intention
HCT	Human Capital Theory
HR	Human Resource
HRM	Human Resource Management
HRMP	Human Resource Management Practices
HRP	Human Resource Planning
IES	Institute of Employment Studies
IR	Industrial Relations
JKUAT	Jomo Kenyatta University of Agriculture and Technology
KRA	Key Results Area
KSA	Knowledge, Skills, and abilities
MAN	Manufacturer Association of Nigeria
MNF	Manufacturing Firms in Nigeria
NMF	Nigerian Manufacturing Firms
NSE	Nigerian Stock Exchange
OC	Organisational Commitment
OCB	Organisational Citizenship Behaviour
OLS	Ordinary Least Square
PA	Performance Appraisal
PDA s	Performance and Development Agreements
PPMCC	Pearson Product Moment Correlation Coefficient

RM	Reward Management
RPED	Regional Program on Enterprise Development
SET	Social Exchange Theory
SPSS	Statistical Package for Social Sciences
T & D	Training and Development
TNA	Training Needs Analysis
UK	United Kingdom
USA	United States of America
UWES	Utrecht Work Engagement Scale
VIF	Variance Inflation Factor
WAPDA	Water and Power Development Authority of Pakistan
WERS	Workplace Employment Relations Survey

OPERATIONAL DEFINITION OF TERMINOLOGIES

Employee Engagement	The extent to which an organization's employees are psychologically involved in, connected to, and committed to getting their jobs done (Dessler, 2017).
Employee Relations	Employee relations can broadly be defined as the study of the employment relationship in all its different guises (such as full time, part time, temporary and casual) (Harvey & Turnbull, 2017).
Human Resource Management Practice	Organisational activities which are directed at managing the pool of human resources and ensuring that the resources are employed towards the fulfilment of organisational goals (Armstrong & Taylor, 2014).
Performance Appraisal	The process that involves planning, observing, measuring and evaluating an individual's performance against a set of performance expectations using a set criteria (Malik, 2018).
Reward Management	Reward management reflects how rewards are designed and administered, and is critical to attracting, retaining, and motivating employees to achieve desirable outcomes (Chiang & Birtch, 2017).
Training	Training refers to a planned effort by a company to facilitate learning of job-related competencies, knowledge, skills, and behaviours by employees (Noe, 2017).

ABSTRACT

In order for any organisation to succeed, there must be engaged employees. This position cannot be attained if the organisation fails to put in place robust employee relationships. The robust employee relationships, especially in the area of employee management practices will enable all employees to be engaged and will propel them to contribute optimally to the organisation's goal achievement. Thus, it is very important that organisations have such human resource management policies and practices that will help their employees to be engaged, committed and productive optimally and consequently to contribute to the national development. This study looked at the influence of human resource management practices on employee engagement in manufacturing firms in Nigeria. Specifically, the study sought to investigate the influence of training, performance appraisal, reward management and employee relations on employee engagement in manufacturing firms in Nigeria. The study adopted cross sectional survey research design using both quantitative and qualitative approaches in determining the influence of human resource management practices on employee engagement in manufacturing firms in Nigeria. The target population was 258,753 employees from 31 manufacturing firms. Purposive, stratified, and simple random sampling techniques were used to sample 395 respondents comprising of middle-level, lower-level managers and employees from the manufacturing firms. Data was collected through drop and pick questionnaire and analysed with the aid of descriptive and inferential statistics. Pearson Products Moment Correlation analysis was carried out to ascertain the extent of the relationship between the variables. The simple linear regression models was used to establish the significance of influence of training, performance appraisal, reward management and employee relations on employee engagement in manufacturing firms in Nigeria. Multiple linear regression models and ANOVA were used in determining the significance influence of independent variables on the employee engagement. The formulated hypotheses were tested. The study found out that there are positive significant relationships between performance appraisal, reward management, employee relations and employee engagement. The study also found out that the relationship between training and employee engagement was significantly negative. The conclusion from the findings of this study is that engaged employees are the main drivers of the organisation's productivity and human resource management practices are important factors influencing the employee engagement in manufacturing firms in Nigeria. Based on the conclusion, the study recommends that manufacturing firms in Nigeria should develop human resource management strategies that will be geared towards improving the employee engagement. Government should enforce labour laws and regulations.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organisations all over the world are set up to meet certain predetermined goals and objectives. Such goals and objectives cannot be achieved without the input of employees (Wilkinson, Redman, & Dundon, 2017). According to Beheshtifar and Safarian (2013), Human resource management practices (HRMP) “has a wider dimension than wage, welfare and safety plans in the workplace”. Human resource management practices “involves training, performance appraisal, reward management, labour relations, collective bargaining and safe work environment (Hrmpractice, 2019). The human resource management practices (HRMP) has its focus and aim on how to improve the working conditions of employees and maintain them in the organisation in order to achieve organisational performance and enhance the level of employee engagement (Nel & Linde, 2019).

This is achieved by the introduction of Human Resource Management policies (HRMP) and processes that will ensure that their employees are valued and rewarded for whatever they contribute or achieve for the organisation fairly and equitably (Georgiades, 2015). For any organisation to have sustained competitive advantage; there is the need to generate organisational capability by ensuring that it has and retains the skilled, engaged, committed and well-motivated employees that it needs, by ensuring that their employees are “apostles” or “good ambassadors” of the organisation (Armstrong, 2010). Unarguably, HRMP plays an “irreplaceable role” within organisations in order to achieve a sustained competitive advantage and improve the level of employee engagement (Li, Samolejova, Cech, & Lampa, 2016).

Organisations’ success is dependent on the level of employees’ engagement to a certain extent, the position which cannot be attained if the organisation failed to put in place a robust employee relationship which will allow for all employees to be maintained in a way that will motivate them to contribute optimally to the organisation’s goal achievement (Alvesson, 2009).

Some researchers had reported that relationship between HRMP and EE is significant (Jung, Yoon, & Yoon, 2016; Daniels, 2016). Hence, it is very important that organisation have such HRMP that will increase the level of EE.

Employee engagement (EE) had gain popularity among both researchers and HR practitioners. Quite a lot of studies had been conducted by researchers in exploring the link between EE antecedents and employee engagement and have asserted that enhancing human resource management practices could raise the level of employee engagement thereby, “could create a compelling competitive advantage for organisations across the globe” (Shuck, Reio, & Rocco, 2011). The need of the Human Resource (HR) “to go beyond the traditional roles and become a strategic partner in businesses, focusing attention on engaging employees at deeper levels” has also been suggested (Bhowal & Saini, 2019).

1.1.1 Global Perspective of Human Resource Management and Employee Engagement

Globally, the downward slope of the level of engagement had been observed and reported (Nel & Linde, 2019). The report of employee engagement survey by Gallup (2018) indicated that the global level of employee engagement (Nigeria inclusive) has been nose-diving since 2015 until 2017 when it picked up again (see Figure 1.1 and Figure 1.2). The level of disengagement globally trend has been a cause of worry because of the report that only 13% of employees were “highly” engaged and that only 26% were “actively” disengaged (Nel & Linde, 2019).

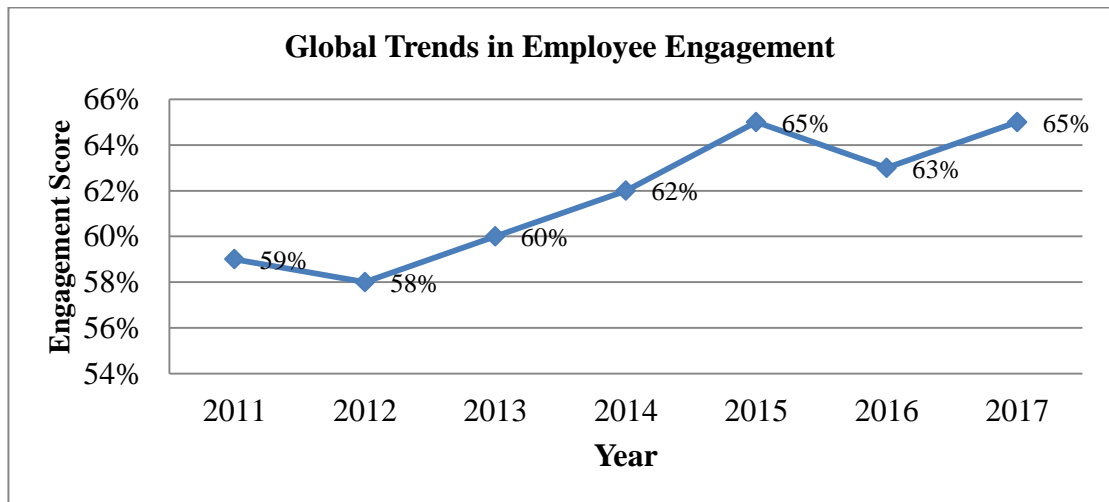


Figure 1. 1: Global Trends in Employee Engagement

Source: Gallup (2018)

Furthermore, when cost of disengaged employees is taking into consideration, it will be wise for organisations to put in every effort to have engaged employees in their organisation. The cost of disengaged employee globally has been put at approximately \$263 million annually to the German economy, \$2.5billion to Asian economy, \$4.9 billion to Australian economy and to the United States’s economy, the cost was between \$250 and 300 billion yearly (Meere, 2005). Considering the cost implications, organisations have much to gain when they use HRMP to focus on developing engaged employees.

According to Whittington, Meskelis, Asare, and Beldona (2017), the trend validates concerns about the levels of disengagement, as disengaged employees display counterproductive workplace behaviour that impacts negatively on the business outcomes and employee engagement. Globally, the level of employee engagement has been on the decrease since 2015. According to Figure 1.2, those who are moderately engaged globally started dropping from 40% in 2015 to 38% in 2017 (Gallup, 2018). In United States of America, a poll by Gallup found out that 33% of U.S. workers were engaged at work, only 16% of employees were actively disengaged and the remaining 52% of the employees were not engaged (Gallup, 2017). The degree of employee engagement in the world is a global concern.

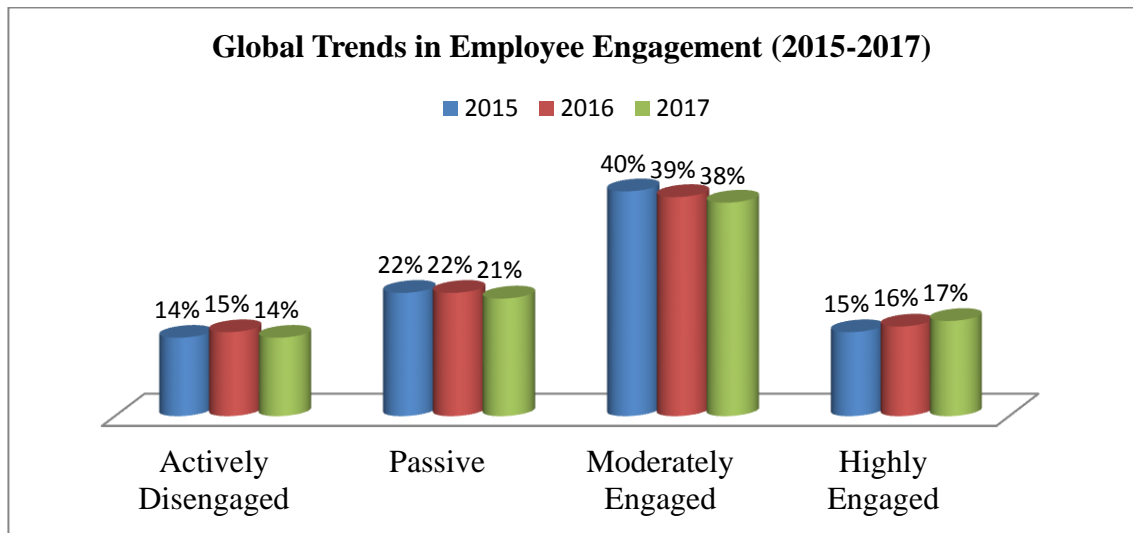


Figure 1. 2: Global Trends in Employee Engagement (2015-2017)

Source: Gallup (2018)

Employee engagement has been referred to as the “cornerstone upon which rests a number of positive business outcomes such as productivity, improved bottom lines, growth, customer satisfaction, employee retention and safety” (Bhowal & Saini, 2019). Studies have established links between human resource management practices (HRMP) and employee engagement (EE) globally. Such linkages include those among Australian and US nurses according to the findings of Brunetto, Xerri, Shriberg, Farr-Wharton, Shacklock, Newman, and Dienger (2013). The study was carried out among 510 randomly selected nurses From Australian hospitals and 718 nurses from US hospitals. The findings of the research indicated that there is significant influence of human resource management practices such as perceived organisational support (POS), leadership, and teamwork on employee engagement (Brunetto, et al., 2013).

In United Kingdom, Alfes, Shantz, and Soane (2013) studied the relationships between line managers’ behaviour, perceived HRM practices, individual performance and employee engagement (EE) among 297 employees in a service sector. The study found a positive significant relationship between perceived HRMP and employee engagement. Likewise in Korea, a study was conducted among 344 hotels employees on human resource management practices and EE.

The study found a positive significant effect of pragmatic management policy on EE (Jung, Yoon, & Yoon, 2016).

1.1.2 Regional Perspective of Human Resource Management and Employee Engagement

In Africa as a continent, little scholarly research on the influence of HRMP on employee engagement had been conducted in manufacturing industry and only limited studies discuss the topic from the empirical perspective. For instance, Ugwu, Onyishi, and Rodriguez-Sanchez (2014) conducted a research on the “link between organisational trust and employee engagement among 715 employees from 7 banks and 4 pharmaceutical firms in Nigeria. The study reported positive significant relationship between organisational trust, organisational empowerment,” and employee engagement (Ugwu, Onyishi, & Rodriguez-Sanchez, 2014).

Manuel (2014) studied the “effect of training and development” and employee engagement on perceived business performance in South Africa. Data for the study was collected from 81 employees of financial firms listed on Johannesburg Stock Exchange. The study found out that the relationship between training and employee engagement was not significant. The study also described the relationship HRM practices (training and development) and employee engagement as ambivalent (Manuel, 2014).

In Uganda, a study conducted within education sector revealed that Human Resource policies and practices will positively and significantly affect employee’s engagement and subsequently organisational performance substantially (Angundaru, Lubogoyi, & Bagire, 2016). Owor (2016) conducted a study among sugar employees of soft drinks and sugar manufacturing firms in Uganda. The study found out that all the nine antecedents of HR practices (job characteristics, role clarity, material adequacy, teamwork, rewards/recognition, perceived social support, compensation fairness, job security and employee development) tested have positive and significant relationship with employee engagement (Owor, 2016, p. 5).

In Kenya, a study was conducted among civil service on the effect of transformational leadership on employee engagement and the study found out that transformational leadership is positively and significantly related to the employee engagement (Datche & Mukulu, 2015). Jepkogei and Kiprotich (2016) conducted a research in Kenyan power industry. The study found out that outsourcing HRMP such as training services had a reverse significant influence on employee engagement (Jepkogei & Kiprotich, 2016). Antwi, Opoku, Seth, and Osei-Boateng (2016) studied the influence of HRM practices on employee engagement among 80 employees of Ghana commercial bank. The findings of the study indicated that there is positive significant influence of HR management practices on employee engagement (Antwi, Opoku, Seth, & Osei-Boateng, 2016).

1.1.3 Local Perspective of Human Resource Management and Employee Engagement

The human resource management practices in Nigeria have not been what it should be despite structures put in place according to the findings of empirical studies. Shokunbi (2016) reported some variables capable of influencing employee engagement from a study conducted among the Nigerian public sector. The study used qualitative approach and sample public senior secondary school teachers in Lagos State of Nigeria. The study found out that pay and remuneration had positive significant influence on employee engagement in Nigeria among other antecedents (Shokunbi, 2016). Shokunbi (2016) concluded that this finding of the study “may have something to do with socio-economic situation in Africa.”

Malaolu and Ogbuabor (2013) looked into “training and manpower development, employee productivity and organisational performance in Nigeria among 75 employees of First Bank Plc.” The study discovered that “training and development” had significant influence on the employee productivity and employee engagement (Malaolu & Ogbuabor, 2013). However, Emeti (2015) linked the practice of training implementation in Nigeria to employee reward management and concluded that level of employee engagement are negatively and significantly affected by the crude and unprofessional methods of training implementation.

Generally, the findings of empirical studies have pointed out that the problems in Nigerian labour market have been responsible to myriad of challenges that HR personnel face in carrying out their functions efficiently and effectively in maintaining employees to perform better and got engaged to their organisation (Emeti, 2015). According to Fajana (2009), HRMP in Nigeria is challenged with unethical practices which include selection bias, preference by the management, Federal character syndrome, ethnic and social class influences, discriminatory selection, favouritism and godfather syndrome among others.

Izuogu (2015) in a study reported that favouritism and nepotism found within Nigerian work environment has been the reason for failure of HR personnel to full adherence to HR policies. Emeti (2015) reported that training practice like other HR management practices is characterised by crude and unprofessional methods which can account for why employees are not adequately rewarded. With the rate of high employee turnover and high unemployment rate, there is a dearth and scanty empirical study of the influence of human resource management practices on employee engagement in Nigeria business sector (Ugwu, Onyishi, & Rodriguez-Sanchez, 2014).

The link between HRM practices and other organisational outcomes such as employee engagement has been found in Nigeria (Ugwu, Onyishi, & Rodriguez-Sanchez, 2014), in South Africa (Manuel, 2014), in Kenya (Jepkogei & Kiprotich, 2016), in Uganda, (Angundaru, Lubogoyi, & Bagire, 2016), and in Ghana (Antwi, Opoku, Seth, & Osei-Boateng, 2016). However, the studies conducted in Africa in this regard have been limited and narrow.

Sectors such as manufacturing, hotels and tourism have been unintentionally neglected by the previous studies (Ugwu, Onyishi, & Rodriguez-Sanchez, 2014; Orogbu, Onyeizugbe, Onwuzuligbo, & Agu, 2016; Ogboso & Edwinah, 2017; Olugbade & Karatepe, 2018).

1.1.4 Manufacturing Firms in Nigeria

The Nigerian manufacturing firms are organisations that engage in manufacturing activities in Nigeria. There are 64 manufacturing firms listed in Nigerian Stock Exchange (NSE) (see Appendix 3). They were classified by the NSE into five categories: conglomerates, consumer goods, health care, industrial goods and natural resources. These manufacturing firms manufacture and deal with various goods and services ranging from chemicals, paints, food and beverages, metal and non-metal, paper and printing, publishing, plastic production, textile and leather, wood and furniture, pharmaceuticals, wines and liquor, mining, and cement production (see Appendix 3 and Appendix 5).

Based on the literature reviewed, it was realised that manufacturing firms are not performing well and that was why the sector was being studied. Statistical records have indicated unimpressive contribution of Nigerian manufacturing firms (NMF) to the manufacturing sector's growth in Nigeria (see Table 1.1 and Figure 1.3). The breakdown of the Nigerian manufacturing firms into sector is found on the Appendix 4.

Olaleye (2016) noted that the recorded satisfactory growth was observed in the performance of the NMF from 1970 to 1980 which was quickly followed by a rapid decline in the profitability and growth shortly after 1980. Among other factors responsible for this was the dwindling global oil price had great negative effect on the manufacturing firm's performance. The Nigerian minister of trade and investment assert that the NMF seems to be bouncing back as the manufacturing sector recorded 8.9billion US dollars investment inflow in 2013, making Nigeria the number one investment destination in Africa (Aganga, 2014).

In the 1970's, the NMF contributed 15% to GDP, but regrettably, this contribution has been going down since 1980's (Ade-Agoye, 2011). Since 1999, none of the year figure was up to 10% contribution to GDP by the Nigerian manufacturing sector (See Table 1.1). The manufacturing sector's growth was described by the Central Bank of Nigeria as unimpressive (Central Bank of Nigeria [CBN], 2005).

A slightly but unimpressive increase was noticed in the contribution of the sector to the GDP in 2013 was 4.23% (Ume, Obasikene, Oleka, & Nwadike, 2017), however, the figure is less than the one reported which is 9.03% of the GDP by the World Bank as indicated on Table 1.1.

Nevertheless, none of the year figure was up to 10% of the GDP. When this performance is compared to world largest economies, it is glaring that NMF have issues with utilization of HRM practices to engender employee engagement (see Appendix 5). Nigerian manufacturing firms have myriads of challenges and problems which majorly includes having a crop of highly trained, skilled and engaged employees. This state is worrisome; especially when Nigerian government's policies, support and incentives on manufacturing sector are taken into consideration (Onuoha, 2013).

The sector has received a lot of buffers from the government that should revamp the sector to contribute substantially to the economy. When the contribution of Nigerian manufacturing firms' contribution (in percentage) of the Gross National Product (GDP) was investigated, the results were unimpressive since the 1970's. As shown in Table 1.1, the contribution of manufacturing firms in percentage of the Nigerian GDP is less than 10% from 2010 to 2017.

Table 1. 1: Nigerian Manufacturing Firms (% of GDP) from 2000 – 2017

Year	2000	2005	2010	2011	2012	2013	2014	2015	2016	2017
% of GDP	17.51	12.07	6.45	7.11	7.70	8.93	9.64	9.43	8.68	8.74
World Average	16.84	17.11	15.85	15.75	15.60	15.39	15.42	15.72	15.58	na

na: not available

Source: (World Bank, 2018) and CBN (2016)

Given that the previous studies on human resource management practices (HRMP) and employee engagement have been conducted in developed economies and not in developing economy as Nigeria.

This study was on the influence of HRMP on the employee engagement in manufacturing firms in Nigeria was to bridge the gap in the literature, comparing the findings of this study with previous studies in the developed economies will help further clarify the emerging employee engagement concept within Nigerian manufacturing context and add to the body of literature on employee engagement.

The problem of stunt and retarded growth, unethical and unprofessional HRM practices which have plagued the operations of manufacturing firms in Nigeria and the report that “no study has been done on employee engagement in the Nigerian business culture” (Ugwu, Onyishi, & Rodriguez-Sanchez, 2014, p. 378) prompted this study. Ugwu et al. (2014) did their work in banking and pharmaceutical sector. Few and very scanty empirical studies have been conducted on the HRMP on employee engagement in NMF. Nigeria being the largest economy in Africa continent but with dearth and scanty empirical study of the influence of HRMP on the employee engagement in the manufacturing industry made it imperative to fill this seemingly wide knowledge gap.

Over the years, the percentage contribution of the NMF has been dropping despite all efforts and policies put in place by the government of Federal Republic of Nigeria, the latest report of 2017 figures from both the Central Bank of Nigeria and the World Bank is still not impressive and call for concern (see Figure 1.1 and Appendix 5).

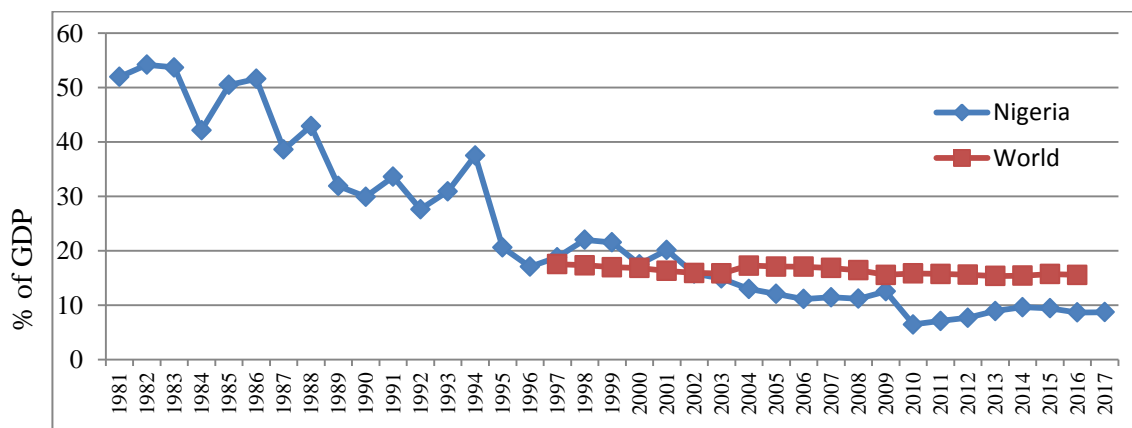


Figure 1.3: Nigerian Manufacturing Firms, value added (% of GDP): 1981 – 2017

Source: World Bank (2018)

1.2 Statement of the Problem

According to Armstrong and Taylor (2014), when human resource management practices (HRMP) of any organisation are properly aligned and carefully implemented with the business objectives of the organisation, there will be low employee turnover, high employee performance, increased productivity, and there will be employee engagement. Findings of Emeti (2015) and Shin, Jeong, and Bae (2016) corroborate Armstrong and Taylor (2014) when they found out that HRMP improves the level of employee engagement. Likewise, another study found out that good reward management increases the level of employee engagement significantly (Ouabuchi, Jaja, & Ukoha, 2017). Therefore, when manufacturing firms' employees are engaged, there will be increase in performance and productivity. However, when employees are disengaged, manufacturing firms will record losses as a result of employee disengagement.

The performance of manufacturing firms in Nigeria (MFN) attested to this, because for two decades now, the performance of (MFN) has been below 10% (see Table 1.1 and Figure 1.3) despite various government interventions (Aganga, 2014). Employee disengagement will affect government revenue in terms of low or no taxes payment from MFN. Breadwinners in the society will find it difficult to make ends meet because of the economic hardship that employee disengagement brings. Meanwhile, full implementation of Human resource management practices (HRMP) is the solution to the employee disengagement. Based on the literature reviewed, the HRMP in MFN is poor and plagued with myriad of unethical practices which include selection bias, preference by the management, Federal character syndrome, ethnic and social class influences, selection discrimination, favouritism and godfather syndrome (Fajana, 2009), and failure to full adherence to HR policies is hinged on favouritism and nepotism (Izuogu, 2015). Emeti (2015) reported that training practice in manufacturing firms in Nigeria is characterised by crude and unprofessional methods and employees are not adequately rewarded.

Most previous studies on influence of HRMP on employee engagement have been conducted in developed countries and those conducted within Nigeria were not on manufacturing firms (Fletcher, 2016; Shah, & Beh, 2016; Li & Frenkel, 2017; Alzyoud, 2018). In Nigeria, not much research has been done on the influence of HRMP on employee engagement in manufacturing firms. Therefore, this study was done to fill the gap of the influence of HRMP on employee engagement.

1.3 Objectives of the study

This study was guided by the following general and specific objectives.

1.3.1 General Objective

The general objective of this research was to examine the influence of human resource management practices on employee engagement in manufacturing firms in Nigeria.

1.3.2 Specific Objectives

In pursuit of achieving the general objective, the specific objectives of the study are:

- i. To establish the influence of training on employee engagement in manufacturing firms in Nigeria.
- ii. To determine the influence of performance appraisal on employee engagement in manufacturing firms in Nigeria.
- iii. To examine the influence of reward management on employee engagement in manufacturing firms in Nigeria.
- iv. To evaluate the influence of employee relations on employee engagement in manufacturing firms in Nigeria.

1.4 Research Hypotheses

The following hypotheses guided the study:

H₀₁: Training has no significant influence on the employee engagement in manufacturing firms in Nigeria.

H₀₂: Performance appraisal has no significant influence on the employee engagement in manufacturing firms in Nigeria.

H₀₃: Reward management has no significant influence on the employee engagement in manufacturing firms in Nigeria.

H₀₄: Employee relations have no significant influence on the employee engagement in manufacturing firms in Nigeria.

1.5 Justification of the Study

This study came at a time when manufacturing firms in Nigeria are facing myriads of challenges. Some of the manufacturing firms have closed shops; few have relocated to other countries while others were struggling to remain in business. This study therefore could be of immense benefit to the manufacturing firms which are mostly privately owned who need more of human resource management practices to retain their best employees to achieve their set goals and objectives and the following stakeholders:

1.5.1 Government of Nigeria and Policy Makers

This research will provide the government of Nigeria and policy makers with empirical evidence on the HRMP adopted by manufacturing firms in order for them to remain above board. The findings will help in making informed decision in improving the status quo. The findings will benefit policy makers and the government entity on the need to have more robust regulations on the HRMP in Nigeria to meet today's challenges posed by the operating environment, psychological and emotional facets of the millennium employees.

It will also provide enabling legal environment for successful running of organisations in developing strategies to make the organisations survive more in the face of competing problems mostly those associated with employees. The study also sheds light to the plights of Nigerian workers in manufacturing firms who were not allowed by their employers to join trade union. So, the findings of this study are therefore a guide to the Federal Ministry of Labour and Productivity on shortcomings of existing rules and regulations which needed to be reviewed in view of present realities.

1.5.2 Manufacturing Firms in Nigeria

Manufacturing firms generally have more or less general characteristics and therefore, the findings of this study are going to benefit manufacturing firms in Nigeria, Kenya and in Africa. The findings of the research will form a good reference point which could help manufacturing firms in Nigeria, Kenya and Africa in gaining more insights into the issues affecting the employee engagement in manufacturing firms. The manufacturing firms in Nigeria can leverage on the findings of the research and use it to address the challenges being faced in managing their human resource. The findings of the research can help the management of manufacturing firms to develop more robust and better HR policies that will be helpful and industry specific for improving organisational productivity capable of increasing the level of employee engagement.

1.5.3 Researchers and Scholars

The concept of employee engagement is not a new one. However, not much study has been carried out on the possibility of HRMP influencing the employee engagement in manufacturing industry especially in the Nigerian context. The research will serve as a springboard to past, present and future researchers whose scope is limited to organisational performance, employee turnover intention, employee commitment and employee satisfaction with little consideration of employee engagement which is a major determinant of employee turnover intention, organisational performance, employee satisfaction and employee commitment.

The findings of this study form a basis for further research, teaching and training; increase the body of theoretical and empirical knowledge in Nigeria and especially in the African context. The findings also help scholars of HRM understand the factors contributing to and are the determinants of employee engagement. According to Armstrong and Taylor (2014), in order to have job satisfaction which will engender organisational profitability and sustained competitive advantage, organisations must enhance employee engagement. In addition, the study has added value to the existing body of knowledge in the management of human resource and employee engagement in Nigeria, Africa and globally.

1.5.4 Human Resource Practitioners

The findings from this study will further help HR managers and management of various organisations to be able to explore the various HRMP mixed that will engender identifying, attracting, retaining, and maintaining engaged employees for the sole purpose of sustaining and maintaining competitive advantage. The results and suggestions from this research which was carried out in Nigerian context can be utilized by managements to enhance firm performance and improve the contribution of manufacturing firms to the social and economic development of the nation and also enhance the percentage contribution of manufacturing organisations to the national GDP.

This research intends to endow human resource practitioners with guidance and support to effectively maintain employees in their organisations to improve the level of employee engagement. Since the most of the manufacturing firms are owned privately, the findings of this study will assist in the development of employee management program that can be strategically used in improving the employee engagement in the manufacturing firms in Nigeria and beyond. The study also helps employees improve their skills and self-efficacy in understanding the necessity and importance of employee management and engagement.

1.6 Scope of the Study

The study was carried out in the manufacturing firms in Lagos and South-Western region of Nigeria. The study opted for Lagos and South-Western region of Nigeria because this is the headquarters of the manufacturing firms in Nigeria. The target population was 21,479 employees from manufacturing sector. The study used stratified random sampling to select a sample size of 395 respondents comprising of middle-level, lower-level managers and employees working with manufacturing firms in Nigeria. The study sought to investigate the influence of training, performance appraisal, reward management, and employee relations on employee engagement in the manufacturing firms in Nigeria.

1.7 Limitation of the study

One of the limitations of the study was heterogeneity of the population under study. The study used simple random sampling technique to ensure that all units have equal chance of being included in the study to address the challenge of heterogeneous population. Another limitation of the study was organisational entry. Organisational entry problem was addressed by connecting with an employee in each of the organisations to have access to other employees using snowballing method. Also, the rationale of the study was another limitation. The study survived this limitation by giving adequate training to the research assistants who took time to explain to the respondents each of the areas that demanded explication and all respondents gave their consents.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews previous relevant study on human resource management practices and employee engagement. The main issues discussed include: the theoretical foundation of HRM, employee engagement, conceptual framework adopted for this study, the empirical evidences as garnered from literature, critique of the reviews and research gap.

2.2 Theoretical Review

Theoretical framework is helpful in assisting readers to logical sense of relationship between variables and their relationships (Ocholla & Le Roux, 2010). It is as an outline, agenda, or construct of a research approach. In order to explicate the relationship between the HRMP (training, performance appraisal, reward management and employee relations) and employee engagement, this study was supported by human capital theory, expectancy theory, equity theory, system theory and social categorization theory which shall be discussed in details in the next section.

2.2.1 Human Capital Theory

Human capital theory is the modern extension of Adam Smith's wage differential explanation of "the net (dis)advantage between different employment" (Human-capital theory, 2017). Human capital theory (HCT) has its root in industrial revolution and is often referred to as Taylorism. Before industrial revolution of 19th C., employees in the workplace are seen as any other resource of production, which can be bought, used and dumped. The 18th C. Adam Smith's wage differential was popularised by Theodore Schultz, who argued that health and nutrition is part of human capital investment (Schultz, 1981), Jacob Mincer, who 'developed a model for examining the nature and causes of inequality in personal incomes' (Sweetland, 1996) and Gary Becker (Becker, 1993).

The theory argues that the cost of learning the job is tangential of the net advantage. Building on this, some economists have affirmed that *ceteris paribus*, investment in education and training is antecedent to the degree of personal income. This position promote the idea of organisation's need to invest in the "human-capital to create in the labour-force the skill-base indispensable for economic growth" (HCT, 2017).

So, the holistic idea of HCT is to raise individual worker's productivity, commitment and level of employee engagement. In relation to manufacturing firms in Nigeria, they have actually been trying in terms of allocation of resources in training of employees and education of union leaders, provision of adequate reward system for employees, timely employee recognition, however, finding emanating from a study had shown that some of the Nigerian manufacturing firms badly implement T & D programs (Emeti, 2015) and often divert the allocation of such resources to other places. Human capital theory is concerned with the significance and importance of knowledge, skills and abilities contributed by the employees in an organisation in assisting the organisation to achieve their set goals and objectives thereby enhancing its capability.

In reality, no organisation can achieve its objectives and set goals without the input of human resource. However, the human resource must be strategically recruited, carefully selected, jealously retained, gloriously motivated, supported and maintained to give their very best into the cause of enhancing the organisational capability which they work for (Dessler, 2017). It is part of human capital development to open a window of opportunity for career development and exposure to both on the job training and off-the job training (Noe, 2017). If employees in manufacturing firms in Nigeria are adequately trained and rewarded, they will be engaged and their contributions to the organisational goal achievement will pay off the cost of human capital development incurred by the manufacturing firm.

However, this theory has been criticized because of the difficulties associated in “measuring key concepts, including future income and central idea of human capital itself” (Human-capital theory, 2017). The assumption that education improves productivity and thus predicts higher wages has also been criticized, hence the conclusion that HCT is a poor concept. The reason for the criticism is the failure of the theory to take into consideration the fact about the knowledge of transfer of learning. Hence, the conclusion that the length of education and training does not increase productivity linearly and likewise productivity does not follow the law that the higher the productivity, the higher the pay (Human-capital theory, 2017).

It has been argued that the marginal growth witnessed in health, housing, and roads are as a result of more education and not that education contributes to the growth (Blaug, 1987). Also, it has been argued that increased productivity cannot be the function of HCT but rather the “imperfect structure and functioning of the labour-market which is a factor in labour supply” (HCT, 2017). For any organisation to gain a competitive advantage, it required dedicated and engaged employees with the necessary knowledge, skills, abilities, capabilities and rarity. In view of this, this theory is pertinent to our understanding of the subject matter because it provides explanation and shows preference of human aspect of resources of production which is the most important out of all the factors of production especially in developing economy such as Nigeria.

In summary, theory predicts that if employees are invested on in terms of training, recognition, reward, involvement and allowing employee to participate as a form of good employee relations, quality and fair performance appraisal, the disposition to work and the organisation will improve and thereby improve productivity and enhance employee commitment and induce employee engagement. Linking HCT to the employee engagement in MFN, the study notes that investment in training of staff, in acquiring and improving necessary knowledge, skills and abilities needed will improve the service delivery and will improve the level of employee engagement.

It will be value added to the entire manufacturing sector and consequently boost the economy. Furthermore, it will increase the percentage of GDP contributed by manufacturing firms in Nigeria. The human capital theory supports the variable training practice since it explicate that training is one of the important employee motivators. Employee tends to be more engaged when they are trained or giving the opportunities to be trained.

2.2.2 Expectancy Theory

The Expectancy Theory (ET) was propounded by Victor Vroom (Vroom, 1964) with direct application to work settings (Lunenburg, 2011). This was later ‘worked on, expanded, and refined by Porter and Lawler (1968)’ (Lunenburg, 2011). The ET states that people will tend to do more when they are aware of what they will get at the end in relations to their effort. Armstrong and Taylor (2014) surmises that the level of motivation is high when people are aware of what to do to have their reward. The concept of ET originated from valency-instrumentality-expectancy (VIE) theory propounded by Vroom in 1964.

Since it is goal oriented, if employee feels that the outcome is likely to benefit them, they will be more inclined to pursue it otherwise, reverse will be the case. The beliefs of expectancy theory concerning valency is that it is emotional orientation which people have towards the outcome, which is reward in this case. Expectancy belief states that different employees with different expectations and levels of confidence about what they are capable of doing (Vroom, 1964). The instrumentality is the perception held by employees on whether or not they will actually receive what they have desired.

In the context of this study, the employee high competencies, knowledge and skills will create rarity for manufacturing firms but it cannot be achieved if the performance appraisal of employees are done with favouritism and reward are not based on justice and equity. The expectation of employees on what will benefitted if sent for training will increase the level of engagement (Imperator, 2017). The theory explains that employee will have emotional orientation towards outcome.

It further explain that when the outcome of pay increase, promotion, opportunity for advancement on the job, opportunity to participate in decision making and sense of autonomy are not met, the employees' morale will be low and this will result to employee disengagement.

When this is applied to Nigerian manufacturing firm work settings, it helps to explain employees' performance appraisal within their organisation. If employee perceived that the organisation he or she is working for is fair in its performance appraisal and he is aware that the reward of high performance is certain, he will pursue it with all his vigour, and the level of engagement will increase otherwise, reverse will be the case. Thus, expectancy theory is relevant to the study in that, it informs the variable on performance appraisal practice.

2.2.3 Equity Theory

Equity theory (ET) was propounded by J. Stancey Adams in the 1960s. The theory postulates that the rationale behind person's behaviour is his or her perception of how they are being treatment when compared to others (Adams, 1965). When applied to the workplace, ET is concerned with employee's work-compensation relationship of "exchange relationship" and the employee's attempt to reduce the perceived unfairness. For example, if employees perceived the any or combination of HR practices as unfair, the employers must find a way of reducing the unfairness in the HR practices.

Equity theory is about feelings, perceptions and a comparative process. This can be applied to manufacturing firms Nigeria (MFN) where it has been reported that there is high employee turnover intention because of perceived unfairness in terms of reward, performance appraisal (PA), training and development, and employee relations (Chiedu, Hapriza, & Ashar, 2017). For instance, if employers and HR personnel can reduce the perceived unfairness and base their recruitment methods on fairness, equity, just and conduct PA with honesty and the spirit of the policies, the result will be EE within MFN and it will dovetail to improving organisational performance and the problem of low contribution to the GDP will be over.

Equity as used by Adams (1965) should not be confused with equality, which is treating everyone the same and “would be inequitable if they deserve to be treated differently” (Armstrong & Taylor, 2014). According to Hatfield, Huseman and Miles (1987), the theory proposed that individual develop their perception of fairness by calculating a ratio of their inputs and outcomes and then compare it with others. Second proposition stated that if the comparative ratios are perceived by the individual to be unequal, then inequality exists. The third proposition stated that the more the increase in the inequality, the more the increase in the tension and distress felt by the employee and the last proposition stated that the greater tension an individual feels due to perceived inequality, the harder they will work to decrease their tension and increase perceived levels of equality (Hatfield, Huseman, & Miles, 1987).

Equity Theory has been researched on in the past decades and most of the research focused on key areas of work outcomes and processes. For instance, it has been found out those employees who receive levels of reward higher or lower than co-employees who made same contributions to their jobs are considered overpaid and underpaid respectively (Greenberg, 1988). In another study, employee theft has been linked to underpayment inequity (Greenberg, 1990). Even though the ET has been criticized for its inability to adequately address the issue of perception errors, but given the strong empirical support, the theory is useful and helpful to this study in understanding how reward management influences the behaviour of the Nigerian manufacturing employees in becoming engaged or disengaged to their organisations. The relevance of equity theory to the study is explained in how reward management practice can influence employee engagement. Thus, the theory addressed and supports the variable reward management.

2.2.4 Systems Theory

Systems Theory was propounded by John Dunlop (1958) in explaining that industrial relations are sub-system of the larger society. Mankind has been fighting the challenges related to fairness and injustice in the society which is in most of the time the central to the conflict experiences in the society. Industrial Relations (IR) has its roots in the “perceived injustices and unfairness brought about by the industrial revolution” (Nel, Kirsten, Swanepoel, Erasmus, & Poisat, 2008, p. 3). From Industrial Relations (IR) emerged Employment Relations (ER). Industrial Relations has been defined variously but in the early 1980s the scope and definition of the field received renewed vigour and energy when there was lots of discussion on it and the term Employment Relations started to gain ground with a view of widening the scope (Flanders, 1965). An attempt has been made to merged IR and human resource management together to ER.

This theory can also be applied to Nigerian manufacturing sector. For instance, if employees are allowed to form their union, express their grievances, participate in collective bargaining process, and employer involve and empower employees to participate in decision making, there will be peace and tranquillity in the workplace. However, if the employee perceives injustice and unfairness in the process of selection, reward, performance appraisal, training and employee relations, there will be no industrial harmony, peace and consequently, the employee will not be engaged.

Employment relations have several theories such as unitary, conflict, social action theory, system theory and Marxist theory (Anyim, 2014). Dunlop Systems Theory was considered appropriate for the study. The System theory as propounded by Dunlop (1958) explicates the widest possible range of IR practice and facts. Drawing from the structuralism and functionalism of the larger society, Dunlop (1958) considered IR as a function (which could be teleological, mathematical or configurational). By configuration, he meant that the interdependence of a set of elements within a system taking cognizance of the contribution to the larger or whole society.

Hence, we can safely refer to the theory as configurational. Theoretical approach to IR as developed by Dunlop is based on the system concept which was largely influenced by the work of Talcott Parsons (Fajana, 2006).

According to Dunlop, IR at one time and in its development comprises of certain actors, contexts, and an ideology which binds the actors at the workplace and work community. The actors comprise a hierarchy of managers and their representatives; a hierarchy of non-representative; and specialised third party agencies whether governmental or private ones (Anyim, 2014). These actors have their own separate ideologies and interests that “are sufficiently compatible and consistent to permit a common set of ideas that recognise an acceptable role for each other” (Fajana, 2006, p. 30).

The actors interact within technological characteristics, budgetary constraints and the locus and power distribution in the larger society which forms the environmental context that plays a decisive part in shaping the rules of IR. Hence, IR is not standalone affairs but a sub-set of a larger society. What happens in the workplace and the kind of relationships that ensue between the employee and employer is a function of larger society. Industrial Relations are considered as a sub-system of the society (Dunlop, 1958). Issues that borders on trade unionism, collective bargaining, industrial democracy, employee involvement and participation are output of processes within a contexts where actors operates which shapes the conducts of and the rules established by workers, employers and the state constrained by technological characteristics of the workplace and community, market and budgetary constraints, locus and distribution of power in the larger society.

Dunlop says the adoption of technology will have grave impact on the size of the workforce and the mix in terms of skills. It will also determine health and safety within the workplace. Hence, technology has influence on the rule making in guiding employment relations. Still on the environmental context, the IR rules are also determined by the market and budgetary constraints of the organisation. The actors must adapt to the market and the budget (Otobo, 2013). Likewise, is the issue of power and locus.

The relative distribution of power among the actors in the larger society is a reflection of what will be attainable within the IR system. Hence, the larger society has influence on what happens within the IR system. Fajana surmise that the performance of labour market “affects the bargaining power of the actors” (Fajana, 2006). Hence, the higher the demand of labour, the stronger the bargaining power of trade union will be and vice-versa. Also, the budgetary constraint will limit organisation to the number of employees to employ.

On collective bargaining (CB), the theory argues that CB can only be effective to the extent that the environment can allow. The theory has been criticised severely. The major criticism against the theory is the way ‘system’ was applied. Other critics say IR system is not a system, that the theory did not consider conflict and its source. Most of the criticisms cannot be sustained. Individual organisations can be considered as a system of several sub-systems, hence IR systems can be seen from both micro and macro levels. On conflict, Dunlop’s position can be best illustrated in an institutionalised conflict. Above criticisms notwithstanding, John Dunlop’s system theory assisted the researcher in understanding whether good relationship among employer and employee contributes to employee engagement. This system theory is relevant to this study since it brought it out clearly the influence of employee relations on employee engagement. It explains how the employee relations are a subset of the society, and when employees are allowed to form union and be a member of trade union. It provides for allowing employee to be involved and participate in management, and their concern about their grievances are taken care of, then the level of employees engagement will improve.

2.3 Conceptual Framework

The conceptual framework is developed to provide clear links of the independent variables and dependent variable as they relate to each other in this research. It gives explanation on why a research is conducted in a certain way pictorially. The conceptual framework gives an indication of how long will it take to get to point B from point A (Mugenda & Mugenda, 2012). As earlier said, the aim of this research is to ascertain the influence of HRMP on employee engagement.

The conceptual framework of this study was based on human capital theory, expectancy theory, equity theory, and systems theory which argue that HRMP are related and influences employee engagement. Human resource management practices operationalised as training, performance appraisal, reward management and employee relations was the independent variables. The dependent variable was employee engagement operationalised as vigour, dedication and absorption. The Utrecht Work Engagement Scale (UWES-9) on employee engagement developed by Schaufeli and Bakker (2010) was adopted for this study. The tool articulated the indicators of employee engagement as vigour, dedication and absorption (see Figure 2.1).

Chelangat, Were, and Odhiambo (2018, p.2), synthesized the definition of employee engagement by Albrecht, Bakker, Gruman, Macey, and Saks (2015), and the initial concept of employee engagement by Khan (1990) and concluded with Song, Kolb, Lee, and Kim (2012) that the three dimensions of employee engagement being vigour, dedication and absorption “reflect employee’s behavioural-energetic, emotional, and cognitive states respectively”. These human resource management practices influence the dependent variable which is employee engagement. This is illustrated in Figure 2.2.

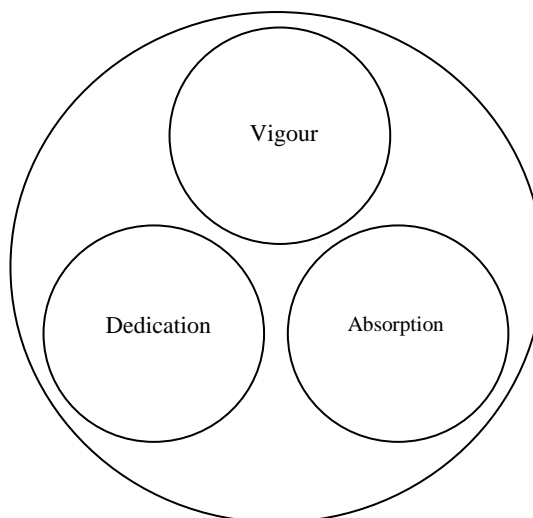


Figure 2. 1: Dimension of Employee Engagement

Source: Schaufeli, Salanova, González- Romá, and Bakker (2002) in Davardoost and Javadi (2019).

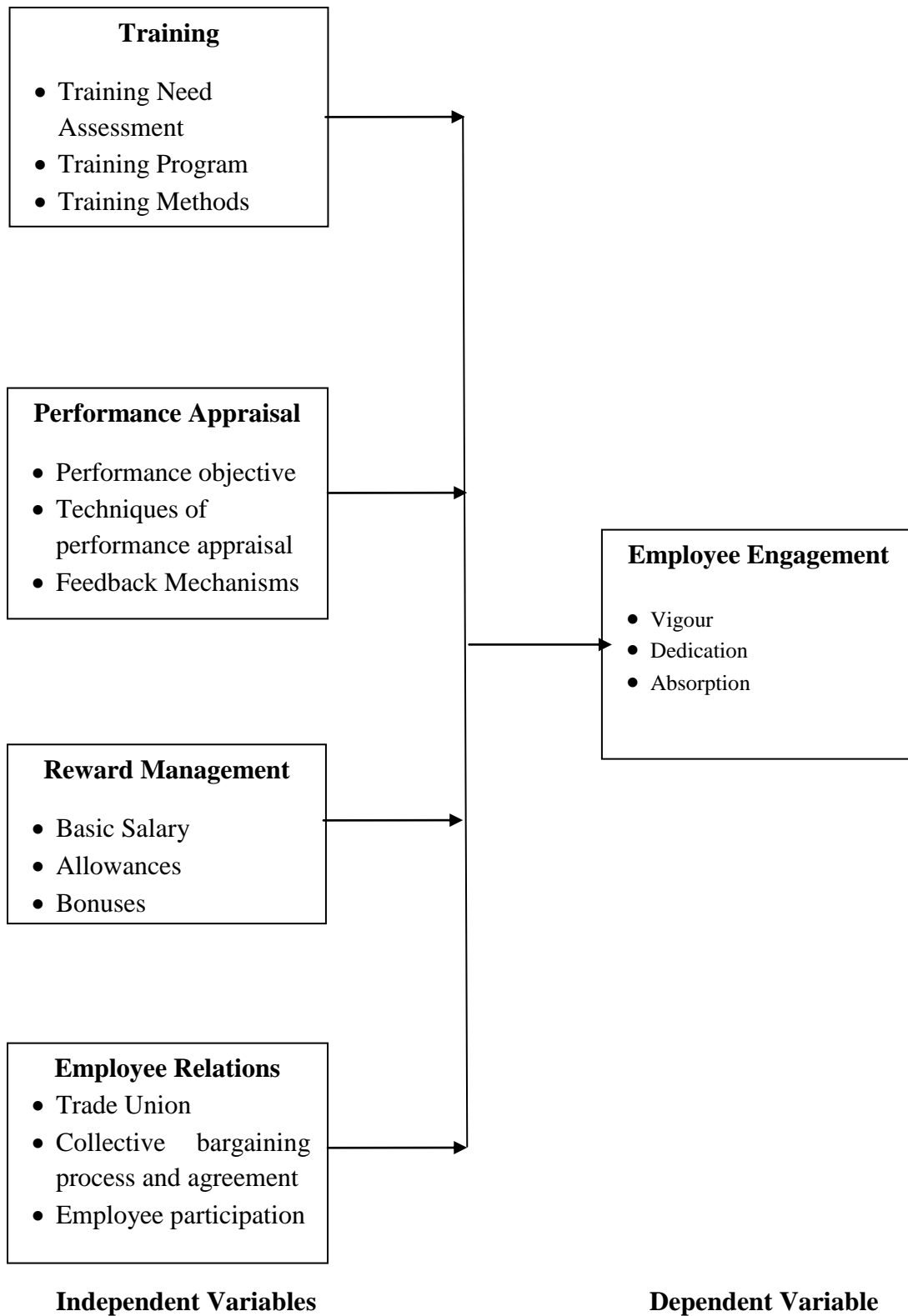


Figure 2.2: Conceptual Framework

2.3.1 Training

Training, according to Noe, Hollenbeck, Gerhart, and Wright (2016) is the any program consciously designed and planned by organisation to bring out the acquisition of job-related knowledge, skills, competencies, attitudes, or behaviour by employees. It is about teaching and inculcating into a new or current employees some skills needed in performing their job efficiently and effectively (Dessler, 2017). Training provides employees “with the knowledge and skills needed for their present jobs” (Mondy & Martocchio, 2016, p. 213).

Training as an HRMP was to provide necessary information and support that will assist the employee on navigating job difficulties, hurdles and challenges and improve job performance (Mamoria & Rao, 2014). Training focuses on fixing a specific issue and it is related to current performance and progress of employee (Miller, 2006). The training is a two-edged sword (cost to the organisation and enhancement to the employee) when it comes to financial implication (Sonnenberg & vanZijderveld, 2015). Management will not commit fund into training without being convinced and assured of what magnitude their return on investment will be despite its potential benefits to the organisation (Wilkinson, Redman, & Dundon, 2017).

The benefits of training are numerous to organisations. According to Armstrong and Taylor (2014), the benefits of training to both the individual employee and organisation are: the individual, team and corporate performance are improved through it; it increases levels of competency, it enhances skills, increases job satisfaction, it promotes career progression, it improves multi-skilling, increases employee commitment, it help manage changes, helps develop positive organisational culture, equip managers to lead, manage and develop their subordinates, provides higher levels of service to customer and increase employee engagement. Training also makes employee become ‘emotionally attached to and engaged with the organisation’ (Dessler, 2017).

When training is linked with job, firm can become firm of choice. Firm of choice is that firm people want to work for and stay with are such organisation that is able to meet the need of their employees (Purcell, Kinnie, Hutchinson, Rayton, & Swart, 2003). Training is an important component of HRM practices and enhances the human capital level in the organisation (Shah & Beh, 2016), and foster employee engagement (Dessler, 2017). Hence, for any organisation to succeed; there is the need for such to have a good training practice in place to improve the knowledge, skills, abilities and competencies of the employee to increase and increase the level of employee engagement.

Training in any organisation starts with training need analysis or assessment (TNA). The training need analysis identifies the course of the performance for the purpose of addressing the need identified in individual employee and organisation (Schultz & Schultz, 2010). A need is a performance gap which separate employees from what they know, do, feel from what they should, know, do and feel to perform competently and identifies the training employees will need to fill (Dessler, 2017). The TNA has three critical components, which are: organisational analysis, task analysis (work) and person analysis (employees) (Mamoria & Rao, 2014).

Organisational analysis is about determining the appropriateness of training base on the organisational goals and objectives, while task analysis is concerned with identifying the important tasks an employee is to carry out and examining whether or not the required or needed knowledge, skills and abilities (KSAs) and competency are present. Person analysis borders on identification of the KSA and competencies the employees have which is used to determine whether or not training is needed and which type of training is appropriate (Dessler, 2017).

Training programs are designed to foster employees' knowledge, skills, abilities and competencies that would be needed to do the job well (Dessler, 2017). Training program is defined as one of the most important functions of HRM that seek to develop the overall abilities of employee and that of the organisation (Hameed & Waheed, 2011).

It is defined as a process wherein employee enjoy the financial, moral, and psychological support of his/her employer to develop along with the organisation by way of being allowed to undergo various training and development programs which are capable of enhancing the employee's skills and competencies as a result of new knowledge, skills and abilities acquired through such training programs (Noe, Hollenbeck, Gerhart, & Wright, 2016).

There are 4 approaches to employee development which are: formal education, assessment, job experience, and interpersonal relationship (Noe, 2017). The effect of employee development program cannot be overemphasized on the organisational performance and employee engagement.

Firms that embraces employee development program have always experience lower employee turnover and higher employee job satisfaction, job commitment and employee engagement (Torrington, Hall, Taylor, & Atkinson, 2017).

Training method is to be determined by the results of training need analysis. Training need analysis will help to design training program which is about deciding on the actual contents as well method of training delivery. There are various methods which are interrelated. These methods are: on-the-job-training (types include coaching or understudy, job rotation, special assignments, committees), apprenticeship training, informal learning, job instruction training, lectures, programme learning, audio-visual based training, simulated training, computer-based training, simulated training, computer-based training, internet-based training and distance training (Mamoria & Rao, 2014).

Noe, Hollenbeck, Gerhart and Wright (2016) categorised various training methods into three. According to them, training methods can be categorised as: presentation methods, hands-on methods and group-building methods. Presentation methods are methods that allow trainees to receive information provided by others, while hands-on methods are such that trainees are actively involved in trying out skills. The group-building methods are such methods that makes trainees to be involved in share of ideas and experiences, build group identities, learn about interpersonal relationships and the group (Noe, Hollenbeck, Gerhart, & Wright, 2016).

Mamoria and Rao (2014) classified training methods into on-the-job-training and off-the-job training methods. Off-the-job training methods simply mean that training is not part of day-to-day job activity unlike on-the-job training method. The off-the-job training methods includes, lectures, conferences, group discussion, case studies, role playing, programmed instructions, simulation, sensitivity training, and laboratory training. The on-the-job training methods are: coaching, job rotation, understudy, multiple management, project assignment and committee assignment (Dessler, 2017).

There is no one size fits all among all these training methods. All of them are multifaceted in scope and in dimension. The situation will determine which one or combination of two or more methods will yield the better results. The method of training delivery is as important as training itself. For the purpose of achieving the expected goals, training must be delivered using appropriate methods to enhance employee engagement.

2.3.2 Performance Appraisal

Performance appraisal (PA) also known as performance evaluation is about evaluation of employee's job performance presently or and in the past (Dessler, 2017). Performance appraisal is also defined as "a formal of review and evaluation of individual or team task performance" (Mondy & Martocchio, 2016, p. 188). According to Brown and Redman (2017), performance appraisal is one of the widely used tools in HRM. Previously, it was a good tool in the hand of managers but its use had been broadened to evaluate the performance of manual, secretariat, and administrative workers, whether on full-time employment or not (Brown & Redman, 2017).

Armstrong and Taylor (2014) defined performance appraisal as a systematic processes involving the agreement of performance expectations and the review of how those expectations have been met. Performance appraisal measure, monitor and enhance the performance of employee who contribute in part to the overall organisational performance (Sang, 2015).

Mondy and Martocchio (2016) pointed out that formal is critical in the definition because managers are expected to review employee's performance on a continuing basis.

Performance appraisal (PA) is an HRM practice that focuses on the management of employee performance in an organisation with an aim of making use of talents to achieve more for the organisation. It is an integrated process and strategy that delivers sustained success to the organisations by improving the performance of employee and a strategy of developing the capabilities in terms of knowledge, skills, abilities and competencies of individual contributors and teams or group within the organisation (Werbel & DeMarie, 2005).

The objective of PA in organisation is to ensure improved organisational performance by developing key results areas (KRA) of individual and teams within the organisation. According to Armstrong (2009), individual expectations are defined in terms of their own job. It serves as a factor to boost the morale of individual working for the organisation when adequately rewarded based on performance. As a strategy, good PA as HRMP is to propel employee to give more to the organisation, to be more attached to it, and be engaged with the organisation. So, it the outcome of good PA as HRM practice is to make employee engaged with the organisation.

Performance appraisal entails many roles ranging from communication to leading to modelling and to collaboration. Each members of the organisation must have a clear understanding of their responsibilities and expectation plus KRA. In order to have a better result, supervisors must work with their supervisees with a view of assisting them to achieve the organisational goals and objectives. So, PA is strategic and integrated approach to delivering results in individual employees and in increasing the level of employee engagement.

As a process and practice, it set a platform for employee recognition and rewarding excellence by aligning the individual employee accomplishment with the organisational mission, objectives and vision. This study concentrated on performance and development agreements (PDAs), techniques of performance appraisal, and feedback mechanism to measure performance appraisal as a variable of human resource management practice. These when properly managed can help employees increase their level of engagement.

The basis for performance development, assessment and feedback are embedded in PDAs. Expectations in form of role profile are defined in the PDAs (Armstrong, 2009). The role profile set out the requirement for role definition and requirement in terms of KRAs and competencies required for effective performance. It is the basis on which the agreement on objectives, methods of measuring performance, and assessing the level of competency is based. It contains role definition, objectives, competencies, performance improvement and personal development. (Armstrong & Taylor, 2014).

There are several methods and techniques of measuring the performance of employees in organisations. All the techniques can be classified into 2 broad categories: traditional methods and modern methods. According to Mamoria and Rao (2014), straight ranking method, paired comparison method, graphic rating scales, forced description(distribution) method, the checklist method, essay method, critical incidents, group appraisal, field review are traditional techniques while management by objectives (MBO), assessment centres, 360 degree appraisal, human asset accounting, balanced scorecard and behaviourally anchored rating scales (BARS) are considered as modern techniques. To these, Dessler (2017) added alternation ranking.

Since there is no magic formula of PA techniques for organisational outcomes, there will be the need for combination of these techniques which will vary contingent upon nature of the job being done and the nature of the organisation itself. However, because of the recognition given by balance scorecard on the impact HR activities have on business performance, “by emphasising the importance of providing

employees with opportunities for personal development and growth, mechanisms to allow employees to contribute to the achievement of organisational objectives and measures to assess employee attitude, behaviours, knowledge and skill” (Wilton, 2011, p. 77), the technique has been gaining popularity because of its ability to provide useful framework in the establishment of interconnected goals at the level of the organisation, department, team, and individual (Nankervis & Compton, 2006).

Feedback mechanism is a system put in place by employer to support employee for improved performance and increase employee engagement. In the PDAs, there is role definition, specific, measurable, attainable, realistic and timely objectives, expected competencies, performance improvement, and personal development. As part of the initial agreement, when the PA is done, the performance of employees need to be communicated so that the objectives of PA could be achieved. Regular feedback to employee is of benefit to both the organisation and individual employee; it is quick and inexpensive to obtain (Mondy & Martocchio, 2016).

According to Dessler (2017) who averred that performance appraisal can be used to improve the level of employee engagement in organisations. Going by the findings of previous studies, Dessler (2017) concluded that employees who understand the level at which their individual inputs contributes to their company’s successes are more engaged. This pointed to the need to have performance appraisal feedback mechanism to help employees become more engaged. Furthermore, it also increases the level of employee engagement because it helps employee experience what is known as “psychological meaningfulness”. Psychological meaningfulness is a condition employees experienced when they perceives that their input is worthwhile, valuable and recognised by their employer (Dessler, 2017; Gruman & Saks, 2011).

Research findings have pointed to the fact that employees who know that they are psychologically safe are more engaged. This was according to Gruman and Saks (2011) in Dessler (2017, p. 295). “Psychological safety”, means “the perception that it’s safe to bring oneself to a role without fear of damage to self-image, status, or career”). Such employee who experience psychological safety were more engaged.

The conclusion based on the findings of Grumman and Saks (2011) was that managers should be “candid and objective but do so supportively and without unnecessarily undermining the employee’s self-image”. Dessler (2017, p. 295).

2.3.3 Reward Management

Reward management (RM) system is an HRMP that seeks to reward adequately, fairly and equitably. Reward is the distinct type of financial rewards which include salary, direct benefits and performance pay. Armstrong and Taylor (2014) defined ‘reward management as the process of deciding how people should be rewarded and ensuring that reward policies and practices are implemented’. Torrington, Hall, Taylor, and Atkinson (2017) said that ‘it is helpful to think about reward management in terms of two key decisions: how much should we pay each person in the organisation and how should the payment package be made up?’

Reward management is one of the HRM attracting and retention strategies often used by HR managers to retain employees and improve their performance through motivation for employee engagement. This includes policies, programs, systems and practices that influence employee’s attitude and actions in and towards the organisation (Armstrong, 2012). It is for the purpose of bringing out a positive attitude or changing a negative attitude of employees. Reward can be financial or non-financial. It comes in form of cash or in kind, awards or recognition, promotions, reassignment, job enlargement, job rotation, overseas training or vacation, appreciation letter or even a simply ‘thank you’ or ‘golden handshake’.

The importance of RM cannot be over-emphasized in employment relationship and the employees’ employment cycle. Chiang and Birth (2017) pointed out that ‘unlike other activities within the HRM function, reward management has significant implications to organisations before (that is during recruitment), during (for example, motivation, retention), and after (for example, pension) an individual’s employment’.

Although, 'RM may not always be straightforward and can even be contentious' as suggested by scholars and HR practitioners, however, it remains the most notable cause of labour disputes in history spanning around employee dissatisfaction with RM practices (Listverse, 2011; Shaw, 2014; China Labor Bulletin, 2019).

Going by the theory of motivation, when employee is compensated equitably and it is considered as fair and just, the social exchange theory propounds that the employee will reciprocate with loyalty to the organisation and become engaged. The reward management is all about managing compensation and reward activities within the organisation to ensure its alignment with the organisational goals and objectives for greater performance (Dessler, 2017). The outcome of a perceived fair and just reward system is improved employee commitment, enhanced productivity and improved employee engagement (Torrington, Hall, Taylor, & Atkinson, 2017).

Basic pay or base rate is the fixed salary or wage. It constitutes the rate for the job which may or may not have been agreed upon through collective bargaining with the trade unions (TUs) or individual agreement which could be expressed as an annual, monthly, weekly or hourly rate (Armstrong & Taylor, 2014). The base pay is a determining factor that is significant to enhancing employee engagement.

Allowances and bonuses are additional to basic pay which are given to employees contingent on performance, competence, contribution, skill or service in the grade. Employee benefits on the other hand include sick pay, pensions, insurance cover, official cars and some other fringe benefits. The purpose of allowances, bonuses and benefits in the workplace is to achieve enhanced employee engagement by winning their hearts to the organisation (Mamoria & Rao, 2014).

Recognition is a form of non-financial rewards which employers give to employees but do not involve any direct payments but arise from the performance of job itself (Torrington, Hall, Taylor, & Atkinson, 2017). It is designed to give the employee a sense of belonging and social exchange for employee's contribution to the organisation's success. It also has an impact on non-recipients as a motivating factor for them to aspire to perform well in order to be recognised. It can span to training,

career development opportunities and development of high leadership quality (Armstrong, 2009). Recognition can play an important role in enhancing employee engagement (Hislop, 2017).

2.3.4 Employee Relations

Employee relations (ER) as an HRMP are majorly on the management of the employment relationship and management of psychological contract that subsists between employer and employee, “encompassing both individual and collective dimensions, union and non-union relationships, the changing nature of work and employment relationship” (Leat, 2007, p. 7). Employee relations is wider in its coverage than Industrial Relations (IR) while some consider it as old wine in a new bottle. The main thrust of ER school of thought is that IR is to collectivism while ER is individualism in the ways in which employees relates to their employers (Armstrong & Taylor, 2014, p. 403). Employee relations can be broadly seen as ‘the study of the employment relationships in all its different guises’ (Harvey & Turnbull, 2017).

Chakraborty and Ganguly (2019) averred that the objective of employee relations is to have harmonious and productive relationships among the key players of the ER which will dovetail into industrial peace and will improve organisational productivity and performance and employee engagement. If an organisation has good ER policies in place and religious about its implementation, the employee will perceive it as just and fair, hence, they will settle their minds to offer their best to the organisation. It has been argued that in various ways it is necessary and helpful to consider employee engagement itself as an outcome of a process, procedure and practices. Purcell (2010) submitted that employee engagement should be seen as ‘something that flows from the practice of good employment relations’. Hence, employee relations are to ensure positive work environment which could engender fulfilling relationships at work, increasing hope, efficacy, resilience, and optimism (HERO), leading to greater employee engagement (Chakraborty & Ganguly, 2019).

Employee relations surround trade union and trade unionism, collective bargaining process and agreement, and industrial democracy (including employee voice and participation). Trade Unions (TU) is “a continuous association of wage earners for the purpose of maintaining and improving the conditions of their working lives” (Webb & Webb, 1920). Employees bargain and negotiate with their employers through their TU leadership. Webb and Webb (1920) wrote that the most common purpose of these unions is ‘maintaining or improving the conditions of their employment’.

Another definition of TU is that it is an “organisation formed for the purpose of representing their members’ interests in dealing with the employers’ (Noe, Hollenbeck, Gerhart, & Wright, 2016). Anyim (2014) classified the functions of TU into economic, political, social and educational (Anyim, 2014). Trade Unions can also be divided into 5 different types derived from their historical antecedents: craft unions, industrial unions, general unions, enterprise unions and professional unions (Anyim, 2014; Noe, Hollenbeck, Gerhart, & Wright, 2016).

Considering employee relations as human resource management practice, one of the important factors of consideration is employee voice (Rees, Alfes, & Gatenby, 2013). Employee voice encompasses all kinds of opportunities granted by the employer which allow employees to express their views and influence decisions in the workplace (Boxall & Purcell, 2011). According to Makhamara (2017), employee voice is all about empowering employees to be able to speak up on important issues in the workplace. Previously, there are lot of confusion on what constitute employee voice. Some believe that it is the same as unionism and CB. The concept is now clearer with the effort of research. It is now been considered as a broad range of ways in which employees ‘have a say’ about what goes on in their organisation, whether through formal systems of indirect, collective representation, or through more direct, individual channels (Chartered Institute of Personnel and Development [CIPD], 2010).

The growth in employee involvement programme (EIP), also known as employee involvement is apparent from the result of empirical studies. For instance in Britain, it has been asserted that over 90 percent of workplaces claimed to have practice EIP one time or the other (Marchington, Waddington, & Timming, 2011). The claim was according to the Workplace Employment Relations Survey (WERS) in Britain. One good aspect of EIP is that it is direct, individualistic, it has financial involvement, in form of profit sharing, employees share ownership schemes (ESOP).

Study on employee voice (industrial democracy) is gaining rapid recognition and has broadened significantly explaining well beyond its earlier IR focus on collective representation (Budd, Gollan, & Wilkinson, 2010). In view of the above, this study shall examine the extent to which employee relations directed towards the employees constitute one of the essential antecedents of employee engagement. This study basically focused on trade union, collective bargaining and agreement and employee involvement and participation as indicators of employee relations.

2.3.5 Employee Engagement

Employee engagement (EE) as a concept has been variously defined as antecedent, outcome, psychological construct, traits, and even as a behaviour (Jeeve, Oppenheimer, & Konje, 2015). It “is a positive, fulfilling and work-related state of mind” (Schaufeli & Bakker, 2004). Employee engagement concept is traceable to the work of Kahn’s (1990) seminar work where he introduced and explain how employees are personally engaged and disengaged members’ selves from the work role performance (Bakar, 2013). According to him, it is the “harnessing of organisation members’ selves to their work roles” and that this is seen in the expression of themselves “physically, cognitively, and emotionally during role performances” (Kahn, 1990, p. 894).

After the initial introduction of the concept, other scholars have advance the knowledge base on the construct and several other definitions have emerged. One of the definitions of employee engagement says it is “an individual’s purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort and persistence directed towards organisational goals” (Marcey, Schneider,

Barbera, & Young, 2009, p. 7). Employee engagement has also been considered as having three core facets: intellectual, affective and social engagement (Alfes, Truss, Soane, Rees, & Gatenby, 2010).

The concept of employee engagement (EE) has been delineated by scholars and practitioners as general engagement or personal engagement (Kahn, 1992). The concept has been considered also as job engagement (Schaufeli & Bakker, 2004), work and employee engagement (May, Gilson, & Harter, 2004), employee engagement separated into job engagement and organisational engagement (Saks, 2006), work engagement (Macey & Schneider, 2008) and as positive antithesis of burnout (Wang & Liu, 2015). Even though at the beginning of the introduction of the concepts, some regarded it as a fad, but now it has becoming clear that it is a different concept different to commitment, but that commitment is an integral part of employee engagement as presented in Appendix 8.

Employee engagement “has become for practitioners an umbrella concept for capturing the various means by which employers can elicit additional or discretionary effort from employee – a willingness on the part of staff to work beyond contract. It has become a new mantra.” (CIPD, 2012, p. 13). Employee engagement occurs when employee exhibits commitment to both work and organisation and are propelled to achieving high levels of performance. Guest (2013) surmise that engagement has become attracted because it is a good thing managers are looking for in a workplace rather than disengaged employees (Guest, 2013). As popular as the concept has become, it has been remarked that the concept has some criticisms which borders on its ability to lead to ‘work intensification’ that ‘can be problematic’ (Purcell, 2014) and ‘lack of an agreement on definition’ (Torrington, Hall, Taylor, & Atkinson, 2017).

Employee engagement is different from organisational commitment (OC). Organisational commitment refers to a person’s attitude and attachment towards their organisations. Employee engagement is not an attitude; it is the degree to which an individual is attentive and absorbed in the performance of their roles (Saks, 2006).

Graphically, employee engagement can be seen as “having three overlapping components: motivation, commitment, organisational citizenship behaviour (OCB)” (Armstrong & Taylor, 2014, p. 195). This can be seen in Appendix 8. Armstrong and Taylor (2014) identified seven antecedents or drivers of employee engagement. They are: job challenge, autonomy, variety, feedback, fit, opportunities for development and reward and recognition.

The Institute for Employment Studies (IES) however, identified training, development, career development, immediate management, performance appraisal, communication, equal opportunities and fair treatment, pay and benefits as drivers of employee engagement (EE) that top the list of their analysis using regression analysis with health and safety, cooperation, family friendliness and job satisfaction at the bottom of the ladder in the NHS survey (see Appendix 9). Agarwal, Datta, Blake-Beard and Bhargava (2012) in Yadav, Choudhary, and Jain (2019) said when training is received, employee becomes “extremely engaged”.

The benefits derivable by organisations from employee engagement are unquantifiable as affirmed by Alfes et al (2010); who surmised that the performance of engaged employee is higher, engaged employees are more innovative and more sustainable than others. Similarly, studies have shown that employee engagement ‘share an important relation with organisational outcome variables such as productivity, organisational citizenship behaviours, and overall job performance’ (Shuck, Reio, & Rocco, 2011).

Also, high levels of EE have been shown to relate to: lower absenteeism, higher employee retention, increase employee effort and productivity; improved quality and reduced error rates; increases sales; higher productivity, earning per share and shareholder returns, enhanced customer satisfaction and loyalty, faster business growth and higher likelihood of business success (Stairs & Galpin, 2010). This study adopted and modified items from Utrecht Work Engagement Scale (UWES-9) on employee engagement developed by Schaufeli and Bakker (2010).

2.4 Empirical Review

The statistical significant relationship between measures of human resource management (HRM) practices and outcomes like job satisfaction, employee satisfaction, employee commitment had been reported in previous studies (Miller, 2006; Agoi, 2016; Shah & Beh, 2016). Although, these studies had been beneficial in showing the relationship but however it failed to separate these HRM practices to pre-employment (for example, resourcing), during employment (for example, training, performance appraisal, reward management, employee relations) and after employment (pension). This study filled in this gap by seeking to establish the influence of human resource management practices during employment (for example, training, performance appraisal, reward management, employee relations) and employee engagement in manufacturing firms in Nigeria, a developing nation and the largest economy in Africa that is geographically and culturally different from the developed world.

2.4.1 Training and Employee Engagement

The study of Guan and Frenkel (2019) was carried out among 348 supervisor-subordinate dyads from two Chinese manufacturing firms. They worked on “how perceptions of training impact employee performance: Evidence from two Chinese firms”. The study employed PROCESS macro tool (Hayes) to test for mediating role of work engagement and the moderating role of human resource management strength in the training-performance relationship. The study reported $r=0.56$, $p<0.01$ and concluded that training positively correlated with work engagement (Guan & Frenkel, 2019). The findings of the study as reported by Guan and Frenkel’s (2019) study points to the influence training have on the employee attitudes and cognitive behaviour and employee engagement.

The importance of teamwork and training for the employee well-being and patient satisfaction had been studied in the context of perceived organisational support in health care by Ogbonnaya, Tillman, and Gonzalez (2018). The study used organisational support theory to evaluate how health care employees' perceptions of teamwork influence patient satisfaction. The sample for the study was 66,930 employees selected from 162 organisations from the British National Health Service (NHS). The study found out that training provided to employees by their organisation enhanced the positive relationship between teamwork and patient satisfaction through work engagement (Ogbonnaya, Tillman, & Gonzalez, 2018). The study further emphasised the importance of training to employee engagement.

The study of Johnson, Park and Bartlett (2018) on perceptions of customer service orientation, training, and employee engagement in Jamaica's hospitality sector sampled 231 respondents from 13 large all-inclusive hotels in Jamaica. The study employed structural equation model (SEM) in its analysis. The study had its foundation on the conceptual literature of engagement. The study found out that customer service training positively affected employee engagement (Johnson, Park, & Barlett, 2018). The findings of the study also supported the importance of training and emphasised the link between training and employee engagement in hospitality sector.

The study of Rich, Lepine, and Crawford (2010) was carried out among 245 United States of America fire-fighters. The results from the study indicated that engagement mediates the relationship between value congruence, perceived organisational support, and core self-evaluations. The study used multilevel regression analyses. The study of Jung, Yoon, and Yoon (2016) was in Korea among hotels employees. In another study carried out in Pakistan, the mediating role of employee engagement on the role of HRM practices on employee performance was studied and the study found out that there was a mediating role between the relationship of HRM and employee performance (Azeem & Yasmine, 2015).

The study collected data from among three public sector organisations of Pakistan, Water and Power Development Authority of Pakistan (WAPDA), Railway and Police and the study found out that there is a mediating role between the relationship of HRM and employee performance. These previous study had a sizeable sample for their studies but they were conducted in advanced countries. In the same vein, the studies were carried out not in manufacturing sector but among fire-fighters, hotels, catering and tourism sector and occupational and organisations whose sectors operations were unknown.

Also, the mediating role of employee engagement was investigated and not what influences employee engagement. In view of this gap, this study on the influence of human resource management practices on employee engagement in manufacturing firms in Nigeria which is one of the developing countries was conducted to fill the gap.

2.4.2 Performance Appraisal and Employee Engagement

In Bahrain, Alzyoud (2018) investigated the influence of human resources management practices (employee communication, employee development, reward, and recognition) on employee work engagement. The sample for the study was 151 staff members from manufacturing sector. The study used correlation and regression analysis and found out that employee communication, employee development, reward, and recognition significantly influence employee engagement in manufacturing sector of Bahrain (Alzyoud, 2018). The study was carried out in an environment different from that of Nigeria.

A study carried out by Li and Frenkel (2017) on the linkage between supervisor perceptions of HR practices and employee work engagement in China among 298 employees and 54 supervisor found out that supervisor perceptions of HR practices and work engagement is positively and significant when supervisor and subordinate share the same 'hukuo' status. Also the study found out that HR practices and work engagement is non-significant when supervisor and subordinate have different statuses (Li & Frenkel, 2017).

The study used hierarchical linear modelling in its analysis. The sector in which the study was conducted was not clear. Empirical findings within the current streams of HRM research have so far also been so largely inconclusive (Alfes, Truss, Soane, Rees, & Gatenby, 2013). The findings of the study swing to both sides with no specific direction. Similarly, no empirical data on outcomes, HR and individual attitudinal variables on the samples firms (Owor, 2016).

Another study done in UK investigated the influence of HRM practices on employee engagement in a service sector. The study sampled of 297 employees and used hierarchical multiple regression and correlation analyses. The study found out that perceived HRM practices are significantly related to employee engagement. It was further discovered that employee engagement mediates the relationship between perceived human resource management practices and OCB (Alfes, Shantz, Truss, & Soane, 2013).

Veth, Korzilius, Van der Heijden, Emans, and De Lange (2017) studied the perceived availability and use of HRM practices and employee outcomes (work engagement, employability). Data from 1,589 employees were found useful for the study from 3 Dutch organisations from transport, health care and education sectors of the Dutch economy. The study used correlation analysis and multiple hierarchical regression analysis. The study situates its focus on social exchange theory. The study found out that there is a predominantly positive significant relationship between work engagement and both perceived availability and use of development HRM practices such as the HRM practices related to training, learning, development, creativity and innovation, incorporating new tasks. Surprisingly, the study also found out that there is a significantly negative relationship between work engagement and perceived availability and use of management HRM practices (Veth, Korzilius, Van der Heijden, Emans, & De Lange, 2017).

2.4.3 Reward Management and Employee Engagement

The relationship between reward management and employee engagement had been studied previously. For example, in India, a study was carried out on employee engagement and productivity by Patil (2018) among banks employees. The study employed correlation and regression analyses. The findings from the study indicated that reward management had positive significant influence on employee engagement among Indian bank employees (Patil, 2018). This implied that reward management is an antecedent of employee engagement.

In United States, a study was conducted on employee engagement from the viewpoint of employees in academia. The study had sample full time staff members of one university in the state of Georgia. The sample consisted of 15 females and 5 males who responded to 14 open-ended questions which were designed to elicit data on their experiences were in Georgia School system. There were asked to identify factors that influence employee engagement. The findings from the study indicated that reward based performance was part of six factors identified by the respondents (Giles-Merrick, 2018). This is indicative of the fact that reward management influences the level of employee engagement.

In Kenya, a study on the relationship between total reward management systems and employee engagement was conducted among the employees of Bamburi cement Ltd. The study adopted a descriptive design and sampled 60 employees from different departments of the organisation. Correlation and regression analyses were used in the data analysis. The study found out that reward management among others factors influenced employee engagement (Wamweru & Makokha, 2018). The findings of the study pointed to the fact that reward management in organisation influences employee engagement.

Igbal, Shabbir, Zameer, Khan and Sandhu (2017) study examined the antecedents and consequences of employee engagement (EE) and analysed job characteristics, reward & recognition, coaching & training, employee engagement using samples from 402 valid responses from employees of 6 multinational companies – Coke, Pepsi, Nestle, Engro, Unilever, and P&G in Pakistan.

The results emanated from the study indicated that job characteristics and rewards and recognition are significant antecedents of employee engagement but training and coaching not found as significant antecedents of employee engagement (Igbal, Shabbir, Zameer, Khan, & Sandhu, 2017). The study used SEM, correlation, and regression analyses.

Another result that was slightly similar to the study of Igbal, *et al.* (2017) is the one conducted in South Africa. The research study the effects of training and development and employee engagement on perceived business performance among 81 employees of financial firms listed on the Johannesburg Stock Exchange in South Africa. Using Chi-square test, the study found out that employee engagement has a positive result on perceived performance but the relationship between training and development and employee engagement was found to be ambivalent (Manuel, 2014).

While working on organisational commitment (OC), organisational engagement (OE), turnover intention and HRMP, a study found out that HRM practices have significant effects on OC and engagement (Juhdi, Pa'wan, & Hansaram, 2013). The data collected from 457 employees from 42 organisations working in various sectors of the economy in Malaysia were analysed using multiple linear regression and hierarchical regression analysis.

Similar study that was conducted by Rees, Alfes, and Gatenby (2013) in United Kingdom (UK) dissected the influence of employee voice on employee engagement. The study made do with a total of 2310 employees from 2 different organisations in the UK. In the organisation A, 1157 sample were used and 1153 employees participated from organisation B. Those employees were drawn from local government service, transport, defence and education sectors. The study used ordinary least square (OLS) regression analysis for its data analysis. The study found out that employee voice positively and significantly related to employee engagement.

In another study that searched into the best HRM practice and workers' outcomes in England and Malaysia used a total of 1022 employees from local government service. A total of 569 employees were from England, UK and a total of 453 employees were from Malaysia.

The study used OLS regression analysis in its data analysis. The results from the study indicated that bundle of HR practices significantly predicted employee outcomes. Comparatively, the study found out that employee outcomes are higher with employees from UK than Malaysia (Gould-Williams & Mohamed, 2010).

Another study drew a sample of 152 employees from diverse occupations and organisations in the UK. The study delved into finding out the impact of personal development, perceived line manager relations on employee engagement. The study found out that there is positive effects of perceived opportunities for development on job engagement using hierarchical multiple regression analysis (Fletcher, 2016).

2.4.4 Employee Relations and Employee Engagement

In the United States of America, Shuck, Reio and Rocco (2011) conducted a study on Job fit, affective commitment, psychological climate and employee engagement (as Independent Variables) and discretionary efforts and intention to turnover (as dependent variables). The study used data from 283 employees from service industry (n=97), manufacturing (n=9), professional (n=106), non-profit (n=32), and 39 of the respondents did not report their industry. The study used correlation and multiple regression analyses to analyse its data. It was found out that job fit, affective commitment, psychological climate was all significantly related to employee engagement.

In South Africa, another study investigated the influence of job demands, job resources on work engagement. The study was done within manufacturing sector and data collected from 83 employees. Correlational and regression analyses were used to analyse the data collected. The study found out that organisational support and growth opportunities were best predictors of work engagement. Job resources such as organisational support, growth opportunities, social support and advancement opportunities were related to work engagement according to the findings of the study (Coetzer & Rothmann, 2007).

Another study that was conducted in South Africa by Coetzee, Schreuder, and Tladinyane (2014) investigated the influence of employees' work engagement and job commitment among 318 employees in HR capacity in a service industry. The study used stepwise hierarchical and moderated regression analysis. The results from the study posit that there is a strong relationship between work engagement and job commitment (Coetzee, Schreuder, & Tladinyane, 2014).

In Nigeria, most of the previous studies done on employee engagement considered some other factors and in other sectors of the Nigerian economy other than manufacturing sector. For example, Ugwu, Onyishi, and Rodriguez-Sanchez (2014) in their study, "Linking organizational trust employee engagement" found out that organisational trust and psychological empowerment were predictors of employee engagement. The study aimed at finding the link between organisational trust, psychological empowerment and employee engagement. The study was conducted among 715 employees from 7 banks and 4 pharmaceutical firms. It was recommended that organisations need to create an atmosphere and adopt strategy that facilitates employee engagement.

In another study titled "Stimulating employee ambidexterity and employee engagement in SMEs", which was conducted among 72 SMEs in Nigeria reported that knowledge sharing culture facilitate increased level of employee engagement (Ajayi, Odusanya, & Morton, 2017). Others included employee engagement in oil and gas sector (Radda, Majidadi, & Akanno, 2015), performance in civil service (public sector) (Orogbu, Onyeizugbe, Onwuzuligbo, & Agu, 2016), exemplary leadership in Banking sector (Ogboso & Edwinah, 2017), and stressors in hotels (Olugbade & Karatepe, 2018). This is a good reason why human resource management practices in manufacturing sector were considered appropriate for this study in order to contribute to the body of knowledge in the area of human resource management and employee engagement.

In line with the general objective of the study, HRMP are the independent variables while employee engagement is the dependent variable. Studies have shown statistically significant relationships between measures of HRMP and employee satisfaction (Agoi, 2016) and employee engagement (Sattar, Ahmad, & Hassan, 2015). Other variables that have been researched into include transformational leadership, which has been found to be positively and significantly related to employee engagement using a regression analysis on the data collected from 252 civil servants from 18 top performing state corporations in Kenya (Datche & Mukulu, 2015) and job commitment (Coetzee, Schreuder, & Tladinyane, 2014).

These studies have really assisted the understanding of the potential values created by HRMP but have not sufficiently explicate the process through which these values are created or achieved. Their findings have always been based on the signs of the relationship without any recourse to empirically testing for the possibility of contributory factor that can emerge out of employee intent, feelings and capabilities in the organisation. The dearth of empirical findings on the area is evident in MFN because of the other sides of the coin yet to be explored (see Appendix 7).

This study was set to fill the gap by seeking to establish the relationship between the HRMP which are training, performance appraisal, reward management and employee relations and employee engagement in manufacturing firms in Nigeria.

2.5 Critique of the Literature Reviewed

Studies have shown that training is an important component of HRM practices and enhances the human capital level in the organisation (Shah & Beh, 2016). Training improves engagement (Paradise, 2008) in Bakhru and Sharma (2019), it allow for learning and development along their job career ladder which is a vital ingredient to EE (Schaufeli & Salanova, 2008), it has positive relationship with EE and improves the level of employee engagement (Alfes, Truss, Soane, Rees, & Gatenby, 2013; Anitha, 2014). Scheepers and Shuping (2011) conducted their study in an iron ore mining company and found out that training was the most important HRM practice

for developing relational and balanced contracts. However, the study was done in mining sector and not in manufacturing sector.

Shin, Jeong, and Bae (2016) conducted a study among South Korean's manufacturing industry. The study used hierarchical linear modelling and collected data from 3316 production line workers (Shin, Jeong, & Bae, 2016). The study failed to include middle level and lower level managers in the sample. However, most of the studies were done in sectors such as health, agriculture, banking, mining, public with scanty research in manufacturing firms. Some of the studies focus on the mediating role of the employee engagement on HRM practices, financial incentives, non-financial incentives, psychological contracts with none on PA practice on the employee engagement. In all of the studies, neither of them was conducted in manufacturing firms nor done in Nigeria which had created a gap in knowledge, hence this study sought to fill this gap. To do this, this study focused on studying the influence of PA on employee engagement in manufacturing firms in Nigeria.

Ahmed, Ahmad and Joarder (2016) surmised that there is a strong relationship between RM and employee engagement (Ahmed, Ahmad, & Joarder, 2016). According to the finding of the study done by them in the readymade garment industry in Bangladesh, compensation positively influence EE and performance (Ahmed, Ahmad, & Joarder, 2016). Another study focused on manufacturing industry with 306 operational level employees in Malaysian manufacturing firms as sample (Johari, Adnan, Yean, Yahya, & Isa, 2013). The study of Ahmed, Ahmad and Joarder (2016) was done among readymade garment industry employees and not among employees of food and beverages manufacturing firms. Though, Johari et al (2013) drew the sample for the study in the manufacturing firms, the sample were from operational level employees which did not include any middle or lower level manager.

Khan, Farooq and Ullah (2010) investigated 4 types of reward, which shows limitation, and used only Pearson product moment correlation (PPMC) in the analysis which indicated methodological issues because the PPMC only shows direction of relationship and strength of the relationship but not to what degree does

reward management explain the variability in employee engagement. There has been mixed results when it comes to individual rewards and their influence on the employee engagement from empirical studies. However, no known empirical finding has been linked with the manufacturing firms in Nigeria among those studies. Consequently, this study sought to fill the knowledge gap by investigating the influence of the reward management practice on the employee engagement in manufacturing firms in Nigeria.

Amah (2018) in a study reported that employee voice have mediating influence on the employee engagement but failed to inform us from which sectors of the economy were the sample drawn from. The sample size in Emelifeonwu and Valk's (2018) study was small and it was drawn from telecommunication sector. None of these studies examine the influence of employee relations on employee engagement in the manufacturing firms in Nigeria. Consequently, this study sought to fill the gap by investigating the influence of the employee relations practice on the employee engagement in manufacturing firms in Nigeria. Similarly, there had been mixed and conflicting results and findings when it comes to individual rewards and their influence on the employee engagement. Despite several studies in the area of labour/employee relations, yet there were inadequate studies on the influence of employee relations on employee engagement. However, no known empirical finding has been linked with the manufacturing firms in Nigeria.

Based on the literature reviewed, it is clear that the concept of employee engagement is still a big problem, the unit of analysis in some of the studies were not representative in nature and some of the studies are with methodological challenge (Amah, 2018; Emelifeonwu & Valk, 2018). Also, operational level employees were studied and not all employees of all cadres to give holistic findings (Juhdi, Pa'wan, & Hansaram, 2013; Igbal, Shabbir, Zameer, Khan, & Sandhu, 2017). Varying methods and research designs were used and the scope of the studies covered other place other than manufacturing firms in Nigeria. Consequently, this study sought to fill the gap by investigating the influence of human resource management practices on the employee engagement in manufacturing firms in Nigeria.

2.6 Summary of the Literature Reviewed

The literature reviewed the influence of human resource management practices on employee engagement in Nigeria manufacturing firms. The human resource management practices discussed are: training, performance appraisal, reward management, and employee relations. The theories reviewed in support of the study's independent variables were: human capital theory, expectancy theory, equity theory, systems theory and social categorization theory and their links to the present study. The relevant literature was reviewed based on the relationship between human resource management practices and employee engagement after which the conceptual framework was developed for better clarity of purpose. Based on the critique of the relevant literature, the knowledge gap was identified and explained while the relationship found by previous studies were found to be contradictory and inconclusive. The literature reviewed indicated that there was insufficient empirical research that adequately addressed human resource management practices in Nigeria manufacturing firms.

Evidence from the literature pointed out that human resource management practices have the potential to be the key components of overall firm strategy. Since these human resource management practices were strategic tools that organisation can use to have improved performance through employee engagement, this propel the thought that any manufacturing firm that is determining to remain competitive, and employee engagement must adopt the best human resource management practices to influence employee engagement which will guarantee sustained competitive advantage.

In view of the influence of globalization and dynamic nature of business operating environment, manufacturing firms must be abreast of their choice and make use of the best and suitable human resource management practices in their right measure and quantity. Review of relevant literature also showed strong relationship between human resource management practices and HR outcomes such as commitment, performance and employee engagement.

The choice of the “bundle of HR practice” is contingent upon legal, ecological and technological factors plus the industry specific factors. Consequent upon the above is the necessity of choosing the best of all the human resource management practices that will engender employee engagement. Hence, the need to study the influence of human resource management practices on employee engagement in Nigeria manufacturing firms. This is informed by the reason of low and unimpressive performance of the manufacturing firms in Nigeria will have negative impact on the country’s GDP.

Furthermore, it was showed that previous studies on human resource management practices and employee engagement had been conducted in developed countries and not in underdeveloped countries such as Nigeria. Also, there were inadequate studies on human resource management practices on employee engagement in Africa and especially in Nigeria and in manufacturing sector. Therefore, this study was done to fill the literature gap. This study therefore seeks to establish the influence of human resource management practices on employee engagement in Nigeria manufacturing firms. The methodology used for this study is presented in the succeeding chapter.

2.7 Research Gaps

The problem of employee disengagement is big. Theoretical and practical contributions to the literature have been made by several studies, however, with numerous limitations. For instance, most of the previous researches were done in advanced economy like United State of America and Australia among nurses (Brunetto, et al., 2013), in Korea among hotels employees (Jung, Yoon, & Yoon, 2016), and in Pakistan among three public sector organisations of Pakistan, WAPDA, Railway and Police (Azeem & Yasmine, 2015). There were inadequate studies on HRMP on EE in Africa and especially in Nigeria. Therefore, this study was done to fill the literature gap.

Ugwu, Onyishi, and Rodriguez-Sanchez (2014) in their study, “Linking organizational trust employee engagement” found out that organisational trust and psychological empowerment were predictors of employee engagement. The study aimed at finding the link between organisational trust, psychological empowerment and employee engagement. The study was conducted among 715 employees from 7 banks and 4 pharmaceutical firms. Manufacturing sector was not considered in the study, which created a literature gap. This study addressed the gaps by determining the influence of human resource management practices on employee engagement in manufacturing firms in Nigeria.

In another study titled “Stimulating employee ambidexterity and employee engagement in SMEs”, which was conducted among 72 SMEs in Nigeria reported that knowledge sharing culture facilitate increased level of employee engagement (Ajayi, Odusanya, & Morton, 2017). Others include employee engagement in oil and gas sector (Radda, Majidadi, & Akanno, 2015), performance in civil service (public sector) (Orogbu, Onyeizugbe, Onwuzuligbo, & Agu, 2016), exemplary leadership in Banking sector (Ogboso & Edwinah, 2017), and stressors in hotels, catering and tourism sector (Olugbade & Karatepe, 2018). There are contextual and conceptual gaps in the studies cited above which the current study sought to fill. Hence, there was the need to undertake this study in manufacturing firms in Nigeria to address the existing gap.

Many scholars in Nigeria have linked human resource management practices (HRMP) to organisational performance, organisational productivity, turnover intentions, satisfaction and employee commitment, however, this study focused on HRMP on employee engagement. The few scholars who have focused in this area have approached it solely organisational perspective without due recourse to the attitudinal aspect of employee which is core the concept of employee engagement. Furthermore, most previous studies on HRMP and employee engagement have been conducted in developed countries and not in underdeveloped countries such as Nigeria. Hence, this study was done in Nigeria, one of the underdeveloped countries to address the gap.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The overall objective of this research was to establish the influence of human resource management practices on the employee engagement in manufacturing firms in Nigeria. This chapter presents the methodology used in carrying out the research. This includes the research design, population of the study, sampling frame, sampling techniques, instruments of data collection, data collection procedure, pilot test, data processing and measurement of variables. It also contains the specified empirical models to be estimated by the study and provides the techniques of estimating and analysing the model.

3.2 Research Philosophy

A research philosophy is a belief about the way in which the data should be gathered, analysed, and used. Various philosophies of research approach are encompassed by epistemology (what is known to be true) and doxology (what is believed to be true). Two major research philosophies have been identified, namely: positivism (scientific) and interpretivism (anti-positivism). It has been asserted that positivists surmise that the reality is stable and can be observed and described from an objective point of view. 'Positivistic approaches are founded on a belief that the study of human behaviour should be conducted in the same way as studies conducted in the natural sciences' (Collis & Hussey, 2003, p. 52).

Positivism is a scientific method that is based on rationale of research empirically, where various concepts like hypothesis and objectives can be formulated and tested in its paradigm. Predictions can be made on the basis of the previously observed and explained realities and their inter-relationships. Saunders, Lewis, and Thornhill (2016) posit that through positivism, the researcher is concerned with facts and not impressions. This study on the influence of human resource management practices on employee engagement in manufacturing firms in Nigeria was guided by positivism philosophy.

3.3 Research Design

A research design describes the blue print for collecting, measuring and analysing the data needed for a study (Gujarati & Porter, 2010). It is a plan presentation of the proposed study, structure and systematic of strategy of investigation which is to provide explanation to various doubts. The study adopted a cross section survey using both quantitative and qualitative approaches. Cross sectional survey research design was considered suitable for the study because of its capability to give accurate account of characteristics of event or real-life situation.

Quantitative and qualitative approaches were used to collect data, measure and analyse it numerically to obtain a vivid description. Qualitative was adopted because of its capabilities in measuring perceptions, attitudes and reactions through the use of a set of open-ended questions objectively. Qualitative was considered for the study because of its tendency to ensure high levels of validity, minimization of subjectivity and the necessity to ascertain the objectives of the study in terms of factor analysis and hypotheses testing. This approach is a mode of scientific enquiry in both research and evaluation (Mugenda & Mugenda, 2012).

3.4 Target Population

Target population refers to those people, events, or records that contain the desired information and can answer the measurement questions, while population is the total collection of elements about which we wish to make some inferences (Cooper & Schindler, 2014). Similarly, other authors define population as an entire group (universe) that allows data to be sourced and investigated, as an entire group of individuals, events or objects having common characteristics that conform to a given specification (Saunders, Lewis, & Thornhill, 2016; Saunders & Townsend, 2018). The target population of this study comprised 31 manufacturing firms categorized as conglomerates and consumer foods subsector (see Appendix 4) in Lagos and South-Western region of Nigeria. The manufacturing firms had a total number of 258,753 employees which included both the middle and lower level managers. This study targeted all the middle level managers, lower level managers and operational

employees in the manufacturing firms categorized as conglomerates and consumer foods subsector in Nigeria.

3.5 Sampling Frame

A sample frame is the list of “elements from which the sample is actually drawn” (Cooper & Schindler, 2014, p. 347). As noted by Cooper and Schindler (2014), there is a close relationship between the target population and a sampling frame. A sampling frame “represents the group of individuals who have a real chance of being selected for the sample” (Hurley, Denegar, & Hertel, 2011, p. 132). A sampling frame is a list that contains all the items where a representative sample is drawn for a study. The sampling frame for this study comprised of all the manufacturing firms categorized as conglomerates and consumer foods subsector operating in Lagos and South Western region of Nigeria and that are listed by NSE as at November, 2016 (See Appendix 3).

3.5.1 Sampling Technique and Sample Size

The subset of target population that is representative of the population is known as sample. It is the population of interest whose features or attributes is competent enough to provide sufficient information about the population (Cooper & Schindler, 2014). This study employed a combination of both non-probability and probability sampling techniques in carrying out the study. The sample selection for this study was based on three stages. The first stage was purposive sampling. It was used to select 10 manufacturing firms because they are the top performers (Nigerianfinder, 2017). Ojo (2017) also selected 5 of them along with 5 banks in his comparative study. The second was stratified random technique. The stratified sampling technique was used to select respondents per each of the 10 manufacturing firms. Simple random sampling technique was used to sample respondents for the study.

The sample was obtained based on the proportion of the number of elements in each sub-sector of manufacturing firms to the total elements in the population of all manufacturing firms. For sample selection, 10 selected firms among the manufacturing firms that are classified as conglomerates and customer goods sectors are into 10 strata as presented in the Table 3.1. The stratified sampling technique was adopted to have good representation from each individually homogeneous group (sector) of the manufacturing firms on NSE list as at November, 2016. Within each of the strata, simple random sampling was employed in selection of individual employee that was considered for investigation.

Table 3.1: Manufacturing Firms and the Number of Employees

Manufacturing Firm	Number of Employees as at 2016		
	Manager	Employee	Total
7-Up Bottling Comp. PLC.	21	2738	2759
A.G. Leventis Nigeria PLC.	14	1537	1551
Cadbury Nigeria PLC.	8	719	727
Chellarams PLC.	6	534	540
Dangote Sugar Refinery Plc	11	1408	1419
Flour Mills Nig. PLC.	9	7173	7182
Nestle Nigeria PLC.	22	2303	2325
P Z Cussons Nigeria PLC.	18	1768	1786
U A C N PLC.	19	1964	1983
Unilever Nigeria PLC.	13	1194	1207
Total	141	21,338	21,479

Source: Annual Reports, Accounts and Financial Statements of selected Firms

There are 21,479 employees in the selected manufacturing firms. The firms being in 10 homogeneous groups (strata), each firm forming a stratum, stratified sampling technique was adequate to use in order to reduce sampling error. The sample size as presented in Table 3.2 was determined by the adoption of Yamane sample size determination (Yamane, 1967, p. 886), with the following formula which assumes 95% confidence limit:

$$n = \frac{N}{1+N(e)^2} \quad \text{Equation 3.1}$$

3.1

Where:

- n = sample size
- N = population
- e = the desired level of precision

Using the above formula, the sample size for this study was calculated as follows:

$$N = \frac{21479}{1+21479(0.05)^2} = \frac{21479}{54.6975} = 392.687 \approx 393$$

The sample size of 393 was approximated to 395 to take care of sampling errors. Consequent upon the sample determined by Yamane (1967) sample size determination formula, 395 employees (comprising of middle-level managers, lower-level managers and operational employees) of MFN were selected in accordance with Table 3.2 using simple random sampling technique.

Table 3.2: Sample Size Determination

Sector	Number of employee [N_i]			Proportion sample [n_i]			Percentage
	Managers	Employees	Total	Managers	Employee	Total	
7-Up Bottling Comp. PLC.	21	2738	2759	1	50	51	13%
A.G. Leventis Nigeria PLC.	14	1537	1551	1	28	29	7%
Cadbury Nigeria PLC.	8	719	727	1	12	13	3%
Chellarams PLC.	6	534	540	1	9	10	3%
Dangote Sugar Refinery Plc	11	1408	1419	1	25	26	7%
Flour Mills Nig. PLC.	9	7173	7182	1	131	132	33%
Nestle Nigeria PLC.	22	2303	2325	1	42	43	11%
P Z Cussons Nigeria PLC.	18	1768	1786	1	32	33	8%
U A C N PLC.	19	1964	1983	1	35	36	9%
Unilever Nigeria PLC.	13	1194	1207	1	21	22	6%
Total	141	21,338	21,479	10	385	n=395	100%

3.6 Data Collection Instrument

The data for this study were collected by the use of questionnaire based on the objectives of the study. The items on the questionnaire were both open and close ended which covered all the key issues of independent and dependent variables. The overall aim is to examine the influence of HRMP on the employee engagement in manufacturing firms in Nigeria.

The study collected both primary data both qualitatively and quantitatively. The questionnaire was divided into three sections. Section A was designed to collect data on respondent's biographical information, section B was on HRMP and section C contained adopted and modified items from Utrecht Work Engagement Scale (UWES-9) on employee engagement developed by Schaufeli and Bakker (2010). A five-point likert scale was used for most of the questions while open-ended questions were used in the biographical section and on the indicators for the purpose of controlling biased responses from the respondents.

Most items have five choices which represents the degree of agreement which ranges from strongly disagree, disagree, neutral, agree to strongly agree except employee engagement scale (UWES-9) which has seven choices that range from never (0), almost never (1), rarely (2), sometimes (3), often (4), very often (5) to always (6). Others require respondents to select from options provided and few other items require respondents to supply quantitative data.

3.7 Data Collection Procedure

Data collection is the precise, systematic gathering of information relevant to the research sub-problems (Cooper & Schindler, 2014). To achieving the set objectives of this study, both primary and secondary data were collected from the employees of NMF listed by NSE. The procedure for data collection involved obtaining the authority to collect data from relevant University authorities. The research tools were validated via pilot study. The researcher visited the headquarters of sampled manufacturing firms through trained research assistants and seeks permission and approval from the Human Resource Department to conduct the survey.

Self-administered drop and pick questionnaires were used to collect the data from the randomly selected employees based on the sample size. This was backed up with follow-ups which assisted in achieving high rate of response. A total of 395 questionnaires were administered to 395 employees of the 10 listed MFN. They are both middle level managers and operational staff members of MFN. They were targeted because they are the custodians of the data required for the study.

3.8 Pilot Testing

Based on the recommendation of scholars, a pilot test was carried out on the study as a critical pre-test for establishing the reliability and validity of the instrument to for the data collection in order to determine and improve the reliability and validity of the instruments (Creswell, 2014; Gibson, 2017). Saunders, Lewis, and Thornhill (2016) remarked that ‘the number of respondents to be chosen for piloting a questionnaire should be sufficient to include any major variations in the population’. Fink (2013) suggested a minimum of 10 for small surveys whilst between 100 and 200 responses was suggested for large surveys (Dillman, Smyth, & Christian, 2014).

In line with the recommendations of scholars (Frink, 2013; Dillman, Smyth, & Christian, 2014), a 10% of the sample size totalling 40 employees working in any other manufacturing firm excluded from this study was contacted randomly to respond to the instruments so as to unveil the weaknesses of the questionnaire for improvement. Their responses were subjected to statistical analysis to ascertain the reliability and validity of the instruments using Statistical Package for Social Sciences (SPSS). The results obtained from the Pilot study were discussed with the supervisors which led to the improvements of the questionnaire. The corrections agreed upon were adopted into the research instrument before the instrument was used for data collection. The results of the pilot study are shown in Table 4.1 and Table 4.2.

3.8.1 Reliability of Research Instrument

Reliability refers to the degree to which the instrument yields the same results on replicated trials (Orodho, 2009). Pilot study was carried out on the data collected from the pilot testing, and the Cronbach’s coefficient alpha was computed. Items with Cronbach’s coefficient alpha of 0.90 and above were considered as excellent. Items with Cronbach’s coefficient alpha of 0.80 – 0.89 were seen as very good and Cronbach’s coefficient alpha of 0.7 was considered as adequate (Saunders, Lewis, & Thornhill, 2016). This study adopted Cronbach’s coefficient alpha of 0.7 as the benchmark to test for reliability of the measures in the questionnaire for this study.

3.8.2 Validity of Research Instrument

Validity refers to the accuracy and meaningfulness of the inferences made, based on the obtained results (Mugenda & Mugenda, 2012). Content validity and construct validity was used to test the validity of the instrument. The content validity was established on 3 levels. The first level was on the part of the researcher who reviewed the entire items one after the other to see whether or not the items could measure what it was designed to measure. The second level was when the instrument was presented to the supervisors and research experts in the College of Human Resource Development, JKUAT. The third level occurred when the data collected by the use of the instrument were subjected to statistical analyses and the content validity index (CVI) was calculated. The scale level CVI (S-CVI) was obtained by taking the average of all the item level CVI. The recommended S-CVI is 0.90 or higher. This was used to test for the internal consistency of the instrument (Orodho, 2009).

3.9 Data Analysis and Presentation

Data analysis is the processing of data collected to make meaningful information out of them because as raw data may convey little or no meaning to most people. This study basically employs primary data which were collected from the randomly selected employees of manufacturing firms listed on the NSE market operating in Lagos and South-Western region of Nigeria. In this research endeavour, the data collected were analysed using both descriptive and inferential statistics. The data were organized for processing, which involve: response coding, tabulation of the data, and statistical computations.

Descriptive statistics was used to describe the body of data collected which enabled the researcher to describe the data both graphically and in tabular form. The data were described by the use of frequency distributions, charts, means, and standard deviations. Qualitative data analysis was analysed using content analysis. According to Saunders, Lewis, and Thornhill (2016), qualitative data analysis involves organizing, accounting for and explaining the data to make sense out of the respondents' definitions of the situation, noting patterns, themes, categories and

regularities. The qualitative data collected from the open-ended items on the questionnaire was grouped into clusters of responses based on their similarities to the major concepts emanating from the responses and was summarised thematically.

The inferential statistical analysis was undertaken. The data gathered were subjected to hypothesis testing. Pearson Products Moment Correlation (PPMC) analysis was calculated to find out the extent and direction of the relationship between the variables of study. The multiple regression analyses were used to find out relationships between the independent variables and dependent variable, analysis of variance (ANOVA) was calculated to check for the overall influence of the human resource management practices on the employee engagement in manufacturing firms in Nigeria. The significance of the coefficients was determined by using standard F and t tests. The findings were presented using tables, charts and figures. All these data analyses were done by the use of the Statistical Packages for Social Sciences (SPSS).

3.9.1 Model Specification and Formulation

In order to analyse the influence of human resource management practices on employee engagement in manufacturing firms in Nigeria, a confirmatory factor analysis was conducted and multiple regressions was used to establish the relationship between the dependent variable and independent variables. The linear predictor functions were as follows:

$$EE = \beta_0 + \beta_i X_i + e \dots\dots\dots \text{Equation 3.2}$$

Where: employee engagement (EE) is the dependent variable. X_i denotes a vector of independent variables (training, performance appraisal, reward management, employee relations), β_i are coefficients and β_0 is the constant term, ε is the composite error term. Equation 3.2 was expanded to obtain equation 3.3 which was used for estimation. The general multiple regression models that were specified and tested in this study are given as follows:

$$EE = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e \dots\dots\dots \text{Equation 3.3}$$

Where:

EE = Employee engagement

β_0 = Constant

β_1 = regression coefficient of training practices

β_2 = regression coefficient of performance practices

β_3 = regression coefficient of reward management appraisal practices

β_4 = regression coefficient of employee relations practices

β_{5i} = regression coefficient of employee demographics

X_1 = Training practices

X_2 = Performance appraisal practices

X_3 = Reward management practices

X_4 = Employee relations practices

ε = Error term

Before running multiple linear regression models for all the variables, univariate regression was conducted to test the effect of each of the predictor variable on the dependent variable as follows:

Objective 1: To establish the influence of training on employee engagement in manufacturing firms in Nigeria.

$$EE = \beta_0 + \beta_1 X_1 + e \dots\dots\dots \text{Equation 3.4}$$

Objective 2: To determine the influence of performance appraisal on employee engagement in manufacturing firms in Nigeria.

$$EE = \beta_0 + \beta_2 X_2 + e \dots\dots\dots \text{Equation 3.5}$$

Objective 3: To examine the influence of reward management on employee engagement in manufacturing firms in Nigeria.

$$EE = \beta_0 + \beta_3 X_3 + e \dots\dots\dots \text{Equation 3.6}$$

Objective 4: To evaluate the influence of employee relations on employee engagement in manufacturing firms in Nigeria.

$$EE = \beta_0 + \beta_4 X_4 + e \dots\dots\dots \text{Equation 3.7}$$

3.10.2 Diagnostic Tests

To avoid violating the assumptions of the ordinary least square (OLS), independent variables were subjected to the following tests before attempting to estimate equations 3.2 – 3.8. If the equations 3.2 – 3.8 are estimated when the OLS assumptions are violated, the results will not be BLUE, indicating that one runs the risks of obtaining biased, inefficient, and inconsistent parameter estimates. The nature of data collected for the study, being cross sectional data required the following diagnostics tests: multicollinearity, normality and factor analysis. Hence, the study ran the following tests: multicollinearity, normality and factor analysis.

i. Normality Test

A distribution is said to be normal if it is not skewed. There are several methods available to test for normal distribution which includes graphical methods (histogram, Q-Q plots, P-P plots), mathematical methods (Jarque-Bera, Kolmogorov-Smirnov and Shapiro-Wilk tests). This study tested for normality by using graphical methods (histogram) and mathematical method by considering Kolmogorov-Smirnov and Shapiro-Wilk tests.

ii. Multicollinearity Test

Multicollinearity refers to the presence of high correlations between independent variables. This can be identified by various methods which included the use of correlation matrix and variance inflation factor. This assisted in assessing the strength and the direction of the relationship between the dependent and independent variables. The presence of perfect multicollinearity may results into indeterminate regression coefficients and infinite standard errors (SE) while the presence of imperfect multicollinearity will results into large SE which affects accuracy and precision of decision about the null hypothesis.

Multicollinearity was tested in this study using the Variance Inflation Factor (VIF) on the variance of the estimators. This was expressed as $VIF = 1/(1-R^2)$. A tolerance value of below 0.01 or a VIF value greater than 10 reveals serious multicollinearity problem, although some authors are more conservative stating that VIF should not exceed 5 (Alauddin & Nghiemb, 2010).

iii. Factor Loading Analysis Test

Factor analysis test is to identify and remove any item from the questionnaire that has low factor loading and to test for construct validity and also to identify variability among variables in order to reduce redundancy in data (Hair, Black, Babin, & Anderson, 2014). It has been recommended that a factor loading of less than 0.4 may be considered as not related to the other items or indicates an additional factor that could be explored (Osborne, 2005). This study ran factor analysis test for the independent, and dependent variables and adopted the 0.40 factor loading as benchmark in line with Waweru (2018).

3.10.3 Test of Hypotheses

The study tested the hypotheses formulated using regression analysis to establish the influence of HRMP on the employee engagement in manufacturing firms in Nigeria by using P-value approach at 95% level of confidence. The decision rule was to reject the null hypothesis if the calculated p-value is less than 0.05. If the calculated p-value is greater than 0.05, null hypothesis was affirmed as indicated in Table 3.3.

Table 3.3: Research Objectives, Hypotheses and their Analytical Tools

No	Variable	Hypothesis	Analytical Tools	Criteria
1.	Training Practice	H₀₁: Training practice has no significant influence on the employee engagement in manufacturing firms in Nigeria.	Linear Regression Analysis $EE = \beta_0 + \beta_1 X_1 + e$	Reject H ₀₁ , if $p < 0.05$, otherwise accept H ₀₁
2.	Performance appraisal practice	H₀₂: Performance appraisal practice has no significant influence on the employee engagement in manufacturing firms in Nigeria.	Linear Regression Analysis $EE = \beta_0 + \beta_2 X_2 + e$	Reject H ₀₂ , if $p < 0.05$, otherwise accept H ₀₂
3.	Reward management practice	H₀₃: Reward management practice has no significant influence on the employee engagement in manufacturing firms in Nigeria.	Linear Regression Analysis $EE = \beta_0 + \beta_3 X_3 + e$ If $P < 0.05$, research hypothesis is correct	Reject H ₀₃ , if $p < 0.05$, otherwise accept H ₀₃
4.	Employee relations practice	H₀₄: Employee relations practice have no significant influence on the employee engagement in manufacturing firms in Nigeria.	Linear Regression Analysis $EE = \beta_0 + \beta_4 X_4 + e$ If $P < 0.05$, research hypothesis is correct	Reject H ₀₄ , if $p < 0.05$, otherwise accept H ₀₄

3.10.4 Operationalisation and Measurement of Variables

In measuring variables, the researcher adopted the traditional core HRMP which are: training, performance appraisal, reward management and employee relations. There are other classifications that are mild variation of the HRM practices in the literature, such are sometimes referred to as strategic HRM (Mbugua, 2015), strategic bundles (Makhamara, 2017) and so on. Table 3.4 contains a list of the various study variables, their operational definitions, and the measurements used in estimating the entire variables under investigation. Constructs of each item of the variable was measures as put together in the table.

Table 3.4: Operationalisation of Variables in the Study

Category	Variable	Operationalisation and Measurement	No. of items	Scale	Level
Independent Variables	Training	<ul style="list-style-type: none"> • Training need assessment before training • Systematic staff development programme • Opportunities for employee career development • Training methods delivery 	20	Section B I: Using 5-point Likert scale and open-ended	Interval level
	Performance Appraisal	<ul style="list-style-type: none"> • Performance and development agreement • Orientation is conducted before appraisal • Regular and systematic • Methods of 	15	Section B II: Using 5-point Likert scale and open-ended	Interval level

Category	Variable	Operationalisation and Measurement	No. of items	Scale	Level
		<p>performance appraisal</p> <ul style="list-style-type: none"> • There is feedback on performance appraisal 			
	Reward Management	<ul style="list-style-type: none"> • Salary scale are comparable and competitive • Recognition, incentives, perks, bonuses, allowances and other financial and non-financial rewards are attached to performance and key result areas (KRA). • Pension scheme is in place to influence performance 	10	Section B III: Using 5-point Likert scale and open-ended	Interval level
	Employee Relations	<ul style="list-style-type: none"> • There is freedom of union association • Policy on collective bargaining and grievances procedure are in place • Conditions of employment is available to all employee • Employee voice and participation and 	15	Section B IV: Using 5-point Likert scale and open-ended	Interval level

Category	Variable	Operationalisation and Measurement	No. of items	Scale	Level
		industrial democracy mechanism, ESOP, is in place and encouraged			
Dependent Variable	Employee Engagement	<ul style="list-style-type: none"> Recruitment improves employee engagement Training influences employee engagement Performance appraisal positively affects employee engagement RM influences employee engagement Employee relations influences employee engagement Intellectual, affective and social engagement improves by HRMP 	9	Section C: Using 7-point Likert scale and open-ended From Utrecht Work Engagement Scale -9 (UWES-9) developed by Schaufeli and Bakker (2010)	Interval level

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This chapter deals with the results and analysis of the data collected for the study. The findings and detailed analysis are presented based on the five research objectives and hypotheses of the study succinctly. First, it evaluates the response rate, respondents' demographic information, reliability and validity of the survey constructs. Secondly, the descriptive analysis of variables and diagnostic tests are presented. Finally, the chapter reviews the results of the correlation analysis, regression analysis, test of hypotheses and optimal model as well as presenting discussion of the results and implication arising from the findings.

4.2 Response Rate

A total of 395 questionnaires were administered to 395 employees of 10 listed manufacturing firms in Nigeria. The data collection was between May 2018 and September 2018. Out of 395 questionnaires administered, a total number of 271 questionnaires were returned from 9 listed manufacturing firms in Nigeria out of which 23 questionnaires were rejected because they were not filled completely and were adjudged not useful for the study. Only 248 questionnaires were found useful for the study, which represents 69.86% of the target sample respondents.

Scholars hold differing positions on the acceptable response rate, some believes 50% is adequate for analysis while others submitted that a response rate of 50% are acceptable benchmark for analysis and publication but considered 60% as good and 70% as very good for analysis and publication, while in some quarters, it is averred that "no absolute acceptable level of response rate" (Babbie, 2016). In view of this, the response rate of this study was good for analysis. The response across the organisations is presented in Table 4.1. The highest response rate was obtained from Cadbury Nigeria Plc (77%) and lowest was from A.G. Leventis Nigeria Plc (66%).

This is comparable to other previous studies such as Cater and Pucko (2010) who reported 49% response rate and Kagumu (2018) who reported 88%.

Table 4. 1: Response Rate Distribution

Organisation	Sample size	Returned Questionnaires	Return Rate (%)
7-Up Bottling Comp. Plc.	51	37	73%
A.G. Leventis Nigeria Plc.	29	19	66%
Cadbury Nigeria Plc.	13	10	77%
Chellarams Plc.	10	7	70%
Dangote Sugar Refinery Plc	26	18	69%
Flour Mills Nig. Plc.	114	82	72%
Nestle Nigeria Plc.	43	31	72%
P Z Cussons Nigeria Plc.	33	23	70%
U A C N Plc.	36	21	70%
Total	355	248	69.86%

4.3 Pilot Test Results

The questionnaires were pre-tested in order to determine the reliability and validity of the instrument. The pilot was conducted in one manufacturing firm in Osogbo, Osun State of Nigeria which involved 40 respondents who were randomly selected. However, the manufacturing firm selected for the pilot testing was not included in the major study. Their responses were subjected to statistical analysis to ascertain the reliability and validity of the instruments using Statistical Package for Social Sciences (SPSS). The exercise was carried out between January 2018 and March 2018. The results of the pilot study are shown in Table 4.2 and Table 4.3.

4.3.1 Reliability Test Results

For all the variables, the Cronbach alpha values were above the minimum acceptable reliability coefficient of 0.70 and good consistency as shown in Table 4.2. This implies that the instruments were sufficiently reliable for measurement. In view of the results of the analysis, all items in the scale were accepted and considered for the study.

Table 4. 2: Cronbach Alpha value Reliability Test Results

S/N	Construct	Variable	Number of Items	Cronbach's Alpha	Cronbach's Alpha (Standardized Items)	Comment
1.	Training	Independent	10	0.929	0.929	Accepted
2.	Performance	Independent	11	0.958	0.960	Accepted
3.	Reward	Independent	6	0.831	0.798	Accepted
4.	Employee Relations	Independent	8	0.831	0.838	Accepted
5.	Employee Engagement	Dependent	9	0.814	0.881	Accepted

4.3.2 Validity Test Results

The content validity index (CVI) was used to test for the validity of the data collection instrument. The CVI calculated and results of the validity are as presented in Table 4.3. The scale level CVI (S-CVI) was obtained by taking the average of all the item level CVI. The S-CVI obtained for the 4 raters was 0.9125, which was more than the recommended S-CVI of 0.90. This implies that the instrument passed the test for the internal consistency.

Table 4. 3: Content Validity Index

Rater	Number of Items (A)	No of Valid Items (B)	Content Validity Index = B/A
1	80	75	0.9375
2	80	66	0.8250
3	80	75	0.9625
4	80	74	0.9250
Average			0.9125

4.4 Demographic Information of the Respondents

This section provides the details of personal characteristics of the respondents under the demographic information. The respondents who participated in the study were requested to indicate their age bracket, gender, years of working with the organisation (tenure), educational qualification and marital status. The information provided insight into the credibility of the respondents to provide the required information for the study. The findings of the study are as discussed next.

4.4.1 Distribution of Respondents by Gender

The majority of the respondents, 59.3% (147) were male and 40.7% (101) of the respondents were female. With this result, it is pertinent to note that male were slightly more than women working with firms under study as shown in Table 4.4. Mulunda (2019) reported 62% male respondents and 38% female respondents participated in the study conducted in energy sector in Kenya. Another study similarly reported 50.5% male respondents and 49.5% female respondents (Mugesani, 2018). Likewise, the study of Maina (2019) reported 52.6% female respondents and 47.4% male respondents. The result of this study however disagreed with the report of Chelangat (2019) who reported on 27% male and 73% female respondents in a study conducted among employees working in Banking sector of Kenyan economy. The finding of this study implies that manufacturing firms in Nigeria are sensitive to gender parity which in turn will have influence on the level of employee engagement.

Table 4. 4: Composition of Respondents by Gender

Gender	Frequency	Percent
Male	147	59.3
Female	101	40.7
Total	248	100.0

4.4.2 Age of Respondents

The study obtained the age of the respondents based of group classification. The study found out that 7.3% of the respondents' age fell between 18–25 years, 32.3% between 26–35 years, 44% between 36–45 years, 12.1% between 46–55 years, and 4.4% above 55 years as shown in Table 4.5. From these results, 83.5% of the respondents' age was below 45 years. This finding concurred with the findings of Chelangat (2019) who reported that majority (80%) of the respondents aged between the age of 25 years and 45 years. Similarly, the findings of Mulunda (2019) reported that the age of 93% of the respondents was below 45 years.

Likewise, Mwandishi (2019) reported that 84.7% of the respondents were aged between 20 years and 45 years. This indicated that majority of the respondents belonged to generations X, Y and Z. They are generally classified as tech-savvy. They are more likely to be engaged at first when employed and got disengaged as they spend more years on the job. The implication of this is that the age becomes important factor in this study. The younger are to take over from the older generation.

Table 4. 5: Age Distribution of Respondents

Age	Frequency	Percent
18 – 25 years	18	7.3
26 – 35 years	80	32.3
36 – 45 years	109	44.0
46 – 55 years	30	12.1
56 – 65 years	11	4.4
Total	248	100.0

The age distribution of the respondents for this study showed a good distribution which is symmetrical as shown in Figure 4.1. The age distribution revealed that respondents whose ages fell within 36 years and 45 years had the highest frequency of 109. The distribution has a mean of 2.74 which pointed to 36 – 45 years age bracket, the same group that has the highest frequency (modal class). The standard deviation of .921 is less than 1 all indicative of the symmetrical nature of the age distribution of the respondents.

This indicates that in the Nigerian Manufacturing sector; most of the employees are young people. This implied that most employees are generation X, Y, Z. Their attitude to work is different to those who are older. They are generally classified as tech-savvy. They are more likely to be engaged at first when employed and got disengaged as they spend more years on the job.

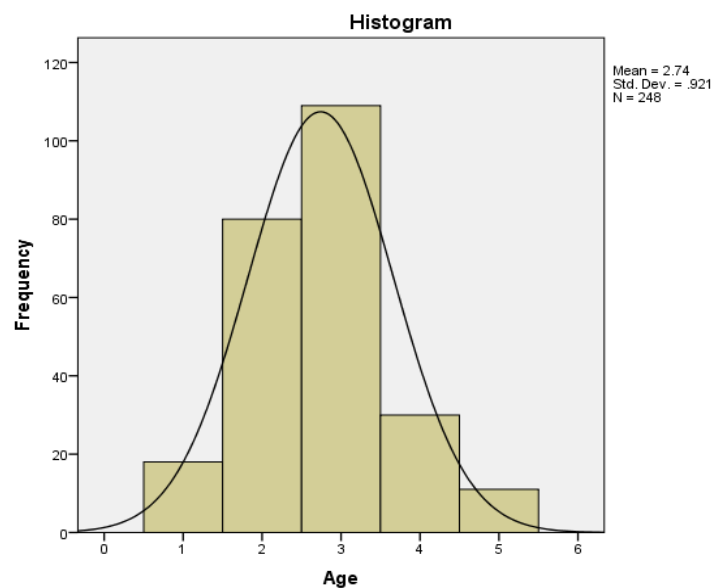


Figure 4. 1: Histogram of Age Distribution of the Respondents

4.4.3 Respondents' Length of Continuous Service with the Organisation

On the questionnaire administered to the respondents, an item requested the respondents to indicate how long they have been working for the organisation. The data collected on the length of continuous service with the organisation is presented in Table 4.6.

It shows that 31.9% of the respondents had served their organisation continuously for a period between 0 – 5 years, 33.5% of the respondents had served their between 6 – 10 years, 17.7% between 11 – 15 years, 6.5% respondents between 16 – 20 years, and 10.5% had served their organisation continuously for a period more than 20 years.

From the results, majority (33.5 %) of the respondents served their organisation had between 6 and 10 years. This finding agreed with the findings of Maina (2019) who also reported that majority (47.4%) of the respondents had served in telecommunication companies in Kenya for a period between 5 and 10 years. Mwandihhi (2019) reported that 42.6% of the respondents had served in the public service in Kenya for a period between 4 and 9 years, which also represent majority of the respondents. The implication of this was that the generation Y and X are taking over the workplace.

Table 4. 6: Respondents’ Length of Continuous Service with the Organisation

Years of Service	Frequency	Percent
0 – 5 years	79	31.9
6 – 10 years	83	33.5
11 – 15 years	44	17.7
16 – 20 years	16	6.5
21 – 25 years	19	7.7
Above 25 years	7	2.8
Total	248	100.0

From the results in Table 4.6, the majority (83.1%) of the respondents in the study had served their organisations up to 15 years. However, only 16.9% of the respondents had served their organisations beyond 15 years. This finding agreed with Mulunda (2019) who also reported that majority (39%) of the respondents has worked with their organisations between 6 and 10 years. However, the result from this study differed from that of Chelangat (2019) who reported that the majority (42%) of the respondent had served their firms between 11 and 15 years.

This indicated that many of the employees had not been employed for a long time. The MFN were not able to maintain employees in long continuous employment. Globalisation which had made employee retention becomes a major concern to every organisation might be responsible for this trend. Another possible implication might be that it was a result of one of the organisational strategies by the companies not to employ employees for long so that they don't pay the relevant benefits.

This finding makes the length of continuous service important to this study. Since majority of the respondents are from generation Y and Z. They are characterised as having low power distance, those that have entrepreneurial spirit, like work flexibility, fun, want autonomy, and they are short term and fast achievers (Imperatori, 2017). This is an implication of skill shortage in the manufacturing firms in the near future. It thus makes tenure an important factor to the relationship between the human resource management practices and employee engagement in manufacturing firms in Nigeria.

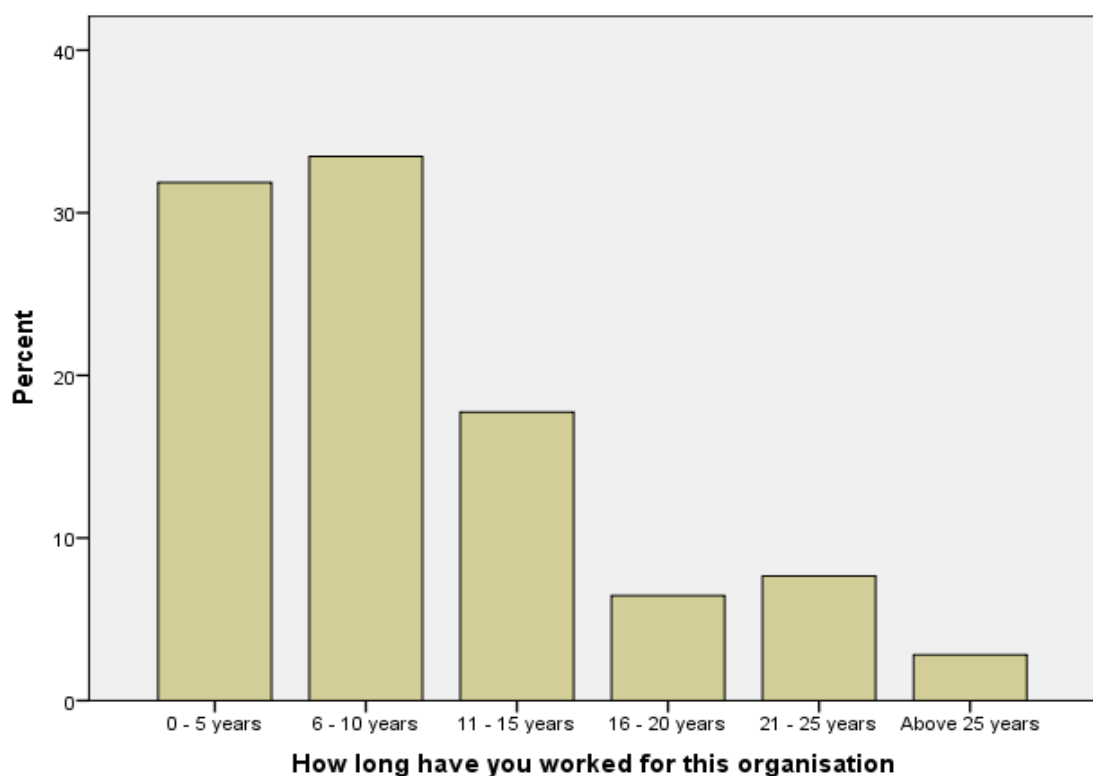


Figure 4. 2: Length of Continuous Service with the Organisation

4.4.4 Level of Education of Respondents

The study sought to establish the highest educational level of the respondents and the response is presented in Table 4.7. The results indicated that respondents with Bachelor's degree and Higher National Diploma (HND) had the highest frequency of 132 (53.2%) which represents more than 50% of the total respondents.

This tally was followed by those respondents with Ordinary National Diploma (OND) with a total of 68 (27.4%) respondents. Respondents with Master's degree followed with a frequency of 37 (14.9%) and respondent with Doctorate/PhD and NCE were 2 (0.8%) respectively. Respondents with professional qualifications were 7 (2.8%).

Majority (39%) of the respondents in this study had university bachelor degree. The finding of this study agreed with Maina (2019) who reported the majority (42.1%) of the respondents were university graduates. Likewise, the finding of this study agreed with Chelangat (2019) reported that 39% of the respondents were university graduates. However, it disagreed with Mwandishi (2019) who reported that the majority of the respondents had college diploma.

From the Table 4.7, it is clear that 69% of the respondents for this study had first degree or higher, which indicates that the workforce in manufacturing firms in Nigeria is educated. The level of education is very important in manufacturing firms and therefore could influence the level of organisational and engagement (Bissola & Imperatori, 2016).

Table 4. 7: Level of Education of Respondents

Education Qualification	Frequency	Percent
Doctoral (Ph.D.) degree	2	.8
Master’s degree	37	14.9
Bachelor’s degree/HND	132	53.2
Professional qualification	7	2.8
Ordinary National Diploma	68	27.4
National Certificate of Education (NCE)	2	.8
Total	248	100.0

4.4.5 Marital Status of the Respondents

The respondents who participated in the study had different marital status. From Table 4.8, majority of the respondents (77.4%) were married compared to 19.4% who were single and 1.6% who were living together (1.6%). Only 0.4% of the respondents were widow/widower and 1.2% were divorcees. It can therefore be concluded that majority of employees in manufacturing firms in Nigeria were married and this factor will have influence on their level of employee engagement.

Table 4. 8: Marital Status of the Respondents

Marital Status	Frequency	Percent
Single	48	19.4
Married	192	77.4
Living together/Civil Partner	4	1.6
Widow/widower	1	.4
Divorced	3	1.2
Total	248	100.0

4.5 Diagnostic Tests

The data collected for the study was subjected to various tests to ensure that none of the assumptions of the classical linear regression model (CLRM) is violated. The nature of data collected for the study, being cross sectional data only required the following diagnostics tests: factor loading analysis, sampling adequacy test, normality, linearity and multicollinearity were carried out to determine that the variables under investigation meet the minimum standard. Autocorrelation test is required for time series (panel) data, hence considered not suitable for this study.

4.5.1 Factor Loading Analysis Test

Factor loading analysis was conducted for the all the variables. This was considered necessary in order to reduce the number variables with low factor loading and also to test for construct validity and also to identify variability among variables and check for correlated variables in order to reduce redundancy in the data (Hair, Black, Babin, & Anderson, 2014). The factor loading analysis test give information about the factor loadings and for how much a factor explains a variable in factor analysis (Waweru, 2018). It has been recommended that a factor loading of less than 0.4 may be considered as not related to the other items or indicates an additional factor that could be explored (Osborne, 2005). This study adopted the 0.40 in line with Waweru (2018).

i. Factor Loading Analysis of Training Practice

Factor loading analysis was done on statements regarding training practice. This analysis was performed to test whether the items explaining the variable were suited for further analysis or not. The component matrix was used to determine the factor loading so as to know which item should be used for further analysis. The results are presented in Table 4.9. From the results, highest factor loading among the items was .878 and the lowest factor loading was .494. It is noted that all the factors under this objective had a factor loading above 0.4 which led to the conclusion that all the items were found suitable for further analysis.

Table 4. 9: Factor Loading Analysis for Training

Items	Component*
Most of the training programme in my organisation are designed to solve actual problems at work	.878
Training in my place of work is regular and enhances job delivery	.803
Training programmes in my organisation are both internal and externally outsourced.	.795
The results from TNA determine who will be trained.	.779
I have training opportunities to learn and develop on my job.	.769
Training programmes in my organisation are matched with my job demands.	.729
In my organisation, training need assessment (TNA) is always done before staff is sent for training.	.728
Training method adoption in my organisation is determined by the participants' characteristics and organisational culture.	.679
In my organisation, staff has access to study leave with pay to pursue higher degree of professional qualifications.	.618
In my organisation, staff do benefit from school fees waiver.	.494

Extraction Method: Principal Component Analysis.

* components extracted.

ii. Factor Loading Analysis of Performance Appraisal Practice

The component matrix was used to determine the factor loading so as to know which item should be used for further analysis. The results are presented in Table 4.10. From the results, highest factor loading among the performance appraisal items was .869 and the lowest factor loading was .454. It is noted that all the factors under this objective had a factor loading above 0.4 which led to the conclusion that all the items were found suitable for further analysis. Performance appraisal is regularly undertaken in my organisation has the highest factor loading and performance appraisal is used for promotion had the lowest factor loading.

Table 4. 10: Factor Loading Analysis for Performance Appraisal

Items	Component*
Performance appraisal is regularly undertaken in my organisation.	.869
Performance appraisal key result areas are communicated to staff.	.846
There is always orientation on performance appraisal.	.844
All members of staff are evaluated regularly.	.823
Performance appraisal is used for increment, bonuses and other pay.	.783
Staff regularly receive performance feedback communications	.778
Performance appraisal results are communicated to staff	.751
Performance appraisal is used need assessment.	.687
All employees in my organisation regularly complete performance and development agreement	.676
Management conducts individual assessment and evaluation	.660
Performance appraisal is used for promotion	.454

Extraction Method: Principal Component Analysis. * components extracted.

iii. Factor Loading Analysis of Reward Management Practice

The third objective of the study was to examine the influence of reward management practice on employee engagement in manufacturing firms in Nigeria. The objective had a total of five items. The component matrix was used to determine the factor loading so as to know which item should be used for further analysis. The results are presented in Table 4.11. From the results, highest factor loading among the reward management practice items was .811 and the lowest factor loading was .558. It is noted that all the factors under this objective had a factor loading above 0.4 which led to the conclusion that all the items were found suitable for further analysis.

Table 4. 11: Factor Loading Analysis for Reward Management Practice

Items	Component*
Rewards to employees are fair and equitable.	.811
Reward is performance based in my organisation.	.807
Staff whose performance is high receives recognition	.796
Hard working staff receives bonuses, allowances and benefits.	.778
Staff whose performance is below benchmark is punished.	.558

Extraction Method: Principal Component Analysis.

* components extracted.

iv. Factor Loading Analysis of Employee Relations Practice

The fourth objective of the study was to evaluate the influence of employee relations practice on employee engagement in manufacturing firms in Nigeria. The objective had a total of eight items. The component matrix was used to determine the factor loading so as to know which item should be used for further analysis. The results are presented in Table 4.12. From the results, highest factor loading among the employee relations items was .849 and the lowest factor loading was .511. It is noted that all the factors under this objective had a factor loading above 0.4 which led to the conclusion that all the items were found suitable for further analysis (Waweru, 2018).

Table 4. 12: Factor Loading Analysis for Employee Relations Practice

Items	Component*
Employees are given the opportunity to participate in the management of affairs of the organisation.	.849
Collective Bargaining Agreements are honoured by the management of my organisation.	.802
Staff has access to condition of employment.	.702
Employees are involved in taken some critical decision especially that affect workers and work environment.	.691
Grievance procedure is available to all staff.	.597
Staff are free to join trade union and actively participate in trade unionism	.543
There is employee share ownership program in the organisation for all staff	.530
My organisation has good internal democracy mechanism	.511

Extraction Method: Principal Component Analysis.

* components extracted.

v. Factor Loading Analysis of Employee Engagement

A principal Component Analysis with varimax rotation was performed on all the nine (9) employee engagement (EE) measures in order to examine the dimensionality of employee engagement and also to find out if all the variables were significant and useful for further analysis. According to Noor, Chen, and Romiza, (2011) in Bana (2017), the rationale behind this was to group the factors and to retain a small number of factors which had the highest influence (Bana, 2017).

The employee engagement in Nigerian manufacturing firms had a total of nine (9) items. The component matrix was used to determine the factor loading so as to know which item should be used for further analysis. The results of factor loading analysis were shown in Table 4.13. From the results, highest factor loading among the employee engagement items was .827 and the lowest factor loading was .404. It is noted that all the factors had a factor loading above 0.4 which led to the conclusion that all the items were found suitable for further analysis (Waweru, 2018).

Table 4. 13: Factor Loading Analysis for Employee Engagement

Items	Component*
My job inspires me	0.827
At my job, I feel strong and vigorous	0.815
I am immersed in my work	0.786
I feel happy when I am working intensely	0.773
When I get up in the morning, I feel like going to work	0.753
At my work, I feel that I am bursting with energy	0.657
I am proud on the work that I do	0.642
I am enthusiastic about my job	0.404
I get carried away when I'm working	0.517

Extraction Method: Principal Component Analysis.

* components extracted.

4.5.2 Sampling Adequacy Test

Kaiser-Meyer-Olkin (KMO) and Bartlett measure of sampling adequacy was done to determine adequacy of the sample size. The results of the Kaiser-Meyer-Olkin (KMO) and Bartlett's test are presented in Table 4.14. The study established that the KMO measure of adequacy for: training practice was .912, performance appraisal was .877, for reward management was .737, for employee relations was .663 and for employee engagement was .880. The result of the KMO test of all the variables as shown in Table 4.14 is more than 0.7, implying that the sample size was adequate for further analysis. The p-values for the Bartlett's test of sphericity chi-square for each of the variables was .000 respectively. Since the p-values were less than 0.05, this indicated that the items have sampling adequacy and hence can be used appropriately for further analysis.

Table 4. 14: KMO and Bartlett's Test

	Training	PA	RM	ER	EE
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.912	.877	.737	.663	.880
Approx.	1287.330	1824.237	474.773	767.007	918.070
Bartlett's Test of Sphericity	Chi-Square				
df	45	55	10	28	36
Sig.	.000	.000	.000	.000	.000

Key: **PA** = Performance Appraisal, **RM** = Reward Management, **ER** = Employee Relations, **EE** = Employee Engagement

4.5.3 Normality Test

Another assumption of classical linear regression model (CLRM) is that data should be normally distributed. This study used Kolmogorov-Smirnov test, also known as K-S test to determine whether the data collected on employee engagement in manufacturing firms in Nigeria as a dependent variable is normally distributed or not. The K-S test is mostly used in order to assess the assumption of univariate normality by comparing the observed cumulative distribution of scores to the theoretical cumulative distribution for a normally distributed variable (Wameru, 2018).

It has been suggested that graphically methods such as Q-Q plot and histogram can be used along with K-S test for robustness. The hypotheses for the K-S test are:

Ho: The data is normally distributed

H1: The data is not normally distributed

The critical region is determined by the p-value. If the p-value >0.05 , the null hypothesis is accepted, otherwise it will be rejected.

The results obtained are presented in Table 4.15, the p-value (0.061) is greater than $\alpha=0.05$ level of significance, hence, the null hypothesis is accepted. The study therefore concluded that the data is normally distributed and therefore fit for linear regression analysis.

Table 4. 15: One-Sample Kolmogorov-Smirnov Test

	Mean	Standard Deviation	Sig
One-Sample Kolmogorov-Smirnov Test	4.726	1.30	.061

4.5.4 Multicollinearity Test

Tolerance and Variance Inflation Factor (VIF) was used to find out the extent of collinearity among the IVs. Garson (2012) surmise that multicollinearity occur when there is an unacceptable high level of inter correlation among IVs to the extent that the effects of IVs cannot be isolated. The percentage of variance in the predictors that cannot be explained by other IVs is known as tolerance and the VIF is the inverse of tolerance and it is calculated by using $VIF = 1/(1-R^2)$. The general rule of thumb, if $VIF >4.0$, there is a problem of multicollinearity (Garson, 2012), however, some scholars put the threshold to $VIF >5.0$ (Waweru, 2018). Previously, it has been argued that VIF of 10 or higher does not automatically call for treatment of multicollinearity (O'brien, 2007). He premised his argument on the need to first take into consideration the factors that influence the variance of regression coefficient.

This study adopted a benchmark of VIF=4.0. Tolerance values ranged from .747 and .924 while the VIF ranged between 1.082 and 1.338. Training had a VIF of 1.082, Performance Appraisal 1.205, Reward Management 1.272 and Employee Relations 1.338. All these results are presented in Table 4.16, which indicated that all the predictors' VIF value passed the test because, they were less than the acceptable benchmark of 4.0. Since tolerance values were above 0.1 and VIF below 4, it is safe to conclude that there is no problem of multicollinearity with the data. Consequent upon this result, and since the assumption of CLMR on the high correlation among predictors had not been violated, the study used linear regression model. Based on the above observation, the results indicated that no multicollinearity with the data collected and thus it is good for further analysis.

Table 4. 16: Multicollinearity Test

Independent Variable	Tolerance	VIF
Training	.924	1.082
Performance Appraisal	.830	1.205
Reward Management	.786	1.272
Employee Relations	.747	1.338

4.6 Descriptive Analysis of Variables

In this section, the independents and dependent variables were described.

4.6.1 Descriptive Statistics of Sub Construct Training

In line with the first specific objective of the study, which sought to establish the influence of training on employee engagement in manufacturing firms in Nigeria, some open ended and close ended questions were asked in line with the indicators of training. The findings are discussed next.

i. Training Need Analysis Components

The respondents were requested to select which of the training need analysis (TNA) components their organisation had in place. Table 4.17 indicates that majority of the respondents (47.2%) selected organisational analysis component, 17.7% selected task analysis component, 16.9% selected person analysis, 10.1% selected combination of organisational analysis, task analysis and person analysis components as being used in their organisation. The lowest frequency was recorded with 1.2% of the respondents who selected combination of organisational analysis and person analysis; likewise, some respondents (1.2%) opted for “I do not have an idea of the TNA component being used”.

The results in the Table 4.17 also reveal that all the training need analysis components were being used by Nigerian manufacturing firms. This indicated that training is practiced in manufacturing firms in Nigeria. It can therefore be concluded that majority of the manufacturing firms in Nigeria matched organisational analysis with task and individual analyses in their training need assessment and the level of its awareness was high among employees (Bakhru & Sharma, 2019). This implied that training as one of the HRMP will have influence on the employee engagement in manufacturing firms in Nigeria.

Table 4. 17: Components Training Need Analysis in the Manufacturing Firms

Training Need Analysis Components	Frequency	Percent
I don't have an idea	3	1.2
Organisational analysis	117	47.2
Task analysis	44	17.7
Person analysis	42	16.9
Organisational analysis, Task Analysis	9	3.6
Organisational analysis, Person Analysis (PA)	3	1.2
Task analysis, PA	5	2.0
Organisational analysis, Task Analysis and PA	25	10.1
Total	248	100.0

ii. Influence of Training Need Analysis on Employee Engagement

From Table 4.18, the majority of the respondents (46.8%) reported that training need analysis (TNA) influenced employee engagement (EE) at work. According to 44.3% of the respondents, TNA had positive influence on EE, 2.4% reported that TNA component does not influence employee engagement and 6.5% of the respondents who indicated that they did not know how TNA influences employee engagement. Going by the results as presented in Table 4.18, most of the respondents that participated in the study were of the opinion that the components of TNA used by manufacturing firms in Nigeria influenced employee engagement. The findings of this study concurred with the findings of Guan and Frenkel’s (2019), who reported that training influences work engagement.

Table 4. 18: Perceptual influence of TNA on Employee engagement

Influence of TNA on employee Engagement	Frequency	Percent
I don’t know	16	6.5
Exposes employee to task expectation	116	46.8
Positively	110	44.3
Negatively	2	.8
It doesn’t	4	1.6
Total	248	100.0

iii. Percentage of Employees who undergone TNA before being trained

Also, the respondents were asked to provide the percentage of employee whose training need assessments were done before the actual training program took place in the previous year. The findings as presented in Table 4.19, show that only 23.4% of the respondents indicated that less than 25% of those sent for training were from organisations that had conducted TNA before the training commenced. The majority of the respondents (36.3%) indicated that between 25-49% of those sent for training had their training needs determined before they went for the training. The minority (13.3%) of the respondents indicated that above 74% of those sent for training actual

had their TNA done before going for the training. The study established that training is practiced in manufacturing firms in Nigeria.

Table 4. 19: Percentage of Employees who undergone TNA before being trained

Percentage of employee who had TNA before training	Frequency	Percent
Below 25%	58	23.4
25% - 49%	90	36.3
50% - 74%	67	27.0
Above 74%	33	13.3
Total	248	100.0

iv. Training Approaches in use by Nigerian Manufacturing Firms

In order to ascertain whether or not the training programme approaches are being used in Nigerian manufacturing firms, respondents were asked to identify the development approach(es) that were being used in their organisations. According to the results presented in Table 4.20, job experience had the highest percentage of 42.3% of the development approaches, followed by assessment (14.1%), and formal education (13.7%). In some manufacturing firms, 4% of the respondents selected the combination of formal education, job experience, and interpersonal relationship; 11.3% selected multiple approaches that were in use in their organisations, while only 9.3% of the respondents indicated that all the approaches listed were in use in their organisations.

From the findings, it can therefore be concluded that job experience are mostly used in manufacturing firms in Nigeria. This suggested that training programme approaches are used in manufacturing organisations in Nigeria. This is consistent with the findings of Emeti (2015).

Table 4. 20: Training Approaches in use by Nigerian Manufacturing Firms

Employee Development Approach	Frequency	Percent
Formal education	34	13.7
Assessment	35	14.1
Job experience	105	42.3
Interpersonal relationship	13	5.2
Formal education, Assessment, Job experience and Interpersonal relationship	10	4.0
Combination of some of approaches	28	11.3
Combination of all the approaches	23	9.3
Total	248	100.0

v. Influence of Training Program on Employee Engagement

Further to the training programme approaches, the study went further to determine the level of influence the training programme had on the employee engagement. The findings were organised in various themes and frequencies and percentages were generated as indicated in Table 4.21. The responses were captured on six thematic areas. Table 4.21 shows that majority of the respondents, 30.6% averred that training programme improved the employees’ performance, 27.4% indicated that training programme is strongly linked to employee engagement, 20.2% submitted that training programme aided employee to understand and align with the business objectives.

Furthermore, 17.7% said training programme helped to improve productivity, 2.4% indicated that training programme had no influence on employee engagement and only 1.6% of the respondents postulated that training programme had adverse effect on employee engagement in their organisation. Based on the findings of this study, it can therefore be concluded that training practices influence employee engagement in manufacturing firms in Nigeria. The finding of this study is consistent with the findings of Guan and Frenkel (2019).

Table 4. 21: How the Training Program influences Employee Engagement

How Training Program influences Employee Engagement	Frequency	Percent
It helps improve productivity	44	17.7
Employee training program is strongly linked to employee engagement	68	27.4
Employee training program aids employee to understand and align with the business objectives	50	20.2
Employee training program improves the employees' performance	76	30.6
No influence	6	2.4
It has adverse effect on employee engagement in my organisation	4	1.6
Total	248	100.0

vi. How Frequent Employee Benefit from Training Program?

The respondents were also asked how regular they benefitted from their organisations' employee training programme. From Table 4.22, many (38.3%) of the respondents said they benefitted from their organisation's training program occasionally, 25.8% indicated that they benefitted frequently, 20.6% said that they benefitted rarely and minority (15.3%) benefitted less frequently. It can therefore be concluded that due to economic recession in the country during which the manufacturing firms were battling with and high cost of production. It might also mean that manufacturing firms in Nigeria might have deliberately cut down on the training expenses as a survival strategy. Consistent with the work of Emeti (2015), this study find out that employee in manufacturing firms in Nigeria benefit from the training program occasionally.

Table 4. 22: How regular do you benefit from Training Program?

Rate of Benefit from Training Program	Frequency	Percent
Rarely	51	20.6
Occasionally	95	38.3
Less Frequently	38	15.3
Frequently	64	25.8
Total	248	100.0

vii. Training Methods in Manufacturing Firms in Nigeria

Furthermore, the respondents were asked to identify the training methods in use in their organisations. The summary of their responses are presented in Table 4.23. From the table, the majority of the respondents, 59.3% indicated that the training method being used in their organisation was on-the-job training, 4.8% indicated that no training method was in place, 2% indicated off-the-job training method, 5.2% said Internet-based training is in used in their organisation, 6% indicated sensitivity training, 2.8% laboratory training, 16.5% selected more than one option, and 3.2% selected all the methods listed.

Based on the findings of this study, it can therefore be concluded that manufacturing firms in Nigeria uses more of on-the-job training than any other methods of training. In view of this, the implication of the findings of this study is that training will have significant influence on the employee engagement in manufacturing firms in Nigeria. This finding is consistent with the findings of Johnson, Park, and Barlett (2018).

Table 4. 23: Training Methods

Training Methods	Frequency	Percent
No training	12	4.8
On-the-job training	147	59.3
Off-the-job training	5	2.0
Internet-based training	13	5.2
Sensitivity training	15	6.0
Laboratory training	7	2.8
More than one option	41	16.5
Combination of all the methods highlighted	8	3.2
Total	248	100.0

viii. Influence of Training Methods on Employee Engagement

Consequently, respondents were asked to give their informed opinion on how the training method(s) influences employee engagement (EE). The findings were organised in various themes and frequencies and percentages were generated as presented in Table 4.24. Based on the results, 32.3% of the respondents indicated that training methods had positive influence on EE, 25% opined that it improved their knowledge base and increased employees' output, 17.3% said they did not know how training methods influence the EE, 15.7% indicated that the training method influenced employee engagement satisfactorily, 6.5% of the respondents reported that it negatively influenced employee engagement, and 3.2% of the respondents said that the influence of training methods on employee engagement was not satisfactory. The results of the study indicated that there were divergent opinions on how training methods influence employee engagement in manufacturing firms in Nigeria; however, a large proportion of the respondents agreed that training methods influenced employee engagement.

Table 4. 24: How Training Methods Influences Employee Engagement

Level of Influence of Training on EE	Frequency	Percent
I don't know	43	17.3
It impact and influence employee engagement positively	80	32.3
It impact and influence employee engagement negatively	16	6.5
Satisfactorily	39	15.7
Improves knowledge base and increases employees' output	62	25.0
Not satisfactorily	8	3.2
Total	248	100.0

ix. Frequency of Training Opportunities in Manufacturing Firms in Nigeria

Furthermore, in order to find out more on the influence of training as HR management practice on the employee engagement (EE), respondents were asked to indicate whether or not they have received training in the last two years. From Table 4.25, 38.7% of the respondents reported that they received training while 61.3% indicated they did not. It suffices to state that going by the results; most employees in manufacturing firms in Nigeria are not being trained as often as 2 years' intervals.

This is an indication that training, instead of having positive influence on the employee engagement, can have negative influence because of the employees' attitudes towards the training practice as implemented by the HR managers of the manufacturing firms in Nigeria. The importance of employees' attitude and the potential it has to either negatively or positively influence organisational outcomes such as performance, employee engagement, and others had been raised by Amusan and Ajibola (2017). The findings of this study concurred with the findings of Emeti (2015), Johnson, Park, and Barlett (2018), Guan and Frenkel (2019) and Ogbonnaya, Tillman, and Gonzalez (2018).

Table 4. 25: Received Training in the last 2 Years

Training in the last 2 Years?	Frequency	Percent
Yes	96	38.7
No	152	61.3
Total	248	100.0

x. Number of Training Attended within the last 2 Years

The respondents were asked to indicate the number of times they had attended training in the last two years. From Table 4.26, 3.2% of the respondents reported the highest number of training attended as more than 10 times, 61.3% indicated that they had not attended training within the last two years and 31% reported that they had attended training between 1 and 5 times. Only 4.4% indicated that they had attended training between 5 and 10 times within the last two years.

Even though, training was being practised in the manufacturing firms, the study established that only small sections of the workforce are being trained. This finding agreed with the previous research findings of Fajana (2009) and Emeti (2015). It also indicated that HR managers might have been handicapped in their full adherence to HR policies on training because of favouritism and nepotism as reported by Izuogu (2015).

Table 4. 26: Number of Training Attended within the last 2 Years

Number of Training attended	Frequency	Percent
None	152	61.3
Less than 5 times	77	31.0
Between 5 and 10 times	11	4.4
More than 10 times	8	3.2
Total	248	100.0

xi. Training Practice

The descriptive analysis was also done on the items on the questionnaire regarding training practice on Likert scale to establish the percentages, means, and standard deviations of the respondents. The Likert scale of 1= strongly disagree, 2= disagree, 3= neutral, 4=agree, and 5= strongly agree. For the purpose of interpretation, 1 and 2 were grouped together as disagreed, 4 and 5 were grouped together as agreed, and 3 was left as neutral. The results are presented in Table 4.27. Nearly half (45.5%) of the respondents agreed that TNA is always done in their organisation before staff are sent for training based on the mean ($\bar{x} = 2.71$) out of possible scale of 5 which indicated moderate extent and standard deviation of 1.43 which indicated the spread out.

Most (51.2%) of the respondents also agreed that they have training opportunities to learn and develop on their jobs based on the mean response of $\bar{x} = 3.06$ and standard deviation of 1.32. The mean response on “the design of the training in their place of work is to solve actual problem” was 3.07 and standard deviation of 1.25, indicating that about average percentage (40.7%) of the respondents agreed to that statement but 28.6% were neutral and 30.6% disagreed with the statement. The findings agreed with Maina (2019, p. 79) who reported that majority (89.4%) of the respondents agreed that “continuous growth and development through training is one of the most important factors in employee’s motivation.”

Most (54.8%) of the respondents also disagreed that staff have access to study leave with pay to pursue higher degree or professional qualification based on the mean response of $\bar{x} = 2.39$ and standard deviation of 1.36. The mean response on “training programmes in my organisation are matched with my job demands” was 2.83 and standard deviation of 1.25, indicating that about average percentage (41.2%) of the respondents disagreed with the statement but 21.8% were neutral and 37.1% agreed with the statement. This result indicated that majority (41.2%) disagreed with statement. The results from this study disagreed with that of Maina (2019) who reported that majority (86.4%) of the respondents agreed that training given matched with their career development.

Likewise, the findings of this study contradicted that of and Meyer (2016) who surmised that managers can develop human resources of their organisations by providing adequate training and encouragement of employee development and opportunities for growth. This implied that training practice in manufacturing firms in Nigeria is done not with professionalism but with favouritism, selection biases, and subjectively. The influence of training would therefore be negative because of training delivery and implementations were with biases.

However, more than half of the respondents (57.2%) disagreed with the statement that “staffs do benefit from school fees waiver”, while only 29.4% agreed with a mean response of 2.44 and standard deviation of 1.45. Similarly, 54.8% respondents indicated that staff had no access to study leave with pay to pursue higher degree or professional qualification while 23.8% of the respondents said staff had access to study leave with pay to pursue higher degree or professional qualification.

Majority (44.4%) of the respondents disagreed with the statement that “training in my place of work is regular and enhances job delivery.” From the Table 4.27, 42.4% disagreed with the statement and 13.3% remained neutral to the statement. Responses to the statement was negative, this implied that training would have negative influence on employee engagement in manufacturing firms in Nigeria. On training methods adopted in the manufacturing firms in Nigeria, respondents were asked whether it was determined by participant’s characteristics and organisational structure, the finding indicated that 44.4% disagreed, 20.2 remained neutral and 35.4% agreed with the statement. This again, points to the same direction of negative influence of training on the employee engagement in manufacturing firms in Nigeria.

On the training sourcing, 35.5% of the respondents agreed that training programmes in their organisations are both internally and externally outsourced, 13.7% were neutral, and 50.8% agreed with the statement. This finding concurred with the findings of Adongo (2013) who reported that training improved job satisfaction. A satisfied employee would be engaged, unsatisfied employee would be disengaged.

The findings of this study also corroborated that of Mwandishi (2019), who found out that the training design significantly influenced employee performance enhancement. When employees are engaged, their performances are enhanced and increased. This indicated that training programmes in manufacturing firms in Nigeria are outsourced both internally and externally. It also implied that manufacturing firms in Nigeria do send their employee for training.

Generally, the responses of the respondents in this section show that the respondent have a wide view of the subject matter and held a divergent opinion as reflected on the results on standard deviation. The findings of the study supported the findings of Fajana (2009), Emeti (2015), Izuogu (2015) and Jepakogi and Kiprotich (2016). However, the findings of this study failed to support the findings of Manuel (2014); Veth, Korzilius, Van der Heijden, Emans, and De Lange (2017); Igbal, Shabbir, Zameer, Khan and Sandhu (2017); Guan and Frenkel's (2019).

Table 4. 27: Descriptive Analysis for Training

Statement	N	Percentage					Mean	Std. Dev.
		SD=1	D =2	N =3	A =4	SA= 5		
In my organisation, training need assessment (TNA) is always done before staff is sent for training.	248	30.2	16.9	17.3	22.6	12.9	2.71	1.43
The results from TNA determine who will be trained.	248	23.8	21.4	22.2	22.2	10.5	2.74	1.32
I have training opportunities to learn and develop on my job.	248	21	12.1	16.1	41.5	9.3	3.06	1.32
In my organisation, staff do benefit from school fees waiver.	248	39.9	17.3	13.3	18.1	11.3	2.44	1.45
In my organisation, staff has access to study leave with pay to pursue higher degree or professional qualifications.	248	38.7	16.1	21.4	14.9	8.9	2.39	1.36
Training programmes in my organisation are matched with my job demands.	248	20.6	20.6	21.8	29	8.1	2.83	1.27
Most of the training programme in my organisation are designed to solve actual problems at work	248	15.7	14.9	28.6	28.2	12.5	3.07	1.25
Training in my place of work is regular and enhances job delivery	248	22.6	21.8	13.3	33.9	8.5	2.84	1.33
Training method adoption in my organisation is determined by the participants' characteristics and organisational culture.	248	23.8	20.6	20.2	29.8	5.6	2.73	1.27
Training programmes in my organisation are both internal and externally outsourced.	248	20.6	14.9	13.7	41.5	9.3	3.04	1.33

Key: N= No of observations, SD =Strongly Disagree, D = Disagree, N =Neutral, A =Agree, SA = Strongly Agree, Std.Dev. = Standard Deviation

4.5.2 Descriptive Statistics of Sub Construct Performance Appraisal

i. Performance Appraisal Techniques

In line with the second specific objective of the study which sought to determine the influence of performance appraisal (PA) on employee engagement (EE) in manufacturing firms in Nigeria, the respondents were asked to select which of the performance appraisal techniques are used by their organisation. The results are presented in Table 4.28. The majority (30.2%) of the respondents selected management by objectives, 13.7% indicated 360degree, 10.1% submitted that field review is the PA technique in use in their organisation. This indicates that there is performance appraisal in manufacturing firms in Nigeria according to the responses received. However, the results showed that the traditional methods of performance appraisal are prevalent.

Table 4. 28: Performance Appraisal Techniques

Performance Appraisal Techniques	Frequency	Percent
None	10	4.0
Management by objectives (MBO)	75	30.2
Assessment centres	10	4.0
360 degree appraisal	34	13.7
Human asset accounting	8	3.2
Balanced scorecard	10	4.0
Behavioural Anchored Rating Scales (BARS)	10	4.0
Straight ranking methods	10	4.0
Paired comparison methods	4	1.6
Field review	25	10.1
Group appraisal	14	5.6
Combination of performance appraisal techniques	38	15.3
Total	248	100.0

ii. Influence of Performance Appraisal on Employee Engagement

Respondents were asked to indicate how the performance appraisal (PA) technique selected influences employee engagement (EE) in their organisation. The summary of the responses is presented in Table 4.29. Many (42.3%) of the respondents indicated that PA improves employee motivation, 20.6% said PA had positive significant influence, 21.4% indicated that PA had only moderate influence.

However, 1.6% submitted that PA discourages employee and de-motivated them. Some of the respondents (10.5%) submitted that PA assists employees to identify areas of the strength and weakness. Only 3.6% of the respondents believed that PA technique had no influence on the employee engagement.

Table 4. 29: Summary of Influence of Performance Appraisal Technique on EE

	Frequency	Percent
Employee motivation	105	42.3
Employee discouragement/de-motivation	4	1.6
Help in identifying area of strength and weakness	26	10.5
Moderate influence	53	21.4
Significant positive influence	51	20.6
No influence	9	3.6
Total	248	100.0

iii. Frequency of Performance Appraisal

In order to know the depth of the influence of PA on EE, respondents were asked to indicate the frequency of PA in their organisation. The results are presented in Table 4.30. Respondents reported that the frequency of PA differs. For example, 2% of the respondents indicated it was a daily affair, 1.2% submitted it was a monthly, 4.4% selected quarterly, 29.4% said it was bi-yearly, and majority of the respondents (59.3%) said PA was conducted yearly and 3.6% said it was every other year. This indicated that there was continuous performance management practice in manufacturing firms in Nigeria. However, with many (62.9%) of the respondents that indicated that performance appraisal was conducted yearly and every other year

pointed to the fact that the traditional methods of performance appraisal are prevalent.

Table 4. 30: Frequency of Performance Appraisal

How Regular	Frequency	Percent
Daily	5	2.0
Monthly	3	1.2
Quarterly	11	4.4
Bi-yearly	73	29.4
Yearly	147	59.3
Every other year	9	3.6
Total	248	100.0

iv. Performance Appraisal Feedback Mechanism

In order to see whether or not the performance appraisal (PA) feedback mechanism influenced the employee engagement (EE), respondents were asked to specify the feedback mechanism in operation in their organisation. The summary is presented in Table 4.31. Many (37.9%) of the respondents indicated that there was always meeting between manager and the individual staff, 33.1% of the respondents affirmed that the PA feedback was received through memo, letter or circular.

Furthermore, 11.7% of the respondents submitted that there was regular communication between management and staff, 9.3% of the respondents selected all the options provided as feedback mechanisms. However, 6.9% indicated that communication of PA feedback was through regular meeting between manager and individual staff.

Table 4. 31: Performance Appraisal Feedback Mechanism to Employee

Feedback Mechanism	Frequency	Percent
No method of giving feedback to employee	3	1.2
Through internal memo, letter or circular	82	33.1
Meeting between manager and individual staff	94	37.9
Regular communication between management and staff	29	11.7
Meeting between manager and individual staff and Regular communication between management and staff	17	6.9
All the methods of giving feedback to employee during the performance appraisal	23	9.3
Total	248	100.0

v. Performance Appraisal Practice

Before proceeding with regression analysis to test the proposed hypotheses by the research model, descriptive analysis was done on the items on the questionnaire regarding performance appraisal management practice on Likert scale to provide the summaries through the use of percentages, means, and standard deviations of the responses. The results are presented in Table 4.32. The Likert scale of 1= strongly disagree, 2= disagree, 3= neutral, 4=agree, and 5= strongly agree. For the purpose of interpretation, 1 and 2 were grouped together as disagreed, 4 and 5 were grouped together as agreed, and 3 was left as neutral. The results showed that 63.7% of the respondents agreed with the statement that “all employees in my organisation regularly complete performance and development agreement”, the mean of the response was 3.48 and standard deviation of 1.28. Most (70.5%) of the respondents agreed with the statement that “performance appraisals are regularly undertaken in my organisation”. The mean response of the statement = 3.64 and with a standard deviation of 1.14. Majority (70.5%) of the respondents agreed that performance appraisal is regularly undertaken in their organisations, 15.3% disagreed and 14.1% were neutral. Most (60.1%) agreed to the statement that “performance appraisal key

result areas are communicated to staff”, but 29.1% disagreed with a mean response of 3.29 and standard deviation of 1.32.

Most (52.8%) of the respondents agreed that that performance appraisal results are used for employee’s promotion, 25.4% disagreed and 21.8% remained neutral. The statement had a mean of 3.28 and standard deviation of 1.33. The majority of the respondents (69.8%) agreed with the statement that “management conducts individual assessment and evaluation” with a mean response of 3.59 and a standard deviation of 1.06. Many (42.8%) of the respondents disagreed with the statement that “PA is used for training need assessment”, 23.4% remained neutral, and 33.9% agreed with the statement. The mean response for the statement was 2.75 and standard deviation of 1.26. This finding agreed with the submission of Simiyu (2012), who averred that promotion enhanced employee performance, consequently, employee engagement.

This implies that there was mixed reaction to the statement from the respondents. This result was in agreement with the previous result analysed above. When the respondents were asked on whether “PA is used for increment, bonuses and other pay”, their responses indicated that 72.6% agreed, 21.7% disagreed and 5.6% remained neutral. The mean response was 3.56, with a standard deviation of 1.32. This shows that most of the respondents agreed that PA was used for salary increment, bonus and other pay.

The mean response on the statement that “all members of staff are evaluated regularly” was 3.58, and with a standard deviation of 1.18. This indicates that most respondents agreed with the statement. The study established that 70.5% agreed, 17.3% disagreed and 12.1% were neutral to the statement. Likewise, the response to the statement that “staff regularly receives performance feedback communications” indicated that only 23.4% disagreed with the statement, 14.1% neutral and 62.5% agreed to the statement. The mean response to the statement was 3.42 with a standard deviation of 1.20.

In conclusion, the findings of this study concurred with the findings of Tangthong, Trimetsoontorn and Rojniruttikul (2015), Shin, Jeong and Bae (2016) and that of Jani and Balyan (2016) that performance appraisal influences employee engagement. The findings of this study also agreed with that of Mwandihhi (2019) who found out that performance appraisal has direct influence on employee's performance and level of engagement. The study also established that both continuous and traditional methods of performance appraisal are in use in manufacturing firms in Nigeria.

Table 4. 32: Descriptive Analysis for Performance Appraisal

Statement	N	Percentage					Mean	Std. Dev.
		SD=1	D=2	N=3	A=4	SA=5		
All employees in my organisation regularly complete performance and development agreement	248	10.9	14.9	10.5	42.7	21.0	3.48	1.28
Performance appraisals are regularly undertaken in my organisation.	248	9.7	5.6	14.1	52.0	18.5	3.64	1.14
There is always orientation on performance appraisal.	248	14.1	16.5	18.5	37.9	12.9	3.19	1.26
Performance appraisal key result areas are communicated to staff.	248	16.5	12.5	10.9	46.0	14.1	3.29	1.32
Performance appraisal is used for promotion.	248	17.3	8.1	21.8	35.1	17.7	3.28	1.33
Performance appraisal is used for training need assessment.	248	23	19.8	23.4	27.4	6.5	2.75	1.26
Performance appraisal is used for increment, bonuses and other pay.	248	15.7	6.0	5.6	51.6	21.0	3.56	1.32
Management conducts individual assessment and evaluation	248	7.7	8.5	14.1	56.9	12.9	3.59	1.06
Performance appraisal results are communicated to staff	248	7.7	8.9	11.7	58.1	13.7	3.61	1.07
All members of staff are evaluated regularly.	248	11.7	5.6	12.1	54.0	16.5	3.58	1.18
Staff regularly receive performance feedback communications	248	11.3	12.1	14.1	48.4	14.1	3.42	1.20

Key: N= No of observations, SD =Strongly Disagree, D = Disagree, N =Neutral, A =Agree, SA = Strongly Agree, Std.Dev. = Standard Deviation

4.5.3 Descriptive Statistics of Sub Construct Reward Management

i. Influence of Basic Pay on Employee Engagement

In line with the third specific objective of the study which sought to examine the influence of reward management on employee engagement in manufacturing firms in Nigeria, the respondents were asked to indicate how they thought that their basic pay influenced employee engagement in their organisation. The results are presented in Table 4.33. Based on the results, 16.9% of the respondents were neutral, 4.8% of the respondents indicated that their salary basic pay had significant negative influence on their level of engagement, 2.4% said it had negative influence, 6.9% said it had no influence.

The majority (48.4%) of the respondents submitted that it had positive influence and 20.6% affirmed that it had significant positive influence. Judging from the results, the salary basic pay had influence on the level of employee engagement in Nigerian manufacturing firms. This is in support of the findings of Giles-Merrick (2018).

Table 4. 33: Basic Pay Influence on Employee Engagement

Influence	Frequency	Percent
Neutral	42	16.9
Significant negative influence	12	4.8
Negative influence	6	2.4
No influence	17	6.9
Positive influence	120	48.4
Significant positive influence	51	20.6
Total	248	100.0

ii. Number of Salary Increment received in 2017

The respondents were asked to indicate about how many salary increments they received in the previous year (2017). Their responses indicated that 37.5% of the respondents received no salary increment, while majority (59.3%) of the respondents received between 1 and 3 salary increments, but only 3.2% of the respondents indicated that they received 4 increments and above within the last year. The results are presented in Table 4.34. This implies that salaries of employees are increased regularly in the manufacturing firms in Nigeria. However, as suggested by the results, the quantum of increase may not be sufficient to increase the level of employee engagement. Also, it was found out that salary increment was attached to performance appraisal. However, from the results of this study, there is a linkage between salary increment and employee performance and employee engagement.

Table 4. 34: Salary increment received in 2017

	Frequency	Percent
None	93	37.5
1 – 3 increments	147	59.3
4 increments and above	8	3.2
Total	248	100.0

iii. Labour Union Activities on Salary Matters

The respondents were also asked to indicate whether or not there was any time that labour union put the management of their organisation to task on the issue of salary adjustment. The results are presented in Table 4.35. The responses received indicated that majority (60.1%) of the respondents indicated that labour union in their organisations had put their management to task on the issue of salary adjustment while 39.9% said they had not.

This implied that some manufacturing firms in Nigeria had not allowed union activities or had silenced them using internal mechanism, or on the positive side, the management might be labour-friendly, had a very good salary administration policy and used cooperation strategies of conflict management in managing the affairs of the labour.

Table 4. 35: Has Labour Union put your management to task on the issue of salary adjustment?

Response	Frequency	Percent
Yes	149	60.1
No	99	39.9
Total	248	100.0

iv. Reward Management Practice

The descriptive analysis was also done on the items on the questionnaire regarding reward management practice on Likert scale to establish the percentages, means, and standard deviations of the responses from respondents. The Likert scale of 1= strongly disagree, 2= disagree, 3= neutral, 4=agree, and 5= strongly agree. For the purpose of interpretation, 1 and 2 were grouped together as disagreed, 4 and 5 were grouped together as agreed, and 3 was left as neutral. The results are presented in Table 4.36. The results showed that majority (41.4%) of the respondents disagreed with the statement that “rewards to employees are fair and equitable”, 27.0% were neutral and 31.5% of the respondents indicated that they agreed with the statement. The mean response is 2.79 and 1.25 standard deviation. The study established that the rewards to employees in manufacturing firms in Nigeria are not fair and equitable. This confirmed earlier research findings which reported that reward management (RM) in manufacturing firms in Nigeria was unfair (Ugwu, Onyishi, & Rodriguez-Sanchez, 2014).

The respondents were asked to indicate whether or not the reward management in their organisations are based on performance. Many (51.6%) of the respondents agreed, 31.8% disagreed and 16.5% remained undecided. It was established that 36.7% of the respondents indicated that hardworking staff received bonuses, allowances and benefits. Many (44%) received none of those, and 19.4% remained neutral. This indicated that respondents were in agreement with the statement with the mean response of 2.82 and standard deviation of 1.38.

The response of the respondents to the statement that “staff whose performance is below benchmark is punished” showed that 38.3% disagreed, 23.4% neutral and 38.3% of the respondents agreed. This implied that in virtually all the firms that participated in this study, staff members whose performance was below the benchmark, were punished. The punishment might be in form of withholding of promotion, delay in salary increment, and other ways of punishment. However, the 23.4% of the respondents that remained neutral might be as a result of unfairness in the administration of reward management that left them in such position of indecision.

Respondents were asked to indicate whether or not staff whose performance was high received recognition. Many (42%) of the respondents agreed with the statement, 35.1% disagreed, and 23.0% remained neutral. This indicated that many of the respondents agreed that high performance employees receive recognition in manufacturing firms in Nigeria.

Table 4. 36: Descriptive Analysis for Reward Management

Statement	N	Percentage					Mean	Std. Dev.
		SD=1	D=2	N=3	A=4	SA=5		
Rewards to employees are fair and equitable.	248	20.2	21.4	27.0	22.6	8.9	2.79	1.25
Reward is performance based in my organisation.	248	15.7	16.1	16.5	43.5	8.1	3.12	1.24
Hard working staff receives bonuses, allowances and benefits.	248	24.2	19.8	19.4	23.4	13.3	2.82	1.38
Staff whose performance is below benchmark is punished.	248	22.2	16.1	23.4	26.2	12.1	2.90	1.34
Staff whose performance is high receives recognition	248	21.8	13.3	23.0	33.9	8.1	2.93	1.29

Key: N= Number of observations, SD =Strongly Disagree, D = Disagree, N =Neutral, A =Agree, SA = Strongly Agree, Std.Dev. = Standard Deviation

v. Influence of Reward Management on Employee Engagement

Respondents were also asked to give their opinion on how do they feel that reward management practice influence the employee engagement in their organisation. The findings were organised in various themes and frequencies and percentages were generated as presented in Table 4.37. Going by the results, 6.9% of the respondents were of the opinion that reward management practice doesn't influence the employee engagement in their organisations, 11.7% said that it highly discouraged employees. Their reason was there was no reward management practice put in place in their organisations, no regular salary increment, and employees were unhappy.

Likewise, 11.3% submitted that it discouraged employees, 3.2% were unsure on how reward management practice influenced the employee engagement. Furthermore, 36.3% of the respondents said it encouraged staff to work more/harder, 21% said it strongly encouraged staff to work harder and 9.7% opined that it influenced the employee engagement fairly.

The finding of this study agreed with some previous studies that had reported positive and significant influence of reward management on employee engagement (Patil, 2018; Ahmed, Ahmad & Joarder, 2016; Jani & Balyan, 2016; Johari, Adnan, Yean, Yahya, & Isa, 2013). However, the findings of this study failed to support the findings of Njanja, Maina, Kibet, and Njagi (2013) and that of Shah and Beh (2016) .

Table 4. 37: Respondents opinion on how Reward Management influences Employee Engagement

	Frequency	Percent
Reward management practice doesn't influence the employee engagement in my organisation	17	6.9
Highly Discourages employees because there is no reward management practice in place, no increment, workers are unhappy	29	11.7
Discourages employee	28	11.3
unsure on how reward management practice influence the employee engagement	8	3.2
Encourage staff to work more/harder	90	36.3
Strongly Encourage staff to work more/harder	52	21.0
Fairly	24	9.7
Total	248	100.0

4.5.4 Descriptive Statistics of Sub Construct Employee Relations

In line with the fourth specific objective of the study which sought to determine the influence of employee relations on employee engagement in manufacturing firms in Nigeria, the respondents were asked to respond to questions related to employee relations practices in their organisations. Findings on their responses were discussed next.

i. Recognised Unions in Manufacturing Firms in Nigeria

Respondents were asked to identify the kind of unions recognised in their organisations. The result is presented in Table 4.38. Some (21%) of the respondents declared that no union was recognised in their organisations, 1.6% indicated craft union. Furthermore, 14.9% identified general unions, majority of the respondents (52.8%) indicated industrial union, 2.8% of the respondents selected enterprise union and 6.9% of the respondents indicated that professional unions were recognised in their organisations.

Table 4. 38: Recognised Unions

Union	Frequency	Percent
None	52	21.0
Craft	4	1.6
General	37	14.9
Industrial	131	52.8
Enterprise	7	2.8
Professional	17	6.9
Total	248	100.0

ii. How Trade Union influences on Employee Engagement?

In order to find out more about the influence of trade union in manufacturing firms in Nigeria, respondents were asked to give their opinion on the way they think the trade union influences employee engagement (EE) in their organisations. The findings were organised in various themes and frequencies and percentages were generated as presented in Table 4.39. The results showed that 21% of the respondents reported that there was no influence because no union was recognised in their organisations. However, the majority of the respondents (57.3%) reported that trade union (TU) positively influenced employee engagement in their organisations, 12.9% said the influence of TU was on the average, and 4.0% of the respondents reported that TU had no influence on employee engagement in their organisations.

Table 4. 39: Trade Union influence on Employee Engagement

Trade Union influence	Frequency	Percent
There is no union in existence in my organisation	52	21.0
TU positively influences employee engagement	142	57.3
Neutral	12	4.8
Averagely	32	12.9
TU has no influence on employee engagement in my organisation	10	4.0
Total	248	100.0

iii. Frequencies of Trade Union calling for Strike within 2012 and 2017

In order to know the depth of the Trade Union (TU) operationalization, respondents were asked to provide the approximate number of times that TU in their organisation called for industrial strike within 2012 and 2017. The findings were organised in various themes and frequencies and percentages were generated as indicated in Table 4.40. From the results in the table, the majority of the respondents (56.5%) reported that no strike was called by their TU. However, 32.7% indicated that their TU called between 1 and 5 times, 4.4% submitted that the TU called for between 6 and 10 strikes and 6.5% said the TU called for strike more than 10 times in the last five years.

From the result, it is noteworthy that TU is very active in Nigeria manufacturing sector even though with few challenges, which is evident in some of the manufacturing firms not allowing TU to be operative in their organisations. The study also established that labour-management relation in manufacturing firms in Nigeria is something to be reckoned with and can be adjudged as above average.

Table 4. 40: Number of times the Trade Union call for Strike within 2012 and 2017

Call for Strike	Frequency	Percent
None	140	56.5
Between 1 and 5 times within the last 5 years	81	32.7
Between 6 and 10 times within the last 5 years	11	4.4
10 times and above within the last 5 years	16	6.5
Total	248	100.0

iv. Collective Bargaining Scope

Respondents were asked if there are any collective bargaining (CB) scopes (financial and non-financial) that were of concern to the trade unions (TU) in their organisations, the results of their responses are summarised in Table 4.41. From the results, many (59.3%) respondents indicated that there were CB scopes that were of concern to their TU in their organisations and 40.7% of the respondents said there were none. The implication of the results is that in the majority of the firms, there are issues that the TU were requesting the attention of management which they had not received satisfactory response to.

Table 4. 41: Collective Bargaining Scope

	Frequency	Percent
Yes	147	59.3
No	101	40.7
Total	248	100.0

v. Influence of Collective Bargaining on Employee Engagement

The respondents were asked to give their opinion on ways the collective bargaining (CB) scope influences employee engagement (EE) in their organisations. The findings were organised in various themes and frequencies and percentages were generated as indicated in Table 4.42.

From the results, 21% of the respondents reported that there was no union; the majority of the respondents (72.2%) declared that CB positively influenced EE, and 3.6% says that CB negatively influenced employee engagement.

This indicated that there was active unionism in the manufacturing firms in Nigeria. Most (72.2%) of the respondents indicated that affirmed that CB positively influenced employee engagement. The management of manufacturing firms in Nigeria were not doing enough to keep their employee engaged and that accounted for TU challenging the management and fighting for their rights by forcing the management to negotiate on issues that bordered on the welfare of the employees.

Table 4. 42: Collective Bargaining influence on Employee Engagement

Influence of Collective Bargaining	Frequency	Percent
No Union	52	21.0
Collective bargaining positively influences employee engagement	179	72.2
Collective bargaining negatively influences employee engagement	9	3.6
I have no opinion on this because our TU has not expressed concern on any of the CB scopes	8	3.2
Total	248	100.0

vi. Employee Involvement and Participation

Further, respondents were asked to provide how many times they have benefitted from employee involvement and participation (EIP) programme of their organisations. The findings were organised in various categories and frequencies and percentages were generated as summarised in Table 4.43.

More than average (50.8%) of the respondents indicated that they had not benefitted from EIP in the last two years, 47.6% submitted that they have benefitted between 1 and 5 times, only 1.6% indicated that they had benefitted more than 6 times. This finding concurred with the findings of Mwandishi (2019) who reported that the majority (47.5%) of the respondent in the study indicated that employee involvement and participation had significant influence on their performance.

Likewise, Mulunda (2019) reported that employee involvement and participation had a strong positive significant relationship with employee performance. Engaged employees are high performers. With the high percentage of the respondents that had not benefitted from EIP indicated that HR managers in manufacturing firms in Nigeria still had a lot of work to do in the area of employee relations.

Table 4. 43: Times benefitted from Employee Involvement and Participation

	Frequency	Percent
None	126	50.8
1 – 5 times	118	47.6
6 times and above	4	1.6
Total	248	100.0

vii. Employee Relations

The descriptive analysis was also done on the items on the questionnaire regarding employee relations practice on Likert scale to establish the percentages, means, and standard deviations of the respondents. The Likert scale of 1= strongly disagree, 2= disagree, 3= neutral, 4=agree, and 5= strongly agree. For the purpose of interpretation, 1 and 2 were grouped together as disagreed, 4 and 5 were grouped together as agreed, and 3 was left as neutral. The results are presented in Table 4.44. The results showed that 67.7% of the respondents agreed with the statement that staff members were free to join trade unions (TU) and actively participated in trade unionism, 27.9% disagreed with the statement, while 4.4% were neutral. The mean response rate was 3.48 and with a standard deviation of 1.51. On the condition of service, 59.7% of the respondents agreed that employees had access to conditions of employment but 31.9% disagreed while 8.5% were neutral to the statement. On whether or not the grievance procedure is available to the employees, 23.0% of the respondents disagreed, 13.3% remained neutral and the majority (63.7%) of the respondents agreed with the statement. The mean response is 3.51 out of a scale of 5 and standard deviation of 1.31 which indicated a dispersion of opinions from the respondents.

Further investigation on the subject matter was on whether or not the CB were honoured by the management of their organisations, the results indicated that majority of the respondents (52.4%) agreed with the statement but 40.3% of the respondents disagreed with the statement. The mean response was 3.02 with standard deviation of 1.49. On employee involvement and participation (EIP) programme, 45.9% of the respondents disagreed with the statement that employees are given the opportunity to participate in the management of affairs of the organisation, 21.8% neutral and only 32.3% of the respondents agreed with the statement.

The mean response was 2.63 out of a scale of 5 with a standard deviation of 1.32 which was more than 1, indicating that there was no consensus on the obtained feedback. This suggested low EIP in the manufacturing sector in Nigeria according to the findings of this study. Respondents that agreed with the statement that employees were involved in taken some critical decisions especially those that affected workers and work environment amount to 47.6%, 39.5% of the respondents disagreed with the statement.

On whether or not there is employee share ownership ESOP programme in the organisation, majority (54%) of the respondents disagreed, indicating that in majority of the manufacturing firms in Nigeria, there was no ESOP in practise. Meanwhile, 37.5% agreed with the statement. Assessing the situation from the mean response of 2.59, which was below 3, indicated that there was ESOP in some manufacturing firms. Digging further to know more about the employee relations, respondents were asked about internal democracy mechanism in their organisations. About 30% of the respondents disagreed that their organisations had good internal democracy mechanism, 47.6% of the respondents agreed with the statement. The mean response is 3.23 out of scale of 5 and the standard deviation is 1.44 indicating a spread out of opinions from the respondents about ESOP.

Table 4. 44: Descriptive Analysis for Employee Relations

Statement	N	Percentage					Mean	Std. Dev.
		SD=1	D=2	N=3	A=4	SA=5		
Staff are free to join trade union and actively participate in trade unionism	248	21.0	6.9	4.4	38.3	29.4	3.48	1.51
Staff has access to condition of employment.	248	19.8	12.1	8.5	36.7	23.0	3.31	1.45
Grievance procedure is available to all staff.	248	13.3	9.7	13.3	39.9	23.8	3.51	1.31
Collective Bargaining Agreements are honoured by the management of my organisation.	248	26.2	14.1	7.3	35.9	16.5	3.02	1.49
Employees are given the opportunity to participate in the management of affairs of the organisation.	248	30.2	15.7	21.8	25.8	6.5	2.63	1.32
Employees are involved in taken some critical decision especially that affect workers and work environment.	248	23.0	16.5	18.1	29.4	12.9	2.93	1.38
There is employee share ownership program in the organisation for all staff	248	37.5	16.5	8.5	24.6	12.9	2.59	1.51
My organisation has good internal democracy mechanism	248	18.1	14.1	20.2	22.2	25.4	3.23	1.44

Key: N= No of observations, SD =Strongly Disagree, D = Disagree, N =Neutral, A =Agree, SA = Strongly Agree, Std.Dev. = Standard Deviation

viii. Influence of Employee Relations on Employee Engagement

On the overall influence of the employee relations (ER) on employee engagement (EE), majority of the respondents (40.3%) said ER had moderate influence on the employee engagement. According to the results in Table 4.45, 16.1% expressed no opinion, 13.7% submitted that it provided window of opportunity for employee to have voice in the organisation, 23.4% of the respondents said ER had significant influence on employee engagement and 6.5% of the respondents declared that ER practice in their organisations had been woeful.

Based on the final analysis of the descriptive statistics, this study concludes that employee relations influenced on employee engagement which is in tandem with the findings of Ugwu, Onyishi, and Rodriguez-Sanchez (2014), Shuck, Reio, and Rocco, (2011), Rees, Alfes, and Gatenby (2013), Fletcher (2016), Li and Frenkel (2017), Coetzer and Rothman (2007), Coetzee, Schreuder, and Tladinyane (2014) and Coetzee, Schreuder and Tladinyane (2014).

Table 4. 45: Overall influence of Employee Relations on Employee Engagement

Opinion	Frequency	Percent
No opinion	40	16.1
Window of opportunity for employee to have voice in the organisation	34	13.7
Moderate influence	100	40.3
Significant influence	58	23.4
Employee relations practice has been woeful	16	6.5
Total	248	100.0

4.7 Inferential Statistics/Statistical Modelling

Inferential statistics are methods used to generalise, predicts, make estimates, test hypothesis and draw conclusion from a set of data (Freedman, 2008). Hence, in this study, inferential analysis was conducted through the use of correlation and regression analyses to determine the relationship between the human resource management practices and employee engagement in manufacturing firms in Nigeria.

4.7.1 Correlation Tests (Pearson Correlation) of Variables

A statistical relationship between variables is referred to as correlation. It is a measure of how well the variables are related and to what direction and degree. Mugenda and Mugenda (2012) surmise that correlation coefficient informs a researcher the magnitude and direction of the relationship between two variables. The correlation ratio is able to detect almost any functional dependency, it indicates strength of a linear relationship between variables, however, it has been argued that its value generally does not completely characterise their relationship (Damghani,

2013). The nature of the data determines the measure to use. In this study, the Pearson product moment correlation was used. The result of correlation, represented by ρ is between -1 and +1.

A result of -1 indicates that there is perfect negative correlation between the two variables, while a result of +1 means that there is perfect positive correlation between the two variables, while 0 means no relationship at all (Sekaran & Bougie, 2013). Correlation can be high, moderate or low depending on how close the value is to ± 1 , the bigger the coefficient, the stronger the association (Mugenda & Mugenda, 2012). Pearson product moment correlation (r) was used in this study to analyse the relationships between the variables (training, performance appraisal, reward management, employee relations, and employee engagement) and the p-value of significance to show the degree and significance of the relationship. The coefficient of determination (R^2) “was used to measure how well the regression line presents the data” (Chelangat, 2019, p.113).

i. Correlation Analysis between Construct Training Practice and Employee Engagement

The study sought to find out the relationship between training practice and employee engagement and to know whether or not there is a statistical significant relationship between the two variables at 95% confidence level. The Pearson Correlation results are presented in Table 4.46. The results in Table 4.46 revealed that there is a significant negative relationship between training practice and employee engagement in this study with $r = -0.394$ and p-value of .024 (which is less than $\alpha=0.05$ level of significance). The result indicated that the relationship between training practice and employee engagement in manufacturing firms in Nigeria is negatively statistically significant at 5% level of significance.

These results imply that there is a negative significant linear relationship between the training practice and employee engagement in manufacturing firms in Nigeria. Therefore, lack of training would decrease the level of employee engagement. This result supports the position held by Fajana (2009) that HRMP in NMF is plagued with myriad of unethical practices which include selection bias, preference by the

management, Federal character syndrome, ethnic and social class influences, selection discrimination, favouritism, godfather syndrome.

The negative relationship results probably because of the failure of HR Personnel to full adherence to HR policies which is hinged on favouritism and nepotism found within Nigerian work environment (Izuogu, 2015). Training implementation and approach also can be responsible due to procedural error. According to Emeti (2015), training practice in NMF is characterised by crude and unprofessional methods which might be reason for this negative swing. The finding of this study disagreed with the findings of Guan and Frenkel (2019) who reported positive association between training practice and engagement.

ii. Correlation Analysis between Construct Performance Appraisal Practice and Employee Engagement

The study also sought to determine whether or not there is a statistical relationship between performance appraisal practice and employee engagement in manufacturing firms in Nigeria. Table 4.46 revealed that there was positive and significant relationship between PA practice and employee engagement (0.323, p-value <0.05). This shows that employee engagement in manufacturing firms in Nigeria is influenced by performance appraisal practice. The implication of the findings of the study concurred with the findings of Tangthong, Trimetsoontorn and Rojniruttikul (2015), Shin, Jeong and Bae (2016) and that of Jani and Balyan (2016) who found out that there was a positive significant relationship between performance appraisal and employee engagement.

These results imply that there is positive and significant relationship between performance appraisal practice and employee engagement in manufacturing firms in Nigeria. This shows that employee engagement in manufacturing firms in Nigeria is influenced by performance appraisal practices. Therefore, an increase in the performance appraisal practice would enhance and increase the level of employee engagement positively.

iii. Correlation Analysis between Construct Reward Management Practice and Employee Engagement

The Pearson's correlation was checked to ascertain whether or not there is a statistical relationship between reward management practice and employee engagement in manufacturing firms in Nigeria. Table 4.46 shows the Pearson's correlation coefficient between the reward management (RM) practice and employee engagement (EE) being 0.317, $p < 0.05$, two tailed, tested at 95% confidence level. The results showed that there is positive and significant relationship between RM practice and employee engagement in manufacturing firms in Nigeria. This shows that employee engagement in manufacturing firms in Nigeria is influenced by RM practices.

These results indicate that there is positive and significant relationship between reward management practice and employee engagement in manufacturing firms in Nigeria. This shows that employee engagement in manufacturing firms in Nigeria is influenced by reward management practices. Therefore, an increase in the reward management practice would affect the level of employee engagement positively. The finding of this study agreed with some previous studies (Ahmed, Ahmad & Joarder, 2016; Jani & Balyan, 2016), however, the findings of this study failed to support the findings of Shah and Beh (2016).

iv. Correlation Analysis between Construct Employee Relations Practice and Employee Engagement

The study analysed the relationship between employee relations practice and employee engagement in manufacturing firms in Nigeria using the Pearson product moment correlation. Table 4.46 show the Pearson's correlation coefficient between the employee relations practice and employee engagement as being 0.446, $p < 0.05$, two tailed, tested at 95% confidence level. The results indicated that there is positive and significant relationship between ER practice and employee engagement in manufacturing firms in Nigeria. The study found out that the relationship is moderate. This shows that employee engagement in manufacturing firms in Nigeria is influenced by ER practices positively and significantly.

These results mean that there is positive and significant relationship between employee relations practice and EE in MFN. This shows that employee engagement in manufacturing firms in Nigeria is influenced by employee relations practices. Therefore, an increase in the employee relations practice would affect the level of employee engagement positively. The conclusion of this study based on the findings agreed with earlier researches conducted by Ugwu, Onyishi, and Rodriguez-Sanchez (2014), Fletcher (2016), and Li and Frenkel (2017) who also reported positive and significant relationship between employee relations and employee engagement.

The overall correlation analysis results are presented in Table 4.46. The result indicated that there was no multicollinearity among the independent variables since all the r values were less than ± 0.8 as averred by Tabachnick and Fidell (2007) in Muma (2018). Hence, all the variables were admissible to be used in the regression model.

Table 4. 46: Overall Pearson Correlation Matrix

		EE	Training	PA	RM	ER
Employee Engagement	Pearson Correlation	1				
	Sig. (2-tailed)					
Training practice	N	248				
	Pearson Correlation	-.394*	1			
	Sig. (2-tailed)	.024				
Performance Appraisal practice	N	248	248			
	Pearson Correlation	.323**	.043	1		
	Sig. (2-tailed)	.000	.499			
Reward Management practice	N	248	248	248		
	Pearson Correlation	.317**	-.035	.347**	1	
	Sig. (2-tailed)	.000	.585	.000		
Employee Relations practice	N	248	248	248	248	
	Pearson Correlation	.446**	-.242**	.318**	.398**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	248	248	248	248	248

* Correlation is significant at the 0.05 level (2-tailed). ** Correlation is significant at the 0.01 level (2-tailed).

4.7.2 Multiple Regression Analyses

In order to investigate the influence of human resource management practices on employee engagement in manufacturing firms in Nigeria, the study employed a linear regression analysis. The univariate and multiple regression analyses were conducted to empirically determine whether or not the independent variables were significant determinants of employee engagement in manufacturing firms in Nigeria. Regression analysis is an important test to ascertain the magnitude of the effect of independent variables on dependent variable.

The multiple regression analysis was conducted to empirically determine whether or not human resource management practices (training, performance appraisal, reward management and employee relations) were significant determinants of the employee engagement in manufacturing firms in Nigeria.

Therefore, the overall model for the study was as follows:

$$EE = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$$

Where:

EE = Employee engagement

X₁ = Training practices

X₂ = Performance appraisal practices

X₃ = Reward management practices

X₄ = Employee relations practices

ε = Error term

The results in Table 4.47 present the fitness of model used in explaining the relationship between training practice, performance appraisal practice, reward management practice, employee relations practice and employee engagement. The independent variables (training practice, performance appraisal practice, reward management practice, employee relations practice) were found to be satisfactory variables in determining the level of employee engagement. The coefficient of determination (R²) attested to it. The R² = 0.507.

This indicated that 50.7% of the variation in the employee engagement can be explained by training practice, performance appraisal practice, reward management practice, employee relations practice while the remaining can be explained by other variables not captured in this study. These results further mean that the model applied to link the relationship of the variable was satisfactory.

Table 4. 47: Multiple Regression Model of HRMP on Employee Engagement

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.712 ^a	.507	.501	0.25830

a. Predictors: (Constant), HRMP (Training, Performance Appraisal, Reward Management, Employee Relations)

4.7.3 Analysis of Variance (ANOVA) – Results of the influence of Human Resource Management on Employee Engagement

Table 4.48 provides the results on the analysis of the variance (ANOVA). The ANOVA results indicated F calculated (F_{cal}) of 12.956 which was greater than F critical ($F_{crit} = F_{4, 243, 0.05} = 5.60$). This implied that the model was statistically significant and there was goodness of fit of the model. Furthermore, the result implied that the independent variables in the study (training practice, performance appraisal practice, reward management practice, and employee relations) were good predictors of employee engagement. This was in agreement with the value of $p=0.000$ which was less than the alpha value (the conventional probability) of 0.05 significance level.

This implies that the model applied could statistically significantly predict the outcome variable. The study therefore, concludes that human resource management practices would significantly influence the employee engagement in manufacturing firms in Nigeria.

Table 4. 48: ANOVA Model of Fitness

Indicator	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	58.041	4	14.510	12.956	.000 ^b
Residual	272.159	243	1.120		
Total	330.201	247			

a. Dependent Variable: Employee Engagement

b. Predictors: (Constant), Training, Performance Appraisal, Reward Management, Employee Relations

The HRMP coefficients are presented in Table 4.49. The results show that training practice had coefficients $\beta = -0.116$, $t = -2.192$, $p = 0.029 < \alpha = 0.05$, indicating significant influence of training practice on employee engagement. Performance appraisal practice also showed a significant influence on employee engagement with the coefficients, $\beta = 0.257$, $t = 3.741$, $p = 0.000 < \alpha = 0.05$, which indicated positive influence of performance appraisal practice on employee engagement. Reward management practice had coefficients $\beta = 0.206$, $t = 3.157$, $p = 0.002 < \alpha = 0.05$, showing a positive and significant influence of reward management practice on employee engagement. Employee relations practice had coefficients $\beta = 0.211$, $t = 3.459$, $p = 0.000 < \alpha = 0.05$, which indicated that employee relations practice positively and significantly influence employee engagement.

The estimate of the regression coefficients, t-statistic and the p-value for the influence of human resource management practices on employee engagement are presented in Table 4.49. These coefficients answer the regression model relating the dependent variable and independent variables. The $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + e$ therefore became **Employee Engagement = 1.805 – 0.116 (Training) + 0.257 (Performance Appraisal) + 0.206 (Reward Management) + 0.211 (Employee Relations)**. The results on the beta coefficient of the resulting model showed that the constant alpha= 1.805 was significantly different from 0 ($p < 0.05$). All the coefficients (β_{1-4}) were also significantly different from 0 with a p-value less than 0.05.

From the above regression equation, it was shown that holding training, performance appraisal, reward management, and employee relations practices to a constant zero, employee engagement would be at 1.805. Therefore, a unit increase in training practice while holding all other factors constant would result to slight decrease in level of employee engagement by factor of 0.116. A unit increase in performance appraisal practice while holding all other factors constant would result to an increase in employee engagement by a factor of 0.257. A unit increase in reward management practice while holding all other factors constant would result to an increase in employee engagement by a factor of 0.206. Likewise, a unit increase in employee relations practice while holding all other factors constant would result to an increase in employee engagement by a factor of 0.211.

From the results, the study reject the entire null hypothesis that training, performance appraisal, reward management, employee relations had no significant influence on employee engagement in manufacturing firms in Nigeria and concluded that all the independent variables in the study had significant positive (except training which had significant negative) influence on employee engagement in manufacturing firms in Nigeria.

Table 4. 49: Beta Coefficients of HRMP

Model	β_i	Std. Error	Beta	t	Sig.
(Constant)	1.805	.373		4.845	.000
Training	-.116	.053	-.133	-2.192	.029
Performance Appraisal	.257	.069	.239	3.741	.000
Reward Management	.206	.065	.207	3.157	.002
Employee Relations	.211	.061	.056	3.459	.000

Dependent Variable: Employee Engagement

Predictors: Human Resource Management Practices (HRMP)

4.8 Hypotheses Testing

The objective was to examine the influence of human resource management practice on the employee engagement in manufacturing firms in Nigeria. Hypotheses formulated for the study were conducted using the multiple regression results in Table 4.49.

4.8.1 Training Practice

The first hypothesis tested was:

H₀₁: Training practice has no significant influence on the employee engagement in manufacturing firms in Nigeria.

The hypothesis was tested using the results of multiple regression presented in Table 4.49 and determined the p-value. The acceptance/rejection criterion was that, if the p-value is greater than alpha value of 0.05, we fail to reject the H₀₁ but otherwise, the H₀₁ is rejected. The null hypothesis training practice has no significant influence on the employee engagement in manufacturing firms in Nigeria. Results from Table 4.49 show that training practice had p-value of 0.029.

This was supported by t-statistic of 2.192 which is larger than the critical t-statistic of 1.96. Therefore, the null hypothesis was rejected since there was enough evidence against the null hypothesis. The study therefore concluded that there is a significant influence of training practice on employee engagement in manufacturing firms in Nigeria.

This finding contradicts the findings of Veth, Korzilius, Van der Heijden, Emans, and De Lange (2017); Johnson, Park and Bartlett (2018); Ogbonnaya, Tillman, and Gonzalez (2018) and Guan and Frenkel (2019) who reported that there is a predominantly positive significant relationship between work engagement and both perceived availability and use of development HRM practices such as the HRM practices related to training, learning, development, creativity and innovation, incorporating new tasks.

The results of this study do not agree with the findings of Manuel (2014) who reported that employee engagement has a positive result on perceived performance but the relationship between training and development and employee engagement was found to be ambivalent. Furthermore, the findings of this study disagreed with the findings of Igbal, Shabbir, Zameer, Khan and Sandhu (2017) who reported that training and coaching are not found as significant antecedent of employee engagement. However, the finding of this study concurs with the finding of the studies of Huang and Su (2016) and Jepkogei and Kiprotich (2016) who reported that training has negative significant influence on employee engagement. The study was conducted in Kenyan power industry, which has a similar environment to that of Nigeria.

4.8.2 Performance Appraisal Practice

The second hypothesis tested was:

H₀₂: Performance appraisal practice has no significant influence on the employee engagement in manufacturing firms in Nigeria.

The results of multiple regression presented in Table 4.49 was used in testing for this hypothesis by using p-value. The acceptance/rejection criterion was that, if the p-value is greater than alpha value of 0.05, we fail to reject the H₀₂ but otherwise, the H₀₂ is rejected. The null hypothesis performance appraisal practice has no significant influence on the employee engagement in manufacturing firms in Nigeria. Results in Table 4.49 show that the p-value was 0.000 and t-calculated =3.741 which is larger than the t-critical (1.96).

Since p-value was less than 0.05, and t-calculated is greater than t-tabulated, the null hypothesis was therefore rejected because there was no enough evidence against the null hypothesis. The study concluded that there is significant influence of performance appraisal practice on the employee engagement in manufacturing firms in Nigeria.

This finding concurs with the findings of Tangthong, Trimetsoontorn and Rojniruttikul (2015) who reported that performance appraisal (PA) had positive significant relationship employee engagement in Thailand's manufacturing industry and that of Shin, Jeong and Bae (2016) who reported the same about South Korean's manufacturing industry. In Romania's hotel industry, work engagement was studied as mediator and it was found out that the impact of hope on job performance, service recovery performance, and extra-role customer service was fully mediated by work engagement (Karatepe, 2014). In similar vein, the report of a study in Pakistan, reported that there was a mediating role between the relationship of HRM and employee performance (Azeem & Yasmine, 2015). The findings of this study supports the findings of Jani and Balyan (2016) who found PA to be the highest contributor to employee engagement among medical practitioners in pharmaceutical sector according to a survey conducted in Gujarat state of India.

4.8.3 Reward Management Practice

The third hypothesis tested was:

H₀₃: Reward management practice has no significant influence on the employee engagement in manufacturing firms in Nigeria.

The results of multiple regression presented in Table 4.49 was used in testing for this hypothesis by using p-value. The acceptance/rejection criterion was that, if the p-value is greater than alpha value of 0.05, we fail to reject the H₀₃ but otherwise, the H₀₃ is rejected. The null hypothesis reward management practice has no significant influence on the employee engagement in manufacturing firms in Nigeria. Results in Table 4.49 show that the p-value was 0.002, which is less than 0.05 and t-calculated =3.157 which is larger than the t-tabulated of 1.96 (the critical value). Since p-value was less than 0.05, and t-calculated is greater than t-tabulated, the null hypothesis was therefore rejected because there was no enough evidence against the null hypothesis. The study concluded that there is significant influence of reward management practice on the employee engagement in manufacturing firms in Nigeria.

The findings of this study agree with those of previous studies that reported positive and significant influence of reward management on employee engagement (Patil, 2018; Ahmed, Ahmad & Joarder, 2016; Jani & Balyan, 2016; Johari, Adnan, Yean, Yahya, & Isa, 2013). However, the findings of this study disagree with the findings of Shah and Beh (2016), who reported that reward and compensation had negative influence on employee engagement. Similarly, the findings of this study do not support the findings of Njanja, Maina, Kibet, and Njagi (2013) who reported neutrality in their findings on the influence of reward on employee engagement.

4.8.4 Employee Relations

The fourth hypothesis tested was:

H₀₄: Employee relations practices have no significant influence on the employee engagement in manufacturing firms in Nigeria.

The hypothesis was tested using the results of multiple regression presented in Table 4.49 and determined the p-value. The acceptance/rejection criterion was that, if the p-value is greater than alpha value of 0.05, we fail to reject the H₀₄ but otherwise, the H₀₄ is rejected. The null hypothesis employee relations practices have no significant influence on the employee engagement in manufacturing firms in Nigeria. Results from Table 4.49 show that training practice had p-value of 0.000. This was supported by t-statistic of 3.459 which is larger than the critical t-statistic of 1.96. Therefore, the null hypothesis was rejected since there was enough evidence against the null hypothesis. The study therefore concluded that there is a significant influence of employee relations practices on employee engagement in manufacturing firms in Nigeria.

The findings of this study concur with the findings of Ugwu, Onyishi, and Rodriguez-Sanchez (2014) and Shuck, Reio, and Rocco, (2011). The findings also agree with Rees, Alfes, and Gatenby (2013), who reported that employee voice and participation had positively significant influence on employee engagement. In addition, the findings agree with the findings of Li and Frenkel (2017) who reported that there was positive and significant HRMP on employee engagement when supervisor and subordinate share the same *hukou* status.

Another study supported by the findings of this study was that of Fletcher (2016) who delved into findings of the impact of personal development, perceived line manager relations on employee engagement. The researcher found out that there are positive effects of perceived opportunities for development on job engagement using hierarchical multiple regression analysis. The findings of this study also support the findings of a study conducted in the United States of America by Shuck, Reio and Rocco (2011). Their study found out that job fit, affective commitment, psychological climate were all significantly related to employee engagement.

Other studies supported by the findings of this study include that of Coetzer and Rothman (2007), Coetzee, Schreuder, and Tladinyane (2014) and Coetzee, Schreuder and Tladinyane (2014).

4.9. Summary of Hypothesis Results

The summary results of the above hypotheses are presented in Table 4.50.

Table 4. 50: Summary of Hypotheses

Objective No.	Objective	Hypothesis	Rule	P-value	Comment
One	To establish the influence of training practice on EE in MFN	H₀₁: Training practice has no significant influence on the EE in MFN.	Reject H ₀₁ , if $p < 0.05$, otherwise accept H ₀₁	P < 0.05	The null hypothesis was rejected; therefore there is a significant influence of training practice on EE in MFN.
Two	To determine the influence of PA on the EE in MFN	H₀₂: Performance appraisal has no significant influence on the EE in MFN.	Reject H ₀₂ , if $p < 0.05$, otherwise accept H ₀₂	P < 0.05	The null hypothesis was rejected; therefore there is a significant influence of PA practice on EE in MFN.
Three	To examine the influence of RM on the EE in MFN.	H₀₃: Reward management has no significant influence on the EE in MFN.	Reject H ₀₃ , if $p < 0.05$, otherwise accept H ₀₃	P < 0.05	The null hypothesis was rejected; therefore there is a significant influence of RM practice on EE in MFN.
Four	To evaluate the influence of employee relations practice on the EE in MFN.	H₀₄: Employee relations have no significant influence on the EE in MFN.	Reject H ₀₄ , if $p < 0.05$, otherwise accept H ₀₄	P < 0.05	The null hypothesis was rejected; therefore there is a significant influence of ER practice on EE in MFN.

4.10 The Optimal Model

According to the findings of this study, all the variables had a significant and positive influence on the employee engagement in the manufacturing firms in Nigeria, except training that had a negative significant influence. To determine the hierarchy of influence and contribution of the IV to DV, the optimal model was drawn and the graphical representation is given in Figure 4.4. The model was formulated using the coefficients in Table 4.49. It is evident that performance appraisal had the highest regression coefficient followed by employee relations, reward management, and training. The combined influence of human resource management practices on employee engagement in manufacturing firms in Nigeria was also indicated.

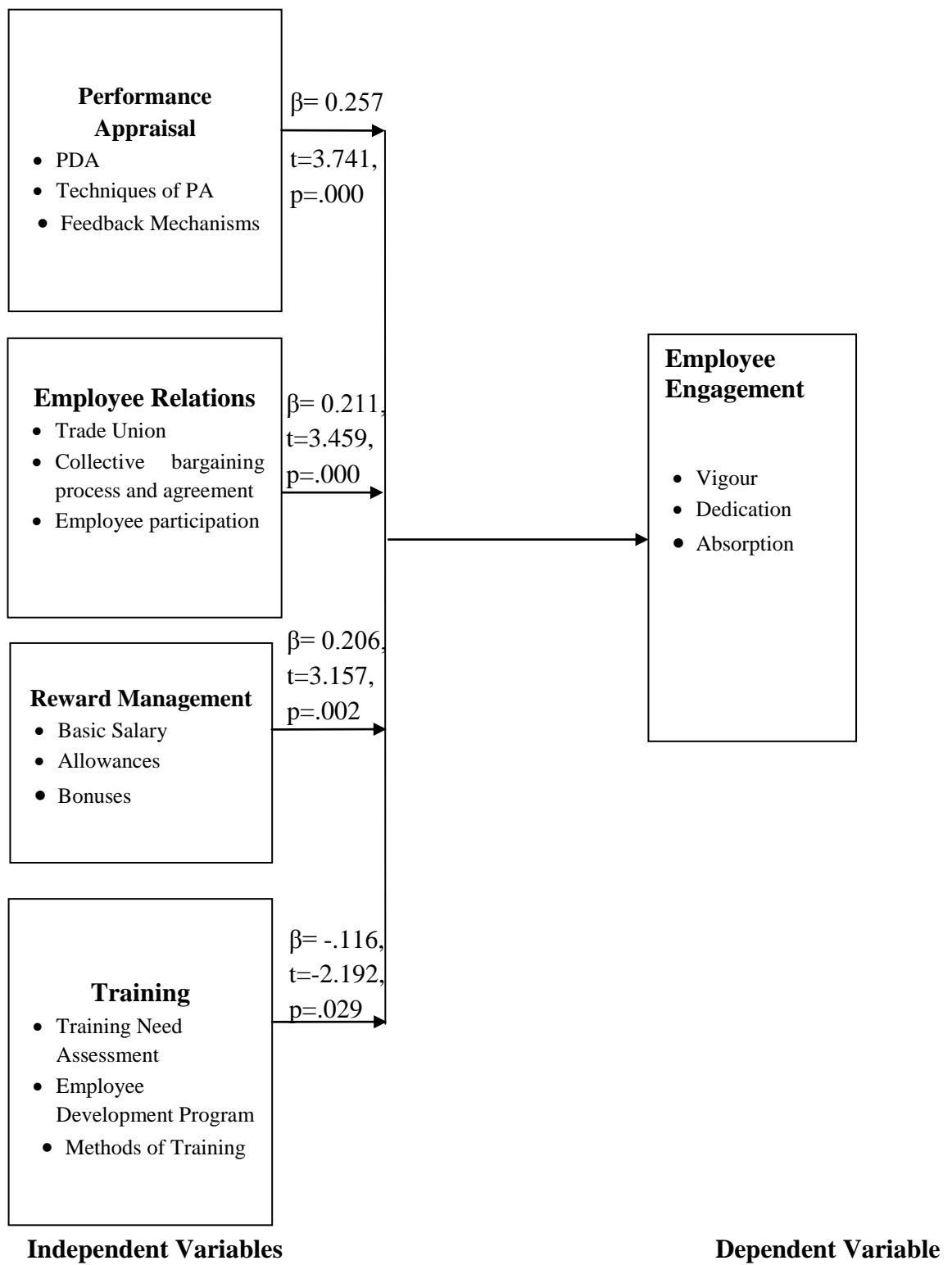


Figure 4.3: Optimal Model

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of key findings of the study, conclusions, and recommendations that are aligned to the specific objectives of the study. This chapter further gives recommendations on area of further study that are considered important for the extension of the research.

5.2 Summary

This primary objective of this study was to examine the influence of human resource management practices on employee engagement in manufacturing firms in Nigeria. In pursuit of achieving this, the study sought to establish the influence of training, performance appraisal, reward management and employee relations on employee engagement in manufacturing firms in Nigeria. The next section summarises the study findings by objectives.

5.2.1 Influence of Training on Employee Engagement in Manufacturing Firms in Nigeria

The results of this study indicated that lack of training practice negatively influenced employee engagement in manufacturing firms in Nigeria. The findings established that manufacturing firms used TNA, EDP approaches and several training methods in manufacturing firms in Nigeria. The study also indicated that on-the-job-training method ranked the highest among other training methods, some staff members benefitted from school fees waiver, some staff had access to study leave with pay to pursue higher degree or professional qualification. Based on the results of the study, it was established that the relationship between training and employee engagement in manufacturing firms in Nigeria was negative and significant.

5.2.2 Influence of Performance Appraisal On Employee Engagement in Manufacturing Firms in Nigeria

The study revealed that both continuous and traditional methods of performance appraisal practice were being used by the manufacturing firms in Nigeria. Among the techniques of performance appraisal, management by objectives ranked highest. It was also revealed that performance appraisal improved employee motivation and had positive significant influence on employee engagement. The study also established that performance appraisal assisted employees to identify areas of the strength and weakness, improved the employee engagement and led to employee disengagement. It was found out that performance appraisal exercise was mostly carried out in most manufacturing firms in Nigeria.

However, the results on performance appraisal feedback indicated that the majority of the managers in manufacturing firms in Nigeria always had meetings with the individual staff before and after the performance appraisal exercise to provide feedback, while some managers preferred communicating feedback through memo, letter or circular. The study found out that there was positive and significant relationship between performance appraisal practice and employee engagement in manufacturing firms in Nigeria.

5.2.3 Influence of Reward Management on Employee Engagement in Manufacturing Firms in Nigeria

The study revealed that basic pay in manufacturing firms in Nigeria had significant positive influence on employee engagement but the rewards to employees were not fair and equitable. It was also observed from the results that salaries of employees were increased regularly based on performance appraisal while high performance employees received recognition, the poor performance employees are punished. However, the results of the study further showed that the quantum of increase was not sufficient to influence employee engagement. The results of the study also established that labour unions were active in the manufacturing firms in Nigeria and that labour unions' activities had influence on the issue of salaries and wages

determination, recognitions, rewards and compensations. The results of this study affirmed that reward management had significant positive influence on employee engagement.

5.2.4 Influence of Employee Relations on Employee Engagement

The fourth objective was to evaluate the influence of employee relations on employee engagement in manufacturing firms in Nigeria. From the results of this study, it was established that some organisations recognised unions while some did not. From the results, it was revealed that trade unions were very active in Nigeria manufacturing sector even though with few challenges which were evident in some of the manufacturing firms not allowing trade unions to operative in their organisations for obvious reasons. It was also found out that collective bargaining scopes that were of concern to the trade unions in manufacturing firms in Nigeria included both financial and non-financial.

On the issue of employee involvement and participation, the study established that only few of the employees benefitted from employee involvement program. On the overall influence of the employee relations on employee engagement, the study established that there was positive significant relationship between employee relations and employee engagement and that employee relations significantly influenced the employee engagement in the manufacturing firms in Nigeria.

5.3 Conclusions

The following conclusions were drawn based on the findings of the study on human resource management practices and employee engagement in manufacturing firms in Nigeria.

5.3.1 Influence of Training on Employee Engagement

Based on the findings, the study concluded that the manufacturing firms in Nigeria administered training need analysis in implementing training and the training methods employed were relevant to the employee engagement. Only a small section of the workforce benefitted from the employee development programme. The study concluded that there were biases and favouritism in selection of staff for training in manufacturing firms in Nigeria. Based on the findings of the study, it is concluded that training is a key driver of employee engagement.

5.3.2 Influence of Performance Appraisal on Employee Engagement

Findings of the study established that there was performance appraisal practice in manufacturing firms in Nigeria with prevalence of traditional method over continuous performance appraisal method. Based on the findings of the study, it was concluded that performance appraisal feedback mechanism is working in manufacturing firms in Nigeria. There were cordial relationships before and after the performance appraisal. The study also concluded that performance appraisal had a positive significant influence on the employee engagement and that it was an avenue for promotion and as such, a source of encouragement to the employee to get motivated to do more and thereby increase the level of their engagement.

5.3.3 Influence of Reward Management on Employee Engagement

Based on the findings, the study concluded that reward management had positive and significant relationship with the employee engagement. Also, reward management was a strong antecedent of employee engagement in manufacturing firms in Nigeria. Basic pay had a lot of influence on the employee engagement in manufacturing firms in Nigeria. Based on the findings of the study, it was concluded that reward management practice in manufacturing firms in Nigeria was laced with favouritism, nepotism, unethical practices. However, the reward management in most manufacturing firms in Nigeria encouraged employees to work harder while in few it discourages employee because of the unethical way of administering reward policy.

5.3.4 Influence of Employee Relations on Employee Engagement

Based on the findings, the study showed that employee relations are pivotal to employee engagement. It further demonstrated that employee relations are important factors influencing employee engagement in manufacturing firms in Nigeria. The study further proved that through employee relations, the working relationship and atmosphere was harmonious. Furthermore, the study depicted that collective bargaining agreements were honoured in most manufacturing firms in Nigeria. However, the study established that in most manufacturing firms in Nigeria, there was freedom of association as staff members were free to join trade union.

The study also suggested that manufacturing firms in Nigeria had employee involvement programme (EIP) and employee share ownership programme (ESOP) in place but the implementations benefitted few staff members. The study concluded that employee relations were an essential ingredient to increasing the level of employee engagement that would dovetail to organisational effectiveness and high level performance.

5.4 Recommendations

In line with the conclusions of the study, the following recommendations were advanced:

5.4.1 Managerial Recommendations

In view of the conclusions of this study, a number of managerial recommendations were made.

i. Training and Employee Engagement

Based on the conclusion of the study, it is recommended that organisations should focus more on the determinants of employee engagement in order to address the problem of employee disengagement in Nigeria and in the world at large. Management in the organisations should pay curious attention to employee demographics in their researches with a view of solving the problems associated with

employee demographics, employee engagement of generation Y and Z and future workplace. Hence, manufacturing firms should put a robust employee development programme in place to develop all their employees and raise their morale thereby increasing their engagement level. This should be part of strategic goal of the human resource managers and other stakeholder in the management of human resource in the manufacturing firms in Nigeria.

ii. Performance Appraisal and Employee Engagement

In view of the conclusion on employee performance appraisal, this study recommended that manufacturing firms should ensure that they improve their performance appraisal methods. Manufacturing firms should adopt continuous performance management system which is done regularly for the improvement of the level of employee engagement. This will assist manufacturing firms achieve key results areas (KRA) and thereby improve the organisational performance as consequent outcome of increased level of employee engagement.

iii. Reward Management and Employee Engagement

On reward management, it is recommended that management should ensure that no discrimination of any shade is allowed in implementing policy on reward management. Also, the reward management policy should have the element of self-reporting, monitoring and evaluation in it to make it strategic and workable.

iv. Employee Relations and Employee Engagement

It is recommended that human resource practitioners should adopt a modern way of dealing with employee relations which is capable of increasing the level of employee engagement in manufacturing firms in Nigeria. It is further recommended that employees should be allowed to participate in trade unionism, collective bargaining (CB) process and agreement, and industrial democracy. Manufacturing firm should encourage employee voice and participation for it will naturally enhance employee engagement. Further recommendation is that the employee involvement programme should be made to be individualistic and collectively which should involve direct dealing, employee share ownership programme, employee voice and involvement.

5.4.2 Policy Recommendations

In view of the conclusions of this study, a number of policy recommendations were made.

i. Training and Employee Engagement

Based on the conclusion, it is recommended that Human resource (HR) policy makers should formulate policies on employee training on a continuous basis that will improve the level of employee engagement in Nigeria. The HR policy makers should factor in the employee demographics and characteristics in formulating HR policies, especially those that concern HR management practices. It is recommended that HR policy makers should formulate policies on equal opportunity to all employees and make discrimination of any shade punishable under law. Government should formulate policies on training programmes deliveries. The policy should cover training implementation and ensure that it is freed from infestation and corruption.

ii. Performance Appraisal and Employee Engagement

Based on the conclusions of the study, it is recommended that policy should be formulated to enhance performance appraisal of employee on be a continuous affair. The study also recommends that in order to raise the level of employee engagement, outstanding performers should be motivated to encourage them to do more and inspire others to aspire to excellence. The manufacturing firms should not allow favouritism, nepotism, unethical practices to influence their employee performance management. The performance appraisal outcomes should form basis of taken decision and policy implementation so as to increase the level of employee engagement in manufacturing firms in Nigeria.

iii. Reward management and Employee Engagement

Manufacturing firms should have policy on salaries and wages to take care of uniformity of salary, wages, allowances, perks, handshakes, insurance covers, health care, holidays, pensions schemes, carrier development opportunities, overseas

training/trip, display of employee portraits in visible areas of the organisation and development of high leadership quality to all deserving employees and not to selected few. Given the importance of reward and the perception of employee towards fairness, equity and based on the conclusion of this study, manufacturing firms in Nigeria should improve on their reward management strategies and framework in order to improve the level of employee engagement so as to enhance the organisational efficiency, effectiveness and performance which would engender the sustained competitive advantage.

iv. Employee Relations and Employee Engagement

Further, based on the conclusion, it is recommended that the government should re-energise their agencies to ensure compliance of the manufacturing firms to the existing labour laws and regulations to forestall breakdown. With this, employees' engagement would be boosted and employees themselves would not be taking laws into their hands by engaging in unethical practices which would eventually affect the organisational performance and effectiveness.

In view of the findings, this study recommended that manufacturing firms in Nigeria should improve their existing policy on employee involvement and participation (EIP) programme in place to give a sense of belonging to the employees and to assist them improve and sustained high level of employee engagement for the mutual benefit of the employees and the survival of the manufacturing firms in Nigeria.

5.5 Areas for Further Research

Even though this study provides insight into influence of human resource management practices on employee engagement in manufacturing firms in Nigeria, there are other areas that are unclear and require to be addressed by future research. This study employed descriptive research design using both qualitative and quantitative approaches but the researcher is also aware of other research designs. In view of this, the study, therefore, suggests that other researchers employ longitudinal study so as to study the measure over a period of time.

Furthermore, this study collected data using a semi-structured questionnaire, it is the opinion of the researcher that other methods should be employed to provide basis for comparison. Since this study sampled firms within conglomerates and consumer foods subsector of manufacturing firms operating in Lagos and South Western Region of Nigeria, future research could consider expanding the scope to include firms from other regions and from other sub-section of manufacturing to give room for comparison of findings. It will also help to establish whether or not there is different level of employee engagement is obtainable based on sub-section or region of operations.

The current study was undertaken in Nigeria; the study can be replicated in other developing countries. This will also give ample opportunity for the researchers to compare the findings and see whether influence of human resource management on employee engagement are statistically different across country or not. The focus of this study was on manufacturing sector, other sector of the economy can also be investigated.

This study concentrated on manufacturing firms listed by NSE, without consideration to other small and medium enterprises (SMEs). Future studies could look into SMEs and do a comparative analysis to verify whether or not differences of human resource management exist and to what level and extend does it influence employee engagement. This study focused on manufacturing sector which is largely operated by private owners, future studies can shift attention to public and service sectors of the economy as well to see the level of influence human resource management have on employee engagement in those sectors and verify whether or not employees in public sector are more engaged than those in private sector.

Conceptual model of this study can be expanded by considering other aspects of human resource management not covered by the current study such as HR legal compliance, work environment, job design, health and safety. Future studies could expand the indicators to include other personal characteristics such as age, tenure, gender, marital status, living with children and educational level to determine

whether these attributes also influence the relationship between human resource management and employee engagement.

Finally, this study Utrecht Work Engagement Scale (UWES-9) to measure employee engagement but the researcher is aware of other tools that can be used to measure employee engagement. Future research could employ any other employee engagement measuring tool. Since, UWES-9 was developed in advanced country, future research endeavours can be geared towards developing employee engagement measurement tools within developing economy context and be used to confirm the finding of this study.

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APPENDICES

Appendix I

Letter of Introduction

Dear Sir/Madam,

I am a student studying for a Doctor of Philosophy (PhD) Degree in Human Resource Management on the topic: *Influence of Human Resource Management Practices on Employee Engagement in Manufacturing Firms in Nigeria*. I write to request you to kindly respond to the attached questionnaire. All information provided will be used solely for academic purposes and responses provided will be treated with utmost confidence.

Thanks for your cooperation.

Kolawole Sunday Ajibola

Ph.D. Candidate

Appendix II

Questionnaire

Part A: Biographical Information

Please complete the following biographical information. This information will only be used for statistical purposes.

i. Gender:

Male []

Female []

ii. Please indicate the range of your age:

a. 18-25 years old []

b. 26-35 years old []

c. 36-45 years old []

d. 46-55 years old []

e. 56-65 years old []

f. Above 66 years []

iii. How long have you worked for this Organisation?

a. 0-5 years []

b. 6-10 years old []

c. 11-15 years old []

d. 16-20 years old []

e. 21-25 years old []

f. Above 25years []

iv. Please indicate the highest level of education that you have achieved:

a. _____ Doctoral (Ph. D.) degree

b. _____ Master's degree

c. _____ Bachelor's degree/HND

d. _____ Other Professional Certification
(Specify _____)

e. _____ OND and below

v. What is your marital status?

a. _____ Single (d) _____ Widower/Widow

b. _____ Married I _____ Divorced

c. _____ Living together/Civil Partner

SECTION B: HUMAN RESOURCE MANAGEMENT PRACTICES

I. TRAINING PRACTICE

1. Which of the following components of training need analysis (TNA) do you have in your organisation?

TNA Components	Tick (✓) if it is in use in your organisation
Organisational analysis	
Task analysis	

Person analysis	
-----------------	--

2. In your own opinion, how do the training need analysis components you ticked in (1) above influence employee engagement?
-

3. By your own assessment, in the previous year, what percentage of employee who were trained actually undergone training need assessment?

Tick (√) as appropriate			
Below 25	25 -49	50 – 74	Above 75

4. Which of the following employee training approaches is/are being used by your organisation?

Employee development approach	Tick (√) if it is in use in your organisation
Formal education	
Assessment	
Job experience	
Interpersonal relationship	

5. In your own opinion, how does the employee training program influence employee engagement in your organisation?
-

6. How regular do you or your colleague benefit from your organisation's employee training program for the following years:

Tick (√) as appropriate			
Rarely	Occasionally	Less Frequently	Frequently

7. Which of the following training methods is/are being used by your organisation?

Training Methods	Tick (√) if it is in use in your organisation
On-the-job training	
Off-the-job training	
Internet-based training	
Simulation	
Sensitivity training	
Laboratory training	

8. In your own opinion, how do the training method(s) you ticked in (7) influence employee engagement in your organisation?
-

9. Have you been sent for training in the last 2 years? **YES** [] **NO** []

If your response to (9) above is yes, proceed to item no 10, otherwise, skip item no 10 below

10. How many training did you attend? _____ (Provide the number)

Instruction: Please kindly tick (√) in the appropriate space that represents your opinion. **Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA)**

Training Practices	S D	D	N	A	SA
In my organisation, training need assessment (TNA) is always done before staff is sent for training.					
The results from TNA determine who will be trained.					
I have training opportunities to learn and develop on my job.					
In my organisation, staff do benefit from school fees waiver.					
In my organisation, staff has access to study leave with pay to pursue higher degree or professional qualifications.					
Training programmes in my organisation are matched with my job demands.					
Most of the training programme in my organisation are designed to solve actual problems at work					
Training in my place of work is regular and enhances job delivery					
Training method adoption in my organisation is determined by the participants' characteristics and organisational culture.					
Training programmes in my organisation are both internal and externally outsourced.					

II. PERFORMANCE APPRAISAL PRACTICE

11. Which of the following performance appraisal techniques are used by your organisation?

Performance appraisal techniques	Tick (√) if it is in use in your organisation
Management by objectives (MBO)	
Assessment centres	
360 degree appraisal	
Human asset accounting	
Balanced scorecard	
Behavioural Anchored Rating Scales BARS	
Straight ranking methods	
Paired comparison methods	
Graphic rating scales	
Field review	
Group appraisal	
Forced description (distribution)	

12. In your own opinion, in what way do you think the performance appraisal techniques you ticked in (11) above influence employee engagement in your organisation?

.....

.....

13. How regular is performance appraisal in your organisation?

Tick (√) as appropriate						
Daily	Weekly	Monthly	Quarterly	Bi-yearly	Yearly	Every other year

14. Which of the following are methods of giving feedback to employee in your organisation during performance appraisal period?

Feedback mechanism	Tick (√) if it is in use
Through internal memo, letter or circular	
Meeting between manager and individual staff	
Regular communication between management and staff	

Instruction: Please kindly tick (√) in the appropriate space that represents your opinion. **Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA)**

Performance Appraisal Practices	S	D	N	A	SA
All employees in my organisation regularly complete performance and development agreement					
Performance appraisal is regularly undertaken in my organisation.					
There is always orientation on performance appraisal.					
Performance appraisal key result areas are communicated to staff.					
Performance appraisal is used for promotion.					
Performance appraisal is used need assessment.					
Performance appraisal is used for increment, bonuses and other pay.					
Management conducts individual assessment and evaluation					
Performance appraisal results are communicated to staff					
All members of staff are evaluated regularly.					
Staff regularly receive performance feedback communications					

III. REWARD MANAGEMENT PRACTICE

15. In your own opinion, how do you think your salary basic pay influence employee engagement in your organisation?

.....

16. How many increments did you receive last year (2017)?
 _____(Write in figure).
17. Are there any time that your labour union put the management of your organisation to task on the issue of salary adjustment? **YES** [] **NO** []
18. If yes, how many times in the last 2 years (2016, 2017)?
 _____(write in figure).

Instruction: Please kindly tick (√) in the appropriate space that represents your opinion. **Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA)**

Reward Management Practice	S D	D	N	A	SA
Rewards to employees are fair and equitable.					
Reward is performance based in my organisation.					
Hard working staff receives bonuses, allowances and benefits.					
Staff whose performance is below benchmark is punished.					
Staff whose performance is high receives recognition					

19. In your own opinion, how do you feel reward management practice influence the employee engagement in your organisation?

IV. EMPLOYEE RELATIONS PRACTICE

20. Which of the following unions are recognised in your organisation?

Union taxonomy by membership	Tick (√) if it is present in your organisation
Craft	
General	
Industrial	
Enterprise	
Professional	

21. In your own opinion, in what way do you think trade unions in your organisation influences employee engagement?

22. Kindly provide the approximate number of times that trade union(s) in your organisation call for industrial strike in the following years:

Year	2012	2013	2014	2015	2016	2017
Number of times trade union(s) call for strike						

23. Are there any collective bargaining scopes that are of concern to the trade union in your organisation? **YES** [] **NO** []

24. Kindly provide the approximate number of times that collective bargaining resulted into collective agreement in your organisation in the following years:

Year	2012	2013	2014	2015	2016	2017
Number of times collective bargaining results to collective agreement						

25. How many times have you benefitted from employee involvement and participation program of your organisation in the last 2 years (2016-2017)?
 _____ (Write in figure).

Instruction: Please kindly tick (√) in the appropriate space that represents your opinion. **Strongly Disagree (SD), Disagree (D), Neutral (N), Agree (A), Strongly Agree (SA)**

Employee relations	SD	D	N	A	SA
Staff are free to join trade union and actively participate in trade unionism					
Staff has access to condition of employment.					
Grievance procedure is available to all staff.					
Collective Bargaining Agreements are honoured by the management of my organisation.					
Employees are given the opportunity to participate in the management of affairs of the organisation.					
Employees are involved in taken some critical decision especially that affect workers and work environment.					
There is employee share ownership program in the organisation for all staff					
My organisation has good internal democracy mechanism					

26. Kindly, state your opinion on the overall influence of employee relations practice on the employee engagement.

.....

SECTION C: Employee Engagement Scale (Utrecht Work Engagement Scale - 9)

Instruction: Please kindly tick (√) in the appropriate space that represents your opinion or response.

Never	Almost never	Rarely	Sometimes	Often	Very Often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month	A few times a month	Once a week	A few times a week	Every day

Statement	0	1	2	3	4	5	6
At my work, I feel that I am bursting with energy							
I am enthusiastic about my job							
I feel happy when I am working intensely							
At my job, I feel strong and vigorous							
My job inspires me							
I am immersed in my work							

When I get up in the morning, I feel like going to work							
I am proud on the work that I do							
I get carried away when I'm working							

Appendix III

List of manufacturing firms listed in Nigerian Stock Exchange as at November, 2016

S/No.	Company	Sector
1.	A.G. Leventis Nigeria Plc.[Bls]	Conglomerates
2.	Chellarams Plc.[Bls]	Conglomerates
3.	John Holt Plc.	Conglomerates
4.	S C O A Nig. Plc.	Conglomerates
5.	Transnational Corporation Of Nigeria Plc	Conglomerates
6.	U A C N Plc.	Conglomerates
7.	7-Up Bottling Comp. Plc.	Consumer Goods
8.	Cadbury Nigeria Plc.	Consumer Goods
9.	Champion Brew. Plc.	Consumer Goods
10.	Dangote Flour Mills Plc	Consumer Goods
11.	Dangote Sugar Refinery Plc	Consumer Goods
12.	Dn Tyre & Rubber Plc[Dip]	Consumer Goods
13.	Flour Mills Nig. Plc.	Consumer Goods
14.	Golden Guinea Brew. Plc.[Rst]	Consumer Goods
15.	Guinness Nig Plc	Consumer Goods
16.	Honeywell Flour Mill Plc	Consumer Goods
17.	International Breweries Plc.	Consumer Goods
18.	McNichols Plc	Consumer Goods
19.	Multi-Trex Integrated Foods Plc[Bls]	Consumer Goods
20.	N Nig. Flour Mills Plc.	Consumer Goods
21.	Nascon Allied Industries Plc	Consumer Goods
22.	Nestle Nigeria Plc.	Consumer Goods
23.	Nigerian Brew. Plc.	Consumer Goods
24.	Nigerian Enamelware Plc.	Consumer Goods
25.	P S Mandrides & Co Plc.	Consumer Goods
26.	P Z Cussons Nigeria Plc.	Consumer Goods
27.	Premier Breweries Plc[Dip]	Consumer Goods
28.	U T C Nig. Plc.[Mrs]	Consumer Goods
29.	Unilever Nigeria Plc.	Consumer Goods
30.	Union Dicon Salt Plc.[Brs]	Consumer Goods
31.	Vitafoam Nig Plc.	Consumer Goods
32.	Afrik Pharmaceuticals Plc.[Mrs]	Healthcare
33.	Ekocorp Plc.[Bmf]	Healthcare
34.	Evans Medical Plc.[Dip]	Healthcare
35.	Fidson Healthcare Plc	Healthcare

S/No.	Company	Sector
36.	Glaxo Smithkline Consumer Nig. Plc.	Healthcare
37.	May & Baker Nigeria Plc.[Mrf]	Healthcare
38.	Morison Industries Plc.	Healthcare
39.	Neimeth International Pharmaceuticals Plc	Healthcare
40.	Nigeria-German Chemicals Plc.[Mrs]	Healthcare
41.	Pharma-Deko Plc.	Healthcare
42.	Union Diagnostic & Clinical Services Plc	Healthcare
43.	African Paints (Nigeria) Plc.[Bmr]	Industrial Goods
44.	Ashaka Cem Plc	Industrial Goods
45.	Austin Laz & Company Plc	Industrial Goods
46.	Avon Crowncaps & Containers	Industrial Goods
47.	Berger Paints Plc	Industrial Goods
48.	Beta Glass Co Plc.	Industrial Goods
49.	Cap Plc	Industrial Goods
50.	Cement Co. Of North.Nig. Plc	Industrial Goods
51.	Cutix Plc.	Industrial Goods
52.	Dangote Cement Plc	Industrial Goods
53.	First Aluminium Nigeria Plc	Industrial Goods
54.	Greif Nigeria Plc	Industrial Goods
55.	Lafarge Africa Plc.	Industrial Goods
56.	Meyer Plc.	Industrial Goods
57.	Nigerian Ropes Plc[Dip]	Industrial Goods
58.	Paints And Coatings Manufactures Plc	Industrial Goods
59.	Portland Paints & Products Nigeria Plc	Industrial Goods
60.	Premier Paints Plc.	Industrial Goods
61.	Aluminium Extrusion Ind. Plc.	Natural Resources
62.	B.O.C. Gases Plc.	Natural Resources
63.	Multiverse Mining And Exploration Plc	Natural Resources
64.	Thomas Wyatt Nig. Plc.[Mrs]	Natural Resources

Source: NSE (2016)

Appendix IV

Breakdown of the Nigerian Manufacturing Firms

Sector	Numbers
Conglomerates	6
Consumer goods	25
Health care	11
Industrial goods	18
Natural resources	4
Total	64

Source: NSE (2016)

Appendix V

Manufacturing Sector (of GDP) of Selected Countries

Country	Contribution in of GDP		
	2015	2016	2017
Ireland	36.9	32.14	Na
Korea, Rep.	29.4	26.78	27.57
Czech Republic	26.97	24.35	24.28
Hungary	19.26	18.96	19.55
Germany	20.76	20.64	20.66
Malaysia	22.8	22.27	22.31
Indonesia	20.99	20.51	20.16
United States of America	11.92	11.60	Na
Philippines	20.0	19.64	19.45
Singapore	17.98	17.68	17.97
Morocco	16.23	15.79	Na
Japan	20.72	21.04	Na
India	15.37	15.27	15.0
Egypt	16.70	16.84	16.44
Italy	14.39	14.65	16.69
South Africa	15.17	15.03	14.86
Brazil	10.52	10.31	10.15
Kenya	9.37	9.09	8.37
France	10.43	10.31	10.13
Nigeria	9.42	8.68	8.74
World	15.72	15.58	Na

na = not available

Sources: World Bank (2018), Central Bank of Nigeria 2015 Statistical Bulletin (2016)

Appendix VI

Distribution of manufacturing firms and number of employees by Sector/Region

Sector		Region			Total
		East	Lagos and South-West	North	
Chemicals & Paints	Number of firms	41	80	33	154
	Number of employees	7452	11059	3434	21945
Food & Beverages	Number of firms	136	124	138	398
	Number of employees	16706	43536	17176	77418
Metal	Number of firms	62	102	79	243
	Number of employees	7869	12628	6589	27086
Non-metal	Number of firms	27	32	62	121
	Number of employees	4199	3609	5228	13036
Paper, printing, publishing industry	Number of firms	32	98	35	165
	Number of employees	2236	10742	2640	15618
Pharmaceuticals	Number of firms	6	28	9	43
	Number of employees	279	4632	617	5528
Plastics	Number of firms	40	74	52	166
	Number of employees	5008	16981	6068	28057
Textile & Leather Industry	Number of firms	88	155	109	352
	Number of employees	4882	22580	29807	57269
Wood industry	Number of firms	41	132	38	211
	Number of employees	1264	8872	2659	12795
Total	Number of firms	473	825	555	1,853
	(World Bank, 2002), Number of employees	49,895	134,639	74,218	258,753

Source: World Bank (2002), NSE (2016)

Appendix VII

Summary of Empirical Studies on HRM Practice and Employee Engagement

Authors	Variables	Sector	Country	Data Analysis	Result
Ahmed, Ahmad and Joarder (2016)	Compensation and reward management and employee engagement	Employees working in a ready-made garment	Bangladesh	Meta-analysis	Positive HRMP-EE
Alzyoud (2018)	HRM practices (employee communication, employee development, reward and recognitions) and work engagement	151 employees from manufacturing firms	Bahrain	Correlation and Regression analyses	Positive significant influence of employee communication, employee development, reward and recognitions on work engagement
Brunetto, et al. (2013)	Perceived organisational support, leadership, teamwork, well-being and employee engagement	510 nurses from Australian hospitals and 718 nurses from US hospitals (2010-2012)	Australia and United States of America	Structural Equation Modelling (SEM), AMOS, and CFA	Positive significant influence of POS, leadership, teamwork and well-being was found on employee engagement
Jung, Yoon, and Yoon, (2016)	Diversity management (institutional management, building cultural awareness, pragmatic management policy) on employee engagement and organisational commitment	344 employees from hospitality industry	Korea	SEM	No significant effect between institutional management and employee engagement. Significant effect of pragmatic management policy on employee engagement was found, likewise

Authors	Variables	Sector	Country	Data Analysis	Result
					building cultural awareness was found to have significant effect on engagement
Alfes, Shantz, Truss, and Soane (2013)	HRM Practices and Employee engagement	297 employees in a service sector	United Kingdom	Hierarchical multiple regression and Correlation analysis	Positive Perceived HRM practices EE
Angundaru, Lubogoyi, and Bagire (2016)	HRM Policies and Practices: Recruitment and Selection	226 teachers – education sector	Uganda	Pearson Correlation and regression analysis	Positive HRMP –EE
Antwi, Opoku, Seth, and Osei-Boateng (2016)	HRM practices on Employee engagement	80 employees of Ghana Commercial Bank – Banking Industry	Ghana	Multivariate regression analysis	Positive HRMP – EE
Coetzee, Schreuder, and Tladinyane (2014)	Employees' work engagement and job commitment	318 employee in a HR capacity in a service industry	South Africa	Stepwise hierarchical moderated regression analysis	Strong relationship between Work engagement and job commitment
Coetzer and Rothmann (2007)	Job demands, job resources and work engagement	83 employees of a manufacturing firm	South Africa	Correlation and regression analysis	Significant relationship between HRMP – EE
Datche and Mukulu (2015)	Transformational leadership and employee engagement	252 civil servant form 18 top performing state corporation	Kenya	Regression analysis	Transformational leadership has influence on EE

Authors	Variables	Sector	Country	Data Analysis	Result
		n			
Igbal, Shabbir, Zameer, Khan and Sandhu (2017)	Job Characteristics, Reward & Recognition, Coaching & Training, Employee engagement	402 valid response from employees of 6 multinational companies –Coke, Pepsi, Nestle, Engro, Unilever, and P&G	Pakistan	SEM, Correlation, Regression analysis	Job characteristics and rewards and recognition are significant but training and coaching not found as significant
Fletcher (2016)	Personal development, perceived line manager relations and employee engagement	152 UK workers from a range of occupations and organisations	United Kingdom	Hierarchical multiple regressions	Positive HRMP - EE
Gould-Williams & Mohamed, (2010)	Best practice HRM and workers outcomes	1022 (England = 569 and Malaysia = 453) employees from local government department	England and Malaysia	OLS regression analysis	Positive HRMP - EE
Jani and Balyan, (2016)	Compensation and employee engagement	400 medical practitioners	India	Pearson correlation coefficient	Positive HRMP - EE
Jepkogei and Kiprotich (2016)	Outsourced recruitment and training on employee engagement	Power Sector	Kenya	Regression analysis	Negative HRMP - EE

Authors	Variables	Sector	Country	Data Analysis	Result
Johari, Adnan, Yean, Yahya, and Isa (2013)	Reward and management on employee engagement	306 operational level employee Manufacturing industry	Malaysia	Multiple regression analysis	Positive HRMP - EE
Juhdi, Pa'wan, and Hansaram, (2013)	Organisational Commitment (OC), organisation engagement (OE), HRM practices, turnover intention	457 employees from 42 organisations working in various sectors	Malaysia	Multiple linear regression and Hierarchical regression analysis	HRM practices have significant effects on OC and OE
Karatepe (2014)	Hope, work engagement, organisational valued outcomes	Employees in the Hotel industry	Romania	Two-step approach: Confirmatory factor analysis and Structural equation modelling	HRMP mediated by work engagement
Khan, Farooq and Ullah (2010)	Rewards and employee motivation	167 employees of Commercial Banks in Kohat	Pakistan	Pearson Product Moment Correlation Coefficient and ANOVA	Positive relationship between reward and motivation
Li and Frenkel (2017)	Supervisor perceptions of HR practices and employee engagement	298 employees and 54 supervisors	China	Hierarchical linear modelling	Positive HRMP – EE (significant when supervisor and subordinate share the same <i>hukou</i> status but non-

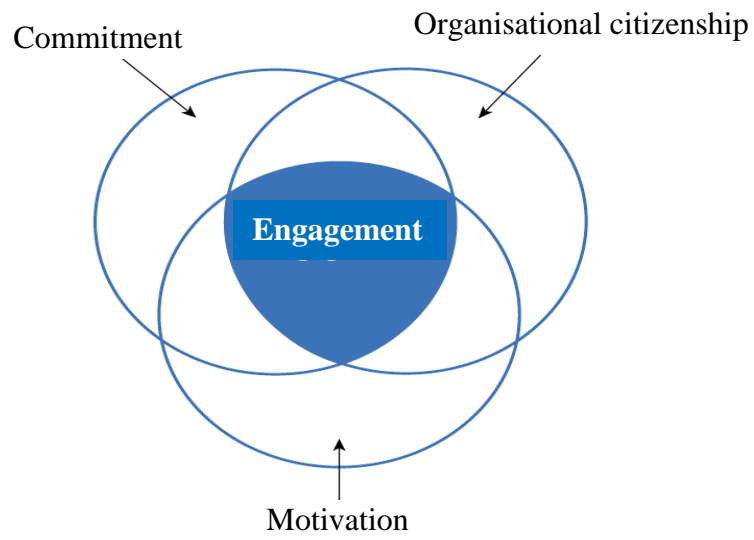
Authors	Variables	Sector	Country	Data Analysis	Result
					significant with different <i>hukuo</i> statuses
Manuel (2014)	training and development and employee engagement on perceived business performance	81 employees of financial firms listed on the Johannesburg Stock Exchange	South Africa	Regression analysis, Chi-Square test	EE has a positive result on perceived performance but the relationship between training and development and EE was found to be ambivalent.
Njanja, Maina, Kibet, and Njagi, (2013)	Compensation practices and employee job satisfaction	68 management employees of Kenya Power sector (KPLC)	Kenya	Chi-square analysis	Neutral
Owor (2016)	HRM practices (antecedents), EE, OCB	210 employees of soft drink and Sugar manufacturing company	Uganda	Pearson Correlation analysis	Positive EE – HRMP
Rees, C., Alfes, K., and Gatenby, M. (2013).	Employee voice and employee engagement	2310 (1157 and 1153 from organisation A and B) employees from local government, transport, education and	United Kingdom	OLS regression analysis,	Positive HRMP - EE

Authors	Variables	Sector	Country	Data Analysis	Result
		defence sectors			
Scheepers and Shuping (2011)	HRM Practices and psychological contract	936 knowledge workers at an iron ore mining	South Africa	Correlation and regression analysis	Positive HRMP - EE
Shah and Beh (2016)	Motivation enhancing practices, turnover intention and talent engagement	401 hotels employees from 51 hotels in Kuala Lumpur	Malaysia	Structural Equation Modelling	Negative HRMP - ETI. EE does not mediate between the motivation enhancing practices and ETI.
Shin, Jeong, and Bae (2016)	High-involvement HRM practices and employee creativity	3316 production-line workers from 240 Manufacturing firms	South Korea	Hierarchical Linear Modelling	Positive HRMP – EE
Shuck, Reio, and Rocco, (2011)	Job fit, affective commitment, psychological climate and employee engagement, discretionary efforts and intention to turnover	283 employees from service industry	USA	Correlation and hierarchical multiple regression analyses	HRMP were all significantly related to employee engagement
Tangthong, Trimetsoontorn, and Rojniruttikul, (2015)	HRM Practices on firm performance	224 top managers, business leaders and line managers in Manufacturing sector	Thailand	Analysis of Moment Structures (AMOS) path analysis	HRM practices strongly influence firm performance
Ugwu, Onyishi, and	Organisational trust,	715 employees	Nigeria	Hierarchical	Positive HRMP - EE

Authors	Variables	Sector	Country	Data Analysis	Result
Rodriguez-Sanchez, (2014)	psychological empowerment and employee engagement	from 7 banks and 4 pharmaceutical firms. Banking and Pharmaceutical		regression	
Veth K. N., Korzilius, Van der Heijden, Emans, and De Lange (2017)	Perceived availability and use of HRM practices and work engagement, and employability	1589 employees in 3 Dutch organisations from: transport, health care and education sector	Germany	Correlation and multiple hierarchical regression analyses	Positive HRMP -EE

Appendix VIII

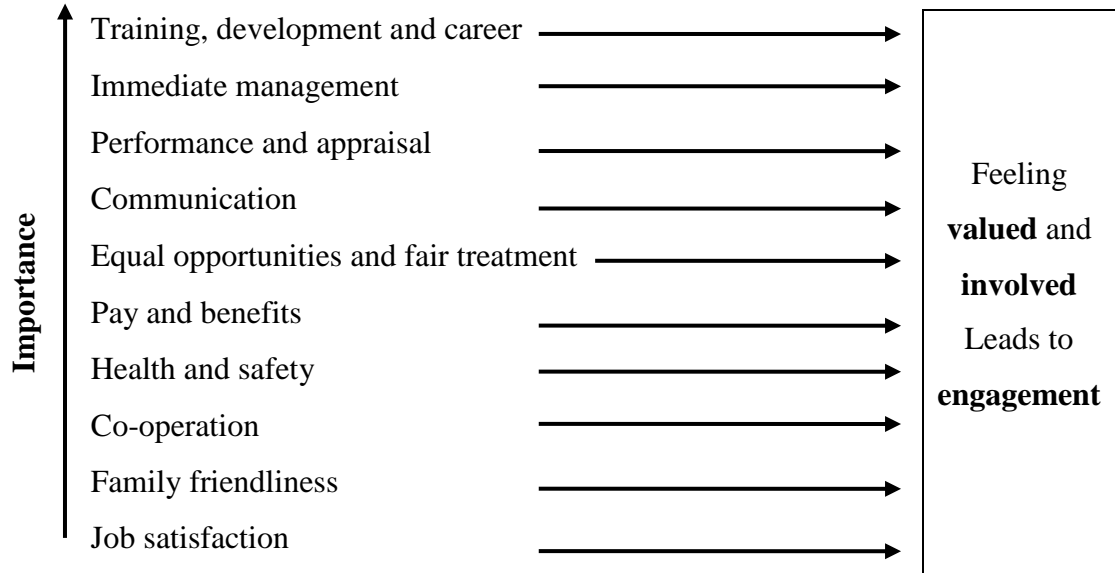
IES model of Employee engagement



Source: Armstrong and Taylor (2014, p. 195)

Appendix IX

Employee Engagement Drivers in the NHS, UK



Source: IES Survey, 2003

Appendix X

Letter of Authorization to Collect Data



**JOMO KENYATTA UNIVERSITY
OF
AGRICULTURE AND TECHNOLOGY**
P.O. BOX 62000-00200 NAIROBI, KENYA. TELEPHONE: (020) – 221306

Nairobi CBD Campus

Entrepreneurship & Procurement Department

Date: 15th December, 2017

Ref:JKU/6/3/17a

To Whom It May Concern;

SUBJECT: KOLAWOLE SUNDAY AJIBOLA – HD412-0652-/2006

This is to introduce to you Mr. Sunday Ajibola who is a student pursuing PhD in Human Resource Management at Jomo Kenyatta University of Agriculture and Technology, Nairobi CBD Campus. The student is currently undertaking a research thesis entitled: **Influence of Human Resource Maintenance Practices on Employee Engagement in Nigerian Manufacturing Firms-** in partial fulfillment of the requirement for the degree programme.

The purpose of this letter is to request you to give the student the necessary support and assistance to enable him to obtain necessary data for the thesis. Please note that the information given is purely for academic purpose and will be treated with strict confidence.

Do not hesitate to contact the undersigned for any more information.

Yours faithfully,


Associate Chairman
EPD CBD CAMPUS

Samson Nyang'au (Ph.D)
Ag. ASSOCIATE CHAIRMAN, EPD



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