

EMPLOYEE ENGAGEMENT AND JOB SATISFACTION IN EDO STATE INTERNAL REVENUE SERVICE

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Abstract

The objective of the study was to find out the effect of Employee Engagement on Job Satisfaction among employees of Edo State Internal Revenue Service located in Benin City, Edo State. The study adopted the positivism paradigm and utilized a descriptive cross sectional survey design. A 5-point Likert scale questionnaire, with 1 as strongly agreed and 5 as strongly disagreed drawn from pre-validated questionnaire was used to obtain data from randomly selected 105 employees from across all the departments of the Edo State Internal Revenue Service. The analytical methods employed for the study were descriptive and inferential statistics, using the Statistical Package for Social Science (SPSS) version 20. From the result of the study, mean indexes of 4.0 and above indicated that Employee Engagement and Job Satisfaction among employees were low. Also, a p-value of 0.043 at 0.05 significant level showed a positive significant relationship between Employee Engagement and Job Satisfaction among employees. The study therefore concluded that the higher the Employee Engagement in an organisation, the more job satisfied employees would be. To improve Employee Engagement, the study recommended that Edo State Internal Revenue Service should imbibe Employee Engagement friendly work policies, trainings and workshops for all its duty/departmental supervisors. Furthermore, interactive meetings between supervisors and subordinates should be held periodically for the purpose of getting feedbacks, carrying out evaluations and re-strategizing for better Employee Engagement.

Keywords: *Employee, Engagement, Job satisfaction, Edo State, Revenue Service, Herberg Theory.*

Introduction

Achieving job satisfaction among employee is a major challenge for managers, especially since the needs of man are insatiable. Worse still, most organisations are usually more concerned about profit than they are about Job Satisfaction among their employees (Kollmann, Stöckmann, Kensbock & Peschl, 2020). However, to make profit and still have a happy workforce, many organisations have employed several strategies such as good compensation model and favourable work environment. Nevertheless, reports show that the number of employees who dislike their jobs are more than those who like their jobs (Abiona, Adenuga, Adeosun, Fapojuwo & Roseje, 2023). In fact, the level of job dissatisfaction for each employee appears to be on the rise (see Okolie, 2023). This increasing dissatisfaction among employees have resulted in several consequences for organisations. Some of the consequences include poor team work among

employees, poorly motivated employees, employee high turnover and increased cost of production.

In attempt to propose more pragmatic ways besides good reward systems and enhanced work environment for employee satisfaction, several researches (e.g Akinyemi, George & Ogundele, 2022; Goestjahjanti, Novitasari, Hutagalung, Asbari & Supono, 2020) have considered Employee Engagement. While some research on Employee Engagement such as Lee, Rocco, and Shuck, (2020) and Abner, Alam and Cho, (2023) focused on providing a better theoretical understanding of the concept of Employee Engagement, others applied theories and data to investigate factors that affect or can be affected by Employee Engagement (e.g., Reissová & Papay, 2021; Weideman & Hofmeyr, 2020).

Consequently, the definition of Employee Engagement as a mere involvement of workers in organisational activities embraced a more purposeful definition of being the empowerment of employees by organisations such that employees see themselves as the owners of the organisation they work for (Srivastava & Singh, 2020; Nguyen & Pham, 2020). The perception of ownership makes the employee feel important and happy about their job (Daniel, 2019). In addition, empirical findings show that there is a relationship between the engagement of employees and the feelings employees have about their jobs (Reissová & Papay, 2021; Oluwafemi & Okon, 2018). Since Employee Engagement serves dual purpose of employees being accountable to and for an organisation, empowering employees to participate actively in running their organisation would create a feeling of ownership. On the other hand, poor Employee Engagement presents the organisation as not acknowledging employees as partners but as subordinates who are being exploited solely for profit making.

The current study therefore aligns with previous studies to highlight and increase the awareness of the relevance of Employee Engagement in organisations. The study attains this by focusing on finding the extent to which Employee Engagement is practiced in Edo State Internal Revenue Service, ascertaining the level of Job Satisfaction among employees of Edo State Internal Revenue Service and determining the effect of Employee Engagement on Job Satisfaction among staff of Edo State Internal Revenue Service. This study also makes additional contributions by providing a platform on which further research can make comparison between employee engagement and job satisfaction in government institutions as against private institutions. This is because the study focuses on a government organisation, a scope which has quite a few numbers of such investigations when compared to the number of investigations already carried out on private institutions.

Review of Related Literature

Conceptual Review:

Employee Engagement:

Employee Engagement is all actions and duties that show that employees are informed and empowered to be actively involved in analyzing information available to an organisation, reaching conclusion that enables decision making and providing solutions to problems as may arise in organisations (Lee, Rocco & Shuck, 2020). The working definition of Employee Engagement for the current study defines it as the provision made by employers for employees to individually or collectively participate in decision making that contributes to the survival and growth of organisations (Turner & Turner, 2020). Consequently, this study aligns with the definition that describes employee engagement as the involvement of employees in ways that influence the effectiveness of the organisation (Beardwell & Claydon, 2007). This study

therefore analyses employee engagement as the extent to which employees have access to information, the relationship that exist between employees and their employers and the means available to employees to make contributions to their organisation (Turner & Turner, 2020).

Job satisfaction: Job satisfaction is an indicator that explains an employee's conditions, feelings and attitudes about his/her work environment and other elements that make up the employment contract (Jufrizen, 2017). It stands as evidence on whether an employee likes or dislikes his/her job. In this study, Job Satisfaction is conceptualized as the feelings of happiness and self-actualization that employees have about their job. When an employee is excited about his/her job, it means the employee feels he/she is receiving fair treatments and is being recognized as relevant by his/her employer (Phina, Ogechukwu & Shallom, 2021). Therefore, this study appraises Job Satisfaction by drawing data that provide an indication of the nature of feelings employees have about their jobs.

Employee Engagement and Job Satisfaction: Since Employee Engagement gives the feelings of ownership and relevance to the employee (Fidyah & Setiawati, 2020; see Aban, Perez, Ricarte & Chiu, 2019), it can be perceived that there is a relationship between Employee Engagement and Job Satisfaction. The level of Employee Engagement can therefore have an impact on the level of Job Satisfaction experienced by employees. Accordingly, there is also a relationship between worker's satisfaction and attitude to work. Consequently, since employers desire productive employees, it therefore means that Employee Engagement is important to both employees and employers. While an employee would benefit from being engaged in the organisation, the employers would also benefit from having engaged employees (Markos & Sridevi, 2010).

Theoretical review

The Herzberg Two-Factor Theory:

As it concerns Employee Engagement in decision making and how Job Satisfaction can be affected, reference can be made to classical theorist like Alderfer, McClell, Maslow and Herzberg. This study therefore adopts the Herzberg Two-Factor Theory. The Herzberg Two-Factor Theory by Frederick Herzberg (1966) explores motivators and hygiene factors as it concerns what brings satisfaction to workers (Herzberg, 1966). The Herzberg motivators such as achievement, recognition, the work itself, responsibility, advancement and growth are acknowledged as factors that increase Job Satisfaction among employees. On the other hand, the hygiene factors which are company policies, supervision, relationships, work condition, remuneration, salary and security, when not present reduce employees' eagerness to work hand. The absence of the hygiene factors reduces job satisfaction. Since Employee Engagement produces motivators like recognition and responsibility, the Herzberg Two-Factor theory is relevant to this study because it provides explanation about the connection between Employee Engagement and Job Satisfaction. Examples of other studies that applied the Herzberg Two-Factor theory include Alshmemri, Shahwan-Akl and Maude, (2017); and Agu, Okocha, Emezue and Anyanwu, (2023).

Empirical Review

Reissová and Papay (2021) studied the relationship between Employee Engagement and Job Satisfaction in Czech Republic. The study aimed to find out if there is a relationship between Employee Engagement, Job Satisfaction and likely labour turnout. The study scope was a call center of a big corporate organisation, a workplace that was regarded as very busy due to the high work responsibility on workers and flow of business activities. Data was drawn from 257 employees as respondents. The study which employed Pearson's correlation coefficient study

found that while Employee Engagement has a positive correlation with Job Satisfaction, its' correlation with potential labour turnover was negative.

In 2018, Oluwafemi & Okon, investigated the nexus between total quality management, Job Satisfaction and employee work engagement in the food and beverage multinational company in Nigeria. The study utilized a cross sectional survey and employed the quota, proportionate and simple random sampling technique. The study data, which was collected from 183 employees as respondents was subjected to correlations and regression analyses. The findings of the study were that there was a positive significant relationship between total quality management, Job Satisfaction and Employee Engagement. Specifically, there was a correlation between Job Satisfaction and Employee Engagement.

Also, Daniel (2019), shows the connection between employee participation and organisational performance. The study was on the impact of employee participation on decision making in Nigerian banking sector. The study revealed a positive relationship between employee participation and organisational performance. It concluded that when employees are made to participate in their organisation by contributing to decision making, they are most likely to be happy and more committed to their job. Such commitment leads to increased organisational performance. The study utilized a descriptive design which involved the in-depth literature review and a collection of data from 102 respondents using 5-point Likert scale questionnaires. Based on the findings of the study, it was recommended that banks in Nigeria should increase employee participation in order to increase organisational performance.

In addition, Hakro, Siddiqui & Banbhan, (2022) investigated the relationship between talent management, employee performance, employee engagement and job satisfaction were investigated in a Non-Governmental Organisations sector of Sindh, Pakistan. The study utilised a 7 scale Likert questionnaire to draw data from respondents, who were conveniently sampled., data retrieved were analysed using SPSS and Partial Least Square- Structural Equation Modelling (PLS-SEM). The study result showed positive significant relationships between all variables, which means that Employee Engagement and Job Satisfaction were positive and significantly related.

Furthermore, in the research carried out by Oyebanji, Folurunsho, Dada, Adeagbo, Adeniji & Olaleye (2023), the relationship between employee engagement, job satisfaction and organisational performance. The study drew data from 80 respondents, who were current employees of two selected organisations in Lagos State, Nigeria. The data collection instrument was self-administered and subjected to regression analysis. Result from the analysis showed a positive significant relationship between all the variables utilised for the research including employee Engagement and Job Satisfaction.

Data and Methods

Adopting the positivism paradigm, the current study employed a descriptive cross sectional survey research design. Data was drawn from randomly selected one hundred and ten (110) respondents from across all departments of the Edo State Internal Revenue Service. Questionnaires were distributed personally and followed up painstakingly such that one hundred and five (105) of the 110 distributed questionnaires were filled, retrieved and found usable. Response rate was therefore 95.5% approximately. To ensure validity of research instrument, the study utilized a pre-validated questionnaire by adapting and adopting questions from Mundi (2011) and Abdulai & Shafiwu, (2014). The study questionnaire consisted of two sections, namely Section A and Section B. Section A was on respondents' demographics such as

age, gender, level of education, work department and years of experience, while Section B focused on retrieving data on the extent to which employees are engaged and the level of employee Job Satisfaction in Edo State Internal Revenue Service. In Section B, questions on the extent of Employee Engagement and level of Job Satisfaction among employees were five-point Likert questions ranging from strongly agreed as 1 to strongly disagree as 5. For both Employee Engagement and Job Satisfaction among employees, an index of 4.0 and above indicated poor Employee Engagement and poor Job Satisfaction among employees (see Tables 2 and 3). The study employed Statistical Package for Social Sciences (SPSS) version 20 for both descriptive and inferential analysis of the data retrieved from the 105 usable questionnaires. Descriptive statistics (frequencies, percentages and tables) was used for data presentation, while inferential statistics (linear regression) was used to test the study hypothesis.

Data Analysis and Discussions of Findings

The analysis of the data drawn for this research are presented in Tables 1, 2, 3, 4, 5 and 6. Table 1 presents the demographic profile of the study respondents and Table 2 presents the extent of Employee Engagement in Edo State Internal Revenue Service. Table 3 presents the level of Job Satisfaction among employees in the study area and Table 4 shows the model summary of the effects of Employee Engagement on Job Satisfaction among employees in the study area. Table 5 indicates the Analysis of Variance (ANOVA) on the effects of Employee Engagement on Job Satisfaction among employees in the study areas. The final table, which is Table 6 shows the regression output on the Effects of Employee Engagement on Job Satisfaction among Employees of the study area.

Table 1: Demographic Profile of the Study Respondents

S/N	Categories	Frequency	Percentage (%)
1	<i>Male</i>	63	60.0
	<i>Female</i>	42	40.0
	<i>Total</i>	105	100.0
2	<i>20 – 29yrs</i>	26	24.8
	<i>30 – 39yrs</i>	46	43.8
	<i>40 – 49yrs</i>	27	25.7
	<i>50years and above</i>	06	5.7
	<i>Total</i>	105	100.0
3	<i>Doctorate</i>	02	1.9
	<i>Masters</i>	35	33.4
	<i>Bachelors</i>	55	52.4
	<i>Diploma</i>	10	9.5
	<i>SSCE/WASSCE</i>	03	2.9
	<i>Total</i>	105	100.0
4	<i>Senior management</i>	22	21.0
	<i>Middle management</i>	50	47.6
	<i>Supervisor</i>	17	16.2
	<i>General Management</i>	16	15.2
	<i>Total</i>	105	100.0
5	<i>Below 5years</i>	63	60.0
	<i>6-10years</i>	27	25.7
	<i>11-15years</i>	12	11.4
	<i>16-20years</i>	01	1.0

Above 21years	02	1.9
Total	100	100.0

Source: Statistical Package for social Sciences v.20

In Table1, Item 1 (gender) shows that a majority; 63(60.0%) of the respondents were males, while 42(40.0%) were females. Item 2 (Age group) shows that most 46(43.8%) of the respondents are between 30-39years, 26(24.8%) were between 20-29years, 27(25.7%) were between 40-49years and 6(5.7%) were 50years and above. Item 3 (level of education) indicate that most 55(52.4%) of the respondents held a bachelor's degree, 2(1.9%) had doctorate, 35(33.4%) had Masters' degree, 10(9.5%) held a Diploma and 3(2.9%) held a SSCE/WASSCE certificate. For item 4 (current position in Edo State Internal Revenue Service Board), most 50(47.6%) of the respondents were in middle management, 22(21.0%) in senior management, 17(16.2%) as supervisors and 16(15.2%) in non-supervisory/management level. Item 5 (length of service with Edo State Internal Revenue Service), most of the respondents 63(60.0%) have spent less than 5years, 27(25.7%) have spent 6-10years, 12(11.4%) have spent 11-15years, 1(1.0%) have spent 16-20years and 2(1.9%) have spent above 21years.

From Table 1 it can be concluded that more of the respondents were female with a percentage of 60, more respondents were in the age group of 40 to 49 years with a percentage of 25.7, more respondents had a Bachelor degree with a percentage of 52.4, more respondents were middle level managers with a percentage of 47.6 and more respondents had work experience of below 5 years with a percentage of 60.

Table 2: Extent of Employee Engagement in Edo State Internal Revenue Service.

S/N	Employee engagement	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
13	<i>My manager leaves me alone to work, but assistance is available if I require it.</i>	06 (5.7)	06(5.7)	16(15.2)	18(17.1)	59(56.2)	04.12
14	<i>My manager politely asks me to do things, explains why, and invites my suggestions</i>	12(11.4)	14(12.7)	14(12.7)	03(2.9)	62(59.0)	03.85
15	<i>My manager involves me in training that would aid my job performance</i>	05(4.8)	22(21.0)	20(19.0)	04(3.8)	54(51.4)	03.76
16	<i>My manager asks for my opinion from time to time on the happening in the organisation.</i>	08(7.6)	04(3.8)	12(11.4)	26(24.8)	55(52.4)	04.10
17	<i>Frequently, I am informed through emails/circular/my direct supervisor of the company's performance.</i>	08(7.6)	19(18.1)	22(21.0)	20(19.0)	36(34.3)	03.54
18	<i>My manager updates me through emails/circular/my direct supervisor, of the organisation's policy change</i>	10(9.5)	06(5.7)	16(15.2)	54(51.4)	19(18.1)	03.63
19	<i>I am given the chance to resolve work-related issues.</i>	10(9.5)	09(8.6)	04(3.8)	01(1.0)	81(77.1)	04.28
20	<i>My manager is available physically on through phone/emails for me to discuss my concerns or worries or suggestions</i>	69(65.7)	21(20.0)	07(6.7)	03(2.9)	05(4.8)	04.39
21	<i>I am referred to as valuable to the oraganisation and as one of my departmental decision-makers</i>	50(47.6)	12(11.4)	17(16.2)	22(21.0)	04(3.8)	03.78
22	<i>My organisation reminds me from time of the objectives and goals of the company.</i>	55(52.4)	29(27.6)	09(8.6)	05(4.8)	07(6.7)	04.14

23	<i>A circular/emails are sent to my department to ask for opinions on policy change</i>	60(57.1)	08(7.6)	14(13.3)	17(16.2)	06(5.7)	03.94
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Extent of Employee Engagement							3.96
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Scale: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD).

Source: Statistical Package for social Sciences v.20

Table 2 indicates that 59(56.2%) of the respondents strongly agree with the statement that their managers leave them alone to work, but assistance is available if required; 18 (17.1%) agree with the statement, while 16 (15.2%) were undecided, 6 (5.7%) disagree, while 6(5.7%) strongly disagree with the statement. Item 14 of Table 2 indicates that 62 (59.0%) of the respondents strongly agree with the statement that their manager politely asks them to do things, explains why, and invites their suggestions, 3 (2.9%) agree with the statement, 14 (12.7%) were undecided, 14 (12.7%) disagreed, while 12(11.4%) strongly disagree with the statement. Item 15 of Table 2 indicates that 54(51.4%) of the respondents strongly agree with the statement that my manager makes all department-related decisions by himself/herself, 4(3.8%) agreed with the statement, 20(19.0%) were undecided, 22(21.0%) disagree, while 5(4.8%) strongly disagree with the statement. Item 16 of Table 2 indicates that 55(52.4%) of the respondents strongly agree with the statement that they are rewarded for working hard and well, 26(24.8%) agree with the statement, 12(11.4%) were undecided, 4(3.8%) disagree, while 8(7.6%) strongly disagree with the statement.

Table 2 further indicates that 36(34.3%) of the respondents strongly agree with the statement that frequently, they are informed of the company's performance, 20(19.0%) agree, 22 (21.0%) were undecided, 19(18.1%) disagree, while 8(7.6%) strongly disagree with the statement. Item 18 of Table 2 indicates that 19(18.1%) of the respondents strongly agree with the statement that their manager inform them of the organisation's activities 54(51.4%), agree with the statement, 16(15.2%) were undecided, 6(5.7%) disagree, while 10(9.5%) strongly disagree with the statement. Item 19 of Table 2 indicates that 81(77.1%) of the respondents strongly agree with the statement that they are given the chance to resolve work-related issues, 1(1.0%) agree, 4(3.8%) were undecided, 9(8.6%) disagree, while 10(9.5%) strongly disagree. Item 20 of Table 2 indicates that 69(65.7%) of the respondents strongly agree with the statement that their manager is available for them to discuss their concerns or worries or suggestions, 21(20.0%) agree, 7(6.7%) were undecided, 3(2.9%) disagree, while 5(4.8%) strongly disagree.

Furthermore, Table 2 indicates that 50(47.6%) of the respondents strongly agree that my department's decision-makers are the ones entrusted with the responsibility of making decisions, 12(11.4%) agree, 17(16.2%) were undecided, 22(21.0%) disagree, while 4(3.8%) strongly disagree. Item 22 of Table 2 indicates that 55(52.4%) of the respondents strongly agree with the statement that they are aware of the objectives and goals of the Edo State Internal Revenue Service 27.6% agree with the statement, 9(8.6%) were undecided, 5(4.8%) disagree, while 7(6.7%) strongly disagree. Item 23 of Table 2 indicates that 60(57.1%) of the respondents strongly agree that in their department, members of the department are consulted before making decisions, 8(7.6%) agree, 14(13.3%) were undecided, 17(16.2%) disagree, while 6(5.7%) strongly disagreed.

Overall, from the mean in Table 2, majority of respondents disagree that their manager leaves them alone to work, but assistance is available if required (4.12), 3.85 stated that their manager politely asks them to do things, explains why, and invites their suggestions , 3.76 also stated that their manager involves them in training that would aid their job performance, 4.10 are of the view that their manager ask for their opinion from time to time on the happening in the

organisation and 3.54 opined that they are frequently informed through emails/circular/my direct supervisor of the company's performance. Similarly, 3.63 stated that their manager update them through emails/circular/direct supervisor, of the organisation's policy change. The majority of the respondents also disagree that they are given the chance to resolve work-related issues (4.28), that their manager is available physically or through phone/emails for them to discuss my concerns or worries or suggestions (4.39), that they are referred to as valuable to the organisation and as one of the departmental decision-makers (3.78), that the organisation reminds them from time to time of the objectives and goals of the company (4.14), and that circular/emails are sent to their department to ask for opinions on policy change (3.94).

Table 3: Level of Job Satisfaction among Employees in Edo State Internal Revenue Service.

S/N	Job Satisfaction Among Employees	SA (%)	A (%)	U (%)	D (%)	SD (%)	Mean
24	<i>I am satisfied with my salary</i>	01(1.0)	05(4.8)	03(2.9)	36(34.3)	60(57.1)	04.37
25	<i>I am satisfied with my job level</i>	16(15.2)	21(20.0)	12(11.4)	50(47.6)	06(5.7)	03.09
26	<i>I am satisfied with my job description</i>	26(24.8)	22(21.0)	09(8.6)	36(34.3)	12(11.4)	02.87
27	<i>I am satisfied with my annual performance appraisal</i>	20(19.0)	22(21.0)	17(16.2)	29(27.6)	17(16.2)	03.0
28	<i>I am satisfied with the support I received from my supervisor</i>	06(5.7)	29(27.6)	04(3.8)	50(47.6)	16(15.2)	03.39
29	<i>I am satisfied with the skill trainings I receive</i>	09(8.6)	16(15.2)	04(3.8)	55(52.4)	21(20.0)	03.60
30	<i>I am satisfied with my relationship with my managers</i>	14(12.7)	19(18.1)	08(7.6)	55(52.4)	09(8.6)	03.20
31	<i>I am satisfied with the policies and values of the organisation</i>	01(1.0)	10(9.5)	29(27.6)	36(34.3)	29(27.6)	03.70
<i>Extent of Job Satisfaction Among Employees</i>							03.40

Scale: Strongly Agree (SA), Agree (A), Undecided (U), Disagree (D), and Strongly Disagree (SD).

Source: Statistical Package for social Sciences v.20

Item 24 of Table 3 indicates that 1(1.0%) of the respondents strongly agree with the statement that they are satisfied with their salary, 5 (4.8%) agree, 3 (2.9%) were undecided, 36 (34.3%) disagree, while 60(57.1%) strongly disagree with the statement. Item 25 they are satisfied with their job level, 21 (20.0%) agreed, 12(11/4%) were undecided, 50 (47.6%) disagree, while 6 (5.7%) strongly disagree with the statement. Item 26 of Table 3 indicates that 26 (24.8%) of the respondents strongly agree that they are satisfied with their job description, 22 (21.0%) agree, 9 (8.6%) were undecided, 36 (34.3%) disagree, while 12(11.4%) strongly disagree.

Item 27 of Table 3 indicates that 20 (19.0%) of the respondents strongly agree that they are satisfied with their annual performance appraisal, 22 (21.0%) agree, 17 (16.2%) were undecided, 29(27.6%) disagree, while 17(16.2%) strongly disagree. Item 28 of Table 3 indicates that 6 (5.7%) of the respondents strongly agree that they are satisfied with the support they received from their supervisor, 29 (27.6%) agree, 4 (3.8%) were undecided, 50(47.6%) disagree, while 16(15.2%) strongly disagree. Item 29 of Table 3 indicates that 9 (8.6%) of the respondents strongly agree with the statement that they are satisfied with the skill trainings they receive, 16 (15.0%) agree, 4 (3.8%) were undecided, 55(52.4%) disagree, while 21(20.0%) strongly disagree. Item 30 of Table 3 indicates that 14 (12.7%) of the respondents strongly with the statement that

they are satisfied with their relationship with their managers, 19 (18.1%) agree, 8 (7.6%) were undecided, 55(52.4%) disagreed, while 9(8.6%) strongly disagree. Item 30 of Table 3 indicates that 1 (1.0%) of the respondents strongly with the statement that they are satisfied with the policies and values of the organisation, 10 (9.5%) agreed, 29 (27.6%) were undecided, 26(34.3%) disagree, while 29(27.6%) strongly disagree.

Overall, from the mean in the table, majority of respondents indicate that they are not satisfied with their salary (4.37), with their job level (3.09), with their annual performance appraisal (3.0), with the support they received from my supervisor (3.39), with the skill trainings they receive (3.60), with their relationship with their managers (3.20), and with the policies and values of the organisation (3.70). However, a majority indicated that they are satisfied with their job description (2.87).

Test of Hypothesis

The hypothesis of this study is: Employee Engagement has no significant positive relationship on Job satisfaction among staff of Edo State Internal Revenue Service. Tables 4,5 and 6 below provide a model summary, Analysis of Variance and Regression Output on the Effects of Employee Engagement on Job Satisfaction among Employees of Edo State Internal Revenue Service.

Table 4 Model Summary of the Effects of Employee Engagement on Job Satisfaction among employees of Edo State Internal Revenue Service.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
01	0.536 ^a	0.498	0.421	0.6474	0.857	536.928	05	294	0.000	1.899

Source: Statistical Package for social Sciences v.20

Table 4 shows the model summary result from the regression output. The Rsquare shows the extent at which the independent variable explains the changes (variations) in the dependent variable. The Rsquare value of .421 clearly indicates that the explanatory variable explains approximately 42 percent of the variations in the dependent variable. This is a relatively good explanatory strength and it implies that the model was carefully and correctly formulated, thus its' result can be relied upon for policy formulation. The Durbin-Watson value shows whether there is an auto-correlation problem in the model. Going by its rule, the value 1.899 is approximately equal to two (2) indicating that there is no autocorrelation problem in the model. This implies that the efficiency property of the model is guaranteed.

Table 5 Analysis of Variance (ANOVA) on the Effects of Employee Engagement on Job Satisfaction among employees of Edo State Internal Revenue Service.

Model		Sum of Squares	df	Mean Square	F	Sig.
01	Regression	87.587	05	67.98	45.567	0.000 ^b
	Residual	9.977	294	0.088		
	Total	87.454	299			

Source: Statistical Package for social Sciences v.

Table 5 shows the analysis of variance (ANOVA) result of the effects of Employee Engagement among employees of Edo State Internal Revenue Service. The F statistics value of 45.567

Table 6 Regression Output on the Effects of Employee Engagement on Job Satisfaction among Employees of Edo State Internal Revenue Service.

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
01	(Constant)	1.876	0.676		2.03	0.000
	EEP	0.445	0.988	0.234	-76.07	0.043

Source: Statistical Package for social Sciences v.20

Table 6 indicate the Regression Output on the Effects of Employee Engagement on Job Satisfaction among Employees of Edo State Internal Revenue Service. The p-value in the table is 0.043 at a significant level of 0.000 (5%). This implies a positive significant relationship between Employee Engagement and Job Satisfaction among employees, meaning that for the study, the null hypothesis is rejected.

Discussion of Findings:

In line with objective one of the studies, the mean index from Table 2, which is 3.96 indicates that the extent to which Employee Engagement is practiced in Edo State Internal Revenue Service is poor. Also, the response on the level of Job Satisfaction among employees in Edo State Internal Revenue Service is low, hence the mean index of 3.40 as presented in Table 3. The study hypothesis state that there is no significant positive relationship between Employee Engagement on Job Satisfaction among Employees of Edo State Internal Revenue Service but the findings of the study, based on the p-value of .043 at 0.05 (5%) significant level show otherwise. Since the p-value of .043 is less than 0.05 (5%), we failed to accept the study hypothesis. The study therefore concludes that Employee Engagement affects Job Satisfaction among employees of Edo State Internal Revenue Service in the same direction. The finding imply that employees are happy when, in addition to being accountable to their organisation, they are empowered to account for the organisation they work for. This finding corresponds with the findings of Reissová and Papay, (2021); Rad & Yarmohammadian, (2006) and Daniel (2019). Accordingly, if an organisation is able to achieve Job Satisfaction among its employees, such employees will be more committed to their work and organisation will enjoy increased work output and profit (Fidyah & Setiawati, 2020).

Conclusion

The study analyzed Employee Engagement on Job Satisfaction among employees in Edo State Internal Revenue Service. Specifically, the study focused on the extent to which Employee Engagement is practice, the level of Job Satisfaction among employees and the effect of Employee Engagement on Job Satisfaction among employees in Edo State Internal Revenue Service. The study showed that Employee Engagement and Job Satisfaction among employees of Edo State Internal Revenue Service are low. Further findings with a p-value of .043 indicated that there is a positive significant relationship between Employee Engagement on Job Satisfaction among employees of Edo State Internal Service. The study therefore recommends that Edo State Internal Service should among several indicators, focus on providing a better level of work independence, getting more of employee's opinion, more chances to resolve work related issues, be more available, and provide sufficient reminders of the organisational goals to employees.

Recommendations

In line with the findings of the study that employee engagement is poor, hence poor Job Satisfaction among employees, and the overall conclusion that the higher the Employee Engagement in an organisation, the more job satisfied employees would be. This study recommends that Edo State Revenue Service should evaluate its current Employee Engagement policies with the aim of creating a better Employee Engagement organisational culture. Its adopted policies should encourage and make it easy for employees to be supported to engaged at various capacities. Also, Edo State Revenue Service should organize training and workshops facilitated by management consultant, who are able to teach and pass down hands on methods to get employees interested and practically engaged in the affairs of the organisation. Furthermore, Edo State Internal Revenue Service should hold periodic meetings between supervisors and subordinates, where everyone would be given equal opportunity to present their feedback. All evaluations and feedback received should be acted upon to improve Employee Engagement.

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