

Chapter One

Introduction

1.1 Background to the Study

An employee is an individual who contributes their time, expertise, and effort to an organisation in exchange for compensation. They perform defined duties, adhere to company policies, and help achieve organisational objectives. Employees operate across various sectors, private, public, or non-profit; and their rights, such as fair wages and safe working conditions, are protected by labour laws. Their relationship with employers is governed by formal contracts, and they may work full-time, part-time, or on a temporary basis. Their responsibilities range from routine administrative functions to highly specialised tasks. Employees are vital to an organisation's progress, driving its operations and long-term success¹.

Office Administrators' Engagement, viewed as a dimension of Employee Engagement, is rooted in Self-Determination Theory (SDT). This theory highlights three essential needs; autonomy, competence, and relatedness. Autonomy reflects office administrators ability to take ownership of their tasks and make independent decisions, while competence captures their capability to perform their roles effectively and excel in their work. Relatedness emphasises the importance of feeling connected and supported within the workplace. By focusing on these factors, this study examines how organisational support and digital communication enhance engagement among office administrators in federal health establishments, promoting both their professional satisfaction and the organisation's success. Building on William Kahn's concept, Employee Engagement combines physical, emotional, and cognitive dedication to work, driving positive outcomes such as improved

performance, loyalty, and teamwork. A highly engaged workforce not only thrives but also cultivates a stronger organisational culture and delivers lasting benefits².

Employee engagement has been defined in a number of ways. It is the employee's active involvement in work and the state of full physiology, cognition and emotion that accompanies the work engagement. It is the mental and emotional connection employees have with their work and the organisation. Employee engagement is an emotional state where employees feel passionate, energetic, and committed to their work, fully investing their hearts, spirits, minds, and hands. When employees are empowered to invest in their work, they become more dedicated and enthusiastic. Defining employee engagement is crucial for understanding how individuals interact with their work environment, leading to high-performing individuals and teams, and positive business outcomes³.

Federal health establishments are the backbone of societal wellness, tirelessly working to ensure access to essential health services for all. These establishments include clinics, hospitals, research centers, and community health programs, and their mission is to prevent diseases, promote healthy lifestyles, and extend life expectancy. They play a pivotal role in addressing health disparities, providing vaccines, managing disease outbreaks, and offering critical care for underserved communities. Beyond their medical functions, federal health establishments contribute to health education, sanitation projects, and policy advocacy, fostering environments that support healthier living. Their efforts are amplified through health campaigns, disease surveillance, and partnerships with governmental and non-governmental organisations. By prioritising prevention, federal health establishments empower communities to thrive and help safeguard future generations^{4, 5}.

High employee engagement is a critical factor in driving organisational success, as it fosters a sense of commitment, motivation, and satisfaction among employees. When employees are engaged, they are more likely to go the extra mile, contribute innovative ideas, and remain loyal to the organisation⁶. This not only enhances productivity and reduces turnover rates but also creates a positive workplace culture where employees feel valued and heard. It is viewed that employee engagement is the ingredient to a thriving workplace, essential for increasing profitability, boosting retention and supporting productivity. Work engagement requires ongoing management. Relating this view to office administrations in an establishment, implies that continuous and effective communication, robust organisational support, and a proactive engagement strategy are essential for office administrators in federal health establishments to foster a productive and motivated work environment.

Recognising that the engagement of office administrators is integral to organisational success, this study focuses on specific measures to assess their level of engagement in federal health establishments in Lagos State. These measures are grounded in Self-Determination Theory, which identifies autonomy, competence, and relatedness as fundamental psychological needs that drive meaningful employee engagement⁷. Autonomy refers to the degree of control and freedom employees have in their roles, competence involves their ability to effectively perform tasks and achieve goals, and relatedness pertains to the sense of connection and belonging they feel with their colleagues and the organisation. By focusing on these aspects, this study aims to gain a comprehensive understanding of how these factors influence employee engagement and ultimately contribute to the overall success of the organisation.

Enhancing employee engagement, organisations must focus on three key psychological needs: autonomy, competence, and relatedness. Autonomy is achieved by giving employees the freedom to make their own decisions about how, when, and where they work, thus allowing them to master their tasks. This can be done through self-management, letting employees create their schedules, develop their work, and actively shape their projects. Flexible work hours accommodate different natural sleep-wake cycles, making it easier for employees to work effectively. Competence can be enhanced by fostering supportive work environments where ongoing feedback, recognition of achievements, and new challenges are provided. Meaningful recognition, public appreciation, and opportunities for skill improvement through training and mentoring are vital. Creating a safe space for innovation helps employees develop their skills. Improving relatedness by ensuring a psychologically safe environment boosts engagement.

Globally, in federal health establishments where the focus is on serving the community, employee engagement is vital, it signifies the emotional commitment and involvement employees have towards their organisation and its goals. Engaged employees in federal health establishments are vital for delivering quality services, improving efficiency, and fostering a positive culture. These organisations face unique challenges like budget constraints, political influences, and public scrutiny. Despite these hurdles, public service offers employees the chance to contribute to the greater good, which is a powerful motivator. Tailored strategies that address these challenges and leverage intrinsic motivation are essential for achieving high employee engagement⁸. Engaged employees are motivated to contribute to the success of the organisation, exhibit higher levels of productivity, and are more likely to stay with the organisation.

Office Administrators' Engagement plays a pivotal role in the success of establishments. Office administrators, as the liaison between employees and upper management, are instrumental in creating an environment that promotes engagement, motivation, and productivity. One of the primary responsibilities of office administrators is to communicate effectively with employees. This involves keeping employees informed about company goals, expectations, and changes. Regular town hall meetings, departmental meetings, and one-on-one sessions can help office administrators stay connected with employees and address their concerns⁹. Effective communication is key to building trust, clarifying expectations, and fostering a sense of belonging among employees. Recognising and rewarding employees for their contributions boosts morale and reinforces positive behaviors. This can be achieved through recognition programs, bonuses, or promotions. Regular feedback and coaching help employees develop new skills and address areas for improvement. Additionally, fostering a positive work environment is crucial. Promoting respect, empathy, and teamwork can be achieved by organising team-building activities, celebrating milestones, and providing opportunities for socialisation.

Digital communication is vital for any business, whether a multinational corporation or a local small business. It has evolved to include a wide range of activities, from texting and emailing to chatting through apps. Digital communication develops business skills and helps in managing the organisation effectively. This broad term encompasses any form of online interaction, such as contacting customers, engaging with the public, or communicating with shareholders. There are two main types of digital communication, internal and external. Establishments use internal digital communications for

communicating and delivering messages to team members and employees across the organisational hierarchy. The COVID-19 pandemic accelerated the implementation and usage of internal communication programs, as remote work became the norm for a period of time¹⁰.

Digital communication is a vast field of far-reaching accords, wherein technological channels are leveraged to the compass to grow to reach and connect with the target audience via blogs, live chats, websites, social media pages, podcasts, and videos. It is any type of workplace communication; internal, within the departments, or external; that happens using social media and technological tools to promote the products or services and streamline the process, that is, an organisation's online communication initiatives are included in digital communication. Digital communication is essential for the seamless transfer of knowledge within the workplace; it is not just a backup for emergencies; it keeps employees productive when handling everyday issues. Digital communication involves exchanging information, messages, and ideas using digital technologies and platforms, enabling real-time interaction, instant messaging, video conferencing, and sharing multimedia content across vast distances. It enhances worker engagement, provides a comfortable and convenient experience, and ensures transparency within the organisation while saving time, energy, and money.

The defining feature of digital communication is its ability to enable immediate interaction, allowing individuals to connect and communicate instantly, transcending geographical barriers. It integrates various multimedia elements and offers flexibility with both asynchronous and synchronous communication. Asynchronous communication, like emails or social media posts, lets individuals respond at their convenience, while

synchronous communication, such as video conferencing, allows for real-time conversations without delays. Digital communication has significantly increased accessibility and convenience in the workplace¹¹. Digital communication boosts collaboration through shared documents, cloud platforms, and tools. It enables teamwork and idea-sharing from any location, transforming how people and businesses interact.

Considering the concept for the purpose of this study, The Media Richness Theory (MRT), introduced by Richard L. Daft and Robert H. Lengel in 1986, is a framework that describes the ability of communication media to accurately reproduce information. MRT evaluates and ranks the richness of different communication media, such as phone calls, video conferencing, and email¹². This theory helps to identify which media are most effective for conveying complex information and which are better suited for simpler messages. By understanding the richness of various communication channels, organisations can choose the most appropriate medium to enhance communication effectiveness¹³. Recent studies have revisited MRT in the context of digital and hybrid work environments, highlighting its continued relevance in evaluating internal communication strategies and media selection in contemporary organisations. It is used to rank and evaluate the richness of communication media, such as phone calls, video conferencing, and email^{14,15}. The measures include; capacity to include personal focus, immediacy of feedback, conveyance of multiple cues and variety of language carried.

The goal of Media Richness Theory is to help managers address communication challenges like uncertainty and equivocality. It evaluates media's ability to transmit information, with different levels of richness suited for various tasks. Since its introduction, it has been widely studied and adapted for new media like video

conferencing. Media properties can be ranked based on their ability to handle equivocality or uncertainty¹⁶. Media Richness Theory (MRT) helps managers describe and explain communication challenges, such as a lack of information required to perform a task (uncertainty) or mixed interpretations about a task (equivocality). Since its introduction, it has been extensively studied and refined, including adaptations for new media like video conferencing. MRT states that media differ in their ability to transmit needed information, depending on whether it is used during times of uncertainty or equivocality. Media can be ranked based on their effectiveness in handling these challenges.

Organisational support, rooted in Organisational Support Theory (OST), emphasises creating a work environment that prioritises fairness, supervisor support, job rewards, and favorable job conditions. These elements collectively ensure employees feel valued, respected, and supported by their organisation. While OST serves as the primary theoretical framework, insights from Perceived Organisational Support (POS) theory enrich the study by acknowledging how employees' perceptions of such supportive practices influence their engagement and overall productivity. Together, these theories help to highlight how organisational efforts to enhance fairness, provide meaningful rewards, foster supportive supervision, and maintain favorable conditions contribute to fostering stronger employee engagement and organisational success^{17, 18}.

Perceived Organisational Support was developed by Eisenberger et al. in 1986. Positive perceived organisational support leads to increased employee motivation and commitment toward the organisation. It affects the attitude of employees towards their jobs and increases satisfaction and hence, higher productivity¹⁹. Organisational Support Theory (OST) provides the foundation for understanding how creating a supportive work

environment fosters employee commitment and satisfaction. While OST is the primary framework for this study, elements of Perceived Organisational Support (POS) are also considered, as they highlight how employees' perceptions of fair treatment, recognition, and support influence their well-being and loyalty. When employees feel valued and supported through practices like rewards, supervisor support, and work-life balance, it enhances their connection to the organisation, reduces emotional exhaustion, and promotes positive behaviors that benefit both the employees and the organisation²⁰.

In this study, organisational support is framed using Organisational Support Theory (OST), emphasising fairness, supervisor support, job rewards, and favorable job conditions as key elements. Fairness ensures equitable treatment, balanced workloads, and fair compensation, fostering trust and respect among employees. Supervisor support includes encouraging and reassuring management practices that enhance employee effectiveness and create a sense of security. Job rewards, such as recognition for extra effort, boost productivity and demonstrate appreciation for both the time and commitment employees invest in their work. Favorable job conditions; encompassing factors like comfort, safety, cleanliness, and ergonomic design; significantly shape employees' perceptions of organisational support. Together, these practices cultivate a supportive and motivating work environment that promotes fairness, growth, and employee satisfaction, reflecting Organisational Support Theory's emphasis on valuing employee well-being and contributions²¹.

1.2 Statement of the Problem

The increasing reliance on digital communication in modern workplaces raises concerns about its impact on organisational support and employee engagement. Office

administrators in Lagos State federal health establishments play a vital role in fostering a supportive work environment by handling correspondence and schedules, coordinating communications, maintaining records, and managing office supplies. However, they face challenges such as limited digital literacy, outdated systems, slow internet, and inadequate infrastructure, which impede communication. Organisational support is lacking due to limited resources, bureaucratic hurdles, low morale, limited growth opportunities, and poor communication. The consequences of these noticeable gaps oftentimes lead to decreased motivation and increased turnover rates. Employee engagement is essential for higher productivity, better morale, and lower turnover rates.

This study aims to investigate the combined influence of digital communication and organisational support on office administrators' engagement in federal health establishments in Lagos State. The problems persist because many administrators lack digital skills, use outdated systems, and face slow internet and inadequate infrastructure. Additionally, scarce resources, bureaucratic hurdles, low morale, and poor communication hamper efficiency.

1.3 Aim and Objectives of the Study

The aim of the study was to investigate office administrators' engagement, organisational support, and digital communication in federal health establishments in Somolu and Mainland Local Government Areas of Lagos State, Nigeria. The objectives of the study were to:

- i. identify the level of office administrators' engagement in federal health establishments in Lagos State, Nigeria.

- ii. assess the level of digital communication of office administrators in federal health establishments in Lagos State, Nigeria.
- iii. identify the level of organisational support among office administrators in federal health establishments in Lagos State, Nigeria.
- iv. determine the influence of digital communication (immediate feedback, multiple cues, language variety and personal focus) on office administrators in federal health establishments in Lagos State, Nigeria.
- v. ascertain the influence of organisational support (fairness, supervisor support, job rewards and favourable conditions) on employee engagement levels of office administrators in federal health establishments in Lagos State, Nigeria.
- vi. determine the combined influence of digital communication and organisational support on employee engagement levels of office administrators in federal health establishments in Lagos State, Nigeria.

1.4 Research Questions

The study was guided by the following questions:

- 1. What is the level of Office Administrators' Engagement in federal health establishments in Lagos State, Nigeria?
- 2. What is the level of digital communication of office administrators in federal health establishments in Lagos State, Nigeria?
- 3. What are the various organisational supports available to office administrators in federal health establishments in Lagos State, Nigeria?

1.5 Hypotheses

The following hypotheses were be tested at 0.05 level of significance:

H₀₁: There is no significant influence of digital communication on Office Administrators' Engagement in federal health establishments in Lagos State, Nigeria.

H₀₂: There is no significant influence of organisational support on Office Administrators' Engagement in Federal Health Establishments in Lagos State, Nigeria.

H₀₃: There is no significant combined influence of digital communication and organisational support on Office Administrators' Engagement in Federal Health Establishments in Lagos State, Nigeria.

1.6 Significance of the Study

The study is anticipated to offer immense benefits to a wide array of stakeholders, including policymakers, managers, employees, researchers, scholars, and students when it is published in journals. Each of these groups will gain meaningful insights that can be applied to their respective roles, making the study a valuable resource for advancing knowledge and practice in workplace dynamics.

For policymakers, the study will provide critical insights necessary for formulating relevant policies that align with the evolving needs of the workforce. By understanding the intricacies of employee engagement, digital communication, and organisational support, policymakers can create smarter workplaces, allocate resources more effectively, and develop strategies that enhance organisational productivity on a broader scale.

For managers, the study highlights the link between employee engagement and organisational support, offering practical strategies to enhance employee morale, streamline operations, and boost overall productivity. Understanding these relationships will enable managers to build stronger, more cohesive teams, while also fostering a work environment that prioritises employee well-being.

The findings would serve as a practical toolkit to help organisations improve digital communication skills, address potential challenges, and create a more supportive work environment. This, in turn, will lead to greater job satisfaction, improved operational efficiency, and a reduction in workplace stress, making organisations more resilient and adaptable.

Additionally, the study emphasised the crucial role of employee engagement by providing actionable recommendations that are applicable to a wide range of roles, including executive officers, secretaries, clerical officers, and secretarial assistants. These recommendations focused on fostering a more engaging and productive work environment, leading to greater job satisfaction across various levels of the organisation.

For students preparing to enter the workforce, the study will serve as an invaluable resource, offering knowledge and insights on the significance of digital communication and organisational support. This will better equip students with the tools and understanding they need to navigate their future careers successfully, bridging the gap between theoretical knowledge and practical application.

In the academic realm, the study will contribute significantly to the existing body of knowledge in office administration. It will provide a robust foundation for further research

and foster a deeper understanding of the interconnectedness between digital communication, organisational support, and employee engagement, inspiring new directions for future studies.

Employers will find the study particularly beneficial in addressing the challenges faced by office administrators. By focusing on the needs of these employees, organisations can create more supportive and engaging workplaces, resulting in higher employee retention, improved morale, and enhanced productivity.

The insights generated from this study will also be instrumental in informing training programs and workshops. Training providers will be able to design and deliver tailored programs that address the specific needs of office administrators and other stakeholders, ensuring that the interventions are both relevant and impactful. Ultimately, the outcomes of the study transcend individual organisations, contributing to the broader societal goal of more efficient and productive federal health establishments. These improvements will ensure that services are delivered effectively while employees remain motivated, engaged, and committed to their roles, creating a ripple effect of benefits that extends to the community at large.

1.7 Scope of the Study

This study focused on examining the influence between digital communication and organisational support on Office Administrators' Engagement in Federal Health Establishments in Lagos State, Nigeria. The measures for digital communication are capacity to include personal focus, immediacy of feedback, conveyance of multiple cues and variety of language carried while the measures for organisational support are fairness, supervisor support, job rewards and favourable conditions. The geographical scope

covered federal health establishments in Somolu, and Mainland Local Government Areas of Lagos State, Nigeria. The target respondents are office administrators, executive officers, secretaries, secretarial assistants and clerical officers from federal health establishments in Lagos State, Nigeria. All the federal health establishments are all in various geographical locations in Lagos State.

1.8 Limitation of the Study

During the fieldwork phase of this research, several notable challenges were encountered, particularly in accessing data from institutional facilities. The centers involved adhered to rigorous research protocols and imposed structured requirements that had to be met prior to administering the questionnaire. Among these requirements was the mandatory submission of both full and abridged research protocols, which included detailed components such as the purpose of the study, inclusion and exclusion criteria, research procedures, potential risks and benefits, consent forms, and participant willingness. Each of these elements underwent careful scrutiny by the respective facilities' research departments, resulting in repeated revisions and resubmissions before receiving final approval. Furthermore, the facilities required ethical clearance as part of their approval process. This involved completion of an online ethics training course (modules 1–3), for which certificates were issued and submitted as part of the documentation. In addition, each center required payment of a specific fee into the federal government treasury, further managed by their ethics and research units. These processes collectively led to significant delays in data collection and added to the overall financial cost of the study. The back-and-forth nature of the proposal corrections, coupled with frequent printing and documentation efforts, made the experience time-consuming and logistically demanding.

1.9 Operational Definition of Terms

Engagement of Office Administrators: this refers to the level of office administrators commitment, involvement and enthusiasm in federal health establishments in Lagos State towards their work and the organisation.

Autonomy: the state of office administrators being independent or free, especially in their actions or within their work environment in federal health establishments in Lagos State.

Competence: these are the skills, attributes and expertise applied by office administrators in federal health establishments in Lagos State.

Relatedness: refers to the desire of office administrators of federal health establishments in Lagos State to feel loved, connected to others, and meaningfully involved with the broader social world.

Organisational Support: refers to the perceived level of support from federal health establishments enjoyed by office administrators in Lagos State.

Fairness: the quality of treating people equally or in a way that is right or reasonable as experienced by office administrators in federal health establishments in Lagos State.

Supervisor Support: this refers to the degree office administrators in federal health establishments in Lagos State feel that their supervisors value their contributions, care about their well-being, and offer support.

Job Rewards and Favourable Conditions: Job rewards and favourable conditions for office administrators in Lagos State federal health establishments mean gaining satisfaction from

meaningful work and support, along with benefits like fair pay, career growth, and work-life balance.

Digital Communication: Digital communication is the use of online tools like email, social media messaging and texting to reach other individuals or a specific audience in order to share a message in federal health establishments in Lagos State. Even something as simple as reading the text on a webpage can be considered digital communication.

Capacity to Include Personal Focus: It is a communication theory that assesses how effective different channels are at conveying information in federal health establishments in Lagos State.

Immediacy of Feedback: The ability to facilitate rapid feedback. Rapid feedback means providing timely information in response to actions or during the flow of work, allowing for quick adjustments and improvements by office administrators in federal health establishments in Lagos State.

Conveyance of Multiple Cues: In the context of digital communication in workplaces, the conveyance of multiple cues refers to the ability to use different communication channels at the same time to share information effectively by office administrators in federal health establishments in Lagos State.

Variety of Language Carried: The ability to communicate using natural language. Language variation is the term used to describe differences in the way a language is used due to regional, social, or contextual factors. Natural language communication allows administrators to connect effectively with employees and stakeholders, ensuring that

information is conveyed clearly and intuitively in federal health establishments in Lagos State.

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Endnotes

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Chapter Two

Review of Related Literature

This chapter deals with the review of related literature which was carried out both theoretically and empirically under the following sub-headings:

2.1 Conceptual Studies

2.1.1 Employee Engagement

2.1.2 Digital Communication

2.1.3 Organisational Support

2.2. Theoretical Framework

2.2.1 Self Determination Theory (SDT)

2.2.2 Media Richness Theory (MRT)

2.2.3 Organisational Support Theory (OST)

2.3 Review of Empirical Studies

2.3.1 Digital Communication and Employee Engagement

2.3.2 Organisational Support and Employee Engagement

2.4 Conceptual Model

2.5 Summary of the Reviewed Literature

Endnotes

2.1 Conceptual Studies

2.1.1 Employee Engagement

Employee engagement is often described as a positive and energised state that reflects how deeply individuals connect with their work. It involves feeling motivated, dedicated, and mentally alert while performing job tasks. Since the early 1990s, research has consistently shown that when organisations invest in meaningful engagement strategies, they tend to see improvements in employee performance and overall business outcomes. These findings have shaped the way companies think about engagement today¹.

Growth opportunities are essential too. Most employees want to learn and improve, and when organisations offer training or mentorship, it shows they care about their future. Transparency builds trust. Employees appreciate honest feedback and want to understand how they are doing. Good leaders do not just celebrate success; they help their teams navigate challenges. Shared values and a clear mission give employees something to believe in. When they see how their work contributes to a larger purpose, they are more motivated. Social responsibility also matters. When companies give back to their communities, employees often feel proud to be part of something meaningful^{2,3}.

Finally, seeing the results of their efforts gives employees a sense of accomplishment, which strengthens their connection to the organisation. When people understand the company's goals and values, they feel more aligned with its mission and see how their roles fit into the bigger picture. This sense of purpose drives them to go above and beyond. Similarly, when organisations engage in community initiatives, employees feel inspired and more involved. Social responsibility can be a powerful motivator. Feedback, though

sometimes difficult to give, is vital for growth. Honest and constructive input helps employees improve and feel supported in their development^{4,5}.

Recent studies have highlighted several key elements that contribute to a highly engaged workforce. These include strong leadership, open communication, a positive work culture, recognition, opportunities for growth, transparency, shared values, social responsibility, constructive feedback, and a sense of achievement⁶. Leadership stands out as a central factor. Employees want more than just a manager; they want someone who listens, supports, and helps them grow. This relationship often determines whether they stay or move on. Communication is equally important. When leaders communicate clearly and consistently, it helps employees feel heard and respected. A healthy workplace culture also plays a big role. People are more likely to engage when they enjoy their environment and feel included. Recognition, whether through formal awards or simple gestures of appreciation, reinforces positive behavior and boosts morale⁷.

Kahn also identified three psychological conditions that support these dimensions of engagement: feeling safe, finding meaning in work, and having the necessary energy and resources. He argued that when these conditions are met, employees are more likely to feel secure, believe their efforts matter, and trust that they'll be supported. Before Kahn's work, many managers focused mainly on hiring the right people and offering incentives. His research shifted the conversation, laying the foundation for modern engagement strategies. Today, his influence is evident in practices like wellness programs, staff inclusion workshops, and leadership development initiatives that focus on empathy and active listening^{8,9}.

One of the earliest thinkers to explore this concept was William Kahn, a psychologist who wanted to understand what drives people to truly involve themselves in their work. Through his studies, Kahn proposed that employees engage with their roles on three levels: physically, mentally, and emotionally. He believed that the degree to which individuals bring these aspects of themselves to work influences how they experience their jobs and how well they perform¹⁰.

Physical engagement refers to how much effort employees put into their work, both mentally and physically. Kahn illustrated this with vivid examples of workers who felt intensely active during their tasks, describing themselves as constantly in motion and deeply involved. He suggested that when individuals are able to channel their energy into their roles, it often leads to a stronger sense of self-assurance. Cognitive engagement involves employees having a clear understanding of their organisation's goals and the expectations placed on them. Kahn highlighted the importance of employees finding meaning in their work, proposing that deeper knowledge leads to more innovative thinking and confident choices. Emotional engagement centres on the feelings employees have toward their workplace. A positive emotional connection requires the organisation to foster a sense of inclusion and trust, helping employees feel aligned with the company's mission and values¹¹.

Kahn emphasised that fostering trust and psychological safety in the workplace stems from strong interpersonal relationships, effective group dynamics, and thoughtful management approaches. His research introduced a framework linking three key psychological conditions; feeling safe, experiencing meaningfulness, and having adequate energy and resources; to the three dimensions of engagement: physical, cognitive, and

emotional. He argued that when employees are engaged on all these levels, they are more likely to feel secure in their roles, perceive their contributions as valuable, and believe they'll be supported both mentally and physically. Before Kahn's concept of personal engagement gained traction, many managers focused primarily on hiring the right candidates and offering incentives as the path to high performance. His work shifted the conversation, sparking a broader exploration into how engagement truly works. Today, his influence is evident in practices like wellness programs that support physical engagement, strategy workshops that foster cognitive involvement, and leadership initiatives that emphasise emotional connection through coaching and active listening^{12,13}.

A recent study highlighted ten foundational elements that contribute to building a deeply engaged workforce: strong leadership, open communication, a healthy workplace culture, meaningful recognition, opportunities for professional development, transparency, shared values, corporate social responsibility, constructive feedback, and a sense of achievement. At the center of these is leadership. Employees seek more than just direction; they want leaders who are trustworthy, empathetic, and invested in their growth. This relationship often influences their decision to remain with or leave an organisation. Communication plays a vital role as well. When leaders communicate consistently and with honesty, it fosters an environment where employees feel acknowledged and respected. Workplace culture is another critical factor. A positive, inclusive atmosphere makes people look forward to coming to work and encourages deeper engagement. Recognition, whether through formal awards or simple gestures of appreciation, reinforces employees' value and boosts morale¹⁴.

Growth opportunities are essential too. Employees are often eager to expand their skills, and when organisations provide training, workshops, or certifications, it signals a commitment to their future. Transparency builds trust; employees want clarity about their performance and appreciate feedback that is both honest and helpful. Effective leaders not only celebrate successes but also offer guidance during setbacks. A shared vision and common values give employees a sense of belonging and purpose beyond their daily tasks. When individuals feel aligned with the company's mission, their work becomes more meaningful. Social responsibility adds another layer of connection. When organisations actively support causes or communities, employees feel proud to be part of something impactful. Finally, a sense of accomplishment ties everything together. Seeing the tangible results of their efforts enhances confidence and strengthens their bond with the organisation. When employees understand the company's goals and values, they are more likely to feel connected, motivated, and driven to contribute meaningfully. Thoughtful feedback, though sometimes difficult to deliver, is crucial for growth; it clarifies expectations, reinforces roles, and cultivates a more supportive and productive workplace¹⁵.

Managers who communicate openly and honestly with their teams, especially about performance and concerns, tend to achieve better results. Feedback plays a direct role in driving those outcomes. When employees consistently reach meaningful goals; even small ones; they feel a sense of accomplishment that fuels creativity, motivation, and stronger relationships with colleagues. It is important to help employees feel capable while still challenging them with meaningful tasks. One effective way to build a more engaged and productive workforce is by developing an employee engagement action plan. This

strategic approach helps organisations improve engagement levels, which in turn supports overall business success. The process typically begins with gathering employee feedback to identify areas that need attention, followed by implementing targeted solutions. A key step in this process is defining clear objectives; setting specific goals based on feedback or focusing on improving aspects of the work environment that matter most to employees¹⁶.

To create a truly impactful employee engagement strategy, organisations must begin by actively listening to their workforce. One of the most effective ways to do this is through comprehensive surveys that uncover how employees perceive their roles, their work environment, and the company culture. These insights serve as a critical starting point for identifying areas that need improvement. Once feedback is gathered, the next step is to dive deep into the data; spotting trends, common concerns, and signs of disengagement. This analysis helps shape a strategy that directly addresses the challenges employees face. With this understanding, companies can roll out targeted initiatives, such as expanding professional development opportunities, promoting better work-life balance, or strengthening internal communication. Setting clear goals and milestones ensures that progress is measurable and the strategy remains on track. Regular reviews and updates keep the approach agile and responsive to evolving needs. In the end, a thoughtful engagement plan does more than lift spirits; it connects individual aspirations with the organisation's broader mission, fostering a workplace where people feel appreciated and driven to make meaningful contributions¹⁷.

Enhancing employee engagement begins with genuine care. When management shows authentic concern for the wellbeing of their staff, employees recognise that the company values more than just profits or market growth. This sense of care fosters a workplace

culture where colleagues look out for one another, leading to greater productivity, job satisfaction, and long-term business success. Staying connected is equally important. Regular, informal check-ins and structured performance reviews help ensure that employees feel heard and supported. Asking about their experiences; whether it involves their workload, relationships with coworkers, or the overall atmosphere; can reveal valuable insights. When organisations welcome honest feedback and act on suggestions, employees are more likely to trust their leaders and speak openly. This openness strengthens relationships and creates a more engaged, resilient workforce¹⁸.

Strong employee engagement often begins with meaningful support and recognition. Instead of simply giving orders or micromanaging, effective managers take on the role of mentors; guiding, encouraging, and helping their team grow. This kind of leadership builds a workforce that is not only talented but also loyal, optimistic, and driven. When employees feel genuinely supported, they are more likely to see themselves as valuable contributors and strive to do their best. Encouraging original ideas is another powerful way to boost engagement. People want to know that their thoughts matter and that they can influence the direction of the company. If a suggestion does not align with current goals, managers should respond with honesty and respect, explaining why it may not be suitable rather than dismissing it outright. This approach fosters trust and keeps the door open for future contributions. Recognition also plays a vital role. Celebrating achievements; whether professional or personal; shows employees that their efforts are seen and appreciated. Public praise can uplift morale and reinforce a sense of belonging, helping to create a workplace where people feel confident, motivated, and inspired to succeed.

Employee engagement goes far beyond simply feeling satisfied at work. It is about having a clear sense of purpose, being genuinely committed, and feeling aligned with the organisation's goals. Engaged employees bring energy and enthusiasm to their roles, consistently striving to deliver their best. One key aspect is emotional commitment; when people are truly invested, they do not just show up to complete tasks; they contribute with passion and dedication, even when challenges arise. Engagement also means more than just liking one's job. While satisfaction is important, it is engagement that drives people to find deeper meaning in their work and believe in the mission of the organisation. This connection is what inspires them to go above and beyond¹⁹.

Employee engagement is often reflected in how people behave at work; through their willingness to solve problems, collaborate with others, and embrace learning and growth. It is not just about showing up; it is about being actively involved and making meaningful contributions. This level of engagement is essential for any organisation aiming for long-term success. By understanding what drives engagement, companies can create a workplace where employees feel appreciated, motivated, and aligned with the organisation's purpose. One of the most powerful drivers is communication. When leaders share the company's goals and strategies clearly, maintain regular dialogue, and offer constructive feedback, employees feel more connected and involved. Open communication also helps reduce turnover and boosts morale. Practices like frequent town hall meetings, open-door policies, and interactive team discussions foster a culture of transparency and trust, encouraging engagement across all levels of the organisation²⁰.

Recognising employees for their contributions is a powerful way to strengthen engagement and build trust between staff and leadership. When individuals feel that their

efforts are genuinely appreciated and that their work supports the organisation's long-term goals, they are more likely to stay motivated and committed. Simple gestures of appreciation; such as acknowledging achievements during meetings or sending a personal note; can make a lasting impact. In addition, rewarding consistent high performers with thoughtful incentives like bonuses, gift cards, or even a short vacation can boost morale and inspire others to strive for excellence. Employees value both personal recognition and team-wide celebrations, which help foster a culture of appreciation and belonging. Professional development is another key driver of engagement. When organisations invest in their employees' growth by offering opportunities to learn new skills, stay updated in their field, and advance their careers, it sends a clear message that their development matters. This not only enhances individual performance but also strengthens the overall capability of the workforce. By supporting continuous learning, leaders demonstrate a long-term commitment to their teams, encouraging loyalty and a deeper connection to the organisation's mission²¹.

When organisations invest in their employees' growth, the benefits often extend beyond individual development. This kind of commitment can lead to increased motivation and engagement, which ultimately enhances overall performance. Providing access to learning opportunities; such as workshops, conferences, and mentorship programs; encourages employees to expand their skills and think creatively. It also signals that the organisation values their potential and is willing to support their journey. Empowerment is another vital factor in driving engagement. When employees are trusted with meaningful responsibilities and given the freedom to make decisions, they feel a stronger sense of ownership over their work. This autonomy fosters confidence and a deeper connection to

the organisation's goals. Employees who feel heard and involved in decision-making are more likely to be enthusiastic and productive. Creating a workplace culture that respects and acts on employee input not only boosts morale but also inspires long-term commitment and innovation.

Autonomy plays a crucial role in boosting employee engagement and overall job satisfaction. When individuals feel they have genuine control over how they approach their tasks, they tend to be more invested in their work. This sense of ownership often translates into higher motivation and better performance. Employees who are trusted to make decisions and manage their responsibilities independently develop a more positive attitude toward both their role and the organisation. By fostering an environment where people feel empowered to take initiative, organisations can unlock greater creativity, accountability, and enthusiasm across their teams²². Fostering autonomy means setting clear goals and expectations while giving employees the freedom to explore their own approaches and make decisions. This balance encourages innovation and strengthens their sense of accountability. Equally important is cultivating a sense of purpose. When people feel that their work contributes to something meaningful, it creates a more positive and collaborative atmosphere. Employees who understand the impact of their efforts are more likely to support their colleagues and work together toward shared goals. A purposeful environment not only enhances engagement but also builds a stronger, more united team²³.

Employees who see their work as part of a bigger mission tend to be more driven and emotionally connected to what they do. This sense of purpose fuels engagement and helps create a more supportive and collaborative workplace. Measuring how well this driver is performing can reveal whether leadership is effectively communicating the company's

mission, vision, and long-term goals; and whether employees truly feel aligned with them. When individual roles are clearly linked to the organisation's broader objectives, and employees understand the impact of their contributions, it strengthens a shared purpose and deepens engagement.

Organisations can support work-life balance in various meaningful ways; offering flexible work options like remote work or adjustable hours can be especially effective, even for those based in the office; in hybrid or remote setups, benefits such as family-friendly policies, quarterly breaks, gym memberships, therapy sessions, or spa treatments help prevent burnout and protect personal time. Leadership also plays a vital role in employee engagement; the presence and integrity of leaders directly influence how connected and motivated employees feel; when leaders show genuine commitment to the organisation's success, it inspires confidence and loyalty among staff. Measuring this aspect of engagement helps determine whether employees view their managers as sources of guidance and motivation; leaders should be approachable, dependable, and trustworthy so that employees feel comfortable seeking support, which strengthens interpersonal trust and cultivates a healthier workplace culture²³.

Leadership that is open, empathetic, and leads by example builds a foundation of trust, making it easier for employees to seek support and collaborate with their managers. In today's post-pandemic workplace, inclusivity has become a vital driver of engagement; embracing diverse perspectives and encouraging respectful dialogue helps foster innovation and teamwork. Remote and hybrid work environments bring together individuals from varied backgrounds, cultures, and experiences; recognising and valuing these differences strengthens unity and helps employees see their unique role in achieving

shared goals. Creating a space where people feel safe to express their ideas and offer feedback allows organisations to identify what truly matters to their teams and take meaningful steps to improve engagement. Collaboration is equally important; in this new era of work, measuring how well employees work together is essential, as strong collaboration is closely linked to higher levels of engagement and overall success.

Some tasks and projects require teamwork rather than individual effort; when employees feel they can easily collaborate with their colleagues and across departments, it strengthens their sense of belonging and value. Collaboration encourages open communication, sparks creativity, and boosts productivity, while also building mutual trust and respect. Promoting cross-functional teamwork and creating spaces for sharing ideas helps bring diverse perspectives together, leading to innovation and collective achievement. Equally important are workplace relationships; strong connections between employees and their managers, peers, and the organisation as a whole play a key role in driving engagement. A positive work environment built on trust, respect, and support helps people feel more connected and committed to their roles²⁴.

Employees who are truly engaged often become enthusiastic ambassadors for their organisation; they are more satisfied with their roles and naturally promote the company, which can help reduce recruitment costs. Building strong interpersonal relationships at work is key to this kind of engagement; it means cultivating a culture rooted in mutual respect, appreciation, and open communication, allowing employees to form meaningful connections and feel fulfilled in their interactions. The physical and emotional environment also plays a major role; a supportive workspace can enhance productivity and motivation, while a toxic or poorly structured one can hinder performance and morale.

That is why it is essential for employers to create conditions that encourage focus, collaboration, and wellbeing; ensuring the work environment becomes a catalyst for engagement rather than a barrier.

A thoughtfully designed workspace, paired with policies that prioritise comfort, safety, and collaboration, lays the groundwork for an environment where employees feel inspired to do their best; encouraging innovation is another powerful way to boost engagement. When employees are given the freedom to propose new ideas and contribute creatively, it energises the workplace and enhances job satisfaction; offering opportunities to apply their skills and imagination helps individuals feel more connected and fulfilled. Psychological safety is equally vital; when employees feel safe to express themselves without fear of judgment or backlash, they are more likely to take initiative, experiment, and learn from setbacks. This kind of supportive atmosphere nurtures a culture of growth and innovation; it empowers employees to be bold, curious, and fully engaged in their work.

Positive mental health is just as vital as physical wellbeing, yet it is often overlooked in the workplace. Employees can experience mental strain from performance pressure, job insecurity, or strained relationships with managers and colleagues; if left unaddressed, these challenges can significantly impact productivity and overall job performance. Organisations can support mental wellness by offering Employee Assistance Programs (EAPs); creating spaces for relaxation; and providing tools like self-assessment surveys, clinical screenings, or access to free therapy and wellness services. Measuring employee wellbeing as a key engagement driver allows organisations to better understand the mental and physical health needs of their workforce; this insight helps shape a culture that

prioritises holistic wellness, ultimately leading to a more engaged, resilient, and high-performing team²⁵.

A strong feedback loop is the lifeblood of a thriving team; when feedback is regular, constructive, and genuinely valued, it fuels growth and strengthens relationships. Employees who feel heard and appreciated are more likely to stay motivated and aligned with organisational goals; this ongoing exchange of ideas and insights bridges gaps between expectations and reality, fostering a culture of continuous improvement. Welcoming feedback as a tool for progress encourages innovation and builds a shared sense of accomplishment; it also nurtures openness, helping teams evolve together with clarity and purpose.

Flexibility in the workplace is a powerful form of empowerment; giving employees the freedom to shape their schedules and work environments enhances their sense of control and balance. In remote or hybrid settings, flexible arrangements become even more impactful; allowing individuals to choose when and where they work boosts morale and productivity. Trusting employees to manage their time cultivates loyalty and deepens engagement. Similarly, encouraging community involvement extends engagement beyond the office; when employees participate in volunteering, charity events, or social initiatives, they connect with a larger purpose. These shared experiences strengthen team bonds and inspire a sense of belonging, making the workplace not just a job, but a meaningful part of life²⁶.

Recognising employee contributions in meaningful ways is a powerful way to boost morale and deepen engagement; when individuals see their efforts acknowledged; whether through formal awards, public appreciation in meetings, or personalised messages; it

reinforces their value within the organisation. Creating a culture of recognition encourages loyalty and motivates continued excellence; peer-to-peer recognition programs further enhance this by allowing colleagues to celebrate each other's achievements, fostering a collaborative and supportive atmosphere. Regularly spotlighting outstanding behaviour and accomplishments not only inspires others but also reinforces the values and standards the organisation stands for.

Clear career progression is another essential driver of engagement; employees need to see a future for themselves within the company. Transparent growth paths, regular development conversations, and opportunities for advancement or lateral movement help individuals envision long-term success. Offering skill-building workshops, mentoring, and cross-functional projects shows a genuine investment in their potential; aligning personal career goals with organisational objectives strengthens commitment and satisfaction. Equally important is transparent leadership; when leaders communicate openly about company goals, challenges, and changes, it builds trust and clarity. This openness bridges the gap between leadership and employees, creating a shared understanding that fuels engagement and respect²⁷.

Inviting employees to share their thoughts on strategic decisions and operational changes reflects a genuine commitment to inclusivity; it empowers individuals to actively shape the organisation's future. Transparent communication builds a culture of trust and shared responsibility, where employees feel informed, respected, and part of something bigger. Health and wellness initiatives are equally vital for sustaining engagement; offering comprehensive programs that support mental and physical wellbeing; such as fitness activities, mental health resources, and flexible work-life policies; helps employees

maintain balance and resilience. Organising wellness challenges, providing access to nutritional guidance, and offering ergonomic support or workplace accommodations show that the organisation prioritises employee wellbeing. Supporting healthy lifestyles through stress management workshops and adaptable work arrangements enhances satisfaction and reduces burnout.

Social connection is another powerful engagement driver; when employees build meaningful relationships with their peers, it fosters a sense of community and belonging. Encouraging team-building exercises, informal gatherings, and social events helps strengthen interpersonal bonds and create a more supportive work culture. Establishing employee resource groups or affinity networks based on shared interests or diversity initiatives promotes inclusivity and deepens connections. Celebrating cultural traditions, participating in charity events, and engaging in community service together reinforces unity and purpose. Managers also play a pivotal role in engagement; equipping them with the right tools, training, and authority enables them to lead with confidence and compassion, making a lasting impact on their teams' motivation and performance²⁸.

Skilled managers who offer clear guidance, consistent support, and genuine recognition can significantly elevate team engagement and performance; investing in leadership development programs equips managers with coaching and mentoring skills that help them navigate challenges and nurture growth within their teams. Encouraging open dialogue and scheduling regular one-on-one conversations builds trust and strengthens the relationship between managers and employees; this creates a collaborative atmosphere where individuals feel supported and empowered to succeed.

Demonstrating a commitment to environmental sustainability can also be a powerful way to engage employees who value social responsibility; initiatives such as reducing carbon emissions, promoting recycling, and supporting eco-friendly projects resonate with those passionate about environmental causes. When employees are invited to participate in sustainability efforts; through volunteer programs, green committees, or environmentally conscious workplace practices; they feel more connected to the organisation's mission. Celebrating achievements in sustainability reinforces a culture of environmental stewardship; it inspires collective pride and encourages employees to contribute meaningfully to a greener future²⁹.

Employee engagement should be an ongoing commitment rather than a one-time initiative; to truly foster engagement, organisations must consistently create opportunities for growth and development. This involves regularly assessing engagement drivers, offering training programs, mentorship, and cross-functional projects that allow employees to expand their skills and explore new challenges. When individuals are given room to grow and see a future within the company, it builds a culture of continuous improvement and long-term loyalty. By investing in employee development, organisations inspire commitment and create an environment where people feel motivated to stay and contribute meaningfully. Employee engagement is a complex concept made up of several key dimensions, each contributing to the overall experience. One of these is cognitive engagement, which reflects the intellectual connection an employee has with their work; it includes their ability to concentrate, stay focused, and become deeply absorbed in their tasks. Employees who are cognitively engaged show genuine interest in their roles and are often driven by curiosity, problem-solving, and a desire to innovate. Their mental involvement fosters a

workplace culture rich in creativity and continuous learning, helping the organisation evolve and thrive³⁰.

Emotional engagement reflects the feelings employees experience in relation to their work, colleagues, and the organisation as a whole; it is the emotional connection that fosters loyalty and a deep sense of commitment. When individuals feel emotionally invested, they are more likely to approach their roles with enthusiasm and dedication, often going above and beyond in their contributions. This emotional bond strengthens the workplace culture and encourages employees to remain resilient and motivated through challenges. Behavioural engagement, on the other hand, focuses on the visible actions employees take; it is seen in those who consistently go the extra mile, share innovative ideas, and take initiative without being prompted. Their proactive behaviour signals a strong alignment between personal values and organisational goals, driving excellence and continuous improvement. Social engagement highlights the importance of relationships and interactions within the workplace; employees who are socially engaged actively participate in team activities, mentorship, and knowledge sharing. They help build a sense of community, bridging gaps between departments and fostering collaboration. These connections create a vibrant and inclusive environment where communication flows freely and individuals feel supported. Social engagement transforms the workplace into a dynamic ecosystem, where strong interpersonal bonds enhance job satisfaction and contribute to a more unified and engaged workforce³¹.

Over time, researchers have identified patterns in employee attitudes and behaviours, categorising them into three distinct levels of engagement based on commitment. This framework helps organisations better understand how employees relate to their work and

the company's mission. Actively engaged employees are deeply passionate about their roles and fully aligned with the organisation's goals; they bring a positive energy that often influences others across departments. These individuals thrive in collaborative environments, regularly contribute fresh ideas, and take initiative beyond what is expected. They are proud of the company's direction and feel a strong sense of purpose in helping it succeed. Their enthusiasm is also reflected in the meaningful relationships they build with colleagues, creating a close-knit and supportive team dynamic.

Employees who are not engaged typically fall into a neutral zone; they complete their tasks and meet expectations, but lack emotional investment in the organisation. For them, work may feel transactional, and they often need a clearer sense of purpose or stronger communication from leadership to become more involved. With encouragement and guidance, this group has the potential to shift toward active engagement. On the other hand, actively disengaged employees are often dissatisfied and disconnected; they may express negativity, avoid team-building efforts, and show little interest in personal development. Their lack of motivation can affect team morale and productivity, and they are more likely to seek opportunities elsewhere. Addressing this disengagement requires realigning expectations and rebuilding trust through consistent support and open dialogue with managers³².

In academic research, employee engagement is widely recognised as a psychological state, and scholars have grouped its definitions into four distinct categories to better understand how individuals connect with their work. One such category is personal role engagement, rooted in the work of William Kahn; it refers to an employee's ability to express their authentic self; mentally, emotionally, and physically; within their role. When individuals

feel free to bring their whole selves to work, they tend to be more energised, alert, and connected to others; when they cannot, they may withdraw and disengage. Another category is work engagement, sometimes referred to as task or job engagement; this concept, developed by the Utrecht school of thought, describes a psychological state marked by vigour, dedication, and absorption in one's work. It is often viewed as the opposite of burnout, which is characterised by emotional exhaustion and detachment caused by prolonged stress. A less common but insightful definition is multidimensional engagement, which, like role engagement, includes cognitive, emotional, and behavioural components; however, it goes further by distinguishing between engagement with the job itself and engagement with the organisation. This broader perspective invites a deeper question: what exactly are employees engaged with? Understanding these dimensions helps organisations tailor their strategies to support different aspects of engagement, from intellectual stimulation and emotional connection to behavioural commitment and organisational alignment. By recognising the varied ways employees relate to their work, businesses can foster a more inclusive and effective engagement culture³³.

Self-engagement with performance is a less commonly explored concept, but it focuses on how much importance employees place on delivering high-quality results; among all the definitions of engagement, work engagement remains the most widely studied and supported by scientific evidence. This form of engagement is typically broken down into three core components that reflect an employee's psychological connection to their work. Vigour refers to the energy and mental strength individuals bring to their tasks; it includes their willingness to put in effort and remain persistent, even when faced with challenges. Dedication captures the emotional investment employees have in their roles; it is marked

by feelings of enthusiasm, pride, inspiration, and a sense of purpose. Absorption, the third component, describes a state where employees are fully immersed in their work; they become so engaged that time seems to pass quickly, and detaching from tasks becomes difficult. This deep focus often leads to higher productivity and satisfaction. Together, these dimensions form a comprehensive picture of work engagement, offering valuable insights into how employees experience their roles and what drives their performance. Understanding and nurturing these elements can help organisations build a more resilient, motivated, and high-performing workforce³⁴.

2.1.2 Digital Communication

Digital communication involves using modern technologies to exchange information, ideas, and messages among individuals, teams, or organisations; it includes tools such as email, instant messaging, video conferencing, social media platforms, text messaging, online forums, podcasts, webinars, and collaborative software like Microsoft Teams. These digital channels enable seamless interaction and data sharing, making communication faster and more efficient. When used effectively, digital communication can significantly improve productivity, creativity, and innovation within an organisation; however, it requires a thoughtful combination of skills, strategies, and tools to navigate the digital space successfully and ensure meaningful engagement.

In today's technology-driven world, digital communication has become the primary method of interaction; it opens up new possibilities for collaboration between employees and leadership, especially with the rise of mobile technologies. The growing reliance on digital tools within organisations highlights the need for their thoughtful integration into daily operations. These advancements have a profound impact on organisational

performance, making it essential for businesses to adopt and adapt to emerging technologies. Despite this progress, there is still a noticeable lack of clear managerial guidelines to help navigate this transformation effectively; establishing such frameworks is crucial to ensure that digital communication supports strategic goals and enhances employee engagement³⁵.

Digital communication significantly shapes how people and organisations interact; from emails and instant messages to video calls and social platforms, it has become the dominant method of exchanging information. The rise of technologies such as embedded SIM cards has made these interactions faster, more convenient, and cost-effective. Whether sending a message, posting online, or joining a virtual meeting, individuals are engaging in digital communication. With its many forms, it has evolved into the standard for both personal and professional exchanges, transforming how we connect and collaborate. As new technologies continue to emerge, digital communication is becoming an essential part of everyday life; it is now the foundation of how individuals and organisations share ideas, updates, and data. Over the past few decades, its widespread adoption has made communication more seamless and immediate. Whether through mobile devices or online platforms, digital tools have become deeply embedded in daily routines. With each innovation, digital communication strengthens its role as a vital channel for connection, productivity, and engagement across all areas of life³⁶.

Digital communication has evolved significantly since the telegraph emerged in the early nineteenth century; this invention transformed long-distance interaction by enabling messages to travel across continents within hours. The arrival of the telephone in the early twentieth century marked another major milestone, allowing people to speak with one

another in real time over great distances. These innovations laid the groundwork for the digital tools we rely on today, shaping how individuals and organisations connect. Research has highlighted key turning points in the development of digital communication; each advancement has contributed to the way information is shared and received. From the telegraph's written transmissions to the telephone's voice-based conversations, these technologies revolutionised communication. They paved the way for modern platforms that support instant messaging, video conferencing, and global collaboration. The journey from analog systems to digital networks reflects the profound impact of technological progress on personal and professional interaction³⁷.

By the middle of the twentieth century, it had become a common feature in households and workplaces around the globe. The internet made its debut in 1983, revolutionising communication by allowing people to exchange information instantly across the world. This breakthrough led to the rise of email, instant messaging, and online forums. Social media platforms such as Facebook, Twitter, and Instagram further transformed communication, making it easier to stay connected with loved ones across continents. Mobile phones entered the scene in 1973 with the first call made using the Motorola DynaTAC 8000x, a bulky device weighing nearly two pounds. The first smartphone arrived in 1994; the IBM Simon Personal Communicator; which included a touchscreen, calendar, address book, email, and even fax capabilities. Apple launched the iPhone in 2007, followed by the first Android phone in 2008. The emergence of artificial intelligence and chatbots has also reshaped communication, particularly in how businesses engage with their customers³⁸.

Researchers have identified several digital communication tools commonly used in daily life; email remains one of the most widely adopted methods, allowing people and organisations to exchange messages, documents, and files online. Even if not used personally, email is often the main channel for workplace communication. Instant messaging enables real-time conversations through applications such as WhatsApp, Facebook Messenger, and iMessage. Video conferencing has become essential with the rise of remote work, helping teams, businesses, and schools collaborate across different time zones. Social media platforms like Facebook, Instagram, and Twitter allow users to share updates, images, and videos with their networks. Voice over Internet Protocol technology, used by apps like WhatsApp, Skype, and Zoom, offers a cost-effective way to make calls online. Many popular brands now use chat features powered by artificial intelligence to provide customer support through instant messaging. Short Message Service, or SMS, refers to sending text messages via cellular networks rather than the internet, and nearly every phone user has used it at some point³⁹.

Digital tools have dramatically changed how people communicate, making interactions quicker, more efficient, and easier to access. Several key benefits of digital communication have been identified. Speed is one of the most significant advantages, with emails, instant messages, and texts delivered in seconds. Accessibility is another, as anyone with a mobile device or internet connection can reach others anytime, anywhere. It is also more affordable than traditional methods, with services like video conferencing and Voice over Internet Protocol offering cost-effective alternatives to travel and long-distance calls. Productivity increases as teams collaborate across time zones with ease. Going digital also supports environmental sustainability by reducing paper use and lowering

carbon emissions. These benefits have reshaped how organisations operate. Digital communication helps businesses expand their reach and improve efficiency. Tools such as email, messaging apps, video calls, and shared documents keep teams connected globally. In today's remote-first world, it is the standard. It has also transformed customer service, allowing companies to engage with clients, suppliers, and partners through modern technologies⁴⁰.

Digital communication tools such as email, social media, chatbots, and online customer service platforms have become essential in modern business. E-commerce has evolved significantly, allowing individuals to sell items online that were once only available through local sales. Whether through a brand's website or platforms like Facebook Marketplace, businesses now rely heavily on digital communication to promote products, process payments, and send updates. Customer engagement has also improved. Instead of making phone calls to ask questions, people can now send messages or search online for answers. These tools have made it easier for organisations to connect with their customers and respond quickly to their needs.

Beyond business, digital communication has had a profound impact on everyday life. It has made it possible to reach people across cities or countries with a simple tap on a phone. Individuals and organisations are now more connected than ever, regardless of distance. Access to information has become more convenient, with news, research, and educational materials available online, replacing the need to search through physical libraries. Communication has become more efficient, with emails and instant messages replacing traditional letters. The way people communicate has also changed, becoming more

informal and concise. New forms of expression such as slang, abbreviations, and emojis have emerged, some of which are now recognised in official dictionaries.

As society becomes increasingly dependent on technology, both individuals and organisations rely on digital tools to stay informed and connected. This reliance has contributed to a more globalised world, where people from different countries and cultures can interact seamlessly. Instant communication across continents is now common, enabling collaboration and exchange of ideas on a global scale. Whether in business or personal relationships, digital communication has made it easier to build connections and share experiences across borders. The world has become more integrated, and digital technologies continue to play a central role in shaping how people live, work, and interact⁴¹.

As technology continues to advance, the future of digital communication appears promising. Researchers have identified several emerging trends that are expected to shape this future. Artificial intelligence is set to play a more prominent role, enhancing communication through chatbots, virtual assistants, and natural language processing. It is also influencing creative fields through AI-generated content. Virtual reality is gaining traction, offering more immersive and interactive ways for people to connect and collaborate. The Internet of Things is expected to create more integrated communication systems, allowing devices to interact in real time.

These innovations are laying the groundwork for a more connected and responsive digital environment. Connectivity is also being transformed by developments such as fifth-generation networks and beyond. These networks promise faster and more reliable connections, which will support new forms of digital interaction and teamwork. Wearable

technology, including smart watches and smart glasses, is making communication more seamless. Instead of reaching for a phone or computer, individuals can stay connected through devices they wear. This constant access to digital tools is changing how people interact and share information. The convenience and speed of these technologies are redefining the expectations for communication in both personal and professional settings.

Another major advancement is the rise of digital SIM technology, known as eSIMs. These embedded chips function like traditional SIM cards but operate entirely through digital means⁴². With an eSIM, individuals can download a data plan and connect to a mobile network within minutes, regardless of their location. This innovation simplifies global connectivity and supports the growing demand for instant communication. As digital communication becomes the standard, tools like eSIMs make it easier than ever to stay connected across borders. The future of communication is not only faster and more efficient but also more flexible and accessible to people around the world⁴³.

Digital communication has demonstrated its strength as a vital tool that links people and organisations across the world. It has transformed how we interact, work together, and exchange ideas, breaking down geographical barriers and creating limitless opportunities. Studies have shown that organisations have placed greater emphasis on digital communication since the Covid-19 pandemic. This method involves sharing information, messages, and ideas through digital platforms and technologies. It includes the sending and receiving of data using electronic devices and networks. Digital communication supports real-time interaction, instant messaging, video conferencing, and the exchange of multimedia content across long distances⁴⁴.

The importance of digital communication became especially clear during the pandemic, when businesses without a clear digital strategy struggled to survive. Video conferencing quickly became the main method of interaction, and email replaced traditional ways of sharing messages. Digital communication also plays a key role in improving employee engagement, offering a more comfortable and convenient experience, promoting transparency, and saving time, energy, and money. It stands apart from traditional methods due to its unique features. One major feature is the ability to interact instantly, whether through messaging, video calls, or live chat, allowing people to connect in real time across distances. Another defining feature is the integration of multimedia, which enhances communication by allowing users to share images, videos, audio, and other media formats to express ideas more clearly and effectively⁴⁵.

Digital communication provides the flexibility of both asynchronous and synchronous interaction. Asynchronous communication allows people to send messages and receive replies at their own pace, using tools like email or social media platforms. In contrast, synchronous communication supports live conversations through services such as video conferencing, where participants can engage instantly without delay. This dual approach enhances accessibility and convenience, especially with the widespread use of smartphones and internet connectivity. Individuals can now communicate from any location at any time, making digital communication a practical and reliable solution for modern interaction⁴⁶.

Whether someone is sending a brief message while travelling or joining a virtual meeting from a distant place, digital communication offers unmatched ease and adaptability. It also supports collaboration and joint creation among individuals and groups. Using shared files,

cloud-based systems, and interactive tools, people can contribute to projects, exchange ideas, and work collectively, no matter where they are located. Additionally, digital communication makes it simple to preserve and archive messages and interactions. Unlike older methods that often fade quickly, this feature helps individuals and organisations maintain records of key conversations, decisions, and references for future use and accountability.

Whether someone is sending a message while commuting or joining a virtual session from a distant location, digital communication delivers exceptional ease and adaptability. It also encourages teamwork and shared creation among individuals and groups. With the help of collaborative documents, cloud-based systems, and interactive tools, people can contribute ideas, work on tasks together, and support a common goal, regardless of where they are. Moreover, digital communication allows for simple storage and retrieval of messages and exchanges. Unlike older methods that often disappear quickly, this feature helps both individuals and organisations maintain records of vital conversations, decisions, and references for future use and accountability⁴⁷.

Customisation and personalisation are important aspects of digital communication, allowing users to shape their experience to suit their preferences. Individuals can choose the platforms they like best, manage notification settings, and adjust features to meet their specific needs. Another major benefit is its capacity to expand and connect with large groups. Social media, for instance, enables both individuals and organisations to reach thousands or even millions of people at once. This wide reach strengthens the impact of communication, making it a valuable resource for promoting ideas, sharing updates, and engaging with communities. Digital communication also works well with other

technologies such as Artificial Intelligence, Virtual Reality, and Augmented Reality. These combinations introduce fresh ways to create immersive and engaging interactions, changing how people and businesses communicate. Furthermore, it supports global interaction, allowing users to connect with people, organisations, and communities across the globe with minimal effort. This international access encourages cooperation, learning, and cultural exchange on a scale never seen before. Recognising these core features helps us make the most of digital communication's potential⁴⁸.

Digital communication has transformed how organisations and their employees interact, collaborate, and exchange information in everyday activities. As a result, researchers have identified several essential digital platforms that demonstrate its influence and effectiveness. Instant messaging applications such as WhatsApp, Facebook Messenger, and Slack allow users to send and receive messages instantly, promoting fast and smooth communication. Video conferencing tools like Google Meet, Zoom, and Microsoft Teams have reshaped remote interaction by enabling virtual meetings and face-to-face conversations. Social media networks including Facebook, Twitter, Instagram, and LinkedIn connect people across the globe, allowing them to share updates, participate in discussions, and establish meaningful connections⁴⁹.

Email continues to be a popular form of digital communication, offering a formal and dependable way to exchange messages and share files. Tools for collaboration and cloud storage, such as Google Drive and Dropbox, allow users to work together on documents in real time, boosting teamwork and efficiency. Platforms for social networking like Twitter and LinkedIn provide spaces for professional interaction, knowledge exchange, and industry involvement. These are among the most effective digital communication tools

businesses can use to foster customer loyalty. Mobile applications also play a vital role, enabling users to stay connected while on the move and offering instant access to messaging, social media, financial services, and more⁵⁰.

Remote teamwork is supported by tools like virtual whiteboards and project management software, which make collaboration among distant teams smooth and effective. Online education platforms also play a vital role, allowing teachers and learners to communicate, access materials, and take part in virtual classes. Many businesses now offer customer service through live chat and automated chatbots on their websites, ensuring quick and helpful responses. These examples highlight the wide range of ways digital communication has reshaped both personal and professional interactions. By using these platforms and tools, organisations and employees can easily connect, collaborate, and exchange information, regardless of geographical barriers⁵¹.

2.1.3 Organisational Support

Organisational support refers to how much an organisation offers resources, guidance, and a supportive atmosphere to help employees carry out their responsibilities and handle challenges effectively. It also involves the extent to which the organisation provides communication, encouragement, and reinforcement to boost employee involvement. Within the workplace, organisational support includes policies and procedures, visible leadership and managerial backing, role modelling, behavioural nudges, and default practices that are designed to fully promote employee engagement⁵².

Organisational support describes how much an organisation offers resources, guidance, and a positive atmosphere to help employees carry out their duties effectively and overcome challenges. This idea plays a vital role across different settings, as creating a

supportive workplace culture can strengthen employee resilience and performance, leading to better outcomes for those the organisation serves. Organisational support also contributes to stronger employee engagement. A key part of this support is encouraging supervision, which includes regular check-ins and motivation from leaders. Companies that focus on the well-being of their staff often experience lower turnover rates and higher levels of job satisfaction⁵³.

A strong system of organisational support can facilitate collaboration among team members, enhancing communication and teamwork during crises. The concept of organisational support plays a vital role in enhancing the effectiveness of employee engagement by providing them with the necessary resources and emotional backing. When employees feel supported, they are more likely to remain focused and resilient during challenging times. This support can also translate into better communication among team members, allowing for more coordinated responses to crises, ultimately leading to improved client outcomes. Effective organisational support includes access to training for employees and opportunities for professional development. Furthermore, fostering an inclusive workplace culture that encourages open dialogue helps create a supportive environment which improves employee engagement. By addressing both the physical and emotional needs of employees, organisations can ensure that staff are better engaged.

Experts have outlined practical approaches that supervisors can adopt to better support employees and strengthen their engagement at work. One essential method is learning to listen. Listening is a valuable skill across all levels of an organisation, and active listening means that supervisors genuinely pay attention to what employees are expressing, rather

than mentally preparing a reply while the person is still speaking. When an employee raises a valid concern, it is important for supervisors to hear the full message before crafting a response. After understanding the issue, the supervisor can explore the relevant facts and viewpoints and offer a respectful and supportive reply. When supervisors validate their employees' emotions and take their concerns seriously, it sends a clear message that they are appreciated and respected^{54,55}.

Supervisors often serve as the link between senior management and employees, and developing strong listening skills can help them communicate employee concerns more effectively. Motivating and inspiring staff is another vital responsibility. When employees feel inspired, they form meaningful connections with their supervisors and are exposed to examples of ethical behaviour and valuable skills. Leading by example can encourage employees to adopt better techniques and interpersonal habits, which may positively influence their mental well-being, work-life balance, and personal growth. Supervisors can also promote professional development by encouraging staff to improve their skills. Hosting monthly meetings that focus on individual strengths is one way to build confidence and boost motivation. Supporting employees in tasks where they naturally excel helps reinforce their abilities and encourages them to grow beyond their initial goals.

Effective communication goes far beyond casual conversation. It includes using positive body language, setting clear expectations, being transparent, and helping employees navigate their way to upper management. Supervisors should be mindful of their gestures and word choices, as language can significantly affect employee morale and the overall atmosphere of the organisation. Clear communication ensures that everyone understands their responsibilities and feels connected to the company's mission. Nonverbal cues are

also powerful tools for making strong impressions in interviews and professional settings. However, when evaluating employees, assessments should focus on their skills and qualifications. Workplaces should aim to be inclusive and considerate of the diverse ways individuals express themselves, ensuring that communication styles do not become barriers to fair treatment or opportunity⁵⁶.

Providing feedback is a powerful strategy that supervisors can use to strengthen employee engagement. Effective feedback relies on clear communication and a deep understanding of each employee's level of involvement and personal traits. Holding monthly progress meetings allows employees to see how they are performing, understand expectations, and track their progress toward goals. Setting goals helps maintain focus and encourages continuous improvement. Honest and thoughtful feedback can be a meaningful way to connect with employees and guide their development. Being accessible is equally important. A supervisor who is available can serve as a trusted support system for their team. Establishing clear office hours and sharing contact details such as an email address or phone number ensures that employees know where to turn for help during the workday. This openness builds trust and improves communication, especially for new team members who may need extra encouragement. Weekly one-on-one meetings can also be introduced to promote deeper conversations, helping employees express their needs and share information more freely⁵⁷.

Focusing on employee development is a valuable strategy that benefits both supervisors and their teams. When employees grow, reach their goals, or enhance their abilities, they become stronger contributors to the organisation. Supervisors play a key role in this process by offering honest feedback and creating a supportive environment. Development

efforts may include improving job-specific skills, providing access to training and education, strengthening teamwork, encouraging punctuality, and fostering qualities like honesty, respect, and effective communication. It also involves preparing employees for future roles, supporting mental health, and promoting a balance between hard work and self-care. Recognising and rewarding achievements can inspire employees to excel in their careers. Rewards may come in various forms, such as salary increases, extra time off, or new growth opportunities. These gestures can significantly boost engagement. For instance, supervisors might express appreciation weekly by thanking specific employees or writing personal notes that highlight their accomplishments. Acknowledging career milestones, even with a simple congratulatory message or a mention in a weekly update, can build confidence and encourage continued effort. Celebrating these moments shows employees that their contributions are seen and valued.

Understanding employee strengths and weaknesses is another important aspect of effective supervision. A supervisor with strong analytical skills can identify areas for improvement while reinforcing the organisation's core values. Asking employees to reflect on their own strengths and weaknesses and comparing those insights with observed behaviours can lead to more tailored support. Assigning tasks that align with strengths while addressing areas for growth helps employees develop holistically. For example, someone skilled in customer service but less comfortable in team settings might be placed in a customer-focused team to build collaboration skills. Supervisors, as middle managers, play a vital role in shaping morale and confidence. By offering emotional, moral, and professional support, they help employees pursue personal goals and enhance their capabilities⁵⁸.

2.2 Theoretical Framework

2.2.1 Self Determination Theory (SDT)

Self-determination theory explores how individuals' psychological needs and natural tendencies for growth influence their decisions and personality development. It examines the balance between internal and external motivators and how cultural and social environments shape motivation and overall well-being. The theory is built on the belief that people have three fundamental psychological needs essential for personal growth, which are autonomy, competence and relatedness. Autonomy, is the desire to make independent choices and take ownership of actions; competence, is the need to feel capable and in control of tasks; and relatedness, which is the need to feel connected and experience a sense of belonging with others. When these needs are met, individuals experience stronger motivation and well-being, leading to positive social development and a sense of unity.

Self-determination theory also considers how certain environments may hinder the fulfilment of these needs, which can negatively affect autonomy and personal growth. It is a vital concept in psychology because it directly influences mental health and emotional wellness. The theory suggests that people are more driven to act when they believe their efforts will influence the outcome. When individuals feel competent, connected, and autonomous, they are more likely to become self-determined and motivated to pursue goals. This theory was developed by psychologists Edward Deci and Richard Ryan, who introduced their ideas in the 1985 book *Self-Determination and Intrinsic Motivation in Human Behavior*. Their work laid the foundation for understanding how self-

determination affects motivation and personal development, offering valuable insights into how people thrive when their psychological needs are supported⁵⁹.

Self-determination theory proposes that individuals are naturally driven by a desire to grow and find fulfillment. It is built on two central ideas: first, that the need for personal development motivates behaviour, and second, that people actively seek out growth opportunities. To build a strong sense of identity, individuals must overcome challenges and embrace new experiences. While external rewards like money or recognition can influence behaviour, the theory places greater emphasis on internal motivation; such as the desire to learn or gain independence. For psychological growth to occur, people must feel autonomous, capable, and connected. Autonomy involves having control over one's actions and goals, competence refers to mastering tasks and acquiring skills, and relatedness is the sense of belonging and emotional connection with others.

Many researchers view self-determination theory as a framework for understanding personality, development, and social behaviour. It explores how different environments and personal traits influence types of motivation; particularly autonomous versus controlled motivation; and how these, in turn, affect learning, performance, and mental well-being. According to the theory, all individuals have three core psychological needs: autonomy, competence, and relatedness. Meeting these needs is essential for healthy functioning and personal growth. When these needs are fulfilled, people are more likely to develop intrinsic goals and autonomous motivation, which support emotional wellness and meaningful engagement with their surroundings. The theory was introduced by psychologists Edward Deci and Richard Ryan in their 1985 book *Self-Determination and*

Intrinsic Motivation in Human Behavior, which laid the foundation for decades of research into motivation and human development⁶⁰.

Researchers have confirmed that self-determination theory is a well-supported framework for understanding human motivation, personality growth, and overall wellness. It offers a broad structure for studying motivation, presenting a formal model that defines both internal and external sources of drive. The theory also outlines how different types of motivation; whether rooted in personal interest or external rewards; play distinct roles in cognitive development, social behaviour, and individual differences. Importantly, self-determination theory highlights how social and cultural environments can either support or hinder a person's sense of initiative, autonomy, and well-being, ultimately influencing the quality of their performance and engagement.

The theory argues that when people experience autonomy, competence, and relatedness, they are more likely to develop high-quality motivation and become deeply engaged in their activities. These supportive conditions encourage persistence, creativity, and improved performance. Autonomy allows individuals to feel in control of their actions, competence gives them confidence in their abilities, and relatedness fosters meaningful connections with others. Together, these elements create the foundation for optimal motivation and personal growth, making self-determination theory a powerful tool for understanding how people thrive in various settings⁶¹.

Self-determination theory also emphasises that when any of the three core psychological needs; autonomy, competence, or relatedness; are neglected or blocked within a social setting, it can significantly harm an individual's well-being in that environment. Researchers have explored how the support or denial of these needs plays out in various

contexts, including families, classrooms, workplaces, healthcare settings, and broader cultures. These studies rely on specific principles outlined in the theory to understand how different environments either nurture or hinder personal growth and motivation. The framework of self-determination theory offers both general and behaviour-specific insights into how practices and systems can either promote or reduce the satisfaction of psychological needs. These insights help explain how individuals function and thrive when their needs are met, and how they struggle when those needs are denied. The theory's wide-ranging applications are reflected in numerous research papers, which span from foundational studies on motivational processes to applied clinical trials aimed at improving outcomes across populations. These works highlight the importance of creating environments that support autonomy, competence, and relatedness to foster motivation, creativity, persistence, and overall well-being⁶².

Self-determination theory is rooted in an organismic dialectical perspective, which views individuals as active beings with natural tendencies to grow, overcome challenges, and integrate new experiences into a unified sense of self. These developmental drives, however, do not function automatically; they depend on consistent support from the surrounding social environment. The social context can either nurture or hinder these tendencies, influencing whether individuals engage fully and develop psychologically, or instead experience fragmentation, defensiveness, and reliance on superficial substitutes for unmet needs. This dynamic interaction between the individual and their environment forms the foundation for self-determination theory's insights into behaviour, experience, and development.

Within this framework, the essential elements for healthy growth and functioning are defined through the basic psychological needs for autonomy, competence, and relatedness. When these needs are regularly met, individuals are more likely to thrive, function effectively, and enjoy a sense of well-being. Conversely, when these needs are blocked or ignored, people may experience distress and reduced functioning. Negative behaviours and emotional struggles; such as prejudice, aggression, or certain psychological disorders; can often be traced to unmet or disrupted psychological needs, whether from early development or recent experiences. Self-determination theory is composed of six mini-theories, each designed to explain specific motivational patterns observed in both experimental and real-world settings⁶³.

Organismic Integration Theory, the second component of self-determination theory, explores the different types of extrinsic motivation, their characteristics, influences, and outcomes. Extrinsic motivation refers to actions taken to achieve results that lie outside the activity itself. However, these motivations vary and include external regulation, introjection, identification, and integration; each representing a different level of internalisation. The more deeply a person internalises an external motivation, the more freely and autonomously they will perform the behaviour. This theory also investigates how social environments either support or hinder the internalisation process, shaping whether individuals reject, partially accept, or fully adopt values, goals, or belief systems. It places particular emphasis on the importance of autonomy and relatedness in helping individuals internalise external influences, leading to more meaningful and self-directed engagement⁶⁴.

Causality Orientations Theory, the third mini-theory within self-determination theory, explains how individuals differ in the ways they approach environments and regulate their behaviour. It identifies three distinct causality orientations: autonomy orientation, where individuals act based on personal interest and value; control orientation, where behaviour is driven by rewards, approval, or external outcomes; and impersonal orientation, which is marked by feelings of helplessness and anxiety about one's competence. These orientations reflect how people interpret and respond to their surroundings, shaping their motivation and engagement. COT provides insight into how personality traits influence the regulation of behaviour and the experience of autonomy, control, or amotivation⁶⁵.

Basic Psychological Needs Theory, the fourth mini-theory within self-determination theory, expands on the idea of evolved psychological needs and their connection to mental health and well-being. It asserts that autonomy, competence, and relatedness are essential for optimal functioning and emotional wellness. As a result, environments that support or hinder these needs have a direct and consistent impact on well-being. The theory emphasises that all three needs are equally important, and when any one of them is blocked, it can lead to noticeable declines in functioning. Since these needs are considered universal across human development, the theory explores their relevance in various cultural and developmental contexts to refine and validate its principles⁶⁶.

Goal Contents Theory, the fifth mini-theory in self-determination theory, explores the differences between intrinsic and extrinsic goals and how they influence motivation and well-being. Goals vary in how they satisfy basic psychological needs, which affects their connection to wellness. Extrinsic goals like wealth, physical appearance, and fame are often linked to lower well-being, while intrinsic goals such as community involvement,

close relationships, and personal growth tend to support greater wellness. One of the three core needs; relatedness; centres on forming and maintaining meaningful relationships, including friendships, romantic partnerships, and group belonging. Relationships Motivation Theory, the sixth mini-theory, focuses on these connections and suggests that such relationships are not only desirable but essential for emotional adjustment and well-being. High-quality relationships satisfy the need for relatedness and also support autonomy and, to a lesser extent, competence. The most fulfilling relationships are those where each person nurtures the other's psychological needs. As self-determination theory has evolved, researchers have expanded their focus to include various processes that influence personality development and well-being. For example, studies have examined how mindfulness supports autonomous behaviour, leading to more refined theories and tools for understanding awareness and motivation⁶⁷.

Research into the conditions that support intrinsic motivation has led to the development of a theory and method for measuring vitality, which reflects both mental and physical well-being. Studies on vitality have also revealed the powerful positive influence that experiencing nature can have on wellness. Within self-determination theory, researchers have explored how personal passions develop, showing that they can be either obsessive or harmonious depending on how they are internalised. Cross-cultural investigations have deepened our understanding of how economic and cultural factors shape the universal aspects of human nature. This body of work has also contributed to new approaches for assessing well-being, including the distinction between hedonic living, which focuses on pleasure, and eudaimonic living, which emphasises meaning and personal growth. Further exploration of autonomy versus controlled motivation has clarified concepts like ego-

involvement and contingent self-esteem, offering insight into how these differ from autonomous self-regulation. These examples highlight the broad and generative nature of self-determination theory and its impact on understanding human behaviour and development.

Self-determination theory (SDT) offers a rich and expansive framework for understanding human motivation and development. Over time, it has been applied across diverse domains such as education, the workplace, sports, religion, healthcare, parenting, digital spaces, interpersonal relationships, and therapeutic settings. In each of these contexts, researchers have explored how environments that either constrain or support autonomy influence individuals' performance, persistence, and overall psychological well-being. The theory also emphasises the importance of relatedness and competence, which, alongside autonomy, contribute to deeper engagement and a stronger sense of purpose in various activities. These insights have informed practical approaches, including goal-setting models and communication strategies, designed to nurture sustained and self-driven motivation. As SDT continues to evolve, it sheds light on how personal differences and social environments interact to shape learning, motivation, and mental health. Central to the theory is the idea that when people's basic psychological needs for autonomy, competence, and relatedness are met, they are more likely to pursue intrinsic goals and experience authentic, meaningful engagement in life.

Developed by Edward L. Deci and Richard M. Ryan in the 1980s, Self-Determination Theory (SDT) provides a framework for understanding how the psychological needs of autonomy, competence, and relatedness influence employee engagement. In the context of office administration, digital communication plays a pivotal role in either empowering or

limiting autonomy; the capacity to make independent choices. It also affects perceptions of competence, shaping how confidently and effectively administrators carry out their responsibilities. Furthermore, digital tools can influence feelings of relatedness by either strengthening or weakening interpersonal connections within the workplace. When digital platforms are designed to support these core needs, they contribute to higher levels of motivation and engagement. Organisational strategies that leverage digital communication to nurture autonomy, competence, and relatedness can significantly enhance well-being among office staff. Applying SDT in professional environments allows researchers to explore the nuanced ways technology impacts workplace motivation and psychological health⁶⁸.

Self-Determination Theory (SDT), developed by Edward L. Deci and Richard M. Ryan during the 1970s and 1980s, offers a comprehensive framework linking personality, motivation, and optimal psychological functioning. The foundational concepts were formally presented in their 1985 publication. Central to SDT is the distinction between intrinsic motivation; driven by internal satisfaction; and extrinsic motivation; shaped by external rewards or pressures. Both forms significantly influence behaviour and identity formation. While intrinsic motivation is often idealised, SDT acknowledges that external motivators can also positively contribute to personal development, especially when they support the fulfillment of three basic psychological needs: autonomy, competence, and relatedness.

Autonomy refers to the experience of volition and self-endorsement in one's actions. It is not synonymous with independence or control, but rather with the sense of ownership over decisions, even in collaborative or subordinate roles. Autonomy is vital for psychological

well-being and personal growth, as it fosters a sense of agency and freedom in choosing how to act.

Competence reflects the need to feel effective and capable in interacting with the environment. This drive for mastery encourages individuals to pursue increasingly complex challenges, leading to personal development and satisfaction. The concept aligns with Mihaly Csikszentmihalyi's notion of "flow," a state of deep immersion and enjoyment in optimally challenging tasks. Flow illustrates how competence can be so engaging that individuals may temporarily disregard basic needs like hunger or fatigue. While competence and self-efficacy are related, they differ: self-efficacy is a belief in one's potential to succeed, whereas competence is the felt experience of actual achievement. The pursuit of competence is innate, motivating individuals to acquire knowledge, accomplish goals, and refine skills.

Relatedness captures the fundamental human need to feel connected and valued by others. This sense of belonging is essential for intrinsic motivation to flourish. The concept draws on Baumeister and Leary's research on the importance of interpersonal bonds and is supported by attachment theory, which shows that secure relationships in early life promote exploration and motivation. SDT extends this principle across the lifespan, emphasising that environments offering emotional safety and authentic connection are crucial for sustaining motivation and psychological health⁶⁹.

Ryan and Grolnick's research demonstrated that students who viewed their teachers as emotionally distant or lacking support tended to show reduced levels of intrinsic motivation. Although intrinsic motivation is often associated with solitary pursuits, the need for relatedness plays a crucial role in sustaining it. A secure sense of connection;

even if not constantly present; provides the emotional grounding that helps motivation thrive. The architects of Self-Determination Theory argue that variations in personality are shaped by how well the three fundamental psychological needs; autonomy, competence, and relatedness; have been fulfilled or neglected. Two major areas where individuals differ are in their causality orientations and the nature of their personal aspirations or life goals⁷⁰.

2.2.2 Media Richness Theory (MRT)

Media Richness Theory (MRT), introduced by Richard L. Daft and Robert H. Lengel in 1986, offers a lens through which the effectiveness of communication channels can be evaluated. The theory posits that the success of communication hinges on matching the richness of the medium to the complexity of the message. Richness is characterised by three key attributes which are: the immediate feedback, the multiple cues, and the language variety. Originally developed to address organisational communication challenges, MRT has since been applied across diverse domains such as education, interpersonal relationships, and digital media analysis. It provides a framework for understanding why certain platforms; like face-to-face meetings or video conferencing; are more suitable for nuanced, emotionally charged exchanges, while leaner media; such as emails or voicemails; are better suited for straightforward, factual communication. In today's digital landscape, MRT remains a valuable tool for evaluating the strengths and limitations of emerging formats like instant messaging, websites, and collaborative platforms. By aligning the medium with the task's ambiguity or uncertainty, communicators can enhance clarity, reduce misinterpretation, and improve overall effectiveness⁷¹.

Effective communication is the backbone of organisational success, enabling both individuals and teams to achieve their objectives. For this to happen, managers must carefully choose the right communication tools to ensure their messages are clearly understood. In today's fast-paced, digitally connected world; shaped by social media, remote collaboration, global operations, and advanced telecommunications; traditional face-to-face interactions are no longer the only option. To help navigate this evolving landscape, scholars have introduced various frameworks, with Media Richness Theory (MRT) standing out as one of the most influential. Introduced by Richard Daft and Robert Lengel in 1986, MRT offers a way to evaluate how well different communication channels handle complex information. The theory argues that the effectiveness of communication improves when the richness of the medium aligns with the complexity of the task. Richer media; those that allow for immediate feedback, multiple cues, and personal interaction; are better suited for nuanced or sensitive topics. Although MRT was developed before the digital age took hold, it remains highly relevant today, helping managers choose the most appropriate platforms; whether email, video conferencing, or instant messaging; to deliver messages with clarity and impact⁷².

Media richness refers to how much detail and nuance a communication method can deliver. Among all options, face-to-face interaction is considered the richest because it allows for immediate feedback, body language, tone, and other cues that help convey complex information. As technology has evolved, Media Richness Theory (MRT) has been used to evaluate the effectiveness of newer tools like instant messaging, video calls, websites, emails, and voicemail. The theory helps determine which medium is most appropriate depending on the nature of the communication; especially when dealing with

uncertainty or ambiguity. Uncertainty arises when people understand the general framework but lack specific information, while equivocality involves multiple, conflicting interpretations that need to be resolved. In situations with high equivocality, richer media are preferred because they help people reach a shared understanding. When facing uncertainty, the goal is to generate new information, which also benefits from richer channels. That is why assessing the richness of a communication method is crucial before choosing how to deliver a message.

Originally introduced by Richard L. Daft and Robert H. Lengel in 1986, MRT explores how different digital tools influence the clarity and impact of organisational communication. It compares channels like email, video conferencing, and messaging apps based on their ability to transmit information and foster interaction. Richer media are those that support nonverbal cues, allow for quick feedback, and accommodate varied forms of expression. According to MRT, the choice of medium should match the message's complexity; video calls, for instance, are better suited for emotional or sensitive topics. In workplace settings, using richer media can help convey empathy and support, which may strengthen employee engagement. Researchers applying MRT can better understand how office administrators experience organisational support through digital communication and how that shapes their motivation and involvement⁷³.

Media Richness Theory offers a lens through which we can evaluate how well different communication methods convey information. It defines "richness" using four main criteria: how quickly feedback can be exchanged, the number of cues involved (like tone and gestures), the flexibility of language, and the degree of personal connection. Richer media are ideal for navigating complex, emotionally charged, or ambiguous conversations, while

leaner media are better suited for delivering clear, factual updates. This framework is especially helpful in community organising, where choosing the right communication tool depends on the message's complexity, the level of uncertainty, and the audience's characteristics. Channels are typically classified into three categories; lean, moderately rich, and rich; and the theory encourages a flexible approach, often recommending a blend of media to achieve the best outcomes. To make this work, it is important to provide training and support so users feel confident using the selected tools.

When applying Media Richness Theory, two key considerations come into play: the intent behind the message and the nature of the audience. Messages might be designed to inform, persuade, or mobilise, and audiences can differ in size, familiarity, diversity, and communication preferences. Managers can use these insights to choose the most fitting channel. For example, face-to-face meetings, considered the richest form; are perfect for motivating and persuading small, close-knit groups, thanks to their immediacy and emotional depth. Video conferencing also offers rich interaction and is effective for engaging medium-sized, diverse audiences. Phone calls fall in the middle, allowing for verbal nuance and feedback but lacking visual cues. On the leaner end, emails, texts, and social media posts are best for straightforward, informative messages that do not require much back-and-forth⁷⁴. Emails are a powerful tool for reaching and influencing large, diverse groups who already show interest in a cause. Text messages, on the other hand, are more effective for rallying and updating committed audiences who are already familiar with the initiative. Social media posts can energise and connect with broad, engaged communities, making them ideal for maintaining momentum and visibility.

To enhance communication strategies, it is often beneficial to combine different types of media. For example, a lean channel like email or a social post can be used to share basic information and invite people to engage through a richer medium such as a video call or in-person meeting. Alternatively, a rich medium can be used to deliver persuasive or emotional content, followed by lean channels to reinforce the message and maintain contact. The key is to align the communication method with both the message's intent and the audience's characteristics. Improving strategy also involves regularly reviewing and adjusting channel choices based on measurable outcomes. Metrics such as response rates, engagement levels, conversion rates, and satisfaction scores can offer valuable insights. Gathering feedback from both the audience and internal team members helps refine the approach and ensures that communication tools are aligned with organisational goals.

Media Richness Theory (MRT), introduced by Richard L. Daft and Robert H. Lengel in 1986, provides a framework for evaluating how well different communication channels perform within organisations. Its primary aim is to help managers tackle communication challenges; whether it is a lack of information that hinders task execution (uncertainty) or conflicting interpretations of goals and responsibilities (equivocality). Since its inception, MRT has evolved to include digital platforms like video conferencing and online collaboration tools. Although the theory originally focused on how media are used rather than chosen, subsequent research has explored managers' preferences for different channels depending on the communication task. Daft and Lengel developed a four-level scale to assess media richness, ranging from face-to-face interaction to numerical reports. Each medium is rated based on its ability to deliver fast feedback, support multiple cues (like audio and visual), convey personal presence, and use rich language. Their work

positions MRT as a practical guide, showing that both rich and lean media play distinct roles in reducing ambiguity and filling information gaps⁷⁵.

Text-based communication, which ranks low in media richness, is typically favored for sharing clear and direct information. On the other hand, face-to-face interaction; considered a high-richness medium; is more suitable for messages that involve ambiguity or require nuanced interpretation. For example, a quick note to arrange a meeting can be efficiently handled through email or text, whereas a comprehensive conversation about job expectations and performance is best conducted in person. Studies have shown that low-richness formats like formal letters lack strong social presence and are less effective for complex tasks such as negotiation, resolving conflicts, or persuading others. Nonetheless, they serve well when the goal is to communicate precise facts or straightforward data.

2.2.3 Organisational Support Theory (OST)

Organisational Support Theory (OST), introduced by Eisenberger, Huntington, Hutchison, and Sowa in 1986, explores how organisations provide support to their employees, making it highly relevant to this topic. The concept of perceived organisational support (POS) suggests that office administrators' views on support are shaped by their interactions with the organisation, including digital communication. OST proposes that digital channels can serve as a medium for expressing organisational care, respect, and encouragement. It also emphasises the role of supervisors and colleagues in influencing POS, which can be strengthened or weakened through digital communication. Furthermore, the theory highlights how digital communication affects employee engagement, influencing factors such as job satisfaction, motivation, and commitment. It also points to the significance of organisational culture and leadership in shaping POS, especially through digital means.

Applying OST allows researchers to examine how office administrators perceive organisational support via digital communication and how this perception impacts their engagement. Ultimately, OST asserts that employees' sense of support from their organisation directly affects their motivation, satisfaction, and performance.

Organisational Support Theory (OST), originally developed by Eisenberger, Huntington, Hutchison, and Sowa in 1986, is a psychological framework that examines the bond between employees and their organisations. It argues that employees develop broad beliefs about how much their organisation values their efforts and cares for their well-being. These beliefs; termed perceived organisational support (POS); play a key role in shaping motivation, satisfaction, and performance. Over time, OST has evolved to include new research and insights. A central element of the theory is POS, which reflects an employee's belief that their organisation appreciates their work and supports their welfare. This psychological state influences how employees engage with their roles and contributes to overall organisational effectiveness⁷⁶.

A comprehensive review of over 70 studies examined employees' general belief that their organisation values their contributions and cares about their well-being, known as Perceived Organisational Support (POS). A meta-analysis revealed that three key forms of positive treatment; fairness, support from supervisors, and organisational rewards with favourable job conditions; were strongly linked to POS. In turn, POS was associated with beneficial outcomes for both employees (such as job satisfaction and improved mood) and organisations (including stronger affective commitment, enhanced performance, and reduced withdrawal behaviours). These connections were shaped by mechanisms proposed in organisational support theory: employees' perception that organisational

actions are voluntary, a sense of duty to support the organisation, the satisfaction of socioemotional needs, and expectations that performance will be rewarded⁷⁷.

2.3 Review of Empirical Studies

2.3.1 Digital Communication and Employee Engagement

Extensive research in digital communication has demonstrated a strong connection between its adoption by organisations and enhanced employee engagement. In today's complex business environment, many organisations have recognised the evolving nature of business and the transformative impact of information technologies. To navigate the challenges of digital transformation, companies require a highly motivated and engaged workforce across all operational levels. This exploratory study aims to examine the role of digital transformation and its influence on employee engagement.

A systematic review was conducted to assess the effectiveness of digital internal communication. The study analysed seventy-seven (77) research articles published across fifty-two (52) journals from 1990 to November 2022. Findings revealed the progression of research in this field and identified gaps in geographical coverage, theoretical frameworks, and methodologies that future studies should address. It also emphasised the need for deeper investigation into the effectiveness of various internal communication tools, including collaboration platforms, remote work channels, and gamified, interactive approaches. Moreover, the review highlighted the importance of considering the social implications of digital internal communication, such as employee satisfaction and concerns around privacy, control, and ethical issues related to data accessibility. The study concluded by recommending that digital internal communication be explored as an organisational transformation process, an area that remains under-researched⁷⁸.

A recent study examined challenges in internal communication within a company, identifying issues stemming from limited interaction and vague communication strategies. The study aimed to deepen understanding of internal communication in digitally driven workplaces. Its purpose was to assist researchers and organisations in evaluating their communication practices and developing effective communication plans. The research employed a structured methodology, designed a survey, analysed results, and offered recommendations. Key areas explored included preferred communication channels and the link between internal communication and employee engagement. The study used both exploratory and descriptive research methods to address its questions. Insights from the commissioned company revealed a two-way communication system involving both formal and informal exchanges, along with a solid feedback mechanism. Despite these strengths, the company faced difficulties in choosing appropriate channels from many options, identifying the right employee groups, and crafting clear internal messages. A significant finding was that strong internal communication encouraged employees to be more involved and engaged in their work⁷⁹.

A study explored how digital communication tools influence employee engagement, aiming to understand the broader effects of digitalisation in the workplace. Using a qualitative approach, the researchers conducted eight semi-structured interviews with managers and staff at ICA Maxi Erikslund. The findings revealed that digital tools foster a sense of security among employees and positively impact their motivation and productivity, ultimately enhancing engagement. In addition, a pilot study was conducted to quantify the relationship between internal communication; both organisational and supervisory; and employee engagement. Data was gathered through an online survey, with

all responses measured using a 7-point Likert scale. Two rounds of pre-testing were carried out to identify and resolve any major issues and to ensure the survey's content validity. The final survey was distributed via email to a diverse consumer panel of 2,000 individuals aged 18 to 65+.

The study employed linear regression analysis to examine the connection between internal communication and employee engagement. The first regression, which focused on organisational communication, showed a significant and positive relationship with employee engagement. Organisational communication accounted for 23.04% of the variation in engagement levels. The research contributed valuable insights into how internal communication affects employee engagement and reinforced the importance of both supervisor and organisational communication. It also highlighted the need for strategic support and resource allocation to strengthen these communication functions as part of a comprehensive internal communication strategy⁸⁰.

To analyse the results, the researchers used linear regression to explore the link between internal communication and employee engagement. The first analysis, which focused on organisational communication, found a strong and positive connection with engagement. Organisational communication explained 23.04% of the variation in employee engagement. The study offered valuable insights into how internal communication influences employee involvement and confirmed the importance of both supervisor and organisational communication. It also stressed the need for strategic planning and resource investment to strengthen these communication efforts as part of a broader internal communication strategy⁸¹.

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Another study focused on how instant messaging apps and other digital tools influence employee engagement, aiming to understand the role of communication technology in workplace dynamics. The research was especially relevant during the global Covid-19 pandemic, as organisations and employees adapted to new ways of working and connecting. Using a quantitative and deductive approach, the study examined three key areas: (i) how often employees used digital communication tools and how that related to factors like psychological climate, emotional commitment, and perceived support from supervisors; (ii) whether frequent use of these tools influenced the connection between those factors and employee engagement; specifically in terms of feeling safe, valued, and supported; and (iii) whether frequent use of digital tools affected the link between employee engagement and outcomes like discretionary effort and turnover intentions.

The correlation analysis showed only a weak link between how often digital tools were used and the factors that typically lead to employee engagement. Further regression testing revealed that frequent use of these tools did not significantly influence the relationship

between engagement factors and employee engagement, nor did it affect the connection between engagement and its outcomes. Despite these findings, the study offered useful insights for both academic research and practical management, highlighting the need to better understand how digital communication fits into broader engagement strategies⁸³.

A quantitative study was carried out to explore how certain variables relate to employee engagement and how engagement itself influences job performance. This research aimed to address five specific gaps identified in existing literature on employee engagement, using data from publicly listed companies in Sri Lanka. The study examined how factors such as high-performance work practices (HPWPs), religiosity, personal character, leadership, and work-life balance contribute to employee engagement, and how engagement acts as a bridge between these factors and job performance. The research design was built around six core elements: the study's purpose, the type of investigation, the level of researcher involvement, the setting in which the study was conducted, the unit of analysis, and the time frame over which the research took place⁸⁴.

The study took an explanatory approach, aiming to clarify how the independent variables relate to the dependent variable within a structured theoretical framework. It was designed as a correlational investigation, with data collected through a self-administered questionnaire. This questionnaire included seven carefully developed instruments, each tailored to measure one of the study's core variables. In total, twelve hypotheses were formulated to explore both direct relationships and the mediating role of employee engagement. These hypotheses were tested in a natural, non-manipulated environment using a cross-sectional design, with minimal interference from the researchers. The outcomes of the study were discussed in terms of their practical and academic relevance.

Data from 272 executives and managers working in publicly listed companies in Sri Lanka were analysed. The hypotheses were built on both theoretical foundations and empirical evidence, focusing on the dynamics of employee engagement, its combined effects, its role as an independent variable, and its function as a mediator. The results showed that all the examined factor; high-performance work practices, religiosity, personal character, leadership, and work–life balance; had a significant and positive impact on employee engagement. The findings supported an explanatory model that deepens understanding of what drives employee engagement and offers practical insights for enhancing it within Sri Lankan organisations⁸⁵.

The concept of employee engagement as a mediating factor was grounded in general systems theory. The study's hypotheses, which were rigorously tested using scientific methods, added meaningful insights to the existing body of research; particularly within the Sri Lankan context, where studies on employee engagement remain limited. One key finding was the significant impact of high-performance work practices (HPWPs) on employee engagement. This confirmed the first step in establishing mediation, known as Path C. To meet the second step, the researchers examined the direct relationship between HPWPs and employee engagement, which was also significant. The unstandardised regression coefficient ($B = 0.328$) supported this link at a confidence level of $p < .01$, fulfilling the requirement for Step 2. Steps 3 and 4 involved analysing how both HPWPs and employee engagement influenced job performance. The results showed a strong connection between engagement and job performance, even when controlling for HPWPs; confirming Path B. Additionally, the third regression provided insight into Path C',

showing how HPWPs relate to job performance when employee engagement is accounted for⁸⁶.

2.3.2 Organisational Support and Employee Engagement

A study was conducted to explore how perceived organisational support (POS) influences employee engagement and whether employees' passion for their work plays a mediating role in that relationship. Using a random sampling method, 150 employees from various non-governmental organisations were selected. Data collection involved standardised questionnaires and scales, which were scored through one-on-one interviews with participants. To ensure honest responses, employees were assured that their data would remain confidential. The analysis was carried out using PROCESS Macro software to examine both direct and mediating relationships. The results showed that employees reported a high level of perceived organisational support, with an average score of 4.07. Work passion had a mean score of 3.92, while employee engagement averaged 3.72. The findings revealed a positive link between POS and work passion, which in turn influenced employee engagement.

The study demonstrated that employee engagement is shaped by perceived organisational support, and that work passion partially mediates this relationship. In other words, when employees feel supported by their organisation, they are more likely to develop a strong passion for their work, which then boosts their engagement. These results highlight the importance of cultivating both organisational support and work passion to enhance employee involvement. The study concluded that work passion plays a meaningful role in strengthening employee engagement, offering valuable insights for organisations aiming to improve workplace motivation and performance⁸⁷.

A study explored how employees' preferences for managing boundaries between work and personal life influence their communication on social media and, in turn, affect their level of engagement. Using data collected across three survey waves, the research found that work-related communication on social media acts as a bridge between boundary preferences and employee engagement, supporting the proposed causal model over other alternatives. This study offered a fresh perspective by showing that digital work communication doesn't just reflect engagement; it actively helps shape it.

The analysis revealed that employees' boundary management preferences at the first time point (T1) significantly influenced how frequently they engaged in work communication on social media at the second time point (T2), even after accounting for earlier communication habits. In turn, this communication at T2 had a notable impact on employee engagement at the third time point (T3), while controlling for previous engagement levels. Ultimately, the link between boundary preferences at T1 and engagement at T3 was found to be partially mediated by social media-based work communication, highlighting its role in shaping how employees connect with their work⁸⁸.

The study found no evidence to support reverse causality. Participants provided responses through a web-based survey administered by PanelClix1 across three separate time points, spaced 2.5 months apart. At the first stage (T1), quota sampling was used to select 1,008 respondents from a pool of 7,000 Dutch employees; the survey closed once the target number was reached. At the second stage (T2), 578 of those initial participants completed the survey, reflecting a 42.7% drop-out rate. By the third stage (T3), only 361 of the original group completed all three rounds, resulting in a further 37.5% drop-out. This meant that 647 participants from T1 did not continue to T2 or T3. Demographic data

showed that 56% of the final sample were male, with an average age of 47 years ($SD = 11.06$). On average, participants had 14.89 years of tenure within their organisations and worked approximately 36.72 hours per week. The study also examined selective drop-out by comparing the characteristics of those who completed all three waves with those who did not. It was found that men were slightly overrepresented in the final sample; 56% compared to 45% in the initial group; and the average age of the final participants was marginally higher than that of the original sample at T1⁸⁸.

To assess whether participants who dropped out of the study differed in meaningful ways from those who completed it, the researchers conducted a cross-sectional multi-sample structural equation analysis. This allowed them to compare causal relationships between the drop-out group and the final sample. The results showed that employees' boundary management preferences had a slightly stronger influence on work-related social media communication in the final sample than in the initial group, but this difference wasn't statistically significant. Similarly, there were no notable differences in how social media communication affected engagement, suggesting that the reasons for dropping out weren't linked to different causal patterns.

The analysis also indicated that missing data did not follow any systematic trend, as the p -value exceeded the standard threshold for significance. This means the data were missing completely at random. In its conclusion, the study found that most employees prefer to keep their work and personal lives separate online and rarely use social media for work-related communication. This challenges the common assumption; often seen in academic and popular discussions; that integration is the preferred approach. The findings suggest a need for further research into how employees who favour segmentation can still build

engagement in digital environments. Importantly, the study confirmed that both boundary preferences and social media communication significantly influence employee engagement, making them key considerations for future research and organisational practice⁸⁹.

2.4 Conceptual Model

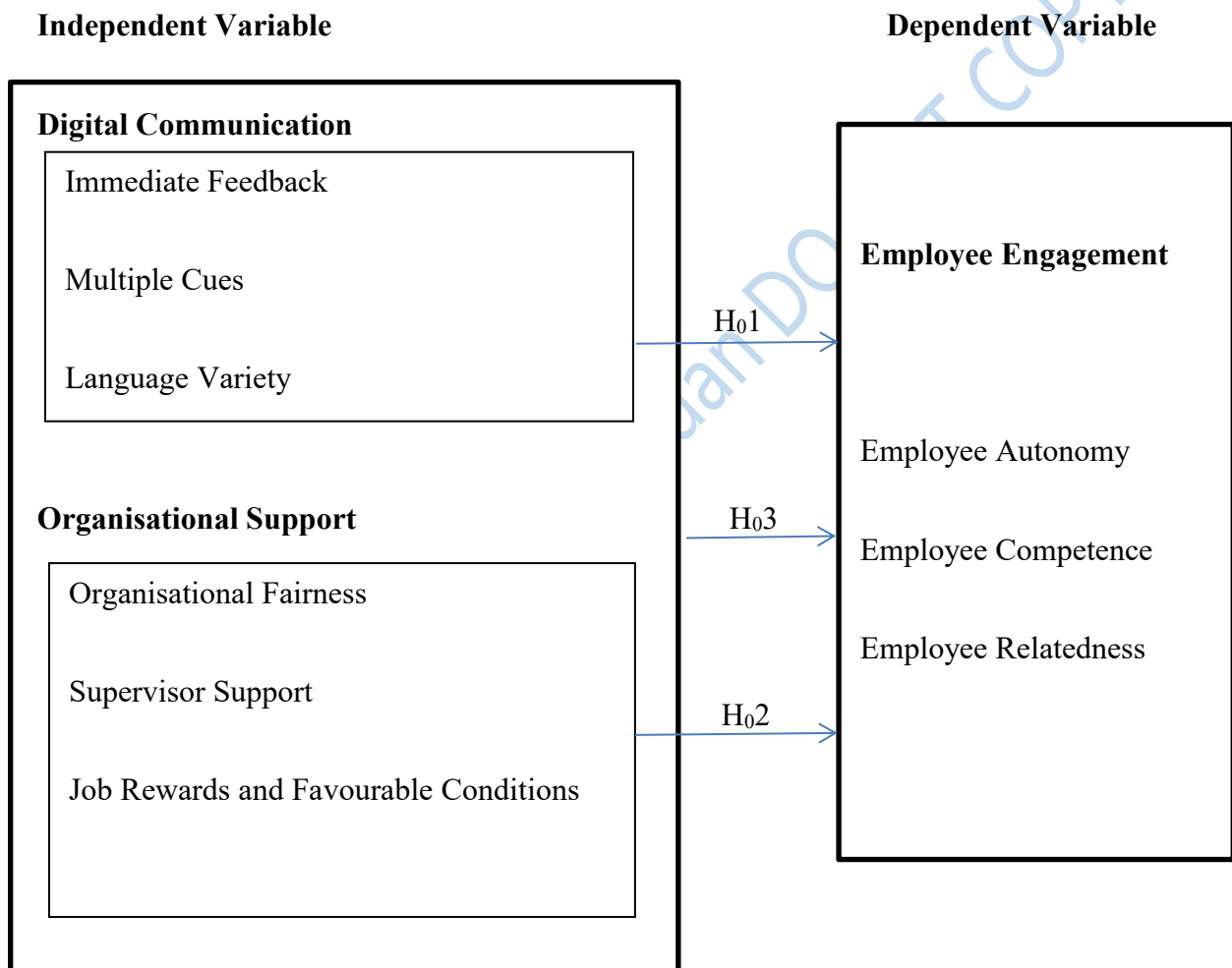


Figure 2.1: The conceptual model showing Digital Communication, Organisational Support and Employee Engagement

Source: Researcher's Work, 2024

According to the conceptual model of the study, the dependent variable of this study is employee engagement. Employee engagement in the context of this study is dependent

variable and was measured using autonomy, empathy and relatedness adopted from Self Determination Theory (SDT). The independent variables are digital communication and organisational support. Digital Communication is measured with Fairness, Supervisor Support, Job rewards and favourable conditions while organisational support has three measures relevant to this study which includes: Fairness, Supervisor Support, Job rewards and Favourable Conditions. The development of the conceptual model is based on the belief that both inputs invariably affect the quality of the output in this case employee engagement of office administrators in federal health establishments in Lagos State, Nigeria.

The conceptual framework illustrates the combined influence of digital communication and organisational support on employee engagement of office administrators in federal health establishments in Lagos State, Nigeria. With these variables, this study identified the influence of digital communication on employee engagement of office administrators in hypothesis one, influence of organisational support on employee engagement of office administrators in hypothesis two, and also the combined influence of digital communication and organisational support on employee engagement of office administrators in federal health establishments in Lagos State, Nigeria.

2.5 Summary of the Reviewed Literature

This chapter highlights a range of scholarly perspectives on the central issue of the study; the impact of digital communication and organisational support on the engagement of office administrators working in federal health establishments across Lagos State, Nigeria. The research demonstrates the significance of both digital communication and organisational support in fostering employee engagement. The conceptual framework

clearly defines the key concepts; digital communication, organisational support, and employee engagement; and illustrates how the dependent variable (employee engagement) is influenced by the independent variables (digital communication and organisational support).

Extensive literature on digital communication has shown strong links between initiatives led by office managers, executives, and organisations that enhance digital interaction and employee engagement. A Systematic Literature Review (SLR) was conducted to explore the relationship between lifestyle migration and digital communication. From a pool of 294 articles sourced from Web of Science (WOS) and Scopus, 16 were identified as directly relevant to the research objectives. These studies were categorised based on three types of digital communication activities: (i) social network relationships, (ii) digital marketing, and (iii) virtual and augmented reality. The research contributed to understanding how lifestyle migration and digital communication intersect in the context of destination management, entrepreneurship, and organisational strategy. The paper concluded by discussing both theoretical and practical implications for digital communication strategies, particularly in the area of long-stay tourism⁹⁰.

A study explored how communication and employee engagement contribute to fostering inclusion in the workplace, with a particular focus on the creative industry. Using a case study approach, the research aimed to uncover the strategies and practices organisations use to build inclusive environments. The study had two main goals: first, to examine the communication tools and methods used to promote inclusion, and second, to understand how employee engagement supports a culture of inclusivity. A mixed-methods design was

adopted, combining qualitative interviews with staff and management alongside quantitative surveys to gather well-rounded data⁹¹.

Another study emphasised that employee engagement reflects the depth of mental and emotional connection individuals feel toward their workplace. Engaged employees tend to be more aware of their environment and more connected to their roles. The research highlighted that highly engaged workplaces experience 70% fewer safety incidents, underscoring the practical benefits of fostering engagement. In today's digital era, the digital workplace has become a vital organisational asset, especially for enhancing the productivity of knowledge workers. While there isn't a distinct research stream solely focused on the digital workplace, many studies have explored related themes. By identifying the challenges and strategies linked to digital engagement, organisations can better adapt to evolving work models and maintain employee motivation, satisfaction, and performance. The digital workplace continues to be a dynamic and essential area of focus, especially as work environments shift and evolve. The importance of employee engagement in this context cannot be overstated. Drawing from a wide range of literature, the study aimed to clarify the goals and significance of engagement in the digital age. In its conclusion, the research offered practical recommendations to help organisations cultivate strong engagement strategies that align with the ever-changing nature of digital workspaces⁹².

Building on theoretical foundations, a study developed a relationship model linking perceived organisational support, organisational identification, employee engagement, and organisational justice. Using survey data from 350 employees across 28 provinces, the researchers applied correlation analysis, structural equation modelling, and regression

techniques to test their hypotheses. The results revealed several key insights: first, perceived organisational support was positively and significantly related to employee engagement, showing a direct influence. Second, organisational identification partially mediated the relationship between perceived organisational support and engagement; meaning that employees who strongly identify with their organisation are more likely to feel engaged when they perceive support. Third, the study confirmed that organisational justice moderates the link between perceived organisational support and organisational identification, suggesting that fairness within the organisation strengthens this connection. Overall, the research demonstrated that perceived organisational support plays a vital role in enhancing employee engagement, and that organisational identification also contributes significantly to this outcome. These findings offer valuable guidance for organisations aiming to improve engagement by fostering a supportive and fair workplace culture⁹³.

The study demonstrated that organisational identification serves as a partial link between perceived organisational support and employee engagement. In its conclusion, it emphasised that when employees clearly perceive support from their organisation, it strengthens their sense of identity and belonging. This sense of identification, in turn, positively influences their engagement. Employees who feel closely aligned with their organisation are more likely to show commitment and actively support its goals, reflecting higher levels of engagement. Furthermore, the research found that perceived organisational support enhances employees' sense of belonging, motivating them to work harder toward organisational objectives. Organisational identification was confirmed as a partial mediator in the relationship between support and engagement. Drawing on self-presentation theory, the study explained that when employees perceive strong support,

they feel valued and secure, which boosts their organisational identity and engagement. Additionally, the study concluded that organisational justice plays a moderating role in the link between perceived support and organisational identification. Based on social equity theory, it was shown that fairness in treatment strengthens this connection; employees who feel fairly treated are more likely to develop a strong sense of organisational identity⁹⁴.

A comprehensive study explored how integrating technology-enhanced learning (TEL) into employee development depends heavily on the presence of strong organisational support. The research aimed to identify which forms of support are most effective in encouraging employee engagement with TEL. Survey results revealed that employees are more likely to participate in TEL when they feel supported by their organisation. Support through policies and infrastructure was important, but the influence of managers and colleagues proved slightly stronger. The mutual benefits were clear; employees gained better working conditions, higher pay, and a sense of purpose, while organisations benefited from increased commitment and improved performance.

The study expanded understanding of how different types of organisational support relate to employee engagement in TEL. However, it also pointed out areas for further research, especially in organisations where digital tools are not widely used. Literature suggests that external support, such as encouragement from family, may also play a role in employees' willingness to engage in TEL and should be explored in future studies. Statistical analysis confirmed a significant relationship between organisational support and TEL engagement, although the strength of the correlation was relatively weak. Still, the data suggested that stronger support could lead to greater involvement in TEL. Correlation analysis showed that all forms of organisational support; managerial, peer, policy-based, and infrastructural;

were significantly linked to TEL engagement, though to varying degrees. Manager and colleague support had a moderate correlation, while institutional policy and infrastructure support were weaker. Among these, manager support had the strongest connection to TEL engagement, and institutional policy support the weakest. Overall, the findings suggest that increasing support across all areas; especially from managers and peers; could significantly boost employee participation in technology-enhanced learning^{95,96}.

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Chapter Three

Methodology

This chapter presents the methodology used in this study. The different sub-sections include research design, population of the study, sample and sampling technique, description of research instrument, validity of research instrument, reliability of research instrument, method of data collection and method of data analysis.

3.1 Research Design

This study adopted a descriptive survey research design which was carried out with the use of a structured questionnaire. This was considered suitable for this study as it aimed to accurately and systematically describe a population. This method was appropriate because it was found useful in the collection of data on phenomena that cannot be directly observed and allowed the researcher to compare responses from all respondent groups at the same time. The descriptive research design was considered suitable in carrying out the study as it enabled the researcher to investigate the impact of Digital Communication and Organisational Support on Employee Engagement of Office Administrators in Federal Health Establishments, Lagos State, Nigeria.

3.2 Population of the Study

The population of this study comprises of two hundred and forty-three (243) staff of the federal health establishments in Lagos State whom are (administrative officers, executive officers, secretaries, secretarial assistants and clerical officers) of the three federal health establishments in two local government areas (Somolu, and Mainland) in Lagos State,

Nigeria. The federal health establishments such as National Orthopaedic Hospital, Igbobi, Lagos (NOHIL), Federal Medical Centre, Ebute Metta, Lagos (FMC), and Federal Neuro-Psychiatric Hospital, Yaba, Lagos (FNPY); all in Somolu and Mainland Local Government Areas Lagos State, Nigeria. The study enrolled respondents from three federal health establishments specifically among office administrators (administrative officers, executive officers, secretaries, secretarial assistants and clerical officers) from the junior and senior categories of the federal health establishments.

Table 3.1: Population of the Study

S/No.	Hospitals	No of Office Administrators
1	Federal Neuro-Psychiatric Hospital, Yaba, Lagos (FNPY)	76
2	National Orthopaedic Hospital, Igbobi, Lagos (NOH)	98
3	Federal Medical Centre, Ebute Metta, Lagos (FMC)	69
Total		243

1,2,3

3.3 Sample Size and Sampling Techniques

To ensure full representation of the target population, this study adopted a total enumeration approach, involving all 243 office administrators working in three federal health establishments located within two local government areas in Lagos State. This method allowed the researcher to include every eligible participant, eliminating the need for sample size estimation or stratification. The decision to use total enumeration was further supported by the successful retrieval of all distributed questionnaires, resulting in a 100% response rate.

To facilitate access to respondents, the researcher employed a combination of random and convenience sampling techniques. Random sampling was used to select the federal health establishments, helping to reduce institutional bias. Within these establishments, convenience sampling enabled the researcher to reach all administrators efficiently, especially in cases where availability or willingness to participate varied. This dual strategy also helped mitigate potential non-response bias, ensuring that the final dataset captured the full diversity of administrative personnel across the selected establishments.

3.4 Description of the Research Instrument

This study used a structured questionnaire to gather valuable insights from office administrators in federal health establishments. The questionnaire is designed to assess key research variables efficiently, allowing for a clear understanding of engagement levels. The research instrument, known as the Digital Communication, Organisational Support, and Employee Engagement (DCOSEE) scale, was used to explore the factors influencing office administrators' engagement. To ensure consistency and ease of response, the questionnaire followed a Likert scale format, where participants can choose from predefined options that best reflect their experiences. To maintain a logical flow, the questionnaire is divided into four sections, each focusing on different aspects of the study's core variables. The sections include the following:

Section A: This section is prepared by the researcher to gather demographic information of respondents. The biodata of respondents contained gender, age, sex, highest qualification, job experience and seniority cadre.

Section B: This study adopts the Employee Engagement (EE) scale, which has been adapted to assess the level of engagement experienced by office administrators in federal

health establishments in Lagos State. The scale focuses on three key sub-variables: autonomy, competence, and relatedness. The autonomy sub-variable, measured through six (6) items, evaluates the degree to which office administrators have control over their tasks and decision-making processes. Competence is assessed using four (4) items, examining administrators' confidence in their abilities and effectiveness in performing their roles. The relatedness sub-variable, consisting of five (5) items, captures the strength of workplace relationships and the sense of connection administrators feel within their professional environment. Together, these sub-variables form a comprehensive framework, totaling fifteen (15) items, that provides valuable insights into the engagement levels of office administrators in federal health establishments. The scale employed a four-point answer style of Very True = 4, True = 3, Not True = 2, Not Very True = 1. Examples of statement include: 'My establishment provides sufficient support to foster autonomy to perform my task'. 'I feel confident in my ability to navigate and use the services in this establishment', 'I feel supported', 'I feel understood by my work colleagues'.

Section C: Digital Communication (DC) scale which includes four sub-scales; Immediate feedback, multiple cues, language variety and personal focus adapted for the study targeted at analysing the digital communication model available for office administrators in the federal health establishments in Lagos, State⁴. This section has four (4) sub-scales representing each construct for the variable with a total of nineteen (19) items. The first sub-scale was used to measure immediate feedback and it contains five (5) items. The second sub-scale was used to measure multiple cues and it contains four (4) items. The third sub-scale was used to measure language variety and it consists of four (4) items. The fourth sub-scale was used to measure personal focus and it consists four (4) items. The

scale utilised a four-point response style of Very True = 4, True = 3, Not True = 2, Not Very True = 1. Examples of questions include: 'The feedback provided here helps me to understand information better', 'I find that different types of cues (such as., gestures, tone of voice) are used effectively in communication here', 'I find that language used here is clear and understandable for different audiences', 'I believe that the communication style here is tailored to individual customers/clients'.

Section D: Organisational Support (OS) scale comprises of three (3) sub-variables of fairness, superior support, job rewards and favourable conditions⁵. This section has three (3) sub-scales representing each measure for the variable with a total of seventeen (17) items. The first sub-scale was used to measure fairness and it contains five (5) items. The second sub-scale was used to measure supervisor support and it contains six (6) items while the third sub-scale was used to measure job rewards and favourable conditions and it consists of six (6) items. The scale employed a four-point answer style of 4 Very True = 4, True = 3, Not True = 2, Not Very True = 1. Examples Include: 'Decisions made by management are transparent and fair', 'My supervisor is approachable and available for discussions', 'My supervisor provides constructive feedback to help me improve', 'I feel that my job performance is adequately rewarded', 'I feel that my organisation invests in employee well-being'.

3.5 Validity of Research Instrument

To validate this study, instrument was acquired from relevant literature analysis and adaption from questionnaires that have been utilised by other studies. Face and content validity was done. Content validity was utilised to determine the internal validity of the research instruments which was verified via the supervisor and other specialists in office

and information management sector. Comments and all the observations made were incorporated in constructing the final draft of the questionnaire.

3.6 Reliability of the Research Instrument

To assess the reliability and clarity of the research instrument, a pilot study was conducted at the administrative section of Joy Medical Centre in Surulere Local Government. A total of twenty office administrators participated by completing the questionnaire. On a 4-point Likert scale, the average score for digital communication was 3.1, indicating frequent use of tools such as email and messaging platforms in daily administrative tasks. Organisational support recorded a mean score of 2.8, suggesting that while staff generally perceive some level of support, improvements are needed in areas such as recognition and reward. Employee engagement yielded a mean of 3.0, reflecting a commendable level of commitment and involvement in work responsibilities. The instrument demonstrated strong internal consistency, with Cronbach's alpha values of 0.87 for digital communication, 0.82 for organisational support, and 0.85 for employee engagement; affirming its reliability and suitability for deployment in the main study.

3.7 Method of Data Collection

Primary data was gathered to answer the aims of the research using a structured questionnaire in accordance with available literature. This instrument works well with a cross-section survey design largely because it facilitates the gathering of data about opinion and perception of respondents at a moment in time on current topics. A letter of recommendation was acquired from the Department of Information Management, Lead City University which would be Utilised to get authorisation to conduct the survey at the

federal health establishments in Lagos State, Nigeria. Due to the number of respondents, a three (3) day training was conducted for three (3) research assistants to facilitate the administration, retrieval and initial sorting of copies of the questionnaires.

3.8 Method of Data Analysis

The researcher evaluated the data obtained using descriptive and inferential statistics for the items in all the sections in the questionnaires. The use of descriptive statistics was useful since it helps to explain and summarise data in terms of frequency counts, simple percentages, mean, and standard deviation, of responses concerning variables under investigation, so addressing the research questions. The hypotheses were tested using linear regression analysis principally to test the hypotheses 1-2; while multiple regression analysis was used to test hypothesis 3. The data obtained for the research was analysed using Statistical Package for Social Sciences (SPSS) version 26. All hypotheses were tested at a level of 0.05 significance.

Endnotes

- ¹ Registry, Federal Neuro-Psychiatric Hospital, Yaba, Lagos
- ² Registry, National Orthopaedic Hospital, Igbobi, Lagos
- ³ Registry, Federal Medical Centre, Ebute Metta, Lagos
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Chapter Four

Results and Discussion of Findings

This chapter presents the data collected for the study, along with its analysis and interpretation. The analytical approach was guided by the study's specific objectives and hypotheses. The first section provides descriptive statistics, displayed in tables with percentage values and brief interpretations beneath each table. The second section covers inferential statistics, while the final part of the chapter discusses the findings in relation to the research questions and hypotheses. Data analysis was conducted using SPSS version 26 to ensure accuracy and reliability.

4.1 Questionnaire Return Rate

A total of Two Hundred and Forty-Three (243) questionnaires were distributed and successfully retrieved for analysis. This high response rate was largely due to the dedication of the research assistants, who played a key role in encouraging participation and ensuring that each questionnaire was properly completed. The summary of the response rate is presented in Table 4.1.

Table 4.1: Questionnaire Returned and Used

S/No.	Name of Establishments	Frequency	Percentage
1	Federal Neuro-Psychiatric Hospital, Yaba, Lagos (FNPY)	76	31.3%
2	National Orthopaedic Hospital, Igbobi, Lagos (NOH)	98	40.3%
3	Federal Medical Centre, Ebute Meeta, Lagos (FMC)	69	28.4%
	Total	243	100%

Source: Field Survey Data 2025

4.2 Demographic Data Analysis

Table 4.2 Demographic Information of Respondents (N = 243)

Demographic	Category	Frequency	Percentage
Gender	Male	92	37.9%
	Female	151	62.1%
Age	25–30	35	14.4%
	26–30	23	9.5%
	31–35	24	9.9%
	36–40	30	12.3%
	41–45	41	16.9%
	46–50	90	37.0%
Highest Educational Qualification			
	ND	36	14.8%
	NCE	9	3.7%
	HND	63	25.9%
	B.Sc	103	42.4%
	Master's Degree	32	13.2%
Years of Experience	5–10	94	38.7%
	11–15	52	21.4%
	16–20	33	13.6%
	21–25	30	12.3%
	26–30	34	14.0%
Work Cadre	Junior	58	23.9%
	Senior	185	76.1%

Source: Field Survey Data (2025)

Table 4.2 outlines key demographic details of the office administrators surveyed, including their gender, age, educational qualification, years of experience, and work cadre. These individuals were employed in federal health establishments across Lagos State, and the data reflects responses from all 243 participants engaged during the fieldwork. The

gender distribution showed that 151 respondents, representing 62.1%, were female, while 92 respondents, or 37.9%, were male. This indicated that administrative roles in the health sector were predominantly occupied by female professionals. In terms of age, the highest proportion of respondents were aged 46 and above, accounting for 90 respondents or 37.0% of the sample. This was followed by those aged 41–45, with 41 respondents (16.9%), and those aged 25–30, comprising 35 respondents (14.4%). Other age groups included 36–40 years (30 respondents, 12.3%), 31–35 years (24 respondents, 9.9%), and 26–30 years (23 respondents, 9.5%). These figures suggested that the administrative workforce was largely made up of experienced professionals, though younger respondents were also well represented. Regarding educational qualifications, the majority of respondents held a Bachelor's degree (B.Sc.), totaling 103 respondents or 42.4%. This was followed by 63 respondents (25.9%) with a Higher National Diploma (HND), 32 respondents (13.2%) with a Master's degree, and 36 respondents (14.8%) who held a National Diploma (ND). Additionally, 9 respondents (3.7%) held a Nigeria Certificate in Education (NCE). The data reflected a workforce with varied academic backgrounds, emphasising the role of formal education in administrative functions.

Years of experience among respondents varied considerably. The most common range was 5–10 years, reported by 94 respondents (38.7%). Another 52 respondents (21.4%) had 11–15 years of experience, while 33 respondents (13.6%) had served for 16–20 years. A further 30 respondents (12.3%) had 21–25 years of experience, and 34 respondents (14.0%) had been in service for 26–30 years. This distribution highlighted a blend of mid-level and long-serving professionals who contributed to the sector's operations. Work cadre data showed that 185 respondents, or 76.1%, occupied senior positions, while 58 respondents

(23.9%) were in junior roles. This suggested that a significant majority of office administrators held senior-level responsibilities within federal health establishments across the state.

4.2.1 Analysis of Research Questions

Research Question 1: What is the level of Office Administrators' Engagement in federal health establishments in Lagos State, Nigeria?

Table 4.3 Office Administrators' Engagement in Federal Health Establishments

Office Administrators' Engagement	VT	T	NT	NVT	Mean
Autonomy (Independence)					
My establishment provides sufficient support to foster autonomy in performing my tasks.	(79) 32.5	(119) 49.0%	(29) 11.9%	(16) 6.6%	3.08
I have the freedom in my establishment to choose how I approach and complete my tasks.	(71) 29.2%	(101) 41.6%	(53) 21.8%	(18) 7.4%	2.93
I can voice concerns in my establishment about my level of autonomy without fear of repercussions.	(60) 24.7%	(87) 35.8%	(77) 31.7%	(19) 7.8%	2.78
Taking ownership and demonstrating autonomy is recognised and rewarded in my establishment.	(34) 14.0%	(99) 40.7%	(82) 33.7%	(28) 11.5%	2.58
Employees in my establishment are encouraged to pursue professional development opportunities that align with career goals.	(136) 56.0%	(84) 34.6%	(15) 6.2%	(8) 3.3%	3.43
Average Mean for Autonomy of Office Administrators' Engagement					2.96

Competence	VT	T	NVT	NT	Mean
I am confident in my ability to navigate and effectively utilise the services available in my establishment.	(116) 47.7%	(107) 44.0%	(17) 7.05	(3) 1.2%	3.38
I have the skills in my establishment needed to participate fully in activities.	(117) 48.1%	(114) 46.9%	(9) 3.7%	(3) 1.2%)	3.42
I can effectively manage challenges and responsibilities in my establishment.	(109) 44.9%	(112) 46.1%	(18) 7.4%	(4) 1.6%	3.35
My establishment ensures employees have access to skill-building opportunities.	(89) 36.6%	(113) 46.5%	(28) 11.5%	(13) 5.3%	3.15
In my establishment, tasks are structured in ways that allow employees to develop and apply their competencies.	(83) 34.2%	(134) 55.1%	(19) 7.8%	(7) 2.9%	3.21
Average Mean for Competence on Office Administrators' Engagement					3.30
Relatedness	VT	T	NVT	NT	Mean
Support is readily available in my establishment, creating a positive and encouraging environment.	(65) 26.7%	(135) 55.6%	(28) 11.5%	(15) 6.2%	3.03
My work colleagues demonstrate understanding, fostering strong professional relationships.	(95) 39.1%	(125) 51.4%	(17) 7.0%	(6) 2.5%	3.27
A sense of value and appreciation is experienced in my establishment.	(63) 25.9%	(137) 56.4%	(27) 11.1%	(16) 6.6%	3.01
Workplace security is prioritised in my establishment, ensuring a safe and comfortable environment.	(104) 42.8%	(109) 44.9%	(24) 9.9%	(6) 2.5%	3.28
Mutual respect and kindness define interactions in my establishment, contributing to a welcoming atmosphere	(85) 35.1%	(138) 56.8%	(14) 5.8%	(6) 2.5%	3.24
Average Mean for Relatedness of Office Administrators					3.17
Weighted Mean for Office Administrators' Engagement					3.14

Source: Field Survey Result (2025)

Decision Rule: 0.00-0.99 = Very Low, 1.00-1.99 = Low, 2.00-2.99 = High, 3.00-4.00 = Very High

Key: VT: Very True, T: True, NT: Not True, NVT: Not Very True

Table 4.3 presents descriptive statistics on Office Administrators' Engagement, focusing on Autonomy, Competence, and Relatedness. In terms of autonomy, the average mean score was 2.96 (74.0 percent), which fell under the Very True category. This indicated that office administrators generally agreed with statements reflecting independence and self-direction. Within this dimension, the lowest score was recorded for the recognition of autonomy, which had a mean of 2.58 (64.5 percent), interpreted as Not Very True. This suggested that administrators felt only mildly acknowledged in their ability to take ownership of their tasks. Similarly, the freedom to voice concerns about autonomy without fear of repercussions had a mean of 2.78 (69.5 percent), also falling within the Not True range. On the other hand, the highest score was observed for encouragement of professional development, with a mean of 3.43 (85.8 percent), which was interpreted as Very True. This implied that administrators felt strongly supported in pursuing growth opportunities. Overall, the autonomy dimension revealed a mix of responses across the decision rule categories, showing that while autonomy was present, its depth varied across specific aspects.

For competence, the average mean score was 3.30 (82.5 percent), which was interpreted as Very True. This reflected a strong sense of capability and confidence among administrators in handling job-related responsibilities. The ability to navigate services had a mean of 3.38 (84.5 percent), and the capacity to manage challenges was rated at 3.35 (83.8 percent), both falling under Very True. These scores suggested that administrators consistently perceived themselves as professionally competent. However, access to skill-building opportunities had a slightly lower mean of 3.15 (78.8 percent), interpreted as True, indicating that while development resources were available, they may not have been

equally accessible to all. Regarding relatedness, the average mean score stood at 3.17 (79.3 percent), which was interpreted as True. This suggested that administrators generally felt connected and supported within their work environment. Workplace security received a mean of 3.28 (82.0 percent), and mutual respect was rated at 3.24 (81.0 percent), both falling under Very True. These responses pointed to positive interpersonal relationships and a sense of belonging. Meanwhile, the item on feeling valued had a mean of 3.01 (75.3 percent), interpreted as True, while emotional support and kindness had slightly lower scores, such as 2.60 (65.0 percent), which fell under Not Very True. This indicated that while the relational climate was generally positive, some emotional aspects of support may have been less consistently experienced.

Overall, the weighted mean across all items was 3.14 (78.5 percent), interpreted as True. This showed that office administrators generally agreed with the engagement statements. The findings reflected a healthy level of engagement, with competence emerging as the strongest dimension, followed by relatedness and autonomy. The presence of responses across all four decision rule categories highlighted the complexity of engagement and the varied experiences of administrators within their roles.

Research Question Two: What is the level of digital communication of office administrators in federal health establishments in Lagos State, Nigeria?

Table 4.4 Level of Digital Communication of office Administrators

Digital Communication	VT	T	NT	NVT	Mean
Immediate Feedback					
I can easily ask follow-up questions in my establishment and get answers promptly.	(81) 33.3%	(121) 49.8%	(25) 10.3%	(16) 6.6%	3.10
The feedback provided in my establishment helps me understand information better.	(89) 36.6%	(132) 54.3%	(16) 6.6%	(6) 2.5%	3.25
Communication in my establishment allows for immediate interaction.	(77) 31.7%	(137) 56.4%	(21) 8.6%	(8) 3.3%	3.17
The speed of feedback in my establishment meets expectations.	(59) 24.3%	(122) 50.2%	(47) 19.3%	(15) 6.2%	2.93
Staff feedback in my establishment is timely and contributes to my professional growth.	(63) 25.9%	(135) 55.6%	(36) 14.8%	(9) 3.7%	3.04
Average Mean for Immediate Feedback					3.17
Multiple Cues					
Communication in my establishment uses a variety of methods (for instance; verbal, written, visual).	(138) 56.8%	(95) 39.1%	(7) 2.9%	(3) 1.2%	3.51
A combination of written and verbal communication in my establishment is effective and enhances clarity.	(121) 49.8%	(111) 45.7%	(8) 3.3%	(3) 1.2	3.44
Non-verbal cues in my establishment, such as facial expressions and gestures, improve communication.	(31) 12.8%	(113) 46.5%	(81) 33.3%	(18) 7.4%	2.65
My establishment ensures that different types of cues (for instance; tone of voice, eye contact) aid understanding.	(38) 15.6%	(124) 51.0%	(64) 26.3%	(17) 7.0%	2.76
Workplace interactions in my establishment integrate multiple forms of communication effectively.	(69) 28.4%	(151) 62.1%	(19) 7.85	(4) 1.6%	3.17
Average Mean for Multiple Cues					3.11

Language Variety	VT	T	NT	NVT	Mean
The use of language variety in my establishment helps in conveying complex ideas effectively.	(72) 29.6%	(133) 54.7%	(31) 12.8%	(7) 2.9%	3.11
Communication in my establishment includes a rich vocabulary and expressions.	(67) 27.6%	(132) 54.3%	(33) (13.6%)	(11) 4.5%	3.05
The use of formal and informal language in my establishment suits context of communication.	(69) 28.4%	(140) 57.6%)	(27) 11.1%)	(7) 2.9%	3.11
Language is structured in my establishment to be clear and understandable for diverse audiences.	(77) 31.7%	(134) 55.1%	(23) 9.5%	(9) 3.7%	3.15
My establishment supports multilingual communication when necessary to enhance understanding.	(72) 29.6%	(132) 54.3%	(29) 11.9%	(10) 4.1%	3.10
Average Mean for Language Variety					3.10
Personal Focus Mean	VT	T	NT	NVT	
My personal experiences and feedback in my establishment are considered in communication.	(64) 26.3%	(143) 58.8%	(24) 9.9%	(12) 4.9%	3.07
Communication in my establishment takes into account individual differences.	(54) 22.2%	(136) 56.0%	(41) 16.9%	(12) 4.9%	2.96
The communication style in my establishment is adapted to employees and clients for better engagement.	(70) 28.8%	(147) 60.5%	(22) 9.1%	(4) 1.6%	3.16
Personalised communication in my establishment strengthens workplace interactions.	(65) 26.7%	(140) 57.6%	(31) 12.8%	(7) 2.9%	3.08
My establishment fosters a workplace culture where individuals perspectives are acknowledged.	(75) 30.9%	(131) 53.9%	(32) 13.2%	(5) 2.1%	3.13
Average Mean for Personal Focus					3.08
Weighted Mean for Digital Communication					3.10

Source: Field Survey Result (2025)

Decision Rule: 0.00-0.99 = Very Low, 1.00-1.99 = Low, 2.00-2.99 = High, 3.00-4.00 = Very High

Key: VT: Very True, T: True, NT: Not True, NVT: Not Very True

Table 4.4 shows the analysis of digital communication practices in federal health establishments across Lagos State was guided by four core measures: immediate feedback, multiple cues, language variety, and personal focus. Each measure was assessed using five items rated on a four-point Likert scale where 4 indicated very true, 3 true, 2 Not True, and 1 not very true. A mean score of 3.00 and above was interpreted as a positive perception of the communication measure. The first measure, immediate feedback, explored how promptly and interactively communication occurred within the workplace. Responses revealed a strong sense of satisfaction among office administrators.

For the item “I can easily ask follow-up questions in my establishment and get answers promptly”, 81 respondents (33.3%) selected very true, 121 (49.8%) selected true, 25 (10.3%) chose Not True, and 16 (6.6%) selected Not Very True, resulting in a mean score of 3.10. For The feedback provided in my establishment helps me understand information better, 89 respondents (36.6%) selected very true, 132 (54.3%) true, 16 (6.6%) Not True, and 6 (2.5%) not very true, with a mean score of 3.25. The item Communication in my establishment allows for immediate interaction received 77 very true responses (31.7%), 137 true (56.4%), 21 Not True (8.6%), and 8 not very true (3.3%), yielding a mean score of 3.17. For The speed of feedback in my establishment meets expectations, 59 respondents (24.3%) selected very true, 122 (50.2%) true, 47 (19.3%) Not True, and 15 (6.2%) not very true, resulting in a mean score of 2.93. Lastly, Staff feedback in my establishment is timely and contributes to my professional growth had 63 very true responses (25.9%), 135 true (55.6%), 36 Not True (14.8%), and 9 not very true (3.7%), with a mean score of 3.04.

The average mean score for immediate feedback was 3.17, indicating a generally positive perception. The second measure, multiple cues, examined the use of varied communication methods such as verbal, written, visual, and non-verbal elements. *For* Communication in my establishment uses a variety of methods (for instance; verbal, written, visual), 138 respondents (56.8%) selected very true, 95 (39.1%) true, 7 (2.9%) Not True, and 3 (1.2%) not very true, resulting in a mean score of 3.51. The item A combination of written and verbal communication in my establishment is effective and enhances clarity received 121 very true responses (49.8%), 111 true (45.7%), 8 Not True (3.3%), and 3 not very true (1.2%), with a mean score of 3.44. For Non-verbal cues in my establishment, such as facial expressions and gestures, improve communication, 31 respondents (12.8%) selected very true, 69 (28.4%) true, 113 (46.5%) Not True, and 30 (12.3%) not very true, resulting in a mean score of 2.65. The *item* My establishment ensures that different types of cues (for instance; tone of voice, eye contact) aid understanding had 124 very true responses (51.0%), 81 true (33.3%), 34 Not True (14.0%), and 4 not very true (1.6%), with a mean score of 2.76. Lastly, Workplace interactions in my establishment integrate multiple forms of communication effectively received 151 very true responses (62.1%), 64 true (26.3%), 19 Not True (7.8%), and 9 not very true (3.7%), resulting in a mean score of 3.17. The average mean score for multiple cues was 3.11, suggesting that while verbal and written methods were well utilised, non-verbal elements may require further attention.

The third measure, language variety, focused on how effectively different forms of language were used to convey ideas and ensure clarity. For The use of language variety in my establishment helps in conveying complex ideas effectively, 72 respondents (29.6%)

selected very true, 133 (54.7%) true, 31 (12.8%) Not True, and 7 (2.9%) not very true, with a mean score of 3.11. The item Communication in my establishment includes a rich vocabulary and expressions received 67 very true responses (27.6%), 132 true (54.3%), 33 Not True (13.6%), and 11 not very true (4.5%), resulting in a mean score of 3.05. For The use of formal and informal language in my establishment suits context of communication, 69 respondents (28.4%) selected very true, 140 (57.6%) true, 27 (11.1%) Not True, and 7 (2.9%) not very true, yielding a mean score of 3.11. The item Language is structured in my establishment to be clear and understandable for diverse audiences had 77 very true responses (31.7%), 134 true (55.1%), 23 Not True (9.5%), and 9 not very true (3.7%), with a mean score of 3.15. Lastly, my establishment supports multilingual communication when necessary to enhance understanding received 72 very true responses (29.6%), 132 true (54.3%), 29 Not True (11.9%), and 10 not very true (4.1%), resulting in a mean score of 3.10. The average mean score for language variety was 3.10, indicating that respondents found the use of language in their establishments to be clear, inclusive, and contextually appropriate. The final measure, personal focus, assessed how well communication reflected individual experiences and differences.

For the item My personal experiences and feedback in my establishment are considered in communication, 64 respondents (26.3%) selected Very True, 143 respondents (58.8%) chose True, 30 respondents (12.3%) indicated Untrue, and 6 respondents (2.5%) selected Very Untrue. This distribution suggests that a significant majority; 85.1% felt their personal input was acknowledged in workplace communication. The mean score for this item was 3.08, reinforcing the perception that communication within federal health establishments in Lagos State is generally personalised and responsive to individual

experiences. However, the presence of dissenting views highlights the need for more inclusive practices that ensure every voice is heard and valued.

In summary, all four measures of digital communication; immediate feedback (mean score 3.17, 83.1%), multiple cues (mean score 3.11, 84.9%), language variety (mean score 3.10, 84.3%), and personal focus (mean score 3.08, 85.1%); recorded scores above the threshold of 3.00. These percentages reflect the proportion of respondents who selected either very true or true across the items within each measure. The overall weighted mean score was 3.10, indicating that office administrators perceived digital communication in federal health establishments across Lagos State as effective, timely, inclusive, and responsive to individual needs. The findings suggested that while the use of varied communication methods and prompt feedback are well established, there is still room to strengthen non-verbal cues and deepen personalisation in workplace interactions. These insights provide a valuable foundation for improving communication strategies, enhancing employee engagement, and fostering a more adaptive and inclusive communication culture within the public health sector.

Research Question 3: What are the various organisational supports available to office administrators in federal health establishments in Lagos State, Nigeria?

Table 4.5 Organisational Support of Office Administrators

Level of Organisational Support	VT	T	NT	NVT	Mean
Fairness					
Decisions made by management in my establishment are transparent and fair.	(56) 23.0%	(133) 54.7%	(37) 15.2%	(17) 7.0%	2.93
My establishment prioritises equal treatment of employees.	(55) 22.6%	(108) 44.4%	(57) 23.5%	(23) 9.5%	2.80
Employee concerns in my establishment are listened to and addressed fairly.	(59) 24.3%	(117) 48.1%	(47) 19.3%	(20) 8.2%	2.88
A structured grievance-handling process in my establishment ensures that concerns are addressed appropriately.	(65) 26.7%	(128) 52.7%	(36) 14.8%	(14) 5.8%	3.01
Workload distribution in my establishment is fairly distributed among team members.	(66) 27.2%	(124) 51.0%	(41) 16.9%	(12) 4.9%	3.01
Average Mean for Fairness					2.93
Supervisor Support					
My supervisor in my establishment provides me with the necessary resources to perform my job effectively.	(87) 35.8%	(122) 50.2%	(20) 8.2%	(14) 5.8%	3.16
My supervisor recognises and appreciates my contributions.	(82) 33.7%	(137) 56.4%	(11) 4.5%	(13) 5.3%	3.19
My supervisor is approachable and available for discussions.	(101) 41.6%	(128) 52.7%	(7) 2.9%	(7) 2.9%	3.33
My supervisor provides constructive feedback to help me improve.	(93) 38.3%	(125) 51.4%	(17) 7.0%	(8) 3.3%	3.25
In my establishment, my supervisor offers guidance when I encounter challenges.	(106) 43.6%	(117) 48.1%	(13) 5.3%	(7) 2.9%	3.33
Average Mean for Supervisor Support					3.25

Job Rewards and Favourable Conditions	VT	T	NT	NVT	Mean
My job performance in my establishment is adequately recognised and rewarded.	(59) 24.3%	(113) 46.5%	(48) 19.8%	(23) 9.5%	2.86
My establishment ensures employees receive feedback on how their work impacts the organisation.	(56) 23.0%	(118) 48.6%	(48) 18.9%	(23) 9.5%	2.85
The workplace conditions in my establishment are conducive to productivity.	(62) 25.5%	(139) 57.2%	(28) 11.5%	(14) 5.8%	3.03
Policies in my establishment support employee development and career growth.	(72) 29.6%	(134) 55.1%	(270) 11.1%	(10) 4.1%	3.10
My establishment invests in employee well-being, creating a positive work environment.	(68) 28.0%	(108) 44.4%	(45) 18.5%	(21) 8.6%	2.92
Average Mean Job Rewards and Favourable Conditions					2.96
Weighted Average Level of Organisational Support					3.04

Source: Field Survey Result (2025)

Decision Rule: 0.00-0.99 = Very Low, 1.00-1.99 = Low, 2.00-2.99 = High, 3.00-4.00 = Very High

Key: VT: Very True, T: True, NT: Not True, NVT: Not Very True

Table 4.5 shows the analysis of organisational support in federal health establishments across Lagos State was based on three key measures: fairness, supervisor support, and job rewards and favourable conditions. Each measure was assessed using five items rated on a four-point Likert scale, where 4 represented Very True, 3 true, 2 Not True, and 1 Not Very True. According to the decision rule, a mean score of 3.00 and above was interpreted as a positive perception of the measure. The fairness measure examined how transparent, equitable, and responsive the organisation was in its treatment of employees. For the item on whether decisions made by management were transparent and fair, 56 respondents (23.0%) selected Very True, 133 (54.7%) selected true, 37 (15.2%) chose Not True, and 17 (7.0%) selected Not Very True. The mean score for this item was 2.93. Regarding equal treatment of employees, 55 respondents (22.6%) selected Very True, 108 (44.4%) true, 57 (23.5%) Not True, and 23 (9.5%) Not Very True, resulting in a mean score of 2.80.

For the item assessing whether employee concerns were listened to and addressed fairly, 59 respondents (24.3%) selected Very True, 117 (48.1%) true, 47 (19.3%) Not True, and 20 (8.2%) Not Very True, yielding a mean score of 2.88. The item on structured grievance-handling received 65 Very True responses (26.7%), 128 true (52.7%), 36 Not True (14.8%), and 14 Not Very True (5.8%), with a mean score of 3.01. Lastly, workload distribution was rated Very True by 66 respondents (27.2%), true by 124 (51.0%), Not True by 41 (16.9%), and Not Very True by 12 (4.9%), resulting in a mean score of 3.01. The weighted average mean for the fairness measure was 2.93, which fell slightly below the threshold, indicating a moderately positive but not fully satisfactory perception of fairness in the workplace.

Supervisor support focused on how well supervisors provided resources, recognition, guidance, and feedback to their staff. For the item on resource provision, 87 respondents (35.8%) selected Very True, 122 (50.2%) true, 20 (8.2%) Not True, and 14 (5.8%) Not Very True, resulting in a mean score of 3.16. Recognition of contributions was rated Very True by 82 respondents (33.7%), true by 137 (56.4%), Not True by 11 (4.5%), and Not Very True by 13 (5.3%), yielding a mean score of 3.19. Supervisor approachability received 101 Very True responses (41.6%), 128 true (52.7%), 7 Not True (2.9%), and 7 Not Very True (2.9%), with a mean score of 3.33. Constructive feedback was rated Very True by 93 respondents (38.3%), true by 125 (51.4%), Not True by 17 (7.0%), and Not Very True by 8 (3.3%), resulting in a mean score of 3.25.

Guidance during challenges was affirmed by 106 respondents (43.6%) as Very True, 117 (48.1%) as true, 13 (5.3%) as Not True, and 7 (2.9%) as Not Very True, yielding a mean score of 3.33. The weighted average mean for supervisor support was 3.25, which met the

decision rule and indicated a strong positive perception of supervisory practices. The measure of job rewards and favourable conditions assessed how well the organisation recognised performance, provided feedback, and supported employee well-being. For the item on performance recognition, 59 respondents (24.3%) selected Very True, 113 (46.5%) true, 48 (19.8%) Not True, and 23 (9.5%) Not Very True, resulting in a mean score of 2.86. Feedback on how work impacts the organisation was rated Very True by 56 respondents (23.0%), true by 118 (48.6%), Not True by 46 (18.9%), and Not Very True by 23 (9.5%), yielding a mean score of 2.85. Workplace conditions received 62 Very True responses (25.5%), 139 true (57.2%), 28 Not True (11.5%), and 14 Not Very True (5.8%), with a mean score of 3.03. Policies supporting development were affirmed by 72 respondents (29.6%) as Very True, 134 (55.1%) as true, 27 (11.1%) as Not True, and 10 (4.1%) as Not Very True, resulting in a mean score of 3.10. Investment in employee well-being was rated Very True by 68 respondents (28.0%), true by 108 (44.4%), Not True by 45 (18.5%), and Not Very True by 21 (8.6%), yielding a mean score of 2.92. The weighted average mean for job rewards and favourable conditions was 2.95, which was slightly below the threshold, indicating a moderately positive perception with areas for improvement.

When all three measures were combined, the overall weighted average mean was 3.04. This score met the decision rule and reflected a generally positive perception of organisational support among office administrators in federal health establishments across Lagos State. While supervisor support emerged as the strongest area, fairness and job-related rewards showed moderate approval, suggesting that targeted improvements in transparency, recognition, and well-being initiatives could further enhance the organisational climate.

4.2.2 Presentation of Hypotheses

H₀₁: There is no significant influence of digital communication on office administrators' engagement in federal health establishments in Lagos State, Nigeria.

Table 4.6a-c: Influence of Digital Communication on Office Administrators' Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.584	.341	.338	.36460

a. Predictors: (Constant), Digital Communication

ANOVA^a

Model		Sum of Square	df	Mean Means	F	Sig.
1	Regression	16.549	1	16.549	124.491	.000 ^b
	Residual	32.037	241	.133		
	Total	48.587	242			

a. Dependent Variable: Admin Engagement

b. Predictors: (Constant), Digital Communication

Coefficients^a

Model		Unstandardised B	Coefficients Std. Error	Standardised Coefficients Beta	t	Sig.
1	(Constant)	1.151	.180		6.402	.000
	Digital Communication	.643	.058	.584	11.158	.000

a. Dependent Variable: Office Administrators' Engagement

To test the null hypothesis (H₀₁), which stated that digital communication would not significantly influence the engagement of office administrators in federal health establishments in Lagos State, Nigeria, a simple linear regression analysis was conducted. This analysis aimed to determine whether digital communication served as a meaningful predictor of administrator engagement. Responses to questionnaire items measuring digital communication; such as clarity, frequency, accessibility, and responsiveness; were

aggregated to generate overall scores. Similarly, engagement was assessed by summing responses to items that reflected indicators like commitment, enthusiasm, task involvement, and responsiveness to organisational goals. The results of this analysis were presented in Tables 4.6a through 4.6c.

Digital communication was treated as the independent variable and was measured through structured items that captured how effectively administrators interacted using digital platforms, including email, messaging systems, and internal communication tools. The dependent variable, office administrators' engagement, was evaluated through their emotional investment in work, participation in organisational activities, and alignment with institutional objectives.

The Model Summary table (Table 4.6a) revealed a moderately strong positive relationship between digital communication and engagement, with a correlation coefficient (R) of 0.584. This indicated that improvements in digital communication were associated with higher levels of engagement among office administrators. The R Square value of 0.341 showed that digital communication explained approximately 34.1% of the variance in engagement. This was a considerable proportion, especially in behavioural studies where multiple factors typically influence outcomes. The adjusted R Square value of 0.338 confirmed the reliability of the model, while the standard error of the estimate (0.36460) suggested that the model's predictions were reasonably accurate.

The ANOVA table (Table 4.6b) tested the overall significance of the regression model. The regression sum of squares was 16.549, while the residual sum of squares was 32.037, resulting in a total of 48.587. These figures indicated that a significant portion of the total variance in engagement was explained by digital communication. The F-statistic was

124.491, and the associated p-value was .000. This confirmed that the regression model was statistically significant and that the relationship between digital communication and engagement was not due to random chance. The Coefficients table (Table 4.6c) provided further insight into the strength and direction of the relationship. The unstandardised coefficient ($B = 0.643$) showed that for every one-unit increase in digital communication, engagement increased by 0.643 units. The standardised beta coefficient ($\beta = 0.584$) reflected a moderately strong effect size. The t-value of 11.158 and the p-value of .000 confirmed that the influence of digital communication on engagement was statistically significant.

Based on these findings, the null hypothesis (H_01), which proposed that digital communication would have no significant influence on office administrators' engagement, was rejected. The results demonstrated that digital communication had a significant and positive impact on engagement. This highlighted the importance of effective digital communication systems in fostering active participation, motivation, and commitment among office administrators in federal health establishments across Lagos State.

In this analysis, the values of office administrators' engagement (dependent variable) were regressed on the values of digital communication (independent variable). The findings underscored the role of digital communication as a key driver of workplace engagement and suggested that federal health establishments should invest in improving digital infrastructure and communication practices to enhance administrative performance. The results of the regression analysis are presented in Table 4.6.

H₀₂: There is no significant influence of organisational support on office administrators' engagement in federal health establishments in Lagos State, Nigeria.

Table 4.7a-c Influence of Organisational Support on Office Administrators' Engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.647 ^a	.418	.416	.34254

a. Predictors: (Constant), Organisational Support

ANOVA^a

Model		Sum of Square	df	Mean Means	F	Sig.
1	Regression	20.310	1	20.310	173.095	.000 ^b
	Residual	28.277	241	.117		
	Total	48.587	242			

a. Dependent Variable: Office Administrators' Engagement

b. Predictors: (Constant), Organisational Support

Coefficients^a

Model		Unstandardised B	Coefficients Std. Error	Standardised Coefficients Beta	t	Sig.
1	(Constant)	1.1615	.118		13.685	.000
	Organisational Support	.500	.038	.647	13.157	.000

a. Dependent Variable: Office Administrators' Engagement

Table 4.7 shows a simple linear regression analysis was conducted to examine the influence of organisational support on office administrators' engagement in federal health establishments in Lagos State, Nigeria. Organisational support was measured using questionnaire items that assessed the extent to which administrators felt supported by their organisation, including access to resources, recognition, encouragement, and managerial responsiveness. Office Administrators' Engagement was measured through items that

captured their level of commitment, involvement, enthusiasm, and responsiveness to organisational goals.

The results of the analysis were presented across three tables. The model summary table showed that organisational support had a strong positive relationship with Office Administrators' Engagement, with a correlation coefficient (R) of 0.647. The R square value indicated that organisational support explained 41.8 percent of the variance in engagement, while the adjusted R square was 0.416. The standard error of the estimate was 0.34254, suggesting a reasonably good fit of the model.

The ANOVA table tested the overall significance of the regression model. The analysis produced an F-value of 173.095 with a significance level of 0.000, indicating that the model was statistically significant. This result confirmed that the relationship between organisational support and engagement was not due to chance. The coefficients table provided further insight into the strength and direction of the relationship. The unstandardised coefficient for organisational support was 0.500, with a standard error of 0.038. This indicated that for every one-unit increase in organisational support, Office Administrators' Engagement increased by 0.500 units. The standardised beta coefficient was 0.647, showing a strong effect size. The t-value was 13.157, and the significance level was 0.000, confirming that the influence of organisational support on engagement was statistically significant.

Based on these findings, the null hypothesis two (H_{02}), which stated that there is no significant influence of organisational support on Office Administrators' Engagement in federal health establishments in Lagos State, Nigeria, was rejected. The results

demonstrated that organisational support had a significant and positive impact on engagement.

The null hypothesis three (H_{03}), which stated that there would be no combined significant influence of digital communication and organisational support on Office Administrators' Engagement in federal health establishments in Lagos State, Nigeria, was tested using multiple linear regression analysis. In this analysis, the values of Office Administrators' Engagement (dependent variable) were regressed on the combined values of digital communication and organisational support (independent variables). The data for digital communication and organisational support were generated by summing responses to all questionnaire items measuring each construct respectively, while the data for Office Administrators' Engagement were obtained by aggregating responses to all items used to assess the variable. The results of the regression analysis are presented in Table 4.8.

H_{03} : There is no significant combined influence of digital communication and organisational support on Office Administrators' Engagement in federal health establishments in Lagos State, Nigeria.

Table 4.8a-c: Combined influence of Digital Communication and Organisational Support on Office Administrators' Engagement

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695 ^a	.483	.478	.32361

a. Predictors: (Constant), Organisational Support and Digital Communication

ANOVA^a

Model		Sum of Square	df	Mean Means	F	Sig.
1	Regression	23.453	2	11.727	111.980	.000 ^b
	Residual	25.133	240	.105		
	Total	48.587	242			

a. Dependent Variable: Office Administrators' Engagement

b. Predictors: (Constant), Organisational Support, Digital Communication

Coefficients^a

Model		Unstandardised Coefficients		Standardised Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	.979	.161		6.078	.000
	Digital					
	Communication	.345	.063	.313	5.479	.000
	Organisational Support	.359	.044	.464	8.120	.000

a. Dependent Variable: Office Administrators' Engagement

Table 4.8 showed a multiple linear regression analysis was conducted to examine the combined influence of digital communication and organisational support on office administrators' engagement in federal health establishments in Lagos State, Nigeria. Digital communication was measured using questionnaire items that assessed the clarity, accessibility, and responsiveness of communication channels, including the use of digital tools for administrative tasks. Organisational support was measured through items that evaluated the extent to which administrators felt encouraged, recognised, and adequately resourced by their organisations. Office Administrators' Engagement was assessed using indicators such as their level of commitment, enthusiasm, involvement in work activities, and alignment with organisational goals.

The results of the analysis were presented across three tables. The model summary table showed that the combined predictors; digital communication and organisational support;

had a strong positive relationship with Office Administrators' Engagement, with a correlation coefficient (R) of 0.695. The R square value indicated that the model explained 48.3 percent of the variance in engagement, while the adjusted R square was 0.478. The standard error of the estimate was 0.32361, suggesting that the model provided a good fit for the data.

The ANOVA table tested the overall significance of the regression model. The analysis produced an F-value of 111.980 with a significance level of 0.000, confirming that the model was statistically significant. This result indicated that the combined influence of digital communication and organisational support on engagement was not due to chance, but reflected a meaningful and reliable relationship. The coefficients table provided further insight into the individual contributions of each predictor. The unstandardised coefficient for digital communication was 0.345, with a standard error of 0.063. This indicated that for every one-unit increase in digital communication, Office Administrators' Engagement increased by 0.345 units. The standardised beta coefficient was 0.313, with a t-value of 5.479 and a significance level of 0.000, confirming that digital communication was a statistically significant predictor. The unstandardised coefficient for organisational support was 0.359, with a standard error of 0.044. This showed that for every one-unit increase in organisational support, engagement increased by 0.359 units. The standardised beta coefficient was 0.464, with a t-value of 8.120 and a significance level of 0.000, indicating that organisational support was also a statistically significant predictor and contributed more strongly to engagement than digital communication.

Based on these findings, the null hypothesis three (H_{03}), which stated that there is no combined significant influence of digital communication and organisational support on

Office Administrators' Engagement in federal health establishments in Lagos State, Nigeria, was rejected. The results demonstrated that both digital communication and organisational support had significant and positive effects on engagement, and their combined influence accounted for nearly half of the variation in engagement levels among office administrators. These findings underscore the importance of fostering both effective communication practices and supportive organisational environments to enhance engagement in the federal health sector in Lagos State, Nigeria.

4.3 Discussion of Findings

According to the data collected and presented, a total of 243 questionnaires were distributed to office administrators across federal health establishments in Lagos State. All 243 questionnaires were returned and used for analysis, representing a complete response rate of 100 percent. This full return rate strengthens the reliability of the study's findings, as it ensures that the data reflects the entire sample without omissions or exclusions. The purpose of this study was to examine the engagement levels of office administrators in federal health establishments in Lagos State, Nigeria, and to explore how digital communication and organisational support influence their experiences. The findings are discussed below in relation to each research question.

The first research question "What is the level of office administrators' engagement in federal health establishments in Lagos State, Nigeria?" Engagement was assessed through three dimensions: competence, autonomy, and relatedness. Competence had the highest mean score of 3.30, indicating that administrators generally feel skilled and capable in their roles. This reflects a workforce that is confident in its ability to meet job demands and contribute meaningfully to organisational goals. Relatedness followed with a mean

score of 3.17, suggesting that administrators feel a sense of connection with their colleagues and the broader mission of their establishments. This sense of belonging is essential for collaboration and emotional investment in the workplace. Autonomy, however, scored lower at 2.96, pointing to a need for greater empowerment and decision-making freedom among administrators. These findings are consistent with Self-Determination Theory, which identifies competence, autonomy, and relatedness as core psychological needs that drive motivation and engagement. The relatively high scores in competence and relatedness suggest that administrators are supported and motivated, but the lower autonomy score highlights an area where organisational structures may be limiting initiative and independence. A study found that employee engagement is positively influenced by perceived organisational support and opportunities for growth, which reinforces the relevance of these findings in the context of public health administration^{1,2}.

The second research question “What is the level of digital communication of office administrators in federal health establishments in Lagos State, Nigeria?” This was measured through immediate feedback, multiple cues, language variety, and personal focus. Immediate feedback had the highest mean score of 3.17, showing that administrators are able to receive timely responses and clarifications, which enhances efficiency and reduces misunderstandings. Multiple cues scored 3.11, indicating that various communication formats; such as emails, chats, and video calls; are being used effectively. Language variety had a mean score of 3.10, suggesting that administrators are comfortable with both formal and informal expressions. Personal focus scored slightly lower at 3.08, implying that while communication is functional, it may lack emotional

depth or personalisation. These results support Media Synchronicity Theory, which emphasises the importance of aligning communication media with task requirements. The high scores in feedback and cues suggest that digital tools are being used in ways that support clarity and responsiveness. Daft and Lengel's Media Richness Theory also supports these findings, arguing that richer media; those that allow for immediate feedback and multiple cues; are more effective for complex or ambiguous tasks. The slightly lower score in personal focus suggests that digital communication could be improved by incorporating more emotionally intelligent and personalised interactions^{3,4}.

The third research question "What are the various organisational supports available to office administrators in federal health establishments in Lagos State, Nigeria?" focused on the organisational supports available to office administrators. This was assessed through supervisor support, fairness, and relatedness. Supervisor support had the highest mean score of 3.25, indicating that administrators feel guided and encouraged by their superiors. Relatedness again scored 3.17, reinforcing the earlier finding that administrators feel connected to their teams. Fairness had a lower mean score of 2.93, suggesting that some administrators perceive inequities in how resources, recognition, or opportunities are distributed. These findings align with the theory of Perceived Organisational Support, which suggests that employees who feel supported by their organisation are more likely to be committed and engaged. The high scores in supervisor support and relatedness reflect a generally positive environment, but the lower fairness score highlights the need for more transparent and equitable practices⁵. The study shows that perceptions of fairness significantly influence job satisfaction and engagement, which supports the importance of

addressing this issue in public health settings where resources are often limited and workloads are high⁶.

In conclusion, the findings suggested that office administrators in Lagos State federal health sector are moderately to highly engaged, supported by effective digital communication and meaningful organisational support. However, areas such as autonomy, fairness, and personalisation in communication require attention. Addressing these gaps through targeted training, policy reforms, and inclusive leadership could significantly enhance administrative performance and workplace satisfaction.

This study investigated the influence of digital communication and organisational support on office administrators' engagement in federal health establishments in Lagos State, Nigeria. Three null hypotheses were tested using regression analysis, and the findings are discussed below in relation to existing literature.

The regression analysis revealed a significant positive relationship between digital communication and engagement. This indicates that digital communication accounts for 34.1% of the variance in engagement, leading to the rejection of the first null hypothesis. These findings align with a study found that digital communication enhances organisational efficiency, collaboration, and employee engagement. Their study emphasised that digital tools; when strategically implemented; can foster real-time feedback, improve accessibility, and strengthen interpersonal connections⁷. However, they also cautioned against over-reliance, which may reduce teamwork and interpersonal relationships. Similarly, a study argued that effective digital communication strategies are essential for stakeholder engagement and organisational success. The study highlighted

the importance of integrating diverse digital channels to create cohesive communication plans that support employee motivation and performance⁸.

The second regression model showed a stronger relationship indicating that organisational support explains 41.8% of the variance in engagement. This led to the rejection of the second null hypothesis. This result is consistent with a study done by Eisenberger in 1986, who introduced the concept of perceived organisational support (POS) as a key driver of employee commitment and engagement. A study further emphasised that employees who perceive high levels of support are more likely to invest themselves emotionally and cognitively in their roles. Another study found that corporate digital communication; when combined with supportive organisational practices; enhances staff productivity, loyalty, and trust. Their systematic review concluded that organisational support, especially when aligned with digital transformation efforts, significantly boosts employee morale and long-term performance⁹.

The multiple regression analysis revealed a combined effect with organisational support exerting a slightly stronger influence than digital communication. This led to the rejection of the third null hypothesis. These findings support the Job Demands-Resources (JD-R) model proposed¹⁰ which posits that both structural (such as digital tools) and interpersonal (for instance; support systems) resources are essential for fostering engagement. The synergy between digital communication and organisational support creates an enabling environment where administrators feel valued, informed, and empowered. Over time researchers have emphasised that balancing digital tools with human-centered support mechanisms is crucial for sustaining engagement. Their study recommended regular

training, clear communication policies, and hybrid interaction models to optimise employee experience¹¹.

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Chapter Five

Summary, Conclusion and Recommendations

This chapter presents and discusses summarising key findings, drawing conclusions and offering practical recommendation. It also outlines the study's contribution to knowledge and suggests areas for further studies.

5.1 Summary of Findings

The aim of this study is to investigate the influence of digital communication and organisational support on the engagement levels of office administrators in federal health establishments in Lagos State, Nigeria. To achieve this, the data generated were sorted, coded, and analysed to establish the statistical significance of the influence of digital communication; measured through immediacy of feedback, multiple cues, language variety, and personal focus; and organisational support; assessed through fairness, supervisor support, job rewards, and favourable conditions; on office administrators' engagement. The analysis also examined the combined effect of both variables, providing a comprehensive understanding of how these factors interact to impact employee engagement within the federal health sector. From the interpretation of analyses of data collected and findings of the study, the following can be summed up as the main empirical contributions of this study:

The study revealed that office administrators in federal health establishments across Lagos State demonstrated high levels of competence. They consistently expressed confidence in their ability to manage tasks, navigate workplace challenges, and apply their skills effectively. Their sense of relatedness was moderate, showing that while they generally felt supported and connected to colleagues, emotional bonds and appreciation could be

strengthened. Autonomy, however, was rated low, with many administrators desiring more freedom to make decisions, voice concerns, and take ownership of their work without fear of repercussions.

Digital communication was perceived positively overall. Administrators appreciated the immediacy of feedback and the use of multiple cues; such as verbal, written, and visual methods; which helped them stay informed and engaged. However, aspects like personal focus and language variety were moderately rated, suggesting that communication could be more tailored and inclusive of individual differences. Organisational support played a crucial role in shaping engagement. Supervisor support stood out as the strongest factor, with administrators feeling guided, recognised, and encouraged by their managers. Fairness and job rewards, on the other hand, were moderately rated, pointing to gaps in transparency, equity, and consistent recognition.

The combined influence of digital communication and organisational support had a strong impact on engagement. Together, these factors accounted for a substantial portion of the variation in how engaged administrators felt, showing that their synergy creates a more meaningful and motivating work environment. Administrators who experienced both effective communication and strong organisational support reported higher levels of job satisfaction and emotional investment in their roles. They felt more valued, connected, and committed to their establishments.

The findings also highlighted that engagement is not driven by one factor alone. It is the interaction between communication and support systems that fosters a deeper sense of purpose and belonging among administrative staff.

The study offers practical insights for leaders and policymakers. By improving how administrators are supported and communicated with; especially in ways that reflect their unique needs; federal health establishments can enhance engagement, reduce turnover, and strengthen overall performance.

5.2 Conclusion

The study concludes that office administrators in Lagos State federal health sector are generally engaged, particularly in terms of their professional competence and the support they receive from colleagues. They feel capable and confident in their roles, and benefit from moderate relational support within their work environments. However, autonomy and fairness emerged as areas that require attention, as many administrators expressed a desire for greater freedom in decision-making and more transparent, equitable treatment.

It could be deduced from the data collected and analysed that digital communication was found to play a vital role in fostering engagement, especially when feedback is prompt and communication incorporates varied cues. Administrators responded positively to timely, clear, and interactive exchanges, though more personalised and emotionally aware communication could further enhance their experience.

Organisational support also contributes significantly to morale and productivity. Support from supervisors; through recognition, guidance, and constructive feedback; was especially impactful. The findings from the study suggested that when communication and support systems are strong and responsive, administrators are more likely to feel valued, motivated, and emotionally invested in their roles.

5.3 Recommendations

To enhance engagement and performance among office administrators in Lagos State federal health sector, the following recommendations are made:

1. Federal health establishments in Lagos State should engage and empower office administrators at various levels by allowing flexible work arrangements and involving them in decisions that directly impact their responsibilities, enhancing their sense of ownership and commitment.
2. Given the generally positive use of digital tools, establishments should expand their communication systems by integrating platforms that enable richer interaction; such as video conferencing and collaborative digital spaces; and provide training to ensure messages are delivered with clarity and empathy.
3. Although support from supervisors is evident, there is a need to strengthen fairness and recognition. Establishing transparent reward structures and equitable grievance mechanisms will help build trust and ensure that all administrators feel appreciated.
4. To make digital communication more effective, messages should be tailored to reflect individual experiences and contexts. This personalised approach will help office administrators feel acknowledged and respected within their work environment.
5. Supervisors in federal health establishments in Lagos State should receive targeted training in active listening, constructive feedback, and staff appreciation techniques to better support and motivate office administrators.
6. Since both digital communication and organisational support significantly contribute to employee engagement, establishments should adopt a unified strategy

that simultaneously enhances digital communication and organisational support, rather than addressing them in isolation.

5.4 Contributions to Knowledge

This study makes a meaningful contribution to both academic scholarship and practical understanding of employee engagement, particularly within the context of federal health administration in Nigeria. It investigates how digital communication and organisational support interact to shape the engagement levels of office administrators; an often under represented group in engagement research. The findings show that when administrators experience timely, clear, and personalised communication, and when they feel genuinely supported through fair policies, constructive feedback, and empathetic supervision, they are more likely to be motivated, confident, and emotionally invested in their roles.

Empirically, the study provides strong statistical evidence to support these claims. Using data from 243 respondents in federal health establishments in Lagos State, Nigeria and analysed through SPSS version 26, the study tested the null hypothesis that digital communication and organisational support would not significantly influence employee engagement. This hypothesis was rejected through multiple linear regression analysis, which revealed that digital communication and organisational support significantly predicted engagement, accounting for a substantial portion of the variance. The strength and significance of this relationship confirm that communication practices and support from the organisational are not merely theoretical constructs; they have measurable, real-world impact on employee outcomes.

The study was grounded in three theoretical frameworks; Self-Determination Theory (SDT), Media Richness Theory (MRT), and Organisational Support Theory (OST). It

extends SDT by demonstrating how autonomy, competence, and relatedness are fulfilled through supportive communication and workplace practices. MRT is reinforced by evidence that richer communication channels, such as those offering immediate feedback and multiple cues, enhance understanding and responsiveness. OST is validated through findings that perceived fairness, supervisor support, and recognition contribute meaningfully to a positive organisational climate and employee engagement.

By applying these theories to federal health establishments in Lagos State, the study offers a culturally relevant lens that enriches global engagement literature, which is often dominated by Western contexts. It bridges the gap between abstract theory and practical realities, especially in resource-constrained environments where administrative roles are critical yet frequently undervalued.

Practically, the study provided actionable insights for health sector leaders and policymakers. It emphasises the importance of emotionally intelligent communication, transparent recognition systems, and leadership development. These strategies can help build a more inclusive, resilient, and motivated administrative workforce; one that feels valued and empowered to contribute meaningfully to public health delivery.

5.5 Suggested Areas for Further Research

This study has shown that Digital Communication and Organisational Support play a crucial role in shaping Employee Engagement among office administrators in federal health establishments. The findings revealed that when employees receive timely feedback, experience supportive supervision, and operate in environments that foster autonomy, competence, and relatedness, their level of engagement improves significantly. However, these insights are context-specific and may not fully capture the diversity of experiences

across different professional roles, technological settings, and organisational cultures. To build on this foundation and enrich the understanding of what drives engagement in the workplace, future researchers are encouraged to explore the following areas:

1. Organisational Policies, Technological Changes, and Employee Engagement on Health Workers in Public Establishments. This study would examine how evolving workplace policies and the introduction of new technologies influence the motivation and commitment of health professionals, especially in dynamic and resource-constrained environments.
2. Emotional Factors, Cultural Values, and Employee Engagement on Office Administrators in Federal health establishments. This research would explore how personal emotions, cultural expectations, and social norms shape engagement, offering deeper insight into the human side of administrative work.
3. Leadership Style, Workplace Policies, and Employee Engagement on Office Administrators in Federal health establishments. This study would investigate how different leadership approaches and organisational policies affect employees' sense of belonging, trust, and willingness to contribute meaningfully to their establishments.
4. Emotional Intelligence, Resilience, and Employee Engagement on Administrative Staff in Federal health establishments. This research would assess how personal attributes such as empathy, adaptability, and stress management help employees stay engaged and productive, even in challenging work environments.

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- Tiwari, P., & Dharma, S. *Job Engagement: A Theoretical Foundation for Enhanced Performance*. **Hindu University**, 2023.
- G., & B. L. *HR for Organizational Sustainability: Employee Engagement in the Digital Workplace*. **Conference Proceedings**, 2023.

Appendices

Questionnaire

Dear Respondent,

I am a postgraduate student of the above-named institution gathering data for the purpose of academic research on the topic “Digital Communication, Organisational Support and Office Administrators’ Engagement in Federal Health Establishments in Lagos State”, however, in order to achieve this, your optimal cooperation is needed in filling out the below questionnaire.

Please note that there are no right or wrong answers and be rest assured that all your responses will be kept confidential and be used for research purpose only.

Thank you.

RESEARCHER

SECTION A: DEMOGRAPHIC INFORMATION

Gender: Male () | Female ()

Age: 21-25 () | 26-30 () | 31-35 () | 36-40 () | 41-45 () | 46 and above ()

Highest Educational Qualification:

ND () | NCE () | HND () | B.Sc () | Master’s degree () | Ph.D. ()

Years of Experience: 5 - 10 () | 11 – 15 () | 16-20 () | 21-25 () | 26-30 ()

Work Cadre: Junior: () | Senior: ()

Section B: Level of Office Administrators' Engagement in Federal Health Establishments in Lagos State, Nigeria

The statement in this section concerns Office Administrators' Engagement as observed in federal health establishments in Lagos State, Nigeria. Using the four-point Likert scale provided below, please tick the appropriate choice that indicates your opinion on level of employee engagement in your department.

Very True = VT | True = T | Not True = NT | Not Very True = NVT

S/N	Please indicate your level of agreement with the following	VT 4	T 3	NT 2	NVT 1
Autonomy (Independence)					
1	My establishment provides sufficient support to foster autonomy in performing my tasks.				
2	I have the freedom in my establishment to choose how I approach and complete my tasks.				
3	I can voice concerns in my establishment about my level of autonomy without fear of repercussions.				
4	Taking ownership and demonstrating autonomy is recognised and rewarded in my establishment.				
5	Employees in my establishment are encouraged to pursue professional development opportunities that align with career goals.				
Competence					
6	I am confident in my ability to navigate and effectively utilise the services available in my establishment.				
7	I have the skills in my establishment needed to participate fully in activities.				
8	I can effectively manage challenges and responsibilities in my establishment.				
9	My establishment ensures employees have access to skill-building opportunities.				
10	In my establishment, tasks are structured in ways that allow employees to develop and apply their competencies.				
Relatedness					
11	Support is readily available in my establishment, creating a positive and encouraging environment.				
12	My work colleagues demonstrate understanding, fostering strong professional relationships.				
13	A sense of value and appreciation is experienced in my establishment.				
14	Workplace security is prioritised in my establishment, ensuring a safe and comfortable environment.				
15	Mutual respect and kindness define interactions in my establishment, contributing to a welcoming atmosphere.				

Section C: Level of Digital Communication of Office Administrators' Engagement in federal health establishments in Lagos State, Nigeria

The statement in this section is concerned with Digital Communication effectiveness among Office Administrators in federal health establishments in Lagos State, Nigeria. Using the four-point Likert scale provided below: Please tick the appropriate choice that indicates your opinion on digital communication in your department.

Very True = VT | True = T | Not True = NT | Not Very True = NVT

S/N	Please indicate your level of agreement with the following	VT 4	T 3	NT 2	NVT 1
Immediate Feedback					
1	I can easily ask follow-up questions in my establishment and get answers promptly.				
2	The feedback provided in my establishment helps me understand information better.				
3	Communication in my establishment allows for immediate interaction.				
4	The speed of feedback in my establishment meets expectations.				
5	Staff feedback in my establishment is timely and contributes to my professional growth.				
Multiple Cues					
6	Communication in my establishment uses a variety of methods (for instance; verbal, written, visual).				
7	A combination of written and verbal communication in my establishment is effective and enhances clarity.				
8	Non-verbal cues in my establishment, such as facial expressions and gestures, improve communication.				
9	My establishment ensures that different types of cues (for instance; tone of voice, eye contact) aid understanding.				
10	Workplace interactions in my establishment integrate multiple forms of communication effectively.				
Language Variety					
11	The use of language variety in my establishment helps in conveying complex ideas effectively.				
12	Communication in my establishment includes a rich vocabulary and expressions.				
13	The use of formal and informal language in my establishment suits context of communication.				
14	Language is structured in my establishment to be clear and understandable for diverse audiences.				

15	My establishment supports multilingual communication when necessary to enhance understanding.				
Personal Focus					
16	My personal experiences and feedback in my establishment are considered in communication.				
17	Communication in my establishment takes into account individual differences.				
18	The communication style in my establishment is adapted to employees and clients for better engagement.				
19	Personalised communication in my establishment strengthens workplace interactions.				
20	My establishment fosters a workplace culture where individuals' perspectives are acknowledged.				

Section D: Level of Organisational Support of Office Administrators' Engagement in federal health establishments in Lagos State, Nigeria

The statement in this section concerns Organisational Support as observed by Office Administrators in federal health establishments in Lagos State, Nigeria. Using the four-point Likert Scale of Very True = 4, True = 3, Not True = 2, Not Very True = 1. Please tick the appropriate choice that indicates your opinion.

Very True = VT | True = T | Not True = NT | Not Very True = NVT

S/N	Please indicate your level of agreement with the following	VT 4	T 3	NT 2	NVT 1
Fairness					
1	Decisions made by management in my establishment are transparent and fair.				
2	My establishment prioritises equal treatment of employees.				
3	Employee concerns in my establishment are listened to and addressed fairly.				
4	A structured grievance-handling process in my establishment ensures that concerns are addressed appropriately.				
5	Workload distribution in my establishment is fairly distributed among team members.				
Supervisor Support					
6	My supervisor in my establishment provides me with the necessary resources to perform my job effectively.				
7	My supervisor recognises and appreciates my contributions.				
8	My supervisor is approachable and available for discussions.				

9	My supervisor provides constructive feedback to help me improve.				
10	In my establishment, my supervisor offers guidance when I encounter challenges.				
Job Rewards and Favourable Conditions					
11	My job performance in my establishment is adequately recognised and rewarded.				
12	My establishment ensures employees receive feedback on how their work impacts the organisation.				
13	The workplace conditions in my establishment are conducive to productivity.				
14	Policies in my establishment support employee development and career growth.				
15	My establishment invests in employee well-being, creating a positive work environment.				

Bio-data

A Personal Data

1. **Full Name:** Josephine Motunrayo **AJAYI**
2. **Address:** 14, Akintan Street, Ojuelegba, Surulere, Lagos
3. **Date of Birth:** 3rd July, 1976, Ikeja, Lagos State
4. **Nationality:** Nigerian
5. **Name and Address of Next of Kin:** Dr. Ayodeji O. Ajayi
Federal-Neuro-Psychiatric Hospital, Yaba,
Lagos/08028457168
6. **Telephone No.:** 08035416615
7. **Email:** motunrayoajayi1511@gmail.com

B Educational Background

Educational Institutions Attended with Dates and Qualifications

1. Lead City University, Ibadan (M.Sc in Office and Information Management) (In view)
2. Lead City University, Ibadan - (B.Sc in Office and Information Management) 2021-2023
3. Yaba College of Technology, Lagos - (HND in Secretarial Studies) 2000-2003
4. Lagos State Polytechnic, Lagos - (ND in Secretarial Studies) 1995-1998
5. Government College Agege, Lagos - (Senior School Certificate) 1989-1994
6. African Church Primary School, Lagos (First Leaving School Certificate) 1982-1988

C Work Experience with Dates

Asst. Chief Confidential Secretary

(2023 to date)

Administration Department, National Orthopaedic Hospital, Lagos

Job Description

- Providing strategic and high-level administrative support to the Head of Department Orthopaedic and Trauma Surgery
- Covering meetings and developing minutes of meetings
- Preparing extract of minutes
- Preparation of operation lists and medical reports

Principal Confidential Secretary

(2021 – 2023)

Administration Department, National Orthopaedic Hospital, Lagos

Job Description

- Providing strategic and high-level administrative support to the Head of Department and Director of Administration
- Handling highly confidential and sensitive information with discretion and professionalism
- Managing complex administrative operations and supervised junior administrative staff

Senior Confidential Secretary

(2017 to 2020)

Administration Department, National Orthopaedic Hospital, Lagos

Job Description

- Developing and implementing administrative processes and procedures to enhance efficiency
- Preparing and editing correspondence, minutes of meetings, and board documentation

Confidential Secretary I

(2013 to 2016)

Administration Department, National Orthopaedic Hospital, Lagos

Job Descriptions

- Managing calendars, scheduling appointments,
- Attending to visitors and clients
- Overseeing filing systems, policy files, and promotion exercise documentation
- Supervising incoming and outgoing mails, staff files, and office inventory
- Maintaining accurate and up-to-date records across departments
- Supporting board meetings and coordinated secretarial aspects of administrative functions

Senior Secretary II

(2005 – 2013)

Brown Department, NICON Insurance Corporation, Marina, Lagos

Job Descriptions

- Preparing policy documents
- Providing customer service and support
- Creating and maintaining database of claims and settlements
- Making and answering phone calls

Classroom Teacher

92003 – 2004)

National Youth Service Corps (NYSC)

Job Descriptions

- Classroom teaching: English Language and Literature

D.	Awards and Fellowships	Nil
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E.	Membership of Fellowship	Nil
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F. Publications

1. J. M. Ajayi, T. M. Windapo, M. M. Adewale, (2025), Data Analytics on Decision Making and Implementation among Office Managers in Selected Organisations in Ibadan Metropolis
2. Ajayi, J. M. (2024). *Professionalism as Key Driver to Success in Modern Work Place*
3. Ajayi, J. M. (2024). *Opportunities and Challenges of Office Administration in a Digital Transformation Landscape*. Presented at Lead City University, Ibadan.
4. A. O. Lawal, J. M. Ajayi (2024). *Impact of Digital Ergonomics on the Health/Wellbeing of Office Managers*

G. Major Conferences Attended with Dates

1. Certificate of participation and paper presentation at 1st International Conference of the Department of Information Management, Lead City University, Ibadan, on 17th–20th February, 2025. Theme: Navigating the Future; Innovations in the Field of Information Management.
2. Certificate of participation at National Institute of Office Administrators and Information Managers (NIOAIM) training held on Saturday, November 18, 2023.

H. References

1. **Engr. ‘Ladi Alebiosu**
Ag. Rector
Gateway Industrial & Petro-Gas Institute
Oni, Ogun Waterside
Ogun State
Tel.: 08036760079
2. **Mrs. Felicia Adepoju**
Lagos State Teaching Service Commission
Lagos State
Tel.: 08028273029

Signature

Date

The University Compliance Certification

This is to certify that this thesis by Josephine Motunrayo AJAYI with matriculation number: LCU/PG/005814, in the Department of Office and Information Management, Faculty of Communication and Information Science, Lead City University, Ibadan, is in FULL compliance with the approved university format and style.

Signature

Date