

## The Role of Leadership Engagement in Enhancing Organisational Performance: Study of Selected Hotels in Jos Metropolis, Plateau State

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### Abstract

*The study investigated leadership engagement role in enhancing organisational performance with focus on hotels in Jos Metropolis of Plateau State. Descriptive survey research design was used as the research design. Questionnaire method was adopted to obtain information from one hundred and eighty-nine-nine (189) respondents which represents 80.4% response rate. The study tested the formulated hypothesis with SPSS tools, through the use of multiple regression was employed to test each of the dimensional effects of the leadership engagement on organisational performance. Result study indicated that leadership engagement has an influence on organisational performance. In conclusion, leadership' engagement should ought to be assimilated into human resource coordination and dealings, since it has a strong backing on the side of organisational performance. The study proposes that management of hotels should encourage leadership engagement when it comes to administrative activities, because it has a way of enhancing organisational performance.*

**Keyword:** *Organisational Performance, Leadership Engagement, Jos Metropolis, Plateau State, Hotels*

### 1.0 INTRODUCTION

Complicated phenomena have been seen in business literatures which involved organisational performance through multidimensional aspects. Generally, the definition of organisation performance depends on context and approach used by scholars, in such a way that present performance as not only a function of exercise but as an activity whose result can be measured.

It is frequently discussed in academic field, since there is no consensus on its meaning or assessment. Janet et al., (2025), defines organisational performance as a firm's aptitude to gather and optimally use its finite resources and values to accomplish its operational objectives. Organisational performance can be defined as how well an organisation achieve what it sets out to and also their ability to identify where improvement needs to be made and make the necessary corrections (Market Business News, 2019). Organisation performance as a reflection of employee behaviour which is consistent with the establishment's mission and is quantifiable on basis of contribution level to business organisation, in accordance to its dependence on individual's personal features, mental competences and preparedness to integrate with the goals and values of the establishment (Ernst & Young, 2023). Commonly, businesses establishments their leaders encounter a wide range of negative encounters, particularly in the realm of management act, such as the process of deploying resources efficiently and effectively to meet strategic goals. Among these negative encounters or issues related to personnel stand out prominently, comprising compensation, hiring, performance evaluation, training, career advancement, workplace safety, employee benefits, motivation, and administrative oversight. Meanwhile, of all production factors, human resources are the most critical; it is the quality of human capital that ultimately sets one organisation apart from another (Amahwa & Otuya, 2020). Consequently, for organisations

to remain viable, competitive, and adaptive in a dynamic environment, attracting and retaining skilled, high-performing employees is crucial to boosting

overall organisational effectiveness.

(Salehi et al., 2021). Most businesses face challenges but the ability of them achieving their set business target amidst those challenges will improve their organisational state (Salehi et al., 2021). Small and medium sized hotels in Jos need to understand how leadership engagement can enhance organisational performance because they cannot carry out their set goals alone without the help of their employees because of their unique services. For example, when the employees in the hotel are fully involved in matters relating to the organisation they will attend to their quests properly which will increase customers' satisfaction and improve overall performance in the organisation. According to World Travel and Tourism Council (2023), hospitality industry globally has contributed 9.1% to global Gross Domestic Product (GDP), emphasising its vigorous role in economic development.

Performance within the hotel industry plays a pivotal role in determining overall success, directly impacting both financial results and guest satisfaction. A hotel's capacity to provide high-quality service, remain profitable, and foster lasting customer loyalty largely depends on operational effectiveness and the competence of its staff. Consequently, organisational performance in this sector is assessed not only through financial indicators such as revenue and profit margins but also via non-financial measures including customer satisfaction, employee retention, service excellence, and crucially, employee engagement. As Chelangat (2019) notes, while many organisations aim to boost workforce engagement, there remain limited research guiding HR development practitioners on how to effecti-

vely enhance its capabilities. Engagement refers to the degree to which employees are physically, emotionally, and mentally invested in their roles. Highly engaged individuals demonstrate genuine passion for their work and often serve as motivating forces for their colleagues (Amahwa & Otuya, 2020).

However, recent findings from Gallup, based on data from more than 141 countries, indicate that only 13% of employees globally are truly engaged at work, with over 63% being psychologically detached and an additional 24% actively disengaged (Amahwa & Otuya, 2020). Further, a global survey by Kulkarni and Mohanty (2022) involving 717 HR professionals revealed that less than 39% of employees feel engaged in their workplaces despite robust evidence linking engagement to improved organisational outcomes. This persistent gap is often traced back to senior leadership in many organisations failing to treat leadership engagement as a strategic priority. In Europe, where engagement levels are the lowest globally at just 57%, academics have called for the systematic advancement of leadership engagement as a formal discipline to strengthen both HR management theory and practice (Kulkarni & Mohanty, 2022).

In Europe, especially United Kingdom, leadership engagement has become a growing focus for both management professionals and scholars in workplace learning (Kulkarni & Mohanty, 2022). Meanwhile, research conducted in India suggests that people often find greater meaning in their work activities than in their personal lives (Chelangat, 2019). Within Asian academic discourse, the concept of leadership engagement is increasingly recognized as significant. Satata (2021) notes its rapid adoption across many Asia-Pacific

organisations aiming to enhance workforce performance. As a result, numerous companies in the region are implementing initiatives to boost employee engagement. This trend is reinforced by the Yao and Methavasaraphak (2023) report, which found that engagement levels among regional firms had reached 64% by 2012.

Nonetheless, the same report highlights considerable disparities when examining data at the country level. While India and Japan showed modest gains in engagement, Singapore and Hong Kong reported no change in their engagement levels during the reviewed period. In Africa, the situation remains unclear due to limited academic and professional literature on the subject, despite occasional consultant-led reports indicating high engagement.

For instance, a 2013 survey by Aon Hewitt, Emergence Growth, and Open Symmetry, covering 300,000 employees across three sub-Saharan regions, recorded notably high engagement rates 74% in East Africa, 68% in South Africa, and 70% in Southern Africa.

According to Yao and Methavasaraphak (2023). As of 2013, Africa and the Middle East were jointly reported to have achieved a 61% increase in leadership engagement levels.

However, such aggregated figures may be misleading, as individual countries within these regions differ significantly in how they engage their workforces. Based on previous studies, Amahwa and Otuya (2020), in a study employed proxies of leadership engagement from three-dimensional approach which are vigor, dedication and absorption. While Punam et al., (2024), adopted five proxies of leadership engagement (culture proxies, leadership proxies, people process, business alignment dimension and job dimension).

This study adopts only leadership proxies as a precursor of organisational performance. Although, the essences of leadership

engagement styles reflected in aspect of enhancing organisational performance, countless hotels in Jos Metropolis of Plateau State. This has made establishment to experience decreased organisational performance as an outcome of poor service delivery, and reduced customer satisfaction. Olaleke et al. (2020) found factors that causes low job satisfaction in Nigeria, which is as result of lack of leadership engagement, which has made only 30% of hotel employees leaving their jobs. In a similar event, Alwaely et al. (2024) revealed that 60% of hotels in North Central Nigeria recorded low levels of organisational performance, resulting in declined profitability and attractiveness. Based on the above points, which stand as motivation and which the study intends to investigate.

Based on the above points, the study intends to examine leadership engagement in enhancing organisational performance among hotels in Jos Metropolis of Plateau State. Most hotels in Nigeria are faced with high rate of employees leaving their organisation when the management of those hotels are not aware of why employees keep leaving their organisation they will end up losing lots of workers leading to high costs of recruiting new workers to operate this will make the management to keep employing more worker increasing cost and also limiting their growth (International Labour Organisation, 2020).

Also other factors such as low organisational performance in most hotels can be seen from the perspective of lower level of decision making, most workers are not given room to be heard or to share ideas, simply because they are undervalued this act make employees not to put in more effort also reduce their desire to work hard, management should be made to comprehend that everyone matters including their thoughts and views are also to be considered and no one should be discriminated simply because they work under you for a pay. Major challenging factor is reduced operation due to inconsistent service delivery this happens

when the employee attention differs in situations where an employee acts friendly while another employee acts unresponsive or rudely it can cause low customer satisfaction and lead to the organisation losing lots of employees.

Despite the role of leadership engagement in enhancing organisational performance there's scanty study conducted based on the context of the study (Jos Metropolis of Plateau State), there is need for attention to be placed on these problems so as to reduce the number of businesses closing down as a result of lack of organisational performance. Therefore, this study aid to create awareness to the management of these hotels in Jos Metropolis of Plateau State on the need to engage their employees in other to improve their organisational performance. The above serve as basis for carrying out the study and to investigate leadership engagement role in enhancing organisational performance with focus on hotel in Jos Metropolis of Plateau State, Plateau State.

### **1.1 Research Question**

1. To what extent does leadership engagement impact on the performance among some selected hotels in Jos Metropolis of Plateau State?

### **1.2 Research Objective**

The objective for this study includes;

1. To find out the effects of leadership engagement on the performance among some selected hotels in Jos Metropolis of Plateau State.

### **1.3 Research Hypothesis**

In line with the research objectives, one hypothesis was stated in the null form in other to test the relationship between leadership engagement proxies and organisational performance.

**H<sub>0</sub>1:** Leadership engagement has no significant relationship on organisational performance among some selected hotels in Jos Metropolis of Plateau State.

## **2. LITERATURE REVIEW**

### **2.1 Organisational Performance**

According to Richter and Ladwig (2019), Organisational performance can be defined as how far a business has reached despite challenges it might face and presenting itself by making use of ideas and facts, funds, and workers to meet its business target. To ensure this workers should be given room to bring ideas so those ideas can be converted to something useful and will be of great help to the business, it will help identify the gap that has not been met yet in the organisation and suggestions will be brought to filling the niche it will also open up for opportunities too and will enable the workers carrying out the responsibilities assigned to them with ease this will ensure smooth running in the organisation to achieve the best possible result(Bello,2021).

Performance is a central criterion for assessing how effectively an organisation fulfills its goals, though the specific metrics used can differ widely depending on the organisation's purpose and structure. For-profit entities typically rely on financial benchmarks such as profit margins or sales figures to evaluate success, as these directly reflect revenue generation and sustained profitability. Non-profit organisations, by contrast, often prioritize qualitative and social outcomes, measuring performance through indicators like the number of beneficiaries served community impact, or scholarship distributed (Ongaro et al., 2022).

Over time, tools such as the balanced scorecard and market value added have been adopted to broaden performance evaluation beyond purely financial data. Experts increasingly advocate for integrating non-financial indicators into performance assessment, recognizing that proxies like productivity, efficiency, effectiveness, competitiveness, and profitability collectively

define organisational success. This study focuses on non-financial metrics specifically job satisfaction, employee turnover, and customer satisfaction to assess performance in small and medium-sized enterprises (SMEs).

The financial aspect is captured through perceived organisational profitability, defined as how efficiently capital is used to generate revenue (Saad et al., 2020). Leadership plays a key role here, as it encourages employees to go beyond basic duties, thereby boosting income and cutting expenses. Patron performance, meanwhile, reflects an organisation's capacity to anticipate client needs and deliver effective service. In this paper, it is operationalized through two core components: patrons satisfaction and . Patron satisfaction, in particular, measures the extent to which actual customer experiences meet or surpass their potentials (Saad et.al. 2020).

## **2.2 Leadership engagement**

According to Gallup (2020), Leadership engagement is the ability of the manager and worker to do the right thing even when no one is watching, bring and share ideas, having the interest of each other at heart without the fear of been betrayed. He also stated that if information's are shared openly and there's room for feedback it will improve understanding and help in achieving the business objective. Leadership engagement deals with how the employee feels if the employees are strong and healthy they will carry out the activities assigned to them well but if they are weak, sick or tired they put in less effort, it also shows their state of mind if the employees are focused the give in their very best but if they are distracted or depressed the wont be fully engaged, so when workers are healthy and strong it will lead to using creativity to solve the problem been faced in the organisation and it will also lead to drive and willingness for them to go extra miles which

will help in achieving organisational goals(Satata & Mitreka, 2021).

However, key indicators of leadership engagement encompass enthusiasm, active involvement, and direct participation in work processes factors that together enhance productivity and operational efficiency. Central to this engagement is the loyalty employees feel toward their organisation, a sentiment rooted in job satisfaction. According to Gallup (2022), satisfied employees are more likely to form a strong allegiance to their employer. This sense of loyalty, in turn, drives deeper engagement, ultimately elevating the standard of products and services delivered. Consequently, cultivating a workplace environment that stimulates employees' interest and passion is vital for sustaining meaningful engagement. The study considered proxies of leadership engagement from Singh et al., (2024).

When all these are done things will come out really well and improve employee efforts rather than having problems and mistakes and this will improve organisational success( Emmanuel Akanpaadgi & Felicia Binpimbu ,2021). According to Mansor et al. (2023), leadership engagement has a deep connection with organisational performance, leadership engagement can either increase organisational performance or decrease it. Hotels most especially small -medium sized hotel should ensure their staffs feel valued and recognized as this will improve the performance and also enhance service the render to their customers.

## **2.3 Theoretical Review**

The JD-R Model, proposed by Bakker and Demerouti (2007), suggests that job demands and job resources influence leadership engagement and well-being. According to them every business has two factors that can cause stress. The model distinguishes between job

demands and job resources, proposing that excessive demands contribute to burnout, whereas ample resources foster engagement and improve performance. When applied to organisational effectiveness, this framework underscores the importance of managing job demands efficiently while ensuring employees have sufficient support to remain engaged. Demerouti, Bakker, and Leiter (2021) provide evidence that the Job Demands-Resources (JD-R) Model effectively explains the links between employee engagement, job satisfaction, and broader organisational results, as such JD-R Model serves as a straightforward yet powerful tool for capturing the dynamics of work environments. Specifically, it identifies three strategic pathways to enhance employee well-being and productivity: (i) reducing excessive job demands; (ii) strengthening job resources; and (iii) encouraging job crafting. This makes the model highly relevant to the present study, where engaged leadership plays a pivotal role in boosting organisational performance across multiple proxies.

### 2.3 Conceptual Framework

This aspect deals with model representation of the proxies of leadership engagement which includes (leadership engagement) which are the proxies of leadership engagement the independent variable on the dependent variable which is organisational performance. It show the diagrammatical expression of the relationship between the variables as displayed in figure (1)

**Leadership  
engagement**

**Figure 1: Conceptual framework**  
**Source: Author's Adaptation (2025)**

### 2.4 Empirical Review

Diaka, Yande, Ahmed, and Kpelai (2022) investigate how employee engagement influences the performance of Mikap Nigeria Limited in Makurdi. The study focuses specifically on the impact of three dimensions of engagement; vigor, dedication, and absorption on organisational performance. Employing a cross-sectional survey design, data were gathered through questionnaires administered to employees of the company. The target population consisted of 112 employees, and a census sampling method was used to include all members of this group. Data analysis was conducted using multiple regression techniques, with hypotheses tested at a 5% significance level via the Statistical Package for Social Sciences (SPSS Version 23). Results indicated that vigor significantly affects organisational performance ( $\beta = .173$ ;  $p = .000$ ), as does dedication ( $\beta = .301$ ;  $p = .000$ ), and absorption ( $\beta = .237$ ;  $p = .012$ ). Among its recommendations, the study emphasizes that organisational managers should actively foster greater vigor among employees, as it contributes meaningfully

to both individual and overall company performance. The study aligned with the current study in aspect of variables, since the application of the variables can be seen from the design adopted from the study.

**Organizational performance**

Tan (2022) investigated how employee voice influences engagement and performance enhancement within manufacturing organisations. Utilizing surveys, interviews,

and analysis of performance metrics, the research assessed the connection between employee voice mechanisms such as suggestion systems and feedback channels and outcomes related to engagement and performance. Results showed that employees who perceived their input as acknowledged and appreciated demonstrated greater engagement, higher job satisfaction, and improved operational performance, particularly in quality and efficiency. The study advocated for fostering a culture of open communication and empowering employees to share ideas and feedback, thereby supporting continuous improvement and performance excellence in manufacturing settings. This work aligns with the present study in terms of variables, as the application of these variables is evident in the methodological framework adopted from Tan's approach.

In a separate study, Yousf and Khurshid (2024) examined the link between leadership engagement and organisational performance within a multigenerational workforce at a private non-sectarian school. Their findings provided the foundation for developing a human resource development plan. Employing a descriptive survey and correlational design under a quantitative approach, data

were collected via questionnaires distributed to 150 teaching and non-teaching staff members. Analysis involved frequency counts, percentages, weighted means, and Pearson correlation coefficients.

The results indicated that Baby Boomers, Generation X, and Generation Y employees agreed that leadership engagement positively correlates with organisational performance. Consequently, the null hypothesis that there is no significant relationship between employee engagement, when categorized by generation, and organisational performance was

rejected. Overall, the study recommends implementing the proposed human resource development plan in private non-sectarian schools, specifically citing applicability in institutions located in General Santos City. While Yousf and Khurshid's research was conducted in an educational setting, the current study extends this inquiry by evaluating the impact of leadership engagement on performance across six selected hotels in North Central. Despite differing contexts, both studies align in their focus on variables, as the variable application is reflected in the research design adapted from the earlier work.

Sharma (2019) explored how work-life balance initiatives influence leadership engagement and organisational effectiveness within IT companies. The study aimed to assess the role of flexible work options, supportive policies, and overall work-life integration in boosting engagement, job satisfaction, and project success among IT professionals. Data were gathered through surveys and focus group discussions involving employees across various roles and departments. These surveys evaluated perceptions of policies such as remote working, flexible scheduling, parental leave, and wellness programs. Complementary in-depth interviews and focus groups offered qualitative perspectives on how these measures affect work-life harmony, mitigate burnout, and support employee well-being.

Additionally, project performance indicators including completion rates, client feedback, and team collaboration were analyzed to link policy implementation with organisational results. Findings

revealed that firms offering flexibility and supportive frameworks reported greater employee engagement, lower absenteeism, and

stronger project outcomes. Employees valued the autonomy to balance professional and personal demands, which correlated with higher satisfaction and productivity. The study concluded with recommendations for IT organisations to strategically implement, clearly communicate, and customize work-life initiatives, while utilizing technology to facilitate remote collaboration ultimately improving talent retention and sector-wide performance. This research shares conceptual alignment with the present study, particularly in the use and application of key variables evident in its methodological design. Janet, Renalyn, and Buntalilio (2025) investigated emotional engagement as a central dimension of employee engagement, focusing on how affective commitment marked by feelings like enthusiasm and fulfillment influences job performance and satisfaction. Through survey data and interviews, they found that emotional engagement has a significant positive impact on both performance and job satisfaction. Their work aligns with the current study in terms of variable usage, as reflected in the research design. Bayad, Go, and Anwar (2021) studied work engagement and its effect on employee satisfaction in private enterprises in Erbil, using a sample of 108 respondents and multiple regression analysis. They examined how workplace fulfillment influences dedication and commitment. A key limitation was the narrow sample size, restricting broader generalizability. Nevertheless, the study shares relevance with the current research through partial variable overlap, visible in its structural approach. A contextual gap exists in the literature: most existing studies concentrate on sectors like healthcare, manufacturing, banking, retail, hospitality, and IT. There remains a lack of comparative analysis on how leadership

engagement strategies perform across different organisational environments. While prior research often employed descriptive designs, the current study adopts a cross-sectional design suited to the nature of available data and participant profiles. Conceptually, although Garcia (2021) provided important insights into the link between leadership engagement and organisational performance, deeper theoretical examination is needed. In particular, further research should explore the mechanisms through which specific engagement drivers such as training, recognition systems, and leadership approaches directly influence measurable performance outcomes. Geographically, much of the evidence, including Sharma's (2019) work, originates from developed economies, leaving emerging and developing regions underrepresented. There is limited understanding of how leadership engagement and its organisational impacts differ between developed and developing contexts. This disparity is especially evident in the hospitality sector within Jos Metropolis, Plateau State. To address these gaps, the current study seeks to examine the role of leadership engagement in driving organisational performance, using selected hotels in Jos Metropolis as a study.

### **3.0 METHODOLOGY**

#### **3.1 Design**

The study employed descriptive survey design since it is used to gather a comprehensive information that describes prevailing phenomenon. Data was collected based on the research model and hypothesis to be tested. The population of the study comprises of employees of the selected hotels in Jos Metropolis of Plateau State. According to Plateau State Hotel Management Board (2021), there are 47 registered hotels in Jos Metropolis of Plateau

State and the study will focus on 705 employees from these hotels. It is from this population that the sample size was determined. Coppock and McClellan (2019), describe population as all the elements that meet the basis for inclusion in a study.

### 3.2 Sample Size

This study employed Taro Yamane sample formula (1967) to determine sample size, noted that a sample is a portion of a large group selected in such a way that the attributes exhibited by the smaller portion are acceptable as representative of a whole group.

$$n = \frac{N}{1+N(e)^2}$$

Where n = sample size

N = Population

e = rate of error

N= 705

e= 0.05

n= 705

$1+705(0.5)^2$

n= 701

$1+705(0.0025)$

n= 705

$1+2.1225,$

$705/2.7625$  n= 255

### 3.3. Technique

Technique adopted for this research was proportionate stratified random sampling technique, it is observed that a probability method where researcher divide a population into homogeneous subgroups (strata) and randomly sample from each group that have the required information with respect to the objectives of the study (Saunders, Lewis & Thornhill, 2019). Therefore, participants were handpicked because they formed an informative attributes required in the study.

### 3.4 Method of Data Analysis

The data for this study was analysis using statistical package for social sciences SPSS 26.0 application software. This study made used of

multiple regressions as method of data analysis because both the independent and dependent are continuous variable, it test relationship, effects, impact and influence. The following are the assumptions of multiple regression: data should be free of outliers because outliers affect the model significance, there should be a cause and effects relationship between endogenous and exogenous variables and a cause has to occur before the event, interval data is used, normal distribution: The maximum likelihood method is used and assumed for multivariate normal distribution. Small changes in multivariate normality can lead to a large difference in the chi-square test, a linear relationship is assumed between exogenous and endogenous variables.

#### 3.4.1 Model Specification

The following model was developed to check the hypotheses of the study;

$$OP = B_0 + b_1 LEE$$

Where: OP= Organisational performance

LEE= Leadership engagement

B<sub>0</sub>= constant

b= beta

#### 3.4.2 Operationalisation of Variable

##### Leadership engagement:

According to Singh et al. (2024), managers should learn to properly orient, and also be a source of encouragement to their employees even while overseeing the operations that are been carried out in the organisation. For example, hotel managers should not only focus on many policies that will be binding on their employee but rather they should provide them with a sense of direction for them to know how to fit into the organisation.

##### Organisational performance

Organisational performance is defined as the extent to which a firm achieves its goals and objectives. According to Albeiti (2020), performance assessment in the past was largely

restricted to financial metrics, such as return on investment and return on assets, at the expense of non-financial indicators. Recently, organisations have increasingly adopted tools like the balanced scorecard and market value added. This study utilizes a measurement scale adapted from the work of Albeiti (2020).

## 4.0 RESULT AND DISCUSSION

Data are presented in the following sequence, Response rate, missing data, assessment of outliers, test of hypotheses, main effects and the table showing Results of Path Analysis. Out of 255 questionnaires distributed to the target population, 189 were returned, yielding a response rate of 74.1%. This rate is considered satisfactory for drawing study conclusions, as Coppock and McClellan (2019) note that a response rate exceeding 70% is excellent for analysis. The researcher carefully monitored the data collection process to ensure all questionnaire items were completed, verifying that no data were missing. Using SPSS software to conduct descriptive statistics, the researcher confirmed the absence of missing data. Consequently, the researcher proceeded with the analysis, following the recommendation of Hair, Sarstedt, Ringle, and Mena (2023) that datasets without missing values are suitable for analysis. Finally, the data screening process included the assessment and management of outliers. Multivariate analysis was conducted to identify both univariate and multivariate outliers. Using the Mahalanobis distance from the SPSS boxplot output, the data were assessed against a critical value of 18.47. Following this assessment, no outliers were detected. Consequently, the final study population remained at 189 respondents.

## 4.1 Results

This section presents the research hypotheses and the results regarding the main effects of the independent variable proxies (leadership engagement). It provides the standardized path coefficients ( $\beta$ ), standard errors, T-values, P-values, and corresponding decisions, with all relationships represented by standardized beta values. The relationships were tested at significance levels of  $p < 0.000$  and  $p < 0.353$  (Hair et al., 2023). As shown in Table 4.3, the four direct relationships between the proxies of the independent variable and the dependent variable demonstrate strong, positive, and significant effects, including the relationship between leadership engagement (LEE) and organisational performance (OP).

### 4.1.1 Main Effects

Based on the form of the study, eight main effects hypotheses were formulated. The formulated hypotheses involve the relationships between job engagement, leadership engagement, people-process and business alignment. Linear regression analysis was conducted in the process of examining the main relationship between the constructs. The role of each dimension of the independent variable was fully represented by the standardized beta value and dependent variable;

H01: Leadership engagement has no significant relationship on organisational performance among some selected hotels in Jos Metropolis of Plateau State.

**Table 4.1: Path Analysis**

| Hypothesis     | Relationship | ( $\beta$ ) | Std. Error | T-Value | P-Value | Decision    |
|----------------|--------------|-------------|------------|---------|---------|-------------|
| H <sub>1</sub> | LEE → OP     | 0.420       | .058       | 4.452   | .000    | Significant |

LEE= leadership engagement,  
OP=organisational performance  
Source: Researcher (2025)

Hypothesis 1: Leadership engagement has no significant relationship on organisational performance among some selected hotels in Jos

Metropolis of Plateau State. This proposition was not accepted based on SPSS outcome as it showed a positive relationship which designates that there is a statistically significant relationship between leadership engagement and organisational performance. Based on the outcomes which is positive ( $\beta=0.420$ :  $t=4.452$   $p<.000$ ), the relationship between the variables is highly significant at  $p<0.000$  with a relatively high beta value of 0.420 and  $t\text{-value}<6.452$ . It therefore indicates that for every 1 standard deviation increase in leadership engagement, organisational performance increases with 0.420 standard deviation. Therefore, leadership engagement has significant relationship on organisational performance among some selected hotels in Jos Metropolis of Plateau State.

#### **4.2 Discussion of Findings**

In testing this hypothesis, the relationship between leadership engagement and organisational performance was examined and found significant, showing a positive relationship which means that there is a statistically significant relationship between leadership engagement and organisational performance because the higher the leadership engagement exhibited in the organisation by leaders, the more they would want to remain in the organisation. The study confirmed a significant, positive correlation between leadership engagement and organisational performance, indicating that higher levels of leader engagement increase employee retention and overall organisational success; and based on these results, H2 was rejected. Results from this study proved that leadership engagement is positively correlated with organisational performance which is in line with the study of Patel (2020) established that transformational leadership is positively correlated with increased employee engagement, job satisfaction, and customer retention. Employees under transformational leaders demonstrated greater

motivation, commitment, and initiative, which enhanced overall organisational performance in the hotel industry.

#### **5.1 Conclusion and Recommendations**

Leadership involvement is a mental condition associated with the workplace. Vigor,

commitment

and absorption are characteristics of seen in action among establishments. Organisational traits honesty, communicate through an innovative culture which have a big impact on engagement. A crucial component of employee engagement is their dedication to their work and the organisation. People's productivity and willingness to stick with the company are determined by their level of involvement.

The results make it evident that management may put plans on what matters to employees at work into practice with an accurate assessment of leadership engagement. Positive outcomes emanate from leadership engagement. It is crucial to measure leadership engagement. For businesses to thrive, they must adopt leadership engagement strategies. Employees exhibit a positive attitude and a sense of obligation when they see that their employer values and trusts their contributions. The human resource system and procedure should incorporate leadership engagement. Based on the research findings the following recommendations was made. Management of hotels should encourage leadership engagement when it comes to administrative activities, because it has a way of enhancing organisational performance. The limitation was contextual spread of these hotels which were scattered across Jos North Local Government Area of Plateau State, making it very challenging for the researcher to access them. Visiting these hotels was a huge challenge for the researcher. This research is expected to make a substantial contribution to current knowledge, especially concerning the relationship between leadership

involvement and organisational effectiveness. From a practical perspective, organisations implementing the study's suggestions could reduce staff turnover and enhance overall performance. Theoretically, the study's findings will enrich existing theories that explain its conceptual framework and could potentially lay the groundwork for new theoretical developments. It will also advance understanding of the utility of theories in explaining leadership engagement and organisational performance. Furthermore, policymakers will be informed on key areas for organisations to emphasize in the workplace to foster strong leadership engagement and improve operational outcomes. Additionally, this would justify improved policy design to raise high organisational performance globally. More thorough contextual research on employee engagement is needed, and large sample size could be employed to increase the findings' generalizability. Also to determine why job autonomy has no discernible impact on the functioning of the organisation.

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