

EMPLOYEES' WORK ENGAGEMENT AND ORGANISATIONAL PERFORMANCE: A STUDY OF ZENITH BANK LTD, LAGOS, NIGERIA

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Abstract

Employee work engagement is a critical determinant of organizational success, directly influencing productivity, innovation, customer satisfaction, and overall performance. Despite its significance, sustaining high employees' engagement remains a critical challenge in the Nigeria organisation, particularly in the banking sector. This study examines the factors influencing employees' engagement at Zenith Bank Nigeria Limited. A cross-sectional survey design was adopted, using a structured questionnaire to collect data from the bank employees in every section. The Utrecht Work Engagement Scale (UWES), Career Growth Scale (CGS), and Big Five Inventory (BFI) were used as measurement instruments. Data analysis was done using SPSS version 25, with Pearson's correlation and simple regression used to analysed the relationships between work engagement and organisational performance. The findings revealed that career development opportunities and emotional stability significantly enhanced employees' engagement. Self-efficacy and resilience were used as a moderating variable with positive predictors. The study recommended that career development, flexible work arrangements, stress management programs, and workforce scheduling system be adopted in the bank to enhanced performance.

Keywords: Employee engagement, career development, self-efficacy, emotional stability, and organizational performance.

1. INTRODUCTION

Employee work engagement has been a crucial concern for businesses, academics, and organizations in recent years (Bruening et al., 2015). Employee work engagement is the best way for an organisation to gain a competitive edge (Rasheed, 2025). According to Mokaya and Kipyegon (2014), employee work engagement is regarded as a measure of an organisation's vitality and dedication to achieving exceptional results.

Allowing employees to communicate with their supervisors, coworkers, and the management is part of employee engagement (Thomas et al., 2009). Engaged employees are more inclined to support one another and take pleasure in their work with meanings (Gede & Huluka, 2024). Research has indicated

that employees who are happy in their positions are more content with them. It also shows how a variety of external factors impact employees' perceptions of their jobs (Jalagat, 2016). On the other hand, need for achievement, dedication, and hard work toward accomplishing organisational goals promotes employee work engagement (Magioli & Ang, 2024).

Employee work engagement, according to Kahn (1990), is harnessing of organizational members into their work roles." This can be summed up as people relating their identities to their jobs, highlighting the degree of dedication and friendship fostered by a genuinely stimulating work environment. When workers are engaged, they perform their jobs through their bodies, thoughts, emotions, and cognitive abilities (Aslantas, 2024). Bakker, Demerouti, and Sanz-Verge (2023) assert that if an employee is happy with his or her work, he or she may be content with it.

Tummers, Steijn, Nevicka, and Heerema (2018) are of the opinion that work engagement reflects eudemonic work-related well-being, which implies a high level of activation, including passion, excitement, and energy, while job satisfaction, reflects hedonic work-related well-being, which implies pleasure but also calmness and satisfaction. High degrees of excitement, involvement, and engrossment in their work are characteristics of highly engaged employees (Hakanen, Peeters, and Schaufeli, 2018). These traits ultimately aid the business in achieving its goals.

Several studies have consistently emphasized the advantages of employee work engagement, including increased innovation, improved customer service, decreased absenteeism and turnover rates, and higher productivity (Bakker & Albrecht, 2018; DeKort & Poell, 2016). Organisation and employees benefit from employee work engagement (Burton et al., 2017). Employee work engagement, therefore, is an essential component of an organisation because of its ability to improve job performance and create an avenue for career progression among the employees (De Carlo et al., 2020).

Giving employees a wide range of career development opportunities, such as training and mentorship opportunities, may increase their motivational level as they perceive opportunities for growth within the organization (Osborne & Hammoud, 2017). However, Bal and De Lange (2015) assert that employees can balance their personal life with their jobs. well-being, stress reduction, and involvement in the organization's policies.

Kašpárková, Vaculík, Procházka, and Schaufeli (2018) infer that resilience is the psychological ability to recover from a range of challenges, such as uncertainty, conflict, failure, or even positive changes like promotion and increased responsibility, is seen as resilience. Resilient workers typically keep going even in the face of difficulties.

Self-efficacy demonstrates that a person has belief in his or her capacity to finish a task and the ability to overcome work difficulties (Prayag, Muskat & Dassanayake, 2024). The likelihood of achieving a challenging and reachable objective, and experiencing a sense of achievement at work—all of which are linked to job engagement—increases with a strong self-efficacy in one's talents and abilities (Lestari, Watini & Rose, 2024). These factors (which factors) combine to produce higher levels of employee work engagement (Bakker, 2011; Bandura, 1997). Emotional stability is also a crucial element of increased professional involvement. The perceived serenity, resilience, optimism, and logical thinking of emotionally well people lead to increased work engagement (Muntean & Lukacs, 2022). Based on the foregoing, the present study investigated employees' work engagement and organisational performance using Zenith Bank of Nigeria as a reference.

Employee work engagement is a key element in determining an organization's success, and linked to enhanced productivity, creativity, customer satisfaction, and overall organizational performance (Macey & Schneider, 2008; Schaufeli & Bakker, 2014). Several studies have demonstrated a positive

relationship between employee work engagement and key performance indicators (KPIs) such as market share, profitability, and revenue growth (Harter, Schmidt, & Hayes, 2002).

Despite the significant roles of employee work engagement in an organisation, Nigeria's banking industry are still lacking behind to fully benefited from this concept. This tendency might be explained due to the negligence of some of the bank management in given the needed supports to employee work engagement. Although previous research has examined many aspects of employee work engagement across various sectors, few studies have examined the relationship between career development opportunities, resilience, and self-efficacy in the Nigerian banking sector (Egwuonwu, 2015). This study aimed to fill this important gap.

2. LITERATURE REVIEW

Ibrahim and Hussein (2024) investigated the relationship between engineers' resilience, work engagement, and job satisfaction in an Egyptian oil and gas business. Using an online survey distributed by simple random sampling, one hundred engineers participated in a cross-sectional study. The data was analyzed using statistical techniques after being gathered between June and August of 2023. The findings showed that vigor, absorption, and devotion were highly positively correlated with other measures of employee work engagement. The study also discovered strong links between resilience, job happiness, and work engagement. Additionally, it was shown that resilience was a significantly significant predictor of job satisfaction and work engagement. The results indicated that if companies wish to create a favorable work environment and increase productivity, they should prioritize employee resilience. Businesses may enhance workers' general performance and well-being by providing them with the resilience skills they need.

Similarly, Eze, Okeke, and Enyeobi (2023) examined "work engagement: the predictive role of psychological empowerment among Nigerian banks." This study investigated the predictive role of women made up the sample of one hundred and eighty-three bankers who participated in the poll. The Utrecht Work Engagement Scale (UWES-9) and the Psychological Empowerment Scale were used to collect the data. The participants were chosen by convenience sampling. Regression analysis was used to assess the data and test the hypothesis. The findings showed that among Nigerian bankers, psychological empowerment was a strong predictor of work engagement. The results of the study were discussed and their implications for management practices were examined. They concluded that psychological empowerment significantly predicts work engagement among Nigerian bankers.

Kundi, Sardar, and Badar (2022) found that emotional stability also supports personal characteristics. Kundi, Sardar, and Badar (2022), further aver that appraisal negatively mediated the connection between work engagement and performance pressure, while challenge evaluations favorably moderated it. In addition, emotional stability was found to reduce these benefits, suggesting that those with high emotional stability are more likely to perceive performance pressure as a challenge rather than a threat.

Multiple regression analysis was used to analysed the generated data. The study findings supported the hypothesis by demonstrating that job demand and work engagement predicted organizational commitment among the bank employees. The study concluded that for an organisation to achieved a significant improvement in the output of its workers, it must involve its workforce more and offer tools that lessen the strains of work demands on them. Furthermore, this will increase the workers' dedication and productivity.

Asma, Jugindar, and Thilageswary (2021) examined the effect of career development and employee engagement on employee retention in Djibouti's financial industry. A survey method was used to

gather data from one hundred (100) respondents for the study. A convenience sampling, a self-administered questionnaire with closed-ended questions, was given out. Using a multiple regression analysis, the effect of career development and employee engagement on retention has been investigated. The study found a strong and favorable correlation between career development and employee engagement, and employee retention. Career development has a significantly lesser impact on employee retention and employee engagement. The study findings further suggested that one of the most important factors in employee retention is engagement.

The Social Cognitive Theory (SCT) (Albert Bandura, 1986)

The theory of Social Cognitive Theory was developed by Bandura, 1986. The theory emphasizes the interaction of behavior, environment, and personal factors and offers a useful framework for comprehending job involvement. It views individuals as active contributors to their own growth rather than as merely products of their environment (Stajkovic & Sergeant, 2019). The triadic and reciprocal character of this interaction between behavior, environment, and individual factors is emphasized by SCT. The term "environment" refers to any outside elements that interact with and are impacted by a person's distinct traits and actions.

Personal aspects include things like goal-setting, self-efficacy (the belief in one's own talents), and result expectations (the expected results of one's actions). Employee behaviors are their actual work actions that are directed at achieving work goals. Self-efficacy is the foundation of SCT (Bandura, 1999 as cited by Stajkovic & Kayla, 2019). This shows how confident a person is in their ability to finish a task or overcome obstacles. According to studies on employee work engagement, workers with high self-efficacy are more likely to establish difficult but attainable objectives, persevere through difficulties, and feel a sense of accomplishment from their efforts.

Higher levels of work engagement are the result of these elements working together (Bandura et al., 2004). The work environment has a major impact on how independent employees perceive themselves to be. One tactic to increase self-efficacy is supportive leadership that offers opportunities for development and coaching (Ribeiro et al., 2020). However, working in a setting with few resources might make people question their own abilities. SCT also emphasizes people's ability to be self-reactive (Bandura, 1999).

This suggests that employees can control their own cognitive traits (such as self-efficacy) based on their perception of their surroundings. When workers feel that their leaders care about their development and support, they are more likely to positively self-regulate their self-efficacy beliefs, which motivates them to work harder and overcome obstacles. Therefore, SCT provides a crucial framework for comprehending job engagement by highlighting the connections between individual behaviors, the workplace, and self-efficacy beliefs. It emphasizes how crucial it is to create an atmosphere that encourages worker self-efficacy via chances for advancement and encouraging leadership. An employee may become more engaged and productive as a result.

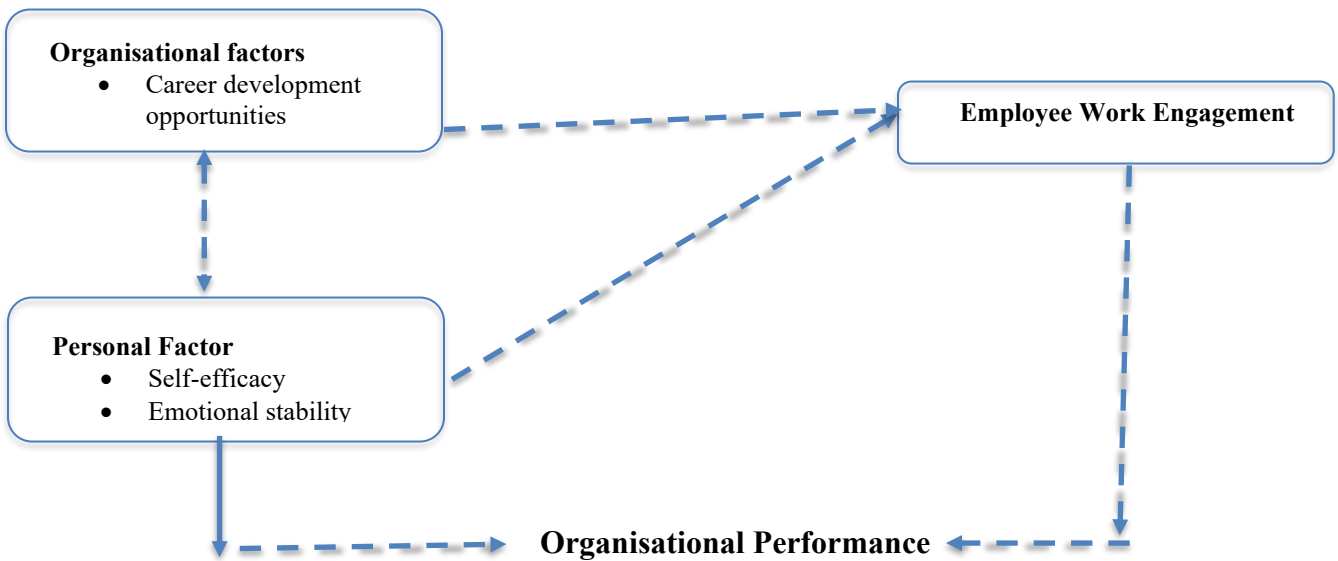


Figure 1. Conceptual model for the Study

Source: Researchers, 2025.

The study conceptual model shows how work engagement affects organizational performance. Workplace environments that improve employees' sense of fulfillment and purpose include organizational elements like career development opportunities. Employees are more likely to stay dedicated and motivated when they can effectively balance their personal and professional life and see prospects for advancement.

However, personal traits like self-efficacy and emotional stability affect how employees respond to their jobs. Emotionally stable people are more resilient and have better stress-reduction abilities, yet self-efficacious people are confident in their ability to finish tasks and get beyond challenges. These components work together to produce a high level of work engagement that is characterized by enthusiasm, dedication, and focus. Employee productivity and behavior are subsequently enhanced, which enhances organizational performance.

3. MATERIALS AND METHODS

Participants' information was gathered for this study using a descriptive cross-sectional survey approach. Cooper and Schindler (2014) claim that the descriptive survey approach finds and measures the effects of variables. The research design of this study is considered appropriate since it ensures that measurements are fully controlled and allows the researcher to make inferences about its variables without influencing the participants.

According to the 2024 annual report, Zenith Bank plc Nigeria has three hundred and ninety-seven (397) branches across the nation and six thousand, six hundred and ninety-seven (6,697) employees in Lagos State. But for ethical reasons, the number of employees at Zenith Bank, which operates one hundred and forty-three (143) branches across the state of Lagos, Nigeria, is not disclosed in this study. The target respondents were lower, medium, and higher management personnel from the selected Zenith Bank branches in Lagos, Nigeria. When employing a simple random sampling procedure, each member of the population has an equal chance of being selected. In Lagos State, Zenith Bank operates

143 branches. The sample size was determined using the total number of Zenith Bank employees in Lagos State.

The sample size will be derived using the Taro Yamane formula, which is below:

$$n = N / (1 + Ne)^2$$

Where,

n = Sample size

N = Population of the study

e = error of margin (Precision estimate)

n = ?

N = 6,679

e = 0.05

Confidence level is the precision estimate. The precision estimate used is 0.05.

$$n = \frac{6,679}{1 + 6,679(0.05)^2}$$

n = Three hundred and seventy-seven (377) samples

A standard error "e" of 0.05 was obtained using this formula at a 95% level of significance. The study used a structured questionnaire to collect data. It was used to collect primary data from the respondents. The Utrecht Work Engagement Scale (UWES) was employed in this investigation. The UWES questionnaire was introduced by Schaufeli and Bakker. (2002) was used to measure workplace engagement. It encompasses three elements of labor engagement: vigor, dedication, and absorption. The study used Chen et al. (2001), a popular instrument for assessing workplace self-efficacy, to measure the concept.

The study measured emotional stability using the five main personality traits: agreeableness, conscientiousness, neuroticism, extraversion, and openness to new experiences. It was first used extensively in personality psychology models in 1991 after being presented by Oliver P. John and others. The concept was measured using a modified version of the popular Big Five Inventory (BFI). Last but not least, the study employed a trustworthy scale known as the Career Growth Scale (CGS), developed by Weng and Hu (2009), to determine the participants' feelings regarding their professional progress. This thorough evaluation evaluates four essential components of career advancement: (1) advancement toward individual career goals, (2) professional skill and ability growth, (3) internal promotion rate, and (4) pay and benefit increases. Information for this study came from primary and secondary data sources. To collect the primary data, a well-structured questionnaire was distributed to the organization's employees. Secondary data came from the Organization's yearly publications and online resources.

For the study analysis, the gathered data were imported into SPSS (Statistical Package for Social Sciences) software version 25. Mean calculation, Pearson's correlation, and multiple regression analysis were assessed to understand the perception and relationship between the independent variables on work engagement.

4. RESULTS: This section presents the respondents to the research questionnaire and statement. In all, a total number of Two Hundred and Nineteen (219) returned questionnaires were used for the study analyses. **Table 4.2.1 (N=219)**

Participants Demographic Variables	Items	Frequency	Percent	Total
Gender	Male	137	62.6	219
	Female	82	37.4	
Age	20-29 years	100	45.7	219
	30-39 years	87	39.7	
	40-49 years	23	10.5	
	50 years and above	9	4.1	
Qualification	O' Level	18	8.2	219
	OND/NCE	47	21.5	
	BSc/HND	112	51.1	
	MSc/PhD	42	19.2	
Marital Status	Single	136	62.1	219
	Married	81	37.0	
	Divorced	1	.5	
	Separated	1	.5	
Experience	1-9 Years	162	74.0	219
	10-19 years	42	19.2	
	20-29 years	12	5.5	
	30-40 years	3	1.4	
Employment type	Intern	137	63.4	219
	Contract	79	36.6	
	Permanent	129	58.9	
Designation	Entry Level	73	33.3	219
	Middle Level	96	43.8	
	Top Level	47	21.5	

Source: Field Survey, 2025

Table 4.2.1 present the participants' biodata. Among the total participants, 37.4% were female and 62.6% were male respondents. This revealed that both sexes took part in the study. The age range of 20 to 29 accounted for about 45.7% of all participants who took part in the study. The age range of the employees who took part in this survey were between 30 and 39 for 39.7% of the employees, while 10.5% of the employees were between 40 and 49.

4.1% of participants were 50 years of age or older. This suggests that most responders were between the ages of 20 and 29. The participants' educational backgrounds were as follows: 19.2% had a postgraduate degree, 51% had a BSc or HND, 21.5% had NCE/OND, and a sizable number had an MSc or Ph.D. The O' Level, the least prevalent qualification, were held by just 8.2% of participants. Presumably, the majority of participants held an HND or BSc.

Notwithstanding the imbalance, the study indicated that most participants were competent enough to give accurate information about their assent to the study question. The data were gathered from participants who were single, married, separated, and divorced. Of the participants, 37.0% were married, 62.1% were single, and just 0.5% were separated or divorced.

Among participants, 74% had one to nine years of experience. People with 10–19 years of experience made up 19.2% of the total. 1.4% of participants fell into the smallest experience category, which was 30–40 years, while 5.5% of participants had 20–29 years of experience. Regarding the type of employment, 30.1% of participants were on contract, while the majority, 58.9%—had permanent positions.

Furthermore, 11.0% of the participants were interns. Last but not least, 43.8% of participants fell into the middle-level staff category, which was followed by entry-level employees (33.3%) and top-level employees (21.5%). This suggests that the bulk of replies were from middle-level employees.

Test of Hypotheses

The three research hypotheses for the study were tested in order to achieve the study objectives and to also to provide answers to the research hypotheses raised. The major findings from the analyses were presented below;

Hypothesis One

H₀₁: Career development has no significant effect on organisational performance

Table 4.2.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.612 ^a	.412	.898	3.06711

a. Predictors: (Constant), Career development opportunities

Source: *Field Survey, 2025*

Table 4.2.2 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	7.838	1.636		4.790	.000
Career development opportunities	.218	.093	.312	2.345	.023

Dependent Variable: Organisational Performance

Field Survey, 2025

The regression analysis examining the relationship between career development opportunities and organizational performance reveals a moderate positive correlation, as indicated by an R-value of 0.612. This suggests that career development opportunities have a meaningful association with organisational performance. The R² value of 0.412 means that approximately 41.2% of the variance in organizational performance can be explained by career development opportunities, indicating a moderately strong predictive relationship. The Adjusted R² (0.898) suggests that the model remains robust even after accounting for potential overfitting, reinforcing the reliability of the findings.

Further analysis of the coefficients table shows that career development opportunities have a statistically significant positive effect on organizational performance ($\beta = 0.312$, $p = 0.023$). The unstandardized coefficient ($B = 0.218$) indicates that for every one-unit increase in career development opportunities, organizational performance improves by 0.218 units, holding other factors constant. The t-value of 2.345 (with $p < 0.05$) confirms that this relationship is statistically significant, allowing us to reject the null hypothesis (H₀₁) that there is no relationship between the two variables.

These findings suggest that investing in career development initiatives can enhance organizational performance, likely by improving employee motivation, skills, and retention. However, since only 41.2% of the variance is explained, other factors (such as leadership, workplace culture, or compensation) may also play critical roles. Organizations should consider career development as a key strategy but integrate it with other performance-enhancing measures for optimal results. Future research could explore additional variables that interact with career development to further explain organizational performance outcomes.

Hypothesis Two

H₀₂: Self-efficacy has no significant effect on organisational performance.

Table 4.2.3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.604 ^a	.595	-.008	2.06760

Field Survey, 2025

Table 4.2.4 Co-efficient

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	10.231	1.868		5.477	.000
Self-efficacy	.094	.125	.105	.754	.454

Dependent Variable: Organisational performance

Field Survey, 2025

The regression analysis testing Hypothesis Two, which posits that self-efficacy has no significant effect on organizational performance, yields mixed results. The model summary indicates an R-value of 0.604, suggesting a moderate correlation between self-efficacy and organizational performance. However, the R² value of 0.595 implies that approximately 59.5% of the variation in organizational performance is explained by self-efficacy, which is a relatively strong predictive relationship. Surprisingly, the Adjusted R² (-0.008) is negative, indicating potential model overfitting or that the predictor (self-efficacy) may not generalize well to the population. This raises concerns about the reliability of the model.

The coefficients table further examines the nature of this relationship. While the constant term (B = 10.231, p = 0.000) is statistically significant, the effect of self-efficacy (B = 0.094, p = 0.454) is not statistically significant (p > 0.05). The standardized beta coefficient (β = 0.105) suggests a weak positive influence, but the high p-value (0.454) means we fail to reject the null hypothesis. This implies that, within this dataset, self-efficacy does not have a statistically significant impact on organizational performance.

The findings present a paradox: while the model suggests a moderate correlation, the non-significant p-value for self-efficacy indicates that this relationship may be due to chance rather than a true effect. The negative Adjusted R² further complicates interpretation, suggesting possible issues with sample size, multicollinearity, or an underspecified model (missing key variables).

Hypothesis Three

H₀₃: There is no significant relationship between emotional stability and organisational performance.

Table 4.2.5 Simple Regression analysis for Hypothesis Three

		Emotional stability	Organisational performance
Emotional stability	Pearson Correlation	1	.942
	Sig. (2-tailed)		.000
	N	219	219
Organisational performance	Pearson Correlation	.942	1
	Sig. (2-tailed)	.000	
	N	219	219

Source: Field survey, 2025

The regression analysis for Hypothesis Three, which posits that there is no significant relationship between emotional stability and organizational performance, reveals a strong and statistically significant correlation between the two variables. The Pearson correlation coefficient of 0.942 indicates an extremely strong positive relationship, suggesting that higher levels of emotional stability are closely associated with better organizational performance. The significance value ($p = 0.000$) further confirms that this relationship is highly statistically significant, well below the conventional threshold of 0.05. This means that the null hypothesis, which claimed no significant relationship, can be confidently rejected.

The strength of the correlation (close to +1) implies that emotional stability is a key predictor of organizational performance. Employees with greater emotional stability likely contribute to a more stable, productive, and efficient work environment, leading to improved overall performance. The large sample size ($N = 219$) enhances the reliability of these findings, reducing the likelihood that the results are due to random variation. Given these results, organizations may benefit from fostering emotional stability among employees through training, supportive workplace policies, and stress management programs to enhance performance outcomes.

Therefore, the data strongly refutes the initial hypothesis, demonstrating instead that emotional stability has a substantial and meaningful impact on organizational performance. These findings align with existing research in organizational psychology, which suggests that emotionally stable employees exhibit better decision-making, resilience, and teamwork—all of which contribute to organizational success. Future studies could explore mediating factors that strengthen or weaken this relationship, such as leadership style or workplace culture.

5 DISCUSSIONS AND RECOMMENDATIONS

5.1 Discussions

The finding that career development is a powerful indicator of job engagement supports the notion that people are more driven when they perceive prospects for growth. Kahn (1990), who asserts that professional advancement fosters psychological meaningfulness at work—a crucial component of engagement—supports this conclusion. Additionally, career opportunities strengthen employees' emotional ties to the organization, according to Meyer and Allen's (1991) affective commitment theory.

De Vos, Dewettinck, and Buyens (2009) provide more evidence that perceived career opportunities enhance engagement by encouraging future-oriented motivation. This demonstrates the importance of skill development initiatives, mentorship programs, and structured promotion routes for Zenith Bank

in preserving a highly motivated workforce. Furthermore, the study found that self-efficacy had a relatively beneficial impact on work engagement, suggesting that proactive and persistent employees are those who believe in their abilities. This is consistent with the Social Cognitive Theory of Bandura (1997), which emphasizes self-efficacy as a crucial element of resilient and motivated behavior. According to empirical findings offered by Schaufeli & Bakker (2004), employees with high self-efficacy are more engaged since they are more competent at their jobs. Moreover, self-efficacy is a crucial personal resource that reduces stress and improves participation in the Job Demands-Resources (JD-R) Model (Xanthopoulou et al, 2009).

Lastly, emotional stability has a significant effect on employee work engagement, thereby suggesting that employees who can manage stress remain more focused and productive. Judge and Bono (2001) also concur with that linking emotional stability (low neuroticism) to higher levels of engagement and job satisfaction. Emotionally secure employees are better to handle the work demands, reduction in risk of burnout as well as sustains engagement, according to Bakker and Demerouti's (2007) JD-R Model. In support of this, Rothmann and Jordaan (2006) found that maintaining employees' engagement in high-pressure sectors such as banking requires emotional stability. Therefore, Zenith Bank may benefit from programs that increase employees' emotional resilience, such as stress management classes and supportive leadership approaches.

5.2 Recommendations

- i. Career development is a crucial aspect of employee work engagement. Career planning platforms should be used to provide customized training programs and development roadmaps. Gamified learning and microlearning platforms can boost skill acquisition engagement by utilizing obstacles and incentives. An AI-powered mentorship system can also match employees with mentors based on their skills and career objectives to support continuous professional development.
- ii. The bank should establish innovation labs where employees may develop and test new ideas, boosting self-efficacy and confidence in their abilities. The implementation of leadership empowerment programs is necessary to enhance decision-making and problem-solving skills. AI-powered performance evaluation solutions can provide real-time information about employees' strengths and areas for improvement, promoting a culture of lifelong learning and personal growth.
- iii. Training programs for emotional intelligence driven by AI can improve emotional stability, helping employees effectively manage their emotions and deal with work-related stress. Wearable neurofeedback and biofeedback devices can provide real-time mindfulness exercises in addition to monitoring stress levels. To help employees deal with stress, anxiety, and emotional tiredness, AI-powered mental health apps should also be marketed.
- iv. Zenith Bank PLC can cultivate a more engaged and motivated staff by incorporating AI-driven solutions, gamification, predictive analytics, and digital coaching. These suggestions provide useful, tech-driven methods to improve employee work engagement and are consistent with the goals of the study.

Future research efforts may consider to explore more extensively on the causes and consequences of career development prospects or the interaction between career development and individual employee's career path in organisation. Furthermore, utilizing qualitative research techniques or longitudinal studies could offer another perspective on employee work engagement. Scholars, researchers, and management experts must also keep in line with the new developments in the gig

economy, technology, as well as remote work to make sure that employee work engagement tactics are still applicable and successfully implemented in the workplace.

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