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Determinant Factors of Employee Engagement in the Primary Health Care Division of the Local Government Service of Osun State, Nigeria

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Abstract

This study explores the critical factors influencing employee engagement in the Primary Health Care (PHC) division of the Local Government Service in Osun State, Nigeria. Recognizing that effective PHC service delivery relies heavily on a committed and motivated workforce, the research applies factor analysis to identify and interpret the underlying variables that shape employee engagement. Data were collected from 506 respondents, comprising 266 PHC workers and 240 health service users, selected across 12 local government councils in the state. Using a structured questionnaire rated on a 5-point Likert scale, variables such as leadership effectiveness, career development, training, organizational culture, compensation, and work-life balance were examined. The correlation analysis revealed a strong association between training and career development ($r = 0.574$, $p = 0.000$) and between training and mission alignment ($r = 0.572$, $p = 0.000$). Factor analysis results show that leadership effectiveness accounts for the highest proportion of variance in engagement at 44.239%, followed by alignment with the organization's mission at 12.879%, jointly explaining 57.117% of the total variance. Other contributors include employee well-being (10.299%), career development (9.677%), and training (8.338%), while compensation (3.962%) and work-life balance (4.542%) were less impactful. The study concludes that enhancing leadership quality, providing structured career development, and reinforcing mission alignment are essential strategies for improving employee engagement in the PHC system. These insights offer valuable guidance for public sector administrators and policymakers aiming to strengthen workforce performance and healthcare delivery at the grassroots level.

Keywords: Employee Engagement; Primary Health Care (PHC); Leadership Effectiveness; Career Development; Organizational Culture; Public Sector Workforce; Health System Performance.

Introduction

In today's dynamic work environment, employee engagement has become a crucial determinant of organizational performance and sustainability, Kişi (2024). It reflects the level of commitment, emotional attachment, and discretionary effort that employees are willing to invest in their roles and in the overall success of the organization. For public sector institutions, particularly those in the healthcare domain, employee engagement is not just an internal performance issue it is fundamentally linked to the quality of service delivery and public satisfaction. In the context of Nigeria's Primary Health Care (PHC) system, where resource limitations and administrative bottlenecks are common, understanding and improving employee engagement is critical to achieving functional and responsive healthcare services at the grassroots level.

Uzochukwu *et al* (2023) in their study said primary Health Care represents the foundation of the Nigerian healthcare system. It serves as the first point of contact for individuals and families, and plays a pivotal role in promoting health equity and reducing the burden on secondary and tertiary healthcare institutions. Despite the strategic importance of PHC, many divisions across Nigeria including those in Osun State continue to face challenges such as understaffing, poor working conditions, delayed remuneration, and insufficient motivation mechanisms, Oyinlola (2024). These challenges often result in low morale, poor service delivery, and a gradual erosion of trust between the healthcare system and the communities it serves.

Within this backdrop, employee engagement emerges as a vital concept for evaluating and enhancing the effectiveness of the PHC workforce. Engaged employees are more likely to go beyond their assigned duties, show resilience in the face of workplace difficulties, and exhibit a stronger commitment to patient care and organizational values, Ogaji (2024). However, employee engagement is not a one-size-fits-all concept, it is shaped by a complex interplay of individual, organizational, and environmental factors. Identifying these determinant factors, especially within specific public service contexts, is key to designing policies and interventions that can sustainably improve workforce performance.

This study focuses on the Primary Health Care division of the Local Government Service in Osun State, Nigeria. Osun State is representative of many Nigerian states where local government authorities are primarily responsible for implementing PHC services. Yet, despite the decentralization of healthcare responsibilities, many local councils lack the institutional capacity and leadership acumen required to nurture a motivated and engaged workforce. This research seeks to explore the underlying

factors that influence employee engagement in this setting, offering empirical insight into what drives or hinders commitment among PHC workers.

Using factor analysis as a methodological approach, this study aims to uncover latent constructs that explain the variance in employee engagement among PHC personnel. Variables such as job satisfaction, leadership support, recognition and rewards, training opportunities, organizational culture, communication practices, and workload are examined in detail. The goal is not only to identify the most significant predictors of engagement but also to highlight how these factors interact within the unique structure of the local government health service in Osun State.

By analyzing these determinant factors, the study intends to provide a data-driven basis for health administrators, local government policymakers, and development partners to design more effective human resource strategies. These strategies could include targeted training programs, performance-based incentives, transparent communication frameworks, and leadership development initiatives that collectively enhance employee morale and performance.

Furthermore, the research contributes to the growing body of literature on public sector workforce engagement in developing countries. While much of the existing research on employee engagement is situated within private sector or high-income contexts, this study provides context-specific insights into the realities of frontline healthcare workers operating under constrained conditions. As Nigeria continues to strive toward achieving Universal Health Coverage (UHC) and meeting health-related Sustainable Development Goals (SDGs), strengthening the PHC workforce through improved engagement must be seen as a national priority.

Employee engagement remains one of the most underexplored yet critically important aspects of workforce management in Nigeria's public health sector, Adewale, Adeyemo & Lawal,(2024). The Primary Health Care (PHC) division, which serves as the first line of healthcare access for millions of Nigerians, is especially vulnerable to challenges stemming from disengaged employees. In Osun State, the local government service is tasked with delivering essential healthcare services through its PHC facilities. However, evidence and preliminary observations suggest that employee commitment, motivation, and overall work performance in this division are declining steadily. This situation not only hampers service delivery but also undermines efforts to improve population health outcomes at the grassroots level.

The performance and efficiency of PHC services are closely tied to the morale and engagement levels of the frontline health workers, Oginga, Kulimankudya, & Okila (2024). When employees feel valued, supported, and connected to their work, they are more likely to demonstrate commitment, creativity, and a sense of responsibility. Unfortunately, in many PHC facilities across Osun State, healthcare workers are reportedly facing low job satisfaction, irregular remuneration, lack of career advancement opportunities, poor infrastructure, and limited recognition from management. These issues contribute to low engagement levels,

absenteeism, frequent job turnover, and in some cases, outright withdrawal from service. Despite the prevalence of these issues, there has been limited empirical research to systematically examine the root causes of poor employee engagement within this specific context.

Moreover, Adewolu (2024) in his study said that the existing human resource policies within the local government structure are often generic, reactive, and not tailored to the unique demands of healthcare workers operating in PHC settings. Without a clear understanding of the factors that influence employee engagement, administrators and policymakers may continue to implement interventions that are ineffective or misaligned with the actual needs of the workforce. The absence of data-driven insights limits the capacity of stakeholders to improve organizational performance and ensure optimal health service delivery.

This study, therefore, seeks to address this gap by identifying and analyzing the underlying determinants of employee engagement in the PHC division of the Local Government Service in Osun State. By employing factor analysis, the research aims to uncover the key dimensions—whether structural, psychological, or environmental that affect engagement levels. Understanding these factors is essential for designing targeted strategies that can enhance employee commitment, improve service quality, and strengthen the overall functioning of the PHC system in the state.

Conceptual Clarifications

A clear understanding of the key concepts underpinning this study is essential for grounding the research and contextualizing its findings. This section discusses the major concepts relevant to the investigation of employee engagement within the Primary Health Care (PHC) division of the Local Government Service in Osun State, Nigeria.

Employee Engagement

Employee engagement is a multifaceted concept that refers to the level of emotional, psychological, and behavioral commitment an employee has toward their job and organization, Yadav, Pandita, & Singh (2022). It reflects how willing employees are to go beyond basic job requirements, show initiative, and contribute meaningfully to organizational goals. Engaged employees demonstrate enthusiasm, dedication, and a strong sense of purpose in their work. In the context of public health care, particularly within the PHC units of local government structures, engagement is vital for ensuring consistent service delivery, responsiveness to patient needs, and the overall functionality of health systems, Kagwanja (2023).

In Osun State, where PHC staff often face adverse working conditions and resource limitations, employee engagement becomes a critical performance determinant. Workers who feel unsupported or undervalued may show up for work physically but be disengaged mentally and emotionally—a condition known as presenteeism. Understanding the depth and

dimensions of engagement in this setting helps identify how intrinsic motivation and organizational support influence service quality and job satisfaction.

Determinant Factors

Determinant factors refer to the various elements or conditions that directly or indirectly influence employee engagement. These may include leadership quality, recognition, career development opportunities, workload, communication flow, availability of resources, and organizational culture. These factors can either motivate or demotivate employees depending on how they are perceived and experienced.

Within the PHC division of Osun State, several of these determinants are at play. Poor infrastructure, lack of medical supplies, and inadequate supervisory support have been noted in past observations and reports. At the same time, where leadership is proactive and inclusive, workers tend to exhibit higher morale. This study, through factor analysis, seeks to uncover the underlying structure of these determinants by examining how they group into meaningful patterns or components that explain variations in employee engagement. Identifying these patterns is crucial for developing targeted strategies aimed at improving staff commitment and productivity.

Primary Health Care (PHC)

Primary Health Care is the first level of contact between individuals and the national health system. It is designed to be accessible, affordable, and community-centered, offering essential health services such as immunization, maternal care, health education, and treatment of common illnesses. The effectiveness of PHC is largely dependent on the commitment and capacity of frontline healthcare workers who operate in local government health facilities.

In Osun State, as in other parts of Nigeria, PHC is managed predominantly by local government authorities, which are responsible for human resources, infrastructure, and service delivery. However, systemic weaknesses—such as delayed funding, irregular recruitment practices, and poor oversight—often hinder the performance of PHC staff. For this reason, examining employee engagement within this division is essential to strengthening primary care delivery and achieving broader health sector goals such as Universal Health Coverage (UHC).

Factors Influencing Employee Engagement

Employee engagement is significantly influenced by a range of organizational and personal factors. These factors serve as intrinsic and extrinsic motivators that determine the level of an employee's commitment, involvement, and enthusiasm in the workplace, Alnuaimi (2022).

Firstly, **alignment with the organization's mission** plays a crucial role in fostering engagement. When employees clearly understand and connect with the core purpose and long-term vision of the organization, they are more likely to feel a sense of belonging and relevance

in their roles. This alignment not only enhances motivation but also deepens their emotional investment in achieving collective goals.

In addition, the **organization's value for employee well-being** is a key determinant of engagement. Organizations that prioritize the mental, physical, and emotional health of their workforce often cultivate a supportive environment where employees feel cared for and respected. Such environments reduce stress, enhance job satisfaction, and, in turn, drive higher levels of engagement.

Opportunities for career development also serve as powerful engagement drivers. When employees perceive that they have a clear pathway for growth, advancement, and skill enhancement within the organization, they are more likely to remain committed and put in discretionary effort. Career progression reflects the organization's investment in individual success, which boosts morale and performance.

Closely linked to career advancement is **training and development**. Continuous learning opportunities not only upgrade employee skills but also affirm their value within the organization. Well-structured training programs help employees feel more competent and confident in their roles, which increases their enthusiasm and willingness to contribute meaningfully.

Moreover, **organizational culture** has a profound impact on engagement. A culture that fosters inclusivity, transparency, collaboration, and recognition creates a sense of community and shared responsibility. When the cultural values of the organization resonate with employees' personal values, they are more likely to be loyal and actively involved.

Maintaining a **healthy work-life balance** is equally essential for sustained engagement. Employees who can effectively manage their professional responsibilities alongside personal commitments are generally less prone to burnout and more productive. Organizations that provide flexibility and promote work-life harmony contribute to long-term employee satisfaction and retention.

Finally, **competitive compensation and remuneration** remain central to engagement. While financial incentives may not be the sole motivator, fair and attractive compensation reinforces employees' sense of worth and appreciation. It provides both security and motivation, encouraging employees to invest greater energy and commitment in their tasks.

Collectively, these factors form the foundation for a robust employee engagement strategy. When effectively addressed, they foster a motivated, resilient, and high-performing workforce that aligns with organizational objectives.

Theoretical Review

Employee engagement, particularly within the public healthcare sector, is a multi-dimensional concept influenced by psychological, organizational, and social factors. For the Primary Health Care (PHC) division under the Local Government Service of Osun State, where workforce challenges are prominent, understanding the underlying theoretical explanations for employee behavior becomes essential. Two theories that provide valuable insight into this

study are Herzberg's Two-Factor Theory and the Social Exchange Theory. These theories offer complementary perspectives on the drivers of employee engagement and form the conceptual foundation for this research.

Herzberg's Two-Factor Theory

Herzberg's Two-Factor Theory, introduced in 1959 as sighted Stello (2011), which is one of the most influential theories in the field of organizational behavior. It distinguishes between two sets of factors that influence employee attitudes: **motivators** and **hygiene factors**. Motivators are intrinsic elements such as achievement, recognition, responsibility, and opportunities for personal and professional growth. These factors, when present, lead to increased satisfaction and higher levels of engagement. In contrast, hygiene factors are extrinsic conditions like salary, administrative policies, job security, and work environment. Their absence can cause dissatisfaction, but their presence alone may not necessarily result in improved engagement.

This theory is particularly relevant to the PHC context in Osun State, where many health workers operate under suboptimal conditions. In many cases, staff face irregular salary payments, lack of proper working tools, absence of clear promotion structures, and limited access to training and development. These challenges reflect a deficiency in both hygiene and motivator factors. Herzberg's theory helps in differentiating which category of factors is more deficient and which ones have greater influence on employee attitudes. It guides this study in examining the extent to which these two factor types contribute to engagement or disengagement among PHC workers. Through factor analysis, the study can identify whether the dominant determinants of engagement lie within the intrinsic or extrinsic domains of work. Ultimately, this theory aids in understanding how job characteristics and organizational practices shape the level of commitment and performance of healthcare personnel.

Social Exchange Theory

The Social Exchange Theory (SET), developed by Peter Blau in 1964, provides a relational and psychological basis for understanding employee behavior in organizations. The theory posits that relationships, whether between individuals or between employees and organizations are based on a system of reciprocal exchange. In the workplace, this means that employees evaluate their experiences based on the balance between what they give to the organization and what they receive in return. When employees perceive fairness, support, and appreciation from their employers, they are more likely to respond with loyalty, engagement, and increased productivity. However, when they feel exploited, neglected, or undervalued, their motivation and commitment tend to diminish.

Applied to the PHC division in Osun State, SET helps explain how the perceptions of fairness, trust, and organizational support influence employee engagement. For instance, a PHC worker who is consistently recognized, included in decision-making processes, and treated with respect is likely to develop a stronger psychological attachment to their role and the institution.

In contrast, an employee who feels isolated, ignored, or unfairly treated may withdraw emotionally from the job, even if they remain physically present. Given the resource constraints and management challenges in many local government health facilities, the role of non-material rewards such as respectful communication, clear expectations, and trust is even more significant. SET provides a valuable framework for interpreting how employees interpret and react to their work environment, which in turn impacts their engagement levels.

This theory supports the study's investigation into the social and organizational dynamics that affect employee engagement. It complements Herzberg's model by emphasizing the relational and emotional elements of workplace behavior. Together, these theories enable a more comprehensive exploration of the multiple, interacting factors that determine how and why PHC workers in Osun State choose to be engaged or disengaged in their roles.

Empirical study

Karaferis, Aletras, and Niakas (2022) emphasized that job satisfaction plays a pivotal role in the healthcare sector, as it directly influences service quality, staff productivity, operational efficiency, and overall costs. It also serves as a key indicator of employee well-being and organizational quality of life. Higher levels of job satisfaction have consistently been associated with enhanced performance, while dissatisfaction is often linked to increased absenteeism and staff turnover. Therefore, gaining a better understanding of job satisfaction among healthcare professionals is crucial for enhancing service delivery and ensuring organizational effectiveness. To evaluate the reliability and validity of the Job Satisfaction Survey (JSS), several statistical techniques were used, including Cronbach's alpha, split-half reliability, exploratory factor analysis (EFA), and confirmatory factor analysis (CFA). The analysis revealed six core dimensions influencing job satisfaction: compensation and benefits, management's approach, supervisory support, workplace communication, the nature of job tasks, and peer support. The overall internal consistency was strong, with Cronbach's alpha measured at 0.81, while the subscales ranged between 0.61 and 0.81. The Kaiser-Meyer-Olkin (KMO) value was 0.912, indicating sampling adequacy for factor analysis. The confirmatory factor analysis yielded satisfactory fit indices: SRMR = 0.050, RMSEA = 0.055, IFI = 0.906 and CFI = 0.906. The study confirms that job satisfaction is a complex, multidimensional concept with varying sources of satisfaction and dissatisfaction. Because employees may be content with certain aspects of their job while feeling dissatisfied with others, there is no universal agreement on which components are most influential. The results are particularly relevant to the evolving healthcare environment in Greece, offering valuable insights for more effective evaluation of job satisfaction. The development of a concise version of the JSS also holds promise for broader application in future studies.

Masuku, Esterhuyzen, and Ramajoe (2025) explored the factors influencing employee engagement and job satisfaction among administrative personnel within the eMalahleni Local Municipality. Recognizing the essential role these employees play in municipal operations, the study aimed to fill the knowledge gap surrounding their work-related experiences.

Utilizing a quantitative, cross-sectional design, the researchers administered a structured questionnaire to 184 participants, achieving a full response rate. The data were analyzed using both descriptive and inferential statistics, including confirmatory factor analysis. Findings indicated moderate engagement and satisfaction levels, with leadership quality, opportunities for professional development, and organizational support emerging as significant contributors. The study recommended that local government institutions should enhance leadership practices, invest in employee development, and foster a supportive work environment to improve engagement, retention, and overall organizational performance.

Similarly, Eldor and Vigoda-Gadot (2022) investigated the influence of transformational leadership on employee engagement in the Israeli public sector through in-depth interviews. Their findings confirmed a positive and meaningful relationship between leadership and engagement. In a comparable study, Kim et al. (2018) surveyed 1,200 South Korean public sector employees and found that transformational leadership significantly boosted engagement levels.

Hassan *et al.* (2021) also reported a positive link between ethical leadership and employee engagement and performance in U.S. federal agencies. Lee et al. (2020), using a longitudinal survey approach, demonstrated that servant leadership enhances engagement and indirectly improves performance in South Korea's public organizations. Fernandez et al. (2021) assessed a leadership training program in U.S. federal agencies and observed significant gains in both engagement and performance post-training. Van der Voet et al. (2021) further highlighted the value of digital leadership in maintaining employee engagement during remote work conditions induced by the COVID-19 pandemic. Mostafa (2018), in a review of empirical data from Egyptian public organizations, found a strong positive association between ethical leadership and employee engagement, emphasizing transformational leadership as a critical engagement factor. A noticeable gap in the existing literature is the geographical focus, as these studies largely pertain to public sectors in countries outside Nigeria. This present research addresses that gap by investigating leadership as a determinant of employee engagement within Nigeria's public service context.

In another related study, Bashir et al. (2019) explored employee engagement factors through interviews with public sector employees in Pakistan. Key determinants identified included effective communication, employee well-being, rewards, recognition, and leadership. Van Loon et al. (2018), in a study involving 5,000 UK civil servants, found that job autonomy and task significance positively influenced engagement. Mostafa and Fattah (2023), using correlation analysis, established that organizational support enhances employee engagement in Egypt's public sector. Ritz et al. (2020) employed meta-analysis to confirm a moderately positive relationship between public service motivation and engagement levels.

Additionally, Moreno-Martínez and Sánchez-Martínez (2025) examined factors affecting work engagement, job satisfaction, work overload, and emotional fatigue among healthcare professionals in Central Catalonia. Conducted between November 2022 and March 2023, the multicenter cross-sectional study involved 321 respondents, mostly nurses. Results showed

that work overload, job satisfaction, and emotional exhaustion were closely linked to engagement. Factors such as gender, salary, contract type, shift patterns, and academic background influenced both satisfaction and stress levels. The study emphasized the need for improved organizational practices, including stable scheduling and limiting unpaid overtime, to enhance engagement and reduce burnout.

Research Methodology

This study was conducted in the Local Government Service of Osun State, Nigeria, a civil service oriented region where improved employee performance can significantly enhance public service delivery. The focus is on the Primary Health Care (PHC) Division of selected Local Government Councils, as it is the closest service unit to citizens and allows direct evaluation of service performance by beneficiaries.

A **cross-sectional survey** with a **descriptive research design** will be adopted to facilitate data collection from a representative sample at a specific point in time. The **study population** comprises all employees in the PHC division of Local Government Councils in Osun State.

For the **sampling process**, a combination of stratified and purposive sampling techniques was used. The 30 Local Government Councils in Osun State were grouped into three senatorial districts: Osun West, Osun East, and Osun Central. Four urban councils were selected from each district, making a total of 12 councils. From each selected council, **20% of PHC staff** were sampled, amounting to **266 employees**. In addition, **240 users of health services** (20 per council) were selected using convenience sampling, resulting in a total sample size of **506 respondents**. Tables 3.1 and 3.2 present the list of councils and sample distribution respectively.

The study relies entirely on **primary data**, which were collected using **structured questionnaires** designed for two respondent categories: PHC employees and citizens using a 5-point Likert scale.

Method of Data Analysis

The study utilized factor analysis to identify the core drivers of employee engagement within the Primary Health Care division of Osun State's local government service. As a preliminary step, a correlation matrix, an integral part of factor analysis was used to examine the relationships among variables. This revealed strong associations, particularly between training, career development, leadership, and alignment with the organization's mission.

The factor analysis extracted key components based on eigenvalues and variance explained. Leadership effectiveness emerged as the most influential factor, followed by alignment with organizational goals, while other factors like well-being, training, and organizational culture contributed less significantly. The method effectively reduced a wide range of variables into a few meaningful factors, highlighting leadership and mission alignment as central to enhancing employee engagement.

Results and Discussion

Identification of the determinant factors of employee engagement in the primary health care division of the local government service of Osun State, Nigeria through factor Analysis

The correlation values in the matrix provide a clearer understanding of the relationships between various factors influencing employee engagement in the primary healthcare division of the local government service in Osun State, Nigeria. A higher correlation coefficient (closer to 1) indicates a stronger relationship between two variables, while a lower coefficient suggests a weaker association. Since all p-values are statistically significant ($p < 0.05$), the observed relationships are unlikely to be due to chance.

The strongest correlation observed is between training and development and career development ($r = 0.574$, $p = 0.000$). This suggests that employees who perceive career development opportunities as engaging also find training to be an essential driver of their commitment. The relationship between training and development and alignment with the organization's mission ($r = 0.572$, $p = 0.000$) further emphasizes the importance of skill enhancement in fostering engagement, particularly when employees see a connection between their professional growth and the organization's objectives.

Leadership effectiveness is also a key factor, with a moderate correlation with work alignment ($r = 0.416$, $p = 0.000$) and training ($r = 0.342$, $p = 0.000$). This implies that employees are more engaged when leadership provides clear direction and opportunities for growth. Furthermore, organizational culture plays a significant role, as seen in its correlation with training and development ($r = 0.531$, $p = 0.000$) and work alignment ($r = 0.453$, $p = 0.000$). A strong organizational culture helps employees connect with the mission of the institution and fosters an environment where learning and engagement thrive.

While compensation is an important factor ($r = 0.437$ with training and $r = 0.393$ with work alignment), it does not exhibit the highest correlations, reinforcing the idea that intrinsic motivators such as career growth and leadership have a greater impact on engagement than financial incentives alone. Work-life balance, though relevant, shows a weaker correlation with many factors, with its highest being with organizational culture ($r = 0.451$, $p = 0.000$). This suggests that while a healthy balance between work and personal life contributes to engagement, it is more influenced by the overall workplace environment rather than being a primary driver on its own.

In essence, the data reveals that engagement is most significantly influenced by leadership effectiveness, career and training opportunities, and organizational culture. While compensation and work-life balance contribute to engagement, they are secondary to factors that provide employees with purpose and growth. Therefore, organizations looking to improve engagement should prioritize leadership development, meaningful training programs, and a culture that aligns employees with the organization’s mission.

Table 1 Identification of the determinant factors of employee engagement in the primary health care division of the local government service of Osun State, Nigeria through factor Analysis

CORRELATION/ Level of significance	Effective leadership motivates me to be more engaged.	My work is aligned with the organization's mission	The organization values employee well-being	Opportunity for career development stimulates me to be more engaged	Training and development stimulates me to more engagement	Organization culture drives me to be more engaged	I have a healthy balance between work and personal life	Competitive compensation and remuneration stirs me up to be more engaged
Effective leadership motivates me to be more engaged.	1.000	0.416 (0.000)	0.211 (0.000)	0.296 (0.000)	0.342 (0.000)	0.195 (0.001)	0.275 (0.000)	0.293 (0.000)
My work is aligned with the organization's mission	0.416 (0.000)	1.000	0.356 (0.000)	0.505 (0.000)	0.572 (0.000)	0.453	0.151 (0.009)	0.393 (0.000)
The organization values employee well-being	0.211 (0.000)	0.356 (0.000)	1.000	0.419 (0.000)	0.417 (0.000)	0.294 (0.000)	0.413 (0.000)	0.260 (0.000)
Opportunity for career development stimulates me to be more engaged	0.296 (0.000)	0.505 (0.000)	0.419 (0.000)	1.000	0.574 (0.000)	0.337 (0.000)	0.193 (0.001)	0.321 (0.000)
Training and development stimulates me to more engagement	0.342 +(0.000)	0.572 (0.000)	0.417 (0.000)	0.574 (0.000)	1.000	0.531 (0.000)	0.310 (0.001)	0.437 (0.000)
Organization culture drives me to be more engaged	0.195 (0.000)	0.453 (0.000)	0.294 (0.000)	0.337 (0.000)	0.531 (0.000)	1.000	0.451 (0.000)	0.332 (0.000)
I have a healthy balance between work and personal life	0.275 (0.000)	0.151 (0.000)	0.413 (0.000)	0.193 (0.000)	0.310 (0.000)	0.451 (0.000)	1.000	0.190
Competitive compensation and remuneration stirs me up to be more engaged	0.293 (0.000)	0.393 (0.000)	0.260 (0.000)	0.321 (0.000)	0.437 (0.000)	0.332 (0.000)	0.190 (0.000)	1.000

Source: Author's Computation, 2025.

Identification of the determinant factors of employee engagement in the primary health care division of the local government service of Osun State, Nigeria through factor Analysis

The factor analysis results reveal that employee engagement in the primary healthcare division of the local government service in Osun State is primarily driven by leadership effectiveness and alignment with the organization's mission. The total variance explained table shows that leadership effectiveness accounts for the largest share of variance, with an eigenvalue of 3.539, explaining 44.239% of the total variation. This suggests that employees are significantly influenced by the quality of leadership they experience, as strong, motivating leadership fosters a sense of commitment and purpose in their roles. When employees feel guided and supported by their leaders, their level of engagement increases.

Beyond leadership, alignment with the organization's mission emerges as another critical factor, contributing an additional 12.879% to the variance, bringing the cumulative explanation to 57.117%. This indicates that employees are more engaged when they understand how their work contributes to the larger goals of the organization. A clear sense of purpose and direction reinforces their commitment and enhances their motivation to perform effectively.

Other factors, such as employee well-being, career development, training, and organizational culture, contribute to engagement but to a lesser extent. Employee well-being explains 10.299% of the variance, suggesting that organizations that prioritize their employees' physical and mental health tend to see higher engagement levels. Career development and training contribute 9.677% and 8.338%, respectively, indicating that while opportunities for growth and skill enhancement are important, they do not play as dominant a role as leadership and mission alignment.

Interestingly, factors such as organizational culture, work-life balance, and competitive compensation account for progressively smaller portions of the variance, suggesting that while these aspects may influence engagement, they are not the primary drivers in this setting. Work-life balance and remuneration, in particular, though often considered essential in engagement discussions, appear to have a relatively minimal impact compared to intrinsic motivators such as leadership and purpose-driven work.

The findings suggest that organizations looking to enhance employee engagement should focus on strengthening leadership effectiveness and ensuring that employees understand and connect with the organization's mission. While financial incentives, work-life balance, and other support structures are important, they do not hold as much weight in determining engagement levels as the sense of direction and leadership employees experience in their workplace.

Table 2 Identification of the determinant factors of employee engagement in the primary health care division of the local government service of Osun State, Nigeria through factor Analysis

Total Variance Explained

Components	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Effective leadership motivates me to be more engaged.	3.539	44.239	44.239	3.539	44.239	44.239
My work is aligned with the organization's mission	1.030	12.879	57.117	1.030	12.879	57.117
The organization values employee well-being	0.824	10.299	67.416			
Opportunity for career development stimulates me to be more engaged	0.774	9.677	77.093			
Training and development stimulates me to more engagement	0.667	8.338	85.432			

Components	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Organization culture drives me to be more engaged	0.485	6.064	91.496			
I have a healthy balance between work and personal life	0.363	4.542	96.038			
Competitive compensation and remuneration stirs me up to be more engaged	0.317	3.962	100.000			

Source: Author's Computation, 2025.

Discussion of Findings

The study examines employee engagement and performance of primary health care workers in the local government service of Osun state, Nigeria and it highlights the key factors influencing employee engagement in the primary healthcare division of Osun State's local government service using factor analysis. The findings suggest that while several elements contribute to engagement, one of the strongest themes emerging from the study is the critical role of training and career development in fostering employee engagement. Employees who have access to continuous learning opportunities tend to feel more valued and motivated in their roles. This is particularly important in the healthcare sector, where professional growth is essential for maintaining high standards of service delivery. When employees perceive that their organization is invested in their development, they are more likely to reciprocate with increased dedication and a willingness to contribute meaningfully to their work.

Additionally, career development enhances employees' long-term commitment to the organization. When there is a clear path for professional advancement, employees remain engaged because they see opportunities for growth within the system. Another key finding is the impact of leadership effectiveness on employee engagement. Leaders play a crucial role in shaping the work environment, providing guidance, and fostering a sense of purpose among employees. When leadership is strong, employees feel supported and more confident in their roles. Effective leaders communicate organizational goals clearly, create opportunities for professional development, and ensure that employees' contributions are recognized and valued. This highlights the need for leadership training programs that focus on building managerial skills, emotional intelligence, and the ability to inspire and support teams.

Organizational culture also emerges as a significant determinant of employee engagement. A positive workplace culture fosters a sense of belonging and alignment with the organization's mission. Employees are more engaged when they work in an environment that encourages collaboration, recognizes achievements, and supports professional growth. A strong organizational culture also enhances employees' ability to connect their daily responsibilities with the broader goals of the institution. When employees feel that their work has meaning and contributes to a larger purpose, they are more likely to remain engaged and motivated. While compensation is an important factor, the findings suggest that it is not the primary driver of engagement. Although financial rewards provide job satisfaction, they do not necessarily

lead to long-term commitment if other engagement factors are lacking. Employees are more likely to stay engaged when they feel valued through career development and leadership support rather than solely through monetary incentives.

Similarly, work-life balance, though relevant, is not a dominant factor in engagement. While employees appreciate flexible work arrangements and reasonable workloads, these aspects alone do not guarantee high engagement. A strong workplace culture and opportunities for professional growth have a greater influence on whether employees remain committed to their roles.

Conclusion

This study investigated the key determinants of employee engagement within the primary healthcare division of the local government service in Osun State, Nigeria, using both correlation and factor analysis. The findings reveal that intrinsic motivators such as leadership effectiveness, alignment with the organization's mission, career development, and training opportunities are the most influential drivers of engagement. Employees were significantly more committed when they experienced supportive leadership, understood their contributions to the broader institutional goals, and had access to growth and learning opportunities. While factors like compensation and work-life balance were relevant, they had less influence compared to elements that promote purpose, professional development, and alignment with organizational values. To enhance engagement,

Recommendations

It is recommended that the local government invest in leadership development programs that build managerial competence and emotional intelligence. Simultaneously, structured career development and continuous training initiatives should be institutionalized to foster a skilled and motivated workforce. Efforts should also be directed toward reinforcing the alignment of individual roles with the organization’s mission, as well as cultivating a positive organizational culture that values collaboration, recognition, and inclusion. Although compensation and work-life balance were not dominant determinants, maintaining fair remuneration and supporting employees’ personal well-being remain essential. Finally, establishing a responsive monitoring and feedback system is crucial for tracking engagement levels and identifying areas requiring timely intervention. Collectively, these measures will help create an enabling work environment that promotes sustained employee engagement and improved healthcare service delivery.

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