

## Effect of Employees Engagement on Organizational Performance of Selected Hotels in North Central Nigeria

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### Abstract

*As organizations expand, employment opportunities grow, highlighting the invaluable role of employees as a key business asset. This study aims to investigate the effect of employee engagement on organizational performance in selected hotels in North Central Nigeria. Employee engagement is pivotal for organizational performance, offering numerous advantages. The study adopts a cross-sectional survey research approach, surveying 505 employees from six selected hotels. Utilizing a 5-point Likert scale questionnaire, a sample size of 220 employees was determined, with an additional 10% added for attrition based on the Taro Yamane formula. In total, 242 questionnaires were distributed, and 210 were duly completed and returned for data analysis. The responses were analysed using Partial Least Square Structural Equation Modelling (PLS-SEM). The study reveals significant positive effects of leadership ( $\beta = 0.048$ ,  $t = 4.437$ ,  $p = 0.000$ ), motivated employees ( $\beta = 0.049$ ,  $t = 6.123$ ,  $p = 0.000$ ), and committed employees ( $\beta = 0.034$ ,  $t = 15.365$ ,  $p = 0.000$ ) on organizational performance. These findings emphasize the importance of fostering a positive work environment that inspires and motivates employees, thereby ensuring organizational goals are achieved. It is therefore recommended to establish open communication channels, encourage feedback, and provide regular updates on organizational progress to sustain employee engagement and enhance overall performance.*

**Keywords:** Committed Employee, Employee engagement, Motivated Employee, Leadership, and Organizational Performance

### 1.0 Introduction

Performance in the hotel industry is a critical determinant of success, influencing both financial outcomes and customer satisfaction. The ability of a hotel to deliver high-quality services, maintain profitability, and sustain customer loyalty hinges on its operational efficiency and the effectiveness of its workforce. In this context, organizational performance in hotels is measured not only by financial metrics such as revenue and profit margins but also by non-financial indicators like customer satisfaction, employee turnover rates, and service quality.

Employee engagement plays a pivotal role in driving these performance outcomes. Engaged employees are more likely to go above and beyond in their roles, contributing

to higher levels of customer satisfaction and operational efficiency. They experience a heightened sense of meaningfulness in their work, which is associated with psychological safety and availability (Breevaart, 2016). Engagement enables employees to become absorbed in their work, exhibit dedication to the organization and its goals, and demonstrate vigour in their interactions and task performance. This, in turn, provides hotels with a competitive advantage, as engaged employees are integral to delivering consistent and high-quality service.

The link between employee engagement and organizational performance in the hotel industry is well-established. According to Williamson (2018), engaged employees work with zeal and passion, fostering a sense of belonging and commitment to their organization. Conversely, disengaged employees tend to be unmotivated and merely go through the motions of their jobs, contributing little to the success of the organization. This disengagement can lead to poor job performance, higher rates of absenteeism, and ultimately, a decline in the hotel's overall performance (Kim & Koo, 2017; Saks, 2019). Despite the recognized importance of employee engagement, many hotels struggle with maintaining high levels of engagement among their staff. This challenge is particularly pronounced in the hotel industry, where the nature of work is often demanding and turnover rates are high. Poor employee engagement not only affects individual performance but also has broader implications for the organization's ability to achieve its objectives, including income generation and customer satisfaction.

Given the critical role of employee engagement in driving organizational performance, this study aims to investigate the effect of employee engagement on the performance of selected hotels in North Central Nigeria. By exploring this relationship, the study seeks to provide insights into how hotels can enhance employee engagement to improve their overall performance and maintain a competitive edge in the industry.

Despite the importance of employee engagement in enhancing organizational performance, many hotels in North Central Nigeria continue to experience low levels of employee engagement, leading to decreased productivity, poor service delivery, and reduced customer satisfaction. For instance, a study by Olaleke et al. (2020) found that only 30% of hotel employees in North Central Nigeria were engaged, leading to low job satisfaction and high turnover rates. Similarly, a survey by Adeyemi et al. (2018) revealed that 60% of hotels in North Central Nigeria reported low levels of organizational performance, resulting in decreased profitability and competitiveness.

Research has shown that employee engagement is a strong predictor of organizational performance, including productivity, customer satisfaction, and financial performance (Harter *et al.*, 2018). However, there is a dearth of research on the specific context of hotels in North Central Nigeria. Therefore, this study aims to investigate the effect of employee engagement on organizational performance in selected hotels in North Central Nigeria, with a view to identifying strategies for improving employee engagement and enhancing organizational performance in the hospitality industry.

## 2.0 Literature Review

Examining the body of research on employee engagement and organizational performance is the goal of the literature review.

This section will offer insights into how employee engagement affects organizational results and the factors that influence these interactions by looking at the concept of

Employees engagement, Organizational Performance and theoretical frameworks. Key hypotheses supporting the comprehension of employee engagement and performance will also be identified in the review, laying the groundwork for the ensuing empirical inquiry.

## **2.1 The concept of Employees engagement**

Employee engagement, as conceptualized by Breevaart (2016), refers to the process of harnessing the full potential of organization members in their work roles. This concept involves not only the physical efforts employees invest in their tasks but also their psychological connection to their work and workplace environment. Essentially, employee engagement integrates both the mindset of employees regarding their job and environment, and the behaviours they exhibit as a result.

According to Kon and Chukwu (2022), employee engagement is characterized by the emotional commitment and deep involvement that employees feel towards their work, colleagues, and the organization. This goes beyond mere job satisfaction; it reflects a profound connection that drives employees to exceed their basic responsibilities. Engaged employees are motivated to actively participate and involve themselves in various production processes, which positively impacts labour efficiency.

Key measures of employee engagement include motivation, active participation, and involvement in work processes, which collectively lead to higher productivity and efficiency. A crucial component of engagement is the loyalty employees develop towards their employer, which arises from job satisfaction. Gallup (2022) argues that when employees are satisfied with their work, they develop a sense of loyalty to their employer. This loyalty fosters engagement, which subsequently improves the quality of products and services. Therefore, creating an environment that nurtures employee interest and passion for their work is essential for fostering engagement.

### **2.1.1 Organizational Performance**

Performance is a critical concept used to evaluate how well an organization has achieved its goals and objectives. The metrics and criteria used to assess performance can vary significantly between different types of organizations due to their distinct nature and objectives. For profit-making organizations, performance is often gauged by financial indicators such as profit levels or sales volume. These metrics provide a direct measure of the organization's success in generating revenue and maintaining profitability. In contrast, non-profit organizations might measure their performance based on different criteria, such as the number of members served, the impact of their services on the community, or the number of scholarships awarded (Ongaro et al., 2022).

Commonly used measures of organizational performance are closely tied to accounting and financial metrics. These include:

**Net Profit:** The total revenue minus total expenses, providing a clear picture of the organization's profitability.

**Return on Assets (ROA):** A ratio that indicates how effectively the organization is using its assets to generate profit.

**Return on Equity (ROE):** A measure of the return generated on shareholders' equity, reflecting the organization's efficiency in generating profits from its equity financing.

**Current Ratio:** A liquidity ratio that measures the organization's ability to pay short-term obligations with its short-term assets.

**Liquid Ratio:** Also known as the quick ratio, this measures the organization's ability to cover short-term liabilities with its most liquid assets.

Organizational performance is a highly studied area within management sciences, focusing on various aspects of firm outcomes. Roel and Micheal (2020) categorize organizational performance into three main areas:

**Financial Performance:** This includes metrics related to profitability, revenue growth, and cost management, which directly reflect the financial health and success of the organization.

**Product Market Performance:** This area examines how well the organization performs in the market relative to competitors, including aspects such as market share, sales growth, and product innovation.

**Shareholder Return:** This measures the returns delivered to shareholders, including dividends and stock price appreciation, indicating how well the organization is providing value to its investors.

In summary, organizational performance encompasses various metrics and criteria that reflect how effectively an organization meets its objectives. While financial metrics provide insights into profitability and economic health, performance measures like customers' satisfaction offer additional perspectives on operational success and customer alignment, which are critical for long-term success and competitive advantage.

## **2.2 Theoretical Framework**

This study is anchored on Goal Setting Theory (GST) postulated by Edwin Locke (1968). The theory states that individuals are motivated to work towards attainment of pre-determined goals or objectives they set for themselves or they are part of. By being part of the whole process, people understand what are involved and strive towards accomplishing the Goals. The theory is linked to participative decision making and employee performances explains how people are motivated to work for the goals they participate in setting together. Goal Setting Theory resembles Management by Objective (MBO) on the ground that when goals are verified, feedback on performance is given; chances of improvement are also increased. The managerial implication for this theory is that job responsibilities and roles of employee should be designed in such a way to give them access to job autonomy which will increase their commitment, morale and level of satisfaction to accomplish pre-determined goals or objectives.

## **2.3 Empirical Review**

### **2.3.1 Employee's engagement and organizational performance**

A study by Al-Dalahmeh et al., (2023) established the relationship of employee engagement and organizational performance among multigenerational workforce in a private non-sectarian school. The findings of the study served as the basis in the formulation of human resource development plan. The descriptive survey and correlational research design was used employing quantitative method. The data were gathered through the survey questionnaire and administered to the one hundred fifty (150) respondents composed of employees from teaching and non-teaching personnel. The data gathered were analysed through frequency, percentage, weighted mean and pearson correlation. The findings of the study revealed that Baby Boomers, Generation X, and Generation Y

“agreed” that their employee engagement has positive correlation to organizational performance. Therefore, the null hypothesis which states that there is no significant relationship between employee engagement when grouped by generations and organizational performance is rejected. On the overall results, the study recommends that human resource development plan which is formulated based on the findings of the study should be adopted by a private non-sectarian school in General Santos City. This study was conducted in private non-sectarian school while this study was to check the effect of employee engagement on the performance of six (6) selected hotels in North Central. In another significant study, Fredricks, Blumenfeld, and Paris (2019) focused on the multidimensional nature of cognitive engagement. Their research aimed to assess how cognitive engagement, encompassing behavioural, emotional, and cognitive components, impacts performance. They employed self-report questionnaires, observational methods, and technology-based interventions to gather data. The analysis emphasized that high levels of cognitive engagement are associated with improved critical thinking, problem-solving abilities, and overall academic achievement. In the workplace, such engagement leads to better job performance, innovation, and job satisfaction.

Lee and Ok (2021) extended this discussion by exploring the specific impact of cognitive engagement on academic performance. Their study utilized empirical data analysis to investigate this relationship. The results indicated that increased cognitive engagement correlates with higher academic achievement, reinforcing the importance of engagement in educational settings.

Knight et al. (2019) examined emotional engagement, describing it as a core component of overall employee engagement. Their study focused on how emotional attachment to work, characterized by positive emotions such as enthusiasm and satisfaction, affects job performance and satisfaction. Using surveys and interviews, the research found that emotional engagement significantly enhances job performance and overall job satisfaction.

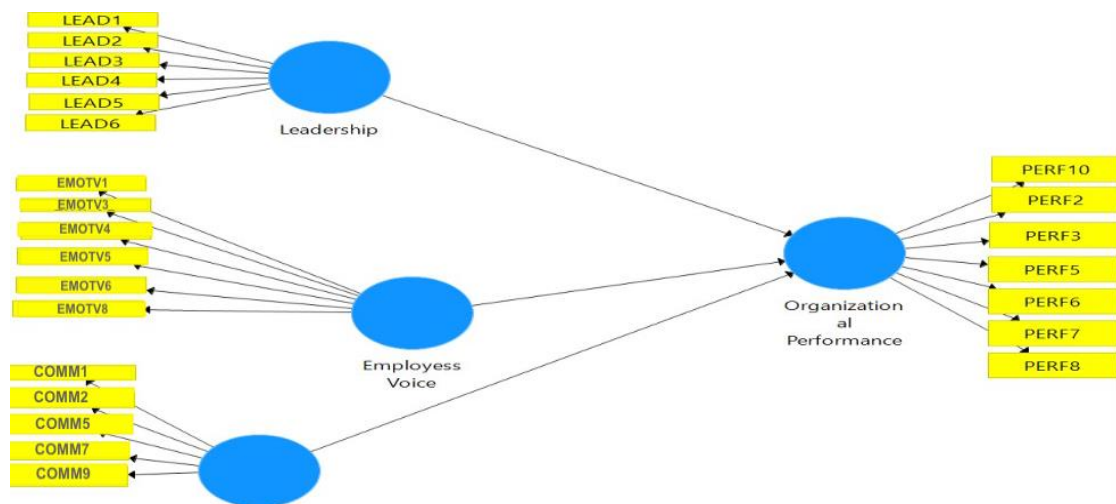
Lastly, Shuck, Adelson, and Reio (2017) explored physical engagement, which involves the physical presence and effort employees invest in their roles. Their study assessed how physical engagement contributes to employee effort and involvement. Data collected through surveys and observational methods showed that higher physical engagement is linked to increased energy and effort, which positively impacts job performance.

Each of these studies contributes valuable insights into how different types of engagement which are cognitive, emotional, and physical affect organizational performance. They collectively highlight the importance of fostering various forms of engagement to enhance overall performance outcomes in both academic and workplace settings.

### **3.1 Methodology**

The study used a cross-sectional survey research approach. The rationale for using this approach is that it facilitates the researcher in evaluating the public's views by employing questionnaire at a certain moment in time. Research design facilitates the depiction of a precise and authentic representation of individuals, occurrences, and circumstances. A research design refers to a comprehensive blueprint that outlines the strategies and

methodologies employed in performing a study (Burns, Bush, & Veeck, 2017). The survey encompassed a population of 505 employees from six (6) selected hotels located in North Central. The sample size was ascertained by using the sample size determination table provided by Johnson and Shoulders (2019), which cited Krejcie and Morgan (1970). Hence, a subset of employees was chosen from the entire population of 505. This number comprised of all the managers and the junior staff as they were all considered employees of the hotel's staffs in six (6) selected hotels that were chosen which are located in North Central Nigeria. These hotels are Benue Hotels and resorts, Golden Peace Guest Inn Minna, Transcorp Hilton Abuja, Crispan Suites and Event Centre Jos, Seatof Hotel and Suites Lokoja, Wingate Exotic Ilorin and Taal Conference Hotel Lafia. A sample size of 220 employees with the attrition of 10% of the sample size was added after applying Taro Yamane formula however, all the 242 questionnaires was distributed however 210 questionnaires were duly completed and returned and was used for data analysis. Primary data was collected using 5-point Likert scale structured questionnaire for the study. The study employed the Partial Least Square Structural Equation Modelling (PLS-SEM) to model the regression analysis. The PLS algorithm is a sequence of regressions in terms of weight vectors. Instead, PLS-SEM relies on a nonparametric bootstrap procedure to test the significance of various results such as path coefficients, Cronbach's alpha, HTMT, and  $R^2$  values. (Efron & Tibshirani, 1986; Davison & Hinkley, 1997). The model for the path analysis is specified thus:



### 3.2 Results and Discussion

Out of the two hundred and forty-two (242) distributed questionnaires, 210 were properly filled and returned giving a response rate of 86%. Subsequently, all further analyses were done using 210 responses data.

**Table 4.1: Descriptive Statistics**

variable	Mean	Median	Min	Max	SDV	Kurtosis	Skewness
LEAD	3.02	3.00	1.00	5.00	1.21	-0.94	0.07
EMOT	3.01	3.00	1.00	5.00	1.18	-0.89	0.01
COMM	2.89	3.00	1.00	5.00	1.17	-0.98	-0.11
PERF	3.00	3.1	1.00	5.00	1.89	-0.85	-0.03

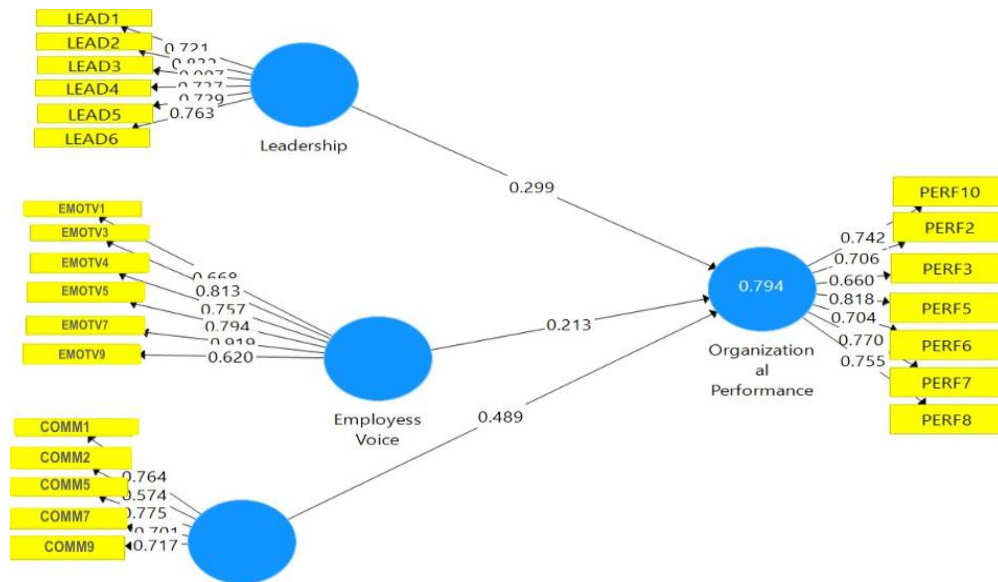
Source: SMART, PLS Output, 2024.

Data on the study variables were described in Table 4.1 above in terms of the mean, minimum, maximum, standard deviation, skewness and kurtosis values. Leadership (LEAD) revealed an average value of 3.02 with a standard deviation value of 1.21. However, the minimum and maximum values stood at 1 and 5 respectively. Motivated Employees (EMOT) had minimum and maximum values of 1 and 5 respectively however, it showed an average of 3.01 along with a standard deviation of 1.18. Also, the minimum and maximum values stood at 1 and 5 respectively. Committed Employee (COMT) had minimum and maximum values of 1 and 5 respectively however, it showed an average of 2.89 along with a standard deviation of 1.17. Furthermore, Organizational Performance (PERF) showed a minimum value of 1 and a maximum value of 5 with an average value of 3.00 accompanied with a standard deviation value of 1.89. All the skewness and kurtosis values were less than 1 which shows that there is a normal distribution of data.

### 3.3 Assessment of Measurement Model

In assessing the measurement model, we begin by assessing the item outer loadings. As a rule, loadings above 0.708 are recommended, as they indicate that the construct explains more than 50 percent of the indicator's variance, thus providing acceptable item

reliability (Hair, *et al.*, 2019). However, Hair *et al.*, (2019) posited that low but significant indicator loading of 0.50 can be included hence justifying why indicators with loadings less than 0.708 and above 0.50 were not deleted from the model as seen in figure 2 below.



**Table 4.2: Reliability of study scale**

S/N	Variables	Factor Loadings	Cronbach Alpha	Composite Reliability	Average Variance Extracted (AVE)	No of Items
1	Leadership (LEAD)	LEAD1 0.721	0.873	0.892	0.615	6
		LEAD2 0.992				
		LEAD3 0.907				
		LEAD4 0.727				
		LEAD5 0.729				
		LEAD6 0.763				
2	Motivated Employees (EMOT)	EMOT1 0.668	0.856	0.895	0.590	8
		EMOT 2 0.813				

**Figure 2: Indicator Loadings**



		EMOT 3	0.757				
		EMOT 5	0.794				
		EMOT 6	0.818				
		EMOT 8	0.620				
3	Committed Employees (Comm)	ECOM1	0.764	0.752	0.834	0.504	8
		ECOM2	0.574				
		ECOM4	0.775				
		ECOM5	0.701				
		ECOM6	0.717				
4	Organizational Performance	PERF1	0.742	0.860	0.893	0.545	8
		PERF2	0.706				
		PERF3	0.660				
		PERF5	0.818				
		PERF6	0.704				
		PERF7	0.770				
		PERF8	0.755				

Source: SmartPLS Output, 2024

Composite reliability of Jöreskog's (1971) was applied to test for internal consistency of the study. All the values fall within the Hair, et al., (2019) rating of good consistency. The Cronbach alpha value was above 0.60 which is the minimum threshold as recommended by Sekaran (2010). To test for the convergent validity, the average variance extracted (AVE) was used. All the latent variables showed values greater than 0.50 which indicates that the constructs explain at least 50 percent of the variance of its items. According to Henseler et al., (2015) the Fornell-Larcker criterion does not perform well when explaining discriminant validity, particularly when the indicator loadings on a construct differ only slightly. As a replacement, they proposed the Heterotrait-Monotrait (HTMT) ratio of the correlations which is the mean value of the item correlations across constructs relative to the (geometric) mean of the average correlations for the items measuring the same construct (Voorhees et al., 2016). Discriminant validity problems are present when HTMT values are high than 0.90 for structural models (Henseler, et al., 2015).

**Heterotrait-Monotrait Ratio (HTMT)**

	LEAD	EMPV	CARD	PREF
LEAD	1.000			
EMOT	0.047	1.000		
ECOM	0.442	0.392	1.00	
PREF	0.058	0.462	0.491	1.000

Source: SmartPLS Output, 2024

**3.3.1 Model Goodness of Fit (GoF)**

To evaluate the collinearity of formative indicators in the study, the Variance Inflation Factor (VIF) was utilized. The results revealed that all VIF values were below 5, indicating the absence of critical collinearity issues among the indicators of formatively measured constructs (Hair et al., 2019).

In addition to assessing collinearity, it was essential to validate the Partial Least Squares (PLS) model by evaluating its goodness of fit. Following Hair et al. (2019), the standardized root mean square residual (SRMR) was employed as the fit index. The SRMR was chosen because it provides an absolute measure of fit, with a value of zero indicating a perfect model fit. According to the guidelines proposed by Hu and Bentler (1998), an SRMR value of less than 0.08 suggests a good fit. The study reported an SRMR value of 0.030, confirming that the model exhibits a satisfactory fit.

**3.3.2 Assessing the Structural Model**

Having satisfied the measurement model assessment, the next step in evaluating PLS-SEM results is to assess the structural model. Standard assessment criteria, which was considered include the path coefficient, t-values, p-values and coefficient of determination ( $R^2$ ). The bootstrapping procedure was conducted using a resample of 5000.

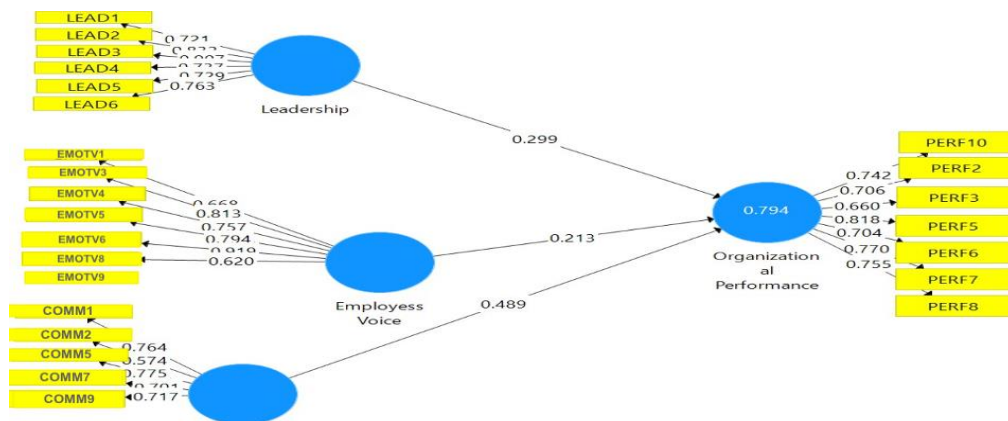


Fig. 3: Path Coefficients of the Regression Model.

The R-square value stood at 79% indicating that employee's engagement proxied by leadership, motivated employee's and committed employee are responsible for 79%

variation in performance of organizational performance. The remaining 21% variation could be explained by other factors not included in the study. Based on Hair, et al., (2019), the r-square is considered moderate in the findings of the study. The result of the path analysis is presented in the table below:

**Table 4.4: Path Coefficients**

Variable	Path Coefficient ***(Beta)	t-value	p-value
Leadership	0.048	4.437	0.000
Motivate Employees	0.049	6.123	0.000
Committed Employee	0.034	15.365	0.000

Source: SmartPLS Output, 2024

The result from the analysis indicates that leadership has positive and significant effect on organizational performance of selected hotels in North Central. The decision was reached based on the t-value of 4.437 which is greater than 1.964 and a beta value of 0.048 with a p-value of 0.000. Thus, implying that the null hypothesis lacks sufficient ground to be accepted and as such the alternate hypothesis which states that leadership has significant effect on organizational performance is accepted. This finding is in agreement with that of Mansor et al., (2023) who both found leadership to be positive and significant effect on organizational survival.

The result from the analysis indicates that motivated employees have positive and significant effect on organizational performance of selected hotels in North Central. The decision was reached based on the t-value of 6.123 which is greater than 1.964 and a beta value of 0.049 with a p-value of 0.000. Thus, implying that the null hypothesis lacks sufficient ground to be accepted and as such the alternate hypothesis which states that motivated employee's has significant effect on organizational performance is accepted. This finding is in agreement with that of Kon and Chukwu (2022) who both found motivated employees to be positive and significant effect on organizational performance of selected hotels in North Central survival.

The result from the analysis indicates that Committed Employee has positive and significant effect on organizational performance of selected hotel in North Central. The decision was reached based on the t-value of 15.365 which is greater than 1.964 and a beta value of 0.034 with a p-value of 0.000. Thus, implying that the null hypothesis lacks sufficient ground to be accepted and as such the alternative hypothesis which states that Committed Employee has significant effect on organizational performance of selected hotels in North Central is accepted. This finding agrees with that of Suharti & Suliyanto

(2018) who made similar findings about committed employee and organizational performance.

#### 4.0 Conclusion and Recommendations

The study examined the effect of employee's engagement proxied by leadership, motivated employee and committed employee on organizational performance of six (6) selected hotels in North Central, Nigeria. The study found that leadership examined in this study has a positive and significant effect on the organizational performance by implication, leadership can create a positive work environment, inspires and motivates employees and finally ensure organizational goal to be attained. Also, motivated employee has a positive and significance effect on organizational performance by implication, it will reduce innovation and continuous improvement, poor decision making, disengagement and decreased productivity in an organizational performance. While committed employee has a positive and significance effect on organizational performance of six (6) selected hotels in North Central by implication, leads to growth opportunities helps organizations retain top talent and reduce costly employee turnover. Lack of career development leads to talents retention challenge, successful planning difficulties and declining organizational capabilities.

To address these findings, the study recommends that employers:

Establish open and transparent communication channels between management and employees. This involves encouraging two-way feedback, actively listening to employee concerns and suggestions, and providing regular updates on organizational goals and progress. Clear and consistent communication fosters trust and understanding, which can enhance employee engagement.

Implement a robust recognition and rewards system that acknowledges and celebrates employee achievements, contributions, and milestones. This system can include monetary incentives, public recognition, or opportunities for career advancement. Feeling appreciated and valued can significantly boost employee engagement and motivation.

By adopting these recommendations, organizations can create a positive and engaging work environment that enhances employee commitment, productivity, and overall organizational performance. Engaged employees are more likely to go the extra mile, contribute innovative ideas, and deliver exceptional results, ultimately driving the organization's success.

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