

EMPLOYEE ENGAGEMENT IN ORGANIZATIONS: A STUDY DONE ON THE OPERATIONAL EMPLOYEES OF THE 5-STAR HOTELS IN KOLKATA

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ABSTRACT

Background: Employee engagement is one of the most recent areas of research in management. It is the basis for any organization's success. The engaged workforce shows its physical and mental commitment, generates energy on the roles to be performed, and gives productivity to a maximum extent which helps in achieving overall business goals. **Objective:** The major objective of this study was to determine the level of employee engagement of the operational staff. **Methodology:** The questionnaire was prepared to test the knowledge, employee engagement levels, and organizational culture levels of the employees. Responses were recorded via the online medium from 100 samples (50 males and 50 females), the majority of them were in the age group of 20 to 25 years and were operational employees of 5-star hotels in Kolkata. A 5-point Likert scale was used. **Result:** The average knowledge score of the sample was 5.45, which indicated great awareness of the concept. The sample achieved an average score of 39.92 in employee engagement, 24.2 in job involvement, 40.59 in empowerment, and 24.78 in cognition, all of which were in the 'high' range. The average organizational culture score achieved by the sample was 89.57. Pearson's correlation coefficient was calculated for the two variables, employee engagement, and organizational culture, and the correlation coefficient was, 0.534 among males and 0.569 among females. The values of the correlation coefficient indicated a positive correlation among the variables. **Conclusion:** The findings of this study contributed to the knowledge and understanding of the selected factors, which leads to a better understanding of organizational practices that will lead to employee engagement.

Key Words: Engaged Employee, Organizational Culture, Job Involvement, Empowerment, Hospitality Sector.

INTRODUCTION

Employee engagement is the degree of responsibility and inclusion an employee has towards his organization and its qualities. An engaged employee knows about business setting, and works with associates to improve execution inside the work to serve the association. It is an uplifting outlook held by the employees towards the association and its qualities. Engaged employees are completely involved, and eager about their work. They care about the eventual fate of the organization and will contribute the optional exertion – surpassing obligation's call – to see that the association succeeds. They are genuinely associated with the association and intellectually watchful.

When the authority is given to employees to take individual

decisions in the organization related to their work, then involvement is maximized and thus engagement is strengthened. Empowering individuals could result in higher levels of work satisfaction, organizational commitment, and job performance. Several researchers also suggest that empowered employees have a higher level of organizational commitment, as empowered employees tend to have a higher level of concentration, are self-motivated and are resilient. The state of feeling empowered, as represented in an orientation towards action, would seem to occupy a portion of the conceptual space we would regard as a state of engagement.

Kahn (1990) suggested that engagement was manifested by the investment of personal energies in to cognitive labors.

Previous researches have shown that cognitive labors are comprised of two components – attention, the amount of time one spends thinking of role task, and absorption, the level of engrossment or intensity of focus on role task. It is suggested that for psychological engagement and organizational behaviour, the two major dimensions are emotional and cognitive engagement. To be emotionally engaged is to form meaningful connections to others and to experience empathy and concern for others feelings. In contrast, being cognitively engaged refers to those who are acutely aware of their mission and role in the work environment. According to Kahn employees can be engaged on one dimension and not the other. However, the more engaged an employee is on each dimension, the higher his or her overall personal engagement.

The present cutthroat world has presented numerous difficulties to organizations as different buyer socioeconomics, complex procedures of contenders, changing client base, labour force issues and numerous other factors exist. Supporting in such a circumstance requires an organization to have submitted and steadfast employees. It is likewise essential that these employees ensure significant degrees of profitability. Fulfilled employees may simply be attempting to satisfy the needs of the work. Such endeavours don't prompt higher efficiency. Exploration has shown that it is engaged employees who guarantees higher efficiency in organizations. Consequently, the pattern is towards planning projects to upgrade the degree of employee engagement through fulfilled employees. Workers are supposed to engaged in when they show an inspirational perspective towards their organization and express a pledge to stay with the organization (Abraham, 2012).

Kahn (1990) goes on to suggest that employees experience dimensions of personal engagement (or disengagement) during daily task performances. Engagement occurs when one is cognitively vigilant and/or emotionally connected to others. In other words, employees who know what are expected of them, who form strong relationships with co-workers and managers, or how in other ways experience meaning in their work, are engaged. Disengaged employees, on the other hand, disconnect themselves from work roles and withdraw cognitively and emotionally. Disengaged employees display incomplete role performances and task behaviour become effortless, automatic or robotic (Gouse, 2016).

Employee engagement is defined as a process by which an organisation increases commitment and furtherance

of its employees to the achievement of superior results. Engagement is a broad organizational and cultural strategy that involves all level of the organisation. The emphasis in on cognitive ability and the amount of time employee spending thinking about a role and absorption, being engrossed in a role and intensity of employee focus on a role.

Employee engagement is personified by how positively an employee thinks about the organization, feels about the organization, and how proactive that employee is when it pertains to achieving organizational goals. Feeling, thinking, and doing are the three aspects of employee engagement. Engaged employees are critical and vital to a company's success; hence, employees directly influence productivity and assist in establishing or diminishing a firm's competitive advantage. From the employer perspective, engaged employees tend to be more productive and the company more profitable, creating stronger customer relationships and higher employee retention than less-engaged employees. Employee engagement is an essential ingredient for success; for that reason, it is crucial that management copiously understand it (Lapoint & Spence, 2017).

Employee engagement has been linked with an array of positive outcomes at the individual and organizational levels. Review of the academic literature on engagement clearly points out that employee engagement is a lever for business success. Engaged employees deliver higher productivity, lower absenteeism, less turnover intention, superior service quality, more satisfied and loyal customers, high job satisfaction, more commitment, increased organizational citizenship behavior and improved bottom-line business results. There are empirical evidences, which show positive association between employee engagement and performance. According to the job demands – resources model, work engagement has a positive impact on job performance and employees who are engaged and perform well are able to create their own resources, which then foster engagement again over time and create a positive gain spiral. Job and organization engagement were significantly positively related to job satisfaction, organizational commitment, and organizational citizenship behavior, and negatively related to intention to quit. Shuck et al. (2011) conducted a study among workers in the service, manufacturing, professional and non-profit industries and the results revealed that employee engagement was significantly associated with discretionary effort and intention to turnover. Engaged employees perform better than their less engaged counterparts do because they are more immersed in their work and they celebrate more

about their work, which helps them to produce innovative solutions. Employee engagement is also a major driver to innovative work behavior. Besides organizational level outcomes employee engagement produces positive outcomes at the individual level also. Researches show that high levels of engagement are negatively related to burnout and positively associated with well-being of employees. In short, employee engagement is the driver of success in any organization regardless of how the economy is doing and hence this concept has become a buzzword in the management circles across the globe (Jose & Mampilly, 2012).

Levels of engagement of employees would not always be more enthusiastic, highly energetic, focused on the task. Organizations need to manage individuals with different personalities, interests, preferences and abilities. As Robinson (2004) stated that personnel, job, organizational factors and employee past experiences may influence employee engagement levels. Maslach et al. (2001) provided six areas which affects employee engagement levels eventually leads to burnout, where energy turns into exhaustion, efficacy turns into inefficacy, involvement to cynicism. Macey et al. (2009) stated that employees with high levels of engagement are fully absorbed, intensively focused on the task. Such a state is referred as being “in the zone” or “in the flow” (highly engaged) and stated that bringing such a state is relatively uncommon. Researchers emphasized on employee engagement levels that makes a difference in employees’ contribution in organizational success.

Blessing White organization developed a model for employee engagement by classifying the concept into five levels with reference to the level of individual contribution towards organizational achievement and satisfaction receive from the job. The engaged, almost engaged, honeymooners, crash burners and disengaged. Similarly, Gallup Institute described three types of employees with concern to engagement levels in terms of engaged, not engaged and disengaged. The models developed by the institutes are widely followed by many academicians and practitioners (Bhuvanaiah & Raya, 2014).

Globally immeasurable empirical research programs on employee engagement and its effectiveness to achieve suitable employee commitment have been undertaken by academicians and researchers. However, the discipline of employee engagement is a discrete idea, known but unexplored fully. The subject is in nascent stage especially in India.

However, some professionals argue that, employee engagement is practiced as and when circumstances demand but not as a general functional area of management and need of the organization as well. Again, a question arises as to whether the researches done earlier suitable to present industry requirements. A thorough review of available literature reveals that there exists a gap on employee engagement practices.

The hotel organizations comprise of highly skilled manpower, sophisticated and contemporary technology and aptitude to compete with global trends and to sustain competitive advantage. Periodic assessment of staff will ensure correct pathway for mutual benefit. Knowledge is defined as the ‘awareness or familiarity gained by experience of a fact or situation’. Attitude is defined as ‘a settled way of thinking or feeling about something’. Positive employee engagement benefits both the employee and the organization in the long run.

The objectives of the study were:

- To assess the knowledge of employees with reference to employee engagement concept.
- To assess the attitude of subjects for levels of engagement.
- To analyse the level of employee engagement for subjects.

METHODOLOGY

Research Design: For the study descriptive cross-sectional design was adopted.

Locale: The data collection was done from Kolkata, India.

Sampling Design: As the study was to be done for evaluating the employee engagement levels amidst lockdown, non-probability sampling, convenience sampling method was adopted. The sample (n=100) comprised of operational employees of various 5-star hotels in Kolkata. The participants were in the age range of 20 to 30 years, comprising both males (n=50) and females (n=50).

Tools and Technique: Structured questionnaire was developed on google forms for collecting the data during the pandemic time. It comprised of 4 distinct sections. The first section of the questionnaire had 4 questions pertaining to the demographics, followed by the knowledge section, here there were 6 multiple choice questions. Each question had four options of which one was correct. Total score for

this section was 6, thus the scores were ranged in 0-6. The sole purpose of this section was to test the knowledge of the sample. The next section had 10 statements pertaining to employee engagement attitude, 5-point Likert scale was used in this section. There were 10 statements, each having 5 options, strongly agree, agree, neither agree nor disagree, disagree and strongly disagree. All positive statement were created.

The developed questionnaire was pilot tested, after that it was distributed to the samples via email and sharing links. Consent was taken from the employees from each 5-star hotels, before administering the questionnaire.

Data Analysis and Statistical Analysis: Data analysis was done with respect to gender (males vs females). Reliability test was done to check the internal consistency of the tool. Cronbach's alpha test was conducted with a score of 0.889 (which is above the acceptable score of 0.7).

RESULTS AND DISCUSSION

Demographic details: Table 1 shows the summary of the demographics of the sample. A total of 100 participants took part in the study, equal number of males and female. Majority of the sample (89%) were of the age group 20 to 25 years, followed by 10% of sample of the age group 25 to 30 years, and lastly 1% of the sample were of the age group 30 years and above.

Data on educational qualifications revealed that majority of the subjects (51%) were graduates. Following them, at close proximity, 47% of the sample, were those, who completed their post graduations. Lastly, the remaining 2 % of the sample completed their Diplomas. For Monthly household income among male sample, 18% had a monthly household income of less than Rs. 20000, 36% of them had an income between Rs. 20000 and Rs. 40000, 12% earned between Rs. 40000 and Rs. 60000, 10% of earned somewhere between Rs. 60000 and Rs. 1 Lakh and lastly, 24% had a monthly household income of more than 1 Lakh.

Among females, 32% had a monthly household income of less than Rs. 20000, 34% of them had an income between Rs. 20000 and Rs. 40000, 4% earned between Rs. 40000 and Rs. 60000, 14% of them earned somewhere between Rs. 60000 and Rs. 1 Lakh and lastly, 16% had a monthly household income of more than 1 Lakh.

Table 1: Demographic details of the sample

General Information		Number of subjects		
		Male n (%)	Female n (%)	Total
Age (in years)	20 – 25	47(94)	42(84)	89
	25 – 30	3(6)	7(14)	10
	30 years and above.	0(0)	1(2)	1
Educational Qualifications	Diploma	1(2)	1(2)	2
	Graduation	26(52)	25(50)	51
	Post-graduation	23(46)	24(48)	47
Household Income (in INR)	Less than 20k	9(18)	16(32)	25
	20k – 40k	18(36)	17(34)	35
	40k – 60k	6(12)	2(4)	8
	60k – 1L	5(10)	7(14)	12
	1L and above	12(24)	8(16)	20

Reliability refers to the degree to which measures are free from random error and therefore yield consistent results. The scales of variables were checked for reliability using Cronbach's alpha. Reliability tests are conducted to ensure that the questionnaire statements used to measure are consistent and stable over time. In this study, the reliability of the standardized scales was confirmed using Cronbach's alpha. The higher the coefficients, the better the measuring instruments. Table 2 indicates the goodness of the measures. Cronbach's alpha values for the sections of employee engagement was calculated as 0.8667 which was above the minimum and acceptable level of 0.7 of the measures. Hence, the measure was reliable and demonstrated internal consistency.

Table 2: Reliability measures

Section (No. of questions)	Cronbach's alpha score
Employee Engagement (10)	0.8667

Assessment of the knowledge of employees for employee engagement concept: For fulfilling the first objective of the study the questionnaire first section had 6 knowledge statements, in the form of multiple choices, i.e., each knowledge statement had 4 options (only one out of them was correct). Table 3 enlists the data of subjects for answering correctly.

It can be seen that a total of 96 participants (92% males, 100% females) answered the first knowledge statement correctly. In case of the 2nd knowledge statement, 89 participants (92% males, 86% females) opted for the correct option. 95

participants (94% males, 96% females) answered the 3rd statement correctly. Similarly, in case of 4th, 5th and 6th statements, 85 participants (82% males, 88% females), 93 participants (88% males, 98% females) and 87 participants (82% males, 92% females) opted the correct responses respectively. The findings suggested that the subjects had a good understanding about the concept of employee engagement which makes them a well fitted individual for their roles. Table 4 illustrates the scores ranging from 0 to 6 attained by subjects in the employee engagement concept awareness section. Majority (64%) of the total subject as well as individually in male and female were found to score highest (score of 6) for the knowledge assessment.

Table 3: Knowledge of subjects for employee engagement concept

Knowledge Statements	Correct Responses		
	Males	Females	Total
	N (%)	N (%)	N
Employee Engagement refers to -	46 (92)	50 (100)	96
An Engaged Employee will feel ___ while working.	46 (92)	43 (86)	89
An Engaged Employee is -	47 (94)	48 (96)	95
Employee Engagement in an Organization -	41 (82)	44 (88)	85
Which of the following is true?	44 (88)	49 (98)	93
Which of the following facilitates Employee Engagement?	41 (82)	46 (92)	87

Table 4: Knowledge score

Scores (out of 6)	Subjects		
	Males	Females	Total
	N (%)	N (%)	%
6	28(56)	36(72)	64
5	17(34)	10(20)	27
4	1(2)	2(4)	3
3	1(2)	2(4)	3
2	2(4)	0	2
1	1(2)	0	1
0	0	0	0
Total	50(100)	50(100)	100

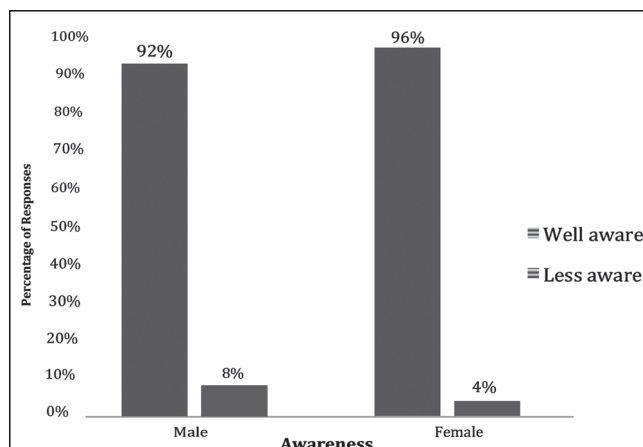


Figure 1: Level of awareness of subjects for employee engagement concept

Further the data was segregated on the basis of score as well aware (score above 3) and less aware (score of less than or equal to 3). Figure 1 shows that majority of both male (92%) and female (96%) were found to be well aware for the concept of employee engagement.

Kahn (1990) was the first researcher to posit that engagement means the psychological presence of an employee when executing his organizational task. Kahn tried to discover the psychological circumstances essential to justify moment of individual engagements and individual disengagements amid employees in diverse conditions at work. He established that individuals portray upon themselves to a changeable extent at the same time as executing job roles with the obligation of presence; cognitively, emotionally and physically in different tasks they carry out; noting that the employees could decide to retreat or disengage from their job roles and organizational tasks. This position laid a conceptual foundation for Gallup Organization. Therefore, it may not be wrong to say that the term employee engagement as it is presently used is a construct coined by the Gallup Organization (2005), after 25 years of research though engagement was first conceptualized and defined by Kahn as “The ‘harnessing of organizational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances” .

When it comes to employee engagement, it is more of a management function. Thus, majority of the time the senior managers of the particular enterprise deals or take care of such matters. Not many researches were found where the awareness of employees with respect to the concept of employee engagement were evaluated or measured.

Assessment of the employee engagement levels of subjects: For assessing attitude of subjects for employee engagement statements 5 point Likert scale was used. Table 5 reveals summary of means and standard deviation of employee engagement.

The statement, ‘It is difficult to separate me from my job’ received less mean score in case of both male and female employees and ‘I am proud of the work I do’ received a high mean score from both males and females. Highest mean score was given to the statement ‘Time flies when I am working’ by the male employees. The average mean rating of 3.99 (average of 4.07 and 3.91) suggested that the employee engagement levels was high among the subjects. No statistical difference was found to exist between male and female subjects for their attitude regarding employee engagement. Table 6 highlights percentage data for the attitude of male subjects for statements on Likert scale.

For the statement, “At my work, I feel energetic”, 26% strongly agreed with the statement. Majority (64%) of them agreed with the statement. Similarly for the statement, “Time flies when I am working”, majority (48%) subjects strongly agreed with the statement, followed by 42% who agreed with it.

Table 5: Mean ± S.D. of subjects for employee engagement

S. No.	Statements	Mean ± S.D.		Z Score
		Males	Females	
1	At work, I feel energetic.	4.12 ± 0.71	3.92 ± 0.80	1.13
2	Time flies when I am working.	4.36 ± 0.72	4.04 ± 0.96	1.87
3	I am enthusiastic about my job.	4.12 ± 0.79	4.04 ± 0.83	0.49
4	I find meaning and purpose in my job.	3.98 ± 0.79	3.94 ± 0.76	0.25
5	I feel like going to work.	3.96 ± 0.94	3.74 ± 0.87	0.20
6	I feel happy when I am working intensely.	4.14 ± 0.98	4.06 ± 0.84	0.43
7	I am proud of the work I do.	4.32 ± 0.79	4.14 ± 0.85	1.09
8	I can continue working for long hours.	3.80 ± 1.08	3.52 ± 0.93	1.38
9	I do not give up even when things go wrong.	4.26 ± 0.80	4.18 ± 0.8	0.499
10	It is difficult to separate me from my job.	3.68 ± 0.99	3.52 ± 0.99	0.8032

Table 6: Attitudinal responses - males

Employee Engagement Statements	Attitude				
	Strongly Agree (5) n (%)	Agree (4) n (%)	Neither Agree nor Disagree (3) n (%)	Disagree (2) n (%)	Strongly Disagree (1) n (%)
At my work, I feel energetic.	13(26)	32(64)	4(8)	0(0)	1(2)
Time flies when I am working.	24(48)	21(42)	4(8)	1(2)	0(0)
I am enthusiastic about my job.	16(32)	26(52)	7(14)	0(0)	1(2)
I find meaning and purpose in my job.	14(28)	22(44)	13(26)	1(2)	0(0)
I feel like going to work.	14(28)	25(50)	8(16)	1(2)	2(4)
I feel happy when I am working intensely.	21(42)	20(40)	6(12)	1(2)	2(4)
I am proud of the work I do.	25(50)	17(34)	7(14)	1(2)	0(0)
I can continue working for long hours.	14(28)	21(42)	8(16)	5(10)	2(4)
I do not give up even when things go wrong.	22(44)	21(42)	5(10)	2(4)	0(0)
It is difficult to separate me from my job.	11(22)	19(38)	14(28)	5(10)	1(2)

Table 7: Attitudinal responses - females

Employee Engagement Statements	Attitude				
	Strongly Agree (5) n (%)	Agree (4) n (%)	Neither Agree nor Disagree (3) n (%)	Disagree (2) n (%)	Strongly Disagree (1) n (%)
At my work, I feel energetic.	9(18)	32(64)	6(12)	2(4)	1(2)
Time flies when I am working.	19(38)	19(38)	7(14)	5(10)	0(0)
I am enthusiastic about my job.	15(30)	25(50)	7(14)	3(6)	0(0)

I find meaning and purpose in my job.	11(22)	27(54)	10(20)	2(4)	0(0)
I feel like going to work.	10(20)	21(42)	15(30)	4(8)	0(0)
I feel happy when I am working intensely.	16(32)	24(48)	7(14)	3(6)	0(0)
I am proud of the work I do.	18(36)	24(48)	6(12)	1(2)	1(2)
I can continue working for long hours.	7(14)	20(40)	15(30)	8(16)	0(0)
I do not give up even when things go wrong.	20(40)	20(40)	9(18)	1(2)	0(0)
It is difficult to separate me from my job.	8(16)	18(36)	18(36)	4(8)	2(4)

Based on the female responses in table 7 for the statement, “At my work, I feel energetic”, similar to males majority (64%) agreed to the statement followed by 18% who strongly agreed. For the statement, “Time flies when I am working”, majority(38%) of the subjects both strongly agreed and agreed for the statement. There were 10 statements in this section, each having 5 options, the subject score ranged from 10 (minimum score) -50 (maximum score). To determine the level of employee engagement, the data of total score attained was further categorized into three distinct sub-ranges (high, medium and low) as presented in table 8.

Majority (67%) of the subjects (72% male and 62% female) scored in the “high” range of employee engagement (i.e., they had a total score between 38 and 50). Followed by 32% of subjects in medium score category of which 28% were male and 36% were female. Only 2% of subject amongst female were found to be scoring low for employee engagement level.

Thus the subjects showed a high level of engagement which make them the desirous contenders for their job profile.

Table 8: Levels of engagement

Employee Engagement Levels	Subjects		
	Male N (%)	Female N (%)	Total
High (38 - 50)	36(72)	31(62)	67
Medium (24 - 37)	14(28)	18(36)	32
Low (23 - 10)	0	1(2)	1

Table 9: Mean ± S.D. of knowledge and attitude scores of subjects for employee engagement

	Males (n=50)	Females (n=50)	Z-scores
Knowledge	5.3±1.12	5.6±0.75	0.15
Employee engagement	40.74± 5.85	39.1± 5.85	0.13

Lapoint and Spence (2017) inspected for connection between employee engagement and age. The study inspected the distinctions in employee engagement across the three ages right now in the workforce – baby boomers, generation x and millennials. The study concluded that age plays a role in certain aspects of employee engagement.

Gouse (2016) revealed in their paper that, the managers with more than a decade of experience were more committed with their organizations compared to their lower counterparts with fewer years of experience, as the lower managers were of the intention to shift on getting better opportunities. They also revealed that the three cadre of employees, non-executive, junior executive and senior executive were commonly satisfied with the nature of job they were doing, the challenges they got from their jobs, the leadership, motivation, participation and the work environment in general.

It was also revealed that all three cadres of employees were satisfied with the driver of employee approach and the growth opportunity that the organizations presented. Non-Executive and Senior Executive commonly were not much satisfied with the driver of team work and cooperation, compared to the Junior Executives, Non-executives and Senior Executives commonly were not satisfied with the driver of compensation or rewards compared to jr. executives. Also Senior Executives were not much satisfied with the driver of work-life balance, whereas, Junior Executives were not much satisfied with the driver of cooperation . They revealed that, majority of the sample were aspiring for more participative approach and better pay and reward system matching their potential and performance in both select organizations. The results of engagement levels across the group and length of the services were getting coincided due to the similar reasons.

Anitha (2014) studied the determinants of employee engagement and its strength of impact on the performance of employees. The study emphasized the importance of employee engagement and also identified various aspects that had a significant effect on it. It also showed that there was a strong significant relationship between employee

engagement and employee performance.

The study emphasized the importance of employee engagement and also identified various aspects that had a significant effect on it. It also showed that there was a strong significant relationship between employee engagement and employee performance. Regression analysis predicted that out of the various important factors that have an overall effect on employee engagement. Working environment and team and co-worker relationship were found to have significant with employee engagement.

Abraham (2012) tracked down the degree of employee satisfaction in the organization and developing an employee engagement program to expand profitability. The sample were exceptionally happy with their work as they had the important materials and hardware to play out the work upheld by sufficient power to settle on choices identified with the work.

Mani (2011) determined the level of employee engagement amongst workers of banking and insurance software company. The study identified employee welfare, empowerment, growth and interpersonal relationships as the critical predictors.

Alhifah et al., 2016 did hypothetical deductive research to generate knowledge and determine the relationship between the independent and dependent variables of employees. The research was designed to study in emotional states of engagement in terms of the relationship among the three variables that had impact on employee engagement. By addressing those critical antecedents of employee engagement, the study contributed additional knowledge and information to respective organizations in providing a better working environment, building a harmonious and friendly team and construct coworker relationship.

Based on the study findings of Mokaya and Kipyegon (2014), employee engagement was greatly influenced by performance management, personal development and growth, workplace recreation, and remuneration package. However, among the determinants, remuneration is the highest contributor of employee engagement with workplace recreation having the least influence. Low engagement and job satisfaction can contribute to multiple organizational problems and have been associated with increased levels of turnover and absenteeism, adding potential costs to the organization in terms of low performance and decreased productivity. It is important to be aware of the needs and make up of their workforce, as well as the impact of environmental factors, when developing their

programs and policies that have implications on engagement.

Danish, et al., (2014) work on employee engagement postulated that self-evaluation had a significant relationship with employee engagement. This result was supported by the results of studies conducted in hospitality settings, according to those results hospitality employees with high self-evaluation are likely to engage in their work. Kahn's (1991) three psychological theory also support this result that when employees are assured of safety, psychological meaningfulness and availability in performing their jobs, they show engagement in their work. It indicated that when people believe that job is worthwhile, work environment is reliable and that they have sufficient psychological resources, then they are more engaged in their job roles. So, employee pertaining three psychological conditions of self-evaluation are likely to engage in their jobs. Employees with positive self-regard set high work goals, consider important the achievement of these goals and engaged in seeking meaningfulness from goal accomplishments. As employees with optimistic approach, are confident and interpret their job and work environment more challenging and enjoyable with high anticipation of success because they are more willing to invest their time in their job activities. Fairness and treatment of employee's and service environment of organization also a significant predictor of employee engagement.

Gujral and Jain (2013) did work on employees of IT firm. The findings confirm that organization's leadership and planning, job role, rewards and recognition are strong drivers of employee engagement in both the companies. It implies that employees need to have a clear understanding of their job role and should understand the validity of their role to the success of the organization. Fair pay and satisfying benefits package also led to highly engaged employees. Rewards given timely and recognition for work are also engagement drivers. In both the companies the most important determinant of employee engagement was found to be organization's leadership and planning, which clearly indicates the role of leader and his planning for keeping his employees engaged.

M.A and Chika (2017), study findings revealed that there is a significant positive relationship between employee voice and turnover intention of employees in the selected private universities in Delta State. This implies that when employees have a say/voice on matters that affects them in the organization; it however increases employees desire to stay in such organizations.

CONCLUSION

There is a high employee engagement among both the male and female operational employees. The job involvement levels, empowerment levels as well as the cognition levels of the employees was high (in case of both male and female employees), thus resulting in an overall high organizational culture level. This creates a positive environment in a organization. Thus, for ensuring employee engagement various measures should be adopted by the organization to keep their motivation high in terms of job involvement, empowerment and cognitive behaviour which will in turn be beneficial for overall growth of the organization.

RECOMMENDATIONS

Based on the findings of this research, it is recommended that, the organization should give special attention and emphasis to employee engagement. Employee engagement is an underrated concept, and many-a-times, the manager or the person in charge fails to recognise the value of the same. Concepts like organizational citizenship behaviour should be practiced and promoted in the organizations, employees should be given some authority or autonomy in their day-to-day activities, employees should be well compensated, employee welfare initiatives should be in place in the organization, these are few of the things that are highly recommended for any organizations who want to enjoy the productivity and benefits of engaged employees.

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