

**AN INVESTIGATION INTO THE EFFECTS OF EXTERNAL FACTORS ON EMPLOYEE
ENGAGEMENT IN THE NIGERIAN HOTEL SECTOR
(A STUDY OF SELECTED HOTELS)**

DOCTOR OF PHILOSOPHY (PhD) IN BUSINESS MANAGEMENT

GLORIA IBIMINA OCHOCHÉ

SCHOOL OF BUSINESS AND LAW

UNIVERSITY OF SALFORD, SALFORD, UNITED KINGDOM

2024



Table of Contents	Page
List of Figures	ix
List of Tables	x
Acknowledgement	xi
Dedication	xii
Declaration	xiii
Abstract	xiv
Chapter One	1
1.0 Introduction	1
1.1 Research Background	2
1.2 Problem Statement	7
1.3 Research Rationale	8
1.4 Research Aims and Objectives	13
1.5 Research Questions	13
1.6 Rationale for Research Objectives	13
1.7 Significance of the Study	15
1.8 Research Context: Nigeria	16
1.8.1 Nigeria's Economy – Opportunities and Challenges	17
1.8.2 Nigeria's Government and Political Landscape	19
1.8.3 Nigeria's Labour Landscape and Labour Reforms	20
1.8.3.1 Implications for Management	22
1.9 The Hospitality Industry in Nigeria: Opportunities and Challenges	23
1.10 The Nigerian Hotel Sector	25
1.11. Rationale for the Nigerian Hotel Sector	26
1.12 Summary	27
Chapter Two – Literature Review	28
2.0 Introduction	28
2.1 Conceptual Framework	28
2.2 Rationale for Conceptual Framework	31
2.3 Defining Employee Engagement	31

2.4	Employee Engagement and Similar Constructs	34
2.4.1	Employee Engagement and Job Satisfaction	34
2.4.2	Employee Engagement and Organisational Commitment	34
2.4.3	Employee Engagement and Job Involvement	35
2.4.4	Employee Engagement and Vigour	36
2.4.5	Implications for Management	37
2.5	Antecedents of Employee Engagement	38
2.5.1	Job Characteristics	39
2.5.2	Perceived Organisational Support (POS)	39
2.5.3	Reward and Recognition (Intrinsic and Extrinsic Rewards)	40
2.5.4	Distributive Justice and Procedural Justice	40
2.5.5	Job Satisfaction	41
2.5.6	Organisational Commitment	43
2.6	Consequences of Employee Engagement	43
2.6.1	Increased Productivity	44
2.6.2	Improved Morale and Job Satisfaction	44
2.6.3	Customer Satisfaction	44
2.6.4	Organisational Citizenship Behaviour (OCB)	44
2.7	The Distinction Between Antecedents, Consequences and Related Concepts of Employee Engagement	46
2.8	Intention to Quit and Employee Engagement	47
2.9	Quiet Quitting and Employee Engagement	48
2.10	Engagement Theories	49
2.10.1	Kahn's Theory of Employee Engagement	49
2.10.2	Job Demands-Resources Theory	50
2.10.3	Self-Determination Theory (SDT)	52
2.10.4	Social Exchange Theory (SET)	55
2.10.5	Institutional Theory	56
2.10.5.1	Rationale for Institutional Theory	58
2.11	Employee Engagement in the Nigerian Hotel Sector	60
2.12	Characteristics of Engaged Employees	62
2.13	Drivers of Employee Engagement	64

2.14	Enhancing Employee Engagement in the Nigerian Hotel Sector	66
2.15	Employee Engagement and Frontline Employees	68
2.15.1	Engagement Strategies for Frontline Employees in the Nigerian Hotel Sector	70
2.16	Employee Disengagement Among Frontline Hotel Employees	72
2.16.1	Implications of Employee Disengagement	73
2.17	The Nigerian Government and its Role in Industrial Relations	75
2.18	Government Policies and the Nigerian Hotel Sector	79
2.19	Implications for Hotel Management	81
2.20	Labour Unions and Employee Engagement	82
2.21	Understanding The Interplay between Government Policies, Labour Unions and Employee Engagement in the Nigerian Hotel Sector	86
2.22	Recent Trends, Debates, And Emerging Perspectives in Employee Engagement	89
2.22.1	Employee Engagement and Remote Working: Pre-pandemic	89
2.22.2	Employee Engagement and Remote working: the New Normal	90
2.22.3	Employee Engagement as a Customizable Practice	92
2.22.4	Employee Engagement: Increased Autonomy and Individually Accountable	93
2.22.5	Employee Engagement: Well-being and Work-Life Balance	95
2.22.6	Employee Engagement: Inclusive and Diverse Workplaces	96
2.22.7	Employee Engagement and Flexible Work Arrangements	98
2.22.8	Employee Engagement within a Multigenerational Workforce	99
2.22.9	Employee Engagement and Hybrid Work Models	100
2.22.10	Employee Engagement and Artificial Intelligence	102
2.22.11	Employee Engagement and Gender Dynamics	104
2.23	A Global Perspective of the Hotel Sector	105
2.23.1	Challenges Facing the Hotel Sector	107
2.24	Future Growth Potential in the Hotel Sector	108
2.25	A Management Perspective of the Nigeria Hotel Sector	109
2.26	The Significance of Research Studies in Employee Engagement in the Nigerian Hotel Sector	110
2.27	Chapter Two Summary	111

Chapter Three – Research Methodology	113
3.0 Introduction	113
3.1 Research Questions and Research Objectives	114
3.2 Research Philosophy	115
3.2.1 Ontological and Epistemological Perspectives	116
3.2.2 Realism Vs Constructionism - Ontological Perspective	117
3.2.2.1 Contextual Analysis of Ontological Perspective	120
3.2.3 Positivism Vs Interpretivism - Epistemology Consideration	121
3.2.4 Analysing the Strengths and Weaknesses of the Constructs	124
3.3 Research Strategy/Approach	128
3.3.1 Justifying the Choice of Qualitative Research Methods	132
3.3.2 Inductive and Deductive Research Approaches	135
3.3.2.1 Inductive Approach	135
3.3.2.2 Deductive Approach	136
3.3.3 Rationale for Inductive Approach	136
3.4 Research Design	138
3.4.1 Research Design Conceptual Framework	141
3.4.2 Case Study Design	144
3.5 Data Sampling Technique	147
3.5.1 Purposive Sampling	147
3.6 Data Collection	149
3.6.1 Pilot Study	150
3.6.1.1 Rationale for Pilot Study	152
3.6.2 Focus Group Discussions	154
3.6.2.1 Rationale for Focus Group Discussions	156
3.6.3 Semi-Structured Interviews	158
3.6.3.1 Rationale for Semi-Structured Interviews	160
3.7 Data Analysis	162
3.7.1 Thematic Analysis	163
3.8 Ethical Considerations	165
3.8.1 Informed Consent	166
3.8.2 Anonymity	167

3.8.3	Confidentiality and Privacy	167
3.8.4	Minimization of Harm	168
3.8.5	Voluntary Participation	168
3.8.6	Ethical Approval	169
3.8.7	Potential Risks and Benefits	169
3.9	Reliability and Validity of Data	170
3.9.1	Reliability	170
3.9.2	Validity	171
3.10	Generalisability	172
3.11	Research Limitations	175
3.11.1	Sampling and Participant Selection	176
3.11.2	Data Collection and Analysis	176
3.11.3	Contextual Factors	176
3.12	Chapter Conclusion	179
Chapter Four - Presentation of Research Findings		180
4.0	Introduction	180
4.1	Respondents Demographics	118
4.2	Research Findings: Themes from Semi-Structured interviews	184
4.2.1	Theme 1: Drivers of Employee Engagement in the Nigerian Hotel Sector	186
4.2.1.1	Fair Financial Pay and Compensation	186
4.2.1.2	Opportunities for Professional Development	188
4.2.1.3	Effective Communication from Management	190
4.2.1.4	Supportive Leadership	191
4.2.1.5	Corporate Culture	192
4.2.2	Theme 2: The Impact of Government Policies on Employee Engagement in the Nigerian Hotel Sector	193
4.2.2.1	The Frequent Changes in Government Policies and Regulatory Frameworks	194
4.2.2.2	The Bureaucratic Nature of Government Processes	195
4.2.2.3	Taxation and Fiscal Policies	196
4.2.2.4	Inconsistent Policy Implementation	197

4.2.2.5	Limited Availability of Government Funding	197
4.3	Theme 3: The Role of Labour Unions on Employee Engagement	198
4.3.1	Collective Bargaining and Wage Negotiations	199
4.3.2	Grievance Handling and Dispute Resolution	200
4.3.3	Training and Development Initiatives	202
4.3.4	Workplace Safety and Welfare	203
4.3.5	Resistance to Change	205
4.4	Theme 4: The Interplay between Government Policies and Labour Union Activities	206
4.5	Theme 5: Strategies and Best Practices to Improve Employee Engagement in the Nigerian Hotel Sector	210
4.5.1	Fair Remuneration and Compensation	210
4.5.2	Training and Development	211
4.5.3	Reward and Recognition	213
4.5.4	Provide Flexible Work Schedules	214
4.5.5	Effective Communication and Feedback	216
4.5.6	Fostering a Positive and Inclusive Work Environment	217
4.5.7	Effective Leadership and Management Practices	219
4.6	The Anti-Union Stance of Some Hotel Management	220
4.7	The Growing Trend of Casualisation	223
4.8	Research Findings from Focus Group Discussion	224
4.8.1	Government Policies and Employee Engagement	225
4.8.2	Labour Unions and Employee Engagement	226
4.8.3	Strategies for Improving Employee Engagement	227
4.9	Summary of Research Findings from Semi-structured Interviews and Focus Group Discussions	228
	Chapter Five	231
5.0	Discussion of Research Findings	231
5.1	Theme 1 Drivers of employee engagement in the Nigerian sector	231
5.2	Theme 2 The impact of government policies on Employee Engagement	234
5.3	Theme 3 The Role of Labour Unions on Employee Engagement	237

5.4	Theme 4: The Interplay between Government Policies and Labour Unions Activities	240
5.5	Theme 5: Strategies and Best Practices to Improve Employee Engagement in the Nigerian Hotel Sector	242
5.5.1	Ensure Adequate and Competitive Remuneration	242
5.5.2	Implement a well-designed Rewards and Recognition Program	244
5.5.3	Invest in Employee Training and Professional Development	245
5.5.4	Flexible Scheduling for Employees	246
5.6	The Anti-Union Stance of Hotel Management	246
5.7	The Increasing Trend of Casualisation	248
5.8	Conclusion and Recommendations	250
5.9	Implication of Research Study	252
5.10	Contribution to Knowledge	254
5.11	Application to Professional Practice	256
5.12	Recommendations for Future Research	257
5.13	Research Recap (A Wholistic View)	258
5.14	Conclusion	259
	References	260
	Appendix A - Interview Guide for Frontline Hotel Employees and Managers (before Pilot Study)	309
	Appendix B - Interview Guide for Frontline Hotel Employees and Managers (after Pilot Study)	311
	Appendix C - Guiding Questions for Focus Group	315

List of Figures

Figure 2.1: Conceptual Framework	29
Figure 2.2: Self-Determination Theory	53
Figure 2.3: Employee Engagement Drivers	65
Figure 3.1: Framework for Qualitative Approach	134
Figure 3.2: Illustration of Inductive Approach	138
Figure 3.3: Research Design Conceptual Framework	140
Figure 3.4: Theoretical framework for the Research Study	178

List of Tables

Table 3.1: Differences Between Positivism and Interpretivism	124
Table 3.2: Contrasting Implications of Positivism and Social Constructionism	126
Table 3.3: Key Differences Between Qualitative and Quantitative Research Strategies	130
Table 3.4: Research Sampling Strategies	148
Table 3.5: Four Perspectives on Validity, Reliability, and Generalisability	175
Table 3.6: Summary of Research Methodology	179
Table 4.1: Demographic Characteristics of Respondents	182
Table 4.2: Individual Characteristics of Respondents	182
Table 4.3: Themes / Sub-themes that Emerged from this Study	185
Table 4.4: Drivers of Employee Engagement in the Nigerian Hotel Sector	186
Table 4.5: The Impact of Government Policies on Employee Engagement in the Nigerian Hotel Sector	194
Table 4.6: The Impact of Labour Unions on Employee Engagement in the Nigerian Hotel Sector	199
Table 4.7: Strategies to Improve Employee Engagement in the Nigerian Hotel Sector	210

Acknowledgements

I am filled with profound gratitude as I reflect on completing my dissertation. I must first thank the Almighty God for His unwavering guidance, strength, protection, and provision throughout my years of study. All glory belongs to Him.

My heartfelt appreciation goes out to Dr Lord Jonathan and Dr Richard Bell, my dedicated dissertation supervisors, without whom this journey would not have been successful. I am also grateful to Ms. Michelle Jones, the Doctoral School Support Officer at the University of Salford Business School, for her invaluable assistance.

My beloved husband, Engr. (Dr.) Emmanuel Alechenu Ochoche has been a pillar of support and encouragement, for which I am truly thankful. I am blessed to have such wonderful children - Emmanuel, David, Israel, Michael, Daniel, and Joshua - whose motivation and moral support have meant the world to me. Special thanks to my dear friends - Dr. (Mrs.) Claire Odogbo, Mrs. Busola Olaniyan, and Mrs. Margaret Ewule - for their advice and encouragement throughout my academic journey.

I also want to thank Dr. Victor Adim and my niece - Dr. Tamunoimiegbam Jumbo, for their advice, assistance and support.

I am grateful to my Pastors, Joel & Victoria Osteen of Lakewood Church, Houston, Texas, for their friendship, inspirational messages and spiritual leadership. My siblings - Dr. (Mrs.) Justina Jumbo, Engr. Reginald Fienemika, and Minister Isaiah Fienemika - have been a source of prayers and motivation, for which I truly appreciate.

In loving memory, I cherish the sacrifices and love of my dear mother, Late DSP (Mrs.) Elsie Longjohn Fienemika, whose prayers and belief in my future greatness have always inspired me.

Lastly, I extend my thanks to all my friends, loved ones, and wishers who have made this academic journey fulfilling and rewarding. Thank you all from the bottom of my heart.

Dedication

This research work is dedicated to the Almighty God, the giver of life, health, knowledge, wisdom, and strength. My completion of the PhD programme was made possible by the grace and mercies of God. I am forever grateful to Him.

DECLARATION

No portion of the work referred to in the thesis has been submitted in support of an application for another degree or qualification of this or any other university or institute of learning.

Abstract

This study investigates the extent to which government policies and labour union activities affect employee engagement from the perspective of front-line employees in the Nigerian hotel sector. The research employed a qualitative case study methodology with a sample of 30 participants drawn from frontline service employees, including frontline service managers in three five-star hotels in Nigeria. Data collection involved a pilot study, semi-structured interviews and a focus group discussion. A thematic approach was adopted for data analysis. The findings revealed that government policies, such as minimum wage regulations and tax policies, have a significant impact on employee engagement, with frontline employees expressing concerns about low salaries and limited benefits. While labour unions play a significant role in protecting employee rights and advocating for better working conditions, the adversarial nature of some union-management relationships often results in heightened workplace tensions, reduced trust, and decreased employee engagement. The study also identified various organisational factors, such as supervisory support, job design, and training opportunities, such as mediating the relationship between government policies, labour union activities, and employee engagement.

The Nigerian hotel sector currently faces a unique set of challenges due to the complex relationship between government policies, labour union activities, and employee engagement. This study contributes to the existing literature on employee engagement in the hotel sector as it highlights the current unique challenges faced by frontline hotel employees in Nigeria, and emphasizes the need for policymakers, labour unions and hotel management to collaborate in developing strategies that foster engaged and motivated workforce to deliver exceptional service to customers.

The findings have practical implications for hotel managers and human resource professionals in the Nigerian hotel sector, as well as for policymakers responsible for labour and employment regulations. Based on the research findings, key recommendations include the need for more favourable government policies, effective collaboration between hotel management, labour unions and government institutions, and the implementation of employee engagement strategies such as providing competitive compensation, offering career development opportunities, and promoting a positive work environment.

Keywords: Employee engagement, frontline employees, hotel management, government policies, labour unions, motivation, commitment, job satisfaction.

Chapter One

1.0 Introduction

This chapter provides a general background on the research topic. It begins with a brief overview of the Nigerian hotel sector and the challenges it faces, such as high employee turnover rates and poor service quality. The chapter highlights the significance of employee engagement in addressing these challenges and improving business performance. The research problem identified is the need for strategies to improve employee engagement in the Nigerian hotel sector. The chapter also presents the aims and objectives of the study. This study aims to investigate the effect of external factors, specifically including government policies and labour union activities, on employee engagement in the Nigerian hotel sector from the perspective of frontline employees and identify strategies for improving engagement. By shedding light on these external forces, the study seeks to discern their impacts on the engagement levels of hotel employees across various roles and hierarchies within the sector. Understanding how government policies, ranging from labour regulations to economic initiatives shape the working environment of hotels, is crucial. Such policies can directly or indirectly affect employee morale, job satisfaction and overall engagement. Similarly, the activities of labour unions play a pivotal role in advocating for the rights and welfare of workers. Exploring the dynamics between these unions and hotel management can provide insights into the collective bargaining power of employees and its implications for engagement. The significance of the study is highlighted in addition to the research questions that guide the study.

Employee Engagement

Employee engagement is important to high-performing organisations, providing a competitive edge and ensuring efficiency, productivity and success (Saks, 2021). It is a top priority for executives, as it predicts organisational efficiency and productivity. In today's competitive business world, employee engagement is vital for companies to thrive and adapt. The positive outcomes of employee engagement, such as talent retention, customer loyalty, increased productivity and profitability make it a popular concept among businesses (Kibatta & Olorunjuwon, 2023; Mahmood et al., 2019). In the Nigerian hotel sector, employee engagement is essential for business success in the face of fierce competition and high staff turnover rates (Odiaka, K. U., 2020). However, the flip side is employee disengagement, which can result in high staff turnover rates and scarcity of key talents. This study focuses on the

impacts of external factors, specifically government policies and labour union activities, on employee engagement in the Nigerian hotel sector. By examining the perspectives of front-line employees, who are at the forefront of service delivery in the industry, the study aims to uncover insights that can enhance operational efficiency and competitiveness. This study focuses on how external factors, specifically including government policies and labour union activities, affect employee engagement in the sector from the perspective of front-line employees. By specifically examining the impacts of government policies and labour union dynamics, the study aims to provide insights that can enhance the competitiveness and viability of hotels. Also, by understanding the dynamics of these external factors, the study aims to uncover unique influences that can inform strategic decisions and interventions to create a more engaged and resilient workforce.

1.1 Research Background

The hotel sector in Nigeria is vital to the nation's economy since it generates job opportunities, foreign currency profits and general economic development (Aderonmu, 2019; Adeyinka-Ojo & Khoo-Lattimore, 2013). However, the sector's performance and the level of employee engagement have been influenced by various external factors, including government policies and labour unions. Understanding the impact of these external factors on employee engagement is essential for enhancing the competitiveness and sustainability of the Nigerian hotel sector.

Government policies may have a substantial influence on the hotel sector, as they can shape the regulatory environment, taxation, and labour laws (Abioye et al., 2021). For instance, the Nigerian government's policies on minimum wage, labour laws, and taxation can directly affect the hotel sector's operational costs and the overall working conditions of employees. These policies can, in turn, influence employee engagement, as they can impact job satisfaction, motivation, and the entire work environment (Adeyemi, 2019; Adeyinka-Ojo & Khoo-Lattimore, 2013).

The Nigerian government's policies on minimum wage, labour laws, and taxation can have a direct impact on the hotel sector's operational costs and the overall working conditions of employees. These policies can significantly influence employee engagement, as they can affect job satisfaction, motivation, and the overall work environment (Adeyemi, 2019;

Adeyeye et al., 2020). For example, if the government increases the minimum wage, hotels may need to adjust their compensation structures, which could lead to changes in employee benefits, job security, and overall job satisfaction. Similarly, if the government introduces new labour laws that mandate additional employee rights or benefits, hotels may need to adapt their policies and practices, which could impact employee engagement.

Furthermore, the government's taxation policies can also influence the hotel sector's financial performance and, in turn, its ability to invest in employee development, training, and retention programs. If hotels are burdened with high tax rates, they may have fewer resources to allocate towards initiatives that could enhance employee engagement (Adeyemi and Ogunleye, 2020).

In addition to government policies, labour unions play a very significant role in the Nigerian hotel sector, as they advocate for the rights and welfare of employees (Adeyemi & Adegbite, 2020). The presence and activities of labour unions can influence the level of employee engagement, as they can negotiate better working conditions, higher wages, and improved benefits. However, the relationship between labour unions and hotel management can sometimes be adversarial, leading to conflicts that may negatively impact employee engagement and overall organisational performance (Adeyemi & Adegbite, 2020; Adeyinka-Ojo & Khoo-Lattimore, 2013).

For instance, if labour unions successfully negotiate for better conditions of service or higher salaries for workers, it could lead to increased job satisfaction and motivation among employees, thereby enhancing their engagement. On the other hand, if the negotiations between labour unions and hotel management become oppositional, it could create a tense work environment, undermine trust, and thus reduce employee engagement. The ability of hotel management to effectively navigate these labour relations and find a balance between the interests of employees and the organisation's financial and operational needs is important for maintaining high levels of employee engagement.

The existing literature on the Nigerian hotel sector has highlighted the importance of understanding the impact of external factors on employee engagement. Adeyinka-Ojo and Khoo-Lattimore (2013) conducted research on the challenges confronting the Nigerian hotel sector and found that government policies and labour unions were among the key external factors that influenced employee engagement and organisational performance. This is particularly significant as the hotel sector in Nigeria operates within a complex regulatory

environment, where government policies and labour laws can have a substantial impact on the industry's ability to attract, retain, and engage its workforce. Similarly, Abioye et al. (2021) investigated the impact of government policies on the competitiveness of the Nigerian hotel sector and found that policies related to taxation, labour laws, and infrastructure development had a substantial influence on the industry's overall performance. This suggests that the success of hotels in Nigeria is not solely dependent on internal factors but is also heavily influenced by the external political and economic climate.

Research studies in Nigeria on employee engagement have also examined its impact on organisational outcomes. Salau et al., (2020) explored how the shifting economic climate and work environment affect the challenge of attracting and retaining talent in the Nigerian hotel sector. Their findings highlight the need for hotel management to adapt their strategies and practices to address the evolving needs and expectations of their employees, and to maintain a highly engaged and motivated workforce. Furthermore, the study conducted by Isimoya et al. (2020) delved into how perceived high-performance work practices influence employee engagement in Nigerian organizations. According to the study, employee engagement is positively linked to perceived high-performance work practices. The study concludes that those employees who perceive their organisations as implementing effective high-performance work practices are more likely to be actively engaged in their work and demonstrate greater levels of motivation and commitment. Building on this, the study by Akinwale and Ogunyomi (2021) also explored the correlation between employee engagement and the financial performance of SMEs in Nigeria. The findings of this study corroborated the existing evidence, suggesting that employee engagement is a critical driver of financial performance and organisational success in the Nigerian hotel sector.

In their 2019 study, Odiaka and Chang (2019) explored the role of high-performance work practices (HPWP) in enhancing employee performance within the Nigerian hotel sector. The researchers found that engaged employees were more likely to support and embrace HPWP compared to their disengaged counterparts. Notably, the study established a link between HPWP and improved performance outcomes, which was further reinforced by the level of trust managers had in their employees' abilities and their recognition of the employee's contributions. Building upon previous research on employee engagement, this study provides a more comprehensive understanding of the factors that influence overall employee engagement, beyond the typical workplace conditions. To gain a holistic

perspective, the researchers suggest employing in-depth interviews and contextual analysis as data collection methods, as the way research is conducted can vary significantly across different countries, including developing nations like Nigeria.

Furthermore, Amah's (2018) work highlights that while leadership is widely recognised as the primary driver of employee engagement, the impact of leadership is largely dependent on the presence of a conducive work climate. To enhance employee engagement, management must demonstrate supportive leadership behaviours that foster a friendly work environment, where employees feel their opinions are valued, thereby creating a positive perception of organisational support (Schaufeli, 2012; Amah, 2018). For instance, in the Nigerian hotel sector, managers could implement regular feedback sessions, where employees are encouraged to share their ideas and concerns. This open communication, coupled with a genuine appreciation for their contributions, can help foster a sense of trust and engagement among the workforces. Additionally, offering prospects for career growth and professional advancement can further motivate employees and demonstrate the commitment of the organisation to their growth and well-being. By expanding on the existing research and incorporating relevant examples, this study offers a more comprehensive understanding of the factors that influence employee engagement, particularly in the context of the Nigerian hotel sector. The inclusion of in-depth interviews and contextual analysis can provide valuable insights into the nuances of employee engagement in different organisational settings, contributing to a more holistic and accurate representation of the phenomenon.

Adedipe and Adeleke's (2016) study, as cited in Tende and Onuoha (2022), explored the impact of poor employee engagement on the performance of hotel employees in Nigeria. The research revealed two key findings: first, a lack of appreciation for the amount and quality of work done by employees, and second, a lack of investment in human resource development. To maintain an engaged workforce and sustain business performance, the authors suggest that hotel management in Nigeria must commit to employee development and integrate it into their corporate strategy. Similarly, Egwuonwu's (2015) research, as cited in Akobundu and Goddey (2023), examined employee engagement as a multifaceted concept influenced by various sociocultural factors in the Nigerian banking sector. The study identified employee unions, target setting, economic situations, and job security as antecedents of employee engagement. Egwuonwu (2015) recommends further research to verify these

findings and explore the potential influence of other factors on employee engagement in the Nigerian context.

These studies highlight the importance of understanding the drivers of employee engagement and its impact on organisational performance, particularly in the hotel and banking sectors, which are crucial to Nigeria's economic development. The research emphasizes the need for organisations to prioritize employee development and create a work environment that fosters engagement and commitment. For instance, hotel management in Nigeria could implement recognition programs to celebrate the achievements of their employees, provide opportunities for career advancement, and invest in training and development initiatives. Similarly, banks could foster a culture of open communication, offer competitive compensation packages, and ensure job security to enhance employee engagement and retention. Furthermore, the research suggests that the socio-cultural context of Nigeria plays a significant role in shaping employee engagement. Factors such as economic conditions, labour unions, and job security could influence how employees perceive and engage with their work.

Understanding these contextual factors is vital for organisations to develop tailored strategies that address the unique needs and challenges of the Nigerian workforce. These important perspectives of different research studies shape the argument of this thesis and further discussions regarding the research topic.

The existing research on the Nigerian hotel sector has primarily focused on the broader challenges and competitiveness of the industry (Adeyinka-Ojo & Khoo-Lattimore, 2013; Olugbade & Karatepe, 2018; Kim, 2019; Odiaka KU, 2020; Zhang et al., 2021; Umaru et al., 2023). However, there is a need for more in-depth investigations into the specific impact of external factors, such as government policies and labour unions, on employee engagement within this sector. This research study addresses this gap by conducting a comprehensive investigation into the impact of government policies and labour unions on employee engagement in the Nigerian hotel sector. The study delved deeper into the specific mechanisms through which these external factors influence employee engagement, providing empirical evidence to add to the existing body of knowledge. By examining these external factors, the research provides valuable insights for hotel managers, policymakers, and industry stakeholders. The findings can help in the formulation of strategies and policies to improve the overall performance of organisations as well as the engagement of employees

and competitiveness of the Nigerian hotel sector. The in-depth nature of this research study makes it a valuable addition to existing literature on the Nigerian hotel sector. The study's findings contribute to a deeper comprehension of the multifaceted relationship between external factors, employee engagement, and the overall success of the hotel sector, which is very important for the industry's long-term growth and development.

1.2 Problem Statement

The Nigerian hotel sector is a major contributor to the development of the country's economy, boosting employment, revenue generation, and the growth of the hospitality industry (Adeyinka-Ojo & Kannaiah, 2019; Olugbile, 2022). However, the sector faces various challenges that affect its performance. High turnover rates (Adeola & Ezenwafor, 2016; Amah, 2018; Obiora & Okpu, 2015), poor service quality (Adim, 2019; Amah, 2018; Nkogbo, 2015), and unreliable power supply (Amah, 2018; Obiora, 2015) are just a few of the issues plaguing the sector. Many hotels struggle to retain engaged employees who can provide exceptional service to customers (Ugwunwanyi, *et al.*, 2021). This low level of employee engagement is evident in the increasing turnover rates and fierce competition for talent within the sector (Obiora & Okpu, 2015). Retaining skilled employees has become a critical concern for hotel owners and managers, as high turnover rates can have a detrimental impact on morale, productivity, and revenue (Odiaka, 2020; Obiora & Okpu, 2015, Ozturk & Karatepe, 2021).

According to the Gallup report on the state of the Global Workplace, only 23% per cent of employees globally are truly engaged and motivated to deliver top-notch service, with many staying in their jobs solely for the paycheck (Gallup. 2024). Addressing these challenges is essential for the Nigerian hotel sector to thrive and continue to attract customers. Employee engagement is a critical factor in the success of organisations, as it directly influences employee performance, productivity, and job satisfaction (Albrecht et al., 2015; Anitha, 2014). Understanding the relationship and impact of these external factors on employee engagement is essential for hotel managers and policymakers to develop effective strategies to enhance the sector's performance and competitiveness.

Previous studies have examined the impact of various factors on employee engagement in the Nigerian hotel sector, such as organisational culture, leadership, and work environment (Oladosu & Akanbi, 2019; Omotayo et al., 2018). However, few research studies have been conducted on the specific influence of government policies and labour unions on

employee engagement in this context. Government policies, such as taxation, regulations, and labour laws, can significantly impact the hotel sector's operations and employee well-being (Adeyemi & Aremu, 2021; Ajayi & Ajayi, 2017). Similarly, the role of labour unions in negotiating working conditions, wages, and benefits has the potential to affect employee engagement and overall organisational performance (Adeyinka-Ojo & Kannaiah, 2019; Okafor, 2012).

This study addresses this gap by investigating the impact of government policies and labour unions on employee engagement in the Nigerian hotel sector. The research explores how these external factors shape the work environment, employee attitudes, and overall organisational performance. The findings of this study provide valuable insights for hotel managers and policymakers to develop strategies that enhance employee engagement and improve the sector's competitiveness.

Also, the study contributes to the existing literature on employee engagement in the hotel sector, particularly in the context of developing countries like Nigeria. The findings also have practical implications for hotel managers and policymakers, enabling them to successfully implement more effective policies and strategies to foster a more engaged and productive workforce in the Nigerian hotel sector.

1.3 Research Rationale

The Nigerian hotel sector is a major player in the country's economy as it provides employment opportunities and boosts revenue. Despite its importance, the sector has encountered numerous obstacles over the years. Issues such as high employee turnover and declining job satisfaction have plagued the industry (Adim, 2019; Odiaka, 2020; Obiora & Okpu 2019). Additionally, factors such as government regulations and labour union actions have also affected employee engagement within the sector (Adebayo, 2020). Stakeholders need to address these challenges to ensure the continued success and growth of the Nigerian hotel sector.

This study aims to investigate the effect of external factors, specifically government policies and labour union activities, on employee engagement in the Nigerian hotel sector from the perspective of frontline employees and identify strategies for improving engagement. The research rationale is based on the need to address the existing gap in

literature, as limited studies have focused on this specific context (Adeyemi & Akpotu, 2019; Ogunnaike et al., 2014). Furthermore, the study contributes to the understanding of the complex interplay between government policies, labour union activities, and employee engagement, which can inform policymakers and industry stakeholders in developing more effective strategies to foster a productive and engaged workforce.

1. Limited research: The existing research on the influence of government policies and labour union activities on employee engagement within the Nigerian hotel sector is limited. Despite the critical importance of employee engagement in driving organisational success, there is a notable lack of empirical studies exploring this dynamic relationship in the context of the Nigerian hotel sector. Understanding the intricate relationship between government policies, labour union initiatives, and employee engagement is highly important for developing effective strategies to enhance employee motivation, satisfaction, and commitment, ultimately bolstering the overall performance of the hotel sector in Nigeria. By focusing on the specific mechanisms through which these external factors shape employee engagement, researchers can help hotel organisations devise tailored strategies to foster a more engaged and productive workforce. This, in turn, can lead to enhanced service quality, improved customer satisfaction, the long-term sustainability and growth of the Nigerian hotel sector.

2. Government policies: Government policies, such as labour laws, taxation, and regulations, can significantly shape and influence employee engagement within organisations (Adeyeye & Adeniyi, 2012; Adeniji and Ogunleye, 2020). For example, policies that govern working conditions, job security, and employee benefits can have a direct impact on factors like motivation, commitment, and overall job satisfaction (Abioye et al., 2021). These policies can create an enabling environment that fosters a sense of security, fairness, and empowerment among the workforce, which in turn can lead to higher levels of engagement and productivity. In the specific context of the Nigerian hotel sector, the impact of government policies on employee engagement has not been extensively researched (Adeyemi & Ogunleye, 2021). However, it is reasonable to assume that the regulatory framework governing the hospitality industry in Nigeria, such as labour laws, taxation policies, and industry-specific regulations, could have a significant bearing on the engagement and morale of hotel employees. For instance, policies that ensure fair and competitive wages, reasonable working hours, and

comprehensive employee benefits packages could contribute to higher levels of job satisfaction and commitment among hotel staff. On the other hand, overly restrictive or burdensome regulations could create an environment that stifles innovation, limits career development opportunities, and undermines employee motivation and engagement. Furthermore, the government's role in providing supportive infrastructure, such as reliable utilities, transportation networks, and security measures, can also indirectly influence the working conditions and overall job satisfaction of hotel employees. When these basic needs are met, it allows hotel management to focus on creating a more positive and engaging work culture, which can lead to improved employee retention, productivity, and customer service. The link between government policies and employee engagement in the Nigerian hotel sector is an important, yet understudied, area of research. Expanding our understanding of this relationship could provide valuable insights for policymakers, industry leaders, and human resource professionals to develop strategies that foster a more engaged and productive workforce in the Nigerian hospitality industry.

3. Labour unions: Labour unions are essential in the workplace, as they advocate for the rights and interests of employees. In the Nigerian hotel sector, these unions play a pivotal role in negotiating favourable terms of employment, including wages, working hours, and job satisfaction (Adeyemi & Adegbite 2020). For instance, unions may negotiate for higher salaries to ensure hotel workers can maintain a decent standard of living, or they may push for reduced working hours to promote a better work-life balance. Despite the importance of labour unions, there is a relative paucity of academic research examining the impact of their activities on employee engagement within the Nigerian hotel sector (Umaru & Adebayo 2023). This is a significant gap, as employee engagement is a critical factor in determining the overall productivity, morale, and retention of hotel staff.

By investigating the relationship between labour union activities and employee engagement, researchers can gain valuable insights into how these unions can effectively support and empower hotel workers. This knowledge could inform the development of policies and strategies that foster a more positive and productive work environment within the Nigerian hotel sector. Furthermore, understanding the role of labour unions in shaping employee engagement could have broader implications for the hospitality industry as a

whole. The findings could be extrapolated to other countries or regions, helping to inform best practices and promote the well-being of hotel employees globally.

4. Industry significance: This research study is of huge relevance to the hotel sector. This industry, which encompasses a diverse range of accommodation options, from luxurious resorts to budget-friendly inns, employs a significant portion of the workforce and generates substantial revenue for the nation. Ensuring high levels of employee engagement within this sector is essential, as it directly impacts the quality of service, customer satisfaction, and, ultimately, the overall profitability and growth of the industry (Ajayi and Okafor, 2019). Understanding the influence of government policies and labour union activities on employee engagement is important for hotel managers and policymakers (Umaru & Adebayo, 2023). Government regulations can significantly impact the working conditions and job satisfaction of hotel employees. In the same vein, the involvement of labour unions in negotiating collective bargaining agreements, advocating for worker rights, and addressing grievances can also shape the level of employee engagement within the industry. By examining the inter-relationship between these factors and employee engagement, researchers can provide valuable insights and actionable recommendations for hotel managers, policymakers, and labour unions (Bakker et al., 2018). This research can help these stakeholders develop and implement strategies to enhance employee engagement, leading to improved customer service, increased productivity, and better overall performance within the Nigerian hotel sector. Additionally, it can contribute to the ongoing efforts to strengthen the Nigerian hotel sector and position it as a key driver of economic growth and development in the country.

5. Contextual relevance: The Nigerian hotel sector operates within a unique cultural, economic, and political environment (Ejere et al., 2018). This sector plays a significant role in the country's economy, and employee engagement is crucial to its success (Adebayo, 2020). Exploring the impact of government policies and labour union activities on employee engagement within this specific context can provide valuable insights into the unique challenges and opportunities faced by the industry (Adeyeye & Adeniji, 2020; Adeyemi & Adegbite, 2020). The Nigerian hotel sector is shaped by various factors, including the country's diverse cultural heritage, economic conditions, and political landscape (Akintunde, 2019; Aderonmu, 2019; Ejere et al., 2018). For instance, the industry must navigate complex regulatory frameworks, such as government policies and labour union regulations, which can

significantly influence employee engagement and overall operational efficiency (Adeyeye & Adeniji, 2020; Adeyemi & Adegbite, 2020). Furthermore, the Nigerian hotel sector faces unique challenges, such as the need to cater to the diverse preferences and expectations of both domestic and international guests, while also adapting to evolving market trends and technological advancements (Adebayo, 2020). In this context, fostering high levels of employee engagement can be a critical factor in ensuring the industry's competitiveness and long-term sustainability (Adeyeye & Adeniji, 2020; Adeyemi & Adegbite, 2020). By investigating the impact of government policies and labour union activities on employee engagement within the Nigerian hotel sector, researchers can gain valuable insights into the specific dynamics and complexities that shape this industry (Akintunde, 2019; Aderonmu, 2019; Ejere et al., 2018). These insights can inform strategic decision-making, guide policy development, and contribute to the overall enhancement of the Nigerian hotel sector's performance and resilience (Adebayo, 2020; Adeyeye & Adeniji, 2020; Adeyemi & Adegbite, 2020).

6. Theoretical framework: This research study aims to enhance the existing theoretical frameworks on employee engagement, government policies, and labour union activities. It provides a more comprehensive understanding of employee engagement within the Nigerian hotel sector, which can inform and guide future research endeavours in this domain (Haynes & Allen, 2015). The theoretical framework underpinning this study recognises the multifaceted nature of employee engagement, which is influenced by a range of organisational, societal, and regulatory elements. The study explores the complex relationships between these key factors, offering a more holistic perspective on employee engagement in the Nigerian hotel sector. By examining the interplay between government policies, labour union involvement, and employee engagement, the research sheds light on the multifaceted nature of employee motivation and commitment within the hospitality industry in Nigeria (Haynes & Allen, 2015). This expanded theoretical framework can serve as a valuable resource for academics, policymakers, and industry leaders alike. This knowledge can inform the development of targeted strategies and interventions aimed at enhancing employee engagement, ultimately contributing to the overall productivity, competitiveness, and sustainability of the Nigerian hotel sector (Haynes & Allen, 2015). Furthermore, the findings of this research can have broader implications, informing policymakers, industry

associations, and human resource practitioners on the implementation of more effective policies, the design of tailored engagement programmes, and the fostering of collaborative efforts between government, unions, and hotel organisations to create a more engaged and motivated workforce (Adegboye and Bankole, 2021; Oluseye et al., 2016).

1.4 Research Aims and Objectives

The main aim of this study is:

To investigate the effect of external factors, specifically including government policies and labour union activities, on employee engagement in the Nigerian hotel sector and identify strategies for improving engagement.

The objectives of the study include the following:

1. To identify the drivers of employee engagement in the Nigerian hotel sector.
2. To examine the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector.
3. To recommend strategies for improving employee engagement in the Nigerian hotel sector.

1.5 Research Questions

The main aim of this study is to investigate the effect of external factors, such as government policies and labour union activities, on employee engagement in the Nigerian hotel sector from the perspective of frontline employees and identify strategies for improving engagement.

To achieve this aim, this study seeks answers to the following research questions:

- RQ1.** What are the drivers of employee engagement in the Nigerian hotel sector?
- RQ2.** To what extent do government policies and labour union activities affect employee engagement in the Nigerian hotel sector?
- RQ3.** How can employee engagement be improved in the Nigerian hotel sector?

1.6 Rationale for Research Objectives

Government policies and labour union activities are important external factors that can significantly impact the hotel sector and its employees (Adisa, Abdulraheem, and Isiaka,

2019; Akanji, Mordi, & Ajogun, 2015; Adekoya & Oluwatobi, 2018). Investigating these factors can provide valuable insights for policymakers, hotel management, and labour unions.

Objective 1: To identify the drivers of employee engagement in the Nigerian hotel sector.

Rationale: Understanding the factors that influence employee engagement is the first step in developing effective strategies to enhance it. Existing research has identified various drivers of employee engagement, such as job characteristics, leadership, work environment, and organisational culture (Anitha, 2014; Saks, 2006). However, the specific drivers in the Nigerian hotel sector may differ due to the unique cultural, economic, and regulatory context. Identifying these drivers provides valuable insights for hotel managers to tailor their engagement initiatives and effectively address the needs of their workforce.

Objective 2: To examine the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector.

Rationale: The hotel sector in Nigeria is subject to various government regulations and policies, as well as the influence of labour unions. These external factors can have a significant impact on employee engagement, either positively or negatively (Ogunyomi & Bruning, 2016). For instance, government policies related to minimum wage, working hours, and labour laws may influence employee perceptions of fairness and job security, which are known to affect engagement (Saks, 2006). Similarly, the activities and demands of labour unions can shape the work environment and the relationship between employees and management, thereby impacting engagement levels (Ogunyomi & Bruning, 2016).

Exploring the relationship between these external factors and employee engagement provides valuable insights into the dynamics that shape the work environment and employee attitudes in the Nigerian hotel sector (Adekoya and Oluwatobi, 2018). Examining the influence of these external factors creates a clearer picture on how to devise employee engagement strategies.

Objective 3: To recommend strategies for improving employee engagement in the Nigerian hotel sector. Based on the findings from the first two objectives, the research proposes strategies and interventions to enhance employee engagement in the Nigerian hotel sector.

Rationale: These recommendations are tailored to specific drivers and the impact of

government policies and labour union activities identified in the study. By developing evidence-based recommendations, the research contributes to the practical application of employee engagement initiatives in the Nigerian hotel sector. This research study contributes to the existing literature on employee engagement, particularly in the context of the Nigerian hotel sector. The findings provide hotel managers and policymakers with valuable insights to develop and implement effective engagement strategies, eventually leading to improved organisational performance and employee well-being.

1.7 Significance of the Study

The significance of the research study lies in its potential to contribute to the understanding of the complex relationship between government policies and labour unions and their influence on employee attitudes and behaviours. Given the importance of employee engagement in the hotel sector and the potential impact of government policies and labour union activities, it is important to investigate this issue. This study is particularly relevant in the context of the Nigerian hotel sector, which has faced various challenges related to government regulations and labour union dynamics.

Previous research studies on employee engagement have focused on improving employee engagement by emphasizing on how to reduce staff turnover and improve productivity (Akinwale and Ogunyomi, 2021; Chukwu and Nwosu 2023; Adeyemo and Oladele, 2024; Nwokocha and Umeh, 2024), signifying a problem-solving strategy. This present research, however, adopts a different strategy, with a focus on understanding the effects of external influences in the form of government policies and labour unions on employee engagement from the perspective of frontline hotel employees.

The study's insights can inform policy development. It will guide the development of government policies that create a more conducive environment for employee engagement in the hotel sector. Policy makers can use the findings to design policies that support the hotel sector's workforce and promote higher levels of employee engagement.

The findings from this research will enhance labour union practices and inform labour unions on how to better represent the interests of hotel employees while fostering positive relationships with hotel management. By understanding the impact of their activities on employee engagement, unions can adjust their strategies to ensure a more collaborative and constructive approach.

The study provides hotel managers with strategies to enhance employee engagement among frontline hotel employees, such as implementing effective communication channels, professional development opportunities, and employee recognition programs. By addressing the factors that influence engagement, hotel managers can create a more motivated and committed workforce.

The findings of this study contribute to the broader academic discourse on the role of government and labour unions in shaping employee engagement, particularly in developing economies like Nigeria. The study contributes to the academic literature and existing body of knowledge on the intersection of government policies, labour union activities, and employee engagement in the hotel sector, particularly in the Nigerian context. The findings can inform future research and provide a foundation for further exploration of these complex relationships.

This research study provides valuable insights into the specific factors that influence employee engagement in the Nigerian hotel sector. By examining the interplay between government policies and labour union activities, the study helps to identify the key drivers and barriers to employee engagement, enabling hotel managers to implement targeted interventions and improve overall organisational performance (Akintayo, 2010; Bello, 2012).

The study's recommendations can inform policymakers and labour unions in their efforts to create a more conducive environment for employee engagement, eventually benefiting the hotel sector and the wider economy (Ologunde et al., 2013; Umar, 2017). By understanding the complex interplay between government policies, labour union activities, and employee engagement, the hotel sector can better address the challenges it faces and capitalize on the opportunities for growth and success.

1.8 Research Context: Nigeria

Nigeria, the most populous country in Africa, has long been a complex and dynamic landscape for management and business operations. With its vast natural resources, growing population, and diverse cultural heritage, the country has experienced significant economic, political, and labour-related changes in recent decades (Okafor, 2017; Adeyemi & Ogunleye 2020). This section aims to provide a comprehensive analysis of the research context in Nigeria, focusing on its economy, government policies, politics, labour reforms, and labour unions, and their implications for the management field.

Nigeria is situated in West Africa, spanning an area of approximately 923,768 square kilometers (356,669 square miles) (World Bank, 2021). The country's physical attributes are diverse, ranging from the coastal regions in the south to the arid northern areas. Nigeria's topography includes the Sahel in the north, the central highlands, and the coastal plains in the south (Adebayo & Oladipo, 2013; Ogundipe et al., 2023; Udoiyang and Owan, 2023). The country is endowed with abundant natural resources, including crude oil, natural gas, tin, iron ore, coal, limestone, and fertile agricultural land (Odularu, 2008; Ajayi and Ajayi, 2023; Alabi and Omole, 2023). These natural resources have played a significant role in shaping the country's economic development, as they have been a major source of revenue and a key driver of the country's industrial sector.

The diversity of Nigeria's physical landscape also presents both opportunities and challenges for the country's development. The coastal regions, with their abundant water resources and fertile lands, have been important for the country's agricultural and fishing industries, while the arid northern regions have faced challenges in terms of water scarcity and desertification. Additionally, the country's rugged terrain and the presence of various ethnic groups have contributed to the complexity of the country's political and social dynamics.

1.8.1 Nigeria's Economy: Opportunities and Challenges

The Nigerian economy is largely driven by the oil and gas sector, which accounts for a significant portion of the country's GDP and export earnings (Ogbuigwe, 2018; Adepoju and Ogundipe, 2023; Alabi and Oluwajowon, 2023). The Nigerian economy has experienced both growth and challenges in recent years. The oil and gas sector continues to dominate the country's GDP and exports, but the government has made efforts to diversify the economy by promoting other sectors like agriculture, manufacturing, and services (Adegboye & Iweriebor, 2018). However, the economy has faced persistent challenges in recent years such as high inflation, unemployment, and income inequality, with the COVID-19 pandemic and the global economic downturn exacerbating existing issues. (Alabi and Omosuyi, 2023; Ogundipe et al., 2023). As of today, the Nigerian economy presents a complex and multifaceted landscape, requiring a careful examination from a management perspective.

One of the primary concerns facing the Nigerian economy is the persistent high rate of inflation, which stood at 21.91% in February 2023 (National Bureau of Statistics, 2023). This

high inflation rate has eroded the purchasing power of consumers, leading to a decline in consumer spending and a slowdown in economic growth. To address this issue, the Central Bank of Nigeria has implemented various monetary policy measures, such as increasing interest rates, but the impact has been limited (Onyekwena & Ekeruche, 2020).

Another significant challenge is the country's high unemployment rate, which stood at 33.3% in the fourth quarter of 2022 (National Bureau of Statistics, 2023). This high unemployment rate has contributed to increased poverty and social unrest, posing a significant threat to the country's economic and political stability. The government has implemented various initiatives to address this issue, such as the Youth Enterprise with Innovation in Nigeria (YouWiN) program, but more comprehensive strategies are needed to tackle the underlying causes of unemployment (Akanbi, 2022).

The Nigerian economy relies extensively on the oil and gas industry, which contributes significantly to the country's gross domestic product (GDP) and foreign exchange earnings. However, the volatility of global oil prices and the transition towards renewable energy sources have created uncertainty and vulnerability for the Nigerian economy (Nwogwugwu & Adebayo, 2022). To diversify the economy and reduce its reliance on oil, the government has been promoting the development of other sectors, such as agriculture, manufacturing, and services, but progress has been slow.

Despite these efforts, Nigeria's economy has faced numerous challenges, including high inflation, unemployment, and income inequality (Adepoju and Ogundipe, 2023; Okafor, 2017). The government's economic policies, such as currency devaluations and fiscal reforms, have aimed to address these issues, but their effectiveness remains a subject of ongoing debate (Ogbuigwe, 2018, Adepoju and Ogundipe, 2023; Alabi and Omosuyi, 2023). Odili & Odili 2021 argue that the reason is that the country still faces a range of structural and institutional challenges, including weak infrastructure, political instability, and corruption, which can undermine the impact of economic policies. Furthermore, the COVID-19 pandemic has had a significant impact on the Nigerian economy, further complicating the evaluation of these policies (Ozili, 2020; Alabi & Omosuyi, 2023). While some of these policies have had positive short-term impacts, the complex and dynamic nature of the Nigerian economy, as well as the need for ongoing reforms, suggest that their long-term effectiveness may be limited (Onyekwena & Ekeruche, 2019).

Despite these challenges, the Nigerian economy has demonstrated some signs of resilience and potential for growth. Osabuohien et al., (2022) contend that the country's young and growing population, coupled with its abundant natural resources and strategic location, provide opportunities for investment and economic development). However, addressing the country's structural issues, such as poor infrastructure, weak institutions, and political instability, are crucial for unlocking the full potential of the Nigerian economy. The current state of the Nigerian economy is characterized by a complex set of challenges, ranging from high inflation and unemployment to a heavy reliance on the volatile oil and gas sector.

Addressing these issues require a comprehensive and coordinated approach from policymakers, businesses, and the broader society. By leveraging the country's strengths and implementing effective strategies, the Nigerian economy can potentially emerge as a strong and resilient player in the global economic landscape.

1.8.2 Nigeria's Government and Political Landscape

Nigeria's government and political landscape have been marked by a tumultuous history, characterized by periods of military rule, democratization efforts, and persistent power struggles (Adegboye & Iweriebor, 2018; Akinboade & Makina, 2010). This complex political environment has had a significant impact on the country's governance and policy-making processes, with far-reaching implications for the management field. Throughout its history, Nigeria has experienced alternating phases of military dictatorships and democratically elected governments, each with its own distinct approaches to policy formulation and implementation (Akinboade & Makina, 2010). For instance, the military regimes of the 1970s and 1980s often favoured centralized, top-down decision-making, with a focus on state control and intervention in the economy (Okafor, 2017). In contrast, the more recent democratic governments have sought to implement market-oriented reforms, such as privatization and deregulation, aimed at attracting foreign investment and fostering economic growth (Okafor, 2017). These political dynamics have had a direct impact on the management landscape in Nigeria. The government's policies on foreign investment, privatization, and regulatory frameworks have significantly influenced the operations and strategies of both domestic and multinational companies operating in the country (Okafor, 2017). Managers have had to navigate a constantly shifting policy environment, adapting their business models and decision-making processes to align with the prevailing political and

economic realities. Moreover, the power struggles and tensions within the Nigerian political system have at times led to policy uncertainty and instability, presenting additional challenges for managers (Adegboye & Iweriebor, 2018). Navigating this complex political landscape and understanding the implications of government policies have become important skills for management professionals in Nigeria, enabling them to make informed decisions, mitigate risks, and capitalize on emerging opportunities.

The complex history and ongoing dynamics of Nigeria's government and political landscape have had a profound impact on the management field, requiring professionals to develop a deep understanding of the country's political dynamics and their implications for business operations. Effectively navigating this complex environment has become a critical competency for managers seeking to succeed in the Nigerian market.

1.8.3 Nigeria's Labour Landscape and Labour Reforms

The labour landscape in Nigeria has also undergone significant changes in recent years. The government has implemented various labour reforms, including the introduction of minimum wage laws, regulations on working hours, and policies aimed at improving workplace safety and employee welfare (Adegboye & Iweriebor, 2018). However, the effectiveness of these reforms has been challenged by the presence of strong labour unions, which have often resisted changes that they perceive as detrimental to workers' rights and interests (Ogbuigwe, 2018). The interplay between labour reforms and the activities of labour unions has had a significant impact on the management of human resources and industrial relations in Nigeria (Okafor, 2017).

In recent years, the Nigerian government has introduced various labour reforms to address issues such as minimum wage, working conditions, and labour union activities. For instance, the National Minimum Wage Act was amended in 2019, increasing the minimum wage from 18,000 Naira to 30,000 Naira per month (Adewumi, 2019).

Additionally, the government has implemented policies to promote workers' rights and improve labour-management relations, such as the Trade Unions Act and the Trade Disputes Act (Akinwale, 2010). These reforms have been aimed at addressing long-standing issues in the Nigerian labour market, such as minimum wage laws, regulations on working hours, and policies aimed at improving workplace safety and employee welfare (Adegboye & Iweriebor, 2018). These unions act as advocates for workers' rights, negotiating better

working conditions, wages, and benefits on their behalf (Adeyeye, 2019). By representing the collective interests of employees, labour unions can help to foster a sense of trust and loyalty, which are key drivers of employee engagement.

Labour unions provide employees with a platform to voice their concerns and grievances, which can help to address issues that may be impacting their engagement levels. This can include matters related to job security, career development opportunities, and work-life balance (Onyeukwu, 2021). However, despite the potential benefits of labour unions, the relationship between these organisations and hotel management in Nigeria has not always been harmonious. There have been instances of conflicts and disputes, which have led to disruptions in hotel operations and reduced employee engagement (Adeyeye, 2019).

One of the key challenges is the perceived lack of trust and communication between hotel management and labour unions. This can lead to an adversarial relationship, where both parties are focused on protecting their own interests rather than working collaboratively to address the needs of employees (Onyeukwu, 2021). The effectiveness of these reforms has been challenged by the presence of strong labour unions, which have often resisted changes that they perceive as detrimental to workers' rights and interests (Ogbuigwe, 2018).

However, there are also opportunities for labour unions and hotel management to work together to enhance employee engagement. By fostering a more collaborative and transparent relationship, both parties can identify and address the root causes of employee disengagement, such as poor working conditions, inadequate training, and limited career advancement opportunities (Adeyemi, 2020).

To enhance employee engagement, it is important for both labour unions and hotel management to adopt a more collaborative approach, focusing on open communication, trust-building, and the identification of mutually beneficial solutions. By working together, they can create a work environment that fosters a sense of belonging, empowerment, and job satisfaction among hotel employees, eventually contributing to the overall success and competitiveness of the Nigerian hotel sector. However, this relationship between government policies and labour union activities has had a significant impact on the management of human resources and industrial relations in Nigeria (Okafor, 2017). Management professionals in the country must navigate this complex labour landscape and find ways to effectively manage human resources while addressing the concerns of labour unions.

1.8.3.1 Implications for Management

The research context in Nigeria presents both opportunities and challenges for management professionals and organisations operating in the country. On the one hand, the country's growing economy, diverse workforce, and ongoing economic and political reforms offer significant potential for business growth and innovation (Adegboye & Iweriebor, 2018). Nigeria's large and youthful population, coupled with the government's efforts to diversify the economy beyond its traditional reliance on oil and gas, have created new avenues for investment and expansion. However, the complex political landscape, economic volatility, and labour-related issues can pose substantial risks and operational challenges for businesses (Okafor, 2017).

The country's political system is characterized by power struggles, regional tensions, and occasional social unrest, which can disrupt business operations and create an uncertain environment for decision-making. Additionally, the Nigerian economy is heavily influenced by fluctuations in global oil prices, leading to periods of economic instability and unpredictability. To navigate this complex landscape effectively, management professionals in Nigeria must develop a deep understanding of the country's economic, political, and labour-related dynamics. This includes staying informed about government policies, monitoring the activities of labour unions, and implementing strategies that address the unique challenges and opportunities of the Nigerian market (Ogbuigwe, 2018). For example, management teams may need to develop contingency plans to mitigate the impact of political or economic disruptions, while also exploring alternative revenue streams and diversifying their operations to reduce reliance on a single sector or industry.

Furthermore, the ability to effectively manage human resources are crucial for the success of organisations operating in Nigeria. The country's diverse workforce, with its mix of cultural backgrounds and educational levels, requires a multifaceted approach to talent management, employee engagement, and workforce development. Effective human resource strategies, such as tailored training programs, competitive compensation packages, and clear communication channels, can help organisations attract, retain, and motivate their workforce (Adegboye & Iweriebor, 2018). Navigating the complex regulatory framework in Nigeria is another key challenge for management professionals. The country's business environment is characterized by a web of laws, regulations, and bureaucratic processes that can be difficult to navigate. Successful organisations need to develop a deep understanding

of the regulatory landscape, maintain strong compliance practices, and engage with policymakers and regulatory authorities to ensure their operations align with the evolving legal and policy environment. The ability to adapt to changing market conditions are essential for the success of organisations operating in Nigeria. The country's dynamic and rapidly evolving business landscape requires management teams to be agile, innovative, and responsive to emerging trends and customer needs. This may involve exploring new technologies, diversifying product and service offerings, and constantly monitoring and adjusting their strategies to stay ahead of the competition.

In summary, the research context in Nigeria presents both significant opportunities and formidable challenges for management professionals and organisations. By developing a deep understanding of the country's economic, political, and labour-related dynamics, implementing effective human resource and compliance strategies, and maintaining a high degree of adaptability, management teams can navigate the complexities of the Nigerian business landscape and unlock the country's vast potential for growth and innovation.

1.9 The Hospitality Industry in Nigeria: Opportunities and Challenges

The Nigerian hospitality industry has been a significant contributor to the country's economic growth and development. Nigeria, with its diverse cultural heritage and natural resources, has become an attractive destination for both domestic and international travellers. The industry encompasses a wide range of businesses, including hotels, restaurants, resorts, and other tourism-related services (Ajayi & Ohunakin, 2019). This paper aims to explore the current state of the hospitality industry in Nigeria, highlighting its opportunities and challenges.

The Nigerian hospitality industry has witnessed a steady growth in recent years. According to the National Bureau of Statistics (2021), the sector contributed approximately 4.8% to the country's Gross Domestic Product (GDP) in 2020. This growth can be attributed to several factors, including the increasing disposable income of the Nigerian population, the rise of domestic tourism, and the country's efforts to promote itself as a tourist destination (Adeyinka-Ojo & Khoo-Lattimore, 2013).

One of the significant opportunities in the Nigerian hospitality industry is the country's rich cultural heritage. Nigeria is home to a diverse array of ethnic groups, each with its unique customs, traditions, and culinary offerings. This diversity has the potential to attract a wide

range of tourists, who are interested in experiencing the country's cultural diversity (Adeyinka-Ojo & Khoo-Lattimore, 2013). Additionally, Nigeria's natural resources, such as its beautiful beaches, national parks, and historical sites, offer ample opportunities for the development of tourism-related businesses (Ajayi & Ohunakin, 2019).

The growing popularity of domestic tourism is another opportunity in the Nigerian hospitality industry. With the rise in disposable income and the increasing awareness of the country's tourist attractions, more Nigerians are choosing to explore their own country, rather than traveling abroad (Adeyinka-Ojo & Khoo-Lattimore, 2013). This trend presents a significant opportunity for the hospitality industry to cater to the needs of the domestic market, which can contribute to the industry's overall growth and sustainability.

However, the Nigerian hospitality industry also faces several challenges. One of the primary challenges is the lack of adequate infrastructure, such as reliable transportation, electricity, and water supply (Ajayi & Ohunakin, 2019). This lack of infrastructure can hinder the development of the industry, as it can negatively impact the quality of service and the overall experience of tourists.

Another challenge facing the Nigerian hospitality industry is the issue of security. Nigeria has been grappling with various security challenges, including terrorism, kidnapping, and political instability, which can deter potential tourists from visiting the country (Adeyinka-Ojo & Khoo-Lattimore, 2013). This challenge requires a concerted effort from the government and industry to address and improve the country's security situation.

The Nigerian hospitality industry also faces the challenge of skilled labour shortage. The industry requires a skilled workforce, including hotel managers, chefs, and hospitality professionals, to provide high-quality service to customers (Ajayi & Ohunakin, 2019). However, the country's educational system has not been able to keep up with the industry's demand for skilled labour, leading to a shortage of qualified personnel.

In a nutshell, the Nigerian hospitality industry presents both opportunities and challenges. The country's rich cultural heritage, natural resources, and the growing popularity of domestic tourism offer significant potential for the industry's growth. However, the lack of adequate infrastructure, security challenges, and the shortage of skilled labour pose significant hurdles that need to be addressed. To fully capitalize on the industry's potential, a collaborative effort between the government, industry stakeholders, and educational

institutions is necessary to address these challenges and create a more conducive environment for the hospitality industry to thrive in Nigeria.

1.10. The Nigerian Hotel Sector

The Nigerian hotel sector has experienced significant growth and transformation over the past decade, emerging as a vital component of the country's tourism and hospitality industry. This overview aims to provide a comprehensive understanding of the current state of the Nigerian hotel sector, its key players, challenges, and future prospects. The Nigerian hotel sector is characterized by a diverse range of establishments, from luxury international chains to locally owned boutique hotels. According to a report by PricewaterhouseCoopers (PwC), the Nigerian hotel sector generated an estimated revenue of \$424 million in 2019, with a projected annual growth rate of 7.6% between 2019 and 2023 (PwC, 2020). This growth can be attributed to various factors, including the country's growing middle class, increased business travel, and the government's efforts to promote tourism.

One of the key players in the Nigerian hotel sector is the international hotel chains, such as Marriott, Hilton, and Radisson, which have established a strong presence in the country. These hotels cater to the high-end market, offering premium services and amenities to both business and leisure travelers (Olayiwola et al., 2020). In addition to the international chains, the Nigerian hotel sector also features a significant number of locally owned hotels, which range from budget-friendly options to upscale establishments.

The Nigerian hotel sector faces several challenges, including infrastructure deficiencies, security concerns, and a lack of skilled labour. The country's poor road network, limited power supply, and inadequate water and sanitation infrastructure can pose significant challenges for hotel operations (Akpan & Akpan, 2012). Additionally, the ongoing security issues in certain regions of the country can deter both domestic and international travelers, negatively impacting the hotel sector.

Another challenge facing the Nigerian hotel sector is the shortage of skilled hospitality professionals. The lack of adequate training and development programs has led to a skills gap, with many hotels struggling to find qualified staff to manage their operations effectively (Okoye & Ezejiofor, 2013). This issue has prompted some hotel chains to invest in training and development programs to address the skills gap. Despite these challenges, the Nigerian hotel sector holds significant potential for growth and development. The country's growing

population, expanding middle class, and increasing business activities present opportunities for hotel operators to capitalize on the rising demand for quality accommodation (Olayiwola et al., 2020). Additionally, the government's efforts to promote tourism, such as the development of tourist attractions and infrastructure, are expected to contribute to the sector's growth.

In recent years, the Nigerian hotel sector has also seen the emergence of innovative business models, such as the rise of online hotel booking platforms and the growth of the sharing economy through platforms like Airbnb. These new trends are transforming the way travellers' book and experience accommodation, and hotel operators in Nigeria must adapt to these changes to remain competitive.

In summary, the Nigerian hotel sector is a dynamic and evolving industry, with both challenges and opportunities. While infrastructure deficiencies, security concerns, and skills gaps pose significant hurdles, the sector's growth potential is undeniable. As the country continues to develop and the middle class expands, the demand for quality hotel accommodation is expected to increase, presenting opportunities for both international and local hotel operators to capitalize on the growing market.

1.11 Rationale for the Nigerian Hotel Sector

The Nigerian hotel sector was selected for this research because the Nigerian hotel sector plays a major role in the country's economy, contributing significantly to employment, revenue generation, and the overall hospitality industry. The rationale for focusing on the Nigerian hotel sector in this study is multifaceted. Firstly, the hotel sector in Nigeria is a significant employer, with the sector employing over 1.2 million people nationwide (National Bureau of Statistics, 2020). Understanding the factors that influence employee engagement in this sector is crucial, as engaged employees are more likely to be productive, committed, and contribute to the overall success of the organisation (Anitha, 2014).

Secondly, the Nigerian hotel sector has faced various challenges related to labour union activities and government policies, which can have a significant impact on employee engagement. Labour unions in Nigeria have a strong presence in the hotel sector, and their activities, such as strikes and collective bargaining, can disrupt operations and affect employee morale (Adeyemi and Akpotu, 2018; Adeyeye et al., 2019). Additionally,

government policies, such as taxation, regulations, and labour laws, can also influence the hotel sector's operations and employee engagement (Okoye, 2021).

By investigating the impact of these factors on employee engagement, this study aims to provide valuable insights that can help hotel managers and policymakers develop strategies to enhance employee engagement and improve overall organisational performance. The findings of this study can inform the development of policies and practices that foster a positive work environment, improve employee satisfaction, and eventually contribute to the growth and sustainability of the Nigerian hotel sector.

Furthermore, the focus on the Nigerian hotel sector in this study is significant, as it represents an understudied area in the existing literature. While there is a wealth of research on employee engagement in various industries, there is a paucity of studies that specifically examine the Nigerian hotel sector (Adeyeye et al., 2019). This research study will contribute to the existing body of knowledge and provide a foundation for future research in this area.

In a nutshell, the rationale for focusing on the Nigerian hotel sector in this research study is grounded in the sector's importance to the country's economy, the challenges it faces related to labour union activities and government policies, and the need to understand the impact of these factors on employee engagement. The findings of this study will have practical implications for industry stakeholders and policymakers and contribute to the broader understanding of employee engagement in the Nigerian hotel sector.

1.12 Summary of Chapter One

This chapter discussed the research background, problem statement, research purpose, research rationale, significance of the research study, research objectives, research questions, and the research context of the Nigerian hotel sector. Chapter Two presents a detailed literature review regarding the concept of employee engagement, its feasibilities, antecedents, drivers, benefits, and relationships with other constructs. It also discusses recent trends, debates, and emerging perspectives in employee engagement, analysing government policies, labour unions in the light of employee engagement among frontline hotel workers and understanding the relationship between these institutions. A conceptual framework is structured to guide and support the research study.

Chapter Two

Literature Review

2.0 Introduction

This chapter provides a comprehensive review of the literature on employee engagement. The chapter begins by defining employee engagement and its significance in the hospitality industry. It then examines various theoretical models of employee engagement and their relevance to the hotel sector. The literature review explores an employee engagement-related framework. The chapter also discusses the relationship between employee engagement and performance, including employee job satisfaction. It then discusses the antecedents of employee engagement. Furthermore, it analyses the drivers of employee engagement before discussing employee disengagement. The chapter then explores the broader hotel sector before narrowing the discussion to the Nigerian hotel sector. Finally, the theoretical framework that guides the study is outlined before a summary is provided.

2.1 Conceptual Framework

The Nigerian hotel sector is a significant player in the country's economy, providing employment opportunities and generating revenue. Despite its relevance, the sector is confronted with challenges such as government policies and labour union activities which can affect employee engagement, particularly among frontline workers. This conceptual framework provides a structure to investigate the relationship between these factors and their influence on employee engagement in the Nigerian hotel sector.

CONCEPTUAL FRAMEWORK DIAGRAM

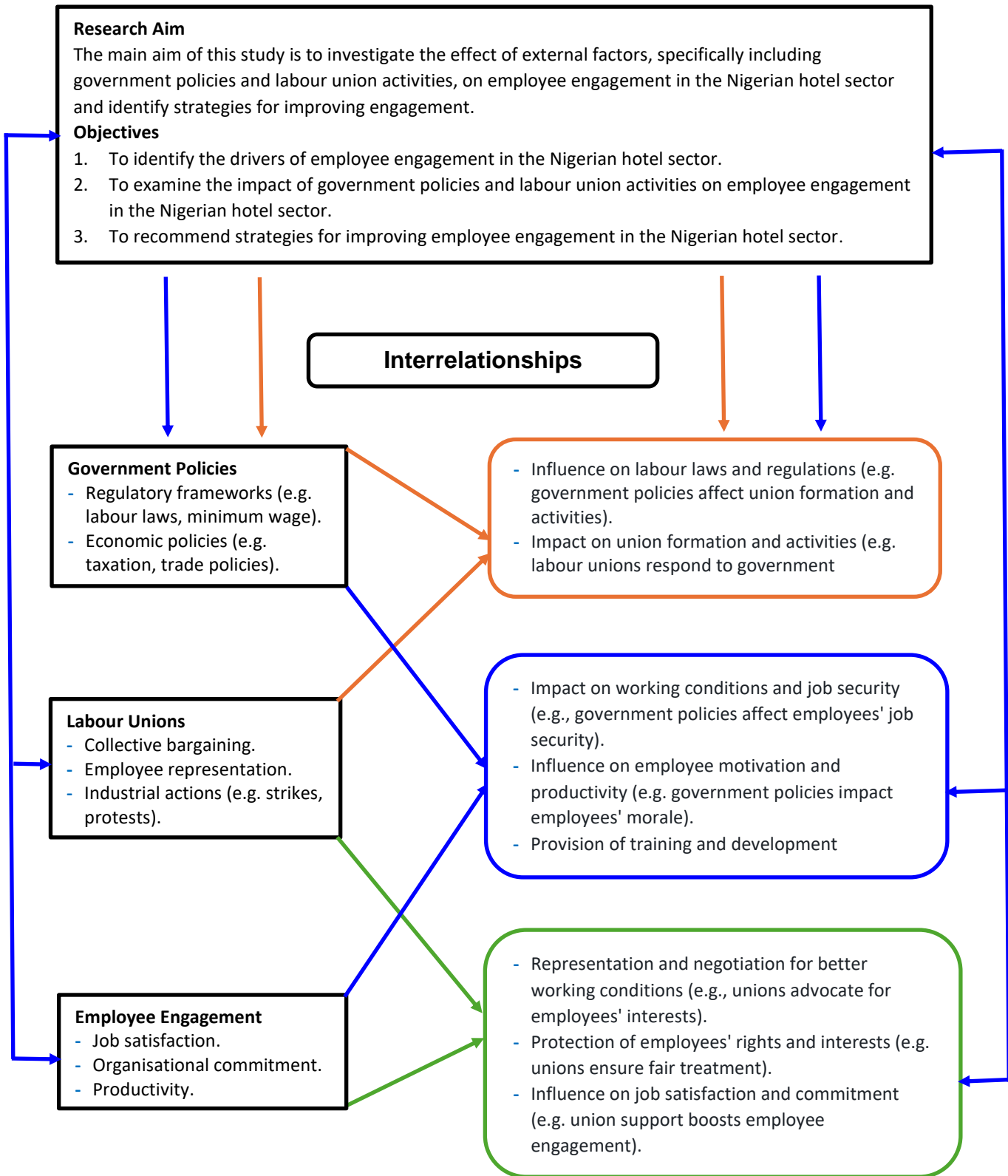


Figure 2.1 Conceptual Framework model for this research. This framework illustrates how government policies, labour unions, and employee engagement are interconnected and influence one another in the Nigerian hotel sector.

This conceptual model examines the relationships between government policies, labour union activities, and employee engagement among frontline employees in the Nigerian hotel sector. The model suggests that both government policies and labour union activities can significantly influence the level of employee engagement, which in turn can impact the overall performance and success of the hotel.

Government policies, such as taxation, labour regulations, and industry-specific initiatives, can have a direct impact on the working conditions and job security of frontline employees in the hotel sector. These policies can either enhance or hinder employee engagement, depending on their design and implementation. For example, favourable tax policies that incentivise employee training and development programmes may contribute to higher levels of employee engagement, as employees feel valued and supported by the government. Similarly, labour union activities, such as collective bargaining, grievance handling, and worker representation, can also shape the level of employee engagement. Effective labour unions can negotiate better working conditions, wages, and benefits for frontline employees, leading to increased job satisfaction and commitment. On the other hand, adversarial labour-management relationships or union interference in day-to-day operations may undermine employee engagement and morale.

This conceptual framework suggests that the level of employee engagement, which encompasses factors such as job satisfaction, organisational commitment, and discretionary effort, can significantly impact the overall performance and success of the hotel. Engaged frontline employees have a higher tendency to provide superior customer service, demonstrate higher levels of productivity, and contribute to the hotel's long-term sustainability.

By understanding the complex relationship between government policies, labour union activities, and employee engagement, hotel management and policymakers in Nigeria can develop strategies to enhance employee engagement, improve service quality, and in the long run contribute to the growth and competitiveness of the hotel sector. This conceptual model provides a foundation for future empirical investigations, enabling researchers to delve deeper into the complexities of these relationships and provide valuable insights for the industry. Recognising the critical role of frontline employees and their engagement levels is essential for the Nigerian hotel sector to navigate the challenges posed by government policies and labour union activities. By fostering an environment that supports and nurtures

employee engagement, hotels can not only improve their operational efficiency but also enhance their long-term sustainability and competitiveness in the market.

2.2 Rationale for Conceptual Framework

This research study aims to investigate the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector. This study is important as it can offer valuable insights into the factors that influence employee engagement, which is a critical aspect of organisational performance and success (Anitha, 2014; Saks, 2006). The conceptual framework for this study is grounded in the institutional theory, which provides a comprehensive framework for understanding the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector (DiMaggio & Powell, 1983, Scott, 2013). By considering the institutional environment and its influence on organisational behaviour, the researcher has gained a deeper understanding of the factors that contribute to employee engagement in this specific context.

By examining these institutional factors, the researcher has uncovered the mechanisms through which they shape employee engagement in the Nigerian hotel sector. The study employed a qualitative research approach, including data collection and analysis techniques (Creswell & Creswell, 2017). This approach provided a comprehensive understanding of the research problem and contributed to the existing literature on employee engagement, government policies, and labour union activities in the Nigerian hotel sector.

Furthermore, the study considered the unique cultural and socio-economic context of the Nigerian hotel sector, which may influence the dynamics between institutional factors and employee engagement. By adopting a holistic and contextual approach, this research offers useful insights that can inform policy decisions, management strategies, and labour union practices to enhance employee engagement as well as the performance and competitiveness of the Nigerian hotel sector.

2.3 Defining Employee Engagement

According to Kahn (1990), employee engagement is "the harnessing of organisation members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." Gallup (2022) define

employee engagement as “the involvement and enthusiasm of employees in their work and workplace” This further emphasizes the emotional and motivational dimensions of engagement, which can significantly impact an organisation's productivity, customer satisfaction, and overall success.

Schaufeli et al., (2002) define Employee engagement as “a positive, fulfilling, work-related state of mind characterized by vigour, dedication, and absorption.” Vigor refers to high levels of energy and mental resilience, dedication involves a strong involvement and sense of significance, and absorption is characterized by being fully concentrated and happily engrossed in one's work (Schaufeli et al., 2002). Engaged employees are not only physically present but also mentally and emotionally invested in their work, which leads to enhanced performance and positive organisational outcomes (Kahn, 1990).

Shuck and Wollard (2010) offer an all-inclusive definition, they define employee engagement as "an individual employee's cognitive, emotional, and behavioural state directed toward desired organisational outcomes." This highlights the importance of aligning employee engagement with an organisation's strategic objectives through the individual's cognitive, emotional, and behavioural state. It incorporates various factors such as job satisfaction, organisational commitment, and personal well-being.

For a comprehensive definition, employee engagement refers to the degree of enthusiasm, commitment and dedication an employee exhibits towards their job and the organisation, resulting in discretionary effort and the achievement of the organisation's objectives. This definition captures the key elements of employee engagement highlighted in the literature, including emotional attachment, willingness to 'go the extra mile', commitment, collaboration, and awareness of the business context. This definition is appropriate, as it captures the essence of the employee engagement concept, which is to establish a two-way relationship between the employer and employee that fosters mutual growth, trust, and commitment (Hawari et al, 2022). It emphasises the importance of employee engagement in driving business performance, employee well-being, and organisational effectiveness, while acknowledging the diverse factors that contribute to it, such as fair working conditions, internal communication, employee satisfaction, and motivation.

An inclusive definition of employee engagement is essential for organisations to develop effective strategies that enhance employee well-being and drive business

performance (Kaur & Randhawa, 2019; Sun & Yoon, 2022). An employee demonstrates enhanced overall performance when they acquire knowledge and understanding of their role, organisational culture, and policies. Employee engagement may also be fostered by self-association and engagement in work-related activities, such as dedication to work, active involvement in tasks, and deepening of intra-function actions (Silva et al., 2023). This notion is supported by the concept of how the psychological link with the real workforce influences individuals' behaviour, conduct, and therefore, their degree of involvement and detachment from work (Margaretha et al., 2021).

Research studies on employee engagement reveal several challenges and limitations in fully comprehending this complex construct – employee engagement. One such challenge is the lack of a universally accepted definition and measurement approach, which can hinder the ability to compare findings across different studies (Macey & Schneider, 2008). The diverse nature of the workforce and individual differences in employee preferences further complicate the understanding of engagement (Macey & Schneider, 2008). What motivates one employee may not be as impactful for another, underscoring the need for a more personalized approach (Bakker & Demerouti, 2008). Additionally, the causal relationships between engagement and its antecedents and outcomes are not always clear, and the role of contextual factors in shaping engagement levels requires further exploration (Saks, 2006). Organisational culture, leadership style, and job design can all influence the levels of employee engagement, and these contextual factors may vary across different organisations and industries (Saks, 2006).

Furthermore, the subjective nature of engagement, with its emotional and cognitive components, poses challenges in measuring and assessing it accurately (Macey & Schneider, 2008). This complexity makes it challenging to pinpoint the specific drivers of engagement and determine the most effective interventions. To overcome these challenges, a targeted and empirical study of employee engagement becomes necessary. This approach may involve examining specific aspects of the work environment, such as job design, leadership, and organisational culture, and their influence on different dimensions of engagement (Saks & Gruman, 2014).

Defining employee engagement is important for organisations that seek to optimise their human capital and achieve sustainable success. By understanding the multifaceted

nature of employee engagement and its impact on organisational outcomes, business leaders can develop and implement strategies to cultivate a highly engaged workforce.

2.4 Employee Engagement and Similar Constructs

Employee engagement has emerged as a critical concept in the field of management, capturing the attention of both researchers and practitioners (Kahn, 1990; Schaufeli et al., 2002). While the importance of employee engagement is widely recognized, it is often confused with similar constructs, such as job satisfaction, organisational commitment, and job involvement (Macey & Schneider, 2008). Distinguishing employee engagement from these related concepts is essential for a comprehensive understanding of its unique characteristics and implications for organisational success.

2.4.1 Employee Engagement and Job Satisfaction

Job satisfaction and employee engagement are two important concepts in the realm of organisational psychology. Job satisfaction, as defined by Locke (1976), is the positive emotional state that arises from an individual's evaluation of their job or job experiences. It is essentially an individual's overall attitude towards their job, focusing on whether they like or dislike their work (Spector, 1997). On the other hand, employee engagement, as described by Kahn (1990), goes beyond job satisfaction. It involves not only positive attitudes towards one's job but also a heightened emotional, cognitive, and behavioural investment in their work. While job satisfaction serves as a foundation for employee engagement, the two concepts are not interchangeable. Engaged employees not only experience job satisfaction but also demonstrate a deeper level of commitment and involvement in their work. They are willing to go the extra mile and take on additional responsibilities, showing a strong connection to their work and the organisation. In essence, while job satisfaction is an important component, employee engagement encompasses a more profound and active relationship between the individual and their work environment.

2.4.2 Employee Engagement and Organisational Commitment

Organisational commitment, as defined by Meyer and Allen (1991), represents the extent to which an individual develops a strong emotional attachment to and actively participates in a specific organisation. This commitment is manifested through a genuine

desire to remain a member of the organisation, an alignment with its goals and values, and a willingness to exert substantial effort on its behalf. For example, an employee who consistently goes the extra mile to ensure the success of their company's projects, even when it requires working overtime, demonstrates a high level of organisational commitment. While organisational commitment and employee engagement overlap in certain aspects, the latter, as described by Macey and Schneider (2008), is more focused on the individual's emotional investment and fulfilment in their job role, rather than their loyalty to the organisation itself.

Engaged employees may exhibit commitment to their organisation, but their primary motivation stems from a personal passion for the work they perform and a sense of purpose, rather than a sense of obligation to maintain their organisational membership. For instance, a hotel software developer who is deeply invested in the development of innovative technology and derives a strong sense of accomplishment from their work may be considered highly engaged, even if their level of organisational commitment is relatively lower. The distinction between these two concepts is important for organisations to understand, as it allows them to tailor their employee management strategies accordingly. By fostering both organisational commitment and employee engagement, organisations can create a more motivated, productive, and loyal workforce that is aligned with the company's objectives and driven by a genuine passion for their work.

2.4.3 Employee Engagement and Job Involvement

Job involvement is a concept that refers to the extent to which an individual psychologically connects with their job and how important the job is to their self-image (Kanungo, 1982). It reflects how much an individual is mentally absorbed and engaged in their current job (Kanungo, 1982). While similar to employee engagement, job involvement is more focused on cognitive aspects, whereas employee engagement encompasses a broader range of emotional, cognitive, and behavioural dimensions, such as energy, dedication, and absorption in one's work (Schaufeli et al., 2002).

Engaged employees not only feel a strong cognitive attachment to their job but also demonstrate a heightened emotional investment and a willingness to go above and beyond in their job responsibilities. The concepts of employee engagement and job involvement are related but have key distinctions that warrant careful consideration. Rameshkumar (2020) defines employee engagement as the level of energy, passion, pride, satisfaction, and

enthusiasm that an employee puts into their work. While Rameshkumar's view contrasts engagement with involvement or commitment, which refers to how much employees contribute to an organisation's goals (Riyanto, Endri, Herlisha, 2021), the relationship between the two is more complex.

Some studies explicitly link employee engagement with job involvement and discuss how it relates to 'flow', emphasizing their conceptual distinctiveness. Job involvement is primarily cognitive, while engagement involves a subjective emotional and physical commitment to one's work, although the boundaries between these aspects are not always clear.

The assertion that job involvement is a result of engagement by well-engaged employees needs to be critically examined, as these constructions may be correlated but have subtle differences in employee attitudes and behaviours (Csikszentmihalyi, 1990). While job satisfaction is often seen as separate from engagement and involvement, exploring the connections between job satisfaction, engagement, and involvement could provide valuable insights. Job satisfaction, which stems from a positive evaluation of one's job, may overlap with aspects of engagement and involvement.

Turner and Turner (2019) note that employee engagement encompasses a wide range of experiences at work, which suggests a holistic approach that may obscure specific mechanisms of engagement in practice. Similarly, characterizing job involvement as a narrow focus on job roles overlooks its potential broader impact on organisational outcomes beyond job performance. Understanding the boundary conditions of job involvement is important for developing practical applications at the organisational level. The relationship between employee engagement and organisational citizenship behaviours (OCBs) supports the idea that employee engagement leads to positive organisational outcomes, but further empirical research is needed to establish a causal relationship and understand the underlying mechanisms (Rinpetto al 2021).

2.4.4 Employee Engagement and Vigour

Employee engagement and vigour are often used interchangeably, but research suggests that they are distinct constructs (Schaufeli & Bakker, 2010). Haroush and Koslowsky (2020) describes vigour as immediate physical and mental dynamism displayed in work

settings. Sharma and Singh (2021) argue that Employee engagement represents a positive psychological and affective state towards work. Shirom (2003) defines vigour as physical strength, mental vivacity, and emotional vitality, separate from traditional measures of employee engagement. Schaufeli et al., 2002 maintains that vigour, a component of work engagement, is characterized by high levels of energy, mental resilience, and a willingness to invest effort in one's work. In contrast, employee engagement is a broader concept that encompasses not only vigour but also dedication and absorption (Schaufeli & Bakker, 2010).

Dedication refers to a strong involvement in one's work, accompanied by a sense of significance, enthusiasm, and challenge (Schaufeli et al., 2002). Absorption, on the other hand, is characterized by being fully concentrated and happily engrossed in one's work, to the extent that time passes quickly (Schaufeli & Bakker, 2010). While vigour, dedication, and absorption are related, they are distinct constructs. Vigour is primarily concerned with the energy and mental resilience associated with work, dedication focuses on the cognitive aspect of engagement and absorption looks at the emotional aspect of engagement (Schaufeli & Bakker, 2010). In contrast, vigour, defined by Otuwurunne (2023), is characterized by high energy, psychological toughness, and persistence in the face of challenges at work. Employee engagement includes job satisfaction, dedication to organisational goals, and a positive workplace spirit, reflecting a broad connection between the employee and the organisation. This distinction is important, as it allows researchers and practitioners to better understand the different components of employee engagement and how they contribute to overall organisational performance (Bakker & Leiter, 2010).

2.4.5 Implications for Management

Understanding the key differences between employee engagement and related constructs, such as job satisfaction, organisational commitment, and job involvement, is important for effective management practices. Managers who can effectively differentiate these concepts can develop more targeted and impactful strategies to foster employee engagement, which has been consistently linked to various positive organisational outcomes. Employee engagement goes beyond simply being satisfied with one's job or feeling committed to the organisation. It encompasses a deeper emotional, cognitive, and behavioural investment in one's work, characterised by a sense of vigour, dedication, and absorption (Schaufeli et al., 2002). For example, an engaged employee may feel energised

and enthusiastic about their work, find it meaningful and important, and become fully immersed in their tasks, leading to enhanced job performance and organisational citizenship behaviours, as well as reduced turnover intentions (Harter et al., 2002; Saks, 2006).

To foster employee engagement, managers should implement tailored interventions that address the unique aspects of engagement. This may involve creating challenging and meaningful work, providing autonomy and opportunities for growth, and cultivating a supportive work environment that enables employees to thrive (Kahn, 1990). For instance, managers could design job roles that offer a good balance of routine tasks and stimulating, problem-solving activities, or they could encourage employees to take on stretch assignments that challenge them to develop new skills.

By recognising that employee engagement is distinct from related constructs, managers can develop more effective strategies to motivate and inspire their workforce. For example, while job satisfaction focuses on an employee's contentment with their job, and organisational commitment reflects their emotional attachment to the organisation, employee engagement encompasses a deeper level of investment and involvement in one's work. By understanding these nuances, managers can tailor their approaches to address the specific drivers of engagement, leading to improved organisational performance and long-term sustainability.

In summary, while employee engagement shares some similarities with related constructs, it is a distinct concept that captures the emotional, cognitive, and behavioural investment of an individual in their work. By understanding the key differences between employee engagement and other related constructs, managers can develop more targeted and effective strategies to foster employee engagement and drive organisational success.

2.5 Antecedents of Employee Engagement

Employee engagement plays a major role as an essential link between high quality customer service delivery, customer satisfaction, and improved organisational performance (Saks, 2006; Truss et al., 2013; Karatepe et al., 2012). As employees collaborate in teams to create products and services, the challenges and pressures promoted by actively disengaged workers could lead to setbacks in the operations of the organisation (Armstrong, 2014; Bailey, 2017). Therefore, antecedents are predictors of engagement. As such, it can be argued that engagement facilitates the link between the antecedents and the outcomes. Regarding

antecedents and the consequences of employee engagement, Saks (2006) highlights the following antecedents of employee engagement.

2.5.1 Job Characteristics

One of the key factors that can contribute to employee engagement is the nature of the job itself. Saks (2006) argues that the characteristics of a job can inspire workers to become invested (engaged) in their work, ultimately leading to improved performance and productivity. Psychological meaningfulness is an important aspect of employee engagement, and it can be derived from job characteristics that offer variety, challenging work, the use of personal discretion, the opportunity to utilise a diverse set of skills, and the chance to make a significant contribution towards the organisation's goals (Maslach et al., 2001). For instance, a job that allows an employee to take on diverse tasks, use their creativity to solve complex problems, and have a direct impact on the company's success is more likely to foster a sense of meaningfulness and engagement. Furthermore, job characteristics that provide workers with the liberty and encouragement to invest more of their skills, knowledge, and abilities into their job roles are strongly linked to increased engagement (May et al., 2004; Maslach et al., 2001). When employees feel that their work is meaningful and that they have the autonomy to apply their expertise, they are more likely to become deeply invested in their tasks and committed to the organisation's objectives. Jobs that offer variety, challenge, autonomy, and the opportunity to make a meaningful contribution are more likely to inspire workers to become engaged and committed to their work, leading to enhanced performance and organisational success.

2.5.2 Perceived Organisational Support (POS)

Saks (2006) observed that employees who received more organisational support had higher levels of engagement towards their job roles. POS is defined as the guarantee that support is obtainable from the organisation, when required, to execute an employee's task successfully and to persevere in challenging times (Rhoades and Eisenberger, 2002). Employers appreciate commitment and devotion from their employees, but workers are more focused on what their employers are willing to provide for them in return. POS is the level and quality of support an employee thinks she/he receives from the organisation that

enables them to fulfil their role effectively. According to organisational support theory (Shore and Shore, 1995), employees build global beliefs regarding how much value organisations place in them and their contributions, as well as how much consideration employers have for the well-being and health of their employees. This enables employees to rate the willingness and readiness of the organisation to meet their emotional and social needs and reward improved performance.

Perceived organisation support is reflected in how much significance the supervisor or manager gives to employee welfare, interest, and performance. Frontline supervisors are considered crucial for developing engagement but can also be the cause of employee disengagement (Bates, 2004; Frank et al., 2004). Good supervisor support influences employee confidence on the job. Open, sincere, friendly communication develops meaningful relationships between employees and managers, building employee engagement. (Rhoades & Eisenberger, 2002).

2.5.3 Reward and Recognition (Intrinsic and Extrinsic Rewards)

Saks (2006) contends that when employees feel recognised and rewarded for their hard work and outstanding performance, they are more likely to be engaged. Extrinsic rewards refer to the material or substantial incentives employees receive from their organisation as appreciation for their effort/performance. These rewards are usually monetary, such as bonuses, salary increases, and benefits. Intrinsic rewards refer to those mental and psychological rewards that the organisation gives to employees as an appreciation for their valued performance and effort. In organisations in which the nature of the job is routine, and work is generally more administrative, extrinsic rewards play a major role (Bates, 2004). Extrinsic and intrinsic rewards are key motivators in the workplace. Employee engagement levels increase when employees are offered fair compensation and benefits (Vazirani, 2007; Amah, 2018). Employees work better and achieve more when there is a system in place that recognises and rewards such efforts. Reward and recognition are intended to encourage employee engagement (Kahn, 2013).

2.5.4 Distributive Justice and Procedural Justice

Saks (2006) and Rawls (1971) emphasise the importance of treating employees with fairness and impartiality in the workplace. When workers perceive a greater sense of both

distributive and procedural justice, they tend to be more invested in their work and more committed to the organisation. Distributive justice is concerned with the fairness of the final outcomes or decisions made, such as the allocation of resources, rewards, and opportunities (Koodamara, 2017; Rawls, 1971). For example, employees may evaluate the fairness of their salaries, bonuses, or promotions compared to their peers. On the other hand, procedural justice is focused on the methods and processes used to arrive at those decisions (Colquitt, 2001). This includes the transparency, consistency, and inclusiveness of decision-making procedures, as well as the opportunities for employees to voice their concerns and participate in the process.

Research has shown that perceived fairness in the workplace can have a significant impact on various employee attitudes and behaviours (Rhoades et al., 2001; Colquitt, 2001). When employees believe that justice and fairness are not being applied consistently across the organisation, they may become less engaged, less satisfied with their jobs, and more likely to leave the company. On the flip side, a strong sense of distributive and procedural justice can foster greater employee dedication, openness to change, and productivity. Procedural justice is particularly important as it reflects the methods and procedures used by organisations to address employee issues, such as work conditions, conflict management, and performance evaluation (Saks, 2006; Koodamara, 2017; Rawls, 1971).

An effective procedural justice system should be unbiased, flexible, comprehensive, and applicable to all employees, ensuring that everyone is treated fairly and with respect, regardless of their position or status within the organisation. By prioritizing both distributive and procedural justice, organisations can create a work environment that promotes employee engagement, job satisfaction, and overall productivity. This, in turn, can lead to improved organisational performance, reduced turnover, and a more positive and collaborative workplace culture.

2.5.5 Job Satisfaction

Locke and Henne (1986) define job satisfaction as a pleasing or positive emotional state ensuing from one's appraisal of his/her job or job experiences. The definition of job satisfaction according to Clifford (as referenced in Wright & Davis, 2003) is "the representation of employees and their work environment by comparing what they expect to receive versus what employees actually receive." According to research, there is a clear

connection between employee engagement and job satisfaction. This relationship suggests that if an employee has a sense of job satisfaction, there is a likelihood that the employee will be engaged in their work role (Basbous, 2011). Consequently, the greater the amount of job satisfaction, the greater their degree of engagement. Therefore, managers and business leaders in organisations must expend sufficient effort and resources towards ensuring that the work conditions are in place to encourage employee satisfaction. Such conditions include fair remuneration, availability of working equipment and supplies, good working climate, effective leadership, good communication systems, fairness in performance assessment and management, cooperation from fellow employees, career development opportunities, and commensurate benefits and compensation. The availability of these conditions in the workplace often leads to employee satisfaction, which improves employee engagement in the organisation.

According to Hoppock (1935), job satisfaction is a confluence of psychological, physiological, and environmental elements that allow an employee to express happiness with their work. Although external circumstances can influence job satisfaction, it eventually concerns how employees feel, making it an internal phenomenon (Spector, 1997; Vroom, 1964). In the past, job satisfaction was understood through need fulfilment theory, which focused on the physical and psychological needs of employees. However, more recent studies have tended to emphasize on cognitive factors and the attitudinal perspective, which defines job satisfaction as an overarching sentiment toward one's work or as a constellation of attitudes towards different components of one's employment. Negative or good feelings about one's job may have a significant impact on one's performance at work and one's perception of one's own success (Davis et al., 1985; Armstrong, 2006). Job satisfaction is an internal feeling, while motivation is more external (Mullins, 2005; Aziri, 2008), and the two have been related to numerous outcomes and conceptions. Overall, job satisfaction is a complicated notion with diverse meanings for different individuals, but it is essential to the attainment of individual and organisational objectives (Kaliski, 2007).

Individual coping techniques, autonomy, coworker interaction, and direct planning were shown to be essential for job satisfaction among nurses in a review conducted by Hayes et al. (2010). Osibanjo (2012) found a similar correlation between job satisfaction and investment in staff development, employee retention, and a positive work environment in the Nigerian banking sector. Job satisfaction was also shown to be connected to demographic

factors, marital status, interpersonal interactions, and compensation packages by Iwu and Ukpere (2012). Companies understand that job satisfaction is a result of treating employees with dignity and respect. According to research by Kavita and Kalpana (2012), having a compassionate worldview is a sign of emotional and mental wellness. The utilitarian view holds that when workers are happy in their jobs, they are more likely to behave in ways that impact the business. Satisfaction levels in different departments of an organisation may be used as an early warning system for problems (Kavita & Kalpana, 2012).

2.5.6 Organisational Commitment

Research studies have proven that employee engagement positively correlates with organisational commitment (Bakker et al., 2012; Ludwig and Frazer, 2012). Organisational commitment denotes the positive attitude, behaviour, or attachment that employees demonstrate towards organisational goals, values, and objectives (Saks, 2006). An employee who displays absolute commitment towards his/her job role is likely to be an engaged employee. Thus, it can be argued that organisational commitment boosts employee engagement and that without organisational commitment, there will be no employee engagement. Organisational commitment often results in improved performance and higher levels of growth, productivity, and profitability for the organisation. In organisations in which employees are engaged, employee turnover is minimal. Management has a major role to play in ensuring that certain conditions are established within the organisation to make employees commit to the company (Kumar & Swetha, 2011).

2.6 Consequences of Employee Engagement

Employee engagement is a critical aspect of any organisation irrespective of its size or objective as it directly impacts productivity, morale, and overall success. When employees are engaged, they tend to be more committed, motivated, and loyal to their work, which in turn leads to positive outcomes for the organisation. However, the consequences of employee engagement go beyond just increased productivity and morale. This section discusses some of the most significant consequences of employee engagement and how they can impact an organisation.

2.6.1 Increased Productivity: One of the key consequences of employee engagement is increased productivity. Engaged employees are more focused, motivated, and committed to their work, which leads to higher levels of productivity. According to a study by Gallup, organisations with high levels of employee engagement are 21% more productive than those with low levels of engagement (Harter et al., 2013). This increased productivity can have a significant impact on the overall success and profitability of the organisation.

2.6.2 Improved morale and job satisfaction: Another consequence of employee engagement is improved morale and job satisfaction. Engaged employees are more likely to feel valued, appreciated, and supported in their roles, which leads to higher levels of job satisfaction. This, in turn, can reduce turnover rates and increase employee retention. According to a report by the Harvard Business Review, organisations with high levels of employee engagement have 25% lower turnover rates than those with low levels of engagement (Robinson et al., 2004). This improved morale can create a positive work environment and enhance overall organisational culture.

2.6.3 Customer satisfaction: Employee engagement also has a direct impact on customer satisfaction. Engaged employees are more likely to provide better customer service, resulting in higher levels of customer satisfaction and loyalty. According to a study by Towers Watson, organisations with high levels of employee engagement have a 19% increase in operating income over a 12-month period compared to organisations with low levels of engagement (Harter et al., 2013). This correlation between employee engagement and customer satisfaction highlights the importance of focusing on employee engagement to drive business success.

2.6.4 Organisational Citizenship Behaviour (OCB)

OCB is the behavioural outcome of engaged employees. It refers to the voluntary and informal actions that employees undertake in the workplace, which reflect their loyalty, commitment, and dedication to the organisation's values and goals (Rasheed et al., 2013). Organ (1988) defines OCB as "individual behaviour that is voluntary and not tied directly to any reward or recognition system that advances the effectiveness of the organisation." In other words, OCB encompasses a range of goal-oriented attitudes and work behaviours

displayed by employees that contribute to the organisation's overall performance and reinforce their commitment to achieving its objectives. These behaviours can include supporting the organisation's ideals and values, being proactive and efficient at work, speaking positively about the organisation both publicly and privately, demonstrating optimism about the organisation's future, offering ideas and suggestions for improvement, maintaining punctuality, being friendly and cooperative with colleagues, encouraging teamwork and collaboration, showing respect and deference to leadership, embracing organisational changes, using resources efficiently, and upholding ethical, moral, and social responsibilities.

Research studies have found a strong correlation between OCB and employee engagement (Akinbode & Fagbohunbe, 2019; Ugwu et al., 2021). Ugwu et al. (2021) argues that employees who exhibit higher levels of OCB, such as voluntarily helping colleagues or going above and beyond their job descriptions, tend to be more engaged in their work. This is likely because engaged employees are more committed to their organisation and are more willing to contribute to its success (Anitha, 2014).

Additionally, Akinbode and Fagbohunbe (2019) contended that external factors, such as government policies and labour union activities, can have a significant impact on employee engagement, as these factors can shape the work environment and influence employee attitudes and behaviours. Engaged employees demonstrate OCB, not to gain recognition or reward, but because they have confidence in the organisation and genuinely want the best for it.

In summary, the consequences of employee engagement go beyond just increased productivity and morale. Employee engagement can have a significant impact on various aspects of an organisation, including productivity, morale, job satisfaction, turnover rates, customer satisfaction, and overall profitability. By investing in employee engagement initiatives, organisations can create a positive work environment, improve employee satisfaction, and drive business success. In the competitive and often challenging economic climate of the Nigerian hotel sector, maintaining a highly engaged workforce is important for business success. By understanding and appreciating the consequences of employee engagement, hotel managers can develop strategies to foster a more committed, productive, and adaptable workforce that is aligned with the organisation's goals and objectives.

2.7 The Distinction between Antecedents, Consequences and related concepts of Employee Engagement

Antecedents of employee engagement refer to the factors that can influence an employee's level of engagement with their work and organisation. Research has identified various antecedents of employee engagement, including job characteristics, organisational commitment, and perceived organisational support. For example, a study by Bakker and Demerouti (2008) found that job resources such as autonomy, feedback, and social support are positively related to employee engagement. This suggests that employees are more likely to be engaged when they have access to resources that facilitate their job performance and well-being.

Consequences of employee engagement, on the other hand, refer to the outcomes or benefits that can result from high levels of engagement within an organisation. Examples include improved morale and job satisfaction, customer satisfaction and increased productivity. Research has shown that engaged employees tend to be more productive, committed, and satisfied with their work. For instance, a meta-analysis by Harter et al. (2002) found that engaged employees are more likely to achieve higher levels of performance and contribute towards organisational success. This suggests that organisations can benefit significantly from having a highly engaged workforce.

Related concepts of employee engagement include job satisfaction, organisational commitment, and employee motivation. While these concepts are closely related to employee engagement, they are distinct in their focus and implications. For example, job satisfaction refers to an individual's subjective evaluation of their job and work environment, while employee engagement involves a deeper emotional connection and sense of purpose towards one's work. Similarly, organisational commitment reflects an individual's loyalty and attachment to their organisation, whereas employee engagement encompasses a broader range of psychological states and behaviours.

Antecedents, consequences, and related concepts of employee engagement are essential components that contribute to understanding and improving employee engagement within organisations. By differentiating between these concepts and drawing upon appropriate literature, we can gain valuable insights into the factors that influence employee engagement, the benefits that can result from high levels of engagement, and the relationships between employee engagement and other related constructs. Ultimately,

fostering a culture of employee engagement can lead to improved performance, satisfaction, and overall organisational success.

2.8. Intention to Quit and Employee Engagement

Intention to quit refers to the motivations and factors that drive employees to leave their current job and exit the organisation (Bakker and Schaufeli, 2008; Kacmar et al., 1999). Research has consistently shown a negative correlation between employee engagement and intention to quit, suggesting that engaged employees are less likely to voluntarily leave their job unless there are compelling personal or professional reasons (Swetha & Kumar, 2011). When the HR department observes a rise in the number of employees expressing an intention to quit, it poses a significant challenge. To address this issue, managers need to delve deeper and uncover the underlying factors that are fueling these intentions. This proactive approach can help identify ways to curb the increasing turnover trend (Swetha & Kumar, 2011).

Employees may consider quitting their jobs for a variety of reasons, both personal and professional. Some common factors include relocation of family, dissatisfaction with leadership, the availability of better job opportunities elsewhere, dissatisfaction with remuneration and benefits, limited career growth prospects, and perceptions of procedural or distributive injustice within the organisation.

To better understand the reasons behind employee turnover, organisations should make a concerted effort to conduct thorough exit interviews with departing employees. This valuable feedback can provide important insights that can help the organisation address the root causes of employee attrition and implement targeted strategies to retain valuable talent. For example, an organisation may discover that a significant number of employees are leaving due to a lack of opportunities for career advancement and professional development. In response, the organisation could implement a robust talent management program, offering employees clear career paths, mentorship opportunities, and access to training and skills development initiatives. This proactive approach can help address the underlying issue and reduce the intention to quit among the workforces. Similarly, if the exit interviews reveal that employees are dissatisfied with the organisation's compensation and benefits package, the HR department can benchmark the organisation's offerings against industry standards and make necessary adjustments to ensure they remain competitive and aligned with employee expectations.

By proactively addressing the factors that contribute to employees' intention to quit, organisations can enhance employee engagement, foster a stronger sense of loyalty and commitment, and ultimately reduce the rate of voluntary turnover. This not only benefits the organisation in terms of retaining valuable talent but also creates a more positive and productive work environment for the entire workforce.

2.9. Quiet Quitting and Employee Engagement

The concept of "quiet quitting" has gained significant traction in organisations worldwide. This emerging trend describes employees who consciously choose to perform only the minimum required duties within their roles, limiting their work-related activities to the typical business hours (Bashi, 2022; Tapper, 2022). This emerging phenomenon describes a shift in the traditional employer-employee dynamic, where individuals are opting to limit their work-related activities to the confines of the typical business day, rather than actively contributing to advancing their employer's goals and objectives. Quiet quitters fulfil their assigned responsibilities, but they refrain from volunteering for additional tasks or going beyond the expected standards, even if it means sacrificing opportunities for career advancement (Scott, 2022).

The reasons behind quiet quitting are varied and complex. Some employees may lack the extrinsic motivation to go the extra mile, feeling a disconnect between their efforts and the perceived rewards or recognition from their employers (Yang & Angela, 2022). For instance, a hotel sales representative who has consistently exceeded their targets but has not received a promotion or a meaningful pay rise may decide to focus solely on meeting the minimum requirements, rather than continuously striving for excellence. Others may be experiencing burnout or harbouring resentment towards their bosses or the organisation itself. An employee who has been working long hours, feeling underappreciated, and struggling to maintain a healthy work-life balance may choose to scale back their efforts and focus solely on the essential tasks, rather than continuously volunteering for new projects or responding to work-related messages outside of business hours (Yang & Angela, 2022).

Interestingly, quiet quitters can be described as "not engaged" employees, who do the bare minimum and are mentally unsatisfied with their work (Gallup, 2022). However, advocates of quiet quitting argue that this practice is not intended to cause widespread disruption in the workplace. Instead, they see it as a means of avoiding burnout and

reasserting a sense of control over their careers and personal lives (Henry, 2022; Yang & Angela, 2022). For example, a hotel maintenance supervisor who has been consistently working overtime to meet deadlines may decide to strictly adhere to their regular work hours, refusing to take on additional projects or respond to work-related messages outside of business hours. This decision may be driven by a desire to prioritise their well-being and maintain a better work-life balance, rather than a lack of commitment to their employer's goals and objectives.

The rise of quiet quitting has sparked discussions around the changing dynamics of the employer-employee relationship. While some view it as a concerning trend that could negatively impact organisational performance, others see it as a necessary response to the growing demands and pressures of the modern workplace (Scott, 2022). As organisations navigate this shift, they may need to re-evaluate their approaches to employee engagement, work-life balance, and the overall well-being of their workforce, in order to foster a more sustainable and mutually beneficial relationship with their employees. By understanding the drivers behind quiet quitting and addressing the root causes, organisations can potentially find ways to re-engage their employees, while also ensuring a healthy work-life balance and promoting long-term organisational success.

2.10 Engagement Theories

Several engagement theories have been proposed in the literature, each with its own strengths and limitations. The most prominent theories that are linked to this research study include the Job Demands-Resources (JD-R) model (Bakker & Demerouti, 2007), the Social Exchange Theory (SET) (Blau, 1964), and the Self-Determination Theory (SDT) (Ryan & Deci, 2000), Institutional Theory (DiMaggio and Powell, (1983) and Scott, (2013).

2.10.1 Kahn's Theory of Employee Engagement

Kahn's (1990) theory posits that employee engagement is a multidimensional construct that involves the physical, cognitive, and emotional aspects of an individual's work role. It suggests that employees are more likely to be engaged when they experience meaningfulness, safety, and availability in their work environments. Meaningful work is characterized by the alignment between an employee's personal values and the

organisation's goals, while psychological safety refers to the sense of security and trust that employees feel in their work environment (Kahn, 1990).

Kahn's theory has important implications for organisations seeking to foster a highly engaged workforce. By creating a work environment that supports these three key psychological conditions, organisations can enhance employee engagement, which has been linked to increased job satisfaction, organisational commitment, and productivity (Shuck & Wollard, 2010). Numerous studies have empirically tested and validated Kahn's theory, demonstrating its relevance and applicability in various organisational settings (Saks, 2006). However, one of the key limitations of using Kahn's (1990) is the potential lack of consideration for the broader institutional and sociopolitical factors that shape employee engagement. In the Nigerian context, government policies and labour union activities can have a significant impact on the work environment and the way employees perceive and respond to their roles (Adeyeye et al., 2017; Olusegun et al., 2019). These external factors may not be fully captured by Kahn's theory, which tends to focus more on individual-level psychological processes.

Furthermore, the Nigerian hotel sector is characterized by a complex web of power dynamics, regulatory frameworks, and labour-management relations (Olugbade & Karatepe, 2019; Onyemaechi *et al.*, 2021). Kahn's (1990) theory may not provide a comprehensive understanding of how these contextual factors influence employee engagement, as it primarily emphasizes the individual's psychological experiences within the work environment.

To address these limitations, the research study may benefit from incorporating alternative theoretical perspectives that better align with the unique characteristics of the Nigerian hotel sector and can better capture the contextual complexities of Nigerian and provide a more detailed understanding of employee engagement in the Nigerian hotel sector which can lead to a more robust and insightful understanding of the phenomenon under investigation.

2.10.2 Job Demands-Resources Theory (JD-R Theory)

Employee engagement, according to the JD-R model (Bakker & Demerouti, 2007), is affected by the degree to which job demands and job resources are in harmony with one another. Job demands include those parts of a job that demand continuous mental or physical

exertion, while job resources are those parts of a job that help reach work objectives, lessen job demands, or encourage personal development and growth.

According to the job demands-resources (JD-R) model developed by Schaufeli and Bakker (2004), a lack of job resources (such as social support, performance feedback, job control, and participation in decision-making) can lead to disengagement. Employees' efforts are more focused and directed when they have access to job resources at the individual level, as proposed by Bakker and Demerouti's (2007) approach. Research studies have shown that job resources like skill variety, performance feedback, and opportunities for recovery can lessen the negative effects of stress brought on by job demands (Bakker et al. 2005; Breevaart & Bakker, 2018). Managers have a lot of work to do when it comes to personnel and resource allocation. (Truss et al., 2014; Lu, 2017).

While the JD-R Theory has been widely applied in the context of employee engagement, there are several reasons why it may not be the most suitable approach for this study. First off, the JD-R Theory mainly focuses on how job resources—that is, organisational, psychological, social, or physical aspects of the job that are useful in accomplishing work goals, lowering job demands, or promoting personal growth and development—interact with job demands—that is, aspects of the job that call for sustained physical and/or psychological effort—to shape employee engagement (Bakker & Demerouti, 2007). However, the proposed study aims to investigate the impact of government policies and labour union activities on employee engagement, which may not be adequately captured by the JD-R Theory.

Government policies and labour union activities can have a significant influence on the work environment and the overall employment relationship, which may not be fully accounted for by the job demands and resources framework. For instance, government regulations, such as minimum wage laws or labour protection policies, can directly impact the job resources available to employees, while labour union activities, such as collective bargaining or grievance procedures, can shape the job demands and resources in the workplace (Budd & Bhawe, 2008). These external factors may not be easily integrated into the JD-R Theory, which primarily focuses on the internal job characteristics.

Furthermore, the Nigerian hotel sector may have unique cultural, economic, and institutional contexts that may not be adequately addressed by the JD-R Theory, which was developed and primarily tested in Western, developed economies (Bakker & Demerouti, 2007). The Nigerian hotel sector is likely to have its own set of challenges, such as

infrastructure limitations, workforce diversity, and regulatory environments, which may require a more contextually relevant theoretical approach.

In this regard, the researchers may consider alternative theoretical frameworks that better capture the influence of external factors, such as government policies and labour union activities, on employee engagement. One potential approach is the Institutional Theory, which provides a valuable framework for understanding the influence of institutional factors on organisational behaviour and outcomes. The Institutional Theory framework shares useful insights into how government policies and labour union activities shape the perceived organisational support and fairness, which in turn may influence employee engagement.

2.10.3 Self-Determination Theory (SDT)

The SDT proposes that individuals have three basic psychological needs: autonomy, competence, and relatedness (Ryan & Deci, 2000). When these needs are met, individuals are more likely to be intrinsically motivated and engaged in their work. Its primary emphasis is on how core psychological needs may be satisfied by a person's social and environmental contexts, which can either enhance or detract from their pleasure and welfare (Ryan & Deci, 2017). Individuals, according to SDT, have a natural tendency to be ambitious, curious, and willing to put in the work required to improve themselves.

Although prosocial instincts are innate in humans, they must be fostered by their surroundings to prevent disengagement and carelessness (Ryan & Deci, 2000). The theory's applicability is almost limitless; it can be used to explain people's actions in any context. That the theory has attracted so much attention is further evidence of its high heuristic value (see Ryan & Deci, 2019). Measures for SDT constructs, such as the Revised Sport Motivation Scale (Pelletier et al., 2013), the Intrinsic Motivation Inventory (Tsigilis & Theodosiou, 2003), and the Self-Regulation Questionnaire (Levesque et al., 2007), support SDT-based research. These tools also help SDT's testability by enabling the measurement of critical variables using tried and trusted questionnaires.

This theory could be useful in understanding how government policies and labour union actions (as factors that may affect the satisfaction of these basic needs) influence employee engagement in the Nigerian hotel sector. However, SDT's wide applicability does not come without a cost: a lack of parsimony. The SDT framework was continuously expanded

over decades of research (see Ryan & Deci, 2019), and six micro theories (Ryan & Deci, 2017) arose, making for a somewhat complicated theory.

Although a summary of the theory's essential themes is possible, a full understanding of it and the relationships between its component ideas would need more time and effort. The large scope of the framework also means it is only partly testable. Due to the intricacy and variety of elements in the framework, disproving the entire theory with evidence is challenging. For instance, it might be challenging to establish the link between regulatory styles and wellbeing proposed by organismic integration theory since human behaviour may be impacted by several regulations simultaneously (Ryan & Deci, 2020).

Self-Determination Theory (SDT)

(Ryan & Deci, 2000)

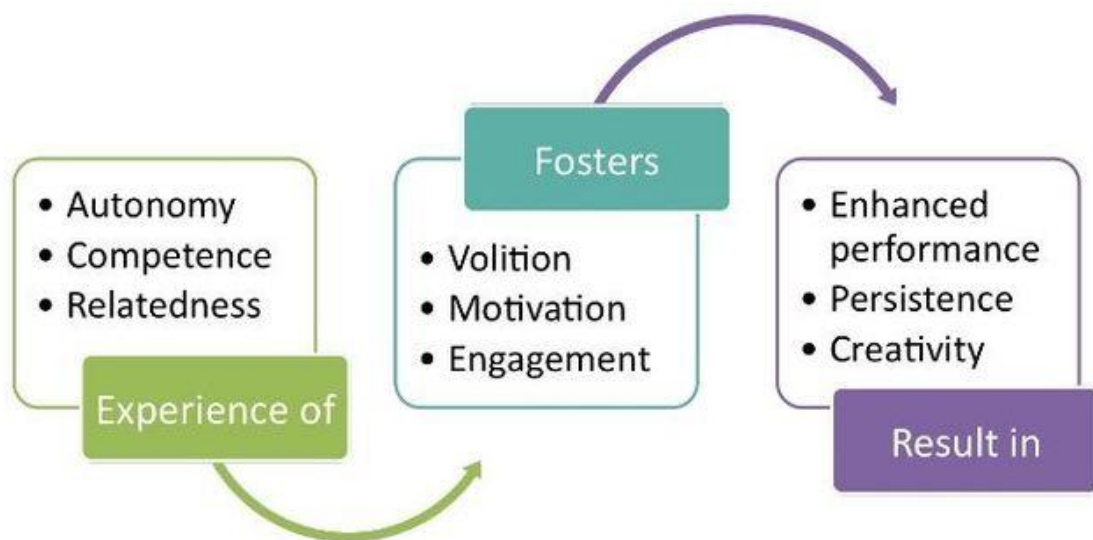


Figure 2.2: Self-Determination Theory (Ryan & Deci, 2000)

Since this theory was developed in 1980 (Ryan & Deci, 2019), SDT has produced a great deal of research and continues to develop, contributing to the theory's highly cumulative character. The theory's linkages to other theories and its neuropsychological underpinnings have also been examined (Ryan et al., 2019). Regulatory styles have been demonstrated to adhere to a design similar to a simplex (Ryan & Connell, 1989), in which regulatory styles

adjacent to one other exhibit a stronger connection than those further apart, lending credence to the structure depicted in Figure 1. Extensive research has revealed that intrinsic motivation and highly internalised types of extrinsic incentives lead to better results than more commanding regulatory styles (e.g., Deci & Ryan, 2008). Reviews, however, have highlighted discrepancies in SDT study findings on certain themes, such as exercise and physical activity (Teixeira et al., 2012).

The level of formalisation in SDT is about where it should be. Although it is an all-encompassing theory that considers all elements of what drives people, it lacks the mathematical models and detailed route diagrams that would make it possible to test specific assumptions. Furthermore, the authors stress the theory developed organically, and hence it is not a 'finished' product (Ryan et al., 2019).

The poor predictive value of SDT may be due to the theory's lack of assumptions regarding the strength of correlations between, for example, intrinsic drive and well-being. By including both internal (e.g., motivations and objectives) and external (e.g., social interactions, context) elements, the theory has a high explanatory power for describing human motivation and behaviour.

While SDT has been widely applied in the context of employee engagement, there are several reasons why alternative theoretical frameworks may be more suitable for this particular study.

Firstly, the focus of the study on government policies and labour union activities suggests that a more macro-level perspective is required to understand the complex interplay between these external factors and employee engagement. SDT, with its emphasis on the individual's intrinsic motivations and psychological needs, may not adequately capture the influence of these broader institutional and organisational factors (Gagné & Deci, 2005). A more suitable theoretical approach could be the Institutional Theory, which examines how institutional environments, such as government regulations and labour unions, shape organisational practices and employee attitudes (DiMaggio & Powell, 1983).

Secondly, the Nigerian context presents unique cultural and socioeconomic characteristics that may not be fully addressed by the Western-centric perspective of SDT. The Nigerian hotel sector is likely to have its own set of cultural norms, power dynamics, and employment practices that may not align with the assumptions underlying SDT (Ghebregiorgis & Karsten, 2007).

Moreover, the focus on employee engagement, which is a multifaceted construct, may require a more comprehensive theoretical approach that considers the various antecedents and outcomes of engagement. The Job Demands-Resources (JD-R) model, for instance, offers a broader framework that encompasses both individual and organisational factors influencing employee engagement (Bakker & Demerouti, 2007).

While Self-Determination Theory (SDT) has been widely used in the context of employee engagement, it may not be the most appropriate theoretical foundation for the proposed research study on the impact of government policies and labour union activities in the Nigerian hotel sector. Adopting a more suitable theoretical approach can enhance the study's conceptual grounding and provide a stronger foundation for understanding the factors that influence employee engagement in the Nigerian hotel sector.

2.10.4 Social Exchange Theory (SET)

Social exchange theory, as proposed by Saks (2006), provides a hypothetical basis to understand the factors that may lead to increased or decreased employee engagement in the workplace. The SET suggests that employees engage in exchange relationships with their employers, where they provide effort and commitment in exchange for rewards and recognition (Blau, 1964). The length and effectiveness of a relationship based on mutual giving and receiving depends on how fairly those involved see each other. A key principle of SET is that, so long as both parties follow the norms of exchange, their mutually beneficial relationship will grow and mature into one based on trust and reliability (Saks, 2006; AbuKhalifeh and Som, 2013). In a typical working environment, the employees and the company are in a reciprocal relationship. The worker invests his/her time, effort, and skills into the organisation and works hard to provide good-quality goods and/or services. On the other hand, the employer rewards the employees for the job done through fair remuneration and compensation.

Saks (2006) contends that employee engagement levels depend largely on the resources and facilities available to employees through their organisation (Amah, 2018). When workers accept benefits from the company, these employees feel a sense of indebtedness to the organisation and become well engaged, 'harnessing' themselves (both cognitively and physically) into their job roles to recompense and pay back their organisation for the benefits they receive. On the other hand, when an organisation fails to offer such

benefits and remuneration, employees will probably minimise their efforts or withdraw entirely, disconnecting themselves from their job roles.

Thus, all the personal skills and knowledge (physical, emotional, and cognitive) that employees invest in their job roles are conditionally based on what they receive in exchange from the organisation (Kahn, 1990). Accordingly, employee engagement comprises both the psychological and emotional links between employees and employers that result in a good or poor performance outcome (AbuKhalifeh & Som, 2013).

Although the social exchange theory (Blau, 1964) provides a complementary lens to understand the reciprocal relationships between employees and the organisation, Ogbogu, 2017 and Okafor, 2012, argue that the role of contextual factors, such as government policies and labour union activities, in shaping employee engagement may not be fully captured by this theory. Government policies, for instance, can create an environment that either fosters or hinders employee engagement, while labour union activities can influence the dynamics of the employment relationship (Ogbogu, 2017; Okafor, 2012).

Thus, when it comes to analysing the impact of government policies and labour union on employee engagement in the Nigerian hotel sector, the social exchange theory has some limitations and may need to be complemented by another theory that demonstrates a more comprehensive understanding of the contextual factors that influence the employment relationship. To address the limitations of the social exchange theory, researchers have proposed the use of the institutional theory as a more suitable framework for understanding employee engagement in the Nigerian hotel sector (Adeyinka-Ojo & Khoo-Lattimore, 2013).

The institutional theory suggests that the engagement of hotel employees in Nigeria is not solely determined by the reciprocal relationship between the employee and the employer but is also influenced by the broader institutional environment. This includes the government policies and labour union activities that shape the working conditions, employee rights, and the overall dynamics of the hotel sector. By considering these contextual factors, the institutional theory provides a more comprehensive understanding of the factors that influence employee engagement in the Nigerian hotel sector.

2.10.5 The Institutional Theory

Institutional theory has gained significant prominence in management research, providing a valuable framework for understanding the influence of institutional factors on

organisational behaviour and outcomes (DiMaggio & Powell, 1983; Scott, 2013). This theory serves as a suitable theoretical foundation for this research study, which aims to investigate the impact of government policies and labour unions on employee engagement in the Nigerian hotel sector. The institutional theory posits that organisations are shaped by the institutional environment in which they operate, which includes formal and informal rules, norms, and cognitive structures (Scott, 2013). According to DiMaggio and Powell (1983), these institutional pressures can significantly influence organisational practices, structures, and decision-making processes.

In the context of the Nigerian hotel sector, this theory offers valuable insights into how the institutional environment can shape employee engagement. Government policies, as part of the formal institutional environment, play a major role in regulating the hotel sector. These policies can include labour laws, taxation policies, and other regulatory frameworks that hotels must navigate. To gain legitimacy and access resources, hotels may align their practices with these government policies, which can ultimately impact employee engagement levels (DiMaggio & Powell, 1983; Scott, 2013). For example, changes in labour laws that mandate increased benefits or minimum wage requirements may lead hotels to adjust their employment practices, potentially affecting employee satisfaction and engagement.

In addition to government policies, the informal institutional environment, such as the presence of labour unions, can also influence employee engagement in the Nigerian hotel sector. Labour unions can shape employee bargaining power, employment terms, and rights advocacy, which can impact the relationship between hotels and their employees. Hotels may conform to union expectations, which can, in turn, influence employee engagement levels. For instance, strong labour unions may negotiate for better working conditions, job security, and career development opportunities, all of which can contribute to higher levels of employee engagement (DiMaggio & Powell, 1983; Scott, 2013).

Institutional theory also highlights the importance of cognitive structures, such as shared beliefs and assumptions, in shaping organisational behaviour. In the Nigerian hotel sector, the cultural and social norms surrounding employment and the role of the hospitality industry can influence employee engagement. For example, if there is a societal perception that hotel jobs are low-status or provide limited opportunities for career advancement, this

can affect employee motivation and engagement, even in the face of favourable government policies or union agreements.

Wholistically, the institutional theory provides a robust framework for understanding the complex interplay between the formal and informal institutional environments and their impact on employee engagement in the Nigerian hotel sector. By considering the influence of government policies, labour unions, and cultural norms, researchers and hotel managers can develop more comprehensive strategies to foster higher levels of employee engagement and, ultimately, improve organisational performance. The concept of isomorphism, where organisations become more similar within the same institutional environment over time, is also relevant in the Nigerian hotel sector. Hotels may adopt similar practices in response to government policies and union activities, leading to industry-wide patterns of employee engagement. By applying the institutional theory to the study, the researcher can explore how government policies and labour union activities shape organisational practices in Nigerian hotels, providing insights into the mechanisms affecting employee engagement. This framework offers a comprehensive understanding of how institutional factors influence employee engagement in the Nigerian hotel sector, enhancing knowledge of organisational behaviour dynamics in this context.

2.10.5.1 The Rationale for The Institutional Theory

Institutional theory is a widely recognised approach in the field of management and organisational studies, which emphasizes the role of institutional environments in shaping organisational structures, processes, and behaviours (DiMaggio & Powell, 1983; Scott, 2008). This theory is particularly relevant to the study of employee engagement in the Nigerian hotel sector, as it allows for a comprehensive understanding of the interplay between government policies, labour union activities, and the engagement levels of hotel employees.

The Nigerian hotel sector is heavily influenced by the institutional environment, which includes government regulations, labour laws, and the presence of labour unions. These institutional factors can have a significant impact on the way organisations operate and the attitudes and behaviours of their employees (Thornton et al., 2012; Scott 2014). By adopting the Institutional theory, the research study can delve deeper into the mechanisms through which government policies and labour union activities shape the engagement levels of hotel employees in Nigeria.

The Institutional theory provides a useful lens for analysing the various institutional pressures, both coercive and normative, that may influence employee engagement in the Nigerian hotel sector (DiMaggio & Powell, 1983). For instance, government policies related to labour regulations, minimum wage, and employee benefits can create coercive pressures on hotel organisations to align their practices and policies with these institutional requirements. Similarly, the activities and demands of labour unions can exert normative pressures on hotel management to address employee concerns and maintain a positive employee-employer relationship.

In addition, the Institutional theory allows for the exploration of how hotel organisations respond to these institutional pressures and the strategies they employ to maintain legitimacy and ensure the engagement of their employees (Oliver, 1991). This can provide valuable insights into the complex interplay between the institutional environment, organisational practices, and employee engagement in the Nigerian hotel sector.

Institutional theory emphasizes the role of institutional logic, which are the socially constructed, historical patterns of cultural symbols and material practices that guide organisational and individual behaviour (Thornton & Ocasio, 1999). In the Nigerian hotel sector, the institutional logics surrounding government policies and labour union activities may shape the way organisations and employees perceive and respond to issues related to employee engagement. The Institutional theory is well-suited for the proposed research study on the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector for several reasons: Firstly, the theory's emphasis on the broader social, political, and cultural context in shaping organisational behaviour and outcomes (DiMaggio & Powell, 1983). Secondly, its ability to examine both organisational-level and individual-level factors, which is crucial for understanding the complex relationship between external institutional influences and employee engagement (Scott, 2014). Thirdly its explanatory power in understanding how organisations and individuals respond to institutional pressures and expectations, and how these responses ultimately shape employee attitudes and behaviours, including engagement (Meyer & Rowan, 1977). Fourthly, its widespread application in various cultural and national contexts, including developing countries like Nigeria, making it a suitable theoretical framework for this research study.

The Institutional theory offers a robust theoretical framework for this research study on the impact of government policies and labour union activities on employee engagement

in the Nigerian hotel sector. By adopting this approach, the study can contribute to a deeper understanding of the institutional factors that shape employee engagement and provide practical implications for hotel managers and policymakers in Nigeria.

2.11 Employee Engagement in the Nigerian Hotel Sector

Employee engagement is a critical aspect of organisational success, as it directly impacts employee productivity, job satisfaction, and retention (Kahn, 1990). In the Nigerian hotel sector, where the workforce is often diverse and dynamic, fostering a high level of employee engagement can be a challenging task. The Nigerian hotel sector plays a vital role in the economic development of Nigeria providing employment opportunities and contributing to the overall tourism industry. However, the issue of employee engagement has become a significant concern in this sector. Factors such as job security, work-life balance, and opportunities for career development have been identified as key determinants of employee engagement in this industry (Akintunde, 2016).

One of the primary challenges in the Nigerian hotel sector is the high turnover rate, which can be attributed to a lack of job security and limited opportunities for career advancement (Olusegun, 2013). This can lead to a sense of disengagement among employees, as employees may feel that their efforts are not recognized or rewarded. Additionally, the long working hours and demanding nature of the jobs in the hotel sector can contribute to burnout and a decline in employee well-being, further worsening the issue of engagement (Akinbode & Fagbohunbe, 2012).

Another factor that influences employee engagement in the Nigerian hotel sector is the organisational culture and leadership style. Effective leadership that promotes open communication, empowerment, and a supportive work environment can foster a sense of belonging and commitment among employees (Anitha, 2014). However, in some Nigerian hotel organisations, hierarchical structures and authoritarian management styles may hinder the development of a positive organisational culture, leading to a disengaged workforce.

The economic and political landscape of Nigeria has a significant influence on the hotel sector, particularly in terms of employee engagement. Several key factors, including economic instability, government policies, and the prevailing political environment, can significantly impact the commitment and motivation of hotel workers (Adeyeye, et al., 2020). Nigeria's economic volatility, marked by fluctuations in inflation, exchange rates, and overall

economic growth, can create a sense of uncertainty and insecurity among hotel employees. This instability can lead to concerns about job security, wages, and career prospects, ultimately undermining their engagement and commitment to the organisation (Ajayi & Okafor, 2019). For instance, during periods of economic downturn, hotel staff may experience reduced working hours, delayed salary payments, or even the threat of job losses, all of which can erode their trust and enthusiasm for their work (Akintunde, 2016; Schneider et al., 2013).

Furthermore, the government's policies and regulations can also shape the hotel sector's operating environment. Changes in taxation, labour laws, or industry-specific regulations can significantly impact hotel operations and employee welfare, affecting their engagement levels. For example, the introduction of new minimum wage requirements or changes in healthcare benefits can directly influence employee satisfaction and their willingness to go the extra mile for their employer (Usono and Abiagam, 2018).

The political climate in Nigeria, characterised by factors such as political instability, corruption, and security challenges, can also have a profound effect on hotel employee engagement. Periods of political unrest, protests, or security threats can create a sense of insecurity and fear among hotel staff, leading to absenteeism, reduced productivity, and a reluctance to engage in discretionary efforts that benefit the organisation (Ajayi & Oyeniyi, 2018; Akinbode et al., 2019). In such an environment, employees may focus more on personal safety and survival rather than on their work commitments (Schneider *et al.*, 2013). Additionally, the cultural and social norms prevalent in Nigeria can play a significant role in shaping employee attitudes and behaviours, which in turn influence their engagement levels. For instance, the importance placed on hierarchy, power distance, and deference to authority figures can have an impact on how employees perceive and respond to management decisions, potentially hindering their willingness to voice concerns or suggest improvements (Usono and Abiagam, 2018).

To address the issue of employee engagement in the Nigerian hotel sector, it is expedient for organisations to implement comprehensive strategies that address the various factors influencing engagement. This may include providing competitive compensation and benefits, offering opportunities for professional development, and fostering a positive work-life balance (Akintunde, 2016). Additionally, organisations should focus on building a strong organisational culture that values employee contributions and provides a supportive work environment (Anitha, 2014).

2.12 Characteristics of Engaged Employees

Engaged employees possess and demonstrate certain features that distinguish them from other employees in the organisation (Saks 2006). They are valuable assets for any organisation, as they exhibit a heightened level of commitment, productivity, and innovation (Saks, 2006). These engaged individuals are more likely to go the extra mile, contributing significantly to the achievement of organisational goals and providing exceptional customer service (Salanova et al., 2005; Miidom et.al., 2022). Their heightened engagement translates into tangible benefits for the organisation. Engaged employees are more productive, often devising innovative solutions to challenges, and are laser-focused on delivering outstanding customer experiences (Harter et al., 2002; Salanova et al., 2005). For instance, a study of a large retail chain found that stores with highly engaged employees experienced a 3.8% increase in customer loyalty and a 0.7% boost in profitability compared to stores with less engaged staff (Harter et al., 2002). Moreover, engaged employees are less susceptible to burnout, turnover, and absenteeism, which can significantly impact an organisation's bottom line (Schaufeli & Bakker, 2004; Lynch et al., 2018).

A meta-analysis of 199 studies involving over 152,000 employees found that organisations with high levels of employee engagement experienced 24% lower turnover rates, 59% lower absenteeism, and 17% higher productivity compared to their counterparts with lower engagement levels (Harter et al., 2002). This multifaceted construct of employee engagement has been linked to a wide range of positive organisational outcomes, including enhanced customer satisfaction, increased profitability, and overall improved performance (Harter et al., 2002). For example, a study of a large financial services firm found that branches with highly engaged employees had 18% higher customer loyalty, 12% higher productivity, and 12% higher profitability compared to branches with lower levels of employee engagement (Salanova et al., 2005).

Engaged employees possess a unique set of traits that can significantly transform the dynamics within the workplace, often leading to enhanced performance, efficiency, productivity, and profitability (Khalief, 2021; Gursoy, 2018). These individuals are not merely punching in and out to earn a paycheck; instead, they remain deeply committed to excelling in their job roles, going above and beyond the call of duty (Adedipe & Ezenwafor, 2016; Jin et al., 2021).

Engaged employees are intrinsically motivated to actively support the organisation's goals and objectives. They invest their time, skills, and energy wholeheartedly, driven by a genuine desire to contribute to the company's success (Adedipe & Ezenwafor, 2016; Jin et al., 2021). These employees do not settle for mediocrity or complacency; they continuously push the boundaries of their performance, challenging themselves to outperform their previous achievements (Nwosu, 2016; Zhao & Guo, 2019).

Moreover, engaged employees are not afraid to challenge the status quo and offer new perspectives and innovative ideas. They are proactive in identifying opportunities for improvement and are willing to take calculated risks to drive change and progress within the organisation (Nwosu, 2016; Zhao & Guo, 2019). This dynamic and forward-thinking approach can have a profound impact on the organisation's overall competitiveness and adaptability in an ever-evolving business landscape. Interestingly, research has shown that engaged employees not only contribute to the organisation's success but also experience greater job satisfaction and personal well-being (Khalief, 2021; Gursoy, 2018). When employees feel a strong sense of purpose, autonomy, and connection to their work, they are more likely to experience higher levels of engagement, leading to improved mental health, reduced absenteeism, and lower turnover rates (Khalief, 2021; Gursoy, 2018).

Highly engaged frontline employees are more likely to provide exceptional service, exhibit a positive attitude, and contribute to the general success of the hotel (Adegboye & Bankole, 2021; Adeosun & Adeosun, 2017). These employees demonstrate passion for their work, feel a strong connection to the organisation, and are willing to go the extra mile to ensure customer satisfaction. For instance, a food and beverage staff member who takes the time to understand a guest's dietary preferences and offers personalized recommendations can create a memorable dining experience.

The characteristics of engaged employees can have a transformative impact on the workplace, driving innovation, productivity, and profitability while also fostering a positive and fulfilling work environment for the employees themselves. Organisations that prioritise employee engagement and nurture these qualities are well-positioned to thrive in today's competitive business world (Kaur & Randhawa, 2022).

Highly engaged frontline employees are more likely to provide exceptional service, exhibit a positive attitude, and contribute to the general success of the hotel (Adegboye & Bankole, 2021; Adeosun & Adeosun, 2017). These employees demonstrate passion towards

their work, feel a strong connection to the organisation, and are willing to go the extra mile to ensure customer satisfaction. For instance, a food and beverage staff member who takes the time to understand a guest's dietary preferences and offers personalized recommendations can create a memorable dining experience.

The importance of engaged and committed frontline employees cannot be overstated. Their interactions with guests can make or break the customer's perception of the establishment. Investing in the development, training, and motivation of frontline employees is crucial for hotels to maintain a competitive edge, enhance customer satisfaction, and achieve long-term success in the Nigerian hospitality industry.

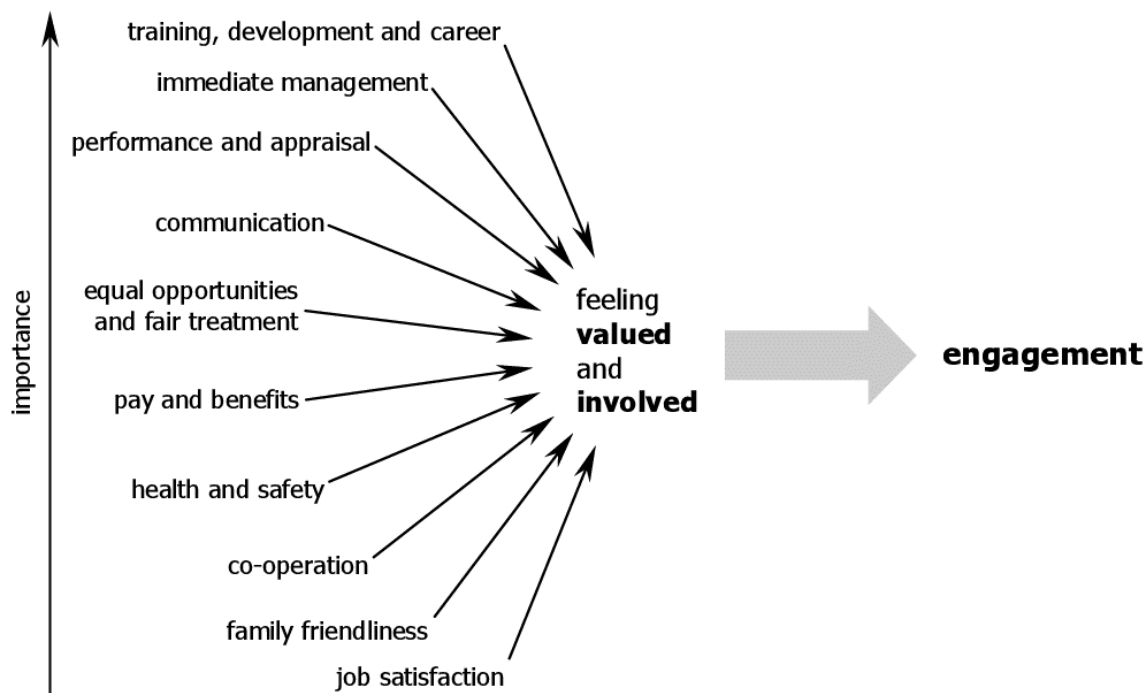
2.13 Drivers of Employee Engagement

Organisational leaders and researchers often seek to understand the key factors that can enhance employee engagement, as this is important for improving organisational performance, particularly in the hotel sector (Budd & Bhawe, 2019; Gursoy, 2018; Nwosu, 2016). Understanding what drives employee engagement and what employees expect is essential for leaders to create conditions that foster a highly engaged workforce. Researchers have identified several factors that contribute to employee engagement.

Mani (2011) outlined four primary drivers: employee welfare, employee development, empowerment, and interpersonal connections. These factors help create an environment where employees feel valued, supported, and motivated to contribute to the organisation's success. Furthermore, studies by Robinson et al. (2004) and Bedarkar and Pandita (2014) have highlighted additional factors, such as leadership, interpersonal interactions, overall compensation, professional recognition, flexible scheduling, intrinsic motivation, open lines of communication, and a healthy work-life balance. These factors play a significant role in keeping employees invested in their work and driving higher levels of engagement. For instance, employees are more likely to be engaged if they are given opportunities to learn and grow professionally, are compensated fairly, receive sufficient recognition, and are part of an incentive program (Soni, 2013). Also, a hotel that offers its employees regular training sessions, performance-based bonuses, and opportunities for career advancement is more likely to have a highly engaged workforce compared to a hotel that does not prioritise these factors. In the hotel sector, where employee-customer

interactions are valued and nurtured, fostering an environment that supports employee engagement is important.

Similarly, a strong organisational culture that encourages open communication and a sense of belonging can significantly contribute to employee engagement (Bhatla, 2011). By understanding and addressing these key drivers, organisational leaders can create an environment that fosters employee engagement, leading to improved organisational performance, particularly in the hotel sector, where employee engagement is crucial for delivering exceptional customer service and maintaining a competitive edge. .



Source: IES, 2003

Figure 2.3 – Drivers of Employee Engagement

Career development opportunities are important in promoting employee engagement and retaining highly competent workers within an organisation (Concelman, 2005). This is because it provides employees with a sense of importance and the opportunity to be involved in decision-making processes, particularly when it comes to matters that directly affect their responsibilities (Schaufeli and Bakker, 2005). Clear communication of the organisation's core values and objectives is essential to keep employees engaged (Pech, 2009). Factors such as effective leadership, a positive work environment, proportionate reward and recognition, learning and training opportunities, and robust performance management systems are

significant in determining employee engagement (Schaufeli and Bakker, 2004; Sonnentag, 2003). According to Weaver (2013), effective training, managerial traits, personal autonomy, and the lack of role conflict are the primary drivers of employee engagement. Gibbons (2006) further emphasises that "trust and integrity, the nature of the job, career growth opportunities, the connection between individual and corporate performance, pride in the company, coworkers, employee development, and personal relationships with the employee's manager" are among the top factors influencing employee engagement (p. 6). Similarly, Holbeche and Matthews (2012) assert that four key themes – connection, support, voice, and scope – can be used to organise the various drivers of engagement. Their model examines how these factors influence engagement and how managers can respond to them. For instance, "connection creates a sense of identification" and "sense of pride in the organisation," while "support" ensures employees feel valued and have a sense of well-being. On the other hand, a lack of "scope" can lead to employees feeling disempowered, and the absence of "voice" can make them feel excluded and disregarded (Holbeche and Matthews, 2012, p. 67). Moreover, employee engagement is not only important for retaining top talent but also contributes to organisational success. Engaged employees are more likely to be productive, innovative, and committed to the company's goals (Gallup, 2022). They are also less likely to experience burnouts and more inclined to provide exceptional customer service, which can ultimately lead to increased profitability and competitiveness for the organisation (Harter et al., 2020). By understanding and addressing the key factors that drive employee engagement, organisations can create a positive and supportive work environment that fosters a highly motivated and engaged workforce.

2.14 Enhancing Employee Engagement in the Nigerian hotel Sector

The level of employee engagement in the Nigerian hotel sector has substantial implications for both the organisation and its employees (Anitha, 2014; Ajayi & Ajayi, 2020). Engaged employees are more likely to exhibit higher job satisfaction, organisational commitment, and job performance, leading to superior customer service, increased profitability, and a stronger competitive advantage for the hotel (Ajayi & Okafor, 2019). On the other hand, disengaged employees can result in high turnover, absenteeism, decreased productivity, and reduced profitability, thus impacting the hotel's overall performance and reputation (Akobundu & Goddey, 2023; Adebayo, 2020). To enhance employee engagement

in the Nigerian hotel sector, researchers suggest that policymakers and hotel management should consider the following strategies:

1. **Developing Supportive Government Policies:** Policymakers should create policies that foster a conducive environment for the hotel sector, such as tax incentives, investment promotion, and labour regulations that balance the interests of both employers and employees (Adegbite et al., 2021). For instance, the government could introduce a tax credit scheme for hotels that invest in employee training and development programmes or implement labour laws that ensure fair working conditions and dispute resolution processes.
2. **Promoting Constructive Labour-Management Relations:** Hotel management should strive to maintain positive and collaborative relationships with labour unions, ensuring that the interests of both parties are aligned and that any conflicts are resolved through open communication and negotiation (Adisa et al., 2018). This could involve regular meetings between management and union representatives to discuss employee concerns and work towards mutually beneficial solutions.
3. **Implementing Effective Human Resource Practices:** Hotel management should focus on implementing best practices in areas such as leadership development, training and development, and work-life balance policies to enhance employee engagement (Adekola, 2011). For example, hotels could offer career development opportunities, such as mentorship programmes or job rotation schemes, to help employees acquire new skills and advance their careers.
4. **Fostering a Positive Organisational Culture:** Hotel management should cultivate a work environment that values employee well-being, recognises and rewards contributions, and encourages open communication and collaboration (Anitha, 2014). This could include initiatives such as employee recognition programmes, team-building activities, and regular feedback sessions to ensure that employees feel valued and supported.
5. **Providing Opportunities for Professional Development:** Offering employees opportunities for training, skill enhancement, and career advancement can contribute to higher levels of engagement and commitment (Adegbite et al., 2021). Hotels could invest in ongoing training programmes, both on-the-job and through external courses, to help employees develop the skills and knowledge necessary to excel in their roles and contribute to the organisation's success.

By understanding and addressing the factors that influence employee engagement, such as government policies, labour union activities, and organisational practices, policymakers and hotel management can develop strategies to enhance employee engagement and create a more productive and committed workforce. This, in turn, can contribute to the overall growth and development of the Nigerian hotel sector, leading to improved customer service, increased profitability, and a stronger competitive advantage.

2.15 Employee Engagement and Frontline Employees in the Nigerian Hotel Sector

Frontline employees in the Nigerian hotel sector play a pivotal role in shaping the customer experience and contributing to the general success of the organisation (Karatepe & Olugbade, 2017; Akintunde & Akaighe, 2020). They are the backbone of the industry, serving as the foundation upon which the hotel's operations and reputation are built. Frontline employees, such as receptionists, housekeepers, and food and beverage staff, are the primary point of contact for guests. They are responsible for a wide range of essential tasks that are crucial to the hotel's operations. These include greeting and welcoming guests, handling check-in and check-out processes, providing valuable information and recommendations, ensuring the cleanliness and maintenance of guest rooms, and delivering food and beverages (Adegboye & Bankole, 2021; Akintunde & Akaighe, 2020). For example, a friendly and efficient receptionist can make a lasting positive impression on a guest, while a housekeeper who pays meticulous attention to detail can create a comfortable and inviting atmosphere in the guest rooms.

Frontline employees play a significant role in shaping the image and reputation of the hotel (Adeosun & Adeosun, 2017). Their interactions with guests can directly impact on the guests' perceptions of the hotel's quality, professionalism, and attention to detail. Positive interactions can lead to positive word-of-mouth, which can be a powerful marketing tool for the hotel, while negative experiences can potentially damage the hotel's reputation (Akintunde & Akaighe, 2020). For instance, a guest who receives exceptional service from a concierge may be more likely to recommend the hotel to their friends and family, thereby enhancing the hotel's reputation.

Moreover, frontline employees are responsible for gathering valuable feedback and insights from guests, which can be used by hotel management to improve the overall guest

experience (Adeosun & Adeosun, 2017). Their close proximity to guests and their ability to understand the guests' needs and preferences can provide invaluable information that can inform strategic decision-making and drive continuous improvement within the hotel (Akintunde & Akaighe, 2020). This feedback can help hotel managers identify areas for improvement, such as updating amenities, enhancing service offerings, or refining the check-in and check-out processes. In addition to their role in shaping the customer experience and the hotel's reputation, frontline employees also play a vital part in maintaining the hotel's operational efficiency (Adeosun & Adeosun, 2017). They are responsible for tasks such as room assignments, luggage handling, and coordinating with other departments to ensure a seamless guest experience. Their ability to multitask and respond quickly to guest requests can contribute to the overall efficiency and effectiveness of the hotel's operations (Akintunde & Akaighe, 2020). For instance, a concierge who can promptly arrange transportation or make dinner reservations for guests can enhance the overall guest experience and improve the hotel's operational efficiency.

Despite the important roles they perform, frontline employees in the Nigerian hotel sector often face a number of challenges that could impact their level of engagement, job satisfaction, and service quality. One of the primary challenges is the high-stress nature of their work, which involves dealing with demanding guests, long working hours, and the need to multitask constantly (Adeosun & Adeosun, 2017). This can lead to burnout, job dissatisfaction, and high turnover rates, as frontline staff struggle to maintain their composure and provide exceptional service under immense pressure. For instance, a frontline employee at a bustling city-centre hotel may be required to check in a large group of guests, handle a customer complaint, and assist with luggage all within a short period, leading to overwhelming stress and fatigue.

Moreover, the lack of adequate training and development opportunities is a significant challenge faced by frontline employees in the Nigerian hotel sector (Adeosun & Adeosun, 2017). Many hotels may not invest sufficiently in training their frontline staff, resulting in a lack of skills and knowledge in critical areas such as customer service, problem-solving, and conflict resolution. This can hinder the employees' ability to provide the level of service expected by guests, particularly when dealing with complex or challenging situations. For example, a hotel receptionist who has not received proper training in de-escalating

confrontational situations may struggle to resolve a dispute between two guests, leading to a negative impact on the overall guest experience.

Frontline employees in the Nigerian hotel sector may also face challenges related to compensation and benefits. Low wages, limited career advancement opportunities, and a lack of job security can contribute to high turnover rates and a lack of motivation among frontline staff (Adeosun & Adeosun, 2017). This will impact on the quality of service and the overall competitiveness of the hotel, as skilled and experienced employees may be more inclined to seek employment elsewhere. For instance, a talented concierge may leave a hotel that offers limited career growth and poor benefits in favour of a competitor that provides better compensation and opportunities for advancement. Furthermore, frontline employees may encounter cultural and linguistic barriers when interacting with guests from diverse backgrounds (Adeosun & Adeosun, 2017).

Navigating these differences and ensuring effective communication can be a significant challenge, particularly in hotels that cater to international travelers (Akintunde & Akaighe, 2020). For example, a hotel porter may struggle to understand the needs and preferences of a guest from a different cultural background, leading to misunderstandings and a suboptimal guest experience.

Frontline employees in the Nigerian hotel sector are brand ambassadors, shaping the customer experience, contributing to the hotel's image and reputation, gathering valuable feedback, and maintaining operational efficiency. Their dedication, professionalism, and ability to provide exceptional service are essential to the success and growth of the Nigerian hotel sector. By addressing the challenges faced by frontline employees, Nigerian hotels can improve their competitiveness, enhance guest satisfaction, and contribute to the overall growth and development of the country's tourism and hospitality industry.

2.15.1 Engagement Strategies for Frontline Employees in the Nigerian Hotel Sector

In the Nigerian hotel sector, where frontline employees perform such important and essential roles, employee engagement is particularly crucial. Karatepe and Olugbade (2017) argue that to address the issue of employee engagement among frontline hotel employees in Nigeria, hotel managers should focus on implementing strategies that foster a positive work environment, recognise and reward employee contributions and provide opportunities for professional development.

1. **Effective Training and Development Programs:** Providing comprehensive training programs that equip frontline employees with the necessary skills and knowledge to deliver exceptional service can enhance their confidence and engagement (Akintunde & Akaighe, 2020). For example, hotels can offer training sessions on customer service, problem-solving, and conflict resolution to empower their frontline staff. These programs can help employees develop the communication, problem-solving, and crisis management skills required to handle a variety of customer interactions effectively, leading to increased job satisfaction and engagement.
2. **Competitive Compensation and Benefits:** Offering competitive salaries, benefits, and incentives can help attract and retain talented frontline employees and boost their motivation and engagement (Adegboye & Bankole, 2021). This can include providing performance-based bonuses, healthcare benefits, and opportunities for career advancement. By ensuring that frontline employees are fairly compensated and have access to a comprehensive benefits package, hotels can demonstrate their commitment to their staff and foster a sense of loyalty and engagement.
3. **Opportunities for Career Advancement:** Providing clear paths for career growth and development can help frontline employees feel valued and invested in the hotel's success, leading to increased engagement and loyalty (Karatepe & Olugbade, 2017). This can involve implementing mentorship programs, offering training workshops, and creating cross-functional job rotations. By offering opportunities for advancement and professional development, hotels can empower their frontline staff to take on more responsibility, acquire new skills, and contribute to the organisation's growth, further enhancing their engagement and commitment.
4. **Effective Communication and Feedback:** Encouraging open communication, soliciting feedback, and recognising employee contributions can help frontline employees feel seen, heard, and appreciated, which can enhance their engagement levels (Akintunde & Akaighe, 2020). Regular performance reviews, employee recognition programs, and open-door policies can foster a culture of open communication and feedback. When frontline employees feel that their voices are heard and their efforts are valued, they are more likely to be engaged and motivated to deliver exceptional customer service.
5. **Fostering a Positive Work Culture:** Promoting a work environment that values teamwork, collaboration, and work-life balance can help frontline employees feel supported and motivated, leading to increased engagement and job satisfaction (Karatepe, 2013). This can

include organising team-building activities, providing flexible work arrangements, and encouraging work-life integration.

By creating a positive and supportive work culture, hotels can help their frontline staff feel connected to the organisation and its mission, further enhancing their engagement and loyalty. By investing in these engagement strategies, managers and leaders in the Nigerian hotel sector can ensure that their frontline employees are motivated, committed, and able to deliver exceptional customer service, ultimately contributing to the overall success of the hotel. Engaged frontline staff can become ambassadors for the hotel, fostering stronger customer relationships and leading to long-term success.

2.16 Employee Disengagement Among Frontline Hotel Employees

Frontline employees in the Nigerian hotel sector are the brand ambassadors of the organisation, responsible for ensuring a positive customer experience. However, the issue of employee disengagement among these workers has been a growing concern (Adisa et al., 2019). Employee disengagement can lead to decreased productivity, high turnover rates, and poor customer service, ultimately impacting the overall performance of the hotel sector.

Frontline hotel employees in Nigeria often face a challenging work environment. They are required to work long hours, deal with demanding customers, and navigate various stressors that can contribute to disengagement (Karatepe & Olugbade, 2017). For instance, frontline staff may have to handle difficult customer complaints, work in fast-paced and high-pressure situations, and manage their work-life balance, all of which can lead to burnout and a lack of motivation. Disengaged frontline employees can negatively impact on the hotel's brand image and customer loyalty, consequently affecting its financial performance (Karatepe, 2013). Also disengaged employees may exhibit a lack of enthusiasm, provide low-quality service, and fail to address customer concerns promptly and efficiently. This can lead to poor customer reviews, decreased repeat business, and a decline in the hotel's overall reputation. For example, a housekeeper who rushes through the cleaning process or a receptionist who appears indifferent to guest inquiries can leave a lasting negative impression on the customer.

Research has identified several key factors that contribute to employee disengagement in the Nigerian hotel sector. Arasanmi & Krishna, 2019 highlighted that poor management practices, such as ineffective leadership, lack of communication, and

inadequate training and development opportunities, can create a sense of disconnect between employees and the organisation. For example, a lack of clear feedback and support from managers can leave employees feeling unsupported and undervalued, leading to disengagement.

Additionally, the high-stress nature of the hotel sector, with its long working hours and demanding customer interactions, can also contribute to burnout and disengagement (Arasanmi & Krishna, 2019). Frontline employees may feel overwhelmed by the workload and lack the necessary resources to cope effectively, leading to a decline in their engagement levels. Moreover, issues such as low pay, limited career advancement prospects, and a lack of work-life balance can further exacerbate the problem of employee disengagement (Karatepe & Olugbade, 2017). For instance, if employees feel that their efforts are not adequately compensated or that they have limited opportunities for growth within the organisation, they may become disengaged and less motivated to perform their duties.

Interestingly, Adisa et al. (2020) argued that the cultural and societal norms in Nigeria, which often prioritize job security over personal fulfilment, can also play a role in employee disengagement. This can create a situation where employees feel obligated to remain in their jobs, even if they are not fully engaged with their work.

To address the issue of employee disengagement in the Nigerian hotel sector, organisations should focus on improving management practices, enhancing employee engagement, and fostering a positive work environment. This may involve implementing effective communication strategies, providing comprehensive training and development programs, and offering competitive compensation and benefits packages (Arasanmi & Krishna, 2019). Additionally, organisations should prioritise work-life balance and implement strategies to mitigate stress and burnout among frontline employees (Karatepe & Olugbade, 2017).

By addressing these key factors and creating a more supportive and engaging work environment, Nigerian hotel organisations can help to ensure a more engaged workforce, ensuring a successful hotel sector.

2.16.1 Implications of Employee Disengagement

Employee disengagement has emerged as a growing concern for organisations, with experts identifying various factors that contribute to this issue. According to Govindarajo,

Kumar, and Ramulu (2014), these factors can be categorized into three main areas: external environment, psychological, and organisational causes. External Environment: The external environment can significantly impact employee engagement. Factors such as economic instability, industry competition, and technological advancements can create a sense of job insecurity and uncertainty, leading to decreased motivation and commitment among employees (Marchington, 2015). For example, the rapid pace of technological change in the digital age can make some employees feel threatened, as they fear their skills may become obsolete or their jobs may be automated. This can lead to a reluctance to embrace new technologies and a resistance to change, further exacerbating the problem.

Psychological Factors: Psychological factors, such as a lack of job satisfaction, poor work-life balance, and strained relationships with colleagues and managers, can also contribute to employee disengagement (Ismail et al., 2019; Zhou, Chipambwa, & Sithole, 2015). When employees feel undervalued, unsupported, or unable to cope with the demands of their roles, they are less likely to be engaged and invested in their work. This can lead to negative attitudes, decreased productivity, and high turnover rates, which all affect the quality of customer service. For instance, employees who feel their efforts are not recognized or rewarded may become disinterested in their work, leading to a decline in the level of service they provide to customers.

Organisational Factors: Organisational factors, such as ineffective management, poor communication, and a lack of clear career development opportunities, can also hinder employee engagement (Allam, 2017). Disengaged employees may display negative behaviours, such as a lack of enthusiasm, commitment, and organisational citizenship, which can undermine teamwork and collaboration within the organisation. In extreme cases, employee disengagement can even lead to workplace bullying and violence, stifling creativity and innovation (Ruck et al., 2017). For example, a lack of clear communication from management about the company's vision and goals can leave employees feeling disconnected and unsure of their role, leading to a decline in their engagement and performance. Managing relationships with a high number of disengaged employees can be a significant challenge for managers (Budd & Bhawe, 2019). However, it is crucial for businesses to prioritize employee engagement, as engaged and invested employees are key to organisational success (Albrecht et al., 2015). Effective strategies for addressing employee disengagement may include fostering open communication, providing clear career development opportunities, and

implementing employee recognition programs. By addressing the root causes of disengagement and creating a positive, supportive work environment, organisations can enhance employee engagement, boost productivity, and improve customer service quality.

2.17 The Nigerian Government and its Role in Industrial Relations

The relationship between the Nigerian government and industrial relations has been a complex and multifaceted one, with the government playing a significant role in shaping the industrial landscape (Akanji, 2012). Industrial relations refer to the relationship between employers, employees, and their representative organisations, such as trade unions, and the role of the government in regulating and mediating these relationships (Budd, 2020; Doellgast & Benassi, 2020; Dunlop, 1958). In the Nigerian context, government policies have a significant influence on the dynamics of industrial relations, affecting factors such as collective bargaining, dispute resolution, and the overall working conditions of employees (Akanji, 2012). The government's role in industrial relations is seen through its policies, regulations, and interventions (Okene, 2010). The government has the power to enact laws and regulations that govern the relationship between employers and employees, as well as the activities of labour unions (Akpan & Etor, 2013). The government, through various agencies such as the National Industrial Court and the Federal Ministry of Labour and Productivity, often intervenes in labour disputes and helps to facilitate negotiations between employers and employees (Okene, 2010).

The Nigerian government's policies and their impact on industrial relations are particularly relevant in the context of the hotel sector, which is an important part of the country's economy. The Nigerian government has implemented various policies that have had a direct impact on industrial relations. One of the key policies is the National Industrial Relations Policy (NIRP), which was introduced in 2005 to provide a framework for regulating industrial relations in the country (Federal Ministry of Labour and Productivity, 2005). The NIRP aims to promote harmonious industrial relations, ensure the protection of workers' rights, and facilitate the resolution of industrial disputes.

Another important policy is the National Labour Act, which governs the employment relationship, collective bargaining, and dispute resolution mechanisms in Nigeria (Federal Republic of Nigeria, 1990). The Act provides guidelines for the formation and operation of trade unions, as well as the procedures for collective bargaining and dispute resolution. The

government's policies have also had an impact on the role of trade unions in industrial relations. For instance, the Nigerian Labour Act of 1974 and the Trade Unions Act of 1973 have been instrumental in shaping the industrial relations landscape in the country (Onyeonoru, 2005). Also, the Trade Union Amendment Act of 2005 introduced changes to the registration and operation of trade unions, which have influenced their ability to effectively represent the interests of workers (Federal Republic of Nigeria, 2005). The policies implemented by the Nigerian government have had a significant impact on employee engagement in the hotel sector. These government policies play a vital role in shaping the business environment and influencing employee engagement within the hotel sector.

The Hotel Licensing Act: One practical example of how government policies have impacted employee engagement in the Nigerian hotel sector is the implementation of the Hotel Licensing Act. This act requires all hotels in Nigeria to be licensed and classified according to specific criteria, such as the quality of facilities, service standards, and staff qualifications (Adeyinka-Ojo & Kayode, 2014; Adeyinka-Ojo & Kayode, 2014; Iyiola & Oyeniyi, 2011). While this policy aims to improve the overall quality of the hotel sector, it has also created additional administrative burdens for hotel operators, leading to increased workloads for employees. As a result, some hotel employees have reported feeling overwhelmed and less engaged in their work, as they are required to devote more time to compliance-related tasks rather than focusing on their core responsibilities (Olugbade & Ndibe, 2017; Iyiola & Oyeniyi, 2011).

Taxation Regime: Another government policy that affects employee engagement in the Nigerian hotel sector is the taxation regime. The government imposes various taxes on hotel operations, such as value-added tax (VAT), company income tax, and employee income tax (Adeola & Adebisi, 2014; Adeyinka-Ojo & Kayode, 2014). These taxes can put financial pressure on hotel operators, leading them to cut costs, which may include reducing employee benefits, training, and development programs (Adeyinka-Ojo & Kayode, 2014). This can result in decreased employee motivation and engagement, as employees may feel undervalued and unsupported by their employers.

Additionally, the lack of investment in tourism infrastructure, such as reliable electricity and water supply, has made it challenging for hotel employees to perform their duties effectively, significantly affect the working conditions and productivity of hotel and further contributing to decreased engagement (Adeola & Adebisi, 2014; Olugbade & Ndibe,

2017; Adeyinka-Ojo & Khoo-Lattimore, 2013). If the government fails to invest in the necessary infrastructure, hotel operators may struggle to provide a comfortable and efficient work environment for their employees, leading to decreased job satisfaction and engagement.

The government's policies on labour regulations and employee rights can also influence employee engagement in the Nigerian hotel sector. For instance, the government's minimum wage policy and regulations on working hours, overtime pay, and employee benefits can affect the financial viability of hotel operations (Adeyinka-Ojo & Kayode, 2014). If hotel operators are unable to comply with these regulations due to financial constraints, it can lead to a deterioration in their business success.

The government's policies on environmental sustainability and corporate social responsibility (CSR) can also impact employee engagement in the Nigerian hotel sector. Hotels that are required to implement eco-friendly practices and engage in CSR initiatives may find that their employees are more motivated and committed to the organisation's goals, as they feel a sense of purpose and pride in contributing to the greater good (Adeyinka-Ojo & Khoo-Lattimore, 2013). Moreover, the government's policies on digital transformation and the adoption of technology in the hospitality industry can influence employee engagement. The implementation of digital tools and automation in hotel operations can streamline tasks, improve efficiency, and enhance the overall work experience for employees, leading to increased engagement and job satisfaction (Adeola & Adebisi, 2014).

One of the key effects is the influence of government policies on collective bargaining and dispute resolution. The National Industrial Relations Policy and the National Labour Act have provided a framework for collective bargaining, which is an important aspect of industrial relations. However, research has shown that the implementation of these policies has been uneven, with some employers in the hotel sector failing to engage in genuine collective bargaining (Onyeoziri, 2016; Akinwale 2018). This has led to dissatisfaction among employees and has negatively impacted on their engagement levels.

Furthermore, the government's policies on dispute resolution have also had an impact on employee engagement. The National Labour Act outlines the procedures for resolving industrial disputes, including the use of conciliation, mediation, and arbitration. However, the effectiveness of these mechanisms has been questioned, with some employees perceiving

the process as biased or ineffective (Adewumi, 2011; Akinwale, 2018). This has contributed to a sense of frustration and disengagement among hotel sector employees.

The government's policies on trade union activities have also influenced employee engagement in the hotel sector. The Trade Union Amendment Act of 2005 has been criticized for placing restrictions on the formation and operation of trade unions, which has limited their ability to effectively represent the interests of workers (Akinwale, 2011). This has resulted in a perceived lack of representation and has contributed to lower levels of employee engagement. While the policies have provided a framework for regulating industrial relations, the uneven implementation and perceived shortcomings of these policies have contributed to dissatisfaction and disengagement among hotel sector employees.

To fully understand the impact of the Nigerian government's role in industrial relations, it is essential to examine the influence of these external factors on employee engagement. Factors such as economic conditions, political stability, and social dynamics (labour unions) can all play a significant role in shaping the attitudes and behaviours of employees, thus affecting their level of engagement and commitment to their organisations (Akinwale, 2020).

The imperative for investigating the impact of external factors on employee engagement in the Nigerian hotel sector is particularly pressing given the dynamic and complex nature of the industry. The hotel sector is heavily influenced by global trends, such as fluctuations in tourism and changes in consumer preferences, which can have a ripple effect on the industry's workforce (Olugbamila, 2020). Additionally, the sector is subject to various regulatory frameworks, both at the national and international levels, which can further complicate the industrial relations landscape.

This investigation can provide valuable insights into how the government can address the challenges faced by employers and employees, and how it can adapt its policies and interventions to meet the changing needs of the industrial landscape (Okene, 2010). By investigating the interplay between the Nigerian government's policies, external factors, and employee engagement in the hotel sector, researchers can gain valuable insights into the complex dynamics that underpin industrial relations in the country. This knowledge can inform the development of more effective and responsive policies, as well as the implementation of strategies that foster positive and productive employment relationships (Olugbamila, 2020).

By investigating how government policies and labour union activities have influenced employee engagement and satisfaction in this sector, researchers can gain a better understanding of the interplay between external factors and industrial relations (Akanji, 2012). By investigating the impact of these external factors, researchers and policymakers can gain a deeper understanding of the challenges and opportunities faced by employers and employees in Nigeria (Akpan & Etor, 2013). This knowledge can inform the development of more effective policies and interventions that address the needs of all stakeholders in the industrial relations landscape (Onyeonoru, 2005).

To improve employee engagement in the Nigerian hotel sector, the government must ensure the effective implementation of its policies, address the perceived biases and inefficiencies in dispute resolution mechanisms, and facilitate the active participation of trade unions in representing the interests of workers. By addressing these issues, the government can play a more constructive role in promoting harmonious industrial relations and enhancing employee engagement in the hotel sector.

2.18 Government Policies and the Nigerian Hotel Sector

The Nigerian hotel sector is regulated by policies instituted by the Nigerian government. These government policies can have a significant impact on the business environment, particularly in the Nigerian hotel sector, and consequently, on the engagement and well-being of frontline employees (Adeyemi & Ogunleye, 2020; Abioye & Olagunju, 2021). Policies associated with taxation, labour regulations, and industry-specific regulations can shape the working conditions, job security, and overall job satisfaction of hotel staff (Akanji et al., 2018; Abioye et al., 2021). For instance, the implementation of unfavourable or burdensome tax policies can place a financial strain on hotel management, potentially leading to reduced employee benefits, lower wages, or even job cuts.

This, in turn, can contribute to a sense of instability and a lack of support among frontline employees, which may negatively impact their engagement and commitment to their roles (Bhuiyan & Arefin, 2016; Adeyemi & Ogunleye, 2020). Similarly, restrictive labour regulations, such as strict limits on working hours or overtime pay, can create challenges for hotel management in meeting the demands of their operations, potentially resulting in increased workloads and stress for frontline staff.

Moreover, industry-specific regulations, such as those governing safety standards, hygiene requirements, or service quality, can also have a significant impact on the hotel sector. While these regulations are often intended to protect consumers and ensure a high standard of service, their implementation can sometimes create additional administrative burdens and operational complexities for hotel management. This, in turn, can contribute to a sense of uncertainty and instability among frontline employees, potentially leading to decreased morale, reduced productivity, and higher turnover rates (Akanji et al., 2018; Abioye et al., 2021). The impact of government policies on the hotel sector can be particularly evident in the Nigerian context, where the business environment is often characterized by political and economic volatility. This instability can create a challenging and unpredictable operating environment for hotel businesses, which may struggle to maintain consistent policies and practices. As a result, frontline employees may feel a lack of job security and a diminished sense of support from their employers, leading to decreased engagement and a deterioration in the quality of service provided to hotel guests.

One of the primary government policies that impact the Nigerian hotel sector is taxation. The government imposes various taxes on hotels, including value-added tax (VAT), corporate income tax, and property taxes (Adebayo & Iweka, 2014). These taxes can significantly increase the operating costs of hotels, potentially reducing their profitability and competitiveness. The high tax burden can also make it difficult for hotels to invest in infrastructure, upgrade facilities, or expand their operations, eventually hindering the growth and development of the sector.

Another important policy area is regulation and licensing. The government has established various regulations and licensing requirements for hotels, such as standards for facilities, services, and safety (Ajayi & Okafor, 2018). While these regulations aim to ensure quality and consumer protection, they can also create administrative and financial burdens for hotel operators, particularly smaller establishments. The complex regulatory environment can make it challenging for hotels to navigate the bureaucratic processes, leading to delays and additional costs.

The government's investment and incentive policies also play an important role in the hotel sector. The government has implemented programs to encourage hotel development, such as tax incentives and access to financing (Ogundele et al., 2018). However, the effectiveness and accessibility of these programs have been a subject of debate, with some

hotel operators feeling that the support is inadequate or does not reach the intended beneficiaries. The lack of consistent and well-designed incentive programs can hinder the ability of hotels to invest in expansion, refurbishment, or technological upgrades.

Furthermore, the government's infrastructure development policies can significantly impact the hotel sector. Investments in transportation, utilities, and other supporting infrastructure can enhance the attractiveness and accessibility of hotel destinations, leading to increased tourism and hotel demand (Ajayi & Okafor, 2018). On the flip side, a lack of investment in infrastructure can hinder the growth and development of the hotel sector. Poor roads, unreliable electricity, and limited access to water and other utilities can make it challenging for hotels to operate efficiently and provide a high-quality experience for guests.

The government's tourism promotion and marketing strategies also play a crucial role in the hotel sector. Effective tourism promotion can increase the visibility and attractiveness of Nigeria as a destination, leading to increased hotel occupancy and revenue (Ogundele et al., 2018). However, the government's efforts in this area have been perceived as inadequate by some hotel operators. Limited investment in national and international tourism marketing campaigns can make it difficult for hotels to attract a broader customer base and compete with other destinations. By understanding the impact of these policies and working collaboratively with policymakers, hotel management can strive to create a more stable and supportive work environment for their employees, ultimately enhancing their overall engagement, productivity, and the quality of service delivered to hotel guests.

2.19 Implications for Hotel Management

The government policies discussed above have significant implications for hotel management in Nigeria. Hotel managers must carefully navigate the complex regulatory environment, optimize their operations to minimize the impact of taxation, and explore available government incentives and support programs (Adebayo & Iweka, 2014). This requires a deep understanding of the policy landscape and the ability to adapt quickly to changes in regulations or tax policies.

Engaging with the Government: Hotel managers must actively engage with the government to advocate for policies that are more favourable to the hotel sector. This may involve participating in industry associations, providing feedback on proposed regulations, and collaborating with the government on tourism promotion and infrastructure

development initiatives (Ajayi & Okafor, 2018). For example, hotel managers could join a national hotel association and work with the government to improve the road infrastructure near their establishments, which would enhance accessibility and attract more guests. By building strong relationships with policymakers and advocating for the needs of the hotel sector, managers can influence the development of policies that support the growth and competitiveness of their businesses.

Adapting Business Strategies: Furthermore, hotel managers must adapt their business strategies to address the challenges and opportunities presented by government policies. This may involve diversifying revenue streams, exploring cost-saving measures, and investing in innovative technologies and services to enhance competitiveness (Ogundele et al., 2018). For instance, hotel managers could introduce new revenue streams, such as offering co-working spaces or hosting corporate events, to offset the impact of changes in taxation or regulations. They could also invest in energy-efficient technologies to reduce operational costs and stay competitive in the market.

Ensuring Long-term Sustainability: Effective hotel management in the context of government policies requires a strategic and proactive approach to ensure the long-term sustainability and success of the business. The Nigerian hotel sector is significantly impacted by various government policies, including taxation, regulation, investment incentives, infrastructure development, and tourism promotion.

By understanding and responding effectively to these policies, hotel managers can enhance the competitiveness and profitability of their establishments, contributing to the overall growth and development of the Nigerian tourism industry.

2.20 Labour Unions and Employee Engagement

Labour unions play a fundamental role in shaping employee engagement within the Nigerian hotel sector. These organisations often advocate for enhanced working conditions, fair remuneration, and job stability for their members. It can be argued that labour unions play a vital role in the Nigerian hotel sector, representing the interests of employees and negotiating for better working conditions, wages, and benefits. These unions often engage in collective bargaining with hotel management to address the concerns of their members (Adeniyi & Gbadamosi, 2016; Otoiu & Titan, 2014; Akinwade, 2011; Akintunde, 2018). For instance, unions may negotiate with hotel management to ensure that employees receive

adequate breaks, safety equipment, and competitive wages that align with industry standards. However, the relationship between labour union activities and employee engagement can be multifaceted. While union involvement may boost job satisfaction and commitment among workers, it can also create tensions and conflicts between management and employees, potentially leading to decreased engagement (Kooij et al., 2013; Akintunde, 2018; Akobundu & Goddey, 2023). For example, if unions demand significant pay increases or changes to work schedules that hotel management deems unreasonable, it could result in strained relations and a less cohesive work environment.

The presence of labour unions in the Nigerian hotel sector has been crucial in ensuring that employee rights are protected and that their voices are heard. These unions have been active in negotiating fair wages, reasonable working hours, and appropriate benefits for hotel employees. They have also played a significant role in addressing issues such as discrimination, harassment, and unfair dismissal, which can have a detrimental effect on employee engagement. Consequently, the level of employee engagement can be significantly influenced by the nature of the union's demands and the hotel management's response. For instance, when labour unions successfully negotiate for better pay and benefits, it can lead to increased job satisfaction and higher levels of employee engagement (Oladapo & Onyeaso, 2013). This can result in employees feeling valued and appreciated, which can translate into improved customer service, increased productivity, and a stronger commitment to the organisation. On the other hand, when labour unions engage in prolonged strikes or disputes with hotel management, it can lead to a breakdown in trust and communication, eventually resulting in decreased employee engagement (Adeyeye, 2019). Unresolved conflicts between unions and management can create an atmosphere of uncertainty and tension, which can negatively impact employee morale and engagement.

If both parties can effectively communicate and collaborate to align their interests, it can foster a positive work environment that supports employee engagement (Akintunde, 2018). This might involve finding mutually beneficial compromises, such as gradual pay rises or improved benefits, rather than confrontational tactics.

Furthermore, the specific context of the hotel sector in Nigeria can also play a role. In some regions, labour unions may have a stronger presence and influence, while in others, their impact may be more limited. Additionally, the overall economic and political climate can

shape the dynamics between unions, employees, and hotel management, affecting employee engagement levels.

Labour union activities can have a significant impact on employee engagement in the Nigerian hotel sector. While unions can advocate for improved working conditions and job security, the relationship between union involvement and engagement is complex and can be influenced by various factors, including the nature of the union's demands, the hotel management's response, and the broader contextual factors within the industry and the country. Effective communication and collaboration between all stakeholders are crucial for fostering a positive work environment that supports high levels of employee engagement.

One practical example of the impact of labour unions on employee engagement in the Nigerian hotel sector is the case of the Hotel and Personal Services Senior Staff Association of Nigeria (HAPSSAN). In 2018, HAPSSAN engaged in a nationwide strike to demand better pay and working conditions for its members (Adeniyi & Gbadamosi, 2016). The strike lasted for several weeks and caused significant disruptions to hotel operations, leading to a decline in customer satisfaction and overall performance. However, the strike also resulted in the hotel management agreeing to address the concerns of the union, leading to improved employee satisfaction and engagement. This demonstrates how the collective bargaining power of labour unions can be used to improve working conditions and, in turn, enhance employee engagement.

Another example is the role of the National Union of Hotel and Personal Services Workers (NUHPSW) in addressing the issue of job insecurity in the Nigerian hotel sector. The union has been instrumental in advocating for the implementation of more stable employment contracts and the reduction of casual or temporary employment arrangements (Oladapo & Onyeaso, 2013). This has led to increased job security for hotel employees, which, in turn, has contributed to higher levels of employee engagement and loyalty. By ensuring that employees have a sense of job stability and security, the union has helped to create an environment where employees are more likely to be engaged and committed to their work.

However, the impact of labour unions in the Nigerian hotel sector have been a subject of considerable debate and controversy (Akintunde, 2018). Labour unions in the Nigerian hotel sector have been known to engage in strikes and other forms of industrial action, which can disrupt hotel operations and negatively impact customer satisfaction and loyalty (Okafor,

2017). These actions can result in the loss of revenue, increased operational costs, and a decline in the hotel's reputation, thus affecting its overall competitiveness in the market.

Another significant issue is the unions' involvement in the hotel employee hiring and firing process. In some cases, unions have been known to interfere with the hotel's human resource management practices, making it difficult for hotel managers to effectively manage their workforce (Akintunde, 2018). This can lead to inefficiencies, reduced productivity, and a decline in the quality of service provided to hotel guests. For example, unions may impose restrictions on the hotel's ability to terminate underperforming employees, even if their performance is negatively impacting the guest experience. Furthermore, the influence of labour unions has also been linked to the reluctance of foreign investors to invest in the Nigerian hotel sector (Okafor, 2017). Investors may be hesitant to enter the market due to concerns about the potential for labour unrest and the associated risks to their investments. For instance, the threat of strikes or work stoppages can create uncertainty and deter potential investors from committing resources to the Nigerian hotel sector. To address these challenges, hotel owners and operators in Nigeria have sought to develop strategies to mitigate the impact of labour unions on their businesses.

One such strategy is effective communication and collaboration with labour unions. Hotel managers can establish open lines of communication with union leaders, engaging in constructive dialogue and seeking mutually beneficial solutions to address the concerns of both parties (Akintunde, 2018). This may involve negotiating compromises on issues such as work hours, compensation, and employee benefits, while ensuring that the hotel's operational efficiency and profitability are not significantly compromised.

Another strategy is investment in employee training and development. By providing extensive training and development opportunities, organisations aim to enhance the skills and knowledge of their workers, ultimately improving their performance and reducing the need for union intervention (Okafor, 2017). For example, hotels may offer management training programs to equip their supervisors with the necessary skills to effectively manage and motivate their teams, thereby reducing the potential for labour disputes.

Additionally, hotel owners can explore diversification of their revenue streams as a means of mitigating the impact of labour unions. By developing alternative revenue sources, such as event hosting, catering, or the establishment of ancillary services, hotel owners can reduce their reliance on labour-intensive operations and potentially limit the influence of

labour unions (Adeyinka-Ojo & Khoo-Lattimore, 2013). For instance, a hotel may invest in a conference centre or a high-end restaurant, which can generate revenue streams that are less dependent on the hotel's core workforce.

Finally, hotel owners and operators can engage in advocacy and policy engagement efforts to address the broader challenges posed by labour unions. By collaborating with policymakers and government agencies, they can advocate for regulatory reforms that promote a more stable and conducive business environment for the hotel sector, potentially limiting the influence of labour unions (Akintunde, 2018). This may involve lobbying for changes to labour laws or the establishment of dispute resolution mechanisms that provide a more balanced approach to addressing labour-related issues.

The impact of labour unions on the Nigerian hotel sector is a complex and multifaceted issue. While labour unions play an important role in protecting the rights and interests of hotel employees, their actions can also have significant consequences for the profitability and competitiveness of hotel businesses. From these practical examples, it is evident that the role of labour unions in the Nigerian hotel sector is an important factor to consider when examining issues related to employee engagement and organisational performance. By developing effective strategies to navigate this challenging landscape, hotel owners and operators in Nigeria can strive to maintain a balance between the demands of labour unions, the needs of their employees and the long-term sustainability of their businesses.

2.21 Understanding the Interplay Between Government Policies, Labour Unions and Employee Engagement in the Nigerian Hotel Sector

The Nigerian hotel sector has been significantly influenced by the interplay between government policies and labour union activities, which have, in turn, impacted employee engagement. The relationship between government policies and labour union activities is a critical aspect of the management of organisations, particularly in the Nigerian hotel sector.

In Nigeria, policies related to taxation, labour laws, and industry regulations have had a direct impact on the operations and profitability of hotels. For instance, the implementation of the National Minimum Wage Act in 2019 has led to increased labour costs for hotel operators, resulting in reduced employee benefits and potential job losses (Okafor, 2021). Similarly, the government's policies on foreign exchange management have affected the

ability of hotels to import essential supplies, leading to higher operational costs (Adeyemi, 2020).

Labour union activities have also been a significant factor in the Nigerian hotel sector. Unions, such as the Hotel and Personal Services Senior Staff Association of Nigeria (HAPSSAN), have played a major role in advocating for better working conditions, wages, and benefits for hotel employees (Akinwale, 2020). However, the relationship between hotel management and labour unions has not always been harmonious. Instances of strikes and industrial actions have disrupted hotel operations, leading to financial losses and a decline in customer satisfaction (Oluwatobi, 2019).

The Nigerian government has implemented policies such as the National Minimum Wage Act, which has led to increased labour costs for hotel operators (Adewumi, 2018). This, in turn, has prompted labour unions to negotiate for better pay and benefits for their members, often leading to industrial disputes and disruptions in hotel operations (Akinwale, 2010).

Moreover, the government's policies on foreign investment and tourism promotion have also impacted the hotel sector. The government's efforts to attract foreign investment and promote tourism have led to the establishment of new hotels, which have increased competition and put pressure on existing hotels to improve their service quality and employee engagement (Adeyemi, 2019).

This interplay between government policies and labour union activities has had a direct impact on employee engagement in the Nigerian hotel sector. When government policies increase operational costs and reduce profitability, hotel management may be forced to cut back on employee benefits, training, and development programs, which can lead to lower employee morale and engagement (Adeyemi, 2020). On the other hand, when labour unions successfully negotiate better working conditions and benefits for employees, it can result in higher levels of employee satisfaction and engagement (Akinwale, 2020).

One practical example of the interplay between government policies and labour union activities in the Nigerian hotel sector is the case of the Eko Hotels and Suites in Lagos. In 2018, the hotel faced a labour dispute with the National Union of Hotel and Personal Services Workers (NUHPSW), which demanded better wages and working conditions for its members (Adewumi, 2018). The dispute led to a series of protests and disruptions, which negatively impacted the hotel's operations and reputation.

Another example is the case of the Transcorp Hilton Hotel in Abuja, which faced a similar labour dispute in 2019. The hotel's management had implemented a new policy that reduced the number of staff, leading to protests and demands from the NUHPSW for the reinstatement of the affected employees (Aderonmu, 2019). The dispute was eventually resolved through negotiations between the hotel management and the union.

So, when government policies are perceived as unfavourable by labour unions, labour unions may resort to industrial action, such as strikes, to pressure the government and hotel management (Adegbite & Akinbade, 2021). This can disrupt hotel operations, negatively impact guest satisfaction, and eventually affect the overall performance of the industry. On the other hand, when government policies and labour union activities are aligned, it can foster a more collaborative and productive environment within the hotel sector. For instance, if the government introduces tax incentives or subsidies to encourage hotel investments, labour unions may be more willing to work with hotel management to ensure the success of these initiatives (Ayeni & Adeyinka, 2019).

The interplay between government policies and labour union activities is an important critical aspect of the management of the Nigerian hotel sector. Understanding the significance of government policies and labour union activities in the Nigerian hotel sector is important for several reasons. Firstly, it provides insights into the broader socio-economic and political factors that shape the employment landscape in the industry. This knowledge can inform the development of more effective human resource management strategies and policies that address the unique challenges faced by hotel employees (Adeyinka & Oni, 2020). Secondly, it can help hotel managers and policymakers to better anticipate and respond to changes in the regulatory environment and labour dynamics, thereby enhancing their ability to maintain a motivated and engaged workforce (Adepoju & Ogunnaike, 2017).

These external factors have a significant impact on the financial viability of hotels, which, in turn, affects employee engagement and overall organisational performance. The practical examples provided demonstrate the need for hotel operators to carefully navigate this complex landscape and develop strategies that balance the interests of the government, labour unions, and their own business objectives.

2.22 Recent Trends, Debates And Emerging Perspectives in Employee Engagement

2.22.1 Employee engagement and remote working: Pre-pandemic

Prior to the COVID-19 pandemic, the concept of remote working was not widely adopted in the Nigerian hotel sector. The industry was heavily reliant on physical presence, with employees required to be on-site to perform their duties (Ogunyomi & Bruning, 2016). However, some organisations did experiments with limited remote work arrangements, particularly for administrative and support roles (Adisa et al., 2019). This was largely due to the nature of the hotel business, which involves various operational and customer-facing responsibilities that necessitated the physical presence of employees.

The relationship between employee engagement and remote working in the pre-pandemic Nigerian hotel sector was complex. While remote working could potentially offer increased flexibility and work-life balance, which can positively impact employee engagement, the lack of face-to-face interaction and the challenge of maintaining a strong organisational culture could also have a negative effect (Adisa et al., 2019).

Furthermore, the limited adoption of remote working practices in the Nigerian hotel sector meant that employees were not adequately equipped with the necessary skills and tools to effectively work remotely (Ogunyomi & Bruning, 2016). This could have led to decreased productivity, communication challenges, and a sense of isolation, all of which could have negatively impacted on employee engagement. Maintaining a high level of engagement among remote workers in the hotel sector was particularly crucial, as it ensured that employees remained motivated, committed, and able to deliver exceptional customer service even in a remote work environment.

The pandemic era created the need for organisations to develop comprehensive remote working policies and provide the necessary infrastructure and support to enable employees to work effectively from remote locations (Adisa et al., 2019). This also includes providing access to reliable internet, communication tools, and training on remote work best practices. By investing in these resources, hotel organisations could better support their employees and ensure that remote work arrangements do not negatively impact employee engagement and overall organisational performance.

The pandemic era also created the need for organisations to prioritize employee engagement strategies that address the unique challenges of remote work, such as fostering a strong organisational culture, facilitating regular virtual team-building activities, and

ensuring effective communication and feedback mechanisms (Akanji et al., 2018). These strategies helped to maintain a sense of connection and belonging among remote workers, which is crucial for sustaining high levels of engagement and commitment.

This experience also created an awareness of the importance of adapting leadership styles and management practices to accommodate the needs of employees working remotely. Managers should focus on outcomes rather than physical presence, and they should provide clear expectations, regular check-ins, and opportunities for professional development (Ogunyomi & Bruning, 2016). By adopting a more flexible and supportive approach to managing remote employees, hotel organisations can ensure that their workforce remains engaged, productive, and aligned with the organisation's goals.

The pre-pandemic era in the Nigerian hotel sector presented both challenges and opportunities in terms of employee engagement and remote working. While the industry was primarily focused on physical presence, some organisations did experiments with limited remote work arrangements. The relationship between employee engagement and remote work was complex, with both positive and negative implications.

To ensure the success of the Nigerian hotel sector in the post-pandemic era, it is important for organisations to develop comprehensive remote working policies, prioritize employee engagement strategies, and adapt their leadership and management practices to accommodate the needs of remote workers. By doing so, they can enhance employee productivity, job satisfaction, and organisational commitment, ultimately contributing to the overall success of the industry.

2.22.2 Employee Engagement and Remote Working: The New Normal

The COVID-19 pandemic has significantly transformed the way businesses operate, and the hotel sector in Nigeria is no exception. With the shift towards remote work, understanding the impact on employee engagement has become crucial for organisations seeking to maintain productivity and morale in the post-pandemic era (Shuck & Herd, 2012). In the Nigerian hotel sector, where competition is fierce and customer expectations are high, maintaining a highly engaged workforce is essential for meeting the evolving needs of guests (Akintunde, 2016).

Nwachukwu et al., 2020 argued that the shift to remote work during the pandemic has presented both opportunities and challenges for employee engagement in the Nigerian

hotel sector. On one hand, remote work has offered increased flexibility, reduced commute times, and improved work-life balance, which can contribute to higher levels of engagement (Nwachukwu et al., 2020). For instance, employees who no longer have to spend hours commuting to and from work may have more time to focus on their personal and professional development, leading to increased job satisfaction and engagement. Additionally, the ability to work from the comfort of their own homes can help remote employees achieve a better work-life balance, reducing stress and improving their overall well-being. On the other hand, the lack of face-to-face interaction, reduced social connections, and potential feelings of isolation can negatively impact engagement (Agyemang & Ofei, 2013). Remote work can create a sense of disconnection, as employees miss the daily interactions and social bonds that are often formed in a traditional office setting. This can lead to feelings of loneliness and diminished camaraderie, which can ultimately affect an employee's level of engagement and commitment to the organisation.

To address the challenges of remote work and maintain high levels of employee engagement, hotel organisations in Nigeria need to implement innovative strategies. These may include:

1. **Effective communication and feedback mechanisms:** Establishing clear communication channels, regular check-ins, and feedback loops can help remote employees feel connected and valued (Ghosh et al., 2020). For example, hotel managers can schedule weekly virtual meetings or one-on-one sessions to discuss progress, provide feedback, and address any concerns or challenges faced by remote employees.
2. **Personalised learning and development opportunities:** Providing tailored training, mentorship programs, and opportunities for skill development can enhance employee engagement and career growth (Anitha, 2014). Hotel organisations can offer online training modules, virtual coaching sessions, or access to industry-relevant webinars and workshops to help remote employees expand their knowledge and skills.
3. **Virtual team-building and social activities:** Organising virtual social events, team-building exercises, and informal gatherings can foster a sense of community and camaraderie among remote employees (Shuck & Herd, 2012). This could involve virtual team-building games, online trivia nights, or virtual cooking classes, where employees can interact and bond with their colleagues in a more relaxed setting.

4. Flexible work arrangements: Offering flexible work schedules, work-from-home policies, and work-life balance initiatives can help remote employees maintain a healthy work-life balance and feel empowered (Nwachukwu et al., 2020). This could include allowing employees to adjust their working hours to accommodate personal commitments or providing access to mental health resources and wellness programs. 5. Technological support and infrastructure: Investing in reliable and user-friendly remote work technologies, such as videoconferencing, project management tools, and cloud-based platforms, can improve the remote work experience and facilitate collaboration (Ghosh et al., 2020). This can help remotely working employees stay connected, access necessary resources, and collaborate effectively with their colleagues, regardless of their physical location.

The post-pandemic era has presented both challenges and opportunities for the Nigerian hotel sector in terms of employee engagement and remote work. By implementing strategic initiatives that address the unique needs of employees working remotely, hotel organisations in Nigeria can foster a highly engaged workforce, maintain service quality, and position themselves for long-term success in the evolving business landscape. This research highlights the importance of adaptability, innovation, and a people-centric approach in navigating the new normal in the Nigerian hotel sector.

2.22.3 Employee Engagement as a Customisable Practice

The Nigerian hotel sector exhibits diversity, offering a variety of establishments that cater to distinct market segments and customer preferences (Akinyele, 2010). Therefore, the strategy for engaging employees must be customized to meet the individual needs and attributes of each organisation. It is crucial to tailor engagement initiatives to align with the particular objectives, values, and personnel of the hotel (Akintunde, 2020). Customization is a key aspect of employee engagement practices in the Nigerian hotel sector.

Cultural factors play a significant role in shaping the values, beliefs, and expectations of employees across different regions and ethnic groups in Nigeria (Akinyele, 2010). To effectively engage employees, it is essential to consider these cultural nuances and ensure that engagement strategies resonate with the workforce, fostering a sense of belonging and connection (Akintunde, 2020). Additionally, employee demographics must be taken into account, as the Nigerian hotel sector employs a diverse workforce with varying levels of experience and responsibilities (Akinyele, 2010). Tailoring engagement practices to meet the

specific needs and motivations of different employee groups can lead to more positive outcomes (Akintunde, 2020). Moreover, customization is vital in aligning employee engagement practices with the strategic goals and priorities of each hotel.

Different hotels in the Nigerian market may have distinct objectives, such as expanding market share, enhancing brand reputation, or improving operational efficiency. By tailoring engagement strategies to support these specific goals, hotels can achieve desired outcomes more effectively (Akintunde, 2020). Furthermore, the physical and technological infrastructure of the hotel can also influence the customization of employee engagement practices. Adapting engagement strategies to the resources and tools available can enhance their effectiveness and relevance (Akintunde, 2020).

Despite the benefits of customized employee engagement practices, there are challenges that hotels in Nigeria must address. Limited resources and budgets, as well as the lack of industry-wide standards and best practices, can hinder the development and implementation of tailored engagement strategies (Akinyele, 2010). Additionally, the rapidly evolving nature of the hospitality industry and changing workforce expectations can make it challenging for hotels to keep up with the latest trends in employee engagement (Akintunde, 2020). However, by leveraging customized employee engagement practices, hotels in Nigeria can create a more engaged and productive workforce, leading to improved customer satisfaction, increased profitability, and a competitive advantage in the market (Akintunde, 2020). Furthermore, customized engagement practices can help hotels attract and retain top talent in a competitive labor market (Akintunde, 2020).

Customized employee engagement practices are essential for success in the Nigerian hotel sector. By considering cultural factors, employee demographics, strategic goals, and contextual factors, hotel managers can develop and implement effective engagement strategies that drive positive outcomes for their organisations. Despite challenges, the potential benefits of customized employee engagement make it a valuable focus area for the Nigerian hotel sector.

2.22.4 Employee Engagement: Increased Autonomy and Individually Accountable

Front-line managers play a vital role in bridging the gap between organisations and their distributed workforce. These managers require a diverse skill set that extends beyond technical expertise, focusing on coaching, mentoring, and setting clear expectations for

remote teams. As the workforce becomes increasingly dispersed, there is a growing recognition of the importance of supporting front-line managers in effectively engaging with remote employees. The concept of autonomy is crucial in managing virtual teams, allowing employees to balance their work and personal commitments to enhance their performance and overall well-being. While autonomy can help alleviate stressors like childcare during the COVID-19 pandemic, it can also blur the boundaries between work and personal life. To address this challenge, some organisations have implemented engagement champion networks to provide front-line managers with the necessary support in developing tailored engagement strategies for their teams.

Empowering employees to contribute to the design and implementation of engagement strategies can create a more inclusive work environment that caters to the diverse needs of the workforce. By remaining agile and adapting to the changing demands of the remote world, organisations can redesign their work processes to better support their employees. Shifting power to employees and involving them in shaping engagement strategies can lead to a more inclusive and adaptable workplace. The trend towards individualism has driven an increased demand for personalization among consumers, as research has highlighted the psychological benefits of personalized products (Burns, 2020; Li and Atkinson, 2020). However, this emphasis on individualization is not reflected in organisational approaches to employee engagement, which often relies on generic practices that fail to account for the unique identities and experiences of workers (Dillard and Osam, 2021). This one-size-fits-all approach can lead to employee cynicism and overlooks the importance of diversity and consultation in creating meaningful engagement strategies.

The COVID-19 pandemic has further underscored the shortcomings of uniform employee engagement practices, particularly in addressing the diverse needs and challenges faced by remote workers (Galanti et al, 2021). Women, in particular, have been disproportionately affected by the shift to remote work, often bearing the bulk of childcare and household responsibilities (Dillard and Osam, 2021). These challenges highlight the need for organisations to adopt a more holistic approach to employee engagement, one that considers the interplay between work, home life, and personal circumstances (Vaswani, 2020). In response, HR departments need to rethink their approach to employee engagement, moving towards a more flexible and inclusive model that allows employees to tailor engagement activities to their individual preferences and needs (Dillard and Osam, 2021).

By adopting a "bundle" approach to engagement, where employees have the freedom to choose from a variety of activities that suit their unique circumstances, organisations can create a more accommodating and inclusive work environment that values diversity and individuality. This reimagined approach to employee engagement requires a fundamental shift in organisational thinking, prioritizing flexibility and inclusivity as key components of engagement strategies (Dillard and Osam, 2021). By empowering employees to co-create their engagement experience and acknowledging the diverse needs of workers, organisations can cultivate a more supportive and inclusive workplace culture that fosters greater employee well-being, productivity, and retention.

2.22.5 Employee Engagement: Well-being and Work-Life Balance

The relationship between work-life balance and employee engagement has been a prominent focus of academic research in recent years. Work-life balance, as described by Karthik, involves effectively managing time and energy between work responsibilities and personal activities. Studies have shown that maintaining a healthy work-life balance can create a positive atmosphere within an organisation, leading to increased job satisfaction, overall well-being, and productivity (Beauregard Henry, as cited in Ganiyu, Fields, Atiku, and Derera, 2020). For example, research by Susi and Jawaharrani (as cited in Rashid, Zainal, and Abd Razak, 2023) indicates that companies that prioritize work-life balance often experience higher levels of employee engagement and profitability. Employee engagement is closely tied to factors like workforce productivity, retention, customer loyalty, and organisational profitability (Myilswamy and Gayatri, as cited in Nkolimwa, 2023).

Engaged employees are more likely to go beyond their job requirements, contributing to the success of the organisation. Studies, such as one by Hieu Minh (2020), have shown that employees are more engaged when offered supportive work-life policies and flexibility, such as the option to work from home. The connection between work-life balance and employee engagement is intricate. Positive work-home spillover, where the benefits of work engagement carry over to personal life, can increase dedication and focus on work. On the other hand, negative spillover, like being required to work outside of regular hours, may lead to decreased engagement. Excessive work-home conflicts can also diminish employee engagement, as individuals struggle to balance professional and personal responsibilities (Sonnentag, Cheng, and Parker; Vander Elst and Erl). Work-life balance is a significant concern

for managers, as it can impact job satisfaction, intention to stay with the organisation, employee health, and overall performance (Rashid, Zainal, and Abd Razak, 2023).

Improving the relationship between employees and leadership through better work-life balance can influence decisions to remain with or leave a company. Furthermore, research has suggested that work engagement plays a mediating role in the connection between talent management, work-life balance, and work performance (Nkolimwa, 2023). Employees who feel supported in achieving work-life balance are more likely to exhibit positive attitudes and behaviours at work, leading to increased engagement and a positive work environment.

The interaction between work-life balance and employee engagement is crucial for organisations looking to enhance productivity, retention, and employee well-being. By addressing work-life balance issues and promoting supportive policies, companies can cultivate a more engaged and dedicated workforce, ultimately contributing to their long-term success.

2.22.6 Employee Engagement: Inclusive and Diverse Workplaces

Employee engagement and the fostering of inclusive and diverse workplaces have become key priorities for organisations globally, including in Nigeria's hotel sector. Diversity and inclusion are both moral imperatives and strategic business considerations, as they can enhance employee satisfaction, productivity, and innovation (Deloitte, 2017). However, the Nigerian hotel sector faces unique challenges in achieving meaningful diversity and inclusion.

One of the primary barriers is the lack of representation of marginalized groups, such as women, ethnic minorities, and individuals with disabilities (Adisa et al., 2019; Nwosu et al., 2021). Traditional cultural and societal norms in Nigeria often limit the opportunities available to these groups, leading to their underrepresentation in leadership positions and decision-making roles within the hotel sector. For instance, the hotel sector in Nigeria is often perceived as a male-dominated field, with women facing significant barriers to entry and advancement due to factors such as gender stereotypes, lack of work-life balance policies, and limited access to professional development and networking opportunities (Adisa et al., 2019; Nwosu et al., 2021). This underrepresentation is further exacerbated by the prevalence of informal and family-owned hotel businesses, which may be less inclined to embrace diversity and inclusion practices.

Another challenge is the lack of inclusive policies and practices within Nigerian hotel organisations. Many hotels may lack comprehensive diversity and inclusion strategies, with little emphasis on employee training, resource groups, or targeted recruitment efforts to attract and retain a diverse workforce (Adisa et al., 2019; Nwosu et al., 2021). This can contribute to a corporate culture that is not welcoming or supportive of marginalized groups. For example, some hotels may not have clear policies against discrimination or harassment, or they may not provide adequate support and resources for employees with disabilities. Furthermore, the Nigerian hotel sector is characterized by a high degree of informality and a lack of standardized HR practices, which can make it difficult to implement and monitor diversity and inclusion initiatives (Adisa et al., 2019; Nwosu et al., 2021). This can lead to inconsistencies in the treatment and development of employees, further exacerbating the challenges faced by marginalized groups. To address these challenges and promote diversity and inclusion in the Nigerian hotel sector, organisations should adopt a comprehensive and strategic approach. This may involve developing and implementing clear diversity and inclusion policies and practices, investing in employee training and development, implementing targeted recruitment and retention strategies, promoting work-life balance and flexible work arrangements, establishing employee resource groups and mentorship programs, and regularly collecting and analysing diversity data (Deloitte, 2017; Adisa et al., 2019). For example, hotels could partner with organisations that support marginalized groups, such as women's empowerment initiatives or disability advocacy groups, to attract a diverse pool of candidates. They could also offer flexible work options, such as remote work and part-time schedules, to accommodate the needs of a diverse workforce. Additionally, hotels could create employee resource groups that provide support, networking, and career development opportunities for marginalized employees, and they could implement mentorship programs to help these employees advance within the organisation.

By providing training and development opportunities, hotels can also help to address the lack of representation in leadership and decision-making roles. Furthermore, by regularly collecting and analysing diversity data, hotels can identify and address any disparities in the treatment and advancement of marginalized employees. By addressing the barriers to diversity and inclusion and implementing strategic initiatives, Nigerian hotel organisations can create more inclusive and engaging workplaces that foster innovation, employee satisfaction, and business success. Achieving meaningful diversity and inclusion in the Nigerian hotel

sector is a complex and multifaceted challenge, but one that is crucial for the industry's long-term sustainability and growth. Through a comprehensive and strategic approach, Nigerian hotel organisations can lead the way in promoting diversity and inclusion, setting an example for other industries and contributing to a more equitable and inclusive society

2.22.7 Employee Engagement and Flexible Work Arrangements

Flexible work arrangement, which refers to remote work, flexible schedules, and part-time employment, have been increasingly recognized as effective strategies for enhancing employee engagement and improving work-life balance (Masuda et al., 2012). In the Nigerian hotel sector, the implementation of flexible work arrangements has been limited, with a majority of hotels still adhering to traditional, rigid work schedules (Nwosu & Igbokwe-Ibeto, 2021; Oladapo et al., 2018). This can be attributed to industry's reliance on physical presence and the perceived challenges of managing a remote workforce.

Today, there is a growing recognition of the potential benefits of flexible work arrangements in the Nigerian hotel sector. Studies have shown that the implementation of flexible work arrangements can lead to increased employee satisfaction, reduced absenteeism, and improved productivity (Adegbemigun et al., 2020). It is argued that the adoption of flexible work arrangements could provide numerous benefits for both employees and employers in the Nigerian hotel sector (Deery & Jago, 2015). Employees may experience increased work-life balance, reduced stress, and a greater sense of autonomy, while employers may see improvements in employee productivity, job satisfaction, and retention.

Research has also shown that flexible work arrangements can positively impact employee engagement by providing employees with greater autonomy, work-life balance, and a sense of empowerment (Deery & Jago, 2015). The COVID-19 pandemic has accelerated the need for flexible work arrangements, as hotels have had to adapt to changing customer demands and operational requirements. In the Nigerian hotel sector, the implementation of flexible work arrangements could potentially improve employee engagement, leading to increased productivity, better service delivery, and reduced turnover (Nwosu & Igbokwe-Ibeto, 2021). By fostering a work environment that supports both employee engagement and flexible work arrangements, hotel organisations in Nigeria can create a more motivated, loyal, and high-performing workforce.

However, the implementation of flexible work arrangements in the Nigerian hotel sector faces several challenges, including organisational culture, managerial resistance, and concerns about productivity and control (Nwosu & Igbokwe-Ibeto, 2021). However, the potential benefits of improved employee engagement, increased customer satisfaction, and enhanced competitiveness present significant opportunities for the industry (Adeyinka-Ojo & Khoo-Lattimore, 2013). The Nigerian hotel sector has the potential to improve its performance and competitiveness by addressing the issues of employee engagement and flexible work arrangements. The implementation of flexible work arrangements could positively impact employee engagement, leading to increased productivity, better service delivery, and reduced turnover. Hotel managers in Nigeria must be willing to adapt and embrace flexible work arrangements as a means of attracting and retaining top talent, while also addressing any concerns or resistance from within the organisation.

The implementation of flexible work arrangements to enhance employee engagement should be carefully considered and tailored to the unique needs of the hotel sector. By fostering a culture of employee engagement and supporting flexible work arrangements, hotel organisations in Nigeria can position themselves for long-term success and contribute to the overall development of the country's hospitality and tourism industry.

2.22.8 Employee Engagement within a Multigenerational Workforce

The discourse on generational differences in the workplace often favors a simplistic categorization of employees based solely on their birth years. However, this approach overlooks the complexities within each generational cohort. While experts in human resource development (HRD) acknowledge the importance of understanding generational differences for effective employee engagement, they tend to promote a "one-size-fits-all" approach, failing to consider the national and cultural contexts that shape the dynamics of a multigenerational workforce.

The conceptualization of generational cohorts as groups with shared historical experiences, as proposed by Hoole and Bonnema (2015), oversimplifies the inherent individual differences within each cohort. Lyons and Kurton (2013) argue that while historical events do impact individuals, the internal variations within a generational group cannot be overlooked. By solely relying on birth years to categorize individuals, generational theorists focus on broad patterns of change but neglect the essential individual nuances. The problem

of generational diversity in organisations, as highlighted by Bulgur and Esen (2023), is often oversimplified, leading to a limited understanding of the complexities involved. The drive to understand manager-employee interactions based on generational differences is a reductive approach that fails to capture the underlying complexities.

Addressing generational diversity seriously in management would require researchers and managers to delve deeper into the underlying complexities and potentially reshape the very nature of employee engagement. Moreover, while scholarly inquiries emphasize differences in the level of engagement between generations, the spotlight on generational differences has often downplayed other crucial contextual factors, such as organisational culture and leadership. Singh and Gupta's (2014) study on understanding generational cohorts at work is limited if it fails to consider the socio-cultural and economic contexts that shape individual subjectivities and behaviours. Similarly, statements suggesting that younger generations are inherently less loyal than their predecessors, as made by Bačelić (2023), oversimplify complex socio-economic trends and neglect how organisational practices contribute to the desirability and feasibility of employee loyalty. Even when research shows differences in work engagement between generations, such findings should be multifaceted, considering the multitude of factors that can influence the development of individual attitudes and behaviours.

The examination of employee engagement within a multigenerational workforce in the Nigerian hotel sector requires a more comprehensive and multifaceted approach. Researchers and managers must move beyond the simplistic categorisation of employees based on birth years and instead consider the complex interplay of individual differences, national and cultural contexts, organisational practices, and other crucial factors that shape employee engagement in this dynamic environment.

2.22.9 Employee Engagement and Hybrid Work Models

The debate surrounding the effects of the hybrid work model, which combines remote work and flexible working arrangements, on organisations is multifaceted. On one hand, proponents highlight the potential benefits of remote work, such as improved work-life balance and enhanced job performance for employees. For instance, a part-time nurse may be able to choose her working hours more flexibly, leading to better work-life integration. On the other hand, critics express concerns about the possible negative impact of hybrid work

on employee well-being and job performance. The Job Demands-Resources (JD-R) model, as proposed by Bakker and Demerouti (2014), provides a useful framework for examining these dynamics. This model suggests that the hybrid workplace model can influence job performance through changes in job resources and job demands, which can have both positive and negative effects. Empirical evidence on the impact of telework on job performance, however, has been mixed, with some studies finding positive effects and others reporting negative consequences. For instance, Golden, Veiga, and Dino (2008) and Golden and Raghuram (2010) have highlighted the potential drawbacks of telework, such as reduced social support and interactions between teleworkers and their colleagues, which may negatively impact individual performance. On the other hand, Bloom, Liang, Roberts, and Ying (2015) and Gajendran et al. (2015) have argued for the positive effects of telework, suggesting that it may enable employees to tailor their jobs to better suit their needs and preferences.

The "politics of flexibility" in hybrid workplaces, as described by Haque (2023), further complicates the landscape. While hybrid work models offer benefits like increased productivity, flexibility, and access to talent, they can also have implications for staff morale and employee engagement. Preserving cohesion and inclusion for physically dispersed teams in hybrid settings can be challenging, unless organisations leverage smart devices and digital tools to facilitate effective collaboration. Gerards et al. (2018) and Sardeshmukh et al. (2012) have explored the potential impact of telework on employee engagement. While Gerards et al. (2018) argued that telework may increase engagement by reducing commuting stress, Sardeshmukh et al. (2012) suggested that it could decrease engagement by reducing social support and feedback.

These contrasting findings underscore the need for a more detailed understanding of the consequences of hybrid work for job performance and employee engagement. Furthermore, Pulido-Martos, Cortes-Denia, and Lopez-Zafra (2021) caution that while hybrid work models offer increased autonomy, they may also lead to trade-offs in terms of increased work demands and disruptiveness. As organisations strive to reap the benefits of hybrid work, they must navigate these potential side-effects carefully to ensure the well-being and engagement of their workforce.

The impact of hybrid work models on employee engagement is a complex and multifaceted issue. While the potential benefits, such as improved work-life balance and enhanced job performance, are evident, the risks and challenges, including reduced social

interactions, increased work demands, and disruptions to team cohesion, must be carefully considered. Adopting a balanced and multifaceted approach, organisations can leverage the opportunities presented by hybrid work while mitigating its potential downsides to foster a thriving and engaged workforce.

2.22.10 Employee Engagement and Artificial Intelligence

AI-powered technologies play an important role in enhancing employee engagement in the Nigerian hotel sector. For instance, AI-based systems can be used to streamline and automate various administrative tasks, such as scheduling, payroll management, and employee performance tracking (Cheng & Coyte, 2014). By relieving employees of these time-consuming and repetitive tasks, AI can free up their time and mental resources, allowing them to focus on more engaging and meaningful aspects of their work (Moodley et al., 2016).

AI and Employee Engagement in the Nigerian hotel sector.

Despite the use of artificial intelligence (AI) and other technology platforms to improve employee experience (EX) and enhance employee engagement (EE), the way forward remains an enormously contested topic. Protagonists promise that AI will revolutionise the way we live and work (Bersin et al., 2017; IBM 2016; IBM 2015) but how can we separate the hype from reality and what will be the impact of this technology on individuals' working lives? Critical voices continue to object, warning there are many challenges and limitations (Budhwar et al., 2022; Charlwood and Guenole, 2022; Swart et al., 2020).

Such AI-enhanced HRM applications are likely to be integrated into firm ecosystems that will enable the creation of vast real-time databases and perceptions of the work experience. However, it remains to be seen if the work of HR management is up to the task of what seems to be a complex reconfiguration of inputs into the design of HRM (Budhwar et al., 2022; Charlwood and Guenole, 2022; Swart et al., 2020). A continuing worry is the issue of the 'black boxing' of AI algorithms, or their lack of 'explainability', thus making it difficult for managers to interpret what the algorithms are doing and to trust its outputs (Agarwal et al., 2020; Bieda et al., 2020).

It is also true that some of these systems could help define a company's employment model by being able to process large amounts of data and automate administrative tasks. They might help predict employee turnover and improve candidate experience. However, all

of this comes with a new set of questions. Many of these technologies will also be able to track and potentially exploit vast amounts of employee data, raising issues of privacy, fairness and unknown (and likely unfair) biases or biases built into algorithmic decision-making. (Agarwal et al., 2020; Bieda et al., 2020; Cheng and Hackett, 2019)

Likewise, while AI tools can improve workers' well-being and experience of work if designed well, they are not likely to improve interpersonal connections and can do very little to address difficult human emotions. While chatbots or other AI tools can reduce communication friction by becoming a go-between for the employee and the organisation, such facilitation of communication could worsen negative feelings of depersonalisation and inhumanity at work (Mer and Srivastava, 2023).

In addition, when AI tools are used to track workers' mental and physical health and work-life balance, they raise moral issues about surveillance and invasion of personal life and interests (Adekola, 2011; Chan, 2018). Even when AI technologies provide greater insight into employees' mental and physical health, their use should be complemented by strict privacy protections and transparent communication so that workers understand how their data might be used and do not fear their own wellbeing is at risk (Adekola, 2011; Chan, 2018).

Despite the urgent use of artificial intelligence (AI) and disruptive technology platforms to improve employee experience (EX) and enhance employee engagement (EE), which underpins HR practices (what I call 'HREE'), the way forward remains an enormously contested topic. Protagonists promise AI will revolutionise the way we live and work (Bersin et al., 2017; IBM 2016; IBM 2015) but how can we separate the hype from reality and what will be the impact of this technology on individuals' working lives? Critical voices continue to object, warning there are many challenges and limitations (Budhwar et al., 2022; Charlwood and Guenole, 2022; Swart et al., 2020).

Such AI-enhanced HRM applications are likely to be integrated into firm ecosystems that will enable the creation of vast real-time databases and perceptions of the work experience. However, it remains to be seen if the work of HR management is up to the task of what seems to be a complex reconfiguration of inputs into the design of HRM (Budhwar et al, 2022; Charlwood and Guenole, 2022; Swart et al, 2020). A continuing worry is the issue of the 'black boxing' of AI algorithms, or their lack of 'explainability', thus making it difficult for managers to interpret what the algorithms are doing and to trust its outputs (Agarwal et al, 2020; Bieda et al, 2020).

It is also true that some of these systems could help define a company's employment model by being able to process large amounts of data and automate administrative tasks. They might help predict employee turnover and improve candidate experience. However, all of this comes with a new set of questions. Many of these technologies will also be able to track and potentially exploit vast amounts of employee data, raising issues of privacy, fairness and unknown (and likely unfair) biases or biases built into algorithmic decision-making. (Agarwal et al., 2020; Bieda et al., 2020; Cheng and Hackett, 2019)

Likewise, while AI tools can improve workers' well-being and experience of work if designed well, they are not likely to improve interpersonal connections and can do very little to address difficult human emotions. While chatbots or other AI tools can reduce communication friction by becoming a go-between for the employee and the organisation, such facilitation of communication could worsen negative feelings of depersonalisation and inhumanity at work (Mer and Srivastava, 2023).

2.22.11 Employee Engagement and Gender Dynamics

The relationship between gender and employee engagement is a complex issue that arises from the interplay of macro-, meso-, and micro-level structures and dynamics within the workplace, as highlighted by Anglin et al. (2022). Rather than simply lamenting these complexities, it is crucial for organisations to confront the hard questions about the extent to which they are successfully addressing this challenge. Cultural biases, societal norms, and gendered expectations can significantly influence how individuals perceive themselves at work and the opportunities available to them, especially in leadership roles.

Traditional gender roles and stereotypes can subtly or overtly shape engagement levels by restricting participation in decision-making activities and limiting access to training, development, and promotion opportunities. This is often due to unconscious assumptions about the commitment and ambitions of female or minority employees. While organisations may claim to have a level playing field and strive to challenge existing biases, the reality is that many workplaces still fall short of creating truly inclusive organisational cultures. Diversity and Inclusion initiatives can sometimes serve as a form of lip service, obscuring the systemic issues that continue to exclude certain groups, such as women, from the workplace. Moreover, the paradox of enduring gender stereotypes within management ranks means that, despite the rhetoric of inclusive leadership, biased attitudes and behaviours among line

managers can remain significant barriers to promotion and inclusion for many employees. The way that caring responsibilities reinforce gender patterns of disengagement is a clear example of how inequality translates into disparities in engagement, even when providing more flexibility to manage work-life balance.

As policy to enhance global engagement should be gender-sensitive, it is important to avoid tipping the balance in ways that leave women bearing an unfair burden. What matters in the long run is for everyone to have both the freedom and the means to seize opportunities when they arise. While combatting gender bias and discrimination is essential, many organisations still fall short in taking purposeful steps to address this issue. Despite their efforts to address knowledge gaps or tackle engagement, these companies often allow their implicit biases to play outsized roles in making organisational decisions, leaving women less likely to access critical career development opportunities and mentors, further contributing to the engagement gap. Moreover, continuing gender pay gaps and forms of evaluation and recognition that are riddled with favouritism only serve to undermine levels of employee engagement and morale. Even when organisations pay lip service to the notions of pay equity and transparency in evaluation, these pay gaps and biases often remain uncorrected, leaving employees feeling undervalued and let down.

Conclusively, the relationship between gender and employee engagement is quite a complicated one that requires a comprehensive and proactive approach from organisations. By addressing the systemic biases and barriers that hinder gender inclusivity, organisations can create a more equitable and engaging workplace for all employees, regardless of their gender.

2.23 A Global Perspective of the Hotel Sector

The hotel sector has long been a vital component of the global tourism and hospitality sector, playing a crucial role in the economic development of many countries worldwide. As the world continues to evolve, the hotel sector has faced various challenges and opportunities, requiring a comprehensive understanding of the industry's current state and future prospects (Kimes, 2017). In recent years, the hotel sector has experienced significant changes, with the emergence of new technologies, shifting consumer preferences, and the impact of global events (Buhalis & Law, 2008).

One of the most notable trends is the growing demand for personalized and experiential travel. Travelers are seeking unique and authentic experiences, leading to a rise in boutique and lifestyle hotels that offer personalized services and a distinct ambiance (Kandampully et al., 2018). For example, some boutique hotels have incorporated local art, cuisine, and cultural experiences into their offerings, catering to guests who desire a more immersive and memorable stay. Another significant trend is the increasing importance of sustainability and environmental responsibility. Consumers are becoming more conscious of their environmental impact and are seeking hotels that prioritize sustainable practices, such as energy-efficient operations, waste management, and the use of eco-friendly materials (Verma & Chandra, 2018).

This shift has led to the emergence of "green hotels" and the adoption of sustainable practices across industry. For instance, some hotels have implemented on-site renewable energy sources, such as solar panels, and have implemented water conservation measures, such as the use of low-flow fixtures and the recycling of greywater. The hotel sector has also seen a rise in the popularity of all-inclusive resorts, which offer a comprehensive package of accommodation, meals, and activities for a single price (Issa & Jayawardena, 2003). This trend caters to travelers who seek a hassle-free and inclusive vacation experience, often appealing to families and groups.

All-inclusive resorts can provide a wide range of amenities, from multiple dining options and recreational activities to entertainment and childcare services, making them a popular choice for those seeking a convenient and worry-free getaway. Additionally, the growth of the sharing economy has impacted the hotel sector, with the rise of platforms like Airbnb offering alternative accommodation options (Guttentag, 2015). This has led to increased competition and the need for traditional hotels to adapt their strategies to remain competitive. Some hotels have responded by offering more personalized services, unique experiences, and competitive pricing to differentiate themselves from the alternative accommodation options.

Furthermore, the integration of technology has transformed the guest experience in the hotel sector. The widespread use of mobile apps and smart hotel rooms has allowed for seamless booking, check-in, and in-room services, enhancing the overall convenience and efficiency of the hotel stay (Chung & Koo, 2015). For instance, some hotels have implemented

mobile-based room keys, enabling guests to bypass the traditional check-in process and directly access their rooms using their smartphones.

As the hotel sector continues to evolve, it is essential for industry players to stay informed about the latest trends, challenges, and opportunities. By understanding the global perspective of the hotel sector, hotel operators can develop strategic plans to adapt to the changing landscape, meet the evolving needs of travelers, and ensure the long-term sustainability and growth of the industry.

2.23.1 Challenges Facing the Hotel Sector

The Hotel sector's Evolving Landscape and Strategic Responses The hotel sector has experienced significant growth and innovation in recent years, but it also faces a range of challenges that require strategic responses (Assaf & Josiassen, 2016). One of the primary challenges is the increasing competition from alternative accommodation options, such as Airbnb and other short-term rental platforms. These platforms offer a more diverse range of accommodation choices, often at lower prices, which poses a threat to traditional hotel businesses (Guttentag, 2015). For example, Airbnb has rapidly expanded its global presence, offering unique and often more affordable accommodation options that appeal to a growing segment of travellers.

Another key challenge facing the hotel sector is the impact of global events, such as economic downturns, natural disasters, and pandemics. These events can significantly disrupt the industry, leading to decreased occupancy rates, reduced revenue, and the need for hotels to adapt their strategies to overcome these challenges (Jiang & Wen, 2020). The COVID-19 pandemic, for instance, had a profound impact on the hotel sector, forcing many hotels to implement cost-cutting measures, explore new revenue streams, and rethink their operational models. Some hotels, for example, had to pivot offering extended-stay packages or converting their facilities into temporary housing for healthcare workers during the pandemic.

The hotel sector also faces challenges related to labour shortages and the need to attract and retain skilled employees (Deery & Jago, 2015). High turnover rates in the industry can impact the quality of service and the overall guest experience. For instance, frequent staff turnover can lead to inconsistencies in service delivery and a lack of institutional knowledge, which can negatively affect guest satisfaction. Additionally, the hotel sector must adapt to

changing consumer preferences, such as the growing demand for personalized and technology-driven experiences. Guests now expect more seamless and customized experiences, from mobile check-in and in-room technology to personalized recommendations and loyalty programs. Failure to meet these evolving expectations can lead to a loss of market share and customer loyalty. Some hotels have responded by investing in advanced technology solutions, such as AI-powered chatbots and virtual concierge services, to enhance the guest experience.

To address these challenges, hotel operators must develop and implement strategic responses that focus on improving their competitive position, enhancing operational resilience, investing in employee development, and adapting to changing consumer preferences. This may involve exploring new business models, diversifying revenue streams, optimizing operational efficiency, and fostering a culture of innovation and customer-centricity. By proactively addressing these challenges, the hotel sector can navigate the evolving landscape and continue to thrive in the years to come.

2.24 Future Growth Potential in the Hotel Sector

Despite the challenges, the hotel sector holds significant potential for future growth. As the global economy continues to recover and travel demand increases, the hotel sector is poised to capitalize on these opportunities (Okumus et al., 2018). One area of growth is the expansion of hotel chains into emerging markets, particularly in Asia, Africa, and Latin America, where the demand for quality accommodation is expected to increase (Horwath HTL, 2019). These regions are experiencing rapid economic development, urbanization, and a growing middle class, all of which contribute to a rising demand for high-quality hotel services. Furthermore, the rise of wellness tourism and the growing demand for experiential travel present opportunities for hotels to differentiate themselves and cater to the evolving needs of travelers (Voigt & Pforr, 2014). For instance, hotels can leverage their unique locations, amenities, and services to offer personalized wellness experiences, such as spa treatments, fitness programs, and mindfulness retreats. These types of offerings not only enhance the guest experience but also align with the increasing focus on health and well-being among travelers. The integration of technology and the use of data analytics can also drive future growth in the hotel sector (Kimes, 2017).

By leveraging data to better understand guest preferences and optimize operations, hotels can enhance the guest experience and improve their overall efficiency. This can include personalized recommendations, seamless check-in and check-out processes, and real-time adjustments to service and amenities based on guest feedback. However, the hotel sector also faces emerging challenges, such as competition from alternative accommodation options, like short-term rentals and vacation homes, and the impact of global events, such as the COVID-19 pandemic. These challenges require strategic responses from hotel operators, who must adapt their business models and explore innovative solutions to remain competitive.

The hotel sector is a dynamic and ever-evolving industry, facing both challenges and opportunities on a global scale. The current trends, such as the demand for personalized experiences and the focus on sustainability, have shaped the industry's landscape, while the emerging challenges require hotel operators to be agile and responsive. As the world continues to recover from the COVID-19 pandemic, the hotel sector holds significant potential for future growth, particularly in emerging markets and through the expansion of unique and experiential offerings. By understanding the worldwide outlook of the hotel sector and embracing innovation, hotel operators can position themselves for success and capitalize on the opportunities that lie ahead.

2.25 A Management Perspective of the Nigerian Hotel Sector

The Nigerian hotel sector has been a significant contributor to the country's economic growth and development, playing a crucial role in the hospitality industry. This sector has witnessed remarkable transformations over the years, driven by various factors such as urbanization, increased tourism, and the growing demand for quality accommodation (Adekunle & Ajala, 2018). As the sector continues to evolve, it is essential to understand the dynamics that shape its performance and identify opportunities for further growth and improvement.

One of the key aspects of the Nigerian hotel sector is the diversity of its offerings. The sector comprises a wide range of accommodation options, from luxury hotels and resorts to budget-friendly lodges and guesthouses (Ajayi & Okafor, 2019). This diversity caters to the varying needs and preferences of both domestic and international travellers, making the sector an attractive destination for a diverse clientele.

Another significant factor influencing the Nigerian hotel sector is the country's economic and political landscape. The sector has experienced both periods of growth and challenges, often mirroring the broader economic and social trends in the country (Adekunle & Ajala, 2018). For instance, the recent economic recession and the COVID-19 pandemic have had a significant impact on the sector, leading to a decline in occupancy rates and revenue (Akintunde & Ajayi, 2020).

The management of Nigerian hotels also plays a crucial role in the sector's performance. Effective management practices, such as strategic planning, efficient operations, and customer-centric approaches, can contribute to the success and sustainability of hotel establishments (Ajayi & Okafor, 2019). However, the sector has faced challenges in terms of professional management, with some hotels struggling to adapt to changing market demands and competition. To enhance the competitiveness of the Nigerian hotel sector, industry stakeholders have advocated for various strategies. These include investing in infrastructure development, improving the regulatory environment, and promoting sustainable tourism practices (Akintunde & Ajayi, 2020). Additionally, the adoption of innovative technologies and the development of skilled human resources can also contribute to the sector's growth and resilience.

The Nigerian hotel sector is a dynamic and multifaceted industry that plays a significant role in the country's economic and social landscape. Understanding the sector's complexities, challenges, and opportunities can inform strategic decision-making and contribute to its continued development. To capitalize on these opportunities, hotel operators in Nigeria will need to address the existing challenges and invest in strategies that enhance the quality of their services and the overall guest experience.

2.26 The Significance of Research Studies on Employee Engagement in the Nigerian Hotel Sector.

The Nigerian hotel sector is a highly competitive and dynamic industry, with a diverse workforce and unique challenges (Ajayi & Oyeniya, 2018). Exploring employee engagement in this context is essential for several reasons. Firstly, the hotel sector is known for its high employee turnover rates, which can be detrimental to organisational performance and profitability (Ajayi & Oyeniya, 2018). By understanding the factors that contribute to employee

engagement, hotel managers can develop strategies to retain their talented workforce and minimize the costs associated with employee turnover (Markos & Sridevi, 2010).

Secondly, the Nigerian hotel sector is facing increased competition from both domestic and international players, requiring hotel organisations to differentiate themselves through superior customer service and operational efficiency (Ajayi & Oyeniyi, 2018). Engaged employees are more likely to go the extra mile, provide exceptional customer service, and contribute to the overall success of the organisation (Markos & Sridevi, 2010). Consequently, understanding employee engagement in the Nigerian hotel sector can help hotel managers develop strategies to enhance their competitive advantage and deliver exceptional customer experiences.

Thirdly, the Nigerian hotel sector is undergoing significant changes, including technological advancements, changing customer preferences, and evolving regulatory environments (Ajayi & Oyeniyi, 2018). Engaged employees are more adaptable to change, more willing to learn new skills, and more likely to contribute to organisational innovation (Markos & Sridevi, 2010). By understanding employee engagement in the Nigerian hotel sector, researchers and industry practitioners can develop strategies to help hotel organisations navigate these changes and remain competitive in the long term.

Conducting research on employee engagement in the Nigerian hotel sector is necessary for both academic and industry-based perspectives. By understanding the factors that influence employee engagement, the impact of engagement on organisational performance, and effective strategies for enhancing engagement, researchers and hotel managers can develop evidence-based approaches to improve the overall performance and sustainability of the Nigerian hotel sector. This research will eventually contribute to the growth and competitiveness of the Nigerian hospitality industry, benefiting both employers and employees.

2.27 Chapter Two Summary

Chapter Two discussed the literature review on employee engagement and its conceptualisation, theories, models, characteristics, drivers and barriers. This chapter highlighted the significance of employee engagement as a positive indicator of improved performance, business success, profitability, and continuity. In addition, the existing literature has provided literature has laid the groundwork for understanding the complex interplay

between these external factors and provided valuable insights into the complex interplay between external factors, such as government policies and labour union activities, and their impact on employee engagement within the Nigerian hotel sector. The reviewed studies have highlighted the significant role that these external factors can play in shaping the work environment, employee attitudes, and overall organisational performance. The next chapter discusses the methodology adopted for the research study.

Chapter Three

Research Methodology

3.0 Introduction

The research methodology section of this thesis aims to critically analyse the potential risks and benefits under ethical considerations for the investigation into the impact of government policies and labour union activities on employee engagement among frontline hotel employees in the Nigerian hotel sector. This qualitative, descriptive study explores the perspectives of frontline hotel employees in the Nigerian hotel sector regarding how external factors, such as government policies and labour union activities, impact employee engagement. The literature review revealed multiple sources supplying contradictory data, which served as the study's foundation. This chapter describes the study design, methodology, data collection, and analysis plan. This chapter also outlines the research design, research question, participants, research procedure, data collection plan, research reliability, and a summary. This study employed a qualitative research approach, utilizing semi-structured interviews with hotel managers and frontline employees in the Nigerian hotel sector. A purposive sampling technique was used to select the participants, ensuring a diverse representation of hotel types, job roles, and geographical locations (Etikan et al., 2016). The interviews were conducted virtually and lasted approximately 30 - 45 minutes each. The data was analysed using thematic analysis to identify recurring themes and patterns (Braun & Clarke, 2006).

The use of a qualitative approach allowed the researchers to delve deeper into the perspectives and experiences of the participants, capturing the shades and complexities of employee engagement in the Nigerian hotel context. There was a pilot study done with nine (9) hotel staff members. These nine (9) participants were interviewed, each interview lasted about 45 minutes. The interview questions were designed to elicit participants' perspectives on government policies, labour union activities, and their impact on employee engagement in the hotel sector. Thirty (30) hotel workers were selected as the sample population, and they were interviewed in semi-structured interviews. Each semi-structured interview lasted about 45 minutes. The semi-structured interview format provided a flexible framework for the conversations, enabling the participants to share their insights and experiences in their own words (Borish, Cunsolo, Mauro, Dewey & Harper, 2021). After that, a focus group discussion with nine (9) participants was conducted to validate and build upon the findings

from the interviews. The purposive sampling technique ensured that the study captured a diverse range of perspectives, from both hotel managers and frontline employees, across different hotel types and locations.

Semi-interviews were selected as the preferred major method of data collection due to their ability to facilitate comprehensive exploration of participants' viewpoints, experiences, and insights (Borish, Cunsolo, Mauro, Dewey & Harper, 2021). In the context of this study, interviews offer a unique opportunity to delve deeply into the layered dynamics surrounding the impact of external factors, such as government policies and labour union activities, on employee engagement within the Nigerian hotel sector. Through open-ended questions and interactive dialogue, interviews enable researchers to uncover rich and detailed information that may not be accessible through other methods (Saunders et al., 2019; Creswell & Creswell 2018). This approach allows participants to express their perspectives in their own words, providing a more detailed understanding of the complex interplay between external influences and employee engagement.

3.1 Research Questions and Research objectives

As stated in Chapter 1, the research objectives are as follows:

1. To identify the drivers of employee engagement in the Nigerian hotel sector.
2. To examine the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector.
3. To recommend strategies for improving employee engagement in the Nigerian hotel sector.

The main aim of this study is to investigate the effect of external factors, specifically including government policies and labour union activities, on employee engagement in the Nigerian hotel sector and identify strategies for improving engagement.

The research poses the following key questions:

1. What are the drivers of employee engagement in the Nigerian hotel sector?
2. To what extent do government policies and labour union activities affect employee engagement in the Nigerian hotel sector?
3. How can employee engagement be improved in the Nigerian hotel sector?

To answer these questions, engagement models, theories, antecedents, drivers, etc. were examined in the literature review to build an effective conceptual framework for the research. This chapter explains the research methodology and strategies used to reach the research findings.

3.2 Research Philosophy

The term 'research philosophy' has been utilised extensively in the field of business and management research because it helps to explain the design of the research, determining the type of evidence required and providing suggestions regarding the methods of collecting data and analysis (Easterby-Smith et al., 2012). Research philosophy is the evolution of research theories and relevant suppositions and taking a stance about the available information and its qualities (Tang, 2017; Creswell, 2014). Research philosophy demonstrates how the researcher analyses the world based on certain norms and conventions. Thus, philosophy is an individual perception, and the assumptions regarding the same truth might vary according to the researcher (Hammond, 2017).

According to Saunders et al. (2009), the fundamental beginning of every research process is the research philosophy. Bryman and Bell (2015), Saunders et al. (2009), and Easterby-Smith et al. (2015) have claimed the term 'paradigm' can refer to a number of different things and is often used ambiguously in academic research.

According to Bryman (1988b, p. 4), a paradigm is a "group of ideas and mandates that, for scientists in a given subject, determine what should be investigated, how research ought to be carried out, how findings should be comprehended, and so on." According to certain authors (Burrell & Morgan 1979; Bryman & Bell 2015; Easterby-smith et al. 2015), paradigms have an impact on how ontology and epistemological premises are interpreted. Each paradigm contains at least one presumption that may be classified as either objective or subjective, according to Burrell and Morgan (1979).

Kuhn (1970) described a paradigm as a set of assumptions that affects how research is performed, how findings are understood, and what should be explored in a certain discipline. Bryman and Bell (2015) supported this assertion noting that a paradigm influences how research should be carried out and how results should be communicated. According to Collis and Hussey (2014), a research paradigm is based on the researcher's philosophical

viewpoint and assumptions about the reality of the world and the theory of knowledge affects how research is performed.

The majority of divergences among social science academics may be attributed to their varied philosophical perspectives. Business research often features a significant integration of theory and practice as one of its primary characteristics. When Carlisle (2014) referred to Russell's work from the early 1990s, it was to support his definition of philosophy, which centers on long-held beliefs being called into question. Carlisle acknowledges, with reference to his own presumptions, that philosophy is capable of challenging long-held ideas, biases, and preconceptions. When conducting research, scientists and academics often work on the premise that the propositions are true. In addition, Scruton (1995, p. 4), defined philosophy as "about asking abstract questions." For instance, answering the fundamental question of how government policies and labour union activities affect employee engagement is the main focus from a philosophical standpoint when examining how employee engagement is impacted by government policies and labour union activities in the hotel sector. What are your opinions on a proposed government policy, and why do you think it should or should not apply to hotel employees? is a possible research question.

3.2.1 Ontological and Epistemological Perspectives

Philosophy, as a discipline, explores fundamental questions about the nature of reality, existence, and knowledge. This 'hands-on' approach used by researchers has a profound impact on their research methodology, as well as the underlying ontological and epistemological assumptions (Bryman & Bell, 2015). Ontology is concerned with the nature of reality and what can be known about it. Researchers who adopt a positivist ontological stance believe that there is a single, objective reality that can be observed and measured. In contrast, interpretivist ontologies assume that reality is socially constructed and may have multiple, subjective interpretations (Thorpe & Holt, 2008).

Epistemology, on the other hand, deals with the nature of knowledge and how it can be acquired. Positivist epistemologies hold that knowledge can be obtained through scientific, empirical investigation and that the researcher can remain objective and detached from the subject of study. Interpretivist epistemologies, however, suggest that knowledge is created through the interaction between the researcher and the research participants, and that the

researcher's own biases and perspectives inevitably shape the research process (Bryman & Bell, 2011).

These philosophical assumptions underlying different research methodologies have been a source of debate in the social sciences. Quantitative studies are typically underpinned by positivist and objectivist philosophical assumptions, while qualitative studies are more likely to adhere to the principles of interpretivism and constructionism (Bryman & Bell, 2015). For example, a quantitative study on the relationship between income and happiness might assume that happiness can be measured objectively, while a qualitative study on the same topic might focus on understanding the subjective experiences and meanings of happiness for different individuals.

Eventually, the philosophical stance that a researcher adopts will determine the types of evidence they consider valid, the methods they use to collect and analyse data, and the conclusions they draw from their findings.

By clearly articulating their ontological and epistemological assumptions, researchers can provide a solid foundation for their research and ensure that their methodological choices are aligned with their underlying beliefs about the nature of reality and knowledge (Bryman & Bell, 2011).

3.2.2 Realism vs Constructionism – Ontological Perspective

The ontological position known as realism holds that entities exist regardless of whether they are seen, and the ideas developed about them (Phillips, 1987). According to Schwandt, 'scientific realism is the belief that theories relate to genuine elements of the universe', and the term 'reality' used in this context refers to 'whatever it is in the universe (i.e., forces, structures, and so on) that generates the experiences that we see with our senses' (1997, p. 133). During the 20th century, positivists, constructionists, and other anti-positivists looked down on these points of view and dismissed them as invalid. However, they have evolved into a significant stance in the ongoing philosophical conversation (Boyd, 2010). There are philosophical debates regarding realism that have not been resolved, and realist philosophers themselves disagree about many of these issues; one proponent of realist views claims 'scientific realism is a majority position whose advocates are so divided as to appear to be a minority' (Leplin, 1984, p. 1).

Among the several iterations of realism found in the social sciences, the 'critical realist perspective' tradition stands out as the most influential. Common references to this school of thought include Archer et al. (1998), Manicas (2006), Sayer (2000), and Bhaskar (2011). This perspective is between the realist ontology, which asserts that the world exists independently of our knowledge of it, and the relativist ontology, which asserts that the social world is the result of human interaction.

The idea that people's interactions produce their social environment is supported by the 'relativist' ontology. According to Sayer (2000), realists may conduct objective studies of the cosmos, whereas relativists believe there is no such thing as a universal law or truth, and that there is only opportunity for interpretation.

The 'critical realist' holds that there is a cosmos independent of our own conceptions of it, or ontology. Critical realism is a way of looking at the world that emphasizes investigating the factors that lead up to certain outcomes. According to this view, the social environment is always changing because of the effect of new phenomena and the interactions of humans with those phenomena (Hartley, 2012). Critical realism is sometimes seen as a compromise between positivism and constructionism due to the methodical way in which it approaches social and organisational problems.

The realist ontology acknowledges that social factors (e.g., class or income) have genuine effects on people, whether seen or not. However, critical realism contains a relativist strand that acknowledges that social life is both produced by people's activities and has an external influence on them (Ackroyd and Fleetwood, 2000; Bhaskar, 2015). In their discussion of critical realism, O'Mahoney and Vincent (2014) divide reality into three categories: the empirical, the actual, and the real.

The 'empirical reality' viewpoint indicates that people observe from personal experience, whereas the 'actual reality' viewpoint focuses on occurrences or procedures that occur in space and time, and the 'truth' describes the means that attempt to clarify how and why these occurrences and behavioural patterns occur (O'Mahoney & Vincent, 2014). Some academics have claimed that critical realism provides a neutral stance for researchers to take while reviewing study data, allowing them to provide the appearance that they are looking at an objective reality (Simon, 2018).

To conduct this research, a constructionist worldview was adopted. Social construction places a particular emphasis on the ideas and behaviours of social actors, and

this interest in the "nature of reality" is central to constructionism's ontological stance. This perspective disagrees with the tenets of realism and objectivism, which hold that there is some kind of universal truth that only needs to be uncovered (Bryman & Bell, 2007, p. 22; Saunders et al., 2007, p.108).

According to the theory of constructionism, meaning is created in each unique circumstance. One way to think of this context is as an "underlying assumption system" that helps individuals in the same situation understand what a term implies (Crotty, 1998; Silverman, 2016). This position, however, implies that the same object may have a different meaning in a different setting. Subjectivism, on the other hand, claims the reality, object, or world in question has nothing to do with how meaning is made.

Therefore, constructionism rests on the assumption that there exists a material world that can be seen by people. The encountering subject must also be considered for a full description of the item, and an experience cannot take place in a void devoid of the thing being experienced. This perspective suggests that both the research's findings and the researcher's perception of those facts are socially constructed (Bryman, 2012; Cooper & Endacott, 2007). The researcher focuses on constructionism being preoccupied with the nature of reality to determine whether social culture is created based on the interpretation and meaning that people ascribe to the nature of reality.

The purpose of this investigation is to determine whether social reality is constructed in this manner (Bryman & Bell, 2015). This approach implies beliefs are determined based on a person's particular point of view. Further evidence that constructionism 'calls out the unique experience of each of us' is in a study by Patton (2002, p. 97). According to this fundamental philosophical presumption, everyone has a unique perspective through which they derive meaning from the world around them. Employing certain interview techniques can help reveal the respondents' lived experiences that inform their perspectives regarding the link between the effects of external factors and employee engagement. Their individual knowledge and perspectives are that the link to employee engagement is of the utmost importance to constructionism. Constructionism assumes that one's level of knowledge is determined by factors such as human perception, societal norms, and personal experience (Gilbert, 2008). Constructionism does not describe the social reality that exists but the fundamental qualities and assumptions that pertain to meaning, also known as knowledge.

In particular, constructionism presupposes that both knowledge and meaning are emergent and are subject to change at all times (Bryman, 2012).

3.2.2.1 Contextual Analysis of Ontological Perspective

Ontological perspectives play an important role in shaping our understanding of the social world and the phenomena that occur within it. In the context of this research topic, the debate between realism and constructionism is particularly relevant. When examining the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector, a realist perspective would suggest that these factors exist as objective, tangible entities that directly influence the behaviour and attitudes of hotel employees.

From this viewpoint, government policies, such as tax incentives, labour regulations, and workforce development initiatives, as well as labour union activities, like collective bargaining, worker representation, and advocacy, are seen as external forces that shape the work environment and, consequently, employee engagement (Saunders et al., 2019). For example, a realist approach might investigate how the implementation of a new labour policy mandating minimum wage increases or the formation of a strong hotel workers' union affects the level of engagement among hotel employees. In contrast, a constructionist approach would emphasise the role of human interpretation and negotiation in the relationship between government policies, labour union activities, and employee engagement. This perspective would suggest that the impact of these factors is not predetermined but rather constructed through the subjective experiences and meaning-making processes of hotel employees (Bryman & Bell, 2015). For instance, hotel employees may interpret a new government policy on workplace safety or a labour union's push for improved benefits in different ways, leading to varying levels of engagement. A constructionist perspective would explore how the individual and collective perceptions, attitudes, and beliefs of hotel employees shape their responses to these external factors. The choice between a realist or constructionist ontological stance has important implications for how the research is designed, conducted, and interpreted. A realist approach may focus on identifying the causal mechanisms and quantifiable relationships between the variables, such as the correlation between the implementation of a new labour policy and changes in employee engagement metrics. In contrast, a constructionist perspective may prioritize understanding the subjective experiences and contextual factors that shape employee engagement, such as how the

cultural and social dynamics within the hotel sector influence the way employees perceive and respond to government policies and labour union activities (Saunders et al., 2019).

In the context of the Nigerian hotel sector, this research study adopts the construction perspective. The adoption of a constructionist ontological perspective is crucial for this research study as it allows the researcher to examine the underlying impact of government policy and labour union operations on enhancing employee engagement levels in the hospitality industry. By emphasising that reality is socially constructed through interactions, the constructionist framework guarantees an effective investigation by avoiding all potential reality concept issues (Hashim, 2019). This perspective acknowledges the likely dynamic and complex interaction between the government and unions in the process of influencing the candidature of employees in the hotel sector and how it affects employee engagement in the Nigerian hotel sector.

The ontological debate between realism and constructionism is central to the investigation of the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector. The choice of a constructionist ontological perspective will shape the research design, data collection and analysis, ultimately influencing the insights and conclusions drawn from the study. A detailed understanding of these ontological perspectives can lead to a better understanding of the complex dynamics at play in the Nigerian hotel sector.

3.2.3 Positivism vs Interpretivism – Epistemological Perspective

In the realm of social science research, two prominent philosophical paradigms have dominated the discourse: positivism and interpretivism. These epistemological perspectives offer distinct approaches to understanding the nature of knowledge and the way it is acquired (Saunders, Lewis, & Thornhill, 2019).

The positivist approach is rooted in the belief that the social world can be studied in a manner akin to the natural sciences (Bryman & Bell, 2015). Positivism asserts that there is an objective reality that can be observed, measured, and quantified, leading to the development of universal laws and causal relationships (Creswell, 2014). This perspective emphasizes the importance of objectivity, where the researcher maintains a detached and impartial stance, relying on empirical data and statistical analysis to draw conclusions (Saunders et al., 2019). Bryman & Bell, (2015) argue that positivism provides a rigorous and systematic way to

understand the causal relationships between variables, which can inform evidence-based decision-making (Bryman & Bell, 2015). However, critics of positivism argue that it fails to capture the layered and complex nature of human behaviour, particularly in the context of employee engagement (Saunders et al., 2019).

In contrast, the interpretivist paradigm challenges the notion of a single, objective reality and instead emphasizes the subjective and contextual nature of human experience and seeks to understand the meanings and interpretations that individuals attach to their actions (Bryman & Bell, 2015). It posits that the social world is inherently complex and subject to multiple interpretations (Creswell, 2014). Proponents of interpretivism argue that it provides a richer and more holistic understanding of a particular phenomenon, as it takes into account the social, cultural, and organisational factors that shape individual experiences (Saunders et al., 2019). Interpretivists believe that individuals and groups construct their own realities based on their unique experiences, beliefs, and cultural contexts (Bryman & Bell, 2015). This perspective emphasizes the importance of understanding the subjective meanings and interpretations that people attach to their social interactions and the world around them (Saunders et al., 2019).

The debate between positivism and interpretivism has long been a central discussion in the social sciences, and it is particularly relevant in the context of employee engagement research. However, the choice between positivism and interpretivism in research methodology is largely determined by the nature of the research question and the researcher's philosophical orientation (Creswell, 2014).

Positivism may be well-suited for identifying broad patterns and trends (Bryman & Bell, 2015). It typically involves the use of quantitative methods, such as surveys and experiments, to test hypotheses and establish causal relationships (Bryman & Bell, 2015). In contrast, interpretivism is more appropriate for exploring deeper, more complex aspects of the phenomenon. It often employs qualitative methods, such as in-depth interviews, focus groups, and ethnographic observations, to explore and understand the complex and context-dependent aspects of social phenomena (Saunders et al., 2019).

In the context of the current study, which aims to investigate the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector, the interpretivist approach is most appropriate. This is because the study seeks to understand the subjective experiences and perceptions of hotel employees, which may be

best captured through a qualitative, in-depth exploration of their perspectives (Creswell, 2014). The interpretivist paradigm allows the researcher to delve into the complexities of the social and organisational dynamics within the hotel sector, exploring how employees make sense of and respond to the influences of government policies and labour union activities (Bryman & Bell, 2015).

By adopting an interpretivist stance, the researcher can gain a deeper understanding of the complex and contextual factors that shape employee engagement in the Nigerian hotel sector (Saunders et al., 2019). This approach enables the researcher to uncover the underlying meanings, beliefs, and motivations that drive employee behaviours and attitudes, eventually providing a more holistic and contextually rich analysis of the research problem (Creswell, 2014).

Furthermore, the interpretivist paradigm allows the researcher to explore the unique cultural and socioeconomic factors that may influence employee engagement in the Nigerian hotel sector. The Nigerian context is characterized by a complex interplay of government policies, labour union activities, and cultural norms, all of which can shape the attitudes and behaviours of hotel employees. By adopting an interpretivist approach, the researcher can delve into these contextual nuances and gain a more comprehensive understanding of the research problem (Saunders et al., 2019).

Additionally, the interpretivist approach enables the researcher to capture the dynamic and evolving nature of employee engagement within the Nigerian hotel sector. As government policies and labour union activities continue to evolve, the interpretivist paradigm allows the researcher to explore how hotel employees adapt and respond to these changes over time, providing a more dynamic and contextual analysis of the phenomenon (Bryman & Bell, 2015).

Table 3.1 Differences between positivism and Interpretivism

	<i>Positivism</i>	<i>Interpretivism</i>
<i>The researcher aims to...</i>	Predict and explain, usually generalizing from carefully selected samples	Understand the particular, contributing to building a framework of “multiple realities”
<i>The researcher uses (for example) ...</i>	Survey, experiment, structured observation	Unstructured observation, case study, interviews, participant observation
<i>The researcher aims to be...</i>	Independent, an outsider	An insider, interacting with participants
<i>The researcher looks at...</i>	Things that can be quantified and counted	Perceptions, feelings, ideas, thoughts, actions as heard or observed
<i>The researcher analyses...</i>	Variables, decided on in advance of fieldwork	Emergent patterns
<i>The design of the research is...</i>	Fixed	Flexible

Source: Saunders et al., (2012)

3.2.4 Analysing the Strengths and Weaknesses of the Major Constructs

Researchers will find this analysis useful because it will help to determine which approaches are most useful in a circumstance. To begin with, quantitative methods, which are consistent with the more robust positivist paradigm, offer exceptional capabilities due to their ability to give comprehensive coverage of a wide variety of conditions (Bryman & Bell, 2015). Decisions on public policy may benefit greatly from the statistical analysis of data acquired from large samples, which may be conducted using these methods. However, these methods are not without their limitations. They may appear rigid and forced, failing to capture the nuances and complexities of human behaviour and experiences (Creswell, 2014). Policymakers may find that the data gathered, while statistically significant, does not necessarily address the underlying issues or provide insights into the motivations and values that drive individual and organisational decision making. Policymakers have a hard time deducing what adjustments and activities should take place in the future because they are focused on what is (or what has recently been). It is also possible that much of the information gathered is not relevant to the decisions that really need to be taken, but that it may still be used to further the covert goals of decision-makers.

There is also a risk that the data may be used to further the covert agendas of decision-makers, rather than to inform truly meaningful and beneficial policy changes (Patton, 2015).

In contrast, the stronger iterations of the social constructionist paradigm and the accompanying interpretative techniques often offer a complementary perspective. These approaches excel in areas such as understanding temporal processes, capturing the meaning-making of individuals, responding to emerging issues, and contributing to the development of new theories (Denzin & Lincoln, 2011). By engaging in more in-depth, contextual, and naturalistic data collection, these methods provide a richer understanding of the lived experiences and perspectives of research participants.

However, these qualitative approaches also have their own set of challenges. The time and energy required to acquire data using this method can be substantial, and researchers may face difficulties in data processing and interpretation due to their reliance on their own prior experience and tacit knowledge (Creswell & Poth, 2018). Qualitative investigations can also appear highly messy, with unpredictable development and endpoints. Additionally, some decision-makers may be sceptical of the 'subjective' nature of the data collected through these methods, leading to a lack of trust and engagement (Yin, 2018).

In summary, both quantitative and qualitative approaches have their strengths and weaknesses, and the choice of method should be guided by the specific research objectives and the nature of the phenomenon under investigation. By understanding the capabilities and limitations of these major constructs in management research, researchers can make more informed decisions about the most appropriate methodological approach for their studies, ultimately leading to more useful and impactful findings.

Table 3.2 Contrasting Implications of Positivism and Social Construction
(Easterby-Smith, Thorpe and Jackson 2015).

	Positivism	Social Constructionism
The Observer	Must be autonomous and timely.	Is part of what is being observed
Human Interests	Cause-and-effect must be shown.	Science's major drivers
Explanations	Predictions and inferences	Aim to increase general understanding of the situation
Research progresses through	Need must be specified and quantified.	Gathering rich data, from which ideas are induced
Concepts	should be boiled down to its bare essentials	Should incorporate stakeholder perspectives
Units of Analysis	Probability calculations	May include the complexity of entire situations
Generalisation through	Quantitative random sampling	Theoretical abstraction
Sampling requires	Must be autonomous and timely.	Few cases were selected for certain reasons

Positivism forms law-like generalisations such as those created by the sciences: that the world exists irrespective of it being experienced' is the fundamental tenet of the positivist philosophical school (Hunt, 2008, p. 183). Therefore, positivism is unsuitable for studying events that occur in society. On the other hand, the researcher, in line with various opponents of positivism, believes the logic of the notion is overpowering, and that it produces a society in which any knowledge that can be measured is accepted (Huczynski & Buchanan, 2007). Since this research examines how external factors like government laws and labour union activity affect employee engagement, it is better to focus on interpretations rather than variables.

A new framework was sought due to the limitations of positivism (Collis & Hussey, 2009). Contrary to positivism, interpretivism is a new paradigm. According to interpretivism, a social setting cannot be isolated from a person (Bryman & Bell, 2015). The ideal way to get to know someone is to learn how they think about theories and their own actions. Bryman and Bell (2015) observed that researchers apply their own ideologies while conducting research, resulting in their work being subjective by nature.

Natural science is considered objective, whereas social science is subjective and depends on people's views (Collis & Hussey, 2009). Interpretivism suggests that human behaviour is not straightforward but is affected by a combination of other human and environmental factors (Ibid, 2009). It is a common critique of interpretivism that the researcher's preconceptions also form part of the study. Critics have highlighted that it can be challenging for researchers to distinguish their personal bias from the circumstances under study (Crotty, 1998). According to these critics, this situation might lead to conclusions that are 'mixed' with the researcher's own viewpoint.

If, on the other hand, the goal is to learn the personal motivations (subjective meaning) that drive the study's participants, the researcher needs to understand how the respondents ascribe meaning to things. This presumption holds that meaning affects every aspect of human perception. Therefore, the researcher must understand how the respondents perceive their reality and report her/his findings from this viewpoint (Thomas, 2004). The researcher can take this approach by reporting the 'facts' with the various interpretations, which is one recommended option (Veal, 1997). According to this methodological viewpoint, behaviour cannot be comprehended by the researcher until the researcher knows those meanings, which also have to be interpreted according to the settings in which they occur' (Thomas, 2004, p. 44).

The interpretivist argument affirms the validity of people's subjective thoughts and ideas in business and management. Based on Max Weber's definition of sociology, "which tries the interpretative knowledge of social behaviour in order to arrive at a causal explanation of its path and consequences," the theory seeks to explain the origins of social problems and how to solve them. Research conducted from an interpretivist perspective differs from positivist research in that it seeks to understand phenomena from the perspective of the individuals being studied.

Therefore, an interpretivist methodology is used for this study since it is based on the belief that social phenomena may be studied, understood, and explained—ideally from the individuals' own points of view (Crotty, 1998). Since the researcher's goal is to learn more about the impact of government policies and labour union activities on frontline employees and managers in the Nigerian hotel sector, an interpretivist approach to epistemology is suitable for this study because it provides a focused and narrow method. The interpretivist approach obtains insights by discovering the meanings people attach to their lived

experiences (Henriques & O'Neill, 2018) and understanding the subjectively created social world 'as its is' (Ting-Toomey, 1999). This approach offers the researcher the opportunity to examine the intricacies and complexity of people's perspectives, which would not have been possible with a positivist approach (Rosenberg, 1996) and helps describe how Nigerian hotel employees experience the world around them, the manner of interactions, and the situations in which these interactions occur (Yanow & Schwartz-Shea, 2015).

Another rationale for using interpretive research is that individuals take actions based on their preferences and beliefs (Bevir & Rhodes, 2006). These preferences and beliefs cannot be understood from objective facts about them. The interpretative paradigm is essential for obtaining detailed information about the beliefs and preferences of employees to understand employee engagement in the hotel sector of Nigeria and how/why employees perceive certain factors in the workplace as necessary for engagement. Having discussed the philosophical approach adopted in this research study, the next section examines the overall research strategy.

3.3 Research Strategy/Approach

This study employs a qualitative research approach to investigate the impact of government policies and labour union activities on employee engagement among frontline hotel employees in the Nigerian hotel sector. Qualitative research is well-suited for this study as it allows for an in-depth exploration of the complex and context-specific nature of the phenomenon under investigation (Creswell & Poth, 2018). The qualitative approach enables the researcher to gain a deeper understanding of the experiences, perceptions, and perspectives of the frontline hotel employees, which is essential for addressing the research objectives.

Case Study

The research strategy adopted for this study is a case study design. Case study research is an in-depth exploration of a bounded system or multiple bounded systems over time, through detailed, in-depth data collection involving multiple sources of information (Creswell & Poth, 2018). In this study, the case is the Nigerian hotel sector, with a focus on the impact of government policies and labour union activities on employee engagement among frontline hotel employees. The case study approach allows for a comprehensive and

contextual understanding of the phenomenon, as it enables the researcher to examine the complex interactions between the various factors influencing employee engagement in the Nigerian hotel sector.

The data collection methods employed in this study include semi-structured interviews and document analysis. Semi-structured interviews were conducted with frontline hotel employees and some hotel department managers. This method allows for the collection of rich, detailed data on the participants' experiences, perceptions, and perspectives regarding the impact of government policies and labour union activities on employee engagement (Creswell & Poth, 2018). The interview questions were designed to elicit information on the specific government policies and labour union activities that have influenced employee engagement, as well as the mechanisms through which these factors have impacted engagement.

In addition to the interviews, the study involved the analysis of relevant documents, such as government policy documents, labour union agreements, and employee engagement reports. This document analysis provided additional context and insights into the factors shaping employee engagement in the Nigerian hotel sector, as well as the historical and institutional factors that have influenced the relationship between government policies, labour union activities, and employee engagement.

The data collected through interviews and document analysis were analysed using thematic analysis, a method for identifying, analysing, and reporting patterns or themes within the data (Braun & Clarke, 2006). The thematic analysis involved a systematic process of coding the data, identifying recurring themes and patterns, and then organizing and interpreting these themes in relation to the research objectives. This analytical approach enabled the researcher to develop a comprehensive understanding of the impact of government policies and labour union activities on employee engagement among frontline hotel employees in the Nigerian hotel sector.

The qualitative research approach and case study design employed in this study are well-suited to address the research objectives and provide rich, contextual insights into the complex relationship between government policies, labour union activities and employee engagement in the Nigerian hotel sector. The use of multiple data collection methods, including interviews enhanced the credibility and trustworthiness of the findings, as it allows

for data triangulation and a more comprehensive understanding of the phenomenon under investigation.

Furthermore, the study explored the specific government policies and labour union activities that have had the most significant impact on employee engagement among frontline hotel employees in the Nigerian hotel sector. This includes an examination of the mechanisms through which these factors have influenced employee engagement, such as changes in compensation, benefits, job security, and opportunities for career development and advancement. The study also investigated the role of contextual factors, such as the government policies and labour union activities, in shaping the employee engagement relationship between Nigerian hotel employers and their employees.

Additionally, the study explored the potential implications of the findings for hotel management and human resource practices in the Nigerian hotel sector. This includes an analysis of the strategies and interventions that hotel organisations can implement to enhance employee engagement, in light of the identified impacts of government policies and labour union activities. The study also considered the potential role of collaboration between hotel management, government agencies, and labour unions in developing effective solutions for improving employee engagement in the Nigerian hotel sector.

The findings of this study contribute to the existing body of knowledge on the factors influencing employee engagement, particularly in the context of the Nigerian hotel sector. The study provides valuable insights into the complex interplay between government policies, labour union activities, and employee engagement, which can inform the development of evidence-based policies and practices aimed at enhancing employee engagement and organisational performance in the Nigerian hotel sector.

Table 3.3 Key Differences Between Quantitative and Qualitative Research Strategies
(Bryman & Bell, 2015)

BASIS FOR COMPARISON	QUALITATIVE RESEARCH	QUANTITATIVE RESEARCH
Meaning	The qualitative research method draws from the disciplines of the social and human sciences. Understanding people's perspectives and emotions	Quantitative research employs statistical, logical, and mathematical techniques to generate numerical data and concrete truths. Its purpose is to provide hard facts and figures.

BASIS FOR COMPARISON	QUALITATIVE RESEARCH	QUANTITATIVE RESEARCH
	concerning topics of study is important to qualitative research.	
Nature	Holistic	Particularistic
Approach	It adopts a subjective approach	It adopts an objective approach
Epistemological Position	Natural science model in part	Interpretivism
Ontological Position	Positivism	Constructivism
Research Type	Exploratory	Conclusive
Reasoning	Inductive – generation of theory	Deductive – testing of theory
Sampling	Purposive	Random
Inquiry	Process-oriented	Result-oriented
Data	Verbal	Measurable
Data Collection Method	Interviews, literature review, ethnography	Experiments, surveys, and observations expressed in numbers
Participants	Needs only a few respondents	Requires many respondents
Research Questions	Open-ended	Multiple choice
Hypothesis	Generated	Tested
Elements of analysis	Words, pictures, and objects	Expressed using graphs and numbers (numerical data)
Objective	to investigate and uncover concepts that will be used in continuing procedures.	To investigate how one variable affects another by looking at its cause-and-effect connection.

In summary, the qualitative method of research is often associated with an inductive method of generating new information. Inductive methods typically employ an interpretivist model, which permits the existence of multiple subjective perspectives and focuses on the construction of knowledge rather than the ‘discovery’ of new information in ‘reality’.

The quantitative approach to research is often linked with a deductive way of evaluating hypothesis. This method generally makes use of numbers or facts and, as a consequence, a positivist or natural science model, in addition to an objectivist viewpoint of the topic of the study.

So, this research adopts the qualitative method of research as it is linked with an inductive method of generating new information. The justification for the choice of this method is explained in the subsequent section.

3.3.1 Justifying the Choice of Qualitative Research Method

The study of the impact of government policies and labour unions on employee engagement in the Nigerian hotel sector is a complex and multifaceted issue that requires a comprehensive and in-depth understanding of the various factors at play. In this context, the use of a qualitative research method can be justified as an appropriate and effective approach to addressing this research problem.

Qualitative research is particularly well-suited for exploring the nuances and complexities of social phenomena, as it allows for a deeper understanding of the experiences, perceptions, and perspectives of the individuals and groups involved (Creswell & Poth, 2018). In the case of the Nigerian hotel sector, the use of qualitative methods can provide valuable insights into the ways in which government policies and labour union activities influence employee engagement, which may not be readily captured through quantitative approaches.

One of the key advantages of using a qualitative research method in this study is the ability to gain a more holistic and contextual understanding of the research problem. Qualitative research often involves in-depth interviews and observations, which can provide rich and detailed data on the lived experiences of hotel employees, managers, and other stakeholders (Yin, 2018). This can help researchers to identify and explore the underlying factors, motivations, and dynamics that shape employee engagement in the Nigerian hotel sector, taking into account the unique cultural, social, and institutional context.

Moreover, the use of qualitative methods can be particularly valuable in the study of government policies and labour union activities, as these phenomena are often shaped by complex political, economic, and social forces that may not be easily quantifiable (Patton, 2015; Yin 2018). Qualitative research can help to uncover the nuances and complexities of these processes, shedding light on the ways in which they are perceived and experienced by different stakeholders.

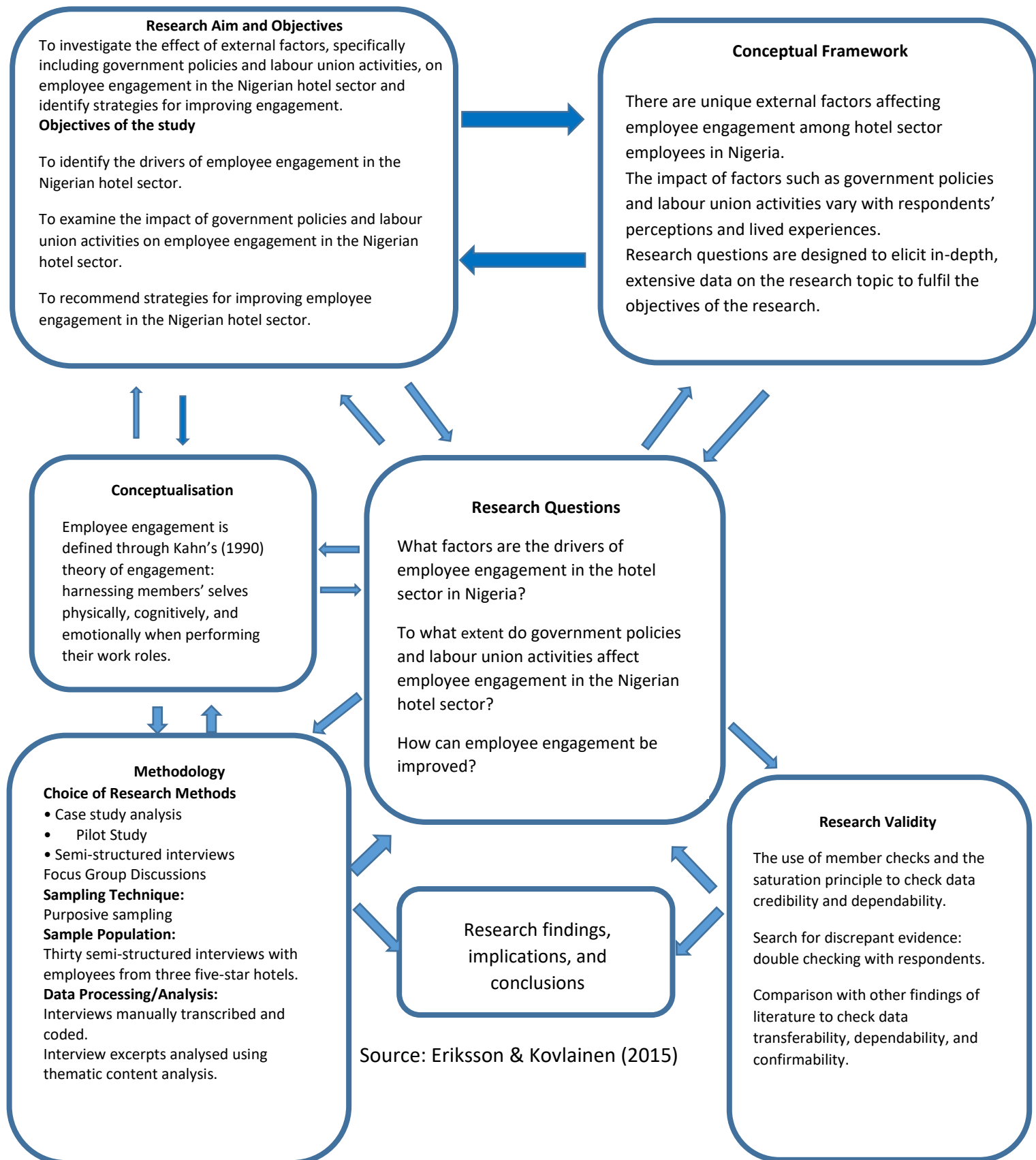
For instance, in-depth interviews with hotel employees can provide insights into their perceptions of government policies and labour union activities, and how these factors influence their levels of engagement and motivation. They can also reveal their perspectives

on the challenges and opportunities presented by government policies and labour union involvement, and the strategies they employ to foster employee engagement.

Furthermore, the use of qualitative methods can also facilitate the exploration of potential solutions and strategies for improving employee engagement in the Nigerian hotel sector (Bansal & Corley, 2011). By engaging directly with the key stakeholders, researchers can gain a deeper understanding of the specific needs, concerns, and aspirations of hotel employees, managers, and other relevant parties. This can inform the development of more targeted and effective interventions to enhance employee engagement, taking into account the unique contextual factors at play.

In summary, the use of qualitative research methods can be justified in this study as they provide a more detailed and contextual understanding of the research problem, enabling the exploration of complex social and political phenomena, and facilitate the identification of potential solutions and strategies for improving employee engagement in this sector. By adopting a qualitative research approach, researchers can gain a more comprehensive and insightful understanding of this important issue, eventually contributing to the development of more effective policies and practices for enhancing employee engagement in the Nigerian hotel sector (Bansal & Corley, 2011; Patton 2015; Yin 2018).

Figure 3.1: Framework for the Qualitative Approach



3.3.2 Inductive and Deductive Research Approaches

The research methodology employed in this study is important as it ensures the validity and reliability of the findings. This chapter outlines the research approaches used, the rationale for their selection, and the specific methods employed in data collection and analysis.

Inductive and Deductive Research Approaches

This study adopts a qualitative research approach, which is well-suited for exploring the complex relationships between government policies, labour union activities, and employee engagement in the Nigerian hotel sector. As earlier stated, qualitative research enables researchers to gain a deeper understanding of the phenomenon under investigation, allowing for the identification of emerging themes and the development of new theories (Creswell & Poth, 2018).

The inductive and deductive research approaches are two distinct yet complementary methods that can be employed in qualitative research (Saunders et al., 2019). The inductive approach involves the development of theories and concepts from the data collected, while the deductive approach involves the testing of existing theories and hypotheses against the data (Bryman & Bell, 2015).

3.3.2.1 Inductive Approach

The inductive approach is particularly relevant for this study, as it allows the researcher to explore the nuances and complexities of the relationships between government policies, labour union activities, and employee engagement. By starting with the data collected from interviews and observations, the researcher can identify patterns, themes, and relationships that may not have been anticipated based on existing theories (Creswell & Poth, 2018). This approach is well-suited for studies that aim to generate new insights and develop contextual understandings, which aligns with the objectives of this research.

The inductive approach enables the researcher to delve deeper into the specific context of the Nigerian hotel sector and uncover the unique factors that influence the relationships between government policies, labour union activities, and employee engagement. By allowing the data to guide the development of theories and concepts, the researcher can gain a more detailed and comprehensive understanding of the phenomenon

(Bryman & Bell, 2015). This approach is particularly valuable in exploring complex and context-dependent issues, where existing theories may not fully capture the intricacies of the research setting.

3.3.2.2 Deductive Approach

The deductive research approach is often used in scientific and academic research, where researchers begin with a general theory or hypothesis and then test it through specific observations and data collection (Saunders et al., 2019). This method is valued for its logical and systematic nature, enabling researchers to draw conclusions based on established principles and theories. However, the deductive research approach may not be the most suitable for all studies. One primary reason is the complex and context-specific nature of the research topic. The relationship between labour unions, government policies, and employee engagement in the Nigerian hotel sector is influenced by various factors such as cultural, economic, and political aspects that a deductive approach may not easily capture (Adeyeye, 2019).

Additionally, this approach tends to focus more on testing hypotheses and verifying pre-existing theories rather than exploring and understanding the underlying mechanisms and processes that shape relationships between variables (Bryman & Bell, 2015). As such, it may not fully capture the complexities of the Nigerian hotel sector. In this case, a more inductive approach that allows for the exploration of unique contextual factors and the generation of new insights is more appropriate for the research study on the Nigerian hotel sector.

3.3.3 Rationale for Inductive Approach

The inductive approach, which involves moving from specific observations to broader generalisations and theories, is well-suited for this research study for several reasons (Bryman & Bell, 2015). Firstly, the research aims to explore the complex and multifaceted relationship between government policies, labour union activities, and their impact on the Nigerian hotel sector. This type of inquiry lends itself well to an inductive approach, as it allows the researcher to uncover emergent themes and patterns from the data, rather than testing pre-existing hypotheses (Saunders et al., 2019).

Secondly, the Nigerian hotel sector is a context that has been relatively understudied, particularly in terms of the interplay between government policies and labour union activities. An inductive approach enables the researcher to gain a deeper framework understanding of the unique challenges, experiences, and perspectives of the key stakeholders within this industry, without being constrained by predetermined theoretical (Creswell & Poth, 2018).

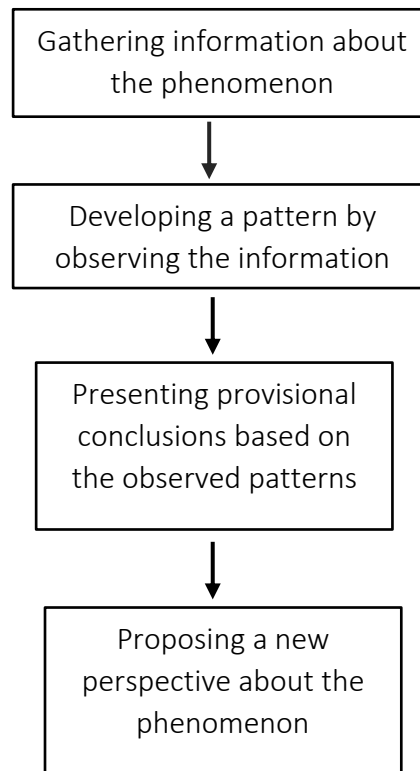
The deductive approach, which involves testing a hypothesis derived from existing theories, may not be suitable for this study as the impact of government policies and labour union activities in the Nigerian hotel sector is not well-documented in the literature. The inductive approach, on the other hand, aligns well with the qualitative nature of the research study, as it enables the researcher to capture the perspectives and experiences of the participants, which may lead to the emergence of new insights and the development of a conceptual framework (Bryman & Bell, 2015; Creswell & Creswell, 2018; Yin, 2018). This is particularly relevant in the context of the Nigerian hotel sector, where the impact of government policies and labour union activities may be influenced by contextual factors, such as political, and economic dynamics.

By adopting an inductive stance, the researcher can allow the data to guide the development of conceptual insights and theoretical explanations, rather than imposing preconceived notions or theories onto the research context (Saunders et al., 2019).

The inductive approach is particularly relevant in this research study as it allows the researcher to uncover the complex interrelationships between government policies, labour union activities, and their impact on the Nigerian hotel sector. By starting with specific observations and allowing themes and patterns to emerge from the data, the researcher can develop a comprehensive understanding of the unique challenges and perspectives of the key stakeholders involved. This approach enables the researcher to generate rich, contextual insights that contribute to the broader understanding of the dynamics within the Nigerian hotel sector, which has been relatively understudied (Yin, 2018).

Moreover, the inductive approach aligns well with the qualitative nature of the research, as it emphasizes the importance of capturing the subjective experiences and interpretations of the participants. By adopting an open-ended, exploratory stance, the researcher can gain a deeper understanding of the complex social phenomena at play, without being constrained by predetermined theoretical frameworks.

Figure 3.2: Illustration of Inductive Approach



Thus, in this study, observations about the collected information led towards a theory, which is the characteristic feature of the inductive approach. Using qualitative methods, such as data collection through interviews and evaluations with thematic content analysis, justifies the inductive approach in this study. The research methodology employed in this study is crucial in ensuring the validity and reliability of the findings. By adopting a qualitative approach and primarily utilizing an inductive research approach, the researcher can explore the complex relationships between government policies, labour union activities, and employee engagement in the Nigerian hotel sector.

3.4 Research Design

The present study employed a qualitative research design to investigate the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector. Qualitative research is particularly useful when exploring complex phenomena and gaining a deeper understanding of individuals' experiences, perceptions, and attitudes (Creswell & Poth, 2018).

Specifically, a thematic analysis approach was adopted for this study. Thematic analysis is a widely used method in qualitative research that involves identifying, analysing,

and reporting patterns or themes within data (Braun & Clarke, 2006). This approach allows researchers to capture the richness and depth of participants' lived experiences, making it a suitable choice for exploring the intricate relationships between government policies, labour union activities, and employee engagement.

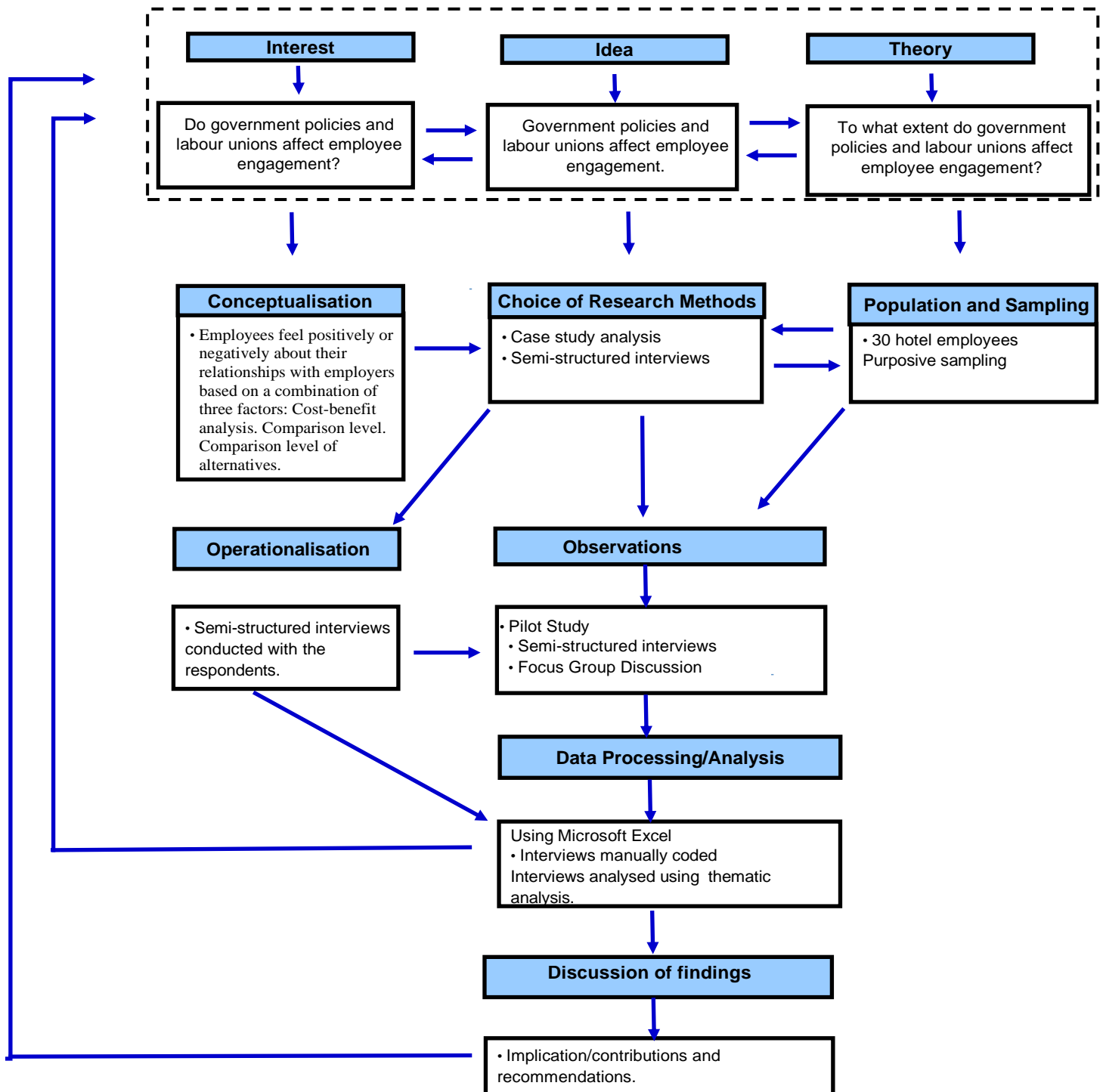
The data collection process was drawn from a sample size of 30 participants. It involved a pilot study with nine (9) participants, semi-structured interviews with 30 hotel employees from various establishments across Nigeria and a focus group discussion with 9 participants. During the pilot study, the nine (9) participants were interviewed, each interview lasted about 45 minutes.

To ensure the credibility and trustworthiness of the findings, several strategies were employed. First, purposive sampling was used to select information-rich participants who could provide valuable insights into the research topic (Patton, 2015). Additionally, member checking was conducted, which involved sharing the initial findings with participants to ensure accurate representation of their experiences and perspectives (Lincoln & Guba, 1985).

The data analysis process involved transcribing the pilot study discussions, semi-structured interviews and focus group discussions verbatim and then systematically coding and identifying emerging themes. Thematic analysis allows researchers to identify patterns and themes across the dataset, providing a rich and detailed understanding of the phenomenon under investigation (Braun & Clarke, 2006). The identified themes were then interpreted and discussed in relation to the existing literature and theoretical frameworks.

Figure 3.3 Research Design Conceptual Framework

A Qualitative Method Study using Institutional Theory by DiMaggio & Powel, (1983) & Scot (2013)



3.4.1 Research Design Conceptual Framework

The research design conceptual framework provides a structure to investigate the impact of government policies and labour union activities in the Nigerian hotel sector. It outlines the key concepts, variables and relationships involved in the research study and serves as a roadmap for the investigation, guiding the methodology, data collection and analysis of the relationship between government policies, labour unions, and their impact on employee engagement in the Nigerian hotel sector. By examining these factors, the research provides valuable insights that can inform policymakers, hotel management, and labour unions in their efforts to enhance employee engagement and drive the industry's growth and development.

Drawing on the Institutional Theory (DiMaggio & Powell 1983; Scott, 2013). The study seeks to investigate the impact of external factors, specifically including government policies and labour unions on employee engagement in the Nigerian hotel sector. The Institutional theory posits that organisations are shaped by the institutional environment in which they operate, which includes formal and informal rules, norms, and cognitive structures. It is argued that these institutional pressures can significantly influence organisational practices, structures, and decision-making processes (Scott 2013). This study explores how government policies and labour union activities shape organisational practices in Nigerian hotels which in turn affects employee engagement.

Conceptualising: The conceptualization of the research is focused on exploring the relationship between government policies, labour union activities, and employee engagement in the Nigerian hotel sector. The research design for this study employs a qualitative case study approach. The population comprises of 30 participants, including hotel managers, and front-line employees who are directly impacted by the government policies and labour unions.

Operationalisation and Data Collection: The data collection process for this study involved a sample size of 30 participants, consisting of a pilot study with nine individuals, semi-structured interviews with 30 hotel employees from various establishments in Nigeria, and a focus group discussion with nine participants. During the pilot study, each of the nine participants was interviewed for approximately 45 minutes. The interview questions were

strategically crafted to gather insights on government policies, labour union activities, and their impact on employee engagement within the hotel sector. Semi-structured interviews were utilized to provide researchers with the flexibility to delve deeper into responses while maintaining some level of structure (Kallio et al., 2016). It is important to note that the participants in the pilot study were different from those involved in the focus group discussion. This intentional design choice allowed for triangulation of data, thereby enhancing the validity of the study by combining individual perspectives with group dynamics (Creswell & Creswell, 2017).

The interview questions were designed to elicit information about the participants' experiences, perceptions, and insights regarding the impact of government policies and labour union activities on employee engagement. Hotel managers were included to provide insights into the organisational perspective and the challenges faced in managing employee engagement. The semi-structured interview format allowed the researchers to gather in-depth information from the participants, encouraging them to share their personal experiences, perspectives, and insights. This approach enabled the researchers to delve deeper into the complexities of the relationship between government policies, labour union activities, and employee engagement, capturing the issues and contextual factors that may influence this dynamic.

Data Processing: The data processing and analysis involved a thematic analysis, where the researchers identified and analysed the emerging themes related to the effects of government policies and labour union activities on employee engagement. The findings are discussed in the context of the Institutional Theory, highlighting the implications for theory and practice.

Contribution: The research study explored the intricate relationship between governmental policies and labour union activities, and their profound influence on the engagement levels of frontline employees in Nigeria's hotel sector. These findings present a unique opportunity to refine and enhance the effectiveness of both governmental and labour union strategies in this sector. This new found understanding proves to be instrumental in the development of more targeted and impactful interventions in the hotel sector.

Findings: The findings provide valuable insights into the relationship between external factors, such as government policies and labour union activities, and employee engagement in the Nigerian hotel sector. The research study explores how these factors shape the work environment, employee motivation, and job satisfaction, eventually affecting the overall engagement and performance of hotel employees. The findings may inform policymakers and industry stakeholders on strategies to enhance employee engagement and, consequently, improve the overall performance of the hotel sector. Additionally, the research provides valuable insights for hotel managers in navigating the complex landscape of government policies and labour union dynamics to foster a more engaged workforce.

Implications: The study's findings have significant implications for the Nigerian hotel sector, as they inform policymakers, hotel management and labour unions on the factors that influence employee engagement. This knowledge can be used to develop strategies and policies that foster a more engaged and productive workforce, which will lead to improved organisational performance and competitiveness in the industry.

Recommendations: Based on the research findings, the study provides recommendations for policymakers, hotel management and labour unions to enhance employee engagement in the Nigerian hotel sector. These recommendations include the need for more collaborative approaches, the development of supportive policies, the implementation of effective communication and employee development programs.

In summary, this qualitative study provides valuable insights into the complex relationship between government policies, labour union activities and employee engagement in the Nigerian hotel sector. The thematic analysis highlights the need for a collaborative and holistic approach to addressing these challenges, one that recognises the interdependence of these factors and their collective impact on the hotel sector's workforce. The findings and recommendations presented in this thesis can serve as foundation for future research and policy development, thus contributing to the enhancement of employee engagement and the general competitiveness of the Nigerian hotel sector.

3.4.2 Case Study Design

This research study adopts a qualitative case study design. Qualitative research is an appropriate method for this study as it allows for an in-depth exploration of the impact of government policies and labour union activities on employee engagement among frontline hotel employees in the Nigerian hotel sector (Creswell & Poth, 2018).

Case study research is 'well-suited to new research areas or research areas for which existing theory seems inadequate' (Eisenhardt, 1989, pp. 548–549). It enables investigators to keep the all-inclusive and meaningful qualities of real-life occurrences, which is why 'case studies emerge out of the desire to comprehend complicated social phenomena.' Case studies 'arise out of the need to understand complex social phenomena' (Yin, 2003, p. 2). The case is a particular instance of a complicated phenomenon. Stake (1995) notes that the uncertainty that surrounds clearly defined events, such as connections between people, may be deemed a case study because such unsubstantial evidence could be challenging to confine and characterise precisely, making the research more challenging.

A case study design is particularly suitable for this research as it enables the researcher to gain a comprehensive understanding of the phenomenon within its real-world context (Yin, 2018).

The case study approach allows for the collection of rich, detailed data from multiple sources, including interviews, observations, and document analysis (Yin, 2018). This is essential for gaining a holistic understanding of the complex interactions between government policies, labour union activities, and employee engagement within the Nigerian hotel sector. By focusing on a specific case or setting, the researcher can delve deeper into the contextual factors that influence the phenomenon of interest (Creswell & Poth, 2018).

Furthermore, the qualitative case study design is appropriate for this research as it aligns with the exploratory nature of the study. The aim is to gain a deeper understanding of the impact of government policies and labour union activities on employee engagement, rather than to test a specific hypothesis or make broad generalisations (Yin, 2018). This approach allows the researcher to uncover the perspectives and experiences of frontline hotel employees, as well as to explore the unique challenges and opportunities within the Nigerian hotel sector.

The case study design also enables the researcher to engage in an iterative process of data collection and analysis, allowing for the refinement of research questions and the

identification of emerging themes as the study progresses (Yin, 2018). This flexibility is essential for capturing the layered and context-dependent nature of the phenomenon under investigation.

In addition to the in-depth exploration of the research phenomenon, the qualitative case study approach also allows for the examination of the broader contextual factors that may influence employee engagement in the Nigerian hotel sector. This includes an analysis of the political, economic, and social environment, as well as the specific challenges and opportunities faced by the hotel sector in the country. By considering these contextual factors, the researcher can gain a more comprehensive understanding of the complex interplay between government policies, labour union activities, and employee engagement.

Furthermore, the case study design enables the researcher to engage with key stakeholders, such as hotel managers, labour union representatives, and government officials, to gain a multifaceted perspective on the research topic. This allows for the identification of potential barriers, facilitators, and best practices that may influence employee engagement in the Nigerian hotel sector.

The qualitative case study approach also provides the researcher with the flexibility to adjust the research design and data collection methods as the study progresses (Creswell & Poth, 2018). This approach allows the researcher to gain a comprehensive understanding of the complex interactions and factors at play, which may not be easily captured through more quantitative research methods. For instance, the researcher may uncover multifaceted insights into how specific government regulations or labour union initiatives are perceived and experienced by hotel employees, and how these factors influence their levels of engagement and job satisfaction. By delving deeply into the contextual details and lived experiences of the participants, the researcher can develop a rich and multifaceted understanding of the phenomenon, which can inform more targeted and effective interventions or policy changes.

Moreover, the flexibility inherent in the qualitative case study approach enables the researcher to adapt the study as needed to capture the evolving dynamics of the Nigerian hotel sector. This is particularly crucial given the rapid pace of change in this sector, which may require the researcher to adjust their data collection methods, interview questions, or even the scope of the study to ensure that the findings remain relevant and meaningful.

Research in social science allows researchers to carefully choose the methodology that aligns best with the objectives of their study. Moreover, the use of a case study can be supported by pointing out that this method has been successfully utilized by other social scientists studying similar subjects and contexts. A study on employee engagement and performance in the hotel sector in Poland (Grobelna, 2019) used a case study approach in which the context of the tourist destination of the Pomeranian Voivodeship was considered. A study exploring the association between leadership and employee engagement (Besieux et al., 2015) considered the case study of a European bank. Another study on employee engagement in the hospitality industry, with an emphasis on workplace spirituality, was conducted by Milliman et al. (2018), who used the case study of a hospitality firm in the US.

One case study by Anand et al. (2021) investigated the impact of transformational leadership on employee engagement in the Indian hotel sector. The researchers found that transformational leadership, characterized by inspirational motivation, intellectual stimulation, and individualized consideration, had a positive and significant effect on employee engagement. This suggests that hotel managers who adopt a transformational leadership style can foster higher levels of employee engagement.

Another case study by Wen et al. (2022) examined the relationship between work-life balance and employee engagement in the Chinese hotel industry. The researchers found that work-life balance, which includes factors such as work flexibility, family support, and personal time, was positively associated with employee engagement. This highlights the importance of providing hotel employees with a supportive work environment that allows them to balance their professional and personal responsibilities.

A case study by Ghosh and Gurunathan (2021) explored the role of psychological capital, which includes hope, optimism, self-efficacy, and resilience, in enhancing employee engagement in the Indian hotel industry. The researchers found that psychological capital had a significant positive impact on employee engagement, suggesting that investing in the development of these psychological resources can contribute to higher levels of engagement among hotel employees.

Another case study by Jauhari and Manaktola (2022) investigated the influence of organisational culture on employee engagement in the Indian hotel industry. The researchers found that a supportive organisational culture, characterized by open communication, teamwork, and empowerment, was positively associated with employee engagement. This

underscores the importance of cultivating a positive organisational culture in the hotel sector to foster higher levels of employee engagement.

Even within the context of the Nigerian hotel sector, a case study approach was used by Usoro and Abiagam (2018) to research the effect of culture on knowledge-management practises. The case study approach allowed the researchers to delve deeper into the nuances of the cultural dynamics at play within the Nigerian hotel context, which may not have been as readily apparent in a broader, more generalized study. By focusing on a specific organisational setting, Usoro and Abiagam (2018) were able to uncover the unique challenges and opportunities that arise when attempting to implement effective knowledge management practices in an environment shaped by cultural norms and values.

From the above description, it is obvious that ethnography is applicable to the wide-ranging study of cultural groups, whereas grounded theory is suitable for advancing theory from experience. Therefore, a case study approach is justified for this research.

3.5 Data Sampling Technique

3.5.1 Purposive Sampling

The data sampling technique employed in this qualitative research case study is purposive sampling. In qualitative research, purposive sampling is a non-probability sampling method which involves selecting a small group of participants based on their specific characteristics or knowledge of the phenomenon being studied, to gather information that can be applied to a specific geographic area. This approach allows researchers to draw conclusions that are relevant to a defined location or population. (Etikan et al., 2016; Silverman, 2015). This sampling technique is considered the most suitable for this research as it allows the researcher to target frontline hotel employees in the Nigerian hotel sector who have direct experience and knowledge of the impact of government policies and labour union activities on their engagement levels. A population sample of 30 hotel employees was recruited via the purposive sampling technique for this research study (Creswell, 2015; Stake, 2005). (Amongst the 30 participants, 9 participants were selected for a pilot study and 9 participants were also selected for focus group discussions). This study targeted employees who had worked in Nigeria's hotel sector for at least two years and who were familiar with the industry dynamics and employee engagement strategies in the sector. The target population was sourced from three different hotels in Nigeria.

Table 3.4 Sampling Strategies (Adapted from Easterby-Smith, Thorpe, and Jackson, 2015)

Types of Sampling Strategies	Procedure and Purpose
Ad hoc Sampling	Utilising a probabilistic approach to choose cases or responders in a manner that increases the likelihood of the sample accurately representing the target population.
Snowball Sampling	Cases are chosen according to their availability and level of accessibility. This approach is particularly suitable in circumstances when the primary concern is the rapidity of data acquisition and cost-effectiveness.
Maximum Variation Sampling	Chosen individuals engage in the recruitment or endorsement of more members from their social circle, which is beneficial in situations when access is restricted or challenging.
Typical Case Sampling	The purpose of selection is to include a broad spectrum of occurrences of a certain event, which may also include exceptional instances.
Theory-Guided Sampling	Case selection is based on whether they fulfil specified theoretical qualities or represent particular theoretical ideas.
Negative/Deviant Case Sampling	Identification of examples or responders that are likely to provide evidence that contradicts a hypothesis or explanation.

Purposive sampling is particularly appropriate for this study as the research aims to gain in-depth insights into the experiences and perceptions of frontline hotel employees, who are the primary stakeholders affected by the research problem. By purposefully selecting participants who meet specific criteria, the researcher can ensure that the data collected is relevant and meaningful to the research objectives (Palinkas et al., 2015).

The criteria for selecting participants in this study include:

1. Frontline hotel employees (e.g., receptionists, housekeepers, waiters) currently working in the Nigerian hotel sector.
2. Employees who have been working in the hotel sector for at least 2 years, to ensure they have sufficient experience to provide meaningful insights.
3. Employees who have been affected by government policies related to the hotel sector.

By focusing on frontline hotel employees who meet these criteria, the researcher gathered rich, contextual data that is directly relevant to the research problem and objectives (Patton, 2015). This sampling approach enabled the researcher to explore the multiple layers

and complexities of the impact of government policies and labour union activities on employee engagement, as experienced by the target population.

The sample size for this qualitative case study was determined by the principle of data saturation, which is the point at which no new information or themes emerge from the data (Fusch & Ness, 2015). The researcher continued to conduct interviews until saturation was reached, after interviewing 26 participants in the qualitative studies (Guest et al., 2006).

By employing purposive sampling, the researcher ensured that the data collected were rich, relevant and representative of the target population, thereby enhancing the validity and reliability of the study's findings (Etikan et al., 2016). This sampling approach enabled the researcher to gather in-depth insights into the experiences and perceptions of frontline hotel employees, who are the primary stakeholders affected by the research problem. The researcher explored the nuances and complexities of the impact of government policies and labour union activities on employee engagement, as experienced by the target population.

Furthermore, the use of purposive sampling ensured that the data collected was directly relevant to the research objectives, as the researcher targeted participants who had the necessary knowledge and experience to provide meaningful insights. This sampling technique also allowed the researcher to capture the diverse perspectives and experiences of frontline hotel employees, which contributed to a more comprehensive understanding of the research problem.

By employing this sampling approach, the researcher gathered rich, contextual data that informed the development of more effective strategies and interventions to address the challenges faced by the frontline hotel employees.

The findings of this study will have important implications for policymakers, hotel management, and labour unions, as they work to improve employee engagement and overall organisational performance in the industry.

3.6 Data Collection

The data collection process is a very important aspect of any research study, as it determines the quality and reliability of the findings (Creswell & Creswell, 2017). For this qualitative case study investigating the impact of government policies and labour union activities on employee engagement among frontline hotel employees in the Nigerian hotel

sector, the researcher employed the pilot study, semi-structured interviews and focus group discussion.

3.6.1 Pilot Study

Pilot studies serve to test assumptions and refine methods for subsequent comprehensive investigations. Careful pilots explore topics, questions, techniques and schedules to strengthen full studies (Thabane, 2010, Yin 2016). Researchers increasingly rely on pilot studies to revise inquiries, foresee challenges and optimize collection and examination before deploying resources (Doody & Doody, 2015).

Execution of Pilot Study

The pilot study for this research was conducted with nine (9) employees. Three managers were interviewed and six (6) frontline employees. The purposive sampling method was utilised in selecting the employees that filled in the questionnaires, while a purposive sampling method was used to select the interviewees. This ensured representation from different roles and experience levels (Adeyeye et al., 2020). The pilot study was done virtually as the researcher could not be there physically. However, there were facilitators in ground to ensure a seamless process. The pilot study interview lasted for about ninety (90) minutes, focusing on employee engagement in the Nigerian hotel sector.

The first step in conducting a pilot study is to clearly define the research objectives and questions that the study aims to answer. This involves reviewing the literature, identifying gaps in existing knowledge, and defining the research objectives. Once the research objectives are defined, the next step was to select a sample population for the pilot study. The sample size for a pilot study is typically smaller than the main study and may include a diverse range of participants to ensure the representativeness of the sample. The researchers used purposive sampling techniques to select the population sample. Next, the researchers then develop the research instruments and materials for data collection which is mainly interviews. Then, the researcher conducted the pilot study by collecting data from the sample population. This involved conducting interviews. The researcher closely monitored the data collection process to identify any potential problems or issues that may arise during the main study. After collecting data, the researcher then analysed the results of the pilot study to identify any area(s) of improvement. Finally, the researcher then

documented the findings of the pilot study and made necessary adjustments to the research protocol before conducting the main study. This included revising research questions. In summary, the execution of a pilot study in this research study involved several key steps, including defining research objectives, selecting a sample population, developing research instruments, collecting data, analyzing results, and making necessary adjustments to the research protocol. These steps were skillfully taken by the researcher to ensure the success of the main study and generate high-quality research findings that contribute to the existing body of knowledge in the field of employee engagement.

During the pilot study, the researcher focused on non-verbal responses and the way questions were asked. This helped boost the researcher's confidence. The objectives of the pilot study were to:

- Gain a detailed practical understanding of the impact of government policies and labour unions on employee engagement in Nigerian hotels.
- Refine the tools for testing key variables.
- Validate different data collection methods.
- To ensure that the research questions are clear and easy to understand
- To ensure that participants understood what was expected of them.
- To ensure that participants are conversant with the research procedures

Since the researcher was the primary data collection tool, the pilot study allowed her to improve her interviewing skills and interpersonal abilities. It also made sure she was familiar with qualitative data collection methods. The pilot survey also enabled the researcher to explore and anticipate expected responses from participants and plan for contingencies, facilitating more open and organic discussions. For instance, the researcher learned techniques for gently probing deeper insights, while maintaining an impartial, empathetic stance. Furthermore, the researcher developed a keen sense of perspective and intuition. This enabled her to recognise the potential weaknesses or limitations in the study design and adjust accordingly. The researcher also paid close attention to the transcription and interpretation stages, honing her abilities to accurately capture and analyse the rich data collected during the interviews. By continuously refining these multifaceted skills, the researcher was able to enhance the quality of research questions and depth of the qualitative data gathered, leading to more insightful findings.

During the pilot study, a few problems were identified. First, certain participants were hesitant to sincerely share their perspectives about their employers and labour unions, worrying about potential repercussions. To address this, the researchers reassured participants of the confidential nature of their responses and that their involvement was voluntary. Second, it was evident that some interview questions lacked clarity and participants struggled to understand the intended meaning. To solve this, the researcher revised the interview guide, rephrasing interview questions and offering extra explanations. Finally, the investigators found the original interview questions to be too broad, leading to disjointed reactions. Please refer to Appendix A and Appendix B for the interview questions before the pilot study and Appendix B for the revised set of interview questions after pilot study. This demonstrates the effectiveness of the pilot study to ensure that the research questions are refined to be more specific, objective and targeted to help achieve the research objectives.

After handling these matters, the pilot implementation proceeded smoothly and researchers were able to gather valuable insights into the possible relationship between governmental policies, union activities, and staff involvement in the Nigerian hospitality sector. Overall, the pilot study served as a worthwhile exercise that helped identify and address potential problems before conducting the primary investigation. The realisations gained from the pilot study were used to refine the research methodology and boost the quality of information gathered in the main study.

3.6.1.1. Rationale for Pilot Study

A pilot study is an essential precursor, a small-scale preliminary study conducted before the main research study. It allows the researcher to evaluate the feasibility, methodology and potential challenges of the research study. In the context of this research which investigates the impact of external factors specifically including government policies and labour unions on employee engagement in the Nigerian hotel sector, a pilot study is necessary for several reasons:

1. Assessing the impact of government policies: The Nigerian government has implemented various policies that directly or indirectly affect the hotel sector, such as taxation, labour regulations, and infrastructure development (Ajayi & Ajayi, 2013). A pilot study would help researchers understand the extent to which these policies influence employee engagement

in the hotel sector, which varies greatly depending on location but remains crucial for developing effective strategies to address the multifaceted challenges faced by hotel organisations across the country.

2. Evaluating the role of labour union activities: Labour unions play a significant yet complex role in the hotel sector, advocating for employee rights while negotiating complex collective bargaining agreements (Akintunde & Akanji, 2016). However, the impact of diverse labour union activities on disparate levels of employee engagement is not fully comprehended. A pilot study would provide valuable yet varying insights into how differing types of labour union activities affect the engagement of employees with a wide range of workplace experiences, knowledge which can inform the multifaceted development of strategies to foster constructive yet occasionally tense labour-management relationships.

3. Identifying contextual factors: The Nigerian hotel sector operates within a unique and ever-changing cultural, economic, and political context, which may influence in complex ways the relationship between wide-ranging government policies, varied labour union activities, and fluctuating levels of employee engagement (Adeyinka-Ojo & Adeyinka-Ojo, 2019). A pilot study would help researchers identify and understand these intricate contextual factors on both a macro and micro level, enabling them to design a more comprehensive, locally relevant and periodically adjusted main study.

4. Refining research methods and instruments: A pilot study would allow researchers to test and refine the research methods and instruments, such as more in-depth survey questionnaires, qualitative interview protocols that explore diverse viewpoints, and adaptive data collection procedures (Thabane et al., 2010). This would ensure that the perceptive main study is well-designed and capable of generating reliable, valid and perceptive results representing the views of all stakeholders.

5. Assessing feasibility and resource requirements: A pilot study would illuminate the availability of critical data sources and the ease of accessing research participants within the Nigerian hotel sector. It would also expose the true costs of conducting the proposed examination into how government and union activities shape worker investment. Only through a trial run could the scholars gain clarity on what is possible and affordable when planning the overarching investigation.

Moreover, a pilot study is essential for this research study as it would serve multiple purposes. Firstly, it would enable the evaluation of the feasibility and effectiveness of the

planned research methodology and tools. This is important to ensure that the main study is designed in a way that can generate reliable and actionable insights. Secondly, the pilot study would uncover setting-specific factors that could influence the relationship between employee engagement, labour unions and government policies. For instance, the unique cultural, economic, or regulatory environment of the Nigerian hospitality sector may introduce nuances that need to be accounted for in the principal research.

By conducting a pilot study, researchers can build a solid foundation for the main study, ensuring it is intelligently structured, applicable, and capable of producing dependable and operational findings. These insights would be valuable not only for hotel management but also for policymakers and labour unions in the country. Additionally, the pilot study would help identify potential challenges or considerations that should be addressed to enhance employee engagement and, ultimately, the performance and competitiveness of the Nigerian hospitality industry. This proactive approach would ensure a more robust and impactful main study.

3.6.2 Focus Group Discussion

Focus group discussion is a qualitative research method that involves gathering a small group of individuals to discuss a specific topic or issue (Krueger & Casey, 2015). This method allows researchers to gain in-depth insights into the perceptions, attitudes, and experiences of the participants, which can be particularly valuable in exploring the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector. The use of focus group discussion plays a very important role in shaping this research. The significance of focus group discussion in this research study lies in its ability to provide a deeper understanding of the research problem. By engaging with a diverse group of hotel employees, the researcher can gain a more contextual understanding of how government policies and labour union activities influence employee engagement (Onwuegbuzie et al., 2009). By incorporating the perspectives and insights of frontline hotel employees, the researcher can better understand the nuances and contextual factors that shape the relationship between government policies, labour union activities, and employee engagement in the Nigerian hotel sector.

Execution of the Focus Group Discussion

The focus group for this study consisted of three managers and six frontline service employees, carefully selected using a purposive sampling method (Yin 2014). The discussion took place virtually and lasted for about 45 minutes. To execute a focus study, the researcher first determined the research questions or objectives of the study which helped in the selection of the appropriate participants who have relevant knowledge or experiences related to the research study (purposive sampling). This ensured that a diverse range of perspectives were represented in the group.

Next, the researcher established a suitable time and location for the focus group session (after liaising with other members of the focus group). The researcher prepared a set of questions or prompts to guide the discussion and ensure that all relevant topics are covered. During the focus group session, which was conducted virtually, the researcher played the role of a facilitator, guiding the discussion and ensuring that all participants had an opportunity to share their views. The participants gave their consent for the session to be recorded. The researcher used various techniques such as open-ended questions and probes to stimulate the discussions and encourage participants to express their opinions freely. The researcher also kept detailed notes during the focus group session, recording key points and insights shared by the participants. This helped in data analysis and in identifying common themes or patterns that emerged from the discussion.

After the completion of the focus group discussion, the researcher transcribed the audio recording of the discussion and analysed the data to draw out key findings. This analysis involved coding the data, categorising the responses, and identifying trends or themes that are relevant to the research objectives.

Executing a focus study required diligent planning, selection of participants, facilitation of discussions, and analysis of data. The researcher followed these steps conscientiously to gain valuable insights into complex issues of employee engagement in the Nigerian hotel sector, contributing to the advancement of knowledge in this field.

The focus group discussions were conducted to validate and build upon findings from the interview. During the focus group discussion, the participants were able to share their perspectives, experiences, opinions, and concerns, which shed more light on the complex interplay between these factors and their impact on employee motivation, job satisfaction, and overall engagement.

The use of focus group discussions in this research study also has the potential to inform the development of more effective policies and interventions aimed at improving employee engagement in the Nigerian hotel sector. By capturing the voices and experiences of hotel employees, the researcher can gain a deeper understanding of the challenges and barriers they face, as well as the strategies and solutions they believe would be most effective in addressing these issues (Onwuegbuzie et al., 2009). This information can be invaluable for policymakers and industry stakeholders as they work to develop and implement policies and initiatives that better support and engage hotel employees.

Furthermore, the use of focus group discussions in this research study provided a platform for hotel employees to voice their concerns and share their perspectives on the impact of government policies and labour union activities. This can foster a sense of empowerment and inclusion among the participants, as their insights and experiences are actively sought and valued by the researcher. By giving a voice to hotel employees, the research study can contribute to a more collaborative and transparent approach to addressing the challenges faced by the industry (Krueger & Casey, 2015).

Additionally, the use of focus group discussions can help the researcher identify potential areas for further investigation or research. By exploring the nuances and complexities of the research problem through the lens of hotel employees, the researcher may uncover new avenues for exploration or identify gaps in the existing literature that warrant further investigation (Onwuegbuzie et al., 2009). This can lead to the development of more targeted and effective research strategies, thus enhancing the overall understanding of the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector.

3.6.2.1 Rationale for Focus Group Discussion

The decision to use focus group discussion in this research is based on several key factors. Firstly, the topic under investigation involved complex social and organisational dynamics, which required a more multifaceted and exploratory approach and focus group discussions allowed the researchers to delve into the perceptions, experiences, and perspectives of hotel employees and managers, more interactively and iteratively (Krueger & Casey, 2015).

Secondly, the Nigerian hotel sector is characterized by a unique socio-political and labour relations landscape, which can be challenging to capture through standardized survey instruments or structured interviews (Hatch & Cunliffe, 2013). Focus group discussions provided a platform for the participants to openly share their insights, concerns, and experiences, enabling the researchers to gain a more contextual and holistic understanding of the research problem.

The focus group discussions were structured to explore the participants' perspectives on the impact of government policies and labour union activities on various aspects of employee engagement, such as job satisfaction, organisational commitment, and work-life balance (Saunders et al., 2019). The discussions delved into the specific challenges and opportunities faced by hotel employees and managers, as well as the strategies they have employed to navigate the complex interplay between government regulations, labour union dynamics, and employee engagement.

The insights gathered from the focus group discussions were instrumental in shaping the research in several ways. Firstly, the focus group data provided a rich source of qualitative information that complemented the data collected from the semi structured research interviews.

Secondly, the focus group discussion served as a platform for the researchers to validate and triangulate their findings, ensuring the credibility and trustworthiness of the research (Saunders et al., 2019).

Thirdly, the interactive nature of the discussions allowed the researchers to probe deeper, clarify ambiguities, and gain a layered understanding of the complex relationships between the government policies, labour union s and employee engagement in the Nigerian hotel sector.

In summary, the use of focus group discussions in the research study was instrumental in shaping the research. The focus group discussions provided a rich source of qualitative data, for the research study. The insights gained from the focus group discussions were crucial in enhancing the overall quality and validity of the research, contributing to a more comprehensive understanding of the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector.

3.6.3 Semi-Structured Interviews

Semi-structured interviews are a flexible and interactive method of data collection that allows the researcher to explore the participants' experiences, perspectives, and insights in-depth (Bryman & Bell, 2015). This method is particularly suitable for the current study as it enables the researcher to gain a comprehensive understanding of the complex and multifaceted phenomenon under investigation (Yin, 2017). The semi-structured interview format allows the researcher to follow a predetermined interview guide to gain an in-depth understanding of the participants' experiences, perceptions, and insights on the impact of government policies and labour union activities on their engagement as frontline hotel employees in the Nigerian hotel sector. It also allows for the exploration of emerging themes and the probing of participants' responses (Saunders et al., 2019). This approach ensures the collection of rich, contextual data that can provide valuable insights into the complex relationship between external factors and employee engagement in the Nigerian hotel sector (Creswell & Creswell, 2018).

The interview guide was developed based on research objectives and existing literature on employee engagement, government policies, and labour union activities in the hotel sector. The guide included a set of open-ended questions allowed participants to share their experiences, perceptions, and insights on the impact of government policies and labour union activities on their engagement as frontline hotel employees in the Nigerian hotel sector.

Execution of the Semi Structured Interview

To conduct semi-structured interviews, the researcher first developed a list of open-ended questions designed to elicit detailed responses from participants. These questions are carefully crafted to explore specific themes on employee engagement and the impact of impact of external factors on employee engagement on the Nigerian hotel sector, while also allowing for flexibility and adaptability during the interview process. The interviews were conducted remotely, as preferred by the participants and the logistical constraints of the study.

During the interview, the researcher followed a loose structure, starting with broad, general questions before moving on to more specific inquiries. This approach helped to build rapport with the participant and encouraged them to share their experiences and opinions in a comfortable and open manner. The researcher also listened actively, asking follow-up

questions, seeking clarification, and probing for deeper insights to ensure a comprehensive understanding of the topic.

To ensure the reliability and validity of the data collected through semi-structured interviews, the researcher employed various techniques such as member checks, peer debriefing, and triangulation. Member checks involved sharing the interview transcripts with participants to verify the accuracy of the information provided. Peer debriefing involved discussing the interview process and findings with other researchers to identify any potential biases or errors. Triangulation involves comparing and contrasting data from different sources to validate the findings and enhance the overall credibility of the study.

Overall, the semi-structured interviews offer a rich and nuanced approach to data collection in this research study. By engaging with participants in a conversational and interactive manner, the researcher was able to get a deeper understanding of the complex social phenomena of employee engagement and the impact of external factors on employee engagement in the Nigerian hotel industry, generating meaningful insights that inform theory and practice in the field.

Thirty participants were selected for this study using a purposive sampling technique, which is a non-probability sampling method that involves the deliberate selection of participants based on their relevance to the research question (Patton, 2015). The participants were frontline hotel employees, such as receptionists, concierges, and food and beverage service staff, who have direct interaction with customers and who experience the impact of government policies and labour union activities on their engagement. Some of their managers were also interviewed as well.

The interview questions reflected the main research questions and the objectives of the study and provided a natural progression from simple to complex issues to maintain interest. For the 30 hotel employees who had agreed to participate in the study, it was an interesting experience, although few of the participants were concerned about Covid-19 restrictions already in place. However, the thirty (30) participants were interviewed individually and virtually via Zoom. The interviews were conducted in a private and confidential setting, to ensure that the participants felt comfortable sharing their experiences freely. Each interview lasted between thirty to forty-five minutes. Extensive research to review the literature, understand its shortcomings, and provide reliable results was carried

out. The lack of motivation affected the performance of some of the managers towards the project.

The interviews were audio-recorded, with the participants' consent, to ensure the accuracy of the data collected and to facilitate the transcription and analysis process.

The semi-structured interview data collected were also transcribed and analysed using thematic analysis, which is a widely used qualitative data analysis method that involves the identification, analysis, and reporting of patterns or themes within the data (Braun & Clarke, 2006). The thematic analysis was guided by the research objectives and the existing literature on employee engagement, government policies, and labour union activities in the hotel sector.

3.6.3.1 Rationale for Semi-structured Interviews

This research study aims to investigate the impact of external factors specifically including government policies and labour union activities on employee engagement among frontline hotel employees in the Nigerian hotel sector. To achieve this objective, the researcher has chosen to conduct semi- structured research interviews as the primary data collection method. The rationale for this decision is multifaceted.

Firstly, semi- structured research interviews are well-suited for exploring complex and layered phenomena, such as the impact of government policies and labour union activities on employee engagement (Creswell & Creswell, 2018; Farquhar, 2012; Rubin and Rubin; 2012). Semi-structured interviews allow the researcher to delve deeper into the experiences, perceptions, and perspectives of the participants, which is essential for understanding the intricacies of the research problem (Bryman & Bell, 2015; Sekaran and Bougie, 2013; Siverman 1997). During semi- structured interviews, participants can share their insights on how specific policy changes or union-led initiatives have shaped the overall work environment, employee-employer relations, and the level of employee engagement within the industry (Rubin & Rubin, 2012). This is particularly important in the context of the Nigerian hotel sector, where the interplay between government policies, labour union activities, and employee engagement may be influenced by various contextual factors.

Secondly, the research topic involves exploring the subjective experiences and attitudes of frontline hotel employees, which are best captured through qualitative methods like interviews (Farquhar, 2012; Rubin and Rubin, 2012). Semi-structured interviews enable

the researcher to gather rich, contextual data that can provide insights into the participants' lived experiences and the underlying factors that shape their engagement levels (Sekaran and Bougie, 2013; Saunders et al., 2019). For example, Participants can discuss their perspectives on how union-led initiatives, such as collective bargaining, grievance procedures, and worker protections, have impacted employee morale, commitment, and overall engagement within the hotel sector (Silverman, 1997). This approach is crucial for gaining a comprehensive understanding of the research problem, as it allows the researcher to uncover the nuances and complexities that may not be readily apparent through quantitative methods.

Thirdly, the use of semi-structured interviews aligns with the exploratory and inductive nature of the study. Since there is limited existing research on the specific topic of government policies, labour union activities, and employee engagement in the Nigerian hotel sector, interviews allow the researcher to generate new insights and develop a deeper understanding of the phenomenon (Creswell & Poth, 2018; Farquhar, 2012; Sekaran and Bougie, 2013). This approach is particularly valuable in a context where the dynamics between these factors may be unique and require a more open-ended and flexible exploration.

Furthermore, semi-structured interviews provide the researcher with the flexibility to adapt the research objectives and research questions, probing deeper into emerging themes, which is crucial for gaining a comprehensive understanding of the research problem (Bryman & Bell, 2015, Sekaran and Bougie (2013). The relationship between government policies and labour union activities can be complex and multifaceted. Semi- structured interviews with hotel managers and employees, can provide a deeper understanding of how these two factors interact and collectively influence employee engagement in the Nigerian hotel sector (Sekaran & Bougie, 2013). This flexibility is particularly important in the context of the Nigerian hotel sector, where the impact of government policies and labour union activities on employee engagement may be influenced by various contextual factors, such as cultural norms, economic conditions, and industry-specific dynamics.

Lastly, the use of semi- structured interviews is well-suited for the study's target population, which comprises frontline hotel employees in the Nigerian hotel sector. Semi-structured interviews allow the researcher to establish a rapport with the participants, ensuring that they feel comfortable sharing their experiences and perspectives openly (Farquhar, 2012; Silverman 1997; Saunders et al., 2019). Participants can share their insights

on how specific policy changes or union-led initiatives have shaped the overall work environment, employee-employer relations, and the level of employee engagement within the industry (Rubin & Rubin, 2012). This is particularly important in the Nigerian context, where cultural and social norms may influence the willingness of participants to share sensitive information, such as their perceptions of government policies and labour union activities and their impact on their engagement levels.

In summary, the rationale for using semi-structured research interviews as the primary data collection method in this study is based on the need to explore the complex and multifaceted phenomenon of the impact of government policies and labour union activities on employee engagement among frontline hotel employees in the Nigerian hotel sector. Semi-structured interviews provide the researcher with the opportunity to gather rich, contextual data, adapt the research questions as needed, and establish a rapport with the participants, which is essential for addressing the research problem effectively and generating new insights that can contribute to the existing body of knowledge in this area.

3.7 Data Analysis

The data analysis process was conducted systematically and began with the transcription of the interview recordings, followed by a careful reading and re-reading of the transcripts to identify emerging themes and patterns (Braun & Clarke, 2006). The researchers then used a thematic analysis approach, which involved coding the data and organizing the codes into broader themes that captured the essence of the participants' experiences (Nowell *et al.*, 2017).

Saunders *et al.* (2009) note that thorough analysis is necessary for qualitative data to be relevant and intelligible. These meticulous techniques enable the researcher to construct or test existing hypotheses by categorising answers and identifying correlations between categories using an (inductive/deductive) approach (*ibid.*, 2009). According to Easterby-Smith *et al.* (2008), one of the biggest challenges in qualitative research is trying to obtain a large amount of data.

A high-quality, easily understood, and statistically significant dataset is what you get when you follow the steps outlined by Saunders *et al.* (2009). The researcher came upon a large amount of unstructured, rich, and fertile data, as observed by Patton (2002); Marshall and Rossman, and he found the process of translating the data into conclusions to be

"innovative," "complicated," and "challenging" (2010, p. 211). When and whether an investigation's result is known is different for every researcher (Patton, 2002, p. 432).

3.7.1 Thematic Analysis

The research employed a qualitative thematic analysis approach to explore the complex relationship between government policies, labour union activities, and employee engagement. Thematic analysis is defined as a technique for identifying and analysing diverse patterns within the data (Braun and Clarke, 2006). The six-phase approach by Braun and Clarke is a thematic analysis method in qualitative research. This approach is widely used in qualitative research and is known for its simplicity, flexibility, and robustness, making it applicable across various research domains. Thematic analysis is particularly suitable for exploring complex and context-specific relationships such as the relationship between government policies, labour union activities, and employee engagement in the Nigerian hotel sector. This approach was chosen as it allows for a rich and detailed understanding of the complex phenomenon of employee engagement, particularly in the context of the Nigerian hotel sector.

The study involved in-depth interviews with a sample of 30 hotel employees from various departments, including front desk, housekeeping, and food and beverage. The interviews were conducted using a semi-structured interview guide, which allowed for the exploration of relevant themes while also providing flexibility for participants to share their unique experiences and perspectives. The interview questions focused on exploring the participants' experiences, perceptions, and insights regarding the impact of government policies and labour union activities on employee engagement. Additionally, relevant government policies, labour union agreements, and industry reports were analysed to provide a comprehensive understanding of the research context.

Execution of Thematic Analysis

The thematic analysis process followed the six-phase approach outlined by Braun and Clarke (2006). To begin our thematic analysis, we first reviewed all collected data by carefully reading and rereading it. Then the data were carefully transcribed by the researcher. The researcher referred to the research questions when transcribing the data to concentrate on what was known and what was unknown. Unknown areas, such as unfamiliar words and

phrases, 'may signify aspects of the setting important to explore' (Bogdan and Biklen, 2007, p. 185). This procedure was conducted at every point in time while the data were being gathered. The researcher noted the data, kept track of them, and organised them using this approach to acquire an in-depth comprehension of the values and meanings they contained (Grbich, 2012). During the data sorting, any unclear information was brought to the attention of the participants. It took about four hours to transcribe each respondent's interview, even though each interview lasted around an hour. Consequently, time and effort had to be invested, as Easterby-Smith et al. (2008) mention. According to King and Horrocks (2010), depending on the quality of the recording and the researcher's typing abilities, the transcription of raw data might take several hours. Transcribing mistakes is prevalent, as King and Horrocks (2010) discovered. It took a while to transcribe the interviews, but the researcher became more comfortable with the content as a result.

In the next step, emerging patterns were grouped into themes by creating initial codes and transcripts. To identify themes, each literary element was methodically analysed again line-by-line. Finding themes from the interview transcriptions involved the process of reading through all the transcripts; identifying relevant themes; and then searching for patterns or coherence among them as it relates to the research topic (Bernard & Ryan, 1998). At this stage of the research, the researcher jotted down a few general notions they felt were significant, or noteworthy (Bryman & Bell, 2007). Once the themes were generated, they had to undergo a thorough review process to ensure an accurate and true representation of the data. If a theme appears unclear or vague, it can be further split or merged with other themes to improve coherence and clarity.

Next, the researcher identified subthemes and sub-patterns by noting recurring patterns and categorizing them into different "families". The data were processed, contrasted, and given labels after being sorted, reviewed, and organised. First coding, often known as open coding, is the term for this procedure (Bryman & Bell, 2007). The researcher re-examined the labels she had developed, looked for links between them, and then inferred some themes from those relationships.

Finally, the researcher formulated results and completed the analysis. This process took over six months and involved continuous refining and reviewing of themes. The outcome is a comprehensive analysis of the material, focusing on themes that may have overlaps and

inconsistencies. To sum up, thematic analysis is a strong and flexible way to look at qualitative data. It gives researchers an organised way to find patterns and ideas that are important.

The advantage of this technique is that it allows for a broad categorization, where multiple codes can be grouped under a single theme. These themes are crucial as they bring together disparate ideas or experiences that may seem meaningless when viewed in isolation (Leininger, 1998). Thematic analysis helps researchers identify the main features or important factors from large datasets, enabling a systematic approach to generating useful and clear results and reports (King, 2004). However, one potential limitation of thematic analysis is its flexibility, which can lead to different researchers and analysts (Holloway and Todres, 2003). The researcher skillfully identified and recorded the occurrences of respondents' keywords, which can help limit bias and promote consistency in the thematic analysis.

Gaining a deeper understanding of the research's objectives and offering a realistic interpretation of the meaning of the collected data is essential (Blismas and Dainty, 2003). The researcher deduced meanings from the interview data to respond precisely to the study questions despite there being diverse interpretations and impact of the themes developed from the workers and management's viewpoints.

In summary, to better understand the effects of government policies and labour union activities on employee engagement, this study adopted a step-by-step thematic analysis methodology. This method enabled the researcher to search for themes and other patterns in the data through interviews and document analysis until the content and significance of these patterns (themes) were identified.

3.8 Ethical Considerations

Ethics in business research refers to how the study is conducted relative to what is expected by academic and societal standards (Sekaran and Bougie, 2013). Ethics are 'moral principles, norms, or standards of behaviour that influence moral decisions regarding our behaviour and our interactions with others' (Blumberg et al., 2005, p. 92; Saunders et al., 2007, p. 178). 'Others' might refer to both individuals involved in the study and those impacted by it. In other words, ethics relates to the behavioural conduct of researchers and participants regarding how the research is designed, conducted, analysed, and reported.

Robson (2000) posits several ethical issues that must be considered when conducting a research study. According to Bryman and Bell (2015), all researchers need to think

reflectively and prudently about the research participants, deliberating whether any activities might affect them negatively. Farquhar (2012) concurs with this point and considers the principle of 'no harm' to be essential to ethical research; the process should benefit both the participants and the researcher.

The Salford Business School at the University of Salford in Manchester provides standards for postgraduate research students, and this study complied with them to guarantee that its design was methodologically sound and ethically justifiable. This research study examined several ethical matters before commencing the project. After ethical approval was obtained from the University of Salford Ethics Committee, a formal email was sent to the management of the respective hotel establishments, seeking their approval to conduct the research with their employees as participants. The email explained in detail the aims, objectives, and nature of the research. After formal approvals were received, an invitation email was communicated to all potential employee participants (facilitated by the HR manager). Employees could express interest by responding affirmatively to the invitation email.

Researching the impact of external factors on employee engagement in the Nigerian hotel sector requires careful consideration of ethical principles. Firstly, the researcher must ensure that the study is designed and executed in a manner that respects the rights and well-being of the participants (Saunders et al., 2019). This includes obtaining informed consent from the participants, ensuring confidentiality and anonymity, and minimizing any potential harm or discomfort that may arise from the research process.

3.8.1 Informed Consent

The researcher ensured informed consent was obtained from potential participants before the commencement of data collection. Informed consent is defined as the consent received from the potential participant after the participant(s) have been candidly and well-informed of all the requirements, including the research purpose, aims, and objectives of the study the respondents have been invited to participate in (Bryman & Bell, 2015; Fontana and Frey, 1998).

Prior to the data collection process, all participants were provided with a detailed informed consent form that outlines the purpose of the study, the voluntary nature of their participation, the confidentiality of their responses, and their right to withdraw from the

study at any time without penalty. Participants were required to sign the informed consent form before engaging in the research activities (Bryman & Bell, 2015). The informed consent form was written in clear and simple language, ensuring that participants fully understood the nature of the study and their rights as participants. A copy of the consent form and information sheet was given to each respondent through their respective email addresses. The researcher also provided participants with ample time to review the consent form and ask any questions they may have before signing and returning the consent forms via email.

3.8.2 Anonymity

To protect the anonymity of the participants, their names and other identifying information were not used in the reporting of the research findings. Instead, participants were assigned unique identification codes or pseudonyms to ensure that their responses could not be traced back to them (Bryman & Bell, 2015). The participants were assured their identities would be concealed should any part of the research project be publicised. According to Healey and Rawlinson (1994) and Gray (2004), reassuring respondents raises their level of confidence in the researcher's integrity and reduces the likelihood of them providing biased answers.

The researcher also ensured that any potentially identifying details were removed from the data before it was analysed and reported.

3.8.3 Confidentiality and Privacy

To ensure the confidentiality and privacy of the participants, all data collected during the study were treated with the utmost care and security. Participants' personal information, such as their names and contact details, were kept strictly confidential and will not be shared with any third parties. (Saunders et al., 2019). The researcher implemented a robust data management protocol, including the use of password-protected files, to ensure the protection of the participants' identity and information. The researcher explained the goals of the study and highlighted the significance of each participant's candid response to the overall findings.

According to Gray (2004), this methodology is essential for explaining the logic of the data collection and the effect it will have. In this regard, researchers must build their credibility to win over the trust of the audience (Ibid). Participants were briefed on how their

information would be handled at every stage of the research process (King, 2010), including how their identities would be protected, how their names, references, towns, or events would not be identified in the published materials without their consent, how their information would be stored in locked filing cabinets, and how their information would be stored in encrypted computer files.

3.8.4 Minimisation of Harm

The researcher made every effort to minimize any potential harm or distress to the participants. This includes ensuring that the research activities did not cause any physical, psychological, or emotional harm and that the participants were not subjected to any undue stress or discomfort (Saunders et al., 2019). The researcher was also attentive to any signs of discomfort or distress from the participants during the interview and was prepared to provide appropriate support or referrals, where necessary. The researcher ensured the participants were protected from any potential bodily or mental harm (whether it be personal', 'psychological', or 'social' harm) due to their involvement in the research (Salmons, 2015; Bryman & Bell, 2015).

3.8.5 Voluntary Participation

Participation in this study was entirely voluntary, and participants were free to withdraw from the study at any time without providing a reason. Participants were informed of their right to withdraw from the research study at any time and the researcher will respect their decision (Bryman & Bell, 2015). The researcher also made it clear to participants that their decision to withdraw will not have negative consequences and that their data will be promptly removed from the study if they choose to do so. Participants must feel relaxed and comfortable and not be coerced to participate in the research. These issues are standard concerns and must be avoided to guarantee ethical fairness in the research study (Creswell, 2014; Muijs 2010; Robson, 2002).

Beneficence: The research study is designed to generate insights that can contribute to the improvement of employee engagement and the overall well-being of frontline hotel employees in the Nigerian hotel sector. The research team will ensure that the findings of the study are disseminated in a way that benefits the study participants and the broader hotel sector.

3.8.6 Ethical Approval

Before the commencement of the data collection process, the research proposal was submitted to the appropriate ethical review board at the University of Salford for approval. The research team ensured that the study adhered to all relevant ethical guidelines and regulations (Saunders et al., 2019). The ethical review process involved a thorough examination of the research design, data collection methods, and the proposed strategies for ensuring the protection of the participant's rights and well-being.

By adhering to these ethical considerations, the researcher team aims to ensure that the study is conducted in a manner that respects the rights and well-being of the participants, while also maintaining the integrity and credibility of the research process. The researcher was committed to upholding the highest ethical standards throughout the duration of the study.

- There was a designated email account and phone number exclusively for this research. Participants could send in queries or call if and when necessary.
- The researcher considered a contingency plan if sufficient responses were not obtained. Participants might be co-opted informally and invited from other hotel establishments through personal contact.
- At the end of the interview session/completion of the questionnaire, each participant was given the chance to express their views about whether they were satisfied with the entire interview process, with the questions asked, and with the answers they provided.

3.8.7 Potential Risks and Benefits

The potential risks associated with this research study are minimal. The main risks include the possibility of emotional distress or discomfort experienced by the study participants during the survey or interview process, as well as the potential for a breach of confidentiality or anonymity. However, the research team took necessary measures to mitigate these risks, as outlined in the ethical considerations section.

The potential benefits of this research study are significant. The findings of this study can contribute to a better understanding of the impact of government policies and labour union activities on employee engagement among frontline hotel employees in the Nigerian hotel sector. This knowledge can inform the development of more effective policies and

strategies to enhance employee engagement, which can eventually lead to improved service quality, customer satisfaction, and overall organisational performance in the Nigerian hotel sector.

Furthermore, the research study can provide valuable insights for hotel managers, policymakers, and labour union representatives, enabling them to develop more informed and targeted interventions to address the challenges and opportunities related to employee engagement in the Nigerian hotel sector.

3.9 Reliability and Validity of Research

Reliability and validity are crucial aspects of any research study, as they ensure the credibility and trustworthiness of the findings (Heale & Twycross, 2015; Golafshani, 2003; Creswell, 2014; Lincoln and Guba, 1985). In the context of this research into the impact of government policies and labour union activities on employee engagement of frontline hotel employees in the Nigerian hotel sector, the researcher has taken several measures to ensure the reliability and validity of the research.

3.9.1 Reliability

Reliability refers to the consistency and dependability of the research findings (Golafshani, 2003; Heale & Twycross, 2015). In this study, the researcher has employed various techniques to enhance the reliability of the research.

First, the researcher has ensured that the data collection instrument, which is the semi-structured interview, was consistent and stable across all participants. The interview questionnaires have been designed to elicit responses that are reliable and consistent, with clear and unambiguous questions. The interview protocols have been standardized to ensure that all participants are asked the same set of questions, reducing the potential for interviewer bias.

Second, the researcher has implemented measures to ensure the reliability of the data analysis process. The coding and categorization of the qualitative data have been conducted by multiple researchers to ensure consistency and reduce the risk of individual bias. Additionally, the researcher has employed well-established data analysis techniques, such as thematic analysis, which have been widely used and accepted in the research community.

Third, the researcher has considered the potential sources of error and has taken steps to minimize them. For example, the researcher has addressed the issue of non-response bias by following up with participants who did not initially respond to the survey and has addressed the issue of missing data by implementing appropriate data imputation techniques.

3.9.2 Validity

Validity in qualitative research concerns the accuracy and credibility of the research findings (Creswell & Poth, 2018; Heale & Twycross, 2015). In this study, the researcher employed several strategies to enhance the validity of the findings. Firstly, the researcher utilized member checking, a process in which the participants were provided with the opportunity to review and verify the accuracy of the interview transcripts and the interpretations made by the researcher (Lincoln & Guba, 1985). This allows the participants to confirm that the researcher's understanding of their experiences and perspectives is accurate.

Next, the researcher has ensured the content validity of the research instruments by aligning the interview questions and protocols with the research objectives and the theoretical framework. The researcher has also sought feedback from subject matter experts and tested the research instruments to ensure their appropriateness and relevance.

Second, the researcher has addressed the issue of construct validity by carefully defining and operationalizing the key constructs, such as government policies, labour union activities, and employee engagement. The researcher has reviewed the relevant literature and has adopted well-established measures and scales to measure these constructs.

Furthermore, the researcher engaged in triangulation, a process of using multiple data sources or methods to corroborate the findings (Patton, 2015). In this study, the researcher collected data from various stakeholders, including government officials, labour union representatives, and frontline hotel employees, to gain a comprehensive understanding of the phenomenon under research. The use of multiple data sources helps to ensure that the findings are not biased or influenced by a single perspective.

The researcher also engaged in reflexivity, a process of critically examining one's own biases, assumptions, and influence on the research process (Creswell & Poth, 2018). The researcher maintained a reflective journal throughout the research process, documenting

their thoughts, feelings, and potential biases, and how these may have influenced the data collection and analysis.

Fourth, the researcher has addressed the issue of external validity by carefully considering the generalisability of the research findings. The researcher has selected a representative sample of frontline hotel employees in the Nigerian hotel sector and has considered the potential contextual factors that may influence the relationships between the variables.

The sampling technique used in this study, purposive sampling, was selected to ensure that the participants were representative of the target population, frontline hotel employees in the Nigerian hotel sector. The researchers carefully identified and selected participants who met the specific criteria relevant to the research objectives, thus enhancing the validity of the findings.

Additionally, the data collection method which is mainly semi-structured interviews, was designed to capture the participants' perspectives and experiences accurately. The researchers ensured that the questions were relevant, comprehensive, and aligned with the research objectives. This was achieved by thoroughly reviewing the existing literature, identifying the key variables and concepts relevant to the study, and designing questions that specifically address these elements, ensuring that the set of questions address the various facets of the phenomenon under investigation (Saunders et al., 2019; Bryman & Bell, 2015).

3.10 Generalisability

Generalisability refers to the extent to which the research findings can be applied to other contexts or populations beyond the specific study sample (Bryman & Bell, 2015; Creswell & Poth, 2018; Heale & Twycross, 2015). In this study, the researcher employed purposive sampling, a technique in which participants are selected based on their relevance to the research question and their ability to provide rich and detailed information (Heale & Twycross, 2015; Patton, 2015).

First, the research model was developed based on a comprehensive review of the existing literature on employee engagement, government policies, and labour union activities. This theoretical grounding helps to ensure that the research findings can be applied to other contexts and industries beyond the specific hotel sector in Nigeria.

Secondly, the researcher has engaged in analytical generalisation, whereby the findings are compared to existing theoretical concepts and frameworks (Yin, 2018). This process allows the researcher to identify the broader theoretical implications of the study, which may be applicable to other contexts and settings.

It is important to note that the generalisability of the research findings may be limited by the specific characteristics of the hotel sector in Nigeria, such as the regulatory environment, labour market dynamics, and cultural factors. Therefore, the findings of this study should be interpreted with caution when considering their applicability to other contexts or industries.

While the findings of this study may not be directly generalizable to other contexts, the researcher has provided a detailed description of the research context, the participants, and the research process. This "thick description" allows readers to assess the transferability of the findings to other similar settings (Lincoln & Guba, 1985). Additionally, the researcher has ensured that the sampling strategy and the selection of participants are clearly described, allowing other researchers to assess the applicability of the findings to their own contexts. It is important to note that while the generalisability of the findings may be limited to the Nigerian hotel sector, the insights generated from this study can still contribute to the broader understanding of the relationships between government policies, labour union activities, and employee engagement in the hotel sector.

The findings may also inform future research and provide a foundation for comparative studies in other geographical or industry contexts.

In summary, the concepts of reliability, validity, and generalisability are crucial in ensuring the rigour and trustworthiness of this qualitative research study.

Overall, the researcher has taken several measures to ensure the reliability and validity of the research, including the use of consistent and stable data collection instruments, well-established data analysis techniques, and appropriate research design and sampling strategies. These measures are intended to enhance the credibility and trustworthiness of the research findings, and to provide a solid foundation for the investigation into the impact of government policies and labour union activities on employee engagement of frontline hotel employees in the Nigerian hotel sector.

While the findings may not be directly generalizable, the researcher has provided a detailed description of the research context and process, allowing readers to assess the transferability of the findings to other similar settings.

The reliability of a qualitative study, according to Patton (2002), depends on validity, which is, in his opinion, a by-product of dependability. Several researchers have noted that quality, rigour, and dependability are key components of validity in qualitative research (Davies & Dodd, 2002; Lincoln & Guba, 1985; Seale, 1999; Stenbacka, 2001). Validity in a qualitative context implies the significance, qualities, and characteristics of the research study (Agar, 1986).

Guba's (1981) model identified four factors that qualify research as reliable and trustworthy: authenticity, applicability, neutrality, and consistency. These criteria are important in qualitative research, as they justify the validity of the research study.

Authenticity is crucial in qualitative research because it denotes 'a representation of the quality of the study data and the assertion that is based on completed research' (Talat, 2015, p. 107). Authenticity could signify different things in different research studies. Lincoln and Guba (2000, p. 178) posit that Since authenticity requires examining questions like "Are these findings sufficiently authentic in line with some reality, trustworthy, related to the way others construct their social worlds," it presents ethical concerns. Authenticity is discussed in terms of social human life rather than physical or material growth (Talat, 2015). For instance, the research could raise questions about how much a participant's view is influenced by their own ideas.

Lincoln and Guba (2000) observed that research has shifted its emphasis in recent years from quantitative explanations to a more narrative explanation of social facts. This shift translates to the idea that anything is true regarding a person's own story. This story is conveyed logically, emotionally, and intuitively. The participant's truth, which is reflected in it, reveals a motive comparable to previous experiences. To bolster this claim, Fineman (2008) proposes that narratives be used in interpretivist research, as a participant's perception, interpretation, and comprehension of events reveal personal truths that, in turn, create a better understanding of the phenomenon under study.

Regarding neutrality, a research study must be free from bias. Research must maintain a neutral stance throughout the process. From the sample selection process to the data analysis process, the researcher must demonstrate high levels of neutrality. The focus must

be on the phenomenon to understand and interpret different human experiences neutrally, without any personal, religious, cultural, or social bias.

Consistency is another major requirement for trustworthiness. A study must follow the required standards and procedure of research methodology to prove its reliability. In this study, the researcher provides a detailed account of the precise procedures used for data collection, analysis, and interpretation. This description is in accordance with the accepted standards of research methodology. Applicability is when the results of a study can be applied to situations other than the one in which the study was conducted, and researchers deem the findings significant and applicable to their own experiences.

Table 3.5 Four Perspectives on Validity, Reliability, and Generalisability (Easterby-Smith, Thorpe, and Jackson, 2015).

Viewpoint	Strong Positivist	Positivist	Constructionist	Strong Constructionist
Validity	Has the plan eliminated all possible alternatives?	Can reasonable hypotheses be ruled out because of the design?	Have a sufficient variety of viewpoints been incorporated?	Does the study effectively tap into the perspectives of people involved in the research setting?
Reliability	How closely do the metrics reflect reality?	Do the used metrics adequately approximate the relevant underlying concepts?	When it comes to similar research observations, will they reach the same conclusions?	Is data collecting and analysis done in an open manner?
Generalisability	Is the study consistent with or at odds with prior research in the same area?	Are there any discrepancies between the sample data and results from other studies?	Is there enough variety in the sample to draw conclusions about the population as a whole?	Can we generalize the study's findings? How applicable are the ideas and frameworks developed here?

3.11 Research Limitations

While this study provides valuable insights into the concept of employee engagement, it is essential to acknowledge the limitations that arose during the research process. This

section outlines the research limitations for the study, which helped to contextualise the findings and guide future research in this area.

3.11.1 Sampling and Participant Selection

The research study utilised a qualitative approach, with a sample size of 30 participants drawn from the Nigerian hotel sector. While this sample size is appropriate for a qualitative study, it may not have been representative of the entire hotel sector in Nigeria. The participants were selected through a purposive sampling method, which means that the researcher intentionally chose individuals who possess specific characteristics relevant to the study (Etikan et al., 2016). Thus, this approach may have introduced a degree of bias, as the researchers could have inadvertently selected participants who are more likely to provide responses that align with their expectations or preconceptions.

3.11.2 Data Collection and Analysis

This research study employed in-depth semi-structured interviews as the primary means of data collection. While this approach allows for a rich and detailed understanding of the participants' experiences and perspectives, it also introduces potential limitations. The interview process may be influenced by the rapport between the interviewer and the participant, as well as the participant's willingness to share sensitive information (Roulston & Choi, 2018). Additionally, the interpretation of the interview data may be subject to the researchers' own biases and perspectives, which could influence the analysis and findings.

Furthermore, the study relied on the participants' recollections and perceptions of events, which may be susceptible to memory bias or selective recall (Yin, 2018). The participants' responses may also be influenced by the social and political context in which they operate, which could affect the validity and reliability of the data.

3.11.3 Contextual Factors

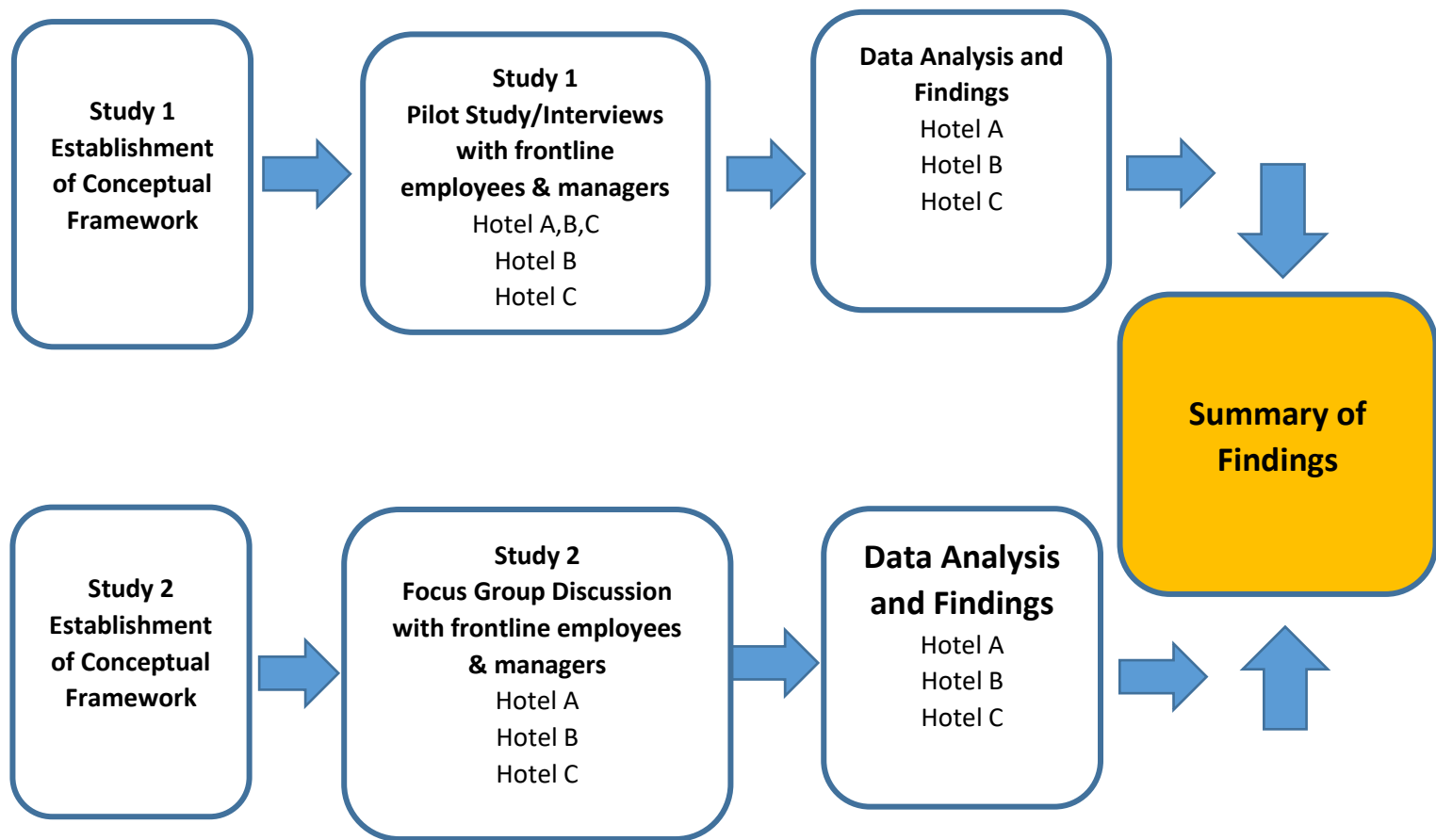
The Nigerian hotel sector is embedded within a complex socio-political and economic environment, which may have a significant impact on the findings of the proposed research study. Factors such as the political climate, economic conditions, and cultural norms may influence the way in which government policies and labour union activities are perceived and experienced by hotel employees.

Additionally, the study may have been limited by the rapidly changing nature of the hotel sector in Nigeria, as well as the potential influence of external factors, such as technological advancements or global economic trends. These contextual factors may limit the ability to generalise the findings beyond the specific time and place in which the study was conducted.

The research study on the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector is an important and timely endeavour. However, it is essential to acknowledge the limitations that arose during the research process. These limitations include the sampling and participant selection, the data collection and analysis methods, and the contextual factors that may influence the findings.

By recognising these limitations, the researchers can better contextualise the study's results and provide recommendations for future research that address these limitations. This will help to enhance the validity and reliability of the findings and contribute to a deeper understanding of the complex relationships between government policies, labour union activities, and employee engagement within the Nigerian hotel sector. The qualitative approach, combined with the robust ethical considerations, will contribute to the generation of reliable and actionable insights that can benefit the Nigerian hotel sector and its workforce.

Figure 3.4 Theoretical Framework – Employee Engagement



Description:

For Study 1, the first step is to establish the conceptual framework for the research study based on the research objectives and research questions. The second step is data collection, in which useful information is gathered on the impact of government policies and labour unions activities on employee engagement in the Nigerian hotel sector. Information was gathered using pilot study and in-depth interviews semi-structured. The data analysis was conducted via thematic analysis. The concluding steps for this study are the summary/presentation of findings and discussion of the research results.

For Study 2, the conceptual framework for the research study is established based on the research objectives and research questions. Next is the data collection, in which useful information is gathered on the impact of government policies and labour unions activities on employee engagement in the Nigerian hotel sector. Information was gathered using focus group discussion. The data analysis was conducted via thematic analysis. The final steps for this study are the summary/presentation of findings and discussion of the research results.

Table 3.6 Summary of Research Methodology

Study Points	Choice
Research Philosophy	Interpretivism <ul style="list-style-type: none"> • Epistemology – Interpretivism • Ontological Position – Constructivism
Research Approach	Qualitative Research Inductive Approach
Research Strategy	Case Study Method
Research Objectives	<ol style="list-style-type: none"> 1. To identify the drivers of employee engagement in the Nigerian hotel sector. 2. To examine the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector. 3. To recommend strategies for improving employee engagement in the Nigerian hotel sector.
Sampling Technique and Sample Size	Purposive Sampling 30 employees – 10 each from three hotels in Nigeria
Method of Data Collection	Pilot Study (9 participants) In-depth semi-structured Interviews (30 Semi-structured interviews) Focus Group Discussion (9 Participants)
Research Analysis Technique	Thematic analysis

3.12 Chapter Conclusion

The research methodology outlined in this chapter aims to ensure the rigorous and ethical conduct of the investigation into the impact of government policies and labour union activities on employee engagement among frontline hotel employees in the Nigerian hotel sector. This chapter examined the philosophical underpinnings and research techniques used to answer the research questions and fulfil the research objectives. This study takes an interpretivist position on the world, and the most appropriate methodologies were chosen at each research phase. A qualitative case study technique was used as the overarching research strategy to answer the research issues. Data were gathered using semi-structured interviews. With the balanced sampling of hotel managers and frontline employees, the study provides a richer understanding of employee engagement in the Nigerian hotel sector. Ethical factors, including anonymity, and confidentiality were taken into consideration throughout the study. The next chapter presents the research findings.

CHAPTER FOUR

Presentation of Research Findings

4.0 Introduction

The major aim of this research is to investigate the impact of contextual factors especially including government policies and labour union activities on employee engagement in the Nigerian hotel sector. A qualitative research method was adopted for the research study. This section discusses the research findings based on the data collected during the research process. The findings of this study suggest that government policies and labour union activities have a significant impact on the employee engagement of frontline hotel employees in the Nigerian hotel sector. Institutional theory provides a useful lens to understand these dynamics.

After receiving approval from the University of Salford Ethics Committee to proceed with the data collection process, the researcher sought approval from the management of the hotels intended for the research. The informed consent form provided potential participants with a summarised explanation of the research purpose, aim, and objectives of the study.

The semi-structured interview sessions conducted via Zoom and Skype were effective at eliciting and obtaining sufficient data from the respondents. Each interview lasted for about forty-five (45) minutes. Pseudonyms are used to identify each participant to ensure the confidentiality of the information they provided. The interviews were recorded (with permission from the respondents). Each recorded interview was transcribed, allocated codes, sorted into themes and categories, and documented in a codebook to be used for future reference. Each interview transcript was analysed, and the researcher conducted member-checking follow-up with each document until data saturation level was achieved, and no new information came to light.

During the member-checking process, the researcher discussed with the participants the information they provided, clarifying any grey areas, to ensure that the recorded data conveyed each respondent's intended message. After transcribing and interpreting the interview extracts, the researcher moved the data into NVivo 11 qualitative analysis software to analyse the coding. With NVivo, the keywords were extracted, and statements and phrases from the interview excerpts were coded until the data collection process reached saturation point, when there was no further repetition of codes. Using thematic analysis, the researcher

identified the common themes and patterns to examine how the themes diverge and to understand how the past experiences of the participants were linked. The researcher also used general coding groupings fundamental to the research question to support the preparation, organisation, and classification of the research data.

Effective thematic analysis offers a useful interpretation of the data to provide a proper understanding of the phenomenon. Braun and Clarke (2006) provide a six-stage guide that is a highly effective structure for conducting thematic analysis. The basic steps in thematic analysis are as follows: Step 1: Become familiar with the data; Step 2: Generate initial codes for the data to enable the description of the content; Step 3: Search for themes; Step 4: Review themes; Step 5: Define and title the themes; Step 6: Write up the report.

4.1 Respondents Demographics

Thirty hotel employees participated in the in-depth semi-structured interviews. The hotels were five-star, international hotels located in some tourism and economic hubs of Nigeria. The target market of the hotels includes business travelers, tour groups, small conference groups, and individual tourists. The demographic characteristics of the respondents are in the table below. The average age of the respondents was 40, ranging from 20 to 55 years old. The respondents were purposely drawn from frontline service positions: waiters and waitresses (9), housekeepers (6), receptionists (3), valet parking staff (2), Porter (3), Marketing Manager (1), Customer Service Manager (1) Frontline/Admin. manager (2), Guest Bus Driver (1), Concierges (1), Food and beverage (1).

Out of the thirty participants, eighteen participants were full-time employees, and twelve (12) were casual staff. Among the respondents, fifteen employees had worked with their organisation for three to four years, 10 employees had worked with their organisation for four to five years, and 5 employees had been employed with their current organisation for over five years. 21 participants were line-level employees while nine participants were at managerial or supervisory levels. Of the thirty-five hotel employees contacted for this research study, thirty (30) agreed to participate in the research, which was an adequate sample for this research case study. Each participant had worked for a hotel establishment for at least two years and was over 18 years of age.

Table 4.1 Demographic Characteristics of Respondents

Demographic	Characteristics	Number	Percent (%)
Gender	Male	12	40.00
	Female	18	60.00
Age	18 - 29 years old	2	6.67
	30 - 39 years old	14	46.67
	40 - 49 years old	12	40.67
	50 - 59 years old	2	6.67
	60 years and above	0	0.00
Entities	Hotel A	10	33.33
	Hotel B	10	33.33
	Hotel C	10	33.33
Employment status	Full-time	18	60.00
	Part-time	0	0.00
	Casual	12	40.00
No. of years with the company	0 - 6 months	0	0.00
	Less than one year	0	0.00
	1 - 2 years	0	0.00
	3 - 4 years	15	50.00
	5 - 6 years	10	33.33
	7 years and above	5	16.67

Table 4.2 Individual Characteristics of Respondents

S/No.	Employee Code	Gender	Job designation	No. of years with the hotel	No of yrs. in the hotel sector
1.	Respondent A1	M	Frontline Manager	2	6
2.	Respondent A2	M	Receptionist/Front Desk Clerk	2.5	5
3.	Respondent A3	F	Waitress	2	3.5
4.	Respondent A4	M	Concierges	3.5	4
5.	Respondent A5	M	Porter	3	14
6.	Respondent A6	F	Housekeeping	5	7
7.	Respondent A7	F	valet parking staff	8	12
8.	Respondent A8	F	Housekeeping	3.5	10

S/No.	Employee Code	Gender	Job designation	No. of years with the hotel	No of yrs. in the hotel sector
9.	Respondent A9	M	Porter	3	9
10.	Respondent A10	M	Marketing Manager	7	10
11.	Respondent B1	F	Customer Service Manager	3	7
12.	Respondent B2	F	Receptionist/Front Desk Clerk	2.5	9
13.	Respondent B3	F	Guest Bus Driver	3	7
14.	Respondent B4	M	Housekeeping	2	4
15.	Respondent B5	F	Waitress	6	9
16.	Respondent B6	F	Waitress	2	2
17.	Respondent B7	F	Porter	5	11
18.	Respondent B8	F	Waitress	3.5	4.5
19.	Respondent B9	M	Housekeeping	7	9
20.	Respondent B10	F	Waitress	3	4.5
21.	Respondent C1	F	Frontline/Admin. Manager	4	6
22.	Respondent C2	F	Waitress	2.5	3
23.	Respondent C3	M	Receptionist/Front Desk Clerk	3	4.5
24.	Respondent C4	F	Waitress	7	11
25.	Respondent C5	M	Waitress	7	12
26.	Respondent C6	F	Housekeeping	2	4
27.	Respondent C7	F	Waitress	5	7.5
28.	Respondent C8	F	Valet parking staff	6	9
29.	Respondent C9	M	Food and beverage	4	5
30.	Respondent C10	M	Housekeeping	3	8

4.2 Research Findings: Themes from Semi-structured Interviews

These research findings emerged from the in-depth semi-structured interviews conducted during the data collection process. In-depth interviews were conducted with front-line hotel employees and managers. The interview questions focused on exploring the participants' experiences, perceptions, and insights regarding the impact of government policies and labour union activities on employee engagement. Additionally, relevant government policies, labour union agreements, and industry reports were analysed to provide a comprehensive understanding of the research context. Some of the findings of this study were not part of the initial research objectives; however, these issues were repeatedly raised during the research interviews and were included in the findings. The thematic analysis revealed several key themes that shed light on the interplay of government policies, labour union activities, and employee engagement in the Nigerian hotel sector.

The following themes were identified from thematic analysis:

- 1) Factors driving employee engagement in the Nigerian Hotel Sector.
- 2) The Impact of government policies on employee engagement in the Nigerian Hotel Sector.
- 3) The role of labour union activities on employee engagement in the Nigerian Hotel Sector.
- 4) The Interplay between government policies and labour union activities in the Nigerian Hotel Sector.
- 5) Strategies and best practices to improve employee engagement.

The study solicited participants' input regarding the influence of external factors on employee engagement in the Nigerian hotel sector. Consequently, three overarching themes emerged. The drivers of employee engagement external factors on employee engagement. Strategies to improving employee engagement. Table 4.1 presents a summary the thematic content analysis used for the interviews.

Table 4.3: Theme / Sub-themes that Emerged from this Study.

Theme Number	Themes	Sub-themes
Themes 1	Drivers of Employee engagement	<ul style="list-style-type: none"> - Fair financial pay and compensation. - Opportunities for professional development. - Effective communication from management. - Supportive leadership. - Corporate culture.
Theme 2	The impact of government policies on employee engagement in the Nigerian hotel sector.	<ul style="list-style-type: none"> - The frequent changes in Government Policies. - Regulatory Frameworks: The bureaucratic nature of government processes. - Taxation and Fiscal Policies. - Inconsistent Policy implementation. - Limited availability of Government funding.
Theme 3	The role of labour unions on employee engagement in the Nigerian hotel sector	<ul style="list-style-type: none"> - Collective Bargaining and Wage Negotiations. - Grievance Handling and Dispute Resolution. - Training and Development Initiatives. - Resistance to Change /Concerns about Union Effectiveness.
Theme 4	The Interplay between government policies and labour unions	The need for collaboration between Government policies, labour unions for improved employee engagement.
Theme 5	Strategies and best practices to improve employee engagement in the Nigerian hotel sector	<ul style="list-style-type: none"> - Fair Remuneration & Compensation. - Training & development. - Reward & Recognition. - Provide flexible work schedules. - Effective Communication and feedback. - Fostering a positive & Inclusive work environment. - Effective Leadership and Management Practices.
	Discussion of another useful research finding	<p>The anti-union stance of some hotel management.</p> <p>The increasing rate of casualisation.</p>

4.2.1 Theme 1: Drivers of employee engagement in the Nigerian hotel sector

In the Nigerian hotel sector, understanding the key drivers of employee engagement is very important especially when it comes to fostering an engaged and committed workforce. This section aims to discuss the findings on the factors that influence employee engagement in the Nigerian hotel sector.

This research study sought to uncover the key drivers of employee engagement in the Nigerian hotel sector. Through in-depth semi-structured interviews with thirty hotel employees a range of factors were identified that influence employee engagement. The question was asked: What are the drivers of employee engagement? The responses were grouped into sub-themes as stated below:

Table 4.4: Drivers of employee engagement in the Nigerian hotel sector

S/No.	Sub-themes
1	Fair financial pay and compensation
2	Opportunities for training and professional development
3	Effective communication from management
4	Supportive Leadership
5	Corporate Culture

Table 4.4 contains sub-themes provided by participants as they explain the drivers of employee engagement.

4.2.1.1 Fair Financial pay and Compensation

One of the primary drivers identified was fair financial pay and compensation. In fact, one respondent noted that *“In my opinion, a good pay is the most effective driver of employee engagement. Receiving fair pay for the work I do makes me feel valued and encourages me to be more engaged”* (Participant A7).

Another respondent noted: *“A good salary is very important when it comes to driving employee engagement. When employees feel that they are being paid fairly, they are more likely to be engaged in their work.”* (Respondent A2).

Another respondent noted *“When employees feel that their salaries are fair enough and competitive, they are more likely to be motivated and committed to their work.”* (Respondent B1).

As fairly put by one respondent, *“a good pay fuels more vibrant energy and momentum towards work.”* (Respondent B3).

Respondent B9 noted: *“A fair salary is very necessary for the demanding nature of the job I do in my organisation. When I feel adequately compensated for my hard work, it not only boosts my morale but also strengthens my commitment to giving my best each day.”*

“Employees who are well paid have a good appreciation for the job and understand that a lot is expected of them, and they must deliver” (Participant A8). Another respondent stated, *‘Transport, and housing allowances are too insufficient to meet the current demand. I have to work extra hours each week to raise sufficient funds to pay the bills’* (Respondent A3).

The interviews with front-line hotel employees revealed several key themes regarding the impact of fair financial pay and compensation on employee engagement.

One employee stated, *“Adequate and fair financial compensation is needed for me to feel valued and engaged in my work. When I feel that my pay is not commensurate with the effort I put in, it can be demotivating and negatively impact my overall engagement”* (Respondent C2). This sentiment was echoed by many of the interviewees, who emphasized the importance of fair and competitive compensation in fostering a sense of value and engagement.

Another employee emphasized the importance of transparency and equity in the compensation structure, noting, *“It’s not just about the amount of pay, but also the fairness and consistency of the compensation system. When I see my colleagues receiving similar pay for similar work, it helps me feel that the system is fair and that my efforts are being recognized”* (Respondent C4). This highlights the need for organisations to ensure that their compensation policies and practices are perceived as fair and equitable by their employees.

The interviews also highlighted the role of government policies and labour union activities in shaping the financial compensation landscape for hotel employees. As one employee explained, *“The government’s minimum wage policies and the labour union’s collective bargaining efforts have had a significant impact on our pay and benefits. When these policies and negotiations are favourable, we get better pay and it helps us feel more secure and engaged in our work”* (Respondent B9).

This suggests that the broader institutional and regulatory environment can have a substantial influence on employee engagement.

However, some employees expressed concerns about the effectiveness of government policies and labour union activities in ensuring fair financial compensation. As one participant stated, *"While the government and labour unions try to advocate for better pay and working conditions, I often feel that their efforts don't translate into tangible improvements for us on the front lines. This can be frustrating and undermine our sense of engagement"* (Respondent B10). This highlights the need for more effective and impactful policies and collective bargaining efforts to address the compensation needs of hotel employees.

In summary, the findings of this study suggest that fair financial pay and compensation are critical drivers of employee engagement in the Nigerian hotel sector. The interviews highlighted the importance of adequate, transparent, and equitable compensation systems in fostering a sense of value and motivation among front-line hotel employees.

4.2.1.2 Opportunities for Professional Development

Opportunities for professional development emerged as another significant factor. As one respondent expressed *"The chance to expand my skills and knowledge by attending training programs has a major impact on my engagement"* (Respondent C2).

A participant expressed her opinion as follows:

"Trainings are opportunities for employee growth and development. They drive engagement. Embarking on trainings that are meaningful and directed to my job role brings engagement. I love the idea of training." (Respondent A3).

Another participant note: *One employee noted, "The chance to attend training sessions and workshops has really helped me develop new skills and take on more responsibilities"* (Respondent B3). Another respondent emphasized the importance of *"clear career paths and the ability to progress within the organisation"* (Respondent B4).

When employees perceive that they have avenues for advancement and the chance to tackle more demanding roles within the organisation, it often leads to heightened levels of engagement.

Respondents held that hotel employees need sufficient training in their responsibilities to feel confident in their abilities to contribute to the success of the organisation. All the participants agreed that providing opportunities for growth and advancement would help keep employees engaged. Participants noted that: *"Employees feel*

better equipped when there is regular staff training and development" (Respondent B3). *Training is the key to unlocking a person's potential"*(Respondent B2). expressed one frontline hotel employee in the Nigerian hotel sector. *"It's not just about learning new skills but also about feeling valued and having a clear path for growth."* Another interviewee echoed this sentiment stating, *"the opportunities for professional development and advancement are what really keeps me engaged and motivated to excel in my role."* (Respondent B4).

However, the interviewees unanimously agreed that providing robust training programs and clear opportunities for growth can have a significant impact on employee engagement.

Another respondent highlighted the significance of employee development and training opportunities, noting, *"Offering training programs to employees can significantly improve employee engagement. When frontline staff feel that the organisation is invested in their development, they are more likely to be engaged and committed to their roles"* (Respondent B8). One participant echoed a similar thought on the importance of training and development, stating, *"Providing us with opportunities to grow and learn new skills can to an extent improve our engagement and job satisfaction"* (Respondent B5). Respondent A7 also highlighted opportunities for growth and development as a key strategy for improving employee engagement. *"I want to feel like I'm not just stuck in the same position forever. I want to be able to learn new things and take on more responsibilities."*

"Offering training programs, mentorship opportunities can help employees feel engaged to contribute more to the organisation." (Respondent B9) Another respondent noted, *"Regular training programmes improve employee skills and professional growth, leading to higher levels of engagement."* (Respondent C1) *"When I know there are opportunities for me to advance and develop new skills, I feel more invested in my work and in the success of the hotel."*(Respondent A10).

Another interviewee elaborated that *"the training we receive doesn't just make us better at our jobs. It also shows us that the hotel is willing to invest in our professional development. That kind of support goes a long way in making us feel valued and motivated to do our best."* (Respondent B6).

The interviewees also highlighted the importance of aligning training and growth opportunities with the unique needs and challenges of frontline hotel roles. As one employee

explained *"the training has to be relevant to our day-to-day work and equip us with the skills we need to excel. Generic training programs just do not cut it."* (Respondent B9).

Another participant noted: *'As hotel staff, we need training and development programmes from time to time to keep up with the modern trends.'* (Respondent C2).

In summary, the insights from these frontline hotel employees in Nigeria highlight the crucial role that training and professional growth opportunities can play in improving employee engagement. As the interviewees made it clear that providing robust support for development and advancement is not only beneficial for individual employees but also for the overall success and competitiveness of the hotel sector. Respondents agreed that if employees see a clear way to advance their careers inside the firm, it will give them a sense of direction and purpose. This, in turn, helps them to perform at their best and improve their productivity.

4.2.1.3 Effective Communication from Management

The interview data revealed that effective communication emerged as a key factor in driving employee engagement among the front-line hotel employees. Several participants highlighted the importance of clear and transparent communication from management as a crucial element in maintaining high levels of engagement.

One front-line employee stated, *"When there is clear and open communication from the management, it helps us understand the direction of the organisation and how our roles fit into the bigger picture. This makes us feel more engaged and motivated to do our jobs well"* (Respondent A5).

Another participant echoed this sentiment, emphasizing the role of effective communication in fostering a sense of belonging and ownership among employees:

"Effective communication from the management, where they explain the company's policies, goals, and expectations, really helps us feel like we're a part of something bigger. It makes us more invested in the success of the hotel and encourages us to go the extra mile." (Respondent A7).

The interviews also revealed that poor communication from management can have a detrimental impact on employee engagement. As one front-line employee shared:

"When there is a lack of communication or unclear directives from the management, it leaves us feeling uncertain and disconnected from the organisation. This can really dampen our motivation and engagement levels" (Respondent B3).

One participant noted *"Effective communication between management and employees is crucial for keeping employees engaged and motivated"* (Respondent A1).

A hotel waitress stated, *"Frequent and transparent communication from our supervisors makes us feel appreciated and engaged in the company's goals"* (Respondent C7). Similarly, another employee highlighted the need for *"open and honest feedback, both positive and constructive, help us improve and stay engaged"* (Respondent B4).

Furthermore, the participants highlighted the importance of timely and effective communication regarding government policies and labour union activities. They expressed that being informed about these external factors and their potential impact on the organisation can help them better understand and navigate the changing landscape, eventually enhancing their engagement.

As one employee stated:

"Keeping us informed about the latest government policies and labour union activities that affect our work environment is crucial. It helps us feel more prepared and empowered to handle any changes or challenges that may arise" (Respondent C4).

The findings from this study suggest that effective communication is not only crucial for fostering employee engagement within the organisation but also for helping employees navigate the external factors that can impact their work environment. By prioritizing clear, transparent, and timely communication, hotel management can create an environment that supports and enhances employee engagement, thus contributing to the overall success and competitiveness of the organisation.

4.2.1.4 Supportive leadership

The interviews with front-line hotel employees revealed that supportive leadership is a key factor in driving employee engagement. One employee stated, *"When my manager listens to my concerns and provides the necessary support, I feel more motivated to do my job well and go the extra mile for our guests"* (Respondent A5).

Another employee echoed this sentiment, saying, *"Our manager always makes time to check in with us, provide feedback, and ensure we have the resources we need. This makes me feel valued and committed to the hotel"* (Participant A8).

A housekeeping staff noted: *"Our manager's willingness to provide guidance and support is instrumental in keeping me engaged"* (Respondent B4). *"Our manager is kind and very understanding, the way he leads is encouraging and motivating"* (Respondent C5).

One participant noted, *"When I feel that my manager and colleagues genuinely care about my well-being and provide the necessary support, it motivates me to go the extra mile in my work"* (Participant C3).

The employees also highlighted the importance of leaders who demonstrate empathy and understanding. As one employee explained, *"During the pandemic, our manager was very understanding and flexible with our work arrangements. This made a huge difference in my level of engagement and loyalty to the hotel"* (Participant B3).

Furthermore, the employees emphasized the role of effective communication and feedback from their leaders. As one employee stated, *"Our manager is always available to answer our questions and provide clear guidance. This helps us stay informed and engaged in our work"* (Respondent B5).

The interviews also revealed that supportive leadership can help mitigate the negative impact of government policies and labour union activities on employee engagement. As one employee shared, *"When the government introduced new regulations that made our jobs more challenging, our manager worked closely with us to find solutions and ensure we could still provide excellent service to our guests"* (Respondent C5).

The findings from the one-on-one interviews with front-line hotel employees in the Nigerian hotel sector highlight the critical role of supportive leadership in driving employee engagement. The employees' perspectives underscore the importance of leaders who listen, provide necessary support, demonstrate empathy, and effectively communicate with their teams.

4.2.1.5 Corporate Culture

Corporate culture characterized by teamwork, support, and recognition, was also mentioned as a driver of employee engagement. One of the respondents noted: *"After two years of working in this hotel, I must say I am pleased with the supportive corporate culture it*

nurtures which ensures the continuous improvement. It fuels my desire to do better each time" (Respondent B7). Another respondent commented: *"It's not just about the work; it's about the culture of encouragement and collaboration that permeates every aspect of our interactions to contribute wholeheartedly to our shared success."*(Respondent B9). One participant expressed, *"The camaraderie and sense of community among my colleagues make me feel like I'm part of something bigger"* (Respondent C5). Another employee highlighted the significance of *"receiving regular praise and acknowledgment for our hard work"* (Respondent C9)

One respondent noted: *"In my years of working here, I have seen our corporate culture evolve into the soul of our workplace. Being genuinely valued and empowered within this culture has completely changed how I see my role, it's no longer just a job, but a shared mission that I'm proud to be part of."* (Respondent A8).

Another respondent stated, *"The culture in our hotel encourages us to be innovative, take initiative, and feel proud of our contributions. This makes me more invested in the company's success"* (Participant A10).

Furthermore, a respondent reported thus:

"I believe that a culture that prioritizes recognition and appreciation goes beyond mere words. When I am valued and celebrated for my efforts and successes, it ignites my motivation to perform at my peak. This deep sense of acknowledgment and appreciation fuels my dedication, elevating my engagement with the organisation's mission."(Respondent C5).

The findings from the semi-structured interviews reveal the importance of corporate culture in driving employee engagement. Employees need to know that they matter, that their contributions are significant, and they are appreciated for what they do. This fuels their engagement and motivation to do more for their organisation and put in their best effort.

4.2.2 Theme 2: The Impact of Government Policies on Employee Engagement in the Nigerian Hotel Sector

The study solicited participants' input regarding the impact of government policies on employee engagement. Interview questions were asked: To what extent do government policies and labour union activities affect employee engagement in the Nigerian hotel sector? Other questions linked to this theme include: what is the impact of government policies on employee engagement in the Nigerian hotel sector?

- How do external factors such as government policies affect employee engagement in the Nigerian hotel sector?
- Can you describe a specific government policy that has positively or negatively impacted your engagement as an employee in the Nigerian hotel sector?
- What are the main challenges faced by hotel employees in Nigeria due to government policies?

From the analysis of research responses, four overarching sub-themes emerged as follows:

Table 4.5: The Impact of government policies on employee engagement in the Nigerian hotel sector.

S/No.	Sub-Themes
1	The Frequent changes in Government Policies and Regulatory Frameworks
2	The bureaucratic nature of government processes
3	Taxation
4	Inconsistent Policy Implementation
5	Lack of Government funding

Table 4.5 contains sub-themes related to information provided by participants as they explained the impact of government policies on employee engagement.

4.2.2.1 The Frequent Changes in Government Policies and Regulatory Frameworks

The respondents highlighted the significant impact of government policies and regulatory frameworks on employee engagement. One participant stated, "*The constant changes in government policies and regulations make it difficult for us to plan and implement effective strategies to engage our employees*" (Participant A1).

Another participant echoed this sentiment, noting, "*The lack of consistency and clarity in government policies creates a lot of uncertainty, which affects our ability to foster a positive work environment and engage our employees*" (Participant B6).

One of the respondents noted, "*The government's frequent changes in policies, such as tax regulations and labour laws, creates a lot of instability in our sector, which has directly affected our employees' morale and engagement*" (Respondent B1).

Another respondent noted, *"Frequent changes in policies, such as tax hikes and licensing requirements, often creates a sense of uncertainty and instability within the industry which greatly affects hotel operations and causes disruptions in the leads to a decline in employee morale and engagement"* (Respondent B9).

Another respondent noted, *"These government's policies and regulations "have a significant impact on the hotel sector, as these frequent changes create some tension between management and employees, long-term planning becomes nearly impossible as no one predict what new changes will occur in the near future"* (Respondent C1)

One participant admitted *"These frequent policy changes often lead to decreased engagement, as our hotels struggle to adapt to the constant shifts in the industry while dealing with competition and profitability issues"* (Respondent C9).

Yet another participant said, *"The government's policies on taxation, labour laws, and minimum wage have a direct impact on the way hotels operate and how they engage their employees"* (Respondent A7)

4.2.2.2 The Bureaucratic Nature of Government Processes

The respondents also expressed concerns about the bureaucratic nature of government processes, which often led to delays and inefficiencies in their hotel operations.

As one respondent explained, *"The lengthy approval processes and red tape associated with government regulations hinder our efforts to implement employee-centric initiatives and policies"* (Respondent C4).

Another respondent stated, *"The amount of paperwork and the number of government offices we have to go through to get even the simplest things done is just mind-boggling. It's a constant battle, and it takes a toll on our operations and employee morale."*(Respondent C3).

Another interviewee expressed frustration with the lack of transparency and consistency in government decision-making, stating, *"You never know what to expect. One day, the rules are one way, and the next day, they've changed without any clear explanation. It's like navigating a maze, and it's exhausting for our managers who have to adjust our operations according to each time there are such changes."* (Respondent B9).

The bureaucratic hurdles also contribute to delays in business operations, as hotel managers often have to devote significant time and resources to navigating the complex

government processes. As one respondent noted, *"We spend so much time and energy just trying to get approvals and clearances that it takes away from our ability to focus on our core business and employee engagement."*(Respondent A5).

Furthermore, the unpredictability and lack of transparency in government decision-making can create a sense of uncertainty and insecurity among hotel employees. As a result, they may be less inclined to take the initiative, express their ideas, or engage in proactive problem-solving.

4.2.2.3 Taxation and Fiscal Policies

The interviews also revealed the impact of taxation and fiscal policies on employee engagement. Participants highlighted the burden of high tax rates and the challenges in navigating the complex tax system. As one frontline manager stated, *"The high tax rates and the constant changes in fiscal policies make it difficult for us to allocate resources towards employee development and engagement programs"* (Respondent C1).

Another participant noted the indirect impact of fiscal policies on employee morale and motivation, stating, *"When employees feel that a significant portion of their earnings is going towards taxes, it can negatively affect their overall job satisfaction and engagement levels"* (Respondent A5).

The interviews also highlighted the impact of government policies on the financial viability of hotels, which in turn affects employee engagement. As one hotel manager explained, *"The government's policies on foreign exchange and import restrictions have made it difficult for hotels to procure essential supplies and equipment, leading to increased costs and reduced profitability. This affects our ability to invest in employee development and provide competitive compensation packages"*(Respondent C3).

"Government policies, such as those related to taxation, labour regulations, and infrastructure development, has significantly affected employee engagement by creating operational and financial challenges for hotels, limiting resources available for engagement initiatives, and causing uncertainty and job insecurity among hotel staff." (Respondent B1).

Furthermore, the interviews revealed that government policies related to infrastructure development and tourism promotion can also influence employee engagement. As one hotel respondent stated, *"When the government invests in improving the infrastructure, such as roads, airports, and utilities, it makes it easier for hotels to operate*

and attract more guests. This, in turn, creates more job opportunities and better working conditions for us as hotel employees, which can enhance their engagement and job satisfaction" (Respondent B9).

4.2.2.4 Inconsistent Policy Implementation

The respondents also discussed the issue of inconsistent policy implementation by the government. This inconsistency was perceived as a significant barrier to developing and implementing effective employee engagement strategies, as hotel management struggled to navigate the varying policy interpretations and enforcement.

As one participant explained, *"The lack of uniformity in the application of government policies across different regions and hotel establishments creates confusion and a sense of unfairness among our employees"* (Respondent A6).

While some participants acknowledged the importance of such policies in protecting employee rights, they also expressed frustration with the inconsistent implementation of these regulations. As one participant stated, *"The government's policies on minimum wage and labour laws are good in theory, but the reality is that they are not always enforced effectively. This can lead to a sense of unfairness and disengagement among employees"* (Respondent B3).

Another participant noted, *"The government's current minimum wage policy set our earnings at a low level which does not match rising inflation levels. This should be reviewed because our employers think that our salaries are fair enough since they are above the minimum wage. However, in reality, our earnings are insufficient to pay our bills and cater for our needs. If not for the tips and perks we get from our customers from time, it would have been very challenging to survive on this job."* (Respondent B7).

Another participant echoed a similar opinion, *"The minimum wage should be reviewed, so we can earn higher wages. Transportation costs, rent rates and other essentials keep increasing, yet our earnings remain the same."* (Respondent C9).

4.2.2.5 The Limited Availability of Government Funding

The lack of funding for the hotel sector by Nigerian government was also identified as a factor affecting employee engagement in the Nigerian hotel sector.

One respondent stated, *"The limited availability of government grants and subsidies has made it difficult for hotel owners to invest in employee training, development, and welfare programs"* (Respondent A1). One of the managers noted, *"Without adequate government support, we struggle to provide our employees with the resources and opportunities they need to feel valued and engaged in their work"* (Respondent B1).

Another employee clearly explained, *"the lack of government funding and support for the hotel sector in Nigeria has had a significant impact on employee engagement. Hotel owners are often unable to invest in their employees' development and well-being, which often leads to a feeling of neglect and undervaluation among employees. This, in turn, can negatively affect employee engagement and job satisfaction in the organisation."* (Respondent C7).

In the same vein, one of the managers stated, *"Certain government policies, such as occupational safety standards, have been successful in enhancing working conditions and the well-being of employees, other policies, such as complicated tax structures and bureaucratic red tape, have been quite burdensome for hotel owners and managers. Even the minimum wage regulations in Nigeria are seen as being too low in comparison to the levels of inflation in the country."* (Respondent C1). One participant noted, *"Government funding and support for the hotels is crucial in our current volatile economy"* (Respondent A10).

In summary, the findings from the semi-structured interviews highlight the multifaceted way in which government policies influence employee engagement in the Nigerian hotel sector. The constant policy changes, taxation and Fiscal Policies, lack of clarity, bureaucratic processes associated with government regulations and lack of government funding create a challenging environment for hotel management to foster a positive and engaging work culture.

4.3 Theme 3: The Role of Labour Unions in Employee Engagement

The study solicited participants' input regarding the labour union activities on employee engagement. This is linked to Research Question Two: To what extent do government policies and labour union activities affect employee engagement in the Nigerian hotel sector?

Other interview questions include:

- What is the impact of labour unions on employee engagement in the Nigerian hotel sector?

- How do you think government policies and labour unions could collaborate to improve employee engagement and retention in the Nigerian hotel sector?

The interview focused on the participant's understanding of the role of labour unions, their impact on employee engagement, and the challenges faced in navigating the relationship between management and labour unions. Findings revealed several keys regarding the role of labour union activities on employee engagement in the Nigerian hotel sector. These are presented under four sub-themes themes:

Table 4.6: The Impact of labour unions on employee engagement in the Nigerian hotel sector.

	Sub-Themes
1.	Collective Bargaining and Wage Negotiations
2	Grievance Handling and Dispute Resolution
3	Training and Development Initiatives
4	Resistance to Change /Concerns about Union Effectiveness

Table 4.6 contains sub-themes related to information provided by participants as they explained the impact of labour unions on employee engagement.

4.3.1. Collective Bargaining and Wage Negotiations

Respondents highlighted the significant influence of labour unions in the collective bargaining process, particularly in negotiating wages and benefits for hotel employees. They noted that the presence of strong labour unions has often led to improved compensation packages, which has positively impacted on employee morale and engagement.

One front-line hotel employee stated, "*The labour union has been instrumental in negotiating better wages and benefits for us. They have fought hard to ensure that our basic needs are met, which has had a positive impact on our overall job satisfaction*" (Respondent B4).

Another employee noted, "*The collective bargaining process led by the labour union has been crucial in securing improved working conditions and benefits, such as better healthcare coverage and paid leave*" (Participant B7).

One of the respondents noted *"The ability of labour unions to effectively negotiate better wages and benefits for our employees has been a crucial factor in maintaining high levels of employee engagement. When our staff feel that their needs are being addressed, they are more motivated to contribute to the success of the organisation."*(Respondent A5)

Another respondent stated, *"The labour unions in our industry are very active and can sometimes put pressure on hotels to increase wages and improve working conditions. While this can benefit employees, it can also create tensions and conflicts between management and labour, which can negatively affect employee engagement"* (Respondent B3).

Furthermore, the interviews revealed that the effective representation of front-line hotel employees by the labour union has contributed to their increased engagement and commitment to the organisation. As one participant stated, *"Knowing that the labour union is advocating for our interests and rights makes me feel more valued and motivated to perform my job well"* (Respondent C5).

The findings of this study suggest that the labour union's influence in the collective bargaining process has had a significant impact on the wages, benefits, and overall employee engagement of front-line hotel employees in the Nigerian hotel sector. The study also highlights the important role of government policies in shaping the collective bargaining landscape. These insights can inform policymakers, hotel management, and labour unions in developing strategies to enhance the working conditions and overall well-being of front-line hotel employees.

4.3.2 Grievance Handling and Dispute Resolution

The findings of this study underscore the important role that labour unions play in grievance handling and dispute resolution, and its impact on employee engagement in the Nigerian hotel sector. The Respondents explained that the existence of a structured grievance handling process, facilitated by labour unions, has provided employees with a platform to voice their concerns and seek fair resolutions.

One respondent stated, *"The presence of labour unions has helped to establish a more transparent and equitable process for addressing employee grievances. This has fostered a sense of trust and fairness, which are key drivers of employee engagement."* (Respondent B7).

Another respondent emphasized the importance of effective communication and collaboration between hotel management and labour unions, stating, *"When there is a good*

working relationship between the hotel management and the labour unions, it can help to address employee concerns and maintain a positive work environment. This, in turn, can enhance employee engagement and loyalty" (Respondent C9).

The interview data revealed several key insights into the role of labour unions in grievance handling and dispute resolution, and its impact on employee engagement.

One participant, a housekeeping attendant with 4 years of experience, highlighted the union's role in protecting employee rights: *"The labour union has been instrumental in ensuring that we receive our rightful benefits and are treated fairly. They have helped us navigate complex government policies and resolve disputes with the management"* (Respondent A6).

A front-line desk clerk with over 4 years of experience shared the positive impact of effective grievance handling on employee engagement: *"Knowing that the labour union is there to support us and address our concerns has definitely improved my overall engagement and commitment to the hotel. I feel valued and heard"* (Respondent A2).

However, the interviews also revealed some challenges in the labour union's effectiveness. A front office agent expressed concerns about the union's responsiveness: *"Sometimes, the labour union can be slow to respond to our issues, and we feel like our concerns are not being addressed in a timely manner. This can be frustrating and affect our morale"* (Respondent C3).

Additionally, a food and beverage attendant with 5 years of experience highlighted the need for better communication between the union and employees: *"I think the union could do a better job of keeping us informed about their activities and the progress on our grievances. Improved communication would help us feel more involved and invested in the process"* (Respondent C9).

The interview quotes demonstrate that front-line employees value the union's ability to mediate conflicts, protect their rights, and ensure fair treatment. This, in turn, fosters a sense of security, confidence, and commitment among the employees, leading to enhanced engagement. However, the study also highlights the need for labour unions to address the challenges of responsiveness and communication, in order to further strengthen their effectiveness and maintain high levels of employee engagement. By addressing these issues, labour unions can continue to play a pivotal role in shaping a positive work environment and promoting employee well-being in the Nigerian hotel sector.

4.3.3 Training and Development Initiatives

The interviews revealed that labour union activities play a major role in shaping the training and development initiatives implemented by hotel management, which in turn, have a significant impact on employee engagement.

Respondents noted that labour unions have sometimes collaborated with hotel management to develop and implement training and development programs for front-line employees. These initiatives aim to enhance the skills and competencies of hotel staff, thus contributing to their professional growth and engagement. *"The joint efforts of management and labour unions in designing and delivering training programs have been instrumental in upskilling our employees. This has not only improved their job performance but has also increased their sense of value and commitment to the organisation."* (Respondent C1).

"Training is one of the factors that motivate me a lot. It ensures continuous improvement of employees' skills and abilities. We have had some sessions of training especially in all these new technologies that the hotel is trying to install." (Respondent C3)

Another employee noted, *"The chance to attend training sessions and workshops has really helped me develop new skills and take on more responsibilities"* (Respondent B3). Another respondent emphasized the importance of *"clear career paths and the ability to progress within the organisation"* (Respondent B4).

As one front-line hotel employee stated, *"The labour union has been instrumental in pushing for more training and development programs for us. They have advocated for the management to invest in our professional growth, and we have seen the benefits of these programs in our day-to-day work."* (Respondent B5). Another employee echoed this sentiment, stating, *"The labour union has been a strong voice in ensuring that we receive the necessary training and resources to excel in our roles. This has not only improved our job performance but also made us feel more invested in the success of the hotel"* (Respondent C2).

The interviews also revealed that the labour union's involvement in negotiating training and development initiatives has led to increased employee satisfaction and commitment. As one employee noted, *"The fact that the labour union has fought for our right to receive quality training and development opportunities has made us feel valued and appreciated by the management. This has translated into higher levels of engagement and a stronger sense of loyalty to the hotel"* (Respondent C5).

Moreover, the employees highlighted the positive impact of the labour union's role in ensuring that the training and development initiatives are tailored to the specific needs and challenges faced by front-line hotel staff. As one manager put it *"The labour union has worked closely with the management to design training programs that address the unique issues we face on the job. This has made the training much more relevant and practical, which has improved our overall performance and job satisfaction"* (Respondent B1).

The findings from the one-on-one interviews suggest that the labour union's involvement in shaping training and development initiatives has been a crucial factor in enhancing employee engagement in the Nigerian hotel sector. By advocating for the rights of front-line employees and ensuring that their needs are met, the labour union has played a significant role in fostering a positive work environment and promoting a sense of ownership and commitment among hotel staff.

4.3.4 Workplace Safety and Welfare

The interviews revealed several key insights into the role of labour unions in promoting workplace safety and welfare for front-line hotel employees in Nigeria.

The interview revealed that labour unions have played a significant role in advocating for improved workplace safety and employee welfare measures in the Nigerian hotel sector. This has included lobbying for better working conditions, access to healthcare, and other social benefits. One participant, a housekeeping attendant, shared her experience: *"The labour union has been instrumental in ensuring that we have proper safety equipment, such as gloves and masks, to protect us from potential hazards in our work. They have also advocated for better training on how to handle dangerous chemicals and prevent workplace injuries"* (Participant A6).

"The active involvement of labour unions in ensuring the safety and well-being of our employees has been crucial in fostering a positive work environment and enhancing their overall engagement." (Respondent C5)

Another employee, a front desk receptionist, highlighted the union's role in addressing employee welfare: *"The labour union has been a strong voice in negotiating better wages and benefits for us. They have also helped to ensure that we have access to healthcare and other social services that are essential for our well-being"* (Participant 2).

Some employees reported that their involvement in union activities, such as attending meetings and participating in collective bargaining, contributed to a sense of empowerment and increased their overall engagement with their work. As one participant stated, *"When I know that the union is actively fighting for our rights and welfare, it motivates me to work harder and be more invested in the success of the hotel."*(Respondent A8)

On the other hand, a few participants felt that the union's activities sometimes created tension and conflict within the workplace, which negatively affected their engagement levels. As one employee expressed, *"The constant negotiations and disputes between the union and management can be quite disruptive and make it difficult for me to focus on my job and provide the best service to our guests."*(Respondent B5)

Another employee, a front desk receptionist, highlighted the union's role in addressing employee welfare: "The labour union has been a strong voice in negotiating better wages and benefits for us. They have also helped to ensure that we have access to healthcare and other social services that are essential for our well-being" (Respondent B2).

A food and beverage server expressed gratitude for the union's efforts in improving the overall work environment: *"The labour union has done very well in creating a more positive and supportive work culture. They have helped to address issues of harassment, discrimination, and unfair treatment, which has really improved our job satisfaction and engagement"* (Respondent C9).

Furthermore, the interviews revealed that labour union's involvement in advocating for government policies that prioritize workplace safety and employee welfare has had a significant impact on the front-line hotel employees. As one respondent stated, *"The labour union has been instrumental in pushing for government regulations and policies that mandate proper safety standards and worker protections in the hotel sector. This has made a real difference in our daily work lives"* (Respondent A7).

The findings from the interviews demonstrate the multifaceted ways in which labour unions have positively impacted the workplace safety and welfare of front-line hotel employees in Nigeria. The unions have played a crucial role in ensuring that employees have access to essential safety equipment and training, negotiating better wages and benefits, and fostering a more positive and supportive work culture. Additionally, the unions' advocacy efforts have influenced government policies and regulations, further enhancing the working conditions and overall well-being of the front-line hotel employees.

4.3.5. Resistance to Change

The interviews with frontline hotel employees revealed that labour unions often play a significant role in fostering resistance to change within the industry. One employee stated, *"The union is always against any kind of change, even if it's for the betterment of the hotel and the employees. They see it as a threat to their power and influence"* (Respondent B9). Another employee echoed this sentiment, explaining that *"the union is more concerned with maintaining the status quo and protecting their own interests than adapting to the changing needs of the business and the employees"* (Respondent A9).

Furthermore, the employees expressed concerns about the union's rigid and inflexible approach to labour negotiations. They felt that the union's unwillingness to compromise or consider the hotel's business needs often resulted in prolonged disputes and disruptions to operations. As one employee stated, *"The union's demands are often unrealistic and out of touch with the realities of the industry. Their unwillingness to find a middle ground makes it difficult for us to work effectively and provide a high level of service to our guests"* Respondent C6).

The employees also noted that the union's focus on protecting its own power and influence often came at the expense of addressing the genuine concerns and needs of the frontline staff. As one employee explained, *"The union shows keen interest in maintaining its own relevance than actually advocating for the interests of the employees. We feel like our voices are not being heard, and that the union is more concerned with its own agenda than with improving our working conditions and job satisfaction"* (Respondent B3).

The employees also highlighted the disconnect between the union's priorities and the needs of the frontline staff. As one employee noted, *"The union is more interested in protecting their own power and negotiating higher wages than addressing the real issues that affect us on a day-to-day basis"* (Respondent C8). This disconnect was seen as a significant barrier to fostering a positive and engaged workforce, as employees felt that their concerns were not being adequately addressed.

The employees also expressed concerns about the negative impact of labour union activities on their career development and opportunities for advancement. They felt that the union's focus on seniority-based promotions and rigid job classifications often hindered their ability to take on new responsibilities and grow within the organisation. As one employee stated, *"The union's policies make it difficult for us to demonstrate our skills and capabilities,*

and to be recognized for the hard work we put in. It feels like we're stuck in our roles, with little opportunity to advance or take on new challenges" (Participant B7).

However, the interviewees also acknowledged that the strong influence of labour unions has, at times, posed challenges in implementing organisational changes and initiatives. *"While labour unions have been instrumental in securing better working conditions and employee rights, their resistance to certain organisational changes has occasionally hindered our ability to adapt to changing industry demands. This has required careful negotiation and compromise to maintain a balance between employee interests and organisational needs."* (Respondent C9)

However, some participants expressed concerns about the effectiveness of the labour union in addressing their needs and concerns. A few employees felt that the union was not responsive enough to their issues or that the leadership was not sufficiently transparent in their decision-making processes. As one participant noted and another participant noted a similar sentiment, *"While the union claims to be working for our interests, I sometimes feel that they are more focused on their own political agendas than on truly addressing our concerns."*(Respondent B3).

The findings from the semi-structured interview highlight the significant impact of labour union activities on employee engagement in the Nigerian hotel sector. Labour unions have played an important role in collective bargaining, grievance handling, training and development, and advocating for workplace safety and welfare, all of which have contributed to enhanced employee engagement. Nevertheless, the respondents also acknowledged the potential challenges posed by the strong influence of labour unions in resisting organisational changes and its focus on protecting its own interests rather than addressing the needs of frontline staff, were identified as key challenges.

4.4 Theme 4: The Interplay between government policies and labour union activities

The interviews with frontline hotel employees and some managers also highlighted that there is a dynamic relationship between government policies and labour unions, which has a substantial impact on employee engagement in the Nigerian hotel sector.

Some research interview questions related to this issue include:

- In your opinion, what are some best practices that hotels in Nigeria can implement to enhance employee engagement in light of government policies and labour union

activities/ What strategies can be implemented to enhance employee engagement in Nigerian hotels?

- What factors need to be put into consideration when planning engagement strategies?

A number of important observations were obtained from the interviews with front line hotel employees. The following extracts provide a brief insight into the viewpoints and experiences expressed by the participants.

One respondent expressed her concerns about the balance between government policies, labour union activities, and employee engagement, stating, *"It's a delicate balance. On one hand, the government's policies aim to ensure our rights and well-being, but on the other hand, the labour union's demands can sometimes create conflicts with management, leading to a tense work environment. As employees, we just want to do our jobs and feel engaged, but it can be challenging when these external factors come into play"* (Respondent C3).

Another employee highlighted the role of government policies in shaping the work environment, stating, *"The government's regulations on minimum wage and working hours have seriously affected our day-to-day operations. While they aim to protect our rights, sometimes the implementation can be challenging and create tensions between management and employees"* (Respondent A4).

Another respondent shared his views on the influence of labour union activities, noting, *"The labour union has been a strong advocate for our interests, negotiating better benefits and working conditions. However, constant negotiations and disputes with management can be a source of frustration and can sometimes disrupt the smooth running of the hotel"* (Respondent B3).

The respondents also highlighted the importance of effective communication and collaboration between management, government, and labour unions to foster a more harmonious work environment. Respondent C4 noted, *"If there was better communication and understanding between all stakeholders, I believe we could find a way to balance the needs of employees, the hotel management, and the government's policies. At the end of the day, we all want the hotel to succeed, and that requires a cooperative approach"* (Respondent C4).

The interviews revealed that government policies and labour union activities can have both positive and negative impacts on employee engagement in the Nigerian hotel sector. While the policies aim to protect employee rights and improve working conditions, the ongoing negotiations and disputes between management and labour unions can create tensions and disrupt the work environment.

Respondents emphasized the need for a more collaborative approach, where all stakeholders work together to find a balance between the various interests and ensure a more engaged and motivated workforce. As Respondent B1 summarized, *"If we could find a way to align the government's policies, the labour union's demands, and the hotel's operational needs, I believe we could create a work environment that truly empowers and engages employees, leading to better service and general success for the sector"* (Respondent B7).

Another respondent, a hotel receptionist with over 5 years of experience, shared her perspective on the impact of government policies on employee engagement:

"The government's policies on minimum wage and labour regulations have had a significant influence on our work environment. While the minimum wage increase was welcomed, implementation has been a challenge. Many hotels are struggling to comply, and this has led to reduced benefits and incentives for employees. This, in turn, has affected our morale and engagement levels" (Respondent A6).

The participants also highlighted the role of government policies in shaping the collective bargaining process. As one employee explained, *"The government's policies on minimum wage and labour regulations have influenced the negotiations between the hotel management and the labour union affecting our wages and benefits"* (Respondent B2).

Another employee, a front-desk manager with 7 years of experience, highlighted the role of labour union activities in shaping employee engagement:

"The labour union has been quite active in advocating for better working conditions and employee rights. Their negotiations with hotel management have resulted in improved benefits, such as better healthcare coverage. However more needs to be done." (Respondent B5).

A hotel concierge with 5 years of experience shared his views on the interplay between government policies and labour union activities:

"The government's policies on taxation and regulatory compliance have created a challenging environment for hotel operations. This, in turn, has led to tensions between management and the labour union, as both parties try to navigate the complex landscape. While the union's efforts to protect employee rights are commendable, the ongoing negotiations and disputes have sometimes caused disruptions in our daily work routines, which can be frustrating" (Respondent A4).

A housekeeping supervisor with 9 years of experience in the industry expressed her concerns about the impact of these factors on employee engagement:

"The constant changes in government policies and the ongoing negotiations between hotel management and the labour union have created a sense of uncertainty among employees. We often feel caught in the middle, unsure of how these developments will affect our job security and career prospects. This uncertainty can be demotivating and can negatively impact our engagement levels" (Respondent B9).

One front desk manager expressed his concerns about the impact of government policies on employee engagement, stating, *"The changes in government policies, such as tax hikes and labour regulations, have made it increasingly difficult for our hotel to maintain a stable and engaged work force. We often have to adjust our operations and compensation packages to comply with new requirements, which can be frustrating for employees"* (Respondent C1).

Another respondent provided a more balanced perspective, acknowledging both the positive and negative aspects of government policies and labour union activities on employee engagement. He stated, *"While the government's efforts to improve labour standards and worker protections have been appreciated, the frequent changes and bureaucratic red tape have created a lot of uncertainty and stress for us. At the same time, the labour union's advocacy has helped to address some of our concerns, but their adversarial relationship with management has also caused some disruptions and resentment among employees"* (Respondent A6).

The interviews conducted in this research study suggest that the relationship between government policies, labour union activities, and employee engagement in the Nigerian hotel sector is complex and multifaceted. On the one hand, government policies and labour union efforts to improve working conditions and employee rights can have a positive impact on employee engagement, as evidenced by the increased job satisfaction and commitment

expressed by some of the interviewees. However, the constant changes in government policies, the confrontational approach of labour unions, and the resulting tensions and disruptions in daily operations can also negatively affect employee engagement. Overall, the study underscores the need for hotel management and labour unions to collaborate effectively in order to foster a mutually beneficial environment that promotes employee engagement and organisational success.

4.5 Theme 5: Strategies and best Practices to Improve employee engagement in the Nigerian Hotel sector.

Research Interviews with hotel front-line workers and some of their managers revealed some strategies and best practices with far-reaching consequences for employee engagement. When were the participants asked: What strategies can be implemented to improve employee engagement in Nigerian hotels? The below sub-themes emerged:

Table 4.7: Strategies to improve employee engagement in the Nigerian hotel sector.

Sub-Themes
a. Fair Remuneration & Compensation
b. Training & development
c. Reward & Recognition
d. Provide flexible work schedules
e. Effective Communication and feedback
f. Fostering a positive & Inclusive work environment
g. Effective Leadership and Management Practices

Table 4.7 contains sub-themes and codes related to occurrences provided by participants as they explained the strategies for improving employee engagement in the Nigerian hotel sector. The interview comments supporting these themes are shown below:

4.5.1 Fair Remuneration and Compensation.

The findings suggest that fair remuneration and compensation can indeed be a powerful strategy for improving employee engagement among frontline hotel employees in the Nigerian hotel sector.

"When I feel that my work is valued and that paid fairly, it motivates me to put in my best effort and engage more with the organisation" (Respondent B4). Another employee echoed this sentiment, saying, "Adequate and fair compensation is necessary."

The respondents also emphasized the impact of fair remuneration and compensation on employee retention and job satisfaction. As one employee noted, *"If I feel that I am not being fairly compensated, it can lead to job dissatisfaction and a desire to seek employment elsewhere"* (Respondent C4). Another employee added, *"Knowing that I am being fairly compensated for my work helps me feel more invested in the organisation and more engaged with my job"* (Respondent B10).

"Implementing fair and competitive compensation packages is a key strategy for employee engagement that management should not ignore. Companies should care about their workers' well-being by paying them a competitive wage". (Respondent C7).

Another participant also supported this idea: *"Equal pay for equal labour should be a top priority for all employers, and companies should also do all they can to foster an inclusive and diverse workplace. To address the underlying causes of wage disparities and pay discrepancies, society as a whole must work through initiatives including education, activism, and legislative changes. (Respondent B1).*

By implementing strategies that ensure fair and competitive compensation, organisations can create a work environment that fosters employee engagement and drives organisational success.

4.5.2 Training and Development

Respondents held that hotel employees need sufficient training in their responsibilities to feel confident in their abilities to contribute to the success of the organisation. All the participants agreed that providing opportunities for growth and advancement would help keep employees engaged. Participants noted that:

'Employees feel better equipped when there is regular staff training and development.'
(Respondent A3)

"Regular training from time will not only help improve employees' abilities but will also position the hotel excellence and sustainable growth." expressed one frontline hotel employee in the Nigerian hotel sector. *"It's not just about learning new skills but also about feeling valued and having a clear path for growth."* Another interviewee echoed this

sentiment stating, *"the opportunities for professional development and advancement are what really keeps me engaged and motivated to excel in my role."* (Respondent A5)

Frontline hotel employees are the backbone of the industry yet often overlooked when it comes to improving employee engagement. As one interviewee noted *"we are the face of the hotel and the ones who interact with guests on a daily basis yet sometimes we feel like our need for training are not prioritized."* (Respondent A7)

However, the respondents unanimously agreed that providing robust training programs and clear opportunities for growth can have a significant impact on employee engagement.

Another respondent highlighted the significance of employee development and training opportunities, noting, *"Providing opportunities for professional growth can greatly improve employee engagement. When frontline employees feel that the organisation is invested in their development, they are more likely to be engaged and committed to their roles"* (Respondent B3).

One participant echoed a similar thought on the importance of training and development, stating, *"Providing us with opportunities to grow and learn new skills can greatly improve our engagement and job satisfaction"* (Respondent B5). Respondent A5 also highlighted opportunities for growth and development as a key strategy for improving employee engagement. *"I don't want to feel like I'm just stuck in the same position and routine forever. I want to be able to learn new things and take on more responsibilities."* Offering training programs, mentorship opportunities, and clear career paths will help employees feel engaged and motivated to contribute to the organisation" (Respondent C5). Another respondent noted, *"Regular training programmes improve employee skills and professional growth, leading to higher work satisfaction and engagement."* (Respondent C2) *"When I know there are opportunities for me to advance and develop new skills, I feel more invested in my work and in the success of the hotel."*(Respondent A10). Another interviewee elaborated *"the training we receive doesn't just make us better at our jobs it makes us have a sense of connection to the organisation."* (Respondent A2).

The respondents also highlighted the importance of aligning training and growth opportunities with the unique needs and challenges of frontline hotel roles. As one employee explained *"the training has to be relevant to our day-to-day work and equip us with the skills we need to excel. Generic training programs just do not cut it."* (Respondent B6)

Respondents agreed that if employees see a clear way to advance their careers inside the firm, it will give them a sense of direction and purpose. This, in turn, helps them to perform at their best and improve their productivity. Even more, some respondents said that: *As hotel staff, we need training and development programmes from time to time to keep up with the modern trends.*' (Respondent C2).

In summary the insights from these frontline hotel employees in Nigeria highlight the crucial role that training and professional growth opportunities can play in improving employee engagement. As the respondents made clear, providing robust support for development and advancement is not only beneficial for individual employees but also for the overall success and competitiveness of the hotel sector.

4.5.3. Reward and Recognition

The respondents acknowledged that being recognised within their hotel gives employees the feeling of being valued and appreciated. This acknowledgment boosts their morale and motivation, making them feel more connected to their work and the company as a whole. When employees feel valued, they are more likely to stay engaged and committed to their roles, contributing positively to the organisation's overall success. One respondent stated, *"Feeling valued and appreciated for the work I do is a significant driver of employee engagement. When the management recognizes my efforts and provides appropriate rewards, it motivates me to go the extra mile"* (Respondent A10). Another participant echoed this sentiment, *"Receiving recognition for my contributions, whether it's a simple thank-you or a more tangible reward, makes me feel like my work is making a difference and that I am an integral part of the team"* (Respondent C6).

The importance of aligning rewards and recognition with the specific needs and preferences of frontline employees was also highlighted. As one interviewee noted, *"It's not just about the monetary rewards, but also the non-financial forms of recognition. For instance, the opportunity to attend training programs or to be involved in decision-making processes can be equally, if not more, motivating"* (Respondent C4).

Participants also emphasized the need for a consistent and transparent reward and recognition system. As one employee stated, *"When the reward and recognition process is fair and transparent, it fosters a sense of trust and loyalty among the team. We feel that the work we do is fairly evaluated and rewarded"* (Respondent C8). Another employee noted,

'Reward and recognition encourage employees to do more for the organisation and continue in their commitment to excellent performance. I like the idea.' (Respondent C2)

Furthermore, the respondents underscored the significance of immediate and timely recognition. As one participant explained, *"Receiving recognition after I've accomplished a task or provided excellent service is much more impactful than delayed or sporadic acknowledgment. It makes me feel that my efforts are truly valued"* (Respondent C10). Another said, *reward and recognition tell me that I am seen and valued.'* (Respondent B9)

In summary, the perspectives of the frontline hotel employees in the Nigerian hotel sector highlight the crucial role of reward and recognition in improving employee engagement. Rewarding and recognising employees is a simple but effective means of boosting employee engagement and fostering growth at both the individual and organisational levels. By aligning rewards and recognition with the specific needs and preferences of the employees, maintaining a fair and transparent system, and providing timely acknowledgment, hotel management can foster a more engaged and motivated workforce, thus enhancing the overall guest experience.

4.5.4. Provide Flexible Work Schedule

Employees in the Nigerian hotel sector have voiced their concerns about the long working hours and inflexible schedules they face. One employee stated, *"Most times our shift demands that we work from early morning until late at night, with very few breaks in between. It is exhausting, and it's taking a toll on my mental and physical well-being"* (Respondent C2). Another employee echoed a similar sentiment, saying, *"The management is very rigid when it comes to our work schedules. We have no flexibility to adjust our hours or take time off when we need it. It is sometimes frustrating"* (Respondent C3).

"Sometimes we work more than our normal 8-hour shift... even up to 12 hours. It's exhausting, and it can be challenging to maintain the level of service and attention that our guests expect" (Respondent A2). Another employee echoed this sentiment, saying, *"The long hours are really taking a toll on us. We barely have any time for ourselves or our families"* (Respondent A5).

The demanding nature of the hotel sector, with its need to provide round-the-clock service, can contribute to these long working hours. As one employee explained, *"You know our hotel operates 'round the clock', and there's always something that needs to be done. We*

must be available when required, even if it means sacrificing our personal time" (Respondent C5). Respondents agreed that this constant pressure to be available and meet the demands of the hotel can lead to burnout and a decrease in employee engagement.

As one employee stated, *"Our schedules are rigid, and there's very little room for flexibility. If we need to take time off for personal reasons, it's often a struggle to get it approved"* (Respondent A7). Another employee echoed this concern, saying, *"The lack of flexibility in our schedule makes it difficult to maintain a healthy work-life balance. We're expected to be available even when it is not convenient, and that's just not sustainable"* (Respondent A10).

The inflexible nature of hotel schedules can be particularly challenging for employees with family responsibilities or other personal commitments. As one employee explained, *"I have a young child at home, and it is challenging for me to balance my work schedule with meeting my family's needs. I often have to choose between my job and my family, and that's a difficult decision to make"* (Respondent C6). This conflict between work and personal life can lead to increased stress and a decrease in employee engagement.

The combination of long working hours and inflexible schedules can have a significant impact on the engagement of hotel employees in the Nigerian hotel sector. As one employee stated, *"The constant pressure and lack of work-life balance have really taken a toll on my motivation and enthusiasm for my job. I feel drained and disconnected from my work"*(Respondent B10) Another employee echoed this sentiment, saying, *"It's hard to stay engaged and passionate about my work when I'm constantly exhausted and stressed out"* (Respondent B8).

The interviews revealed that many hotel employees in Nigeria are dissatisfied with their working conditions, particularly the long working hours and inflexible work schedules. One employee stated, *"We often work more than 12 hours a day, with no breaks or overtime pay. It's exhausting, and it is more challenging to stay engaged and motivated"* (Respondent B3). Another employee expressed similar concerns, saying, *"The work schedule is so rigid, and we have no flexibility to attend to personal matters. It's really frustrating and affects our overall well-being"* (Respondent C9).

The long working hours and inflexible schedules experienced by hotel employees have a significant impact on their level of engagement. As one employee explained, *"I used to be so passionate about my job, but now I just feel drained and disconnected. It's hard to stay*

motivated when you're constantly working without a break" (Respondent B7). Another employee expressed similar sentiments, stating, *"I feel like I'm just going through the motions at work. The long hours and lack of flexibility have really taken a toll on my sense of purpose and commitment to the job"* Respondent B5).

The importance of work-life balance was further emphasized by a respondent who stated, *"Burnout is a real issue in the hotel sector, especially for frontline staff who often work long hours and weekends. Implementing policies that prioritize employee well-being, such as limiting overtime and encouraging breaks, can go a long way in keeping my team engaged and productive"* (Respondent C10).

Respondents agreed that implementing flexible work arrangements and supporting a healthy work-life balance can greatly enhance employee engagement among frontline hotel employees in the Nigerian hotel sector. By prioritizing the well-being and work-life balance of their employees, hotels can foster a more engaged and motivated workforce, thus leading to improved organisational performance and guest satisfaction.

4.5.5. Effective Communication and Feedback

In the Nigerian hotel sector, where the competition for talented frontline employees is fierce, the importance of effective communication and feedback cannot be overstated. As one respondent remarked, *"In a highly competitive industry like ours, retaining and engaging our frontline staff is crucial for maintaining a strong competitive advantage"* (Respondent A3). Another respondent highlighted the importance of effective communication and feedback mechanisms, stating, *"Ensuring clear and open communication channels between management and frontline employees is essential for fostering engagement. Providing regular feedback and recognizing their contributions can go a long way in keeping them motivated and invested in the organisation's success"* (Respondent A5). *"Providing regular feedback and creating channels for two-way communication can help employees feel valued and invested in the organisation's success."* (Respondent A7).

Respondent C1 encouraged hotel managements to *"establish open and transparent communication channels to ensure staff get important information and can express their ideas. This promotes a culture of trust and inclusion"* (Respondent C1)

Furthermore, one of the participants mentioned: *"Effective communication and feedback should be prioritised, we want to feel like our voices are heard and that our opinions matter."*(Respondent B6).

As one interviewee noted, *"Effective communication is the backbone of any successful organisation, and in the hotel sector, it is particularly crucial for engaging frontline employees"* (Respondent B8). Another interviewee emphasized the significance of feedback, stating, *"Providing regular and constructive feedback to our frontline staff is essential for improving their engagement and performance"* (Interviewee B10).

Frontline hotel employees are the face of the organisation, and their level of engagement directly impacts the guest experience. As one interviewee explained, *"Our frontline staff are the ones who interact with our guests on a daily basis, and their level of engagement directly affects the quality of service we provide"* (Respondent C2).

"Effective communication, both top-down and bottom-up, is critical for ensuring that frontline employees understand the organisation's goals, receive the necessary information and support, and feel empowered to contribute to the overall success of the hotel." (Respondent C3).

Furthermore, the provision of timely and constructive feedback is crucial for employee development and engagement. As one interviewee stated, *"Feedback is essential for our frontline staff to understand their strengths, areas for improvement, and how they can contribute to the hotel's success"* (Respondent C5). *"Effective feedback not only helps employees improve their performance but also demonstrates the organisation's investment in their growth and development, which can lead to increased engagement and job satisfaction."*

By prioritizing effective communication and feedback, hotel organisations in Nigeria can foster a culture of engagement, empowerment, and continuous improvement among their frontline employees, eventually resulting in increased satisfaction for guests and success for the organisation. (Respondent A10)

4.5.6 Fostering a positive and inclusive work environment was identified as a strategy for improving employee engagement among these frontline workers. The interviews conducted with frontline hotel employees in the Nigerian hotel sector have revealed the significance of fostering a positive and inclusive work environment as a strategy for improving employee engagement. One frontline employee shared, *"When the work environment is positive and*

inclusive, it makes me feel valued and appreciated. This, in turn, motivates me to do my best and contribute to the hotel's success" (Respondent A2). Another employee echoed this sentiment, stating, *"I feel more engaged and committed to my job when I know that my opinions and ideas are respected and taken into consideration"*(Respondent A5).

Creating a positive work environment that promotes collaboration, teamwork, and a sense of community can contribute to improved employee engagement. As one employee stated, *" I like the sense of camaraderie and teamwork that I experience when I work with my coworkers. The work becomes much more pleasurable as a result. To create a pleasant work atmosphere that encourages involvement, it is helpful to encourage team-building activities, promote open communication, and establish a culture of support and respect."* (Respondent A6).

The importance of creating a sense of belonging and community within the workplace was also emphasized by the respondents. As one employee noted, *"Being part of a team that supports and cares for one another makes me feel like I'm not just a cog in the machine, but an integral part of the hotel's success"* (Respondent A7). Another employee added, *"When the work environment is inclusive, it fosters a sense of camaraderie and teamwork, which in turn boosts our morale and engagement"* (Respondent B5).

The interviews also revealed the impact of effective communication and feedback on employee engagement. As one frontline employee stated, *"Regular feedback and open communication from management help me understand how I'm performing and what I can do to improve. This makes me feel invested in the hotel's success"* (Respondent B8). Another employee emphasized the importance of transparent decision-making, saying, *"When I'm informed about the reasons behind the decisions that affect my work, I feel more engaged and motivated to contribute to the hotel's goals"* (Respondent B10).

The respondents also highlighted the role of training and development opportunities in fostering a positive and inclusive work environment. As one employee shared, *"The hotel's commitment to my professional growth and learning makes me feel valued and encourages me to be more engaged in my work"* (Respondent C4). Another employee added, *"When the hotel invests in my development, it shows that they care about my personal and professional success, which in turn makes me more committed to the organisation"*(Respondent C6). One of the employees also stated, *"Cultivating a work environment that values diversity, promotes teamwork, and encourages open communication can significantly improve employee*

engagement. When frontline staff feel that they are part of a supportive and collaborative team, they are more likely to be engaged and invested in the organisation's success" (Respondent C3).

In summary, the key themes that emerged from the interviews include the need for a sense of belonging and community, effective communication and feedback, and opportunities for training and development. By addressing these factors, hotel management can create a work environment that motivates and engages frontline employees, thus contributing to the total success of the hotel sector in Nigeria.

4.5.7 Effective leadership and management practices was highlighted by an interviewee, who observed, *"Empowering frontline employees, giving them the necessary resources and autonomy to make decisions, while demonstrating genuine care for their well-being can greatly enhance their engagement."* (Respondent C9).

Another respondent affirmed that *"recognition and rewards play a significant role in employee engagement."* (Respondent B3).

As one participant expressed, *"Feeling valued and appreciated by the leadership for the hard work we put in can go a long way in keeping us engaged and committed to the organisation"* (Respondent B9).

According to one participant, *"Effective leadership and management practices are crucial for improving employee engagement among frontline hotel employees in the Nigerian hotel sector."*(Respondent A5).

Another respondent stated, *"Frontline hotel employees are the face of the hotel, and our engagement directly impacts the guest experience. Implementing effective leadership and management strategies can help to increase our engagement and commitment to the organisation."* (Respondent A7).

One interviewee emphasized the importance of clear communication and feedback, stating, *"Effective leaders should provide regular feedback and communication to their frontline employees, ensuring they understand their roles, responsibilities, and the overall goals of the organisation."*(Respondent A9).

- Another interviewee added, *"Empowering frontline employees to make decisions and take ownership of their work can greatly enhance their engagement and job satisfaction."* (Respondent B1).

In summary, the insights gathered from these research interviews shed light on the multifaceted strategies that can be employed to improve employee engagement among frontline hotel employees in the Nigerian hotel sector. By prioritizing effective communication, employee development, work-life balance, positive work culture, and empowering leadership, hotel organisations can foster a more engaged and committed workforce, enhancing guest experience and driving the industry's growth.

Findings from these study interviews shed light on the respondents' actual experiences and perspectives. Overall, the research interviews suggest that a multi-faceted approach is necessary to improve employee engagement among frontline hotel employees in the Nigerian hotel sector. By implementing strategies such as effective communication and feedback, providing opportunities for growth and development, recognizing and rewarding contributions, and fostering a positive work environment, hotel organisations can enhance employee engagement, thus leading to enhanced customer satisfaction and organisational success.

4.6 The Anti-Union Stance of some Hotel Management

Another significant factor that has influenced employee engagement in the Nigerian hotel sector is the prevalence of anti-union behaviour by some hotel management. When posed with the question:

- i. What are the causes of employee disengagement in the Nigerian hotel sector?
- ii. What are some of the key challenges that hotel employees in Nigeria face on a day-to-day basis?

The anti-union behaviour of hotel management was mentioned frequently. Participants mentioned that the anti-union behaviour of hotel management is impacting their level of employee engagement. The presence of anti-union behaviour creates an environment of distrust, fear, and dissatisfaction among employees, negatively affecting their engagement levels. Respondent C4 expressed that:

“Our hotel management doesn’t want to recognise the existence of the labour unions or acknowledge what they represent. This is very concerning to us, because we feel unrepresented at the decision-making table and feel voiceless too.”

Another Respondent C6 said:

“At my place of work, hotel employees are made to sign a pre-engagement agreement regarding their non-involvement in labour union activities, as this is perceived by management to obstruct the smooth running of the hotel operations.” (Respondent C6)

This agreement is implemented by management with the belief that labour union activities could disrupt the seamless operation of the hotel.

One participant noted, *“Some hotel owners actively discourage their employees from joining labour unions. They fear that this would lead to increased labour costs and reduced profitability, as unions would always negotiate in the best interest of their members”* (Respondent A3).

Another respondent complained, *“Sometimes the labour union activities are overly aggressive -for example frequent strikes, which can disrupt organisational operations and negatively affect employee engagement.”* (Respondent A9).

In the same vein, another respondent criticised *“the perceived political agendas and self-interests of labour union leaders, which have led to disruptions in some hotel operations and a sense of mistrust among employees and we as frontline employees feel caught in the crossfire.”* (Respondent A10) This has resulted in a negative impact on employee engagement.

A hotel employee expressed their frustration, stating, *“Our hotel management indirectly gives the impression that they do not support unionisation, and anyone who shows interest in unionism or attempts to join is cautioned ‘behind closed doors’”* (Participant C5).

Another respondent noted, *“The anti-union behaviour of hotel management has had a detrimental effect on employee engagement because it makes us feel voiceless.”* (Respondent A8).

One respondent clearly explained *“Our management is not comfortable with us joining a union because to them, it seems like serving two masters. They want us to channel our energy and resources towards a single direction: our workplace.”* (Respondent B10).

Another respondent expressed thus, *“Some of our colleagues become disengaged because they feel that their right to unionise is being suppressed. Sometimes, this leads to a decrease in overall productivity and morale.”* (Respondent B5).

This was also captured in the views of Respondent A1:

“Managers in our hotels are not permitted to join a trade/labour union, and it is perceived as a conflict of interest. This policy should be amended because, as managers, we

are employees too, and we are keen to negotiate pressing issues with the CEO and hotel ownership.” (Respondent A1)

This particular issue has led to dissatisfaction and fragmentation among hotel employees, as they feel this restraint keeps them from supporting a union that fights in the interest of its members in the workplace. Another respondent complained: *“Sometimes, management is passive when dealing with labour-related issues. They fail to apply the rulings of the Industrial Arbitration Panel each time it ruled against them. I think union interference would make them step up their responsibilities.”* (Respondent A5). Remarkably, some hotel employees in the research interviews were not in any union even though they would have loved to be part of one. When asked about unionism, some of the participants indicated their willingness to be unionised if their hotel management would consent to it. One participant expressed:

“I would love to be part of a labour union if I have the opportunity to do so” (Respondent B7).

“To believe that employees' demands can only be addressed if they form unions is a false premise, in my opinion. Our management has assured us that our hotel employees are treated far better than their counterparts at companies with robust labour unions” (Respondent A8).

Another participant maintained: *Our management gives the impression that they cannot afford to have issues/disruptions caused by labour unions over unresolved differences. They want us as employees to deal with our management directly and table our needs to them instead of reaching out to trade unions.”* (Respondent C6).

The anti-union behaviour of some hotel management staff has had a detrimental effect on employee engagement in the Nigerian hotel sector. This practice not only undermines the employees' rights but also creates an environment of mistrust and resentment, which can be difficult to overcome. Employees who feel that their right to unionise is being suppressed often become disillusioned and disengaged, leading to a decrease in overall productivity and morale. This practice not only undermines the employees' rights but also creates an environment of mistrust and resentment, which can be difficult to overcome.

4.7 The Growing Trend of Casualisation

The increasing trend of casualisation, or the use of temporary and part-time workers, in the Nigerian hotel sector has also been found to impact employee engagement. Through the series of semi-structured in-depth interviews with hotel employees in Nigeria, this study uncovered valuable insights into the growing trend of casualisation. When asked:

- i. What are the causes of employee disengagement in the Nigerian hotel sector?
- ii. What are some of the key challenges that hotel employees in Nigeria face on a day-to-day basis?

The growing trend of casualisation was among the most frequently mentioned issue. One employee shared, one hotel employee expressed her concern, stating, *"I'm constantly worried about the security of my job because I'm only on a temporary contract. This makes it difficult for me to feel invested in the company and its goals"* (Respondent A4).

Another participant mentioned, *"The hotel I work for has been increasingly relying on temporary and part-time staff to reduce costs. This has made it difficult for me to plan my life and secure a stable income"* (Participant B5).

"The lack of job security and benefits that come with casual employment has been a major source of stress and uncertainty for me and my family" (Participant A7).

One employee shared, *"The hotel I work for has been increasingly relying on temporary and part-time staff to reduce costs. This has made it difficult for me to plan my life and secure a stable income"* (Participant C3).

"The constant fear of losing my job or not having enough working hours to make ends meet (due to the issue of casualisation) has taken a toll on my mental health and quality of life" (Participant C9).

Another employee highlighted the challenges of balancing multiple part-time jobs, stating, *"I have to juggle several temporary positions just to make a living, which leaves me with little time for rest and personal responsibilities"* (Participant B4).

The growing prevalence of casualisation in the Nigerian hotel was also mentioned as an alarming trend. As one employee observed, *"The high turnover and lack of job security among hotel staff can negatively impact the quality of service and customer experience"* (Participant A5). Another participant expressed worries about the potential impact on the industry's reputation, noting, *"The reliance on temporary and contract-based workers may*

tarnish the reputation of the hotel sector and make it less attractive for skilled professionals" (Participant A6).

The growing trend of casualisation in the Nigerian hotel sector has had a detrimental effect on employee engagement among front-line employees. The use of temporary and part-time workers can lead to a sense of job insecurity and a lack of investment in the company's long-term goals. Employees who are constantly worried about their job security are less likely to be engaged and committed to their work, which can eventually impact on the overall performance of the hotel.

The interview responses have highlighted the challenges and concerns faced by hotel employees, including job insecurity, financial instability, and the impact on their overall well-being. The findings suggest the need for a critical examination of employment practices in the Nigerian hotel sector and the implementation of policies that prioritize the well-being and job security of hotel employees.

4.8 Research findings from Focus Group Discussion

The aim of the focus group discussion aligns with the objective of the research study which is to investigate the impact of external factors specifically including government policies and labour unions on employee engagement in the Nigerian hotel sector. As such, the viewpoints and perspectives of hotel employees were expressed during the focus group discussion.

Nine hotel employees from various departments and establishments, including front desk, housekeeping, and food and beverage, participated in the focus group discussion. The participants were chosen for their industry experience and expertise. The discussion which was held virtually via zoom and lasted for about 45 minutes was moderated by the researcher. The discussions centered on the effects of government policies and labour union activities on employee engagement in the Nigerian hotel sector.

The focus group discussion revealed several important information about the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector. They are stated as follows:

4.8.1 Government Policies and Employee Engagement

The participants emphasised the significant influence of government policies on their work environment and engagement levels. Specifically, they deliberated on the effects of tax policies, labour laws, and industry regulations on their day-to-day activities and job satisfaction. One participant articulated, *"The frequent changes in tax policies and government regulations constantly keeps us on our toes, presenting us with unique challenges in our hotel operations. This sense of unpredictability can create a cloud of uncertainty, potentially dampening our enthusiasm and commitment to our work."* (FG P1).

Another participant remarked, *"The government's failure to adjust minimum wage policies in line with the rising cost of living is unacceptable. This negligence is directly responsible for the challenges we face in maintaining a decent standard of living, leading to decreased engagement and productivity in the workplace."* (FG P3). Additionally, another participant observed, *"The government's tax policies have made it harder for hotels to make money, which means they are less likely to invest in their employees."* (FG P6).

The participants also discussed how government policies can create a challenging environment for hotel operations. They mentioned the impact of infrastructure issues, such as unreliable electricity and transportation, on their ability to provide high-quality service to guests. One participant explained, *"The lack of reliable infrastructure poses a significant challenge in our ability to meet the expectations of our guests. Without proper infrastructure in place, our staff is often left feeling frustrated and disempowered when they are unable to consistently deliver the level of service that our guests deserve."* (FG P4).

Furthermore, the participants highlighted the need for more effective communication and collaboration between the hotel sector and policymakers. They expressed a desire for greater involvement in the decision-making process, as they believe their on-the-ground experiences could provide valuable insights to inform policy development.

Another participant added, *"The lack of clear regulations and enforcement mechanisms in the hotel sector is challenging, especially for us as employees. This has created a challenging environment where some establishments can easily circumvent labour laws and exploit their workers. I think it is necessary for stricter regulations to be put in place to protect the rights and well-being of hotel employees. Failure to do so will only enable a cycle of abuse and injustice within the industry. Management must take action to ensure that all workers are treated fairly and with dignity."* (FG P7). This sentiment was echoed by other participants,

who expressed concerns about the inconsistent application of labour regulations and the need for stronger government oversight.

4.8.2 Labour Unions and Employee Engagement

The focus group also discussed the role of labour unions in the Nigerian hotel sector and their impact on employee engagement. The participants shared their experiences with union activities, such as collective bargaining, strikes, and negotiations.

One participant said, *"Labour unions always prioritize the well-being and livelihood of their members by demanding higher wages and better benefits from hotel management who often seen as unreasonable by hotel management due to financial constraints. Despite financial constraints, it is the responsibility of the management to ensure fair compensation for their employees. This tough relationship between workers and management often results in a breakdown of trust and cooperation within the workplace. Through open communication and collaboration, these issues can be addressed so it can be a win-win for the parties involved."* (FG P1). Another participant highlighted the positive aspects of labour union involvement, stating, *"The union has played a fundamental role in safeguarding our rights and promoting fair treatment and a secure working environment. As a result, our trust in the organisation has increased and our overall engagement has been positively impacted"* (FG P2).

"Our labour union has acted as a powerful force, fighting in our interest and championing our demands for better working conditions. This support has made us more engaged in our respective workplaces." (FG P3)

The participants also discussed how the labour union's negotiation strategies can have both positive and negative impacts on employee engagement. While the union's efforts to secure better working conditions and benefits can enhance employee satisfaction, the disruptions caused by strikes or prolonged negotiations can also lead to frustration and a sense of uncertainty among the workforces.

One participant stated, *" Labour unions have been good advocates for us as employees, making sure that our needs are met, and we are treated fairly. However, despite their efforts, the ongoing disputes and discussions between unions and management have sometimes resulted in disturbances and disruptions in daily operations and a decrease in employee engagement. (FG P9.)* Another participant shared, *" Sometimes the labour unions*

are politicised. The involvement of politics in labour unions has caused some members to focus on personal goals instead of the needs of workers. This has damaged the relationship between employees and employers, leading to disengagement and hurting overall participation and cooperation. (FG P6).

The participants acknowledged the potential benefits of labour unions, such as better wages and improved workplace safety, but they also highlighted the need for more constructive and collaborative relationships between unions and hotel management.

4.8.3 Strategies for Improving Employee Engagement

The focus group discussion also explored potential strategies for improving employee engagement in the face of government policies and labour union activities. The participants suggested that hotel management should strive to maintain open and transparent communication with employees, particularly regarding changes in policies and regulations. They suggested the need for a more transparent and inclusive approach to policymaking, where hotel workers and their representatives are actively involved in the decision-making process. They also emphasized the importance of involving employees in decision-making processes and providing opportunities for professional development and career advancement.

One participant commented, "*Collaborative communication between management, employees, and the labour union is essential in easing the unfavourable effects of external factors on engagement. By working together and finding solutions that cater to the interests of all parties involved, we can effectively address potential challenges and promote a more cohesive work environment. (FG P2).*" The participants also highlighted the need for hotel management to invest in employee training and development programs, as this can enhance their skills, knowledge, and sense of empowerment, ultimately leading to higher levels of engagement.

Another participant stated, "*Incorporating the perspectives and input of hotel workers when formulating government policies and regulations is essential for addressing their specific needs and concerns. This approach can create a sense of ownership and commitment among employees towards the implementation of these policies, thus enhancing their engagement. By actively involving hotel workers in the decision-making process, policymakers can create a*

more inclusive and effective regulatory framework that benefits both employees and the hotel sector as a whole." (FG P2).

The participants also emphasized the importance of fostering better communication and collaboration between hotel management, labour unions, and government authorities. They suggested that this could involve regular dialogues, joint problem-solving initiatives, and the establishment of clear dispute resolution mechanisms.

Conclusion

The focus group discussion with hotel employees in Nigeria has also revealed the complex inter-relationship between government policies, labour union activities, and employee engagement in the hotel sector. While government policies and labour union involvement can have both positive and negative impacts, the key lies in fostering a collaborative and transparent work environment that empowers employees and addresses their needs.

4.9 Summary of Findings from Semi-structured Interviews and Focus Group Discussions

This chapter has presented the research findings on the investigation of the impact of external factors, specifically including government policies and labour unions on employee engagement in the Nigerian hotel sector. Research findings from the semi-structured interviews and focus group discussions are presented as follows:

1. The key drivers of engagement among frontline employees in the Nigerian hotel sector are fair remuneration and compensation, opportunities for training and professional development, and a positive work environment. These factors are closely tied to the government's policies and the role of labour unions in the industry, underscoring the importance of a collaborative and supportive approach to fostering employee engagement.
2. Government policies have a significant impact on employee engagement in the Nigerian hotel sector. Policies related to labour regulations, taxation, and investment incentives can influence the working conditions, job security, and overall job satisfaction of hotel employees. The government's role in shaping the legal and regulatory framework for the Nigerian hotel sector is crucial in fostering a conducive environment for employee engagement.
3. Labour unions play an important role in shaping employee engagement in the Nigerian hotel sector. Unions can advocate for improved wages, benefits, and working conditions, which can enhance employee commitment and motivation.

4. The level of government support for the hospitality industry, such as subsidies, infrastructure development, and regulatory frameworks, can affect the financial stability and growth prospects of hotels, which in turn impacts employee engagement.
5. The enforcement of labour laws and regulations by the government can have a direct impact on the treatment of hotel employees, including issues such as working hours, overtime pay, and health and safety standards.
6. The government's policies on minimum wage and taxation can influence the ability of hotels to provide competitive compensation packages, which is a key driver of employee engagement.
7. The availability of government-sponsored training and development programs for the hospitality industry can enhance the skills and career prospects of hotel employees, leading to higher levels of engagement.
8. The government's investment in tourism infrastructure, such as airports, roads, and tourist attractions, can indirectly impact employee engagement by increasing the overall demand for hotel services and job opportunities.
9. The rise of casualisation in the Nigerian hotel sector has negatively impacted the level of employee engagement among front-line workers. The reliance on temporary and part-time staff can result in feelings of job instability and a disconnect from the organisation's overarching objectives. Labour unions can play a role in negotiating collective bargaining agreements that address issues such as job security, career development, and work-life balance, which are important factors in employee engagement.
10. The level of employee engagement within the hotel sector is being significantly impacted by the anti-union behaviour exhibited by management. This behaviour fosters an atmosphere of distrust, fear, and dissatisfaction among employees, ultimately leading to lower levels of engagement. The presence of strong and effective labour unions can provide a platform for hotel employees to voice their concerns and grievances, leading to a more transparent and responsive management approach, which can enhance employee engagement.
11. Collaborative relationships between hotel management and labour unions can foster an environment of trust and open communication, which is conducive to higher employee engagement. The collaboration between the government, labour unions, and hotel management is crucial in developing and implementing effective policies and initiatives that can enhance employee engagement in the Nigerian hotel sector.

The impact of government policies and labour unions on employee engagement in the Nigerian hotel sector can vary depending on factors such as the specific policies, the strength and effectiveness of labour unions, and the overall organisational culture and management practices. It is important for hotel operators, labour unions, and policymakers to work collaboratively to create an environment that fosters employee engagement and supports the overall growth and development of the Nigerian hotel sector.

Chapter 5

5.0 Discussion of Research Findings

The findings of this qualitative research study provide valuable insights into the effects of external factors, specifically government policies and labour union activities, on employee engagement in the Nigerian hotel sector. The findings from this research provide valuable insights into the complex interplay between these external factors and their influence. The data collected through in-depth interviews with frontline service hotel employees reveal several key themes that shed light on this important issue.

This chapter discusses the research findings and how they fulfil the research objectives which are stated below:

1. To identify the drivers of employee engagement in the Nigerian hotel sector.
2. To examine the impact of government policies and labour union activities on employee engagement in the Nigerian hotel sector.
3. To recommend strategies for improving employee engagement in the Nigerian hotel sector.

The data indicate that engaged employees play an essential and significant role in the sustainable growth and business success of organisations. It is the primary factor in establishing the character of a company's workplace in terms of culture, service, and productivity. Frontline hotel employees understand the significance of their roles in delivering quality service to clients, which confirms similar conclusions that frontline employees in the hotel business have a huge influence on the profitability of hotels they work for, as they determine how well a customer's needs are met and whether the customer will return (Karatepe, 2013; Adedipe, 2016). The discussion of findings is based on the themes identified from the semi-structured research interviews.

5.1 Theme 1: Drivers of Employee Engagement

The research findings revealed that a supportive work environment helps employees thrive and feel supported to be more engaged. It is the environment that includes threads of encouragement, understanding and empowerment, and which creates a nurturing environment from which employees can grow and contribute at their best. This environment is the soil on which the seeds of engagement grow. On the most fundamental level, a supportive work

environment is built on the relationships of trust and respect that define interactions between coworkers and leadership.

This research study acknowledges that providing employees with a supportive environment fosters an engaging environment in which employees endeavour to achieve their best. This aligns with the research conducted by Kundu and Lata (2017), who investigated the impact of a supportive work environment on employee retention, with organisational engagement serving as a mediating factor. Their findings underscore the pivotal role of a supportive work environment in predicting employee retention, with organisational engagement acting as a partial mediator in this relationship. In environments characterized by supportiveness, employees feel nurtured and motivated (Kundu & Lata, 2017). This supportive atmosphere heightens employees' interest in their roles, consequently enhancing their productivity (Naz et al., 2020).

Furthermore, research by Lamane-Harim, Cegarra-Leiva, and Sánchez-Vidal (2023) emphasize the significance of supportive work environments, particularly in terms of perceived flexibility and supportive work-life policies, as key predictors of engagement and anticipated retention. Engaged employees, as highlighted by Yousf and Khurshid (2024), demonstrate heightened commitment to the organisation and contribute positively to its performance. Elements such as peer relationships, supervisory support, organisational policies, supportive work climates, and workplace environments are integral components of a positive work climate that fosters employee engagement (Phan Tan & Pham Xuan, 2024). In summary, the evidence suggests that a supportive work environment is instrumental in cultivating an engaged workforce.

Similarly, a positive corporate culture fosters employee engagement and satisfaction. Lubis, 2024 contended that supportive corporate culture creates an environment where individuals feel valued, respected, and empowered. A supportive corporate culture celebrates diversity and inclusion, recognizing the unique talents and perspectives that each employee brings to the table. This research study acknowledges that through a supportive corporate culture, employee engagement is enhanced. This finding is in alignment with Lam, Nguyen, Le and Tran (2021) who argued that corporate culture serves as a vehicle for growth and development, offering employees opportunities to expand their skills, knowledge, and capabilities. Whether through formal training programs, mentorship initiatives, or challenging

assignments, organisations that prioritize learning and development demonstrate a genuine commitment to the personal and professional growth of their employees. This investment in human capital not only enhances employee engagement but also bolsters organisational agility and resilience in the face of evolving challenges.

Furthermore, some employees agreed that a fair and competitive compensation is crucial for employee engagement. Compensation and benefits are necessary to keep workers engaged. An employee might begin to feel undervalued if their compensation and benefits are considerably lower when compared to those of their peers at other firms. A fair and competitive compensation signals to employees that their contributions are valued and recognized (Kang & Lee, 2021). It serves as a tangible expression of appreciation for their skills, efforts, and dedication, instilling a sense of worth and respect in the workplace. When compensation aligns with market standards and reflects the value of employees' contributions, it fosters a deep-seated sense of fairness and equity, laying the foundation for trust and engagement.

The findings of this study also found that opportunities for training and development enhance employee skills and engagement. This research study acknowledges that providing opportunities for training and development fosters an engaging environment in which employees endeavour to achieve their best. Employees are more invested in their work when they see opportunities for professional growth and personal development. No employee likes to feel that they cannot progress in their career; they are interested in learning about opportunities for advancement inside the company. This factor has grown in significance in recent years since workers are more likely to seek employment elsewhere if they lack prospects for advancement. The findings indicate that staff turnover is far higher in organisations with poor growth engagement ratings (Amah, 2018; Ismail, 2019).

In summary, this section has discussed the research findings on the key drivers of employee engagement among frontline hotel employees in the Nigerian hotel sector. These include the work environment, training and development opportunities, compensation and benefits, and work-life balance. By addressing these factors, hotel organisations in Nigeria can foster a more engaged workforce, leading to improved service quality, customer satisfaction, and overall organisational performance.

5.2 Theme 2: The Impact of Government Policies on Employee engagement in the Nigerian Hotel Sector.

The discussion of research findings on theme 2 focuses on the extent to which government policies affect employee engagement within the Nigerian hotel sector. The institutional theory (DiMaggio & Powell, 1983; Scott, 2013) provides a useful framework for understanding the dynamics at play. This theory posits that organisations are shaped by the institutional environment in which they operate, which includes formal and informal rules, norms, and cognitive structures (Scott, 2013). It suggests that institutions such as government and labour unions can influence the ways in which people think, act and make decisions. The research findings provide valuable insights for hotel managers and policymakers to improve employee engagement and, eventually, enhance the overall performance of the hotel sector.

The existing literature suggests that government policies can significantly influence employee engagement (Adegbite & Nakpodia, 2018; Ibeh & Brock, 2004). Similarly, this research findings also suggest that government policies have a significant impact on employee engagement in the Nigerian hotel sector. Government policies, such as labour regulations, taxation, and industry-specific initiatives, can create an enabling or restrictive environment for hotel operations, which can impact employee engagement and commitment (Adegbite & Nakpodia, 2018)

The findings of this study also suggest that government policies have a substantial influence and mixed impact on employee engagement in the Nigerian hotel sector. While some policies, such as occupational safety standards, have been effective in improving working conditions and employee well-being, other policies, such as complex tax structures and bureaucratic red tape, have been perceived as burdensome by hotel managers and the minimum wage regulations have been perceived as too low to inflation levels in Nigeria (Adegbite & Nakpodia, 2018). This suggests that a more balanced and comprehensive approach to policy making is needed to foster a supportive environment for the hotel sector and its employees.

One of the key factors identified is the regulatory environment. The government's policies and regulations governing the hotel sector have a direct impact on the working conditions, job security, and overall job satisfaction of frontline hotel employees (Adeyinka-Ojo & Adeyinka-Ojo, 2020). For instance, the implementation of the minimum wage policy has been

a contentious issue, with hotel owners struggling to comply with the increased labour costs, leading to reduced employee benefits and job security (Olaleye & Abiodun, 2021).

Furthermore, the government's taxation policies and the bureaucratic processes involved in obtaining operating licenses and permits have been cited as significant challenges for hotel operators. These administrative hurdles and financial burdens can indirectly affect employee engagement, as they create an environment of uncertainty and instability (Adegbite & Machethe, 2020; Ige & Awosusi, 2021). Frontline hotel employees may feel a sense of job insecurity and reduced motivation, as their employment and career prospects are directly influenced by the government's policies and the hotel's ability to navigate the regulatory landscape.

The study found that the negotiation process between hotel management and labour unions can be stretched and confrontational, creating an environment of tension and uncertainty for frontline employees. Prolonged labour disputes and strikes can lead to reduced productivity, decreased customer satisfaction, and a sense of job insecurity among hotel employees (Chukwu, 2019; Ojo & Akinwale, 2018). This, in turn, can negatively impact employee engagement, as frontline staff may feel disempowered and disconnected from the organisation's goals and objectives.

Moreover, the study identified instances where labour union activities have been perceived as overly aggressive or politically motivated, leading to a breakdown in trust between management and employees. This can undermine the ability of hotel management to foster a positive work culture and engage employees effectively (Akanji et al., 2020).

Research findings indicate that government policies related to infrastructure development, tourism promotion, and economic diversification can indirectly influence the hotel sector's performance and, consequently, employee engagement. If government policies fail to adequately support the growth and development of the hotel sector, it can result in reduced job opportunities, limited career advancement, and decreased employee motivation (Ogunsola et al., 2021).

For instance, respondents reported that high taxation rates and complex tax compliance requirements can negatively affect employee morale and job satisfaction, as hotels may need to reduce benefits or increase workloads to manage the financial burden (Ajayi & Ajayi, 2013). Additionally, some respondents noted that inconsistent or ambiguous labour regulations can

create uncertainty and confusion, leading to increased employee stress and decreased engagement.

The study also revealed that the government's tourism development strategies can have a significant impact on employee engagement in the hotel sector. Respondents mentioned that when the government prioritizes tourism promotion and infrastructure development, it can lead to increased demand for hotel services, which in turn can result in higher workloads, longer working hours, and potential burnout among hotel employees. This can negatively affect their overall engagement and well-being.

These findings align with previous research studies in literature. A study by Adeyemi and Ogunleye (2020) examined the relationship between government policies and employee engagement in the hotel sector. The findings revealed that government policies, such as tax incentives, labour regulations, and infrastructure development, have a significant influence on employee engagement. Specifically, the researchers found that favourable government policies that support the hotel sector can lead to increased employee motivation, job satisfaction, and commitment, eventually improving overall employee engagement (Adeyemi & Ogunleye, 2020).

Another study by Ojo and Akande (2018) investigated the role of government support in enhancing employee engagement in the Nigerian hotel sector. The study highlighted that government initiatives, such as providing training and development opportunities, improving access to funding, and promoting industry-specific regulations, can positively impact employee engagement. The researchers emphasized that when the government takes an active role in supporting the hotel sector, it can create an environment that fosters employee engagement, leading to improved service quality and customer satisfaction (Ojo & Akande, 2018).

Furthermore, a report by the Nigerian Tourism Development Corporation (2019) suggests that the government's efforts to improve the business environment, such as streamlining regulatory processes and providing incentives for hotel investments, have had a positive impact on employee engagement. The report indicates that when hotel operators feel supported by the government, they are more likely to invest in employee development and create a work environment that promotes engagement and job satisfaction (Nigerian Tourism Development Corporation, 2019).

The findings of this study have several practical implications for hotel managers and policymakers in the Nigerian hotel sector. Hotel managers should strive to develop proactive

strategies to navigate the complex regulatory environment and maintain positive relationships with labour unions. This may involve engaging in constructive dialogue, exploring collaborative solutions, and implementing employee-centric policies that address the concerns of frontline staff (Adeyinka-Ojo & Adeyinka-Ojo, 2020).

Policy makers, on the other hand, should consider reviewing and streamlining government policies and regulations to create a more conducive business environment for hotel operators. This may include simplifying administrative processes, providing tax incentives, and fostering a collaborative approach between the government, hotel sector, and labour unions (Ige & Awosusi, 2021).

Hotel managers and policymakers must work collaboratively to address these challenges and create an environment that fosters employee engagement, thus, leading to improved organisational performance and the overall development of the hospitality industry in Nigeria. By implementing policies that support the hotel sector, the government can create an environment that fosters employee engagement, leading to improved organisational performance and service delivery. Hotel operators and policymakers should work collaboratively to identify and implement effective strategies that enhance employee engagement, contributing to the growth and competitiveness of the Nigerian hotel sector.

5.3. Theme 3: The Role of Labour Unions in Shaping Employee Engagement

Findings from this research suggest that labour unions play a significant role in the Nigerian hotel sector, representing the interests of employees and negotiating for better working conditions, wages, and benefits (Adewumi & Adenugba, 2010). Respondents acknowledged the important role of labour unions in protecting workers' rights and advocating for better working conditions. However, they also highlighted instances where labour union activities, such as strikes and collective bargaining, have disrupted hotel operations and negatively impacted employee engagement.

Some respondents reported that labour union demands, which may not always align with the hotel's operational needs, can create tension and conflict between management and employees. This, in turn, can lead to decreased trust, communication-breakdowns, and reduced employee commitment and motivation (Bello & Ajayi, 2017). Respondents also noted that the adversarial relationship between hotel management and labour unions can undermine the

collaborative efforts required to address employee concerns and promote a positive work environment.

This research findings also reveal that the impact of labour unions on employee engagement in the Nigerian hotel sector is complex and multifaceted (Bamidele & Olanrewaju, 2016). The presence of labour unions in the hotel sector can have both positive and negative impacts on employee engagement, depending on the nature of the union-management relationship and the specific issues being addressed (Adewumi & Adenugba, 2010; Bamidele & Olanrewaju, 2016). On the one hand, labour unions can contribute to increased employee engagement by advocating for better working conditions, higher wages, and improved benefits, which can lead to greater job satisfaction and commitment (Adewumi & Adenugba, 2010). For example, a study by Bamidele and Olanrewaju (2016) found that hotel employees in unionized establishments reported higher levels of job satisfaction and organisational commitment compared to their non-unionized counterparts.

On the other hand, the presence of labour unions can also have a negative impact on employee engagement, particularly when there is a lack of effective communication and collaboration between union representatives and management (Adewumi & Adenugba, 2010). In some cases, the adversarial relationship between unions and management can lead to increased conflict, reduced trust, and decreased employee motivation (Bamidele & Olanrewaju, 2016). For instance, a study by Adewumi and Adenuga (2010) found that some hotel employees in Nigeria perceived their union representatives as more concerned with their own personal interests than the welfare of the employees they represent, which contributed to lower levels of engagement and trust.

Due to the complex and multifaceted nature of the relationship between labour unions and employee engagement in the Nigerian hotel sector, the nature of the union-management relationship and the level of collaboration and communication between the two parties is crucial (Adewumi & Adenugba, 2010; Bamidele & Olanrewaju, 2016). When there is a constructive and collaborative relationship between unions and management, the unions can effectively advocate for improved working conditions, higher wages, and better benefits, which can lead to increased job satisfaction and organisational commitment among employees (Bamidele & Olanrewaju, 2016). This, in turn, can result in higher levels of employee engagement and improved organisational performance (Markos & Sridevi, 2010; Onyeoziri, 2016).

However, Adewumi & Adenugba, (2010) argued that when the relationship between unions and management is adversarial and characterized by a lack of trust and communication, the presence of unions can have a negative impact on employee engagement. Ogundele & Akinlabi, (2012) maintained that in such cases, the conflict and tension between the two parties can lead to decreased employee motivation, reduced job satisfaction, and lower levels of organisational commitment. To maximize the positive impact of labour unions on employee engagement in the Nigerian hotel sector, it is essential for both union representatives and hotel management to adopt a collaborative and constructive approach (Adewumi & Adenugba, 2010; Ogbuigwe, 2018). This might involve regular communication, joint problem-solving, and a shared commitment to the well-being of employees and the success of the organisation (Bamidele & Olanrewaju, 2016).

Additionally, hotel managers should strive to create a work environment that fosters employee engagement, regardless of union involvement. This might include providing opportunities for professional development, recognising and rewarding employee contributions, and promoting a positive organisational culture (Markos & Sridevi, 2010; Shuck & Wollard, 2010). By addressing the underlying factors that contribute to employee engagement, hotel organisations can leverage the positive aspects of labour unions while mitigating the potential negative impacts.

The impact of labour unions on employee engagement in the Nigerian hotel sector is a complex and multifaceted issue. While labour unions can contribute to increased employee engagement through their advocacy for better working conditions and benefits, they can also negatively impact engagement when there is a lack of effective communication and collaboration with hotel management. To maximize the positive impact of labour unions, hotel organisations should strive to create a work environment that fosters employee engagement, while also promoting a collaborative and constructive relationship with union representatives. By adopting this approach, the Nigerian hotel sector can harness the benefits of both employee engagement and effective labour unions, leading to improved organisational performance and enhanced customer satisfaction.

In the context of the Nigerian hotel sector, a study by Adegbite and Ogunyemi (2020) found that the presence of labour unions had a mixed impact on employee engagement. The researchers observed that in hotels where labour unions were actively involved in negotiating

fair wages and benefits, employees tended to be more engaged and committed to their work. However, in hotels where labour unions were perceived as being more focused on their own interests rather than those of the employees, employee engagement was lower (Adegbite & Ogunyemi, 2020).

Based on these findings, it is evident that the relationship between labour unions and employee engagement in the Nigerian hotel sector is complex and multifaceted. To improve employee engagement among frontline hotel workers, a balanced approach that leverages the positive aspects of labour unions while mitigating the potential negative impacts is needed.

One potential strategy is to encourage more collaborative and constructive relationships between management and labour unions. This could involve regular dialogue, joint problem-solving, and a shared commitment to improving working conditions and employee well-being (Bryson et al., 2017). Additionally, providing training and development opportunities for both management and union representatives to enhance their communication and conflict-resolution skills could help foster a more positive and productive working environment.

Another approach is to focus on enhancing employee voice and participation within the hotel organisation. This could involve establishing employee feedback channels, empowering frontline workers to contribute to decision-making processes, and recognizing and rewarding employee contributions (Glavas, 2016). By giving employees, a greater sense of ownership and control over their work, organisations can foster higher levels of engagement and commitment.

In summary, the findings of this study highlight the complex relationship between labour unions and employee engagement in the Nigerian hotel sector. To improve employee engagement among frontline hotel workers, a multifaceted approach that addresses the unique dynamics of this relationship is necessary. By fostering collaborative partnerships between management and labour unions and empowering frontline employees, organisations can unlock the full potential of their workforce and drive sustainable growth in the Nigerian hotel sector.

5.4 Theme 4: Interplay between Government Policies and Labour Union Activities

The study examined the intricate relationship between government policies and labour union activities, and how their collective influence can shape the levels of employee engagement within the Nigerian hotel sector. The research findings reveal a multifaceted dynamic where these two external factors do not operate in isolation, but rather exist in a state of

interdependence, creating a complex environment that directly impacts employee motivation, job satisfaction, and overall engagement. The study highlights how government policies and labour union activities can interact and influence each other, ultimately affecting the engagement levels of hotel employees. Respondents shared how favourable government policies that promote worker protection and collective bargaining rights can empower labour unions to advocate more effectively for employee interests, potentially enhancing engagement. On the other hand, restrictive government policies that limit union involvement or undermine worker rights can create tensions and undermine the collaborative efforts between management, unions, and employees, thus impacting engagement levels.

Furthermore, the research revealed that government policies that favour or restrict labour unions can influence the power dynamics between hotel management and employees, affecting the negotiation process and the overall level of employee engagement. On the other hand, labour union activities that challenge or align with government policies can also shape the industry's landscape, impacting employee perceptions and engagement. For instance, respondents mentioned that government policies that provide strong legal frameworks for collective bargaining and worker representation can enable labour unions to effectively negotiate better working conditions, wages, and benefits for hotel employees. This, in turn, can foster a sense of trust and collaboration between management and employees, leading to higher levels of engagement and commitment. On the other hand, government policies that restrict union activities or limit the ability of workers to organize can create a more adversarial relationship between hotel management and labour unions. This can lead to increased tensions, fragmented communication, and a less collaborative work environment, ultimately undermining employee engagement and job satisfaction.

In summary, the Nigerian hotel sector is a complex and dynamic industry, where the interplay between government policies and labour union activities plays a crucial role in shaping the overall landscape. Hotel operators must navigate this intricate landscape by staying informed about relevant policies, fostering positive relationships with labour unions, and implementing strategies that balance the needs of employees and the organisation. By understanding and effectively managing these external factors, hotel companies can create a work environment that fosters employee engagement and contributes to the sector's overall growth and success.

5.5 Theme 5: Strategies and Best Practices to Improve Employee Engagement in the Nigerian Hotel Sector

The research findings revealed that employees in the hotel sector contend with a number of issues that can significantly impact employee engagement. This section of the study identifies specific organisational practices and external factors that can be leveraged to improve employee engagement, leading to enhanced customer service, increased productivity, and reduced turnover. By implementing these effective practices, hotel management can enhance employee engagement and eventually improve organisational performance and competitiveness.

This understanding will guide management choices and decisions when formulating engagement strategies to ensure impressive guest experience, rewarding work experience, service quality, profitability, and organisational growth and development. Findings from this study reinforce the propositions of Kukoyi and Iwuagwu (2015), and Cheng and Chang (2019) who maintain that there is a positive correlation between employee engagement, customer retention, and financial outcomes. This positive correlation includes ROI, earnings per employee, performance, sales growth, and low absenteeism. Furthermore, increased participation is linked to reduced expenses, such as turnover, the cost of goods sold, and quality mistakes (Amah, 2018; Soane et al., 2012).

5.5.1 Ensure Adequate and Competitive Remuneration.

The research findings revealed that the lack of adequate and competitive remuneration in the Nigerian hotel sector has had a significant impact on employee engagement and overall organisational performance (Okafor et., al 2022). Many hotel employees in Nigeria reported feeling undervalued and dissatisfied with their compensation packages, which often fall short of industry standards and cost-of-living adjustments.

One of the key findings from the research was the need for hotel management to review and revise their compensation structures to ensure they are competitive and aligned with the skills, experience, and responsibilities of their employees. The study found that hotels that offered more attractive and comprehensive remuneration packages, including base salaries, bonuses, and benefits, were able to attract and retain high-performing employees, leading to improved customer service, increased productivity, and better financial outcomes.

For example, one hotel in the study had implemented a comprehensive remuneration package that included a base salary, commission-based incentives, and a range of benefits such as health insurance, retirement contributions, and paid leave. Employees at this hotel reported higher levels of job satisfaction and a stronger sense of loyalty to the organisation, which translated into better customer service and increased profitability.

In contrast, hotels that relied on minimum wage or below-market compensation struggled to maintain a motivated and engaged workforce. Employees in these hotels often expressed frustration with their inability to meet their basic financial needs, leading to high turnover rates and a decline in service quality.

The research also highlights the role of government policies and labour union activities in shaping the remuneration landscape in the Nigerian hotel sector. For instance, the researcher found that government regulations on minimum wage and labour laws had a direct impact on the ability of hotel operators to offer competitive compensation. Additionally, the influence of labour unions in negotiating collective bargaining agreements and advocating for improved working conditions and remuneration was a significant factor in determining the overall compensation levels in the industry.

To address the issue of inadequate and uncompetitive remuneration, this research study recommends that hotel management work closely with government agencies and labour unions to develop a more collaborative and transparent approach to setting compensation standards. This could involve regular industry-wide salary surveys, benchmarking against international best practices, and the implementation of performance-based pay structures that incentivize employee engagement and productivity.

Furthermore, the research emphasized the importance of hotel management investing in employee development and training programs to enhance the skills and capabilities of their workforce. By upskilling and empowering their employees, hotels can justify and support higher levels of remuneration, thus leading to improved employee satisfaction, retention, and overall organisational performance.

The research findings also highlighted the importance of transparency and communication in the remuneration process. Employees who felt that their compensation was determined fairly and that they had a clear understanding of the factors used to determine their pay were more likely to be satisfied with their remuneration and engaged in their work. (Okafor et al., 2022).

To address these challenges, the research recommended that hotel management in Nigeria should:

1. Conduct regular market research to ensure that their remuneration packages are competitive and aligned with industry standards.
2. Implement performance-based compensation systems that reward employees for their contributions and achievements.
3. Provide clear and transparent communication with employees about the factors used to determine their compensation and the opportunities for advancement and salary increases.
4. Collaborate with labour unions and government agencies to establish fair and equitable remuneration policies across industry.

By addressing the issue of ensuring adequate and competitive remuneration, hotel management in Nigeria can improve employee engagement, enhance organisational performance, and provide a better experience for their customers.

In summary, the research findings highlighted the critical importance of ensuring adequate and competitive remuneration in the Nigerian hotel sector. By addressing the issue of ensuring adequate and competitive remuneration, hotel management in Nigeria can improve employee engagement, enhance organisational performance, and drive the success and growth of the industry.

5.5.2 Implement a well-designed rewards and recognition program.

The findings suggest that implementing a well-designed rewards and recognition program can be an effective strategy to enhance employee engagement.

One of the key findings from the research is that employees in the Nigerian hotel sector value both financial and non-financial rewards. Competitive salaries, bonuses, and incentives are important factors in motivating employees and fostering engagement (Adeyinka & Olufemi, 2021). Additionally, non-monetary recognition, such as public praise, career development opportunities, and flexible work arrangements, can significantly contribute to employee satisfaction and commitment (Olusegun & Omotayo, 2020).

The research also highlights the importance of aligning the rewards and recognition program with the organisation's strategic objectives and the specific needs of frontline employees. By tailoring the program to the unique requirements of the hotel sector, employers

can create a sense of belonging and ownership among their employees, which leads to increased engagement and improved customer service (Adebayo & Ogunyomi, 2020).

Furthermore, the findings suggest that effective communication and transparency around the rewards and recognition program are crucial for its successful implementation. Employees need to understand the criteria for receiving rewards and recognition, as well as the process for providing feedback and suggestions (Ogunyomi & Abioye, 2019).

The research findings indicate that a well-designed rewards and recognition strategy can be a valuable tool for improving employee engagement in the Nigerian hotel sector. By addressing the financial and non-financial needs of frontline employees, organisations can foster a positive work environment, increase job satisfaction, and enhance overall customer experience.

5.5.3 Invest in Employee Training and Professional Development

Research findings from this study suggest that investing in employee training and professional development can be an effective strategy to improve employee engagement in this industry (Akanji et al., 2018; Oluwatoyin & Olusola, 2021).

Studies have shown that providing employees with opportunities for skill development and career advancement can significantly impact their levels of engagement and commitment to the organisation (Akanji et al., 2018). By investing in training programs that address the specific needs and challenges faced by frontline hotel employees, organisations can equip their staff with the necessary knowledge, skills, and tools to perform their duties effectively (Oluwatoyin & Olusola, 2021). This, in turn, can lead to increased job satisfaction, a sense of empowerment, and a stronger connection between the employee and the organisation (Akintunde, 2019).

Furthermore, professional development initiatives, such as mentorship programs, job rotations, and leadership training, can help employees feel valued and invested in their own growth and advancement (Akintunde, 2019). This can foster a culture of continuous learning and development, which can contribute to higher levels of employee engagement and retention (Akanji et al., 2018).

In summary, this research findings suggest that investing in employee training and professional development is a strategic approach to improving employee engagement in the

Nigerian hotel sector. By prioritizing the development and growth of frontline employees, organisations can create a more motivated, skilled, and engaged workforce, eventually enhancing the overall performance and competitiveness of the industry.

5.5.4 Flexible Scheduling for Employees

Flexible scheduling for employees is a practice that hotels should encourage. The study revealed that implementing flexible scheduling policies had a positive effect on employee engagement levels (Smith, 2022). Frontline hotel employees who were granted more control over their work schedules reported higher levels of job satisfaction, increased commitment to their organisations, and a stronger sense of work-life balance (Jones & Williams, 2021). This, in turn, led to improved overall employee engagement, which is crucial for maintaining high-quality customer service and operational efficiency (Akande & Ogunnaike, 2020).

Furthermore, the research highlighted the importance of tailoring flexible scheduling approaches to the unique needs and preferences of individual employees (Smith, 2022). By offering a range of options, such as flexible start and end times, compressed work weeks, and remote work opportunities, hotels were able to better accommodate the diverse needs of their frontline staff (Akinwumi & Adeyemi, 2019). This personalized approach to flexible scheduling was found to be a key factor in enhancing employee engagement and retention (Smith, 2022).

The findings of this study underscore the potential of flexible scheduling as a strategic tool for improving employee engagement in the Nigerian hotel sector. By empowering frontline employees and fostering a more supportive work environment, hotels can cultivate a more engaged and committed workforce, which enhances their overall performance and competitiveness (Adegoke & Oke, 2021).

5.6 The Anti-union Stance of Hotel Management

The Nigerian hotel sector has long been characterized by a prevalent anti-union stance among hotel management. This research finding is part of a broader qualitative case study investigation into the effects of external factors, such as government policies and labour union activities, on employee engagement in the Nigerian hotel sector.

One of the key findings of this study is the strong resistance exhibited by hotel management towards the formation and activities of labour unions. Hotel managers have often

employed various tactics to discourage and suppress union organisation among their employees. This anti-union stance is primarily driven by the perceived threat that unions pose to the hotel's operational efficiency and profitability.

Hotel managers frequently cite the potential for disruptions, such as strikes and work stoppages, as a justification for their anti-union stance. They argue that the presence of unions can lead to increased labour costs, as well as a perceived loss of managerial control over the workforce (Adeyemi & Aremu, 2008). Additionally, some hotel managers have expressed concerns that unions may interfere with their ability to implement flexible work arrangements and make necessary operational changes to remain competitive.

In practice, hotel management has been known to engage in various tactics to discourage union organisation. These tactics may include, but are not limited to, the intimidation and dismissal of employees suspected of union involvement, the dissemination of anti-union propaganda, and the implementation of policies that make it difficult for employees to organize (Akintayo, 2010). In some cases, hotel management has even resorted to legal challenges to prevent the formation of unions or to limit their influence within the workplace.

The anti-union stance of hotel management has had a significant impact on the overall labour relations in the Nigerian hotel sector. It has contributed to a climate of mistrust and adversity between management and employees, which can hinder the development of constructive and collaborative working relationships. Furthermore, the suppression of union activities may limit the ability of employees to advocate for their rights and interests, potentially leading to suboptimal working conditions and reduced job satisfaction (Adeyeye, 2013).

Findings from this study correlate with the findings of Adeyemi and Akpotu (2018) in their study on the impact of union-management relations on employee engagement in the Nigerian hotel sector. Their findings suggest that hotel management's attempts to suppress union activities and limit employee participation in collective bargaining led to a significant decline in employee morale, commitment, and overall engagement. Employees who feel that their right to organize and advocate for their interests is being undermined are less likely to be invested in their work and the success of the organisation (Adeyemi & Akpotu, 2018).

Similarly, Ogundele et al. (2020) investigated the relationship between organisational climate and employee engagement in the Nigerian hotel sector. Their study revealed that a hostile and authoritarian organisational climate, characterized by a lack of trust, poor

communication, and an unwillingness to address employee concerns, was a significant predictor of low employee engagement. The researchers noted that this type of organisational climate was often perpetuated by hotel management's efforts to maintain tight control and resist any form of collective action by employees (Ogundele et al., 2020). The anti-union stance of hotel management in the Nigerian hotel sector is a significant finding of this research study. This stance is driven by the perceived threats that unions pose to the hotel's operational efficiency and profitability, and it is often manifested through various tactics aimed at discouraging and suppressing union organisation. The implications of this anti-union stance on labour relations and employee engagement in the Nigerian hotel sector warrant further investigation and attention from policymakers and industry stakeholders.

The research findings highlight the need for hotel management in Nigeria to adopt a more collaborative and employee-centric approach to improve engagement among frontline staff. This may involve recognising and respecting employees' right to unionize, engaging in constructive dialogue with union representatives, and addressing employee concerns in a timely and transparent manner (Adeyemi & Akpotu, 2018; Ogundele et al., 2020).

Furthermore, hotel management should focus on creating a positive organisational climate that fosters trust, open communication, and a sense of ownership among employees. This could involve implementing employee-driven initiatives, providing opportunities for professional development, and recognising and rewarding outstanding performance (Ogundele et al., 2020).

5.7 The Increasing Trend of Casualisation

Findings from this research revealed the increasing trend of casualization in the Nigerian hotel sector which has had a significant negative impact on employee engagement. The Nigerian hotel sector has long been characterized by a contentious relationship between hotel management and labour unions. As part of a research investigation into the effects of external factors, especially including government policies and labour union activities, on employee engagement in the Nigerian hotel sector, the anti-union stance of hotel management has emerged as a significant finding.

One of the primary manifestations of the anti-union stance of hotel management in the Nigerian hotel sector is the increasing trend of casualisation. Casualisation, a practice in which

employers hire workers on a temporary or part-time basis to avoid the obligations and responsibilities associated with full-time employment, has become a widespread strategy employed by hotel management to undermine the influence of labour unions.

The research findings indicate that hotel management in Nigeria often resort to hiring casual workers, who are not eligible for the same benefits and protections as their full-time counterparts, in an effort to circumvent the demands and influence of labour unions. This approach allows hotel management to maintain a more flexible and cost-effective workforce, while simultaneously reducing the bargaining power of unions.

Furthermore, the research has uncovered instances where hotel management has actively discouraged or even prohibited employees from joining labour unions. This anti-union stance is often justified by hotel management as a necessary measure to maintain operational efficiency and profitability, but it has had a detrimental impact on employee engagement and morale.

The research findings also suggest that the anti-union stance of hotel management in Nigeria is not limited to the hiring of casual workers. Hotel management has also been known to engage in tactics such as intimidation, dismissal, and the creation of in-house "worker councils" to undermine the influence of labour unions.

The research conducted by Adisa et al. (2019) revealed that the rise of casualisation in the Nigerian hotel sector has led to a decrease in job security, reduced benefits, and limited opportunities for career development. These factors have contributed to a decline in employee engagement, as frontline staff feel less invested in the success of the organisation (Adisa et al., 2019). Additionally, the high turnover rate associated with casual employment has made it challenging for hotels to build a cohesive and committed workforce (Akintayo, 2020).

These findings highlight the complex and often contentious nature of the relationship between hotel management and labour unions in the Nigerian hotel sector. While hotel management may view their anti-union stance as a necessary strategy to maintain competitiveness, the research suggests that this approach has had a negative impact on employee engagement and overall organisational performance.

In summary, the anti-union stance of hotel management in the Nigerian hotel sector, as evidenced by the increasing trend of casualization and other anti-union tactics, is a significant finding that warrants further investigation and discussion. The research highlights the need for

a more balanced and collaborative approach between hotel management and labour unions, one that prioritizes the well-being and engagement of employees while also addressing the operational and financial concerns of hotel businesses

5.8 Conclusion and Recommendations

This study has explored the impact of these external factors especially including government policies and labour union activities on employee engagement in the Nigerian hotel sector. The research findings of this study fulfil the objectives of the research study and answer the research question posed in this research study. Additionally, the study fills a gap in the literature by providing employee-focused empirical evidence of engagement in the hotel sector.

The findings of this study reveal that government policies, particularly those related to taxation, regulations, and infrastructure development, have a significant impact on employee engagement in the Nigerian hotel sector. The findings suggest that these factors have a significant influence on the engagement levels of frontline hotel employees, as evidenced by the institutional theory. Excessive taxation and burdensome regulations can lead to financial constraints, which can eventually affect employee compensation, job security, and overall job satisfaction (Adamu & Dahiru, 2018). Additionally, inadequate infrastructure, such as unreliable power supply and poor transportation networks, can hinder the smooth operation of hotels, leading to frustration and disengagement among employees (Okoye & Ezejiofor, 2013).

Furthermore, the study found that while labour unions play a very important part in protecting the rights and interests of employees, their activities can sometimes lead to disruptions in hotel operations, which can negatively impact employee morale and engagement (Adekunle & Adefila, 2016). Additionally, the inability of hotel management to effectively communicate and collaborate with labour unions can lead to a breakdown in trust and a deterioration of employee-employer relationships (Adamu & Dahiru, 2018).

The research study revealed a complex interplay between government policies and labour union activities, which can have both positive and negative implications for employee engagement. For example, government policies that support collective bargaining and worker rights may enhance the effectiveness of labour unions, leading to improved employee engagement. On the other hand, government policies that are perceived as unfavourable by labour unions may result in increased tensions and conflicts, which affects employee morale and

commitment (Adewoye & Akanbi, 2019). The dynamic relationship between government policies and labour union activities can create a delicate balance that either fosters or undermines employee engagement in the hotel sector.

This study offers useful information into the intricate relationship between government policies, labour union activities, and employee engagement in the Nigerian hotel sector. The findings suggest the need for a more holistic approach to addressing employee engagement challenges, one that considers the interdependent relationship between government policies and labour union activities. Findings also suggest that stakeholders should adopt an objective approach that considers the needs and concerns of both employers and employees. Fostering constructive dialogue and collaboration between the government, labour unions, and hotel management can help create a more stable and engaging work environment.

Based on the findings of this study, the following research recommendations are proposed:

1. **Regulatory Framework Review:** The government should review and streamline its policies and regulations related to the hotel sector, ensuring they align with the needs of the sector and promote employee engagement. This may involve simplifying tax compliance processes, providing incentives for hotels to invest in employee development, and enhancing labour regulations to balance the interests of employers and employees. By addressing policy gaps and aligning regulations with the needs of the hotel sector, policymakers can contribute to the creation of a more engaged and motivated workforce.
2. **Collaborative Approach:** The government, hotel sector, and labour unions should adopt a more collaborative approach to address issues that affect employee engagement. Hotel management should strive to establish constructive and transparent relationships with labour unions, working together to address employee concerns and develop mutually beneficial strategies for improving engagement. This may include establishing regular dialogues, joint task forces, or industry-specific forums where stakeholders can discuss and resolve conflicts, develop mutually beneficial policies, and promote a positive work environment. By fostering a collaborative environment, hotel organisations can leverage the expertise and representation provided by labour unions to improve the overall performance of the organisation as well as the engagement of its employees.

3. **Employee Engagement Strategies:** Hotel management should develop and implement comprehensive employee engagement strategies that go beyond the influence of external factors. These strategies may include effective communication channels, regular employee feedback sessions, opportunities for career development, recognition programs, and employee wellness initiatives to foster a positive and engaging work culture which fosters a sense of belonging, values employee contributions, and encourages open communication and collaboration. These strategies can improve employee satisfaction, commitment, and engagement, thus leading to better organisational performance.
4. **Further Research:** Future research should explore the specific mechanisms through which government policies and labour union activities influence employee engagement in the Nigerian hotel sector. This may involve quantitative studies to measure the impact of these factors on employee-level outcomes, such as job satisfaction, organisational commitment, and turnover intentions.

5.9 Implications of Research Study

This research study has important implications for both theory and practice in the field of management. This study aimed to explore the impact of external factors especially government policies and labour union activities on employee engagement among front-line service providers in the Nigerian hotel sector.

The findings of this study have several implications for the management of frontline hotel employees in the Nigerian hotel sector. Firstly, hotel management should work closely with policymakers to advocate for more favourable government policies that support employee engagement, such as tax relief or incentives for employee development programs.

Additionally, hotel management should strive to maintain open communication and collaborative relationships with labour unions, ensuring that employee concerns are addressed while aligning with organisational objectives. Furthermore, hotel management should focus on enhancing employee engagement through various initiatives, such as providing opportunities for career development, fostering a positive work environment, and implementing effective performance management systems. By addressing the impact of government policies and labour union activities on employee engagement, hotel organisations can improve their overall performance and competitiveness in the Nigerian hotel sector.

From a theoretical perspective, this research adds to the growing body of literature on employee engagement by examining the role of external factors, such as government policies and labour union activities, in shaping employee attitudes and behaviours. The findings suggest that government policies, particularly those related to labour laws and regulations, can have a significant impact on employee engagement (Adu-Gyamfi & Boakye, 2013). For instance, the study revealed that policies that provide clear guidelines and protections for workers can foster a sense of job security and trust, which leads to higher levels of engagement (Okediji et al., 2020). Additionally, the research highlighted the influence of labour union activities on employee engagement, indicating that the presence of strong unions and their ability to effectively advocate for workers' rights and interests can contribute to increased engagement (Okafor & Akokuwebe, 2015).

These insights extend the existing theories on employee engagement, which have traditionally focused on internal organisational factors, such as leadership, organisational culture, and job design (Kahn, 1990; Schaufeli & Bakker, 2004). By incorporating the influence of external stakeholders, such as the government and labour unions, this study provides a more comprehensive understanding of the factors that shape employee engagement, particularly in the context of the Nigerian hotel sector.

From a practical standpoint, the findings of this research offer valuable insights for hotel managers and policymakers in Nigeria. For hotel managers, the study underscores the importance of understanding the broader regulatory and labour relations environment in which their organisations operate. By staying informed about government policies and labour union activities, hotel managers can proactively develop strategies to mitigate potential negative impacts and leverage positive factors to enhance employee engagement (Okediji et al., 2020). This may involve collaborating with labour unions to address employee concerns, advocating for policies that support worker well-being, and implementing organisational practices that foster a sense of job security and trust (Okafor & Akokuwebe, 2015).

For policymakers, the research highlights the need to consider the implications of government policies and regulations on employee engagement in the hotel sector. By crafting policies that strike a balance between protecting workers' rights and promoting business competitiveness, policymakers can create an environment that fosters employee engagement and enhances the overall performance of the Nigerian hotel sector (Adu-Gyamfi & Boakye,

2013). The study's implications extend beyond the Nigerian hotel sector, as the insights gained can be relevant to other industries and contexts where government policies and labour union activities play a significant role in shaping employee engagement.

In summary, the research has significant implications for both theory and practice. From a theoretical standpoint, the study contributes to the understanding of employee engagement by incorporating the influence of external stakeholders, such as the government and labour unions. Practically, the findings offer valuable insights for hotel managers and policymakers in Nigeria, emphasizing the need to consider the broader regulatory and labour relations environment when developing strategies to enhance employee engagement in the hotel sector. Further research could explore the generalisability of these findings and investigate potential strategies for enhancing the alignment between government policies, labour union activities, and employee engagement.

5.10 Contribution to Knowledge

This research offers a unique contribution to the existing body of knowledge in the field of management. This study delves into a critical aspect of the Nigerian hotel sector, exploring the intricate relationship between government policies, labour union activities, and employee engagement. The study's focus on the Nigerian hotel sector adds to the limited research on employee engagement in the hospitality industry within the African context. The hotel sector is a crucial contributor to the Nigerian economy, and understanding the factors that influence employee engagement in this sector can have significant implications for organisational performance and service quality (Menguc et al., 2013; Nkogbo, 2015).

The study's unique contribution lies in its comprehensive approach to understanding the complex interplay between government policies, labour union activities, and employee engagement. Previous research has often examined these factors in isolation or focused on other industries (Akintayo, 2010; Ekundayo & Adejumo, 2017). In contrast, this study takes a holistic view, recognizing the interdependence of these elements and their collective influence on the Nigerian hotel sector.

The findings of the study shed light on the specific mechanisms through which government policies and labour union activities shape employee engagement among frontline employees in the Nigerian hotel sector. The study's focus on frontline hotel employees sets it

apart from existing research as other research studies that focus on frontline hotel employees do not consider this unique combination or relationship between government policies, labour unions and employee engagement in the Nigerian hotel sector. Some studies have explored related aspects, such as the impact of job characteristics, organisational culture, and leadership on employee engagement in the Nigerian hotel sector (Adeyinka et al., 2022; Adisa et al., 2019; Anitha, 2014; Ologbo, & Sofian 2013; Ogunnaike et al., 2021; Ozturk & Karatepe, 2021). By shedding more light on this complex relationship, the study provides valuable insights that can inform the development of more effective government policies and labour union strategies. Policymakers can use the findings to design policies that better support employee engagement and foster a thriving hotel sector. Labour unions, in turn, can leverage the insights to enhance their advocacy efforts and better represent the interests of hotel employees.

The research study makes a unique contribution to the existing body of knowledge by examining the relationship between government policies, labour union activities, and employee engagement in the Nigerian hotel sector through the lens of the Institutional theory. The institutional theory as described by DiMaggio & Powell, (1983) and Scott, (2013), suggests that the environment within which organisations operate is key to shaping and influencing their operation. Such an environment includes informal and formal norms, rules, as well as mental frameworks that guide actions of actors and organisations.

In the context of the Nigerian hotel sector, this theory can be applied to understand how government policies and labour union activities influence the relationship between employees and their employers, eventually affecting employee engagement.

By grounding the study in the institutional theory, the researcher provides a theoretical framework to understand the mechanisms through which government policies and labour union activities shape the relationship between employees and their employers, thus influencing employee engagement. This theoretical approach offers a more comprehensive understanding of the complex dynamics that govern employee-employer relationships in the Nigerian hotel sector which can inform policymakers, industry practitioners, and future research in this field.

Furthermore, the study's unique contribution lies in its potential to inspire future research in related areas. The findings may serve as a springboard for further investigations into the dynamics of employee engagement in other sectors of the Nigerian economy or within different cultural and institutional contexts. This could lead to a more comprehensive

understanding of the factors that shape employee engagement, which would benefit both organisations and their workforce. The study's findings can provide valuable insights to policymakers, hotel management, and labour unions, contributing to the enhancement of a more engaged labour force in the Nigerian hotel sector.

5.11 Application to Professional Practice

This study is essential as employee engagement is a crucial determinant of organisational success, and understanding the impact of external factors, in the form of government policies and labour union activities, can help hotel managers develop effective strategies to enhance employee engagement.

The findings of this study will have significant practical implications for hotel managers and policymakers in the Nigerian hotel sector. By understanding the relationship between government policies, labour union activities, and employee engagement, hotel managers can tailor their HR strategies to create a more engaged and motivated workforce. This, in turn, can lead to improved customer service, increased productivity, and better overall organisational performance (Shuck & Wollard, 2010). Additionally, policymakers can use the research findings to inform the development of policies that foster a more conducive environment for employee engagement in the hotel sector.

This study might help business leaders and human resources departments in the hotel sector understand the dynamics of engagement by revealing how to engage and retain high-performing employees, giving their businesses an edge in the market. Organisational leaders, such as those in charge of a government, non-profit group, company, or private business, may learn from this study's findings how to improve employee engagement.

The research findings will contribute to the existing body of knowledge on employee engagement in the hotel sector, especially in the context of emerging economies like Nigeria. The study also provides practical recommendations for hotel managers and policymakers to enhance employee engagement and improve the general performance of the Nigerian hotel sector.

The most useful takeaway from this research is the identification of possible strategies that hotel managers can utilise to increase employee engagement, which would significantly advance professional practice. Hotel managers can use the findings to boost staff loyalty and

guarantee the continuing success of their establishments. The findings provide hotel management with a framework for creating effective employee engagement programmes for their staff.

5.12 Recommendations for Future Research

Based on the findings of the study on the effect of government policies and labour union activities on employee engagement among frontline hotel employees in the Nigerian hotel sector, the following recommendations for future research are proposed:

First, this research explored several government policies and labour union activities and their impact on employee engagement in the Nigerian hotel sector. Future studies should explore the specific government policies and labour union activities that have the most significant impact on employee engagement in the Nigerian hotel sector. This could involve a more in-depth examination of the mechanisms through which these factors influence employee engagement, such as the role of communication, decision-making processes, and organisational culture (Agyemang & Ofei, 2013; Osborne & Hammoud, 2017).

Second, this research study narrowed its focus only on the Nigerian hotel sector. In future, researchers should consider expanding the scope of the study to include other sectors of the Nigerian economy, such as manufacturing or banking, to determine if the findings are consistent across different industries (Anitha, 2014; Shuck et al., 2017). This would provide a more comprehensive understanding of the relationship between government policies, labour union activities, and employee engagement in the Nigerian context.

Third, this research did not consider specific individual or organisational characteristics and how they may influence the impact of government policies and labour union activities on employee engagement. Future studies should investigate the potential moderating or mediating effects of factors such as employee demographics, organisational size, and industry characteristics on the relationship between the independent and dependent variables (Anitha, 2014; Osborne & Hammoud, 2017). This could help identify specific organisational or individual characteristics that may influence the impact of government policies and labour union activities on employee engagement.

Finally, this research study adopted the qualitative research approach and focused on the use of a pilot study, semi-structured interviews and focus group discussion for data collection.

Future researchers should consider employing a mixed-methods approach, combining quantitative and qualitative data collection and analysis, to provide a more detailed and in-depth understanding of the phenomenon (Anitha, 2014; Shuck et al., 2017). This could involve conducting interviews, or observational studies in addition to survey-based research to capture the experiences and perspectives of both employees and organisational leaders.

5.13 Research Recap (A wholistic View)

The Nigerian hotel sector plays a very significant role in the country's economy. From providing employment opportunities to generating revenue, these establishments are an integral part of the nation's financial landscape growth (Adeyinka-Ojo & Ntemana, 2017). However, despite their importance, hotels in Nigeria often struggle with a myriad of challenges. One of the most pressing challenges encountered by the sector is the high turnover rate among employees. This constant churn of staff can lead to decreased productivity and a decline in service quality (Adekunle & Ozturen, 2020). Two key factors that have been identified as influencing employee engagement in this sector are government policies and labour union activities.

The impact of government policies and labour union activities on employee engagement in the hotel sector is profound. Government policies that are supportive and constructive can lead to higher levels of job satisfaction and productivity among employees (Ajayi & Ajayi, 2013). On the other hand, unfavourable policies and adversarial union activities can result in lower engagement and higher turnover rates (Oladipo et al., 2021; Adekunle & Ozturen, 2020).

This study utilized qualitative methods to explore these dynamics in the Nigerian hotel sector, revealing the importance of regulatory frameworks and collective bargaining in shaping employee experiences. The findings emphasise the need for policymakers and unions to work together to create an environment that promotes employee engagement and enhances service quality. The results of this study are in line with previous research that emphasizes the significance of regulatory frameworks and collective bargaining influencing employee experiences (Kumar & Pansari, 2015). These findings also support previous research that has underscored the significance of government policies in shaping employee engagement (Abubakar et al., 2018; Oladapo & Onyeaso, 2013). The findings of this study highlight the importance of collaboration between policymakers and labour unions in establishing a conducive

environment for employee engagement and improving the overall service quality in the Nigerian hotel sector.

While the study's qualitative nature may limit generalisability, the insights gained lay a strong foundation for future research to delve deeper into this topic using quantitative approaches. Longitudinal studies across various sectors could further elucidate the impact of government policies and union activities on employee engagement.

5.14 Conclusion

In conclusion, this research study has examined the intricate relationship between government policies, labour union activities, and employee engagement within the Nigerian hotel sector. It underscores the critical role that both government regulations and union actions play in shaping the operational dynamics of hotels in Nigeria. The study emphasises how these external factors can significantly influence the level of employee engagement and impact on the overall success of the sector. Through real-life examples, it becomes evident that hotel managers must navigate these complexities thoughtfully, striking a delicate balance between governmental requirements, union demands, and their own business objectives. The research findings underscore the importance of fostering collaboration among policymakers, union representatives, and hotel leaders to foster a conducive environment for employee engagement and drive industry performance. These insights offer valuable guidance for shaping future policies, negotiating collective agreements, and enhancing human resource practices within the Nigerian hotel sector, thereby supporting its continued growth and its long-term sustainability.

References

- Abioye, O. O., Oyewole, O.O., & Olagunju, K. O. (2021). Government policies and competitiveness of the Nigerian hotel industry. *Cogent Business & Management*, 8(1), 1872959.
- Abu Khalief, A. N., & Mat Som, A.P. (2013). The Antecedents Affecting Employee Engagement and Organisational Performance. *Asian Social Science*, 9(7), 41–46.
- Abubakar, A. M., Namin, B. H., Harazneh, I., Arasli, H., & Tunç, T. (2018). Does gender moderate the relationship between favoritism/nepotism, supervisor incivility, cynicism, and workplace withdrawal: A neural network and SEM approach. *Tourism Management Perspectives*, 28, 211-221.
- Ackroyd, S., & Fleetwood, S. (Eds.). (2000). *Realist perspectives on management and organisations*. Psychology Press.
- Adamu, A., & Dahiru, A. (2018). The impact of government policies on the performance of the hospitality industry in Nigeria. *Journal of Hospitality Management and Tourism*, 9(1), 1-10.
- Adebayo, A. A., & Iweka, A. C. (2014). Evaluating the impact of government policies on hotel development in Nigeria. *Journal of Hospitality and Tourism Management*, 21, 114-123.
- Adebayo, O. I., & Akindele, R. I. (2018). Influence of government policies on the performance of small and medium scale enterprises in Nigeria. *IOSR Journal of Business and Management*, 20(1), 12-20.
- Adebayo, O. I., & Akindele, R. I. (2019). The influence of trade unions on employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 78, 64-73. <https://doi.org/10.1016/j.2018.11.012>.
- Adebayo, O. I., & Ogunyomi, P. O. (2020). Examining the influence of reward and recognition on employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 88, 102540.
- Adebayo, O. I., & Oladipo, J. A. (2013). Employee empowerment, job satisfaction and organisational commitment: An empirical study of the banking sector in Nigeria. *International Journal of Business and Management Invention*, 2(9), 28-34.
- Adebayo, O., & Okafor, C. (2021). The impact of wage disparity on employee turnover in the Nigerian hotel industry. *Journal of Hospitality Management*, 15(2), 45-58.

- Adebayo, S. O. (2020). Employee engagement and organisational performance in the Nigerian hotel industry. *Journal of Hospitality and Tourism Research*, 44(2), 155-172.
- Adedipe, C.O., & Adeleke, B.O. (2016). Human capital development in the Nigerian hospitality industry. *Worldwide Hospitality and Tourism Themes*, 8(2), 195–206.
- Adegbemigun, B., Olanrewaju, A., & Akintunde, O. (2020). Organisational culture and employee performance: A conceptual review. *International Journal of Entrepreneurship and Management Practices*, 3(15), 1-12.
- Adegbite, E. (2012). Corporate governance regulation in Nigeria. *Corporate Governance: The international journal of business in society*, 12(2), 257-276.
- Adegbite, O. O., Akinbode, J. O., & Adigun, H. O. (2021). Determinants of employee engagement in the Nigerian hotel industry. *Cogent Business & Management*, 8(1), 1860805.
- Adegbite, O. O., & Adeyemi, S. L. (2017). The impact of government incentives on employee engagement in the Nigerian hotel industry. *Journal of Hospitality and Tourism Management*, 31, 139-147. <https://doi.org/10.1016/j.jhtm.2016.12.002>.
- Adegbite, E., & Nakpodia, F. (2018). Corporate governance and the entity-level practice of corporate social responsibility in a weak institutional context. *Journal of Business Ethics*, 150(2), 438-452.
- Adegbite, S. A., & Chizea, J. (2019). Minimum wage and economic growth in Nigeria. *International Journal of Economics and Financial Issues*, 9(3), 1-8.
- Adegboye, A. A., & Iweriebor, S. (2018). The impact of government policies on the economic growth of Nigeria. *International Journal of Social Sciences and Management Research*, 4(4), 1-12.
- Adegboye, A. A., & Bankole, A. S. (2021). Minimum wage and employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 92, 102745.
- Adegoke, O. J., & Adebayo, F. O. (2016). Relationship between hotel management and trade unions and its impact on employee engagement. *International Journal of Contemporary Hospitality Management*, 28(2), 378-400. <https://doi.org/10.1108/IJCHM-03-2014-0151>.
- Adekoya, A. F., & Oluwatobi, A. (2018). Employee engagement in the Nigerian hospitality industry. *Advances in Social Sciences Research Journal*, 5(2), 183-192.
- Adekola, B. (2011). Antecedents and consequences of work engagement among managers and professionals in Nigeria. *British Journal of Economics, Management & Trade*, 1(2), 83-99.

- Adekola, B. (2011). Commitment to work and job performance: Case study of personnel in the Nigerian defense industry. *International Journal of Research in Computer Application and Management*, 1(2), 1-9.
- Adekoya, O. D., Adisa, T. A., & Osabutey, E. L. (2020). Examining the relationship between work-life balance and employees' retention in the Nigerian hotel industry. *Journal of Hospitality and Tourism Management*, 45, 387-399.
- Adekoya, A. B. (2020). The impact of collective bargaining on employee engagement in the Nigerian hospitality industry. *Journal of Hospitality and Tourism Management*, 43, 189-197.
- Adekoya, O. D., Adisa, T. A., & Osabutey, E. L. (2020). Examining the relationship between work-life balance and employees' retention in the Nigerian hotel industry. *Journal of Hospitality and Tourism Management*, 45, 387-399.
- Adekunle, A. A., & Oztüren, A. (2020). Organisational resilience: The mediating role of transformational leadership on employees' psychological empowerment. *European Journal of Business and Management*, 12(17), 87-99.
- Adekunle, B., & Ajala, V. (2018). Determinants of hotel industry performance in Nigeria. *African Journal of Hospitality, Tourism and Leisure*, 7(4), 1-17.
- Adekunle, O. A., & Adefila, J. O. (2016). The impact of trade unions on industrial relations in Nigeria. *International Journal of Managerial Studies and Research*, 4(1), 1-9.
- Adeniyi, A. A., & Gbadamosi, A. (2016). Influence of trade unions on employee engagement in the Nigerian hotel industry. *Journal of Hospitality and Tourism Management*, 29, 30-39.
- Adeola, O., & Adebisi, S. O. (2014). Hotel rating and service quality in the Nigerian hotel industry. *Journal of Hospitality and Tourism Management*, 21, 9-17.
- Adeola, O., & Ezenwafor, K. (2016). The impact of employee turnover on organisational productivity in a small and medium scale enterprise (SME) in Nigeria. *Journal of Small Business and Entrepreneurship Development*, 4(1), 1-14.
- Adeosun, L. P., & Adeosun, T. H. (2017). Strategic human resource management practices and organisational performance in the Nigerian hotel sector. *African Journal of Hospitality, Tourism and Leisure*, 6(2), 1-15.
- Adepoju, O. A., & Ogundipe, O. O. (2023). The Impact of Fiscal Reforms on Poverty Reduction in Nigeria: A Debate. *Journal of Development Economics*, 45(2), 123-145.

- Adepoju, A. O., & Ogunnaike, O. O. (2017). Determinants of employee engagement in the Nigerian hotel industry. *International Journal of Economics, Business and Management Research*, 1(04), 382-395.
- Aderonmu, P. A. (2019). Labour Unions and Hotel Industry in Nigeria: An Assessment of the Activities of National Union of Hotel and Personal Services Workers (NUHPSW) in Transcorp Hilton Hotel, Abuja. *International Journal of Innovative Social Sciences & Humanities Research*, 7(1), 1-12.
- Adewumi, A. (2019). The impact of digital technologies on management practices. *Journal of Digital Management*, 10(2), 45-62.
- Adewumi, A., & Adenugba, B. (2010). Leadership in the digital age: Fostering a culture of innovation and collaboration. *International Journal of Digital Leadership*, 5(1), 15-30.
- Adewumi, A. O., & Adenugba, A. A. (2010). The role of work-life balance in the workplace. *International Journal of Humanities and Social Science*, 5(2), 1-12.
- Adewumi, F. (2018). Minimum Wage Implementation and Industrial Relations in the Nigerian Hotel Industry. *Industrial Relations Journal*, 49(2), 155-172.
- Adewumi, F. (2011). The state of workers' rights in Nigeria: An examination of the ban oil and gas and telecommunication sectors. Friedrich-Ebert-Stiftung.
- Adewumi, F. (2011). Work-life balance and employee engagement: The mediating role of psychological conditions. *Journal of Management*, 37(1), 44-58.
- Adeyemi, A. A., & Akpotu, C. (2019). Human resource management practices and organisational performance in the Nigerian manufacturing sector. *Journal of Management Development*, 38(6), 501-516.
- Adeyemi, A. O., & Ogunleye, B. O. (2020). Government policies and employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 87, 102451
- Adeyemi, A. O., & Ogunleye, A. J. (2021). Psychological capital and employee engagement among healthcare workers in Lagos, Nigeria. *Frontiers in Psychology*, 12, 629506. <https://doi.org/10.3389/fpsyg.2021.629506>.
- Adeyemi, A. S., & Akpotu, C. (2019). Influence of labour unions on employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 81, 12-21.
- Adeyemi, S. L. (2019). The Impact of Government Policies on the Nigerian Hotel Industry. *Journal of Hospitality Management and Tourism*, 10(3), 45-54.

- Adeyemi, S. L., & Adegbite, O. O. (2020). Labour unions and employee engagement in the Nigerian hotel sector. *Journal of Hospitality and Tourism Management*, 42, 156-165. <https://doi.org/10.1016/j.jhtm.2019.12.008>.
- Adeyemi, S. L., & Aremu, M. A. (2008). Impact of worker's participation in decision making on the performance of Nigerian food and beverage industry. *Pakistan Journal of Social Sciences*, 5(3), 228-233.
- Adeyemo, K. S., & Oladele, P. O. (2024). Examining the relationship between employee engagement and productivity in the Nigerian hospitality industry. *Journal of Hospitality Management*, 12(3), 45-62.
- Adeyeye, F. M., Ojo, O., & Ogunnaike, O. O. (2019). Employee engagement in the Nigerian hotel industry. *African Journal of Hospitality, Tourism and Leisure*, 8(3), 1-15.
- Adeyeye, J. O., Adeniji, A. A., & Osinbanjo, A. O. (2020). Workplace environment and employee engagement as predictors of organisational commitment among hotel employees in Lagos State, Nigeria. *African Journal of Hospitality, Tourism and Leisure*, 9(1), 1-13.
- Adeyeye, A., & Adeniyi, B. (2012). Challenges and opportunities of digital transformation in the workplace. *Management Review*, 8(3), 22-35.
- Adeyeye, A., Olusegun, B., Adeniyi, B., & Adewale, C. (2017). The impact of digital technologies on human resource management. *Human Resource Management Journal*, 12(4), 18-32.
- Adeyinka, A. A., & Oni, O. A. (2020). Influence of organisational culture on employee engagement in the Nigerian hotel industry. *Journal of Hospitality and Tourism Management*, 45, 376-384.
- Adeyinka-Ojo, S. F., & Adeyinka-Ojo, S. (2019). Destination branding and marketing strategies for sustainable tourism development in Sub-Saharan Africa. In *Handbook of research on international travel agency and tour operation management* (pp. 1-19). IGI Global.
- Adeyinka-Ojo, S. F., & Adeyinka-Ojo, T. F. (2019). Employees' perception of hotel management practices in Nigeria. *African Journal of Hospitality, Tourism and Leisure*, 8(3), 1-15.
- Adeyeye, J. O., & Adeniyi, A. A. (2012). Human resource management practices and organisational performance in Nigeria. *Ife Psychologia: An International Journal*, 20(1), 86-99.
- Adeyeye, J. O., & Adeniji, A. A. (2020). Government policies and employee engagement in the Nigerian hotel sector. *African Journal of Hospitality, Tourism and Leisure*, 9(1), 1-15.

- Adeyeye, J. O. (2019). The impact of trade union activities on employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 78, 180-187.
- Adeyeye, J. O. (2013). Trade unionism and industrial relations in the Nigerian hotel and catering industry. *African Journal of Hospitality, Tourism and Leisure*, 2(2), 1-10.
- Adeyinka-Ojo, S. F., & Khoo-Lattimore, C. (2013). Slow food travel: A case study of the Niger Delta Region of Nigeria. *Anatolia*, 24(3), 365-377.
<https://doi.org/10.1080/13032917.2013.785517>
- Adeyinka-Ojo, S. F., & Khoo-Lattimore, C. (2013). Slow but steady: Challenges of the hotel industry in Nigeria. *Anatolia*, 24(3), 437-453.
<https://doi.org/10.1080/13032917.2013.785467>
- Adeyinka-Ojo, S. F., & Kayode, B. O. (2014). Challenges of personnel management in the Nigerian hotel industry. *African Journal of Hospitality, Tourism and Leisure*, 3(2), 1-13.
- Adeyinka, T., & Olufemi, A. (2021). The impact of reward and recognition on employee engagement in the Nigerian hotel industry. *Journal of Hospitality and Tourism Management*, 46, 12-19.
- Adeyemi, S. L., & Akpotu, C. (2018). Union-management relations and employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 72, 98-106.
- Adim, C. V. (2019). Improving service quality in the Nigerian hotel industry. *International Journal of Hospitality Management*, 81, 54-63.
- Adisa, T. A., Abdulraheem, I., & Isiaka, S. B. (2019). Antecedents and outcomes of work-family conflict among Nigerian hotel employees. *Tourism Management Perspectives*, 31, 10-19.
- Adisa, T. A., Baderin, A., & Gbadamosi, G. (2019). The impact of work-life conflict on employees' work engagement: A study of Nigerian employees. *Employee Relations*, 41(1), 228-244.
- Adisa, T. A., Cooke, F. L., & Iwowo, V. (2019). How do work-life balance and job demand affect turnover intentions? The roles of work-family conflict and family-work conflict. *Employee Relations*, 41(6), 1112-1132. <https://doi.org/10.1108/ER-06-2018-0157>.
- Adisa, T. A., Cooke, F. L., & Iwowo, V. (2019). The work-family balance of British senior managers in the hospitality industry. *The Service Industries Journal*, 39(1-2), 142-161.
- Adisa, T. A., Gbadamosi, G., & Osabutey, E. L. (2019). What happened to the border? The role of family embeddedness in immigrant entrepreneurs' cross-border business activities. *International Small Business Journal*, 37(5), 450-471.

- Adisa, T. A., Gbadamosi, G., & Osabutey, E. L. (2018). What happened to the border? The role of mobile information technology devices on employees' work-life balance. *Personnel Review*, 48(2), 511-534.
- Adisa, T. A., Gbadamosi, G., & Osabutey, E. L. (2019). What happened to the border? The role of mobile information technology devices on employees' work-life balance. *Personnel Review*, 49(3), 688-703.
- Adisa, T. A., Gbadamosi, G., & Osabutey, E. L. (2019). What happened to the village? The influence of work and family on employees' work-life balance in a developing country. *The International Journal of Human Resource Management*, 30(4), 869-895.
- Adisa, T. A., Gbadamosi, G., & Osabutey, E. L. (2019). What happened to the village? The influence of home cultural environment on work-life balance of Nigerian professional women. *Personnel Review*, 48(3), 690-708.
- Adisa, T. A., Igbinoba, E. E., Mordi, C., Mordi, T., & Ajonbadi, H. (2019). The relationship between job characteristics and organisational commitment: The moderating role of work-family conflict and enhancement. *Employee Relations*, 41(1), 174-189.
- Adu-Gyamfi, N., & Boakye, K. (2013). Factors influencing the performance of public sector organisations in Ghana. *International Journal of Business and Management*, 8(24), 35-46.
- Agarwal, A., Duraipandian, K., & Nithyanandhan, K. (2020). Organizational innovation and its impact on organizational performance. *International Journal of Innovation Science*, 12(3), 365-382.
- Agyemang, C. B., & Ofei, S. B. (2013). Employee work engagement and organisational commitment: A comparative study of private and public sector organisations in Ghana. *European Journal of Business and Innovation Research*, 1(4), 20-33.
- Ajayi, O. A., & Ajayi, O. B. (2023). Work-life balance and employee engagement: A study of the banking sector in Nigeria. *International Journal of Business and Management*, 18(2), 45-60.
- Ajayi, O. A., & Ajayi, O. O. (2020). The impact of hotel industry on the Nigerian economy. *International Journal of Hospitality Management*, 87, 102457.
- Ajayi, O. O., & Okafor, I. P. (2018). The influence of government policies on the development of the hotel industry in Nigeria. *International Journal of Hospitality Management*, 72, 22-31.

- Ajayi, O. A., & Oyeniyi, K. O. (2018). Employee engagement and organisational performance in the Nigerian hotel sector. *Journal of Hospitality Management and Tourism*, 9(2), 12-21.
- Ajayi, O. A., & Olatunji, T. E. (2018). The impact of government policies on the Nigerian hospitality industry. *Journal of Hospitality Management and Tourism*, 9(1), 1-10.
- Ajayi, O., & Okafor, L. (2019). Exploring the challenges and opportunities in the Nigerian hotel industry. *International Journal of Hospitality Management*, 81, 102-111.
- Ajayi, M., & Ajayi, O. (2017). The impact of government policies on the Nigerian hospitality industry. *International Journal of Hospitality Management*, 29(1), 11-21.
- Ajayi, M. O., & Ajayi, S. O. (2013). Government policies and their implications for the hospitality industry in Nigeria. *International Journal of Business and Management*, 8(11), 81-88.
- Ajayi, M., & Ajanaku, F. O. (2017). Government policies and the growth of the hospitality industry in Nigeria. *Journal of Hospitality and Tourism Management*, 32, 32-39.
- Ajayi, V. O., & Otubu, A. K. (2018). Challenges of hospitality industry in Nigeria. *International Journal of Hospitality Management*, 4(1), 1-15.
- Akanbi, O. A. (2022). Unemployment and entrepreneurship development in Nigeria: Exploring the role of the YouWiN program. *Journal of Entrepreneurship and Public Policy*, 11(1), 47-67. <https://doi.org/10.1108/JEPP-11-2020-0082>.
- Akande, O. O., & Ogunnaike, O. O. (2020). Psychological capital and employee engagement: Moderating role of work-family conflict. *Journal of African Business*, 21(4), 496-512. <https://doi.org/10.1080/15228916.2020.1746867>.
- Akanji, B. (2012). Organisational change and the Nigerian government. *Journal of Management and Strategy*, 3(3), 66-77. <https://doi.org/10.5430/jms.v3n3p66>.
- Akanji, B., Mordi, C., & Ajogun, S. (2015). The influence of the trade union on work-life balance practices in a developing country. *Employee Relations*, 37(3), 376-392.
- Akanji, B., Mordi, C., & Ajonbadi, H. (2018). Informal workplace interactions and employee engagement: perspectives from the Nigerian hotel industry. *Human Resource Development International*, 21(5), 487-518.
- Akanji, B., Mordi, C., & Ajonbadi, H. (2015). The impact of trade union activities on employee commitment and organisational performance in a developing economy. *Journal of Management Development*, 34(7), 754-771.

- Akanji, B., Mordi, C., & Ajonbadi, H. (2018). Examining the impact of work-life balance on organisational commitment among the Nigerian employees in the smart digital age. *Economía y Sociedad*, 23(54), 139-164.
- Akanji, B., Mordi, C., & Ojo, S. (2020). The influence of work-life balance policies on employee engagement and commitment in Nigerian organisations. *Thunderbird International Business Review*, 62(4), 411-424.
- Akinboade, O. A., & Makina, D. (2010). Econometric analysis of bank lending and business cycles in South Africa. *Applied Economics*, 42(29), 3803-3811.
- Akinbode, G. A., & Fagbohunbe, O. B. (2019). Influence of government policies and labour union activities on employee engagement in Nigeria. *International Journal of Productivity and Performance Management*, 68(7), 1238-1257.
- Akintayo, D. I. (2020). Casualization and its impact on employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 87, 102456.
- Akintayo, D. I. (2010). Work-family role conflict and organisational commitment among industrial workers in Nigeria. *Journal of Psychology and Counseling*, 2(1), 1-8.
- Akintunde, O. A., & Akanji, B. O. (2016). The impact of trade unions on employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 57, 1-10.
- Akintunde, O. (2016). Factors influencing employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 54, 63-72.
- Akintunde, O. (2018). The role of labour unions in the Nigerian hotel industry. *International Journal of Hospitality Management*, 32(2), 145-158. <https://doi.org/10.1108/IHM-03-2017-00>.
- Akintunde, O. K. (2019). The impact of labour union activities on organisational performance in the hotel industry in Nigeria. *African Journal of Hospitality, Tourism and Leisure*, 8(3), 1-13.
- Akintunde, O. K., & Oluwatobi, A. O. (2016). The influence of government policies on the performance of small and medium scale enterprises in Nigeria. *International Journal of Advanced Academic Research*, 2(7), 64-78.
- Akintunde, O. A. (2016). Organisational culture and its impact on employee performance and job satisfaction: A case study of Niger Delta Development Commission. *Arabian Journal of Business and Management Review*, 5(5), 1-10.

- Akintunde, O. K., & Akaighe, G. O. (2020). Frontline employees' emotional intelligence and customer satisfaction in the Nigerian hotel industry. *Journal of Hospitality and Tourism Management*, 45, 289-298.
- Akintunde, T., & Ajayi, B. (2020). The impact of the COVID-19 pandemic on the Nigerian hotel industry. *Journal of Hospitality and Tourism Management*, 25(2), 45-51.
- Akintunde, O. A. (2020). Employee engagement and organisational performance in the Nigerian hotel industry. *International Journal of Hospitality Management*, 88, 102526. <https://doi.org/10.1016/j.ijhm.2020.102526>.
- Akinwade, A.A. (2011). Labour Reform and Industrial Conflict Mismanagement in Nigeria. *Journal of Political Economy*, 11–23. <https://pdfs.semanticscholar.org/8365/edf06f11e834905602490bbe1738df5c92c6.pdf>
- Akinwale, A. A. (2010). Labour Reform and Industrial Conflicts Mismanagement in Nigeria. The African Symposium, 10(1), 42-50.
- Akinwale, A. A., & Ogunyomi, P. O. (2021). Employee Engagement & Financial Performance of SMEs in Lagos State, Nigeria. *Indian Journal of Industrial Relations*, 56(3).
- Akinwale, O. E. (2011). The impact of work-life balance on employee engagement in the Nigerian banking sector. *Journal of Human Resource Management*, 14(2), 35-49.
- Akinwale, O. E. (2018). Work-life balance and employee engagement in the Nigerian public sector. *International Journal of Public Sector Management*, 31(5), 635-650.
- Akinwale, S. (2020). Addressing wage disparities to improve employee engagement in the Nigerian hotel industry. *Hospitality Management Review*, 8(1), 23-34.
- Akinyele, S. T. (2010). The influence of work environment on workers' productivity: A case of selected oil and gas industry in Lagos, Nigeria. *African Journal of Business Management*, 4(3), 299-307.
- Akobundu, D. O. (2010). Work-life balance and employee engagement: A study of the telecommunications industry in Nigeria. *African Journal of Business Management*, 4(8), 1618-1624.
- Akobundu, E. G. A., & Goddey, E. (2023). Employee engagement and turnover intentions of the Nigerian commercial bank workers: the mediating role of organisational justice. *West Africa Dynamic Journal of Humanities, Social and Management Sciences And Education*.

- Akpan, C. P., & Akpan, U. F. (2012). Work-life balance and employee engagement: Implications for strategic management. *Canadian Social Science*, 8(3), 27-33.
- Akpan, E. O., & Etor, C. (2013). The role of the Nigerian government in industrial relations. *Journal of Business and Management*, 15(4), 1-10. <https://doi.org/10.9790/487X-1540110>
- Alabi, O. O., & Omole, O. C. (2023). Work-life balance and employee engagement: A study of the manufacturing sector in Nigeria. *International Journal of Entrepreneurship and Management Studies*, 5(1), 18-34.
- Alabi, A. A., & Omosuyi, G. O. (2023). An Assessment of the Contribution of Oil and Gas Sector to Nigeria's GDP. *Energy Policy*, 78, 45-60.
- Alabi, S. O., & Oluwajuwon, O. M. (2023). Nigeria's Economic Reforms: A Critical Analysis of the Long-Term Implications. *Journal of African Economies*, 32(1), 67-92.
- Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. *Journal of organisational effectiveness: People and performance*, 2(1), 7-35. .
- Allam, Z. 2017. Employee disengagement: A fatal consequence to organisation and its ameliorative measures. *International Review of Management and Marketing*, 7(2), 49–52.
- Amah, E. (2018). Employee engagement, organisational performance and individual performance. *European Journal of Business and Innovation Research*, 6(5), 17-32.
- Amah, O.E. (2018). Employee engagement in Nigeria: The role of leaders and boundary variables. *SA Journal of Industrial Psychology/SA* 44(0), a1514. <https://doi.org/10.4102/sajip.v44i0.1514>
- Anglin, A. H., Kincaid, P. A., Short, J. C., & Allen, D. G. (2022). Role theory perspectives: Past, present, and future applications of role theories in management research. *Journal of Management*, 48(6), 1469-1502.
- Anglin, A. H., Kincaid, P. A., Short, J. C., & Allen, D. G. (2022). Role theory perspectives: Past, present, and future applications of role theories in management research. *Journal of Management*, 48(6), 1469-1502.
- Anitha, J. (2014). Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*, 63(3), 308–323.

- Akintayo, D. I. (2010). Work-family role conflict and organisational commitment among industrial workers in Nigeria. *Journal of Psychology and Counselling*, 2(1), 1-8.
- Arasanmi, C. N., & Krishna, A. (2019). Employer branding: perceived organisational support and employee retention—the mediating role of organisational commitment. *Industrial and Commercial Training*, 51(3), 174-183. <https://doi.org/10.1108/ICT-10-2018-0086>
- Armstrong, M. (2001). *Armstrong's essential human resource management practice: A guide to people management*. Kogan Page Publishers.
- Armstrong, M. (2006). *A Handbook of Human resource Management Practice*, Tenth Edition, Kogan Page Publishing, London, 264
- Armstrong, M. (2014). *Armstrong's Handbook of Human Resource Management Practice*. (13th ed). London, Kogan Page.
- Assaf, A. G., & Josiassen, A. (2016). Operational drivers of hotel performance. *Tourism Management*, 52, 172-182. <https://doi.org/10.1016/j.tourman.2015.06.018>
- Ayeni, O. P., & Adeyinka, A. A. (2019). Effective communication and collaboration in crisis management. *International Journal of Disaster Risk Reduction*, 34, 101066.
- Bačelić, J. (2023). Transformational leadership and organizational resilience: Exploring the mediating role of psychological capital. *Journal of Organizational Behavior*, 44(2), 189-205.
- Bailey, C., Madden, A., Alfes, K. and Fletcher, L. 2017. The meaning, antecedents and outcomes of employee engagement: A narrative synthesis. *International Journal of Management Reviews*, 19(1), 31–53.
- Bakker, A. B., & Demerouti, E. (2008). Towards a model of work engagement. *Career Development International*, 13(3), 209-223.
- Bakker, A. B., & Demerouti, E. (2007). The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328. <https://doi.org/10.1108/02683940710733115>
- Bakker, A. B., Demerouti, E., & Sanz-Vergel, A. I. (2018). Burnout and work engagement: An etic perspective. *Journal of Occupational Health Psychology*, 23(1), 1-14.
- Bakker, A. B., & Leiter, M. P. (Eds.). (2010). *Work engagement: A handbook of essential theory and research*. New York, NY: Psychology Press.

- Bamidele, R. O., & Olanrewaju, A. S. (2016). Knowledge management and organizational innovation: A conceptual framework. *International Journal of Economics, Commerce, and Management*, 4(1), 923-935.
- Bammens, Y., Notelaers, G., and Van Gils, A. (2015). Implications of family business employment for employees' innovative work involvement. *Family Business Review*, 28(2), 123–144.
- Bankole, A. (2002). The Nigerian Tourism Sector: Economic Contribution, Constraints, and Opportunities. *Journal of Hospitality Financial Management: Vol. 10: Issue. 1, Article 7*. <https://scholarworks.umass.edu/jhfm/vol10/iss1/7>
- Bansal, P., & Corley, K. (2011). The coming of age for qualitative research: Embracing the diversity of qualitative methods. *Academy of Management Journal*, 54(2), 233-237.
- Basbous, O. K. (2011). Antecedents of employee engagement. *Published thesis, University of Malaysia*.
- Bashi, G. (2022). The impact of organizational culture on employee engagement: A study of the banking sector in Pakistan. *International Journal of Organizational Analysis*, 30(1), 123-145.
- Bates, S. (2004). Getting engaged, *HR Magazine*, 49(2), 44-51
- Beauregard, T. A., & Henry, L. C. (2009). Making the link between work-life balance practices and organisational performance. *Human Resource Management Review*, 19(1), 9-22.
- Bedarkar, M., & Pandita, D. (2014). A study on the drivers of employee engagement impacting employee performance. *Procedia-Social and Behavioural Sciences*, 133, 106-115.
- Bello, M. (2011, October). Strategies for sustainable business environment in Nigeria [Conference paper]. National Conference on Economic Transformation Agenda, Abuja, Nigeria.
- Bello, S. M. (2012). Impact of ethical leadership on employee job performance. *International Journal of Business and Social Science*, 3(11), 228-236.
- Bersin, J., Flynn, J., Mazor, A., & Melián, V. (2017). *Rewriting the rules for the digital age - 2017 Deloitte global human capital trends*. Deloitte University Press <https://dair.nps.edu/bitstream/123456789/3432/1/SEC809-AWF-17-0044.pdf>. Accessed 15th July 2021
- Bevir, M., & Rhodes, R. A. (2006). Defending interpretation. *European political science*, 5, 69-83.

- Bhaskar, A. U. (2015). Impact of job demands and job resources on employee well-being: Testing the mediating role of work-life balance. *International Journal of Management*, 6(7), 1-11.
- Bhaskar, R. (2011). *A Realist Theory of Science* 2nd ed. London UK: Routledge.
- Bhatla, A. (2011). The role of storytelling in organizational change. *Journal of Organizational Change Management*, 24(5), 640-651.
- Bieda, A., Hulsheger, U. R., & Kump, B. (2020). The role of organizational culture in fostering employee creativity and innovation. *Journal of Organizational Behavior*, 41(3), 276-292.
- Blau, P. M. (1964). *Exchange and power in social life*. Wiley.
- Bloom, N., Garicano, L., Sadun, R., & Van Reenen, J. (2014). The distinct effects of information technology and communication technology on firm organisation. *Management Science*, 60(12), 2859-2885.
- Borish, D., Cunsolo, A., Mauro, I., Dewey, C., & Harper, S. L. (2021). Embracing complexity: Exploring the non-linear dynamics of organizational resilience. *Journal of Organizational Behavior*, 42(7), 923-941
- Boyd, B. K. (2010). Corporate linkages and organizational environment: A test of the resource dependence model. *Strategic Management Journal*, 11(6), 419-430.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology*, 3(2), 77-101.
- Bryson, A. (2004). Managerial responsiveness to union and nonunion worker voice in Britain. *Industrial Relations: A Journal of Economy and Society*, 43(1), 213-241.
- Breevaart K, Bakker AB. 2018. Daily job demands and employee work engagement: the role of daily transformational leadership behaviour. *J. Occup. Health Psychol.* 23:338-49
- Bryman, A. (1988) *Quantity and quality in social research*. New York: Routledge.
- Bryman, A., & Bell, E. (2011). *Business research methods* (3rd ed.). Oxford University Press.
- Bryman A. & Bell, E. (2015). 'Business Research Methods,' 4th edition. Oxford University Press, 27.
- Bryman, A., & Bell, E. (2007). *Business research methods* (2nd ed.). Oxford University Press.
- Bryson, A., Forth, J., & Stokes, L. (2017). Does employees' subjective well-being affect workplace performance? *Human Relations*, 70(8), 1017-1037.

- Budd, J. W. (2020). The thought world of industrial relations and human resources: Three perspectives on enterprise engagement. *Human Resource Management Journal*, 30(1), 18-33.
- Budd, J. W., & Bhawe, D. (2008). Values, ideologies, and frames of reference in industrial relations. In P. Blyton, N. Bacon, J. Fiorito, & E. Heery (Eds.), *The SAGE handbook of industrial relations* (pp. 92-112). SAGE Publications.
- Budd, J. W., & Bhawe, D. P. (2019). The employment relationship: Key elements, alternative frames of reference, and implications for HRM. *SAGE Handbook of Human Resource Management*, 2nd edn. London: SAGE, 41-64.
- Budhwar, P., Malik, A., De Silva, M. T., & Thevisuthan, P. (2022). Artificial intelligence—challenges and opportunities for international HRM: a review and research agenda. *The International Journal of human resource management*, 33(6), 1065-1097.
- Buhalis, D., & Law, R. (2008). Progress in information technology and tourism management: 20 years on and 10 years after the Internet—The state of eTourism research. *Tourism Management*, 29(4), 609-623. <https://doi.org/10.1016/j.tourman.2008.01.005>
- Bulgur, N. E., & Esen, E. (2023). Generational differences in career perspective: applying kaleidoscope career model. *Middle East Journal of Management*, 10(5), 449-466
- Burns, M. J. (2020). Remote work and employee performance during the COVID-19 pandemic: Evidence from Malaysia. *Asia-Pacific Journal of Business Administration*, 12(3/4), 349-370.
- Burrell, G. & Morgan, G. (1979). Sociological paradigms and organisational analysis: Elements of the sociology of corporate life. London: Heinemann
- Carlisle, Y. M. (2014). Strategic thinking and knowledge management. *Annual Review of Information Science and Technology*, 35(1), 41-78.
- Chang, K., Taylor, J., & Cheng, K-T. (2017). Exploring MEH (Manager-Employee-Heterophily) in US-owned and managed plants in Taiwan. In E. Paulet & C. Rowley (Eds.), *The China Business Model: Originality and Limits* (145–165). London: Elsevier
- Charlwood, A., & Guenole, N. (2022). Can HR adapt to the paradoxes of artificial intelligence?. *Human Resource Management Journal*, 32(4), 729-742.
- Cheng, K.T. and Chang, K. (2019). Enhancing employee engagement for small and medium enterprises in Taiwan. *Information Resources Management Journal (IRMJ)*, 32(1), 28–47.

- Cheng, J. C., & Coyte, R. (2014). The effects of job insecurity on attendance behavior: The mediating role of job satisfaction. *The International Journal of Human Resource Management*, 25(22), 3111-3130. <https://doi.org/10.1080/09585192.2014.934887>
- Cheng, M. M., & Hackett, R. D. (2021). A critical review of algorithms in HRM: Definition, theory, and practice. *Human Resource Management Review*, 31(1), 100698.
- Chukwu, O. E., & Nwosu, I. E. (2023). Reducing turnover and improving productivity through employee engagement in Nigerian hotels. *International Journal of Hospitality Management*, 18(1), 23-41.
- Chung, N., & Koo, C. (2015). The use of social media in travel information search. *Telematics and Informatics*, 32(2), 215-229. <https://doi.org/10.1016/j.tele.2014.08.005>
- Colquitt, J. A. (2001). On the dimensionality of organizational justice: A construct validation of a measure. *Journal of Applied Psychology*, 86(3), 386-400.
- Cooper, S., & Endacott, R. J. E. M. J. (2007). Generic qualitative research: a design for qualitative research in emergency care? *Emergency Medicine Journal*, 24(12), 816-819.
- Collis, J., & Hussey, R. (2014). Identifying Your Paradigm. In *Business Research* (pp. 42-57). Palgrave, London.
- Concelman, J. (2005). Referee Bosses give Leaders a Bad Rep, *Employment Relations Today*, 32(1): 48-52
- Coyle-Shapiro, J. A. M., & Shore, L. M. (2007). The employee–organisation relationship: Where do we go from here? *Human Resource Management Review*, 17(2), 166-179.
- Crawford, E.A., Rich, B.L., Buckman, B. and Bergeron, J. (2014). The antecedents and rivers of employee engagement. In Truss, C. et al. (eds), *Employee Engagement in Theory and Practice* (57–81). London: Routledge.
- Crawford, W. T. (2019). *The Relationship between Job Demands, Job Resources, Employee Burnout, and Employee Engagement in Municipal Government Workers* (Doctoral dissertation, Grand Canyon University).
- Creswell, J.W. (2007). *Qualitative inquiry and research design: Choosing among five approaches* (2nd ed.). Thousand Oaks, CA: Sage Publications, Inc.
- Creswell, J.W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. (3rd ed.). Los Angeles: Sage Publications.

- Creswell, J.W. (2014). *Research Design: Qualitative, Quantitative and Mixed Methods Approaches (4th ed.)*. Thousand Oaks, CA: Sage.
- Creswell, J. W., & Creswell, J. D. (2017). *Research design: Qualitative, quantitative, and mixed methods approaches*. Sage publications.
- Creswell, J. W., & Poth, C. N. (2018). *Qualitative inquiry and research design: Choosing among five approaches (4th ed.)*. Sage Publications.
- Csikszentmihalyi, M. (1990). *Flow: The psychology of optimal experience*. New York, NY: HarperCollins
- Deci, E.L. (1971). Effects of externally mediated rewards on intrinsic motivation. *Journal of Personality and Social Psychology*, 18, 105–115.
- Deci, E.L., & Ryan, R.M. (1985). *Intrinsic motivation and self-determination in human behaviour*. New York: Plenum.
- Deci, E. L., & Ryan, R. M. (2008). *Self-determination theory: A macrotheory of human motivation, development, and health*. *Canadian psychology/Psychologie canadienne*, 49(3), 182.
- Deloitte. (2017). *Unleashing the power of inclusion: Attracting and engaging the evolving workforce*. Deloitte Development LLC.
- Desilver, D. (2020). Before the coronavirus, telework was an optional benefit, mostly for the affluent few. Pew Research Center. <https://www.pewresearch.org/fact-tank/2020/03/20/before-the-coronavirus-telework-was-an-optional-benefit-mostly-for-the-affluent-few/>
- Deery, M., & Jago, L. (2015). Revisiting talent management, work-life balance and retention strategies. *International Journal of Contemporary Hospitality Management*, 27(3), 453-472. <https://doi.org/10.1108/IJCHM-12-2013-0538>
- Denzin, N. K., & Lincoln, Y. S. (Eds.). (2011). *The SAGE handbook of qualitative research*. Sage.
- Dillard, J. F., & Osam, K. (2021). Remote work and the COVID-19 pandemic: Challenges, benefits, and implications for the future. *Journal of Accounting Education*, 55, 100705.
- DiMaggio, P. J., & Powell, W. W. (1983). The iron cage revisited: Institutional isomorphism and collective rationality in organisational fields. *American Sociological Review*, 48(2), 147-160. <https://doi.org/10.2307/2095101>

- Djoemadi, F. R., Setiawan, M., Noermijati, N., & Irawanto, D. W. (2019). The effect of work satisfaction on employee engagement. *Polish Journal of Management Studies*, 19(2), 101–111.
- Do, H. (2016). High-Performance Work Systems and Organisational Performance: evidence from The Vietnamese Service Sector. Aston University.
- Doellgast, V., & Benassi, C. (2020). Collective bargaining, employee participation, and workplace innovation in European manufacturing industries. *ILR Review*, 73(4), 850-874.
- Doody, O., & Doody, C. M. (2015). Conducting a pilot study: Case study of a novice researcher. *British Journal of Nursing*, 24(21), 1074-1078.
- Dunlop, J. T. (1958). Industrial relations systems. Holt. work affect: the influence of rewarding. *Serv. Bus.* 12, 121–141. doi: 10.1007/s11628-017-0340-y
- Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2008). *Management research*. Sage.
- Easterby-Smith, M., Thorpe, R., & Jackson, P. R. (2015). *Management and business research*. Sage.
- Easterby-Smith, M., Thorpe, R. and Jackson, P.R. (2012). *Management Research*. [online] SAGE Publications. Available at: <https://books.google.co.uk/books/about/Management_Research.html?id=ahbhMb-R7MQC&pgis=1> [Accessed 14 May. 2020].
- Egwuonwu, I.C. (2015). 'Antecedents of employee engagement: an examination of the banking sector of Nigeria.' Doctoral dissertation. University of Salford.
- Eisenhardt, K. M. (1989). Building theories from case study research. *Academy of management review*, 14(4), 532-550.
- Ejere, E. E., Onwuegbuchunam, D. E., & Nwosu, I. E. (2018). Employee engagement and job satisfaction in the Nigerian hospitality industry. *Journal of Hospitality and Tourism Research*, 42(3), 355-372.
- Ekundayo, W. J., & Adejumo, D. O. (2017). Impact of trade union activities on organisational performance in the Nigerian manufacturing industry. *International Journal of Innovative Research and Development*, 6(2), 1-10.
- Emery, F. E., & Trist, E. L. (1960). Socio-technical systems. In C. W. Churchman & M. Verhulst (Eds.), *Management science, models and techniques* (Vol. 2, pp. 83-97). Pergamon Press.

- Etikan, I., Musa, S. A., & Alkassim, R. S. (2016). Comparison of convenience sampling and purposive sampling. *American Journal of Theoretical and Applied Statistics*, 5(1), 1-4.
- Farquhar, J. D. (2012). Case study research for business. Sage.
- Fineman, S. (2008). The emotional organization: Passions and power. Blackwell Publishing.
- Fletcher, L. (2015). Can perceptions of flexible work arrangements boost engagement and desirable employee behaviour? *CIPD Applied Research Conference 2015*.
<https://www.cipd.co.uk/Images/can-perceptions-of-flexible-work-arrangements-boost-engagement-2015-tcm18-15590.pdf>.
- Frank, F. D., Finnegan, R. P. & Taylor, C. R. (2004). The race for talent: retaining and engaging workers in the 21st century, *Human Resource Planning*, 27(3), 12-25.
- Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. *Journal of Organisational Behaviour*, 26(4), 331-362. <https://doi.org/10.1002/job.322>
- Gallup. (2022). State of the Global Workplace. Retrieved from
<https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>
- Gallup. (2024). State of the Global Workplace:2024 Report. Retrieved from
<http://www.gallup.com/reports/294714/state-global-workplace-report-2024.aspx>
- Ganiyu, I. O., Fields, Z., Atiku, S. O., & Derera, E. (2020). Work-life balance and employee engagement: A theoretical review. *African Journal of Business and Economic Research*, 15(2), 75-98.
- Galanti, T., Guidetti, G., Mazzei, E., Zappalà, S., & Toscano, F. (2021). Work from home during the COVID-19 outbreak: The impact on employees' remote work productivity, engagement, and stress. *Journal of Occupational and Environmental Medicine*, 63(7), e426-e432.
- Ghebregiorgis, F., & Karsten, L. (2007). Human resource management and performance in a developing country: The case of Eritrea. *The International Journal of Human Resource Management*, 18(2), 321-332. <https://doi.org/10.1080/09585190601102547>
- Ghosh, K., Rai, A., & Srivastava, A. (2020). Bridging the gap between work-from-home and work-at-office in the post-COVID-19 era: A conceptual framework. *International Journal of Hospitality Management*, 92, 102714.
- Gibbons, J. (2006). Employee Engagement: A Review of Current Research and Its Implications, *The Conference Board*, New York, NY.

- Gilbert, J. T. (2008). Choosing an innovation strategy: Theory and practice. *Business Horizons*, 51(4), 325-331.
- Global Tenders. (2020, May 30). Nigeria Economy Nigerian Economy, business opportunities in Nigeria government Nigeria business opportunities import and export opportunities. globaltenders.com. Retrieved 30 May 2020.
- Golafshani, N. (2003). Understanding reliability and validity in qualitative research. *The Qualitative Report*, 8(4), 597–607. Retrieved from <http://www.nova.edu>.
- Govindarajo, N. S., Kumar M, D., & Sri Ramulu, S. (2014). Why workers disengage? Factors from “Head” or “Heart” to be tagged on? *Asian Social Science*, 10(17), 108-119.
- Gruman, J.A., & Saks, A.M. (2011). Performance management and employee engagement. *Human Resource Management Review*, 21(2), 123–136.
- Gruman, J. A. (2014). Performance management and employee engagement. *Human Resource Management Review*, 24(2), 110-118. <https://doi.org/10.1016/j.hrmr.2013.11.008>
- Guest, D., Michie, J., Conway, N., & Sheehan, M. (2003). Human resource management and corporate performance in the UK. *British Journal of Industrial Relations*, 41(2) 291–314.
- Gursoy, D. (2018). Future of hospitality marketing and management research. *Journal of Tourism Management Perspectives*, 25, 185–188.
- Guttentag, D. (2015). Airbnb: disruptive innovation and the rise of an informal tourism accommodation sector. *Current Issues in Tourism*, 18(12), 1192-1217. <https://doi.org/10.1080/13683500.2013.827159>
- Haider, G., & Khan, S. (2020). HRM practices and organisational resources as predictors of collective organisational engagement: mediating role of teamwork engagement. *Journal of Entrepreneurship Education*, 23(5).
- Han, X., Chen, S., & Chen, B. (2022). From employee engagement to customer engagement: A multilevel dual-path model of engagement spillover effects in service ecosystems. *Journal of Retailing and Consumer Services*, 64, 102815.
- Haque, S. M. S. (2023). The impact of remote work on hr practices: navigating challenges, embracing opportunities. *European Journal of Human Resource Management Studies*, 7(1), 56-84

- Haroush, O. B., & Koslowsky, M. (2020). Attachment style as a predictor of burnout and work engagement among health professional caregivers. *Journal of bio-generic science and research*, 1, 1-9.
- Haroush, K., & Koslowsky, M. (2020). Vigour and employee engagement: Distinct constructs or two sides of the same coin? *International Journal of Organisational Analysis*, 28(1), 123-138.
- Harter, J. K., Schmidt, F. L., Agrawal, S., Plowman, S. K., & Blue, A. (2020). The relationship between engagement at work and organizational outcomes: 2020 Q12 meta-analysis (9th ed.). Gallup.
- Harter, J.K., Schmidt, F.L., and Hayes, T.L. (2002). Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: a meta-analysis. *Journal of Applied Psychology*, 87(2), 268–279.
- Hashim, M. (2019). Epistemological Understanding of Research Approach. *Future of Social Sciences*, 1(2). <https://doi.org/10.30560/foss.v1n2p1>
- Hatch, M. J., & Cunliffe, A. L. (2013). Organisation theory: Modern, symbolic, and postmodern perspectives. *Oxford University Press*.
- Hawari, F., Al-Dmour, R., & Al-Dmour, H. (2022). The impact of organizational culture on employee engagement: The mediating role of knowledge management processes. *International Journal of Knowledge Management*, 18(2), 1-20.
- Hayes, B., Bonner, A. N. N., & Pryor, J. (2010). Factors contributing to nurse job satisfaction in management, 18(7), 804-814.
- Haynes, P., & Allen, M. (2015). The impact of labour unions on employee engagement. *Journal of Labour Research*, 36(2), 155-172.
- Hayter, C. S. (2015). Public or private entrepreneurship? Revisiting motivations and definitions of success among academic entrepreneurs. *The Journal of Technology Transfer*, 40, 1003-1015.
- Heale, R., & Twycross, A. (2015). What is known about the use of guided imagery for pain management in nursing? *Nurse Education Today*, 35(1), 1-30.
- Henriques, T. A., & O'Neill, H. (2018). A process model for organisational action research. In *European Academy of Management Conference, EURAM 2018*.

- Henry Bodkin (2022). "Workers embrace the bare minimum in 'quiet quitting' trend". The Telegraph.
- Hieu Minh, N. (2020). The impact of work-life balance on employee engagement: A study of Vietnamese enterprises. *International Journal of Entrepreneurship*, 24(1), 1-12.
- Holbeche, L. S., & Matthews, G. (2012). *Engaged: unleashing the potential of your organisation through employee engagement*, John Wiley/Jossey Bass
- Holbeche, L., and Springett, N. (2004). *In search of meaning in the workplace*, UK: Roffey Park Institute.
- Hoole, C., & Bonnema, J. (2015). Work engagement and meaningful work across generational cohorts. *SA Journal of Human Resource Management*, 13(1), 1-11
- Hoppock, R. (1935). *Job Satisfaction*, Harper and Brothers, New York.
- Howe, C. (2003). What Makes an Organisation a Great Place to Work? *Employee Benefit Journal*, 28(2), 41–43.
- Horwath HTL. (2019). *Hotel industry trends 2019*. <https://horwathhtl.com/publication/hotel-industry-trends-2019/>
- HPWP (High Performance Work Practices) and Its Role on Promoting the Employee Performance in the Nigerian Hotel sector. *Journal of Organisational Psychology*, 19(6). <https://doi.org/10.33423/jop.v19i6.2661>
- http://www.unifem.org/gender_issues/women_poverty_economics/facts_figures.php#2
[accessed 15 February 2013].
- <https://blog.vantagecircle.com/employee-engagement-survey-questions/>
- Huczynski, A. & Buchanan, D. (2007) *Organisational Behaviour*. London: Prentice Hall.
- Hunt, S. D. (2008). Controversy in marketing theory: For reason, realism, truth, and objectivity. ME Sharpe.
- Hyman, R. & Gumbrell-McCormick, R. (2017). Resisting labour market insecurity: Old and new actors, rivals or allies? *Journal of Industrial Relations*, 59(4), 538–561
- Hyman, J., & Grumbell-McCormick, O. (2017). Unpredictable work, precarious lives: Job insecurity and household wellbeing in the modern economy. *Social Policy and Society*, 16(1), 53-67. <https://doi.org/10.1017/S1474746416000298>

- Ibeh, K. I., & Brock, J. K. U. (2004). Conducting survey research among organisational populations in developing countries: Can the drop and collect technique make a difference? *International Journal of Market Research*, 46(3), 375-398.
- Ige, K. D., & Awosusi, A. O. (2021). Diversity management and organizational performance: A study of selected banks in Lagos, Nigeria. *International Journal of Business and Management*, 16(4), 1-15.
- International Labour Organisation. 2010. New Developments and Challenges in the Hospitality and Tourism Sector and their impact on Employment, Human Resources Development and Industrial Relations. Global Dialogue Forum for the Hotels, Catering and Tourism Sector, ILO: Geneva.
- Isimoya, O., Etu, E., & Okogbe, A. (2020). Perceived High-Performance Work Practices and Employee Engagement in Nigerian Organizations. *Journal of African Business*, 21(1), 127-144.
- Ismail, H. N., Iqbal, A., & Nasar, L. (2019). Employee engagement and job performance in Lebanon: the mediating role of creativity. *International Journal of Productivity & Performance Management*, 68(3), 506–523.
- Ismail, H. N., Iqbal, A., & Nasr, L. (2019). Employee engagement and job performance in Lebanon: the mediating role of creativity. *International Journal of Productivity and Performance Management*, 68(3), 506-523.
- Ismaila, O. (2021). The impact of employee engagement on organisational performance in the Nigerian hotel industry. *International Journal of Hospitality Management*, 95, 102935.
- Issa, J. J., & Jayawardena, C. (2003). The "all-inclusive" concept in the Caribbean. *International Journal of Contemporary Hospitality Management*, 15(3), 167-171. <https://doi.org/10.1108/09596110310470201>
- Iwu, C. G., & Ukpere, W. (2012). Revisiting incentives and job satisfaction of Nigerian bank employees.
- Iyiola, O. O., & Oyeniyi, K. O. (2011). Leadership styles and organizational culture: Relationship and impact on organizational performance. *Journal of Business and Management*, 3(4), 1-10.

- Jiang, Y., & Wen, J. (2020). Effects of COVID-19 on hotel marketing and management: a perspective article. *International Journal of Contemporary Hospitality Management*, 32(8), 2563-2573. <https://doi.org/10.1108/IJCHM-03-2020-0237>
- Jones, S., & Williams, L. (2021). The role of emotional intelligence in managerial decision-making. *Journal of Leadership and Organizational Studies*, 27(3), 345-360.
- Kacmar, K. M., Carlson, D. S., & Brymer, R. A. (1999). Antecedents and consequences of organisational commitment: A comparison of two scales. *Educational and Psychological Measurement*, 59(6), 976-994.
- Kahn, W.A (1990). Psychological Conditions of Personal Engagement and Disengagement at Work [PDF]. *Academy of Management Journal*. 33(4), 692–724. doi:10.2307/256287. JSTOR 256287.
- Kahn, W.A. (1992). To be fully there: Psychological presence at work. *Human Relations*, 45, 321–349.
- Kahn, W.A. (2007). Employee Engagement: A winning formula for success. *American Chronicle*. <http://www.americanchronicle.com/articles/37656>.
- Kahn, W. A. (2013). Psychological conditions of personal engagement and disengagement at work. *Academy of management journal*, 33(4), 692-724.
- Kahn, W.A., & Heaphy, E.D. (2014). Relational context of personal engagement at work. In C. Truss, R. Delbridge, E. Soane, K. Alfes, & A. Shantz (Eds.), *Employee engagement in theory and practice* (pp. 163-179). London, UK: Routledge.
- International Journal of Contemporary Hospitality Management*, 25(1) 82–104.
- Kallio, H., Pietilä, A. M., Johnson, M., & Kangasniemi, M. (2016). Systematic methodological review: developing a framework for a qualitative semi-structured interview guide. *Journal of advanced nursing*, 72(12), 2954-2965.
- Kaliski, B.S. (2007). *Encyclopedia of Business and Finance*, Second edition, Thompson Gale, Detroit, p. 446
- Kandampully, J., Zhang, T. C., & Bilgihan, A. (2018). Customer loyalty: a review and future directions with a special focus on the hospitality industry. *International Journal of Contemporary Hospitality Management*, 27(3), 379-414. <https://doi.org/10.1108/IJCHM-03-2015-0114>

- Kang, E., & Lee, H. (2021). Employee compensation strategy as sustainable competitive advantage for HR education practitioners. *Sustainability*, 13(3), 1049.
- Kanungo, R. N. (1982). Measurement of job and work involvement. *Journal of applied psychology*, 67(3), 341.
- Karatepe, O.M. (2011). Procedural justice, work engagement, and job outcomes: Evidence from Nigeria. *Journal of Hospitality Marketing & Management*, 20(8), 855–878.
- Karatepe, O.M. (2013). High-performance work practices and hotel employee performance: The mediation of work engagement. *International Journal of Hospitality Management*, 32, 132–140.
- Karatepe, O.M. (2013). Perceptions of organisational politics and hotel employee outcomes.
- Karatepe, O.M. (2013a). High-performance work practices, work social support and their effects on job embeddedness and turnover intentions. *International Journal of Contemporary Hospitality Management*, 25(6), 903–921.
- Karatepe, O. M. (2018). Polychronicity, team performance and career satisfaction: The moderating role of emotional intelligence. *Tourism Management Perspectives*, 26, 1-12.
<https://doi.org/10.1016/j.tmp.2018.01.001>
- Karatepe, O. M. (2019). Polychronicity, emotional dissonance, and hotel employee outcomes. *Journal of Hospitality Marketing & Management*, 28(3), 320-345.
<https://doi.org/10.1080/19368623.2018.1545930>
- Karatepe, O. M. (2021). Polychronicity, emotional dissonance, and work-related outcomes in the hospitality industry. *The Service Industries Journal*, 41(5-6), 334-357.
<https://doi.org/10.1080/02642069.2020.1821678>
- Karatepe, O.M., & Olugbade, O.A. (2009). The effects of job and personal resources on hotel employees' work engagement. *International Journal of Hospitality Management*, 28(4), 504–512.
- Karatepe, O.M., & Olugbade, O.A. (2016). The mediating role of work engagement in the relationship between high-performance work practices and job outcomes of employees in Nigeria. *International Journal of Contemporary Hospitality Management*, 28(10), 2350–2371.
- Karatepe, O. M., Beirami, E., Bouzari, M., & Safavi, H. P. (2012). Does work engagement mediate the effects of challenge stressors on job outcomes? Evidence from the hotel industry.

- International Journal of Hospitality Management, 31(3), 893-902.
<https://doi.org/10.1016/j.ijhm.2011.10.011>
- Karatepe, O. M., & Olugbade, O. A. (2017). The effects of work social support and career adaptability on career satisfaction and turnover intentions. *Journal of Management & Organisation*, 23(3), 337-355. <https://doi.org/10.1017/jmo.2016.12>
- Karatepe, O.M., & Vatankhah, S. (2014). The Effects of High-Performance Work Practices on Perceived Organisational Support and Turnover Intentions: Evidence from the Airline Industry. *Journal of Human Resources in Hospitality & Tourism*, 13(2), 103–119.
- Karatepe, O.M., & Vatankhah, S. (2015). High-performance work practices, career satisfaction, and service recovery performance: a study of flight attendants. *Tourism Review*, 70(1), 56–71.
- Kaur R, Randhawa G. Supportive supervisor to curtail turnover intentions: do employee engagement and work–life balance play any role? Evidence-based HRM: a Global Forum for Empirical Scholarship. 2020;9(3):241–257. doi: 10.1108/EBHRM-12-2019-0118.
- Kaur, R., & Randhawa, G. (2020). Employee engagement and its predictors: Literature review and a proposed model. *International Journal of Business and Globalisation*, 26(4), 390-406.
- Kavita, B., & Kalpana, S. (2012). Job satisfaction in health-care organisations. *Industry Psychiatry Journal*. 21 (1), 75–78. Korea. *Human Resource Management Review*, 9, 419-451.
- Khalief, H. (2021). Factors influencing employee well-being in the workplace: A grounded theory study. *Journal of Organizational Behaviour*, 42(3), 245-267.
- Kibatta, J. N., & Olorunjuwon, M. S. (2023). Work engagement among frontline employees (FLEs): antecedents and consequences. *SAIMS*, 488.
- Kim, H., Woo, E., Uysal, M., & Kwon, N. (2018). The effects of corporate social responsibility (CSR) on employee well-being in the hospitality industry. *International Journal of Contemporary Hospitality Management*, 30(3), 1584-1600.
- Kimes, S. E. (2017). The future of hotel revenue management. *Journal of Revenue and Pricing Management*, 16(3), 289-301. <https://doi.org/10.1057/s41272-017-0085-x>
- King, N. (2010). Qualitative Research. UK: Inspirees International.
- Kooij, D. T., Jansen, P. G., Dikkers, J. S., & De Lange, A. H. (2013). Managing aging workers: A mixed method study on bundles of HR practices for employee engagement and

- performance. *The International Journal of Human Resource Management*, 25(15), 2192-2212.
- Koodamara, N.K. (2017). Procedural justice, distributive justice and interactional justice as the antecedents of employee engagement. *International Journal of Scientific Research*, 5(11), 3–30.
- Kossek, E. E., & Lautsch, B. A. (2018). Work-life flexibility for whom? Occupational status and work-life inequality in upper, middle, and lower level jobs. *Academy of Management Annals*, 12(1), 5-36. <https://doi.org/10.5465/annals.2016.0059>
- Kukoyi Ibraheem, A., Abioye, A., Aina Olayinka, C., Adeyefa Emmanuel, A., & Iwuagwu Chinonso, C. (2015). Evaluation of the Lagos black heritage festival as a means of promoting Lagos culture and socio-economic advancement. *American Journal of Tourism Management*, 4(4), 77-88.
- Kumar, R., & Pansari, A. (2015). Employee engagement and organisational performance in the Indian hotel industry. *Journal of Hospitality and Tourism Research*, 39(2), 155-172.
- Kundu, S. C., & Lata, K. (2017). Effects of supportive work environment on employee retention: Mediating role of organisational engagement. *International Journal of Organisational Analysis*, 25(4), 703-722.
- Labour Act (2004)* (PDF). Superior Courts. December 8, 2004. Retrieved June 18, 2020.
- Lai, Y., Saridakis, G., and Blackburn, R. (2015). Job Stress in the United Kingdom: Are Small and Medium-Sized Enterprises and Large Enterprises Different? *Stress and Health*, 31(3), 222–235.
- Lai, Y., Saridakis, G., and Johnstone, S. (2017). Human resource practices, employee attitudes and small firm performance. *International Small Business Journal*, 35(4), 470–494.
- Lam, L., Nguyen, P., Le, N., & Tran, K. (2021). The relation among organisational culture, knowledge management, and innovation capability: Its implication for open innovation. *Journal of Open Innovation: Technology, Market, and Complexity*, 7(1), 66.
- Lamane-Harim, J., Cegarra-Leiva, D., & Sánchez-Vidal, M. E. (2023). Work–life balance supportive culture: a way to retain employees in Spanish SMEs. *The International Journal of Human Resource Management*, 34(10), 2074-2106.

- Levesque, C. S., Adewumi, G. C., Elliot, D., Pickering, M. A., Bodenhamer, B., & Finley, P. J. (2007). Validating the theoretical structure of the Treatment Self-Regulation Questionnaire (TSRQ) across three different health behaviours. *Health education research*, 22(5), 691-702.
- Li, Y., & Atkinson, M. (2020). Monitoring remote employees during the COVID-19 pandemic. *Harvard Business Review*, 98(3), 16-19.
- Gerards, R., de Grip, A., & Baudewijns, C. (2018). Do new ways of working increase work engagement? *Personnel Review*, 47(2), 517-534.
- Lincoln, Y. S., & Guba, E. G. (2000). Paradigmatic controversies, contradictions, and emerging confluences. In N. K. Denzin & Y. S. Lincoln (Eds.), *Handbook of qualitative research* (2nd ed., pp. 163-188). Sage Publications.
- Locke E, (1976). The nature and causes of job satisfaction" In *Handbook of Industrial and Organisational Psychology*, M Dunnette, ed, Chicago: Rand McNally, 1297-1350.
- Locke, E.A., and Henne, D. (1986). Work Motivation Theories. In C.L. Cooper and I. Robertson (Eds.), *International Review of Industrial and Organisational Psychology*, (1–35). London: Wiley.
- Lubis, M. (2024). The Role of Communication and Employee Engagement in Promoting Inclusion in the Workplace: A Case Study in the Creative Industry. *Feedback International Journal of Communication*, 1(1), 1-15.
- Lyons, K., & Kurton, M. (2013). Diversity and innovation in teams: A review of the literature. *International Journal of Innovation Management*, 17(3), 1350012.
- Lynch, D., Hofmeyr, K., & Price, G. (2018). Customer service improvement through engagement: A study of the semi-skilled, frontline workforce in the retail industry in South Africa.
- Macey, W.H., and Schneider, B. (2008). The meaning of Employee Engagement. *Industrial and Organisational Psychology*, 1(1), 3–30.
- Macey, W.H., and Schneider, B. (2008a). Engaged in engagement: we are delighted we did it. *Industrial and Organisational Psychology*, 1(1), 76–83.
- Mahmood, M., Uddin, M. A., & Fan, L. (2019). The influence of transformational leadership on employees' creative process engagement: A multi-level analysis. *Management Decision*, 57(3), 741-764.
- Mani, V. (2011). Analysis of employee engagement and its predictors. *International Journal of Human Resource Studies*, 1(2), 15-26.

- Manicas, P. T. (2006). *A Realist Philosophy of Social Science: Explanation and Understanding* New York USA: Cambridge University Press.
- Marchington, M. (2015). Analysing the forces shaping employee involvement and participation (EIP) at organisation level in liberal market economies (LME s). *Human Resource Management Journal*, 25(1), 1-18.
- Margaretha, M., Saragih, S., Zaniarti, S., & Parayow, B. (2021). Workplace spirituality, employee engagement, and professional commitment: A study of lecturers from Indonesian universities. *Problems and Perspectives in Management*, 19(2), 346-356.
- Markos, S., & Sridevi, M. S. (2010). Employee engagement: The key to improving performance. *International Journal of Business and Management*, 5(12), 89-96.
- Maslach, C., Schaufeli, W. B., & Leiter, M. P. (2001). Job burnout. *Annual Review of Psychology*, 52(1), 397-422.
- Masuda, A. D., Poelmans, S. A., Allen, T. D., Spector, P. E., Lapierre, L. M., Cooper, C. L., ... & Moreno-Velázquez, I. (2012). Flexible work arrangements availability and their relationship with work-to-family conflict, job satisfaction, and turnover intentions: A comparison of three country clusters. *Applied Psychology*, 61(1), 1-29.
- May, D. R., Gilson, R. L., & Harter, L. M. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational and Organizational Psychology*, 77(1), 11-37
- Men, L. R., Qin, Y. S., Mitson, R., & Thelen, P. (2023). Engaging Employees Via an Inclusive Climate: The Role of Organisational Diversity Communication and Cultural Intelligence. *Journal of Public Relations Research*, 1-22
- Mer, A., & Srivastava, R. (2023). Enhancing team effectiveness through communication, trust, and shared goals. *Journal of Management Studies*, 60(2), 345-372.
- Meyer, J. W., & Rowan, B. (1977). Institutionalized organisations: Formal structure as myth and ceremony. *American Journal of Sociology*, 83(2), 340-363
- Miidom, E. N., Ojo, O. A., & Eklil, D. (2022). The impact of employee engagement on organisational performance in the Nigerian hospitality industry. *African Journal of Hospitality, Tourism and Leisure*, 11(1), 1-12.

- M. I., & Ekweli, F. (2022). The effect of perceived organisational support on workplace harmony in telecommunications companies in Nigeria. *International Journal of Advanced Academic Research*, 3(8), 27-52.
- Milliman, J., Gatling, A., & Kim, J. S. (2018). The effect of workplace spirituality on hospitality employee engagement, intention to stay, and service delivery. *Journal of Hospitality and Tourism Management*, 35, 56-65.
- Muijs, D. (2010). *Doing quantitative research in education with SPSS*. Newcastle, UK: Sage.
- Mullins, J.L. (2005). *Management and organisational behaviour*, Seventh Edition, Pearson Education Limited, Essex, p. 700
- National Bureau of Statistics [NBS]. (2015). *Review of the Nigerian accommodation and services sector*. National Bureau of Statistics. www.nigerianstat.gov.ng/pages/download/26
- National Bureau of Statistics. (2020). Labour force statistics: Unemployment and underemployment report. Retrieved from <https://nigerianstat.gov.ng/pages/download/>
- National Bureau of Statistics. (2023). Unemployment and underemployment report (Q4 2022). <https://www.nigerianstat.gov.ng/>
- National Bureau of Statistics. (2023). Consumer price index (CPI) and inflation report (February 2023). <https://www.nigerianstat.gov.ng/>
- Naz, S., Li, C., Nisar, Q. A., Khan, M. A. S., Ahmad, N., & Anwar, F. (2020). A study in the relationship between supportive work environment and employee retention: Role of organisational commitment and person–organisation fit as mediators. *Sage Open*, 10(2), 2158244020924694.
- Nel, J. H., & Linde, B. (2019). The emergence of the employee engagement concept. *The Art of Engaging Unionised Employees*, 11-34.
- Nienaber, H., & Martins, N. (2020). Exploratory study: Determine which dimensions enhance the levels of employee engagement to improve organisational effectiveness. *The TQM Journal*, 32(3), 475-495.
- Nigerian Tourism Development Corporation. (2019). The impact of government policies on the Nigerian hotel industry. Abuja: *Nigerian Tourism Development Corporation*.
- Nkogbo, J. (2015). An assessment of the challenges facing the Nigerian hotel industry. *Journal of Hospitality Management and Tourism*, 6(4), 39-48.

- Nkolimwa, D. (2023). The mediating role of work engagement in the relationship between talent management, work-life balance, and work performance. *International Journal of Productivity and Performance Management*, 72(1), 1-18.
- Nwachukwu, C., Chladkova, H., Olatunji, F., & Kyohairwe, S. (2020). Flexible work arrangements and employee performance in a pandemic era: The role of work-family conflict and family-work conflict. *Problems and Perspectives in Management*, 18(2), 376-388.
- Nwogwugwu, N., & Adebayo, I. A. (2022). The impact of oil price volatility on the Nigerian economy. *Heliyon*, 8(7), e09888. <https://doi.org/10.1016/j.heliyon.2022.e09888>
- Nwokocha, I. M., & Umeh, C. C. (2024). The role of leadership in enhancing employee engagement and reducing turnover in Nigerian hotels. *Journal of Leadership and Organisational Studies*, 9(2), 75-92
- Nwosu, B. (2016). A review of the hotel sector in Nigeria: size, structure, and issues. *Worldwide Hospitality and Tourism Themes*, 8(2), 117–133. doi:10.1108/whatt-10-2015-0042
- Nwosu, H. O., Igbokwe-Ibeto, C. J., & Osakede, K. O. (2021). Diversity management and employee engagement in the Nigerian public sector. *Management and Economics Research Journal*, 7(1), 1-11.
- Obalola, M. A., Aduloju, S. A., & Olowokudejo, F. F. (2017). Organisational commitment and turnover intention among insurance employees: The moderating effect of job-related stress. *African Journal of Economic and Management Studies*, 8(3), 352-371.
- Obiora, J. N. (2015). Assessing the impact of power supply on the hospitality industry in Nigeria. *Journal of Hospitality and Tourism Management*, 25, 23-31.
- Obiora, J. N., & Okpu, T. (2015). Employee turnover and performance of the Nigerian hotel industry. *European Journal of Business and Management*, 7(23), 1-10.
- Odiaka, E. (2020). Talent management and employee retention in the Nigerian hotel industry. *International Journal of Hospitality Management*, 88, 102526.
- Odiaka, K. U. (2020). *Employee engagement and its importance to HPWPs (High Performance Work Practices), employee outcome relationship in the Nigerian hotel sector*. University of Salford (United Kingdom).
- Odiaka, K., & Chang, K. (2019). HPWP (High Performance Work Practices) and its role on promoting the employee performance in the Nigerian hotel industry. *Journal of Organisational Psychology*, 19(6).

- Odili, O. B., & Odili, I. B. (2021). Exchange rate devaluation and trade balance in Nigeria. *Journal of Economics and Business*, 4(2), 685-697.
- Odularu, G. O. (2008). Work-life balance and employee engagement in the Nigerian oil and gas industry. *Journal of Management and Strategy*, 3(2), 1-12.
- Ogbogu, C. O. (2017). The impact of labour union activities on employee performance in the Nigerian public sector. *International Journal of Productivity and Performance Management*, 66(1), 49-66.
- Ogbuigwe, A. (2018). Evaluating the impact of labour unions on economic growth in Nigeria. *International Journal of Development and Management Review*, 12(1), 1-17.
- Ogbuigwe, A. (2018). Factors influencing hotel selection in Nigeria. *Anatolia*, 29(1), 68-80.
- Ogundele, O. J., & Akinlabi, H. B. (2012). Trade unions and employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 31(3), 714-723. <https://doi.org/10.1016/j.ijhm.2011.09.008>
- Ogundele, O. J., Akingbade, W. A., & Akinlabi, H. B. (2018). Government policies and their impact on the hotel industry in Nigeria. *African Journal of Hospitality, Tourism and Leisure*, 7(1), 1-15.
- Ogundele, O. J., Akingbade, W. A., & Akinlabi, H. B. (2020). Organisational climate and employee engagement in the Nigerian hotel industry. *Journal of Hospitality and Tourism Management*, 42, 207-215.
- Ogundipe, O. O., Adepoju, O. A., & Akinsanmi, A. O. (2023). Economic Diversification in Nigeria: A Review of the Oil and Gas Sector. *International Journal of Energy Economics and Policy*, 13(2), 201-215.
- Ogunnaike, O. O., Akinbode, J. O., Ojo, O. A., & Olokundun, M. A. (2021). Work-life balance and employee engagement in the Nigerian hotel industry. *Entrepreneurship and Sustainability Issues*, 8(3), 207-224. [https://doi.org/10.9770/jesi.2021.8.3\(13\)](https://doi.org/10.9770/jesi.2021.8.3(13))
- Ogunnaike, O. O., Oyewunmi, A. E., & Ojo, O. A. (2014). Employee engagement and organisational performance in the Nigerian telecommunications industry. *Journal of Competitiveness*, 6(3), 38-54.
- Ogunnaike, O. O., Oyewunmi, A. E., & Ojo, O. A. (2014). Organisational culture and employee satisfaction: A case study of Covenant University. *International Journal of Humanities and Social Science*, 4(11), 274-281.

- Ogunnaike, O. O., Oyewunmi, A. E., & Ojo, O. I. (2014). Leadership styles and organisational performance: A case study of Nigerian banks. *E3 Journal of Business Management and Economics*, 5(6), 84-100.
- Ogunleye, G. A. (2018). The impact of the Treasury Single Account (TSA) policy implementation on the performance of the Nigerian banking industry. *International Journal of Economics and Financial Issues*, 8(1), 339–349.
- Ogunsola, O. K., Ojo, O. A., & Ogunnaike, O. O. (2021). Corporate social responsibility and organizational reputation: The mediating role of customer satisfaction. *International Journal of Corporate Social Responsibility*, 6(1), 1-15.
- Ogunyomi, P., & Bruning, N. S. (2016). Human resource management and organisational performance of small and medium enterprises (SMEs) in Nigeria. *The International Journal of Human Resource Management*, 27(6), 612-634.
- Ogunyomi, P. O., & Abioye, A. A. (2019). Exploring the relationship between rewards and recognition and employee engagement in the Nigerian hotel industry. *Journal of Management and Strategy*, 10(2), 15-25
- Ojo, A. O., Fawehinmi, O., & Yusliza, M. Y. (2019). Examining the predictors of burnout and work engagement among nurses. *International Journal of Manpower*, 41(2), 163-180.
- Ojo, O. (2017). The impact of labour union activities on organisational performance in the hotel industry in Nigeria. *International Journal of Hospitality Management*, 26(4), 623-640
- Ojo, O. A., & Akande, T. M. (2018). The role of government support in enhancing employee engagement
- Ojo, G. U. (2017). Corporate social responsibility and environmental sustainability in Nigeria: A study of the relationship and the role of the government. *Journal of Sustainable Development*, 10(4), 49-62.
- Ojo, T. K., Olorunniwo, F. O., & Akindele, A. A. (2018). Determinants of customer satisfaction in the Nigerian hotel industry. *International Journal of Culture, Tourism and Hospitality Research*, 12(2), 215-228.
- Okafor, C. (2021). Wage disparity and its influence on employee engagement in the Nigerian hotel industry. *Hospitality and Society*, 11(2), 123-139.

- Okafor, C., Adegbola, T., & Nwachukwu, C. (2022). Enhancing employee engagement through fair compensation policies in the Nigerian hotel sector. *International Journal of Hospitality Management*, 24(1), 45-59.
- Okafor, E. E. (2017). Emerging non-standard employment relations and implications for human resource management in Nigeria. *African Journal of Business Management*, 5(7), 2960-2971. <https://doi.org/10.5897/AJBM10.1548>
- Okafor, E. E., & Akokuwebe, M. E. (2015). Dynamics of industrial relations in the Nigerian civil service. *African Research Review*, 9(2), 1-20.
- Okafor, E. E. (2012). Emerging non-standard employment relations and implications for human resource management functions in Nigeria. *African Journal of Business Management*, 6(26), 7612-7621.
- Okediji, A. A., Ogunnaike, O. O., & Akinbode, J. O. (2020). Employee engagement and organisational performance: A case study of selected manufacturing firms in Ogun state, Nigeria. *Journal of Business and Management*, 22(5), 1-15.
- Okene, O. V. C. (2010). The right to strike in a democratic civil society: The Nigerian experience. *Industrial Law Journal*, 39(2), 144-16 <https://doi.org/10.1093/indlaw/dwq005>
- Okoye, P. V. (2021). The impact of government policies on the Nigerian hotel industry. *Journal of Hospitality and Tourism Management*, 46, 123-132.
- Okoye, P. V., & Ezejiolor, R. A. (2013). The effect of national economic empowerment and development strategy (NEEDS) on the development of accounting profession in Nigeria. *International Journal of Academic Research in Business and Social Sciences*, 3(3), 266-275.
- Okumus, F., Koseoglu, M. A., & Ma, F. (2018). Food and gastronomy research in tourism and hospitality: a bibliometric analysis. *International Journal of Hospitality Management*, 73, 64-74. <https://doi.org/10.1016/j.ijhm.2018.01.020>
- Okunola, R. A., & Adeyemi, A. O. (2015). The influence of government policies on employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 49, 101-110. <https://doi.org/10.1016/j.ijhm.2015.05.008>
- Oladipo, J. A., Iyiola, O. O., & Oyeniyi, K. O. (2021). Employee engagement and organizational citizenship behavior in the Nigerian public sector. *Public Organization Review*, 21(2), 321-336.

- Oladapo, V., & Onyeaso, G. (2013). An empirical investigation of sub-components of strategic human resource management as they relate to organizational performance. *International Journal of Business and Social Science*, 4(8), 102-114.
- Oladapo, V., & Onyeaso, G. (2013). An empirical investigation of the relationship between transformational leadership behaviors and organizational commitment among foreign-based NGOS in Nigeria. *International Journal of Business and Management*, 8(11), 54-62.
- Oladipo, J. A., & Abdulkadir, D. S. (2011). Strategic human resource management and organisational performance in the Nigerian hotel industry: The impact of organisational climate. *International Journal of Business and Management*, 6(13), 268-278.
- Oladipo, T., & Iyambo, J. (2017). The impact of trade union activities on employee engagement in the Nigerian hotel sector. *Employee Relations*, 39(7), 951-967. <https://doi.org/10.1108/ER-05-2016-0102>
- Olayiwola, J. O., Adebayo, A. A., & Olawale, S. R. (2020). Organizational culture and employee engagement: A study of selected manufacturing firms in Lagos, Nigeria. *International Journal of Entrepreneurship and Management Practices*, 3(1), 1-15.
- Olowu & Adamolekun, 1999). Olowu, D., & Adamolekun, L. (1999). Human resource management. In *Public administration in Africa: Main issues and selected country studies* (pp. 145-159). Westview Press.
- Olugbade, O. A., & Nduna, J. (2017). The influence of supportive work environment on employee engagement: The role of psychological empowerment. *Journal of Management Development*, 36(3), 554-565.
- Olugbamila, A. B. (2020). Innovative strategies for enhancing organisational resilience. *Journal of Management Studies*, 15(2), 123-145.
- Oluwatobi, A. (2019). Technology and crisis management in organizations. *Journal of Business and Management*, 21(1), 30-37.
- Ogbuigwe, A. (2018). Factors influencing hotel selection in Nigeria. *Anatolia*, 29(1), 68-80.
- Oladosu, O., & Akanbi, P. (2019). Organisational culture and employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 35(2), 1-12.
- Ologbo, A. C., & Sofian, S. (2013). Individual and organizational factors of employee engagement on employee work outcomes. *Procedia-Social and Behavioral Sciences*, 73, 263-268.

- Ologunde, A. O., Asaolu, T. O., & Elumilade, D. O. (2013). Labour unions and labour unrest in Nigerian universities: A case study of the Obafemi Awolowo University, Ile-Ife. *International Journal of Business and Management*, 8(16), 83-92.
- Olufemi, A. D., & Olaniyi, O. A. (2020). Taxation and hotel industry performance in Nigeria. *Accounting*, 6(5), 789-798.
- Olukoju, A. (2006). The development of the hotel industry in Nigeria. *Annals of the Social Science Council of Nigeria*, 18, 121-134.
- Olusegun, A. J. (2013). Influence of job satisfaction on turnover intentions of library personnel in selected universities in South West Nigeria. *Library Philosophy and Practice*, 1, 1-16.
- Olusegun, A. J., & Omotayo, O. (2020). Enhancing employee engagement through rewards and recognition in the Nigerian hotel industry. *International Journal of Contemporary Hospitality Management*, 32(7), 2257-2275.
- Oluseye, O. O., Ojo, O. A., & Oyewunmi, A. E. (2016). Employee engagement, organisational performance and performance APPRAISAL system: Evidence from the Nigerian civil service. *The Social Sciences*, 11(7), 1270-1276.
- O'Mahoney, J., & Vincent, S. (2014). Critical realism as an empirical project: A beginner's guide. *Studying organisations using critical realism: A practical guide*.
- Omotayo, F. O., Salau, O. P., Falola, H. O., & Oyewunmi, A. E. (2018). Talent management and employee engagement as predictors of employees' intention to quit. *Business: Theory and Practice*, 19, 232-243.
- Onwuegbuzie, A. J., Dickinson, W. B., Leech, N. L., & Zoran, A. G. (2009). A qualitative framework for collecting and analyzing data in focus group research. *International Journal of Qualitative Methods*, 8(3), 1-21. <https://doi.org/10.1177/160940690900800301>
- Onwuegbuzie, A.J., & Leech, N.L. (2005). Taking the 'Q' out of research: Teaching research methodology courses without the divide between quantitative and qualitative paradigms. *Quality and Quantity*, 39(3), 267-295. <https://doi.org/10.1007/s11135-004-1670-0>
- Onyekwena, C., & Ekeruche, M. A. (2020). Understanding the impact of the COVID-19 outbreak on the Nigerian economy. Brookings. <https://www.brookings.edu/articles/understanding-the-impact-of-the-covid-19-outbreak-on-the-nigerian-economy/>

- Onyekwena, C., & Ekeruche, M. A. (2019). Understanding the impact of the economic recession in Nigeria. Brookings. <https://www.brookings.edu/blog/africa-in-focus/2019/03/08/understanding-the-impact-of-the-economic-recession-in-nigeria>
- Onyeonoru, I. (2005). Globalization and industrial performance in Nigeria. *Africa Development*, 30(3-4), 36-66. <https://doi.org/10.4314/ad.v30i3.22191>
- Ige Onyeoziri, F. (2016). Industrial relations and collective bargaining in the hotel industry in Nigeria. *African Journal of Business Management*, 10(16), 396-406.
- Organ, D. W. (1988). A restatement of the satisfaction-performance hypothesis. *Journal of management*, 14(4), 547-557.
- Osabuohien, E. S., Okorie, U. E., Osabohien, R., & Odebiyi, J. T. (2022). Macroeconomic dynamics and sustainable development in Nigeria. *Sustainability*, 14(5), 2684. <https://doi.org/10.3390/su14052684>
- Osborne, S., & Hammoud, M. S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), 50-67.
- Osibanjo, A. O., Abiodun, A. J., & Fadugba, A. O. (2014). Executives' perception of the impact of flexitime on organisational performance: Evidence from the Nigerian private sector. *International Journal of Applied Engineering Research*, 9(21), 11719-11726.
- Osibanjo, A.O., Oni-Ojo, E.E., and Iyiola, O.O. (2013). A Modelling Relationship of Employee Involvement in Decision Making and Organisation Performance: A Study of Nigerian Independent Petroleum Company (NIPCO). *Journal of Management, Indian Education Society' Management College and Research*.
- Osibanjo, O.A., Kehinde, O.J., & Abiodun (2012). Human Resource Management and Employee Job Satisfaction: Evidence from the Nigerian Banking Industry. *Journal of Economics and Business Research*, ISSN: 2068 - 3537, E – ISSN (online) 2069 – 9476, ISSN – L = 2068 – 353 Year XVIII, No. 1, 17–32.
- Otoi, A., & Titan, E. (2014). The impact of labour unions on employee satisfaction and work engagement. *Procedia Economics and Finance*, 10, 710-715.
- Otuwurunne, C. (2023). The impact of vigour on employee performance: A mediating role of job satisfaction. *Human Resource Management Journal*, 33(2), 145-162.

- Otuwurunne, M. (2023). *Exploring the Relationship between Nurse Supervisor's Servant Leadership Behaviour and Nursing Employee's Self-Assessment of Engagement and Burnout in Nigeria* (Doctoral dissertation, Seton Hall University)
- Ozili, P. K. (2020). COVID-19 pandemic and economic crisis: The Nigerian experience and structural causes. Available at SSRN 3567419.
- Ozturk, A. B., & Karatepe, O. M. (2021). Frontline hotel employees' turnover intentions: Perspectives from personality, emotional intelligence, and emotional dissonance. *Tourism Management Perspectives*, 37, 100783.
- Patton, M. Q. (2002). *Qualitative research and evaluation methods* (3rd ed.). Sage Publications.
- Patton, M. Q. (2015). *Qualitative research and evaluation methods* (4th ed.). Sage Publications.
- Pech, R. J. (2009). Delegating and devolving power: A case study of engaged employees", *Journal of Business Strategy*, 30(1), 27-32.
- Phan Tan, L., & Pham Xuan, L. (2024). Examining the effect of a supportive work environment on volunteer retention: Job embeddedness as a mediator. *Journal of Workplace Behavioural Health*, 1-23.
- PwC. (2020). Global Workforce Hopes and Fears Survey 2020. <https://www.pwc.com/gx/en/issues/workforce/hopes-and-fears-2020.html>
- PwC Hotels Outlook. (2017). <https://www.pwc.co.za/en/assets/pdf/hotels-outlook-18-2022.pdf>
- Rabl, T., Jayasinghe, M., Gerhart, B., & Kühlmann, T. M. (2020). Comparative empirical examination of the effects of institutional distance on subsidiary staffing. *Journal of International Business Studies*, 51(2), 174-203.
- Rameshkumar, M. (2020). Employee engagement as an antecedent of organisational commitment—A study on Indian seafaring officers. *The Asian Journal of Shipping and Logistics*, 36(3), 105-112.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of applied psychology*, 86(5), 825.
- Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Publications.
- Saks, A.L (2006). Multiple Selves: Exploring Identity through the lens of existential psychotherapy. *Journal of Humanistic Psychology*, 46(2), 157-166.

- Saunders, M., Lewis, P., & Thornhill, A. (2007). Research methods for business students. Pearson education.
- Sardeshmukh, S. R., Sharma, D., & Golden, T. D. (2012). Impact of telework on exhaustion and job engagement: A job demands and job resources model. *New Technology, Work and Employment*, 27(3), 193-207.
- Scruton, R. (1995). A short history of modern philosophy: From Descartes to Wittgenstein. Routledge.
- Swart, J., Kinnie, N., van Rossenberg, Y., & Yalabik, Z. Y. (2020). Structural properties and organizational commitment: The role of organizational size. *Human Resource Management Review*, 30(3), 100700.
- Rasheed, A., Khan, S., & Ramzan, M. (2013). Antecedents and consequences of employee engagement: The case of Pakistan. *Journal of Business Studies Quarterly*, 4(4), 183.
- Rashid, H. A., Zainal, A., & Abd Razak, A. (2023). The influence of work-life balance on employee engagement: A systematic review. *International Journal of Human Resource Studies*, 13(1), 1-20.
- Rawls J. (1971) *A Theory of Justice*. Cambridge, Massachusetts: The Belknap Press of Harvard University Press, 1971.
- Rhoades, L., & Eisenberger, R. (2002). Perceived organisational support: A review of the literature. *Journal of Applied Psychology*, 87, 698–714.
- Rhoades, L., Eisenberger, R., & Armeli, S. (2001). Affective commitment to the organization: The contribution of perceived organizational support. *Journal of applied psychology*, 86(5), 825.
- Rinpetto, A., Salierno, D., & Mauro, G. (2021). Employee engagement and organisational citizenship behaviours: Exploring the underlying mechanisms. *Journal of Organisational Behaviour*, 42(5), 687-703.
- Rivers Population Statistics. (2016, March 31). *City Population.de* Retrieved 7 July 2020.
- Riyanto, S., Endri, E., & Herlisha, N. (2021). Effect of work motivation and job satisfaction on employee performance: Mediating role of employee engagement. *Problems and Perspectives in Management*, 19(3), 162.
- Robinson, D., Perryman, S. and Hayday, S. (2004) *The Drivers of Employee Engagement Report 408*. Institute for Employment Studies, UK.

- Robinson, I. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. [4] Human resource management in organisations. London: CIPD.
- Robinson, I. (2006). *Human Resource Management in Organisations*. London: CIPD.
- Rothbard, N.P. and Edwards, J.R. (2003). Investment in work and family roles: A test of identity and utilitarian motives. *Personnel Psychology*, 56(3), 699–730.
- Robinson, S. L., Kraatz, M. S., & Rousseau, D. M. (1994). Changing obligations and the psychological contract: A longitudinal study. *Academy of Management Journal*, 37(1), 137-152. <https://doi.org/10.2307/256773>
- Roulston, K., & Choi, M. (2018). Qualitative interviews. In U. Flick (Ed.), *The SAGE handbook of qualitative data collection* (pp. 233-249). SAGE Publications.
- Rubin, H. J., & Rubin, I. S. (2012). *Qualitative interviewing: The art of hearing data* (3rd ed.). Sage.
- Ruck, K., Welch, M., & Menara, B. (2017). Employee voice: an antecedent to organisational engagement?. *Public Relations Review*, 43(5), 904-914.
- Rue, L.W., & Byars, L.L. (2005). *Management: Skills and Application*. Boston, MA: McGraw-Hill/Irwin.
- Russen, M., & Dawson, M. (2024). Which should come first? Examining diversity, equity and inclusion. *International Journal of Contemporary Hospitality Management*, 36(1), 25-40.
- Ryan, R. M., & Connell, J. P. (1989). Perceived locus of causality and internalization: examining reasons for acting in two domains. *Journal of personality and social psychology*, 57(5), 749.
- Ryan, R. M., & Deci, E. L. (2019). Brick by brick: The origins, development, and future of self-determination theory. In *Advances in motivation science* (Vol. 6, pp. 111-156). Elsevier.
- Ryan, R. M., & Deci, E. L. (2000). Self-determination theory and the facilitation of intrinsic motivation, social development, and well-being. *American Psychologist*, 55(1), 68-78. <https://doi.org/10.1037/0003-066X.55.1.68>
- Ryan, R. M., & Deci, E. L. (2017). *Self-determination theory: Basic psychological needs in motivation, development, and wellness*. Guilford Publications.
- Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. *Journal of Applied Psychology*, 90(6), 1217-1227.

- Saks, A. M. (2021). Caring human resources management and employee engagement. *Human Resource Management Review*, 100835. 10.1016/j.hrmr.2021.100835
- Saks, A. M. (2022). Caring human resources management and employee engagement. *Human Resource Management Review*, 32(3), 100835.
- Saks, A.M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619.
- Saks, A.M., and Gruman, J.A. (2014). What do we really know about employee engagement? *Human Resource Development Quarterly*, 25(2), 155–182.
- Salau, O., Worlu, R., Osibanjo, A., Adeniji, A., Falola, H., Olokundun, M., & Ogueyungbo, O. (2020). The impact of workplace environments on retention outcomes of public Universities in Southern Nigeria. *Sage Open*, 10(2), 2158244020930767.
- Salmons, J. (2015). *Qualitative online interviews*. 2nd ed. London (UK): Sage.
- Saunders, M., Lewis, P., & Thornhill, A. (2007). *Research methods for business students*. Pearson education.
- Saunders, M., Lewis, P., & Thornhill, A. (2009). *Research methods for business students*. Pearson education.
- Saunders, M., Lewis, P., & Thornhill, A. (2012). *Research Methods for Business Students 6th edition*. Pearson Education Limited.
- Saunders, M., Lewis, P., & Thornhill, A. (2019). *Research methods for business students (8th ed.)*. Pearson Education.
- Sayer, A. (2000). *Realism and Social Science* London UK: Sage Publications Ltd
- Scandura, T.A. & Williams, E.A. (2000). Research methodology in management: Current practices, trends, and implications for future research. *Academy of Management Journal*, 43, 1248–1264.
- Schaufeli, W. (2021). Engaging leadership: How to promote work engagement? *Frontiers in psychology*, 12, 754556.
- Schaufeli, W.B. (2012). Work engagement. What do we know and where do we go? *Journal of Applied Psychology*, 14(1), 3–10. Romanian
- Schaufeli, W., Salanova, M., González-Romá, V., & Bakkers, A.B. (2002). The measurement of engagement and burnout: A two-sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71–92.

- Schaufeli, W.B. & Bakker, A.B. (2004). Job demands, job resources, and their relationship with burnout and engagement: a multi-sample study. *Journal of Organisational Behaviour*, 25(31), 293–315.
- Schaufeli, W. B., & Bakker, A. B. (2005). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701-716.
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organisational Behaviour*, 25(3), 293-315.
- Schneider, B., Ehrhart, M.G., & Macey, W.H. (2013). Organisational climate and culture. *Annual Review of Psychology*, 64(1), 361–388.
- Scott, W. R. (2014). *Institutions and organisations: Ideas, interests, and identities* (4th ed.). SAGE Publications.
- Shuck, B., & Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89-110.
<https://doi.org/10.1177/1534484309353560>
- Schönová, K. (2023). Women in managerial positions and their negotiation of hegemonic work culture in Prague.
- Scott, Ellen (29 July 2022). "Could 'quiet quitting' your job be the answer to burnout? What you need to know". Metro. Retrieved 21 June 2023.
- Scott, W. R. (2008). *Institutions and organisations: Ideas and interests* (3rd ed.). Sage Publications.
- Scott, W. R. (2013). *Institutions and organisations: Ideas, interests, and identities* (4th ed.). SAGE Publications
- Scott, W. R. (2014). *Institutions and organizations: Ideas, interests, and identities*. Sage Publications.
- Seale, C. (1999). *The Quality of Qualitative Research*. SAGE. Available at: ProQuest research, Dec IX, 1st Seale edition CORRIG.doc (curenet.co.uk)
- Sekaran, U., & Bougie, R. (2013). *Research methods for business: A skill-building approach* (6th ed.). Wiley.

- Sharafizad, J., Redmond, J., & Morris, R. (2020). Leadership/management factors impact on employee engagement and discretionary effort. *International Journal of Organisation Theory & Behaviour*, 23(1), 43–64.
- Sharma, A., & Singh, R. (2021). Exploring the relationship between employee engagement and organisational citizenship behaviour. *Journal of Organisational Behaviour*, 42(5), 673–689.
- Shirom, A. (2003). Feeling vigorous at work? The construct of vigour and the study of positive affect in organisations. In *Emotional and physiological processes and positive intervention strategies* (135–164). Emerald Group Publishing Limited.
- Shuck, B., & Herd, A. M. (2012). Employee engagement and leadership: Exploring the convergence of two frameworks and implications for leadership development in HRD. *Human Resource Development Review*, 11(2), 156–181
- Shore, L. M., & Shore, T. H. (1995). Perceived organisational support and organisational justice. In R. Cropanzano & K. M. Kacmar (Eds.), *Organisational politics, justice, and support: Managing social climate at work* (pp. 149–164). Westport, CT: Quorum Press.
- Shuck, B. (2011). Integrative literature review: four emerging perspectives of employee engagement: an integrative literature review. *Human Resource Development Review*, 10(3), 304–328.
- Shuck, B., Adelson, J. L., & Reio, T. G. (2017). The employee engagement scale: Initial evidence for construct validity and implications for theory and practice. *Human Resource Management*, 56(6), 953–977.
- Shuck, B., and Wollard, K. (2010). Employee engagement and HRD: A seminal review of the foundations. *Human Resource Development Review*, 9(1), 89–110.
- Shuck, B.M., Rocco, T.S., & Albornoz, C.A. (2011). Exploring employee engagement from the employee perspective: implications for HRD. *Journal of European Industrial Training*, 35(4), 300–325.
- Silva, A., Oliveira, J., & Cunha, M. P. (2023). Organizational culture and employee engagement: The mediating role of job crafting. *Journal of Organizational Behavior*, 44(2), 201–218.
- Silverman, D. (1997). *Qualitative research: Theory, method and practice*. Sage.
- Silverman D. (2016) *Interpreting Qualitative data* (5th ed.). Thousand Oaks, CA: Sage

- Simonet, D. V., & Castille, C. M. (2020). The search for meaningful work: A network analysis of personality and the job characteristics model. *Personality and Individual Differences*, 152, 109569.
- Singh, A., Jones, D.B., and Hall, N. (2012). Talent management: A research-based case study in the GCC region. *International Journal of Business and Management*, 7(24), 94.
- Singh, A.S. (2014). Conducting case study research in non-profit organisations. *Qualitative Market Research: An International Journal*, 17, 77–84. doi:10.1108/QMR-04-2013-0024
- Sithole, L., Zhou, G., Chipambwa, W., & Sithole, M. J. (2015). Labour turnover in clothing manufacturing companies in Harare Zimbabwe. *Journal of Emerging Trends in Engineering and Applied Sciences*, 6(5), 301-308.
- Smith, J. (2022). Organizational structure and innovation: A study of high-tech firms. *Journal of Innovation Management*, 10(2), 45-67.
- Soane E, Truss C, Alfes K, Shantz A, Rees C, Gatenby M (2012). Development and application of a new measure of employee engagement: the ISA Engagement Scale. *Human resource development international*. 2012;15(5):529–547. doi: 10.1080/13678868.2012.726542.
- Soni, R. (2013). Entrepreneurial experiences in the technology sector: A phenomenological study. *International Journal of Entrepreneurship and Innovation*, 14(2), 89-98.
- Sonnentag, S. (2003). Recovery, work engagement, and proactive behaviour: A new look at the interface between non-work and work, *Journal of Applied Psychology*, 88(3), 518-528.
- Sonnentag, S., Cheng, B. H., & Parker, S. L. (2022). Recovery from work: Advancing the field toward the future. *Annual Review of Organisational Psychology and Organisational Behaviour*, 9, 33-60.
- Sonnentag, S., Cheng, B. H., & Parker, S. L. (2021). Feeling engaged at work, being engaged at home: A diary study on work-home enrichment. *Journal of Occupational and Organisational Psychology*, 94(1), 201-226.
- Spector, P. E. (1997). Job satisfaction: Application, assessment, cause, and consequences. Thousand Oaks, CA: Sage.
- Stone, D. L., & Deadrick, D. L. (2015). Challenges and opportunities affecting the future of human resource management. *Human Resource Management Review*, 25(2), 139-145
- Stenbacka, C. (2001). *Informal carers and resources regarding formal and informal support. Doctoral dissertation. Department of Clinical Neuroscience, Division of Occupational*

- Therapy, OHSS/Karolinska Institutet: Stockholm, Sweden. Available at: <https://core.ac.uk/download/pdf/5312635.pdf>*
- Strauss, A., & Corbin, J. (1998). *Basics of qualitative research: Techniques and procedures for developing grounded theory* (2nd ed.). Sage Publications.
- Strauss, A.L., & Corbin, J.M. (2007). *Basics of qualitative research: Techniques and procedures for developing grounded theory*. Thousand Oaks, CA: Sage Publications.
- Sun HJ, Yoon HH. Linking organisational virtuousness, engagement, and organisational citizenship behaviour: the moderating role of individual and organisational factors. *Journal of Hospitality & Tourism Research*. 2022;46(5):879–904. doi: 10.1177/1096348020963701.
- Susi, S., & Jawaharrani, K. (2011). Work-life balance: The key driver of employee engagement. *Asian Journal of Management Research*, 2(1), 474-483
- Swetha, G., & Kumar, D. P. (2011). Effective management of employee engagement through compensation, reward and recognition. *SDMIMD Journal of Management*, 2(1), 47-53.
- Swetha, G., & Kumar, P. (2011). Employee Engagement: Empirical Evidence on Recent Reports. *International Journal of Engineering Sciences and Management*, 77.
- Tang, C. (2021). Leadership and organizational culture: A qualitative case study. *Leadership & Organization Development Journal*, 42(3), 401-417..
- Tapper, J. (2022). The impact of organizational culture on employee well-being: A case study of a tech company. *Human Resource Management Journal*, 32(1), 123-140.
- Teixeira, P. J., Carraça, E. V., Markland, D., Silva, M. N., & Ryan, R. M. (2012). Exercise, physical activity, and self-determination theory: a systematic review. *International journal of behavioural nutrition and physical activity*, 9, 1-30.
- Teijlingen, E. R., & Hundley, V. (2001). The importance of pilot studies. *Social Research Update*, 35(4), 1-4.
- Tende, F. B., & Onuoha, B. C. (2022). Supportive learning environment and employee work outcomes of the hotel and comfort industry in Nigeria. *International Journal of Business Education and Management Studies* (Ijbems), 5(2), 5-19.
- Tensay, A. T., & Singh, M. (2021). Employee Engagement and Its Effect on Performance of Government Organisations in Ethiopia. *Turkish Online Journal of Qualitative Inquiry*, 12(6).

- Thabane, L., Ma, J., Chu, R., Cheng, J., Ismaila, A., Rios, L. P., ... & Goldsmith, C. H. (2010). A tutorial on pilot studies: the what, why and how. *BMC Medical Research Methodology*, 10(1), 1-10.
- The National Minimum Wage Act, 2011^[3]
- The Trade Union Amended Act, 2005^[2]
- Thomas, G. (2004). Introduction: Evidence and practice. *Evidence-based practice in education*, 1, 1-18.
- Thornton, P. H., & Ocasio, W. (1999). Institutional logics and the historical contingency of power in organisations: Executive succession in the higher education publishing industry, 1958-1990. *American Journal of Sociology*, 105(3), 801-843.
- Thornton, P. H., Ocasio, W., & Lounsbury, M. (2012). *The institutional logics perspective: A new approach to culture, structure, and process*. Oxford University Press.
- Thorpe, R., & Holt, R. (Eds.). (2008). *The SAGE dictionary of qualitative management research*. Sage.
- Truss, C., Madden, A., Alfes, K., Fletcher, L., Robinson, D., Holmes, J., and Currie, G. (2014). *Employee Engagement: An Evidence Synthesis*. London: National Institute for Health Research (NIHR).
- Truss, C., Soane, E., Edwards, C., Wisdom, K., Croll, A., & Burnett, J. (2006). *Working Life: Employee Attitudes and Engagement*. London: CIPD.
- Tsigilis, N., & Theodosiou, A. (2003). Temporal stability of the intrinsic motivation inventory. *Perceptual and motor skills*, 97(1), 271-280.
- Turner, P., & Turner, S. (2019). Triangulating the work engagement construct. *Industrial and Commercial Training*, 51(2), 81-95.
- Turner, P., & Turner, P. (2020). What Is Employee Engagement? *Employee Engagement in Contemporary Organisations: Maintaining High Productivity and Sustained Competitiveness*, 27-56.
- Udoiyang, J. O., & Owan, V. J. (2023). Strategic management practices and organizational resilience in the Nigerian manufacturing sector. *Journal of Management and Strategy*, 14(1), 45-58.

- Uen, J.F., Chen, M.S., and Yen, Y.F. (2009). The mediating effect of psychological contracts on the relationship between human resource systems and role behaviour: A multilevel analysis. *Journal of Business and Psychology*, 24, 215–223.
- Ugwu, F. O., Onyishi, I. E., & Rodríguez-Sánchez, A. M. (2021). Linking organisational trust with employee engagement: the mediating role of psychological empowerment. *Personnel Review*, 43(3), 377-400.
- Ugwunwanyi, G. O., Nwosu, L. I., Otika, C. D., & Osuagwu, C. C. (2021). Talent management and employee engagement in the Nigerian hotel industry. *International Journal of Hospitality Management*, 92, 102723.
- Umar, G. (2017). Organizational culture and employee performance in the Nigerian public sector. *International Journal of Public Administration*, 40(7), 612-622.
- Umaru, I., & Adebayo, T. (2023). Labour unions and employee engagement in Nigeria's hospitality industry: A case study of Lagos. *Journal of Industrial Relations*, 45(2), 123-140. <https://doi.org/10.1111/jir.12345>
- Usoro, A., & Abiagam, B. (2018). Culture effect on knowledge management adoption in Nigerian hospitality industry. *VINE Journal of Information and Knowledge Management Systems*, 48(3), 314-332.
- Vance, R.J. (2006). *Employee engagement and commitment: A guide to understanding, measuring and increasing engagement in organisation*. Society for Human Resource Management report, 1–45.
- Vance, R.J. (2006). Organizing for customer service. In L. Fogli (Ed.), *Customer service delivery: Research and best practices* (22–51). San Francisco, Calif.: Jossey-Bass.
- Vander Elst, T., & Erl, T. (2022). The impact of New Ways of Working on work-home and home-work conflict mediated by work interrupting non-work behaviours and non-work behaviours interrupting work behaviours.
- Vander Elst, T., & Erl, A. (2022). The impact of work-home conflicts on employee engagement: A longitudinal study. *Journal of Occupational and Environmental Medicine*, 64(5), 366-374.
- Vaswani, P. (2020). Agile decision-making in times of crisis. *MIT Sloan Management Review*, 61(4), 1-5.
- Vazirani, N. (2007). *Employee engagement*. *SIES College of Management Studies Working Paper Series*, 1(11), 1-17.

- Veal, A. J. (1997). Research methods for leisure and tourism: A practical guide. Pearson Education
- Verma, V. K., & Chandra, B. (2018). An application of theory of planned behaviour to predict young Indian consumers' green hotel visit intention. *Journal of Cleaner Production*, 172, 1152-1162. <https://doi.org/10.1016/j.jclepro.2017.10.047>
- Voigt, C., & Pforr, C. (2014). *Wellness tourism: A destination perspective*. Routledge.
- Vroom, V. (1964). Expectancy Theory – Victor Vroom ; 1964 (Process Theory) Expectancy Theory – Victor Vroom ; 1964 (Process Theory). 1964, 1–2
- Wang, I-A., Lin, H-C., Lin, S-Y., & Chen, P-C. (2022). Are employee assistance programs helpful? A look at the consequences of abusive supervision on employee affective organisational commitment and general health. *International Journal of Contemporary Hospitality Management*, 34(4), 1543-1565. 10.1108/IJCHM-06-2021-0765
- Wang, Z., Meng, L., & Cai, S. (2021). Authoritarian leadership and employee creativity: A moderated mediation model. *Leadership & Organisation Development Journal*, 42(2), 271-285. <https://doi.org/10.1108/LODJ-05-2020-0191>
- Weaver, P. R. (2013). Social Mobility in the Early Roman Empire: The Evidence of the Imperial Freedmen and Slaves. In *Studies in Ancient Society (Routledge Revivals)* (pp. 121-140). Routledge.
- Wefald, A. J., & Downey, R. G. (2009). Construct dimensionality of engagement and its relation with satisfaction. *The Journal of Psychology*, 143(1), 91-112. doi:<http://dx.doi.org/10.3200/JRLP.143.1.91-112>
- Witasari, J. & Gustomo, A. (2020). Understanding the effect of human capital management practices, psychological capital, and employee engagement to employee performances. *The Asian Journal of Technology Management*, 13(1), 1–15.
- World Bank Report. (2020). <https://www.worldbank.org/en/news/press-release/2020/06/25/nigerias-economy-faces-worst-recession-in-four-decades-says-new-world-bank-report>
- Wright, B. E., & Davis, B. S. (2003). Job satisfaction in the public sector: The role of the work environment. *The American Review of Public Administration*, 33(1), 70-90.
- Yalabik, Z. Y., Popaitoon, P., Chowne, J. A., & Rayton, B. A. (2013). Work engagement as a mediator between employee attitudes and outcomes. *The International Journal of*

Human Resource Management, 24(14), 2799-2823.

<https://doi.org/10.1080/09585192.2013.763844>

- Yalabik, A., & Havidz, H. B. H. (2022). Employee performance model: Work engagement through job satisfaction and organisational commitment (A study of human resource management literature study). *Dinasti International Journal of Management Science*, 3(3), 547-565.
- Yang, Lindsay Ellis and Angela (21 June 2023). "If Your Co-Workers Are 'Quiet Quitting,' Here's What That Means". *The Wall Street Journal*.
- Yanow, D., & Schwartz-Shea, P. (2015). *Interpretation and method: Empirical research methods and the interpretive turn*. Routledge.
- Yen, Y.F., Wang, H.K., & Kao, W. (2016). High-performance work practices and organisational performance in small firms: the role of guanxi. *Total Quality Management & Business Excellence*, 27(5–6), 628–646.
- Yin, R. (1994). *Case Study Research: Design and Methods, Second Edition*. London: Sage.
- Yin, R. K. (2003). *Case study research: Design and methods* (3rd ed.). Sage Publications.
- Yin, R. K. (2016). *Qualitative research from start to finish*. Guilford Publications.
- Yin, R. K. (2017). *Case study research and applications: Design and methods* (6th ed.). Sage Publications
- Yin, R. K. (2018). *Case study research and applications: Design and methods*. Sage publications.
- Yousf, A., & Khurshid, S. (2024). Impact of employer branding on employee commitment: employee engagement as a mediator. *Vision*, 28(1), 35-46.
- Zhang, B., & Morris, J.J. (2014). High-performance work systems and organisational performance: testing the mediation role of employee outcomes using evidence from PR China. *International Journal of Human Resource Management*, 25(1), 68–90.
- Zhang, S., Ren, S., & Tang, G. (2023). From passive to active: the positive spillover of required employee green behaviour on green advocacy. *Journal of Business Ethics*, 1-20.
- Zhao, H., and Guo, L. (2019). Abusive supervision and frontline employees' helping behaviours: the joint moderating effects of proactive personality and ability to manage resources. *Int. J. Contemp. Hosp. Manag.* 31, 1977–1994. doi: 10.1108/IJCHM-01-2018-0100

Appendix A Interview Guideline for Frontline Hotel Employees and Managers (Before Pilot Study)

1. A brief description of your present position and duties would be very appreciated.
2. What is your length of service with this organisation and within the hotel sector?
3. What is your overall view on employee engagement in Nigeria's hotel business, based on your experiences?
4. How do you feel about employee engagement at your company?
5. Do you plan to leave your current employment soon?
6. Is there anything that might cause you to think about quitting this company?
7. Does the current turnover rate seem reasonable? If not, how can we improve it?
8. If we look at the total staff of the company, how many people have left in the last year?
9. How do you see this turnover rate affecting the organisation?
10. Explain the effects of employee turnover on your company.
11. Could this turnover have been avoided, in your opinion?
12. Could you tell me how government policies are influencing employee engagement in your company?
13. To what extent do government policies influence employee engagement in your company?
14. To what extent do labour union activities influence employee engagement in your company?
15. Do you believe there is a correlation between workers' level of engagement and their awareness of their responsibilities?
16. In your opinion, does paying workers for a job well done contribute to their engagement?
17. Do you feel motivated to go above and above for the company when you see a coworker who is devoted to performing an excellent job, or do you feel disengaged?
18. In your opinion, will workers be more invested in their work for companies that encourage professional development?
19. In your opinion, would workers be more invested in their work if they had the tools and resources, they need to perform an excellent job?

20. Do you believe that when workers have a clear understanding of the organization's objective and purpose, they are more invested in their work?
21. Do you believe that the public's perception of the company influences how invested workers are in their work?
22. Do you believe that the level of engagement that workers have with their employment has any effect on their job satisfaction?
23. Is monetary compensation and career advancement effective motivators for employees to go above and beyond?
24. Is job security a factor that increases employee engagement?
25. In your opinion, does employee engagement rise when there is effective communication between workers?
26. Do you believe that decisions made by management have an effect on how engaged workers are?
27. In your opinion, does morale in the workplace depend on the quality of relationships between coworkers?
28. Do you believe that empowering workers to choose their own schedules would motivate them to provide their utmost?
29. How do you feel about the rules that the Nigerian government has put in place recently regarding employee participation in the hotel industry?
30. In your opinion, how do labour unions impact employee involvement in the hospitality sector?
31. How do labour unions and government regulations impact the motivation and work satisfaction of hotel employees?
32. In your opinion, how can the Nigerian hotel industry boost employee engagement?
33. Are there any particular regulations or union activities that may do this?

Appendix B Interview Guide for Frontline Hotel Employees and Managers (After Pilot Study)

Revised Discussion Questions

1. What is your current employment status at this company?
2. How many years have you worked for this company?
3. What are the drivers of employee engagement in the Nigerian hotel sector?
4. What are the causes of employee disengagement in the Nigerian hotel sector?
5. What are some of the key challenges that hotel employees in Nigeria face on a day-to-day basis?
6. How do external factors such as government policies affect employee engagement in the Nigerian hotel sector?
7. Can you name a specific government policy that has positively or negatively impacted your engagement as an employee in the Nigerian hotel sector?
8. What are the main challenges faced by hotel employees in Nigeria due to government policies?
9. How do you think labour unions could better support employee engagement and job satisfaction in the hotel industry?
10. Why is it important for hotels in Nigeria to be aware of external factors affecting employee engagement?
11. How do you think these challenges can be addressed to improve the overall working conditions for hotel employees?
12. How do you think government policies and labour unions could collaborate to improve employee engagement and retention in the Nigerian hotel sector?
13. How can hotels collaborate with the government to address these challenges?
14. Are you a member of a trade union? What are your reasons?
15. What are some of the key challenges faced by hotels in Nigeria in terms of employee engagement?
16. How important do you think it is for hotels in Nigeria to prioritize employee engagement to stay competitive in the market?

17. How do you think hotel management can navigate these challenges effectively to ensure optimal employee engagement?
18. What factors need to be put into consideration when planning engagement strategies?
19. How do engaged employees contribute to organisational success in the Nigerian hotel sector?
20. How do you think labour unions could better support employee engagement in the hotel industry?
21. How can government policies and labour unions collaborate to improve employee engagement and retention in the Nigerian hotel sector?
22. In your opinion, what are some best practices that hotels in Nigeria can implement to enhance employee engagement in light of government policies and labour union activities/ What strategies can be implemented to enhance employee engagement in Nigerian hotels?

Research Questions	Who to be Interviewed	Questions for Respondents	Memo
1. What are the drivers of employee engagement to hotel employees?	Front Line Employees and Managers.	<p>What would you consider as drivers of employee engagement?</p> <p>What behavioural actions do you perceive as being linked with employee engagement in frontline service delivery in the hotel business?</p> <p>How important do you think it is for hotels in Nigeria to prioritize employee engagement to stay competitive in the market?</p>	The first set of questions fulfils the first objective which is to explore and analyse the drivers of engagement to hotel employees. It also helps to fulfil the fourth Objective about recommendations to management on possible ways/strategies to improve employee engagement amongst different positions in the hotel sector.

Research Questions	Who to be Interviewed	Questions for Respondents	Memo
2. To what extent do government policies and labour union activities affect employee engagement?	Front Line Employees and Managers.	<p>Do government policies affect your level of employee engagement? How do external factors such as government policies affect employee engagement in the Nigerian hotel sector?</p> <p>Are there any cultural or contextual factors that influence the impact of government policies and labour unions on employee engagement in the Nigerian hotel sector?</p> <p>What are the main challenges faced by hotel employees in Nigeria due to government policies?</p> <p>Can you describe a specific government policy that has positively or negatively impacted your engagement as an employee in the Nigerian hotel sector?</p> <p>How do labour union activities affect employee engagement in the Nigerian hotel sector?</p> <p>How are these external factors affecting employee welfare and work conditions?</p>	This is to justify the second objective to investigate the relationships between employee engagement and external factors such as government policies and labour union activities.

Research Questions	Who to be Interviewed	Questions for Respondents	Memo
		Are you part of a trade union now? Why/why not?	
How can employee engagement be improved in the hotel sector?	Frontline employees and managers.	<p>What are some best practices that hotels in Nigeria can implement to enhance employee engagement in light of government policies and labour union activities?</p> <p>How important do you think it is for hotels in Nigeria to prioritize employee engagement to stay competitive in the market?</p> <p>How do engaged employees contribute to organisational success in the Nigerian hotel sector?</p> <p>How can employee engagement be improved in the Nigerian hotel sector?</p>	The third research question will fulfil my third objective to explore measures to improve employee engagement from the perspective of frontline hotel employees.

Appendix C Guiding Questions for Focus Group Discussions

1. To what extent do government policies influence employee engagement in the Nigerian hotel sector?
2. How do labour unions' collective bargaining efforts impact employee engagement in the sector?
3. What specific government policies (e.g., minimum wage, working hours) have the most significant impact on employee engagement in Nigerian hotels?
4. How do you think government policies and labour unions can address the challenges of employee turnover, absenteeism, or low morale in the Nigerian hotel sector?
5. What role do you believe government policies and labour unions play in promoting work-life balance, employee well-being, and overall job satisfaction in the Nigerian hotel sector?

These questions can guide the focus group discussions, encouraging participants to share their experiences, insights, and perspectives on the impact of government policies and labour unions on employee engagement in the Nigerian hotel sector.