

## **Assessing Employee Engagement Level in FnB Service Industry: Case Study PT XYZ Indonesia**

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### **Abstract**

The food and beverage service industry has grown rapidly in Bandung region over the past ten years. The industry itself is a customer-focused industry. In this regard, employees are a valuable asset for a company. Therefore, a company needs to have employees engaged in their workplace. The ability of engaged employees to assist the business in numerous ways, particularly concerning sustainability, has also been demonstrated. As a holding company founded in 2017, PT XYZ manages six cafe branches in Bandung and Cimahi. During an interview, the human resources manager stated that in 2022, the turnover rate increased by 4% compared to the previous year in 2021, when there were no resignations at all. Apart from that, many employees are content to stay in the company. In addition, the company had never conducted an employee engagement assessment to measure employee engagement to the company since it did not have the tools while measuring employee engagement is considered important for improving its overall performance. The researcher chose the Aon Hewitt employee engagement model to measure employee engagement because it can classify and identify facets of employee engagement consisting of "say, stay, strive." The model can also determine which drivers influence an employee's engagement or disengagement. A Likert scale-based questionnaire from 1 to 6 was distributed to 122 employees as part of the research's quantitative methodology. The study's findings indicate that 81% of PT XYZ employees are highly engaged, with an average of 80% of employees representing "say, stay, strive." In addition, diversity and inclusion is a driver that influences employees to be engaged, with a value of 92.37, while the last-ranked driver is a risk, with a value of 64.69.

**Keywords:** Aon Hewitt, Employee Engagement, Food and Beverage Service Industry.

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### **A. INTRODUCTION**

The food and beverage service industry in Bandung is currently growing rapidly. The food and beverage service businesses, including cafes and restaurants, are finding it challenging to compete with one another due to the increasing number of new establishments. Open Data Jabar has collected data from Dinas Pariwisata dan Kebudayaan Indonesia, which showed that there are 11,510 restaurants, diners, and cafes by Regency/City in West Java from 2013 to 2021. Thus, a company must maintain its human capital to become strong and resilient. Even though technology has dominated the industry and taken over human labour, the need for human capital still exists, albeit with modifications in knowledge, skills, and abilities (Tang, 2020).

A new definition of human capital describes it as qualities, such as life skills, knowledge, creativity, and vitality, which people invest in their work (Weatherly, 2003). Knowledge, education, work skills, and psychometric assessments are all parts of human capital (Namasivayam & Denizci, 2006). The investment in human capital is done to make human resources more productive. The expenditures associated with this investment are offered for future usage. The learning organization invests in individuals because people are valuable human capital with various qualities (Burund & Tumolo, 2004). Employee engagement is included as crucial for companies to maintain in order to achieve organizational goals. Employee engagement has become a potentially important topic in organizational management and employee performance (Endres & Macheno-Smoak, 2008; Karatepe, 2009; Karatepe et al., 2012; Robinson et al., 2004).

(Kahn, 1990) describes employee engagement as the use of one's self by organization members in their work roles; in engagement, people use and express themselves physically, cognitively, and emotionally while acting out their performances. He was the first person who proposed the concept of engagement. From there, many researchers put forth various definitions of employee engagement that reflect various perspectives (Li Sun,

2019). AON Hewitt defines “engagement” as the emotional and intellectual commitment that drives employees to support the success of an organization, and it is a crucial aspect of performance. Employees that are engaged are more likely to stick with their current company and remain dedicated to it (Bakker et al., 2012; Wildermuth and Pauken, 2008; De Clercq et al., 2010; Karatepe and Olugbade, 2019). According to (Gallup, 2012), of 49 industries across 34 countries, employee engagement affects key performance outcomes like profitability, turnover, absenteeism, and productivity. (Macey et al., 2009) stated that employees with high levels of engagement are totally absorbed and intensely focused on the activity. (Harter et al., 2002) meta-analysis on employee satisfaction and employee engagement and their relationship with business outcomes, as cited by Bhuvanaiah and Raya in 2014, proposed that customer satisfaction, business revenues, and productivity were all positively correlated with employee engagement.

The food and beverage service sector, which prioritizes the demands of its customers, has a significant need for employees who are engaged in their workplace. Customer satisfaction requires a devoted employee who thoroughly understands the business where they work. Low turnover and improved customer experiences are correlated with high engagement. For hours each day, front-of-house employees interact directly with customers. These interactions can turn customers into repeat customers or never return, depending on how engaged employees feel (Raydiant, n.d.).

As one of Bandung's food and beverage services, PT XYZ is a holding company that manages various cafes and restaurants in Bandung's well-known food & beverage service industry. The company comprises 32 office employees and 92 cafe employees across cafe branches. After the researcher interviewed the president commissioner of PT XYZ, an issue emerged in PT XYZ had indicated numerous workers who leave the company at will without referring to the predetermined contract.

The researcher interviewed the human capital manager of PT XYZ, who usually deals directly with top management and staff. In the interview, the manager stated that in 2022, the turnover rate increased by 4% compared to the previous year in 2021, when there were no resignations at all. Apart from that, many employees are content to stay in the company. In addition, the company had never measured employee engagement because they did not have the tools. The human capital manager stated that the outcomes of measuring employee engagement assessment can indicate whether or not employees feel comfortable working in the organization, which will benefit the company.

The researcher chose the employee engagement model developed by Aon Hewitt because it suits this case. The model can identify the factors that influence employee engagement and the outcomes that flow from the model to produce its facets of “say, stay, strive.” With that, the company can determine whether its employees have a low/high percentage of saying, staying, striving, or covering two or, better yet, all three. The model can also find out which drivers most influence employees to be engaged/ not engaged. Conducting an employee engagement assessment is very much needed for the company since the human capital manager stated that assessing employee engagement will help the company determine employee loyalty and utilize that information to gauge employee performance to improve the organization going forward.

## **B. RESEARCH METHOD**

The data collection method will use a quantitative approach by distributing questionnaires to the population, which includes all the employees working in PT XYZ groups from each job level: the director and the commissioner, manager, staff, and employees placed in the restaurant. The questionnaire will be based on the Aon Hewitt model of employee engagement. The result of the data collection will be analyzed in descriptive analysis to determine the percentage of employee engagement level, employee engagement outcomes, and employee engagement drivers. The calculation result will tell the percentage of engaged employees and the employee engagement drivers that can affect employee engagement.

## **C. RESULTS AND DISCUSSION**

### *Job Level*

The researcher collected 55 respondents, comprising 6 managers, 16 staff, and 37 cafe employees, as shown in the table below.

*Data Processing*

To process employee engagement data, the researcher divided into four groups: PT XYZ employees, managers, staff, and branch employees. By the methods outlined in chapter three, the researcher computed results from employee engagement levels, employee engagement drivers, and employee engagement outcomes.

*PT XYZ Employees*

For the initial data processing, the researcher processed the employee data of PT XYZ with 59 respondents from a minimum target sample of 55 respondents. The result is shown in the tables below.

**Table 1. Employee Engagement Level Result**

Engagement Level	Number of Employees	Percentage/ Result
Actively Disengaged	0	$\frac{0}{59} \times 100 = 0\%$
Passive	0	$\frac{0}{59} \times 100 = 0\%$
Moderately Engaged	11	$\frac{11}{59} \times 100 = 19\%$
Highly Engaged	48	$\frac{48}{59} \times 100 = 81\%$

Source: research data, 2023

Based on the calculation from the questionnaire, there are 0% actively disengaged and passive employees, 19% moderately engaged employees, serta 81% highly engaged employees.

*Employee Engagement Drivers*

**Table 2: Drivers' Result**

Rank	Driver	Total Score	Value
1	Diversity & Inclusion	327	92.37
2	Customer Focus	319	90.11
3	Collaboration	314	88.70
4	Career & Development	310	87.57
5	Enabling Infrastructure	307	86.72
6	The Manager	303	85.59
7	Survey Follow-up	301	85.03
8	Senior Leadership	300	84.75
9	Reward & Recognition	298	84.18
10	Performance Management	294	83.05
11	Job Satisfaction	293	82.77
12	Talent & Staffing	291	82.20
13	Empowerment/Autonomy	286	80.79
14	Work Task	286	80.79
15	Safety	285	80.51
16	Brand	278	78.53
17	Job Security	273	77.12
18	Work/Life Balance	272	76.84
19	Risk	229	64.69

Source: research data, 2023

For the result of employee engagement drivers, diversity and inclusion are the top engagement drivers, with a total score of 372 and a value of 92.37, which indicates that PT XYZ is a company that respects diversity and includes one another indiscriminately, as stated by the director of PT XYZ. Customer focus comes in second with a total score of 319 and a value of 90.11. As a company that is included in the hospitality industry, PT XYZ is a customer-focused company. Employees can be enthusiastic about their work to become engaged with the firm because the company is focused on its customers and fostering their engagement. Collaboration comes in the third rank with a total score of 314 and a value of 88.70. Collaboration between employees can make it easier for them to work so that employees will feel comfortable working in their workplace.

While the engagement driver in last place, which received a total score of 273 and a value of 77.12, is job security. The Covid-19 pandemic had a huge impact on the company and hospitality industry. The company's turnover rate has increased due to the Covid-19 outbreak since they do not feel secure about their jobs. The Covid-19 pandemic forced people to stay home and not go to cafes, so employees worried the company would go bankrupt. The next driver with the lowest score is work/life balance, with a total score of 272 and a value of 76.84, followed by risk, with a total score of 229 and 64.69. The two drivers are somehow related. Because PT XYZ is a food and beverage service industry that has opening hours until late at night, the working hours offered by the company do not stick to a certain time range, especially for the cafe employees who serve customers from 08.00 a.m. to 02.00 a.m. for every day, including weekends. Even though it is done in shifts, it can interfere with the employee's personal life and pose greater health risks for those working at night.

*Employee Engagement Outcome*

**Table 3. Employee Engagement Level Result**

Outcome	Question Number	Total Score
Say	20	291
	21	289
Stay	22	273
	23	265
Strive	24	284
	25	296

Source: reserach data, 2023

$$\text{Say} = \frac{291 + 289}{59 \times 2} = 82\%$$

$$\text{Stay} = \frac{273 + 265}{59 \times 2} = 76\%$$

$$\text{Strive} = \frac{284 + 296}{59 \times 2} = 82\%$$

Average = 80%

As a result of employee engagement outcome, say has a total score of 291 for question number 20 and 289 for question number 21 with a total percentage of 82%. On the other hand, the stay has a total score of 273 for question number 22 and 265 for question number 23, with a total percentage of 76%. Meanwhile, striving has a total score of 284 for question number 24 and 296 for question number 25, with the same total percentage of 82%. The average result of the three employee engagement outcomes for the employees working under PT XYZ is 80%.

*PT XYZ Employees: Managers*

As for the manager level, the researcher collected data from all managers working under PT XYZ, totalling six managers.

*Employee Engagement Level*

**Table 4. Engagement Level Result for Manager**

Engagement Level	Number of Employees	Percentage/ Result
Actively Disengaged	0	$\frac{0}{6} \times 100 = 0\%$
Passive	0	$\frac{0}{6} \times 100 = 0\%$

Engagement Level	Number of Employees	Percentage/ Result
Moderately Engaged	2	$\frac{2}{6} \times 100 = 33\%$
Highly Engaged	4	$\frac{4}{6} \times 100 = 67\%$

Source: reserach data, 2023

Based on the researcher's calculation, 0% of managers are actively disengaged and passive. Meanwhile, there are two managers with a result of 33% who are at a moderately engaged level and four managers with a result of 67% at the highly engaged level.

### Employee Engagement Drivers

**Table 5. Drivers Result for Manager**

Rank	Driver	Total Score	Value
1	Collaboration	34	94.44
2	Career & Development	34	94.44
3	Diversity & Inclusion	32	88.89
4	Senior Leadership	32	88.89
5	Customer Focus	31	86.11
6	The Manager	31	86.11
7	Survey Follow-up	31	86.11
8	Reward & Recognition	30	83.33
9	Brand	29	80.56
10	Empowerment/ Autonomy	29	80.56
11	Enabling Infrastructure	28	77.78
12	Performance Management	28	77.78
13	Work Task	28	77.78
14	Job Satisfaction	28	77.78
15	Job Security	28	77.78
16	Talent & Staffing	26	72.22
17	Safety	25	69.44
18	Work/Life Balance	24	66.67
19	Risk	24	66.67

Source: reserach data, 2023

For the employee engagement drivers, collaboration and career & development occupy the first rank with a total score of 34 and a value of 94.44. Although there is only one manager in each division, collaboration is also carried out with managers with fellow managers and staff to communicate so that the work can be done easier. Career and development can be seen from those who are now managers, indicating that the career path offered by the company is promising. The next driver is diversity and inclusion, and senior leadership with the same total score and value equals 32 and 88.89, respectively, proving that PT XYZ is a company that respects diversity. The director stated that the company could promote cafe employees to become staff or managers if they perform well.

While the last rank is safety, with a score of 25 and a value of 69.44, followed by work/life balance and risk, with a total score of 24 and 66.67. Although managers have high positions with different working hours from cafe employees, they still have to deal 24 hours just in case something happens.

### Employee Engagement Outcome

**Table 6. Outcome Result for Manager**

Outcome	Question Number	Total Score
Say	20	29
	21	29
Stay	22	26
	23	24
Strive	24	28

Outcome	Question Number	Total Score
	25	30

Source: reserach data, 2023

$$\text{Say} = \frac{29 + 29}{6 \times 6} = 81\%$$

$$\text{Stay} = \frac{26 + 24}{6 \times 6} = 69\%$$

$$\text{Strive} = \frac{28 + 30}{6 \times 6} = 81\%$$

$$\text{Average} = 77\%$$

For employee engagement outcome, both questions from say outcome have a total score of 29, resulting in a percentage of 81%. As for stay, question number 22 has a total score of 26 and question number 23 has a total score of 24. The two combined scores yield a percentage of 69. Lastly, questions 24 and 25 have total scores of 28 and 30, respectively, for the outcome strive itself. As for the percentage, the strive has the same result as the outcome, which equals 81%. The average of three outcomes comes out to 77%.

#### *PT XYZ Employees: Staff*

The researcher collected 16 samples from the 26 staff employees working under PT XYZ to process the data.

#### *Employee Engagement Level*

**Table 7. Engagement Level Result for Staff**

Engagement Level	Number of Employees	Percentage/ Result
Actively Disengaged	0	$\frac{0}{16} \times 100 = 0\%$
Passive	0	$\frac{0}{16} \times 100 = 0\%$
Moderately Engaged	2	$\frac{2}{16} \times 100 = 12\%$
Highly Engaged	14	$\frac{14}{16} \times 100 = 88\%$

Source: reserach data, 2023

Regarding employee engagement level, 0% of staff are actively disengaged and passive. In addition, 12% of staff (totalling 2 people) are moderately engaged, and 88% (totalling 14 people) are highly engaged.

#### *Employee Engagement Drivers*

**Table 8. Drivers Result for Staff**

Rank	Driver	Total Score	Value
1	Diversity & Inclusion	89	92.71
2	Enabling Infrastructure	87	90.63
3	Career & Development	87	90.63
4	Collaboration	85	88.54
5	Customer Focus	85	88.54
6	Senior Leadership	83	86.46
7	Job Satisfaction	83	86.46
8	Reward & Recognition	82	85.42
9	The Manager	81	84.38
10	Performance Management	80	83.33

Rank	Driver	Total Score	Value
11	Empowerment/ Autonomy	80	83.33
12	Work Task	80	83.33
13	Talent & Staffing	79	82.29
14	Survey Follow-up	79	82.29
15	Job Security	78	81.25
16	Work/Life Balance	77	80.21
17	Safety	77	80.21
18	Brand	74	77.08
19	Risk	67	69.79

Source: reserach data, 2023

Based on the researcher's calculations regarding employee engagement drivers, diversity and inclusion took the first place for staff with a total score of 89 and a value of 92.71. As mentioned earlier by the researcher, PT XYZ is a company that values all of its employees without discrimination. The second-ranked driver is enabling infrastructure, totalling 87 scores and a value of 90.63. It is demonstrable that managers employed at PT XYZ have simple access to tools and devices that facilitate their work. Because of that, they may feel more at ease working in the company. Career & development has the same total score and value with enabling infrastructure, which indicates that the company has a promising career path for staff to become managers. At the same time, the last position is occupied by risk, with a total score of 67 and a value of 69.79. Staff are employees who directly deal with cafe employees who work shifts from 08.00 a.m. to 02.00 a.m., which staff also have to deal with 24 hours just in case something happens.

#### Employee Engagement Outcome

**Table 9. Outcome Result for Staff**

Outcome	Question Number	Total Score
Say	20	81
	21	81
Stay	22	78
	23	73
Strive	24	78
	25	83

Source: reserach data, 2023

$$\text{Say} = \frac{81 + 81}{16 \times 6} = 84\%$$

$$\text{Stay} = \frac{78 + 73}{16 \times 6} = 79\%$$

$$\text{Strive} = \frac{78 + 83}{16 \times 6} = 84\%$$

$$\text{Average} = 82\%$$

For employee engagement outcomes for the staff, say, have the same total score for both questions, which equals 81, with a percentage of 84%. For the second outcome, namely, stay, question number 22 has a total score of 78 and question number 23 has a total score of 73, producing a percentage of 79%. Finally, for the outcome strive, question number 24 has a total score of 78 and question number 25 has a total score of 83 which produces the same percentage as the outcome, say, equals 84%. From there, an average of 82% of the three outcomes was obtained.

#### PT XYZ Employees: Café Employees

Cafe employees comprise most of the company's workforce since they are spread across PT XYZ branches. From a total of 92 cafe employees, the researcher gathered 37 data samples.

*Employee Engagement Level*

**Table 10. Engagement Level Result for Cafe Employees**

Engagement Level	Number of Employees	Percentage/ Result
Actively Disengaged	0	$\frac{0}{37} \times 100 = 0\%$
Passive	0	$\frac{0}{37} \times 100 = 0\%$
Moderately Engaged	7	$\frac{7}{37} \times 100 = 19\%$
Highly Engaged	30	$\frac{30}{37} \times 100 = 81\%$

Source: reserach data, 2023

Based on the employee engagement level calculations, 0% of cafe employees are actively disengaged and passive. Meanwhile, 19% (totalling 7 cafe employees) are moderately engaged, and 81% (totalling 30 cafe employees) are highly engaged.

*Employee Engagement Drivers*

**Table 11. Drivers Result for Cafe Employees**

Rank	Driver	Total Score	Value
1	Diversity & Inclusion	206	92.79
2	Customer Focus	203	91.44
3	Collaboration	195	87.84
4	Enabling Infrastructure	192	86.49
5	The Manager	191	86.04
6	Survey Follow-up	191	86.04
7	Career & Development	189	85.14
8	Performance Management	186	83.78
9	Reward & Recognition	186	83.78
10	Talent & Staffing	186	83.78
11	Senior Leadership	185	83.33
12	Safety	183	82.43
13	Job Satisfaction	182	81.98
14	Work Task	178	80.18
15	Empowerment/ Autonomy	177	79.73
16	Brand	175	78.83
17	Work/Life Balance	171	77.03
18	Job Security	167	75.23
19	Risk	138	62.16

Source: reserach data, 2023

Regarding employee engagement drivers, diversity and inclusion occupy the first position with a total score of 206 and a value of 92.79. According to its human resources manager, PT XYZ recruits cafe employees from people with no specific skills and turns them into “somebody.” That means the company does not discriminate between its employees regardless of where they come from. The next driver is customer focus, with a total score of 203 and a value of 87.84. This indicates that customer focus can lead to engagement. As employees who deal face-to-face with customers daily, those who treat their customers well will be more motivated to work every day to be engaged with their company. The third rank driver is collaboration, with a total score of 195 and a value of 87.84. Collaboration in the food and beverage service sector is crucial for cafe employees since it facilitates and makes work easier for everyone.

While the last rank is occupied by work/ life balance, with a total score of 171 and a value of 77.03, followed by job security, with a total score of 167 and a value of 75.32, and risk, with a total score of 138 and a value of 62.16, work/life balance and risk are related because cafe employees themselves have working hours every day (including weekends) from 08.00 a.m. to 02.00 a.m. with alternating shifts. It



can interfere with the personal life of someone, for example, those who want to enjoy weekends at home but fails because they have work to do. For the job security itself, it can be related to the Covid-19 pandemic, which makes employees not feel secure with their job.

*Employee Engagement Outcome*

**Table 12: Outcome Result for Cafe Employees**

Outcome	Question Number	Total Score
Say	20	181
	21	179
Stay	22	169
	23	168
Strive	24	178
	25	183

Source: reserach data, 2023

$$\text{Say} = \frac{181 + 179}{2 \times 37} = 81\%$$

$$\text{Stay} = \frac{169 + 168}{2 \times 37} = 76\%$$

$$\text{Strive} = \frac{178 + 183}{2 \times 37} = 81\%$$

$$\text{Average} = 79\%$$

Based on the researcher's calculations, questions 20 and 21 each received a total score of 181 and 179, respectively, yielding a percentage of 81%. As for the outcome stay, question number 22 has a total score of 169, while question number 23 has a total score of 168, yielding a percentage of 76%. For the strive outcome, questions 24 and 25 received total scores of 178 and 183, respectively, yielding an 81% result, which equals the outcome. An average of 79% is obtained among the three outcomes.

**D. CONCLUSION**

PT XYZ employees are categorized as engaged. It is proven that 0% of employees across all job levels are classified as passive and actively disengaged in terms of employee engagement level. In total, 81% of employees are considered to be highly engaged, while 19% are considered to be moderately engaged. Compared to other job levels, the staff level has the position with the largest percentage of highly engaged employees (88%), making it the position with the best level of engagement. However, other job levels also have a good engagement level, as evidenced by 81% of cafe employees who are highly engaged, followed by the level with the lowest highly engaged percentage, manager, with 67%.

As for the employee engagement drivers, overall, diversity and inclusion occupy the first position with a value of 92.37, demonstrating that PT XYZ is an organization that prioritizes diversity and inclusivity. Additionally, customer focus holds down the second spot, scoring a value of 90.11. This shows that employees at PT XYZ prioritize customers' needs, which is one of the major factors in the success of the hospitality industry. Collaboration is ranked third, with a value of 88.70 for the employee engagement driver, with the best score indicating that PT XYZ also encourages collaboration among its employees. As previously stated by the company's director, Pak Aruman, PT XYZ is a food and beverage service industry that employs much creativity, and the single best way to achieve this is through collaboration. The lowest ratings are job security, with a value of 77.12; work/life balance, with a value of 76.84; and risk, with a value of 64.69. The COVID-19 pandemic has caused the hospitality industry to become stagnant, which has also caused an increase in turnover rate and may have made employees feel less secure about their job security. The working hours of cafe employees range from 08:00 a.m. to 02:00

a.m. in shifts. It may interfere with the private life of some employees and can lead to high occupational risks.

Regarding employee engagement outcomes, PT XYZ has an average of 80% for the three outcomes, say, stay and strive for all job levels, which is considered very good. With 82% say and strive and 76% stay, which is unique for each job level, the percentage of say and strive always has the same amount, but higher than stay. This indicates that say, stay, and strive is not a stage of employee engagement but a facet. As for the example, someone who has represented “stay” for their actions does not necessarily say positive things about the company, and vice versa. This applies to all three outcomes. Whereas the highest average for employees who have represented, say, stay, strive, is obtained by staff, with an average of 82%, followed by the second place which is cafe employees with a percentage of 79%, and the last order is obtained by a manager with a percentage of 77%.

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