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# Employee Engagement and Organizational Productivity of Hospitality Sector in Abuja

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**Abstract:** *This study investigates the impact of employee engagement on organizational productivity within the hospitality sector in Abuja, Nigeria. Utilizing a cross-sectional survey design, data was collected from 841 hotels using census-based sampling methods. The research objectives were to assess the influence of Emotional Engagement (EE), Intellectual Engagement (IE), and Social Engagement (SE) on organizational productivity. Findings from multiple regression analysis revealed significant positive effects of EE, IE, and SE on organizational productivity, highlighting the importance of fostering engagement across these dimensions. In conclusion, this study underscores the critical role of employee engagement in driving organizational productivity within the hospitality sector in Abuja. The findings highlight the significant positive effects of Emotional Engagement, Intellectual Engagement, and Social Engagement on productivity levels, indicating that engagement initiatives targeting these dimensions can lead to tangible performance improvements. By fostering a culture of engagement and prioritizing employee well-being, hospitality organizations can enhance their competitiveness and sustainability in Abuja's dynamic business environment.*

**Keywords:** employee engagement, organizational productivity, emotional engagement, intellectual engagement, social engagement, employee well-being, supportive work environments, employee productivity

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## INTRODUCTION

Employee engagement has emerged as a critical factor influencing organizational productivity across various industries worldwide. In the dynamic landscape of the hospitality sector, characterized by intense competition and evolving consumer preferences, the significance of employee engagement becomes even more pronounced. Engaged employees are more committed,

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innovative, and productive, leading to enhanced customer satisfaction and organizational performance (Arhin & Cobblah, 2024). At the world level, numerous research studies and industry reports have highlighted the pivotal role of employee engagement in driving success within the hospitality sector (Gallup, 2020). Organizations that prioritize employee well-being, satisfaction, and involvement tend to outperform their competitors in terms of profitability, guest experience, and overall business outcomes (Tuyet, Huong & Chau, 2024). From luxury hotels to boutique establishments, fostering a culture of engagement has become a strategic imperative for sustainable growth and competitiveness (Prevolšek, Kukurin & Golja, 2024).

Similarly, at the continental and country levels, research on employee engagement within the hospitality industry has gained considerable attention (Kusluvan et al., 2021). In regions like Africa, where hospitality tourism is a key economic driver, understanding the dynamics of employee engagement and its impact on organizational productivity is of paramount importance (Dávila et al., 2019). Countries such as Nigeria, with burgeoning hospitality sectors like Abuja, are witnessing a growing emphasis on enhancing employee engagement practices to achieve operational excellence and meet the rising demands of discerning guests (Okafor, 2020).

The dimensions of employee engagement-emotional, intellectual, and social-are intricately linked and mutually reinforcing, are forming a cohesive framework that enhances organizational effectiveness. Emotional engagement serves as the cornerstone, cultivating a sense of purpose and commitment among employees, which is essential for fostering a positive work environment (Putra, Kusumawati & Kartikasari, 2024). Intellectual engagement empowers individuals to apply their skills and expertise towards achieving shared objectives, driving innovation and problem-solving within the organization (Patil, Patil, Gurale & Karati, 2024). Additionally, social engagement promotes collaboration and synergy among team members, creating a supportive and cohesive workplace culture where individuals thrive (Burnett, 2024). By addressing these dimensions collectively, organizations can unlock the full potential of their workforce and drive organizational productivity within the hospitality sector, ensuring that employees are motivated, fulfilled, and connected to their work and colleagues.

The hospitality sector in Abuja, Nigeria, operates within a dynamic and competitive environment, characterized by rapid urbanization, diverse consumer preferences, and evolving industry trends. In this context, employee engagement emerges as a critical determinant of organizational success, influencing factors such as productivity, guest satisfaction, and overall performance.

In the realm of employee engagement research, a notable gap exists in the context of the hospitality sector, particularly in Abuja. Despite a wealth of studies such as Riyanto, Endri and Herlisha, (2021) ; Verčič, (2021) ; Naqshbandi, Kabir, Ishak and Islam, (2024) among others. Exploring engagement in various industries, the experiences and perspectives of hospitality businesses often go overlooked. This oversight creates a significant population gap, hindering our understanding of how engagement practices differ across different types of hospitality organizations in Abuja. For instance, while research in other sectors may offer insights into general engagement strategies,

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such findings may not be directly applicable to the unique challenges and dynamics faced by hospitality businesses, where customer interactions and service delivery play a pivotal role. As a result, there's a pressing need for research that specifically addresses the impact of employee engagement within the hospitality sector, shedding light on industry-specific practices and strategies tailored to the context of Abuja.

Furthermore, a conspicuous knowledge void exists regarding the mechanisms through which various dimensions of employee engagement such as Emotional Engagement, Intellectual Engagement and Social Engagement impact on organizational productivity within the hospitality sector in Abuja. Despite the increasing emphasis on employee engagement, research has yet to fully uncover the intricate relationships between emotional, intellectual, and social engagement and their effects on productivity in this context. While some studies such as Susanto, Sawitri and Suroso, (2023); Iskandar, Pahrijal and Kurniawan, (2023); Yousf and Khurshid, (2024) have explored the overall impact of engagement on metrics like productivity and guest satisfaction, there remains a dearth of empirical evidence elucidating the underlying processes and interrelationships among these dimensions. This gap in knowledge poses a significant challenge for hospitality managers seeking to implement targeted engagement initiatives that effectively enhance organizational performance and address the specific needs of their workforce. Closing this knowledge gap is essential for developing evidence-based strategies that optimize employee engagement and drive sustainable business success in the hospitality sector in Abuja.

Against the backdrop of these research gaps, the overarching problem revolves around the need to bridge the disconnect between theoretical conceptualizations of employee engagement and its practical implications for organizational productivity within the hospitality sector in Abuja. This entails conducting methodologically rigorous research that addresses the unique population dynamics and knowledge voids specific to the local context, while offering actionable recommendations and evidence-based strategies to empower hospitality managers in fostering a culture of engagement and achieving sustainable competitive advantage.

This study aims to achieve the following objectives:

- i. To assess the impact of Emotional Engagement on the organizational productivity within the hospitality sector in Abuja.
- ii. To investigate the impact of Intellectual Engagement on the organizational productivity within the hospitality sector in Abuja.
- iii. To examine the impact of Social Engagement on the organizational productivity within the hospitality sector in Abuja.

In alignment with the study's objectives, the following null hypotheses are proposed:

**H<sub>01</sub>:** There is no significant impact of Emotional Engagement on the organizational productivity within the hospitality sector in Abuja.

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**H<sub>02</sub>:** There is no significant impact of Intellectual Engagement on the organizational productivity within the hospitality sector in Abuja.

**H<sub>03</sub>:** There is no significant impact of Social Engagement on the organizational productivity within the hospitality sector in Abuja.

This paper is organized into seven distinct sections: Introduction, Literature Review, Methodology, Results and Findings, Discussion, Implications for Research and Practice, and Conclusion.

## LITERATURE REVIEW

### Conceptual Clarification

#### Organizational Productivity

Organizational productivity serves as a cornerstone of a company's success, encompassing various facets that contribute to its efficient operation and goal attainment (Bouguern, 2024). It involves the output generated by utilizing resources like labour, capital, and materials, relative to the inputs required for production (Dzhumashev, 2024). In essence, organizational productivity reflects an organization's ability to maximize output while minimizing input, thereby optimizing performance and enhancing competitiveness in the marketplace (Tran, Dang, Luong, Pham & Cao, 2024). In today's dynamic business landscape, organizational productivity plays a pivotal role in driving success and maintaining competitiveness (Givan, 2024). By focusing on efficiency, effectiveness, innovation, employee engagement, and strategic alignment, organizations can bolster their capacity to create value and achieve objectives (Jutidharabongse, Imjai, Pantaruk, Surbakti & Aujirapongpan, 2024). Effective measurement and management of organizational productivity are critical for sustaining performance excellence and fostering long-term growth and success (Emon, Khan & Siam, 2024). It allows companies to adapt to evolving market conditions and remain resilient in the face of challenges (Moşteanu, 2024).

#### Emotional Engagement

Emotional engagement is a profound connection that employees develop towards their work, colleagues, and the organization as a whole. It encompasses a spectrum of positive emotions, including enthusiasm, passion, pride, and loyalty, which inspire individuals to exceed their basic job duties (Aquino & Galvez, 2024). This emotional bond is a crucial element of overall employee engagement and significantly influences organizational culture, performance, and success (Singha, 2024). In the workplace, emotional engagement serves as a driving force behind motivation, commitment, and performance (Putra & Kudri, 2024). Organizations that cultivate a culture of emotional engagement foster a workforce that is resilient, innovative, and poised for sustained growth (Ajayi & Udeh, 2024). Employees who feel emotionally connected to their work are more likely to exhibit discretionary effort, proactively contribute to organizational goals, and

Publication of the European Centre for Research Training and Development-UK demonstrate higher levels of job satisfaction and retention (Kışı, 2024). Consequently, prioritizing emotional engagement is essential for creating a thriving workplace environment conducive to individual and organizational success (Singha & Singha, 2024).

### **Intellectual Engagement**

Intellectual engagement refers to the cognitive involvement and stimulation experienced by employees in their work, encompassing the degree to which individuals are intellectually challenged, stimulated, and motivated to apply their knowledge, skills, and creativity to solve problems, innovate, and contribute to organizational success (Alwaely, Zowid, Alamayreh, Almasarweh, Fraihat & AL-Derabseh, 2024). This aspect of employee engagement is closely linked to factors such as job satisfaction, motivation, and performance. In driving organizational performance and innovation, intellectual engagement plays a pivotal role (Boonpetchkaew, Kamak, Namraksa & Siri, 2024). By fostering a culture of intellectual curiosity, continuous learning, and innovation, organizations empower their employees to leverage their expertise and creativity, unlocking their full potential (Olaoye & Potter, 2024). Employees who feel intellectually engaged are more likely to proactively seek solutions, think critically, and contribute innovative ideas that drive organizational success (Zhang, 2024). Moreover, promoting intellectual engagement fosters a sense of fulfillment and satisfaction among employees, contributing to higher levels of engagement and retention (Kossyva, Theriou, Aggelidis & Sarigiannidis, 2024). Thus, prioritizing intellectual engagement is essential for organizations seeking to thrive in a rapidly changing business environment characterized by complexity and innovation (Matheus, 2024).

### **Social Engagement**

Social engagement refers to the degree of interaction, collaboration, and connection among employees within an organization, encompassing the quality of relationships, communication, and teamwork that contribute to a positive work environment (Olaniyi, Ugonnia, Olaniyi, Arigbabu & Adigwe, 2024). This aspect of employee engagement is critical for shaping organizational culture, performance, and success.

In driving organizational success, social engagement plays a fundamental role by fostering collaboration, communication, and a sense of belonging among employees (Lubis, 2024). Prioritizing social engagement and creating a supportive, inclusive work environment enables organizations to build stronger teams, enhance employee satisfaction, and drive performance and innovation (Patil, Abraham, Sharma, Sharma, Prasad & Gomathi, 2024). Employees who feel socially engaged are more likely to collaborate effectively, share knowledge, and support one another, leading to increased productivity and creativity (Kyambade, Mugambwa, Namuddu & Namatovu, 2024). Additionally, promoting social engagement contributes to a positive organizational culture characterized by trust, mutual respect, and camaraderie (Singha, 2024). By fostering social engagement, organizations can create a workplace where employees feel valued,



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Publication of the European Centre for Research Training and Development-UK connected, and motivated to contribute their best efforts (Kyambade, Namatovu, Mugambwa, Namuddu & Namubiru, 2024).

## **Empirical Review**

Ahmed, Khan, Thitivesa, Siraphatthada, and Phumdara (2020) conducted a study to examine the effect of employee engagement on organizational performance, mediated by knowledge sharing in higher educational institutions. Employing a quantitative research method, they utilized a non-probability sampling design, focusing on convenient sampling. The questionnaire, adapted from previous studies, initially employed Google Forms for data collection, later switching to distributing hard copies due to a low response rate. Structural Equation Modeling (SEM) was employed to test the conceptual framework, revealing significant and positive impacts of employee engagement and knowledge sharing on organizational performance. However, knowledge sharing only partially mediated the association between employee engagement and organizational performance.

Riyanto, Endri, and Herlisha (2021) analyzed the impact of motivation and job satisfaction on performance, with employee engagement as a mediating variable, focusing on Information Technology (IT) companies in Jakarta and Bandung, Indonesia. Using convenience sampling, they collected responses from 103 IT developers and employed Partial Least Square (PLS) analysis. Results showed that motivation positively affected IT employee performance, while job satisfaction was independent. Employee engagement did not directly affect performance but mediated the relationship between motivation, job satisfaction, and performance.

Verčič (2021) delved into the relationship between employee engagement, employer brand, perceived organizational support, and internal communication satisfaction, involving 1805 employees from 12 large corporations. Their findings revealed significant and positive relationships among all measured variables, with regression analysis indicating that employee engagement, employer brand, and perceived organizational support predicted and explained 78.9% of the variation in internal communication satisfaction.

Naqshbandi, Kabir, Ishak, and Islam (2024) explored how the hybrid workplace model impacts job performance through work engagement, surveying 277 employees in Nigerian universities. Their findings indicated that flexible work positively affected job performance, with work engagement mediating this relationship. However, telework did not significantly impact work engagement or job performance.

Susanto, Sawitri, and Suroso (2023) investigated the relationships among employee performance, job satisfaction, motivation, career, and employee engagement in transportation and logistics companies. Their findings suggested no significant partial effect of employee performance on job satisfaction but identified a simultaneous positive and significant effect of motivation, career, employee engagement, and employee performance on job satisfaction.

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Iskandar, Pahrijal, and Kurniawan (2023) explored the interactions between Indonesian Micro, Small, and Medium-Sized Enterprises (MSMEs), training, employee engagement, social entrepreneurship performance, sustainable business practices, and social impact. Using Structural Equation Modeling (SEM-PLS) on data from 487 MSMEs, they found high employee engagement and successful hiring to be key factors influencing social entrepreneurship performance and sustainable business practices.

Yousuf and Khurshid (2024) investigated the impact of employer branding on employee commitment, mediated by employee engagement, in two banks. Their findings revealed that all dimensions of employer brand influenced employee engagement, which, in turn, positively affected organizational commitment.

Alolayyan and Alyahya (2023) proposed a model examining the effects of operational flexibility on hospital performance, mediated by management capability and employee engagement. Using data from 480 clinical and administrative staff in Jordanian hospitals, their findings highlighted the positive impact of operational flexibility on hospital performance, with management capability and employee engagement acting as partial mediators.

Abubakar and Sanda (2024) evaluated the influence of employee engagement and psychological empowerment on job satisfaction and organizational citizenship behavior in Ghanaian hotels. Their findings indicated that job satisfaction and organizational citizenship behavior were positively influenced by effective employee engagement and psychological empowerment practices.

Gede and Huluka (2024) explored the impact of employee engagement on organizational performance in Ethiopian public universities. Using quantitative and qualitative approaches and data from 365 personnel across three universities, they found significant and positive impacts of employee engagement on organizational performance, highlighting differences in institutional performance based on employee involvement.

### **Theoretical Framework**

This study adopted Job Demands-Resources (JD-R) Model. The Job Demands-Resources (JD-R) model, developed by Bakker and Demerouti in 2007, offers a comprehensive framework for understanding the relationship between job characteristics, employee engagement, and organizational outcomes (Bakker & Demerouti, 2007). In this model, job characteristics are classified into two broad categories: job demands and job resources. Job demands encompass aspects of the job that require sustained physical or psychological effort and are associated with physiological and psychological costs. In contrast, job resources are elements of the job that support employees in achieving work goals, alleviate job demands, and promote personal growth and development.

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Applying the JD-R model to the context of this study reveals insights into how specific job demands and resources influence different dimensions of employee engagement within the hospitality sector in Abuja. Emotional engagement, which reflects the depth of employees' emotional connection and investment in their work, can be impacted by both job demands and resources (Chen, Kewou, Atingabili, Sogbo & Tcheudjeu, 2024). For instance, high emotional demands, such as dealing with challenging guests or navigating stressful situations, may negatively affect emotional engagement. Conversely, job resources such as social support from colleagues, opportunities for autonomy, and recognition for performance excellence can enhance emotional engagement among employees.

Intellectual engagement, characterized by cognitive involvement and stimulation in the workplace, can be viewed as a form of job resource within the JD-R model (Faiz Rasool, Almas, Afzal & Mohelska, 2024). Opportunities for learning and development, challenging tasks, and autonomy in decision-making can stimulate intellectual engagement among hospitality employees. However, excessive job demands without sufficient resources to cope may hinder intellectual engagement, underscoring the importance of balancing workload with adequate support mechanisms.

Social engagement, which pertains to the level of interaction, collaboration, and connection among employees, is closely linked to social support, a key job resource in the JD-R model (Cao, Li, Chen, You & Xue, 2024). Positive social relationships, teamwork, and a supportive work environment can foster social engagement, contributing to a cohesive and engaged workforce. Conversely, social isolation or conflicts with colleagues may undermine social engagement, highlighting the significance of cultivating a positive interpersonal climate within hospitality organizations.

By adopting the JD-R model as a theoretical lens for this study examines how emotional, intellectual, and social engagement among employees in the hospitality sector in Abuja. Ultimately, this approach facilitates a deeper understanding of the factors that drive employee engagement and their impact on organizational productivity, thereby informing strategic interventions to enhance workplace effectiveness and employee well-being.

## METHODOLOGY

The research employed a cross-sectional survey design to achieve its objectives. By targeting firms (Hotels) in Hospitality Sector in Abuja the Federal Capital Territory (FCT). The population of the study comprises 841 hotels within Abuja (<https://nigeria/federal-capital-territory/abuja/hotels>). The respondents were selected from a representative sample of the population using a census-based sampling method. Primary data was collected using a structured questionnaire comprising:

**Organizational Productivity (OP):** To evaluate Organizational Productivity (OP), a Likert-scale questionnaire was utilized. The questionnaire consisted of statements designed to allow participants to express their level of agreement on a scale ranging from 1 (Strongly Disagree) to 5



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Publication of the European Centre for Research Training and Development-UK (Strongly Agree). The Likert-scale questionnaire used for assessing Organizational Productivity was adapted from Khan, Ma, Akbar, Islam, Ali and Noor, (2024).

**Emotional Engagement (EE):** To evaluate Emotional Engagement (EE), a Likert-scale questionnaire was utilized. The questionnaire consisted of statements that enabled participants to express their level of agreement on a scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Likert-scale questionnaire used for assessing Emotional Engagement was adapted from Ge, (2024).

**Intellectual Engagement (IE):** To evaluate Intellectual Engagement (IE), a Likert-scale questionnaire was utilized. The questionnaire comprised statements that enabled participants to convey their level of agreement on a scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Likert-scale questionnaire used for assessing Intellectual Engagement was adapted from Zare, Derakhshan and Zhang, (2024).

**Social Engagement (SE):** To evaluate Social Engagement (SE), a Likert-scale questionnaire was utilized. The questionnaire comprised statements that enabled participants to convey their level of agreement on a scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree). The Likert-scale questionnaire used for assessing Social Engagement was adapted from Malay, Rangraze, Merghani and Kassab, (2024).

The instrument underwent rigorous validation, encompassing several key facets:

**Content Validity:** The instruments were carefully selected from well-established scales known for their robust content validity. This ensured that the tools accurately captured the core aspects of employee engagement and organizational productivity.

**Construct Validity:** Through factor analysis, the instruments underwent validation for construct validity. This analysis affirmed the uniqueness of the constructs, ensuring they measured their intended aspects accurately. The substantial explained variance for Organizational Productivity (80%), Emotional Engagement (75%), Intellectual Engagement (74%), and Social Engagement (83%) emphasized the distinct nature of these constructs.

**Criterion Validity:** The measurements demonstrated strong criterion validity, supported by a robust correlation coefficient of 0.85 between employee engagement and organizational productivity. This coefficient signifies a substantial association between the constructs, affirming their relevance to organizational productivity.

The robustness of the measurements was further established through rigorous evaluation of their reliability:

**Internal Consistency:** Ensuring the instrument's reliability, Cronbach's alpha coefficients yielded noteworthy values for Organizational Productivity (0.88), Emotional Engagement (0.87),

Publication of the European Centre for Research Training and Development-UK Intellectual Engagement (0.84), and Social Engagement (0.85). These coefficients reflect strong internal consistency, indicating that the items within each subscale effectively measure a shared underlying construct. Consequently, the instrument reliably assesses the intended aspects of Employee Engagement and Organizational Productivity.

**Test-Retest Reliability:** To evaluate the instrument's stability, it was administered twice to participants with a two-week interval between sessions. Correlation coefficients between the scores from both administrations were computed for each construct. Remarkably, the results demonstrated strong stability, with correlation coefficients of 0.91 for Organizational Productivity, 0.84 for Emotional Engagement, 0.85 for Intellectual Engagement, and 0.90 for Social Engagement. This robust consistency underscores the reliability of the instrument across time intervals.

**Inter-Rater Reliability:** Two independent raters evaluated a sample of completed instruments to assess inter-rater reliability. The agreement between the raters' scores was calculated using intra-class correlation coefficients (ICCs). The findings demonstrated strong agreement among raters, with ICC coefficients of 0.89 for Organizational Productivity, 0.84 for Emotional Engagement, 0.86 for Intellectual Engagement, and 0.91 for Social Engagement. This high level of agreement reinforces the consistency and trustworthiness of the instrument's measurements across different evaluators.

By integrating these values into the validation and reliability assessments, the accuracy and consistency of the collected data were significantly enhanced. Consequently, the measurements successfully captured the essence of employee engagement, establishing a robust foundation for investigating their impact on the organizational productivity of hotels in Abuja.

The research hypotheses regarding the influence of employee engagement on the organizational productivity of hotels in Abuja were rigorously tested through multiple regression analysis. This analytical approach aimed to ascertain the statistical significance of the relationships between the variables under investigation.

A multiple regression model was employed, specified as follows:

$$OP = \beta_0 + \beta_1 EE + \beta_2 IE + \beta_3 SE + \epsilon$$

Where:

*OP* = Organizational Productivity (Dependent Variable)

*EE* = Emotional Engagement (Independent Variable)

*IE* = Intellectual Engagement (Independent Variable)

*SE* = Social Engagement (Independent Variable)

$\beta_0$  = Intercept $\beta_1$  = Coefficient for Emotional Engagement $\beta_2$  = Coefficient for Intellectual Engagement $\beta_3$  = Coefficient for Social Engagement $\epsilon$  = Error Term.

## RESULTS AND FINDINGS

In this section, data was systematically analysed and presented using rigorous statistical techniques to discern the relationships between the independent and dependent variables.

**Table 1 Descriptive Statistics**

	N Statistic	Mean Statistic	Std. Deviation Statistic	Skewness		Kurtosis	
				Statistic	Std. Error	Statistic	Std. Error
OP	827	2.4051	1.38537	.555	.085	-1.047	.170
EE	827	2.4958	1.42136	.454	.085	-1.188	.170
IE	827	2.3180	1.51480	.685	.085	-1.156	.170
SE	827	2.4897	1.37456	.471	.085	-1.077	.170
Valid N (listwise)	827						

**SPSS Output, 2024**

Table 1 provides insightful descriptive statistics for the variables Organizational Productivity (OP), Emotional Engagement (EE), Intellectual Engagement (IE), and Social Engagement (SE), based on responses from a sample size of 827 individuals.

The mean scores offer a glimpse into the perceived levels of each variable among the respondents. Organizational Productivity (OP) exhibits a moderate mean score of 2.4051, suggesting a middling level of productivity within the sampled population. Emotional Engagement (EE) fares slightly higher with a mean score of 2.4958, indicating a slightly elevated level of emotional investment compared to organizational productivity. Conversely, Intellectual Engagement (IE) shows a slightly lower mean score of 2.3180, hinting at a lesser degree of intellectual involvement compared to the other variables. Social Engagement (SE) aligns closely with Emotional Engagement, boasting a mean score of 2.4897, indicating a comparable level of social interaction and connection among respondents.

The standard deviation values shed light on the variability in responses for each variable. With a standard deviation of 1.38537, Organizational Productivity (OP) demonstrates a moderate amount of variability, implying diverse perceptions regarding productivity levels. Emotional Engagement (EE) and Social Engagement (SE) exhibit similar variability, as reflected by standard deviations of 1.42136 and 1.37456, respectively. Intellectual Engagement (IE) displays a slightly higher

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 variability with a standard deviation of 1.51480, indicating a broader range of responses regarding intellectual involvement.

Skewness measures the distribution's asymmetry, with positive values indicating a skew towards higher scores. All variables (OP, EE, IE, SE) exhibit positive skewness, suggesting a tendency towards lower reported levels compared to higher ones. This skewness implies that most respondents tend to report moderate to low levels of productivity and engagement, with fewer individuals indicating higher levels.

Kurtosis, which measures the peakedness of the distribution, reveals slightly platykurtic distributions for all variables. Organizational Productivity (OP) exhibits a kurtosis value of -1.047, indicating a distribution that is less peaked than a normal distribution. Emotional Engagement (EE), Intellectual Engagement (IE), and Social Engagement (SE) also demonstrate similar slightly platykurtic distributions, with kurtosis values of -1.188, -1.156, and -1.077, respectively. These kurtosis values suggest that responses are spread out and not heavily concentrated around the mean, indicating a diverse range of perceptions and experiences regarding productivity and engagement among respondents.

**Table 2 Correlations**

	OP	EE	IE	SE
OP Pearson Correlation	1	.925**	.822**	.650**
Sig. (2-tailed)		.000	.000	.000
N	827	827	827	827
EE Pearson Correlation	.925**	1	.745**	.564**
Sig. (2-tailed)	.000		.000	.000
N	827	827	827	827
IE Pearson Correlation	.822**	.745**	1	.776**
Sig. (2-tailed)	.000	.000		.000
N	827	827	827	827
SE Pearson Correlation	.650**	.564**	.776**	1
Sig. (2-tailed)	.000	.000	.000	
N	827	827	827	827

\*\* . Correlation is significant at the 0.01 level (2-tailed).

### SPSS Output, 2024

Table 2 displays the correlation matrix between Organizational Productivity (OP), Emotional Engagement (EE), Intellectual Engagement (IE), and Social Engagement (SE), based on Pearson correlation coefficients, with a sample size of 827 respondents.

A strong positive correlation is observed between Organizational Productivity (OP) and Emotional Engagement (EE) with a Pearson correlation coefficient of .925\*\*, indicating a robust relationship between these two variables. Similarly, a significant positive correlation is found between OP and Intellectual Engagement (IE) with a Pearson correlation coefficient of .822\*\*. This suggests a substantial association between organizational productivity and intellectual engagement among the respondents. Additionally, a moderate positive correlation is observed between OP and Social Engagement (SE) with a Pearson correlation coefficient of .650\*\*, highlighting a noteworthy relationship between organizational productivity and social engagement within the sampled population.

Emotional Engagement (EE) demonstrates a strong positive correlation with both Intellectual Engagement (IE) and Social Engagement (SE), with Pearson correlation coefficients of .745\*\* and .564\*\*, respectively. These findings indicate significant relationships between emotional engagement and intellectual engagement, as well as emotional engagement and social engagement, emphasizing the interconnectedness of these dimensions within the organizational context.

Intellectual Engagement (IE) exhibits a strong positive correlation with both Emotional Engagement (EE) and Social Engagement (SE), with Pearson correlation coefficients of .745\*\* and .776\*\*, respectively. These results underscore the substantial relationships between intellectual engagement and emotional engagement, as well as intellectual engagement and social engagement, indicating the interdependence of these variables in shaping organizational dynamics.

Social Engagement (SE) demonstrates a moderate positive correlation with Organizational Productivity (OP), Emotional Engagement (EE), and Intellectual Engagement (IE), with Pearson correlation coefficients of .650\*\*, .564\*\*, and .776\*\*, respectively. This highlights the significant associations between social engagement and organizational productivity, emotional engagement, and intellectual engagement, underscoring the importance of fostering a socially engaged workforce for enhancing organizational effectiveness and employee well-being.

### **Table 3 Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
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1	.947 <sup>a</sup>	.897	.896	.44626
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a. Predictors: (Constant), SE, EE, IE

#### SPSS Output, 2024

Table 3 presents the model summary for the regression analysis conducted, examining the relationship between the predictors (Social Engagement (SE), Emotional Engagement (EE), Intellectual Engagement (IE)) and the criterion variable (Organizational Productivity).

The coefficient of determination (R Square) is a measure of how well the predictors explain the variation in the criterion variable. In this model, the R Square value of .897 indicates that approximately 89.7% of the variance in Organizational Productivity can be explained by the predictors included in the model (SE, EE, IE).

The adjusted R Square value, which takes into account the number of predictors and the sample size, is .896. This adjusted value suggests that the model's explanatory power remains high even after considering the number of predictors and the sample size.

The correlation coefficient (R) between the predictors and the criterion variable is .947, indicating a strong positive relationship. This suggests that there is a substantial association between the combined predictors (SE, EE, IE) and Organizational Productivity.

The standard error of the estimate (.44626) provides an estimate of the variability of the actual Organizational Productivity scores around the predicted scores. A lower value indicates a better fit of the model to the data.

#### Table 4 ANOVA<sup>a</sup>

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1421.399	3	473.800	2379.117	.000 <sup>b</sup>
Residual	163.900	823	.199		
Total	1585.299	826			

a. Dependent Variable: OP

b. Predictors: (Constant), SE, EE, IE

#### SPSS Output, 2024

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Table 4 presents the results of the analysis of variance (ANOVA) for the regression model predicting Organizational Productivity (OP) based on the predictors Social Engagement (SE), Emotional Engagement (EE), and Intellectual Engagement (IE).

The regression model's F-statistic is 2379.117, with a corresponding p-value (Sig.) of .000, indicating that the overall model is statistically significant. This suggests that the predictors collectively contribute to explaining the variance in Organizational Productivity.

The ANOVA results indicate that the regression model, which includes Social Engagement (SE), Emotional Engagement (EE), and Intellectual Engagement (IE) as predictors, significantly explains the variance in Organizational Productivity. This suggests that these engagement dimensions play a significant role in determining organizational productivity levels.

**Table 5 Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.013	.036		.375	.708
EE	.688	.016	.705	41.937	.000
IE	.231	.020	.253	11.474	.000
SE	.056	.018	.056	3.143	.002

a. Dependent Variable: OP

**SPSS Output, 2024**

Table 5 presents the coefficients for the regression model predicting Organizational Productivity (OP) based on the predictors Emotional Engagement (EE), Intellectual Engagement (IE), and Social Engagement (SE).

For the constant term ((Constant)), the unstandardized coefficient is .013, indicating the estimated value of OP when all predictor variables are zero. However, this constant term is not statistically significant ( $p = .708$ ).

Emotional Engagement (EE) has a significant positive effect on Organizational Productivity, with an unstandardized coefficient (B) of .688 and a standardized coefficient (Beta) of .705 ( $p < .001$ ). This suggests that for every one-unit increase in Emotional Engagement, Organizational Productivity is estimated to increase by .688 units, holding all other predictors constant.

Intellectual Engagement (IE) also has a significant positive effect on Organizational Productivity, with an unstandardized coefficient (B) of .231 and a standardized coefficient (Beta) of .253 ( $p < .001$ ). This indicates that for every one-unit increase in Intellectual Engagement, Organizational Productivity is estimated to increase by .231 units, holding all other predictors constant.

Social Engagement (SE) has a significant positive effect on Organizational Productivity, with an unstandardized coefficient (B) of .056 and a standardized coefficient (Beta) of .056 ( $p = .002$ ).

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This suggests that for every one-unit increase in Social Engagement, Organizational Productivity is estimated to increase by .056 units, holding all other predictors constant.

The coefficients indicate that Emotional Engagement, Intellectual Engagement, and Social Engagement are all significant predictors of Organizational Productivity. Emotional Engagement has the strongest influence, followed by Intellectual Engagement and then Social Engagement. These findings highlight the importance of fostering engagement across multiple dimensions to enhance organizational productivity.

**Based on the findings, the study evaluated the research hypotheses as follows:**

**H<sub>01</sub>:** There is no significant impact of Emotional Engagement on the organizational productivity within the hospitality sector in Abuja.

The study found a significant impact of Emotional Engagement on organizational productivity within the hospitality sector in Abuja. The regression analysis revealed a strong positive relationship between Emotional Engagement and Organizational Productivity, with Emotional Engagement emerging as a significant predictor of productivity. Therefore, it can be concluded that Emotional Engagement does have a significant impact on organizational productivity within the hospitality sector in Abuja. Therefore **H<sub>01</sub>** was rejected

**H<sub>02</sub>:** There is no significant impact of Intellectual Engagement on the organizational productivity within the hospitality sector in Abuja.

The study found a significant impact of Intellectual Engagement on organizational productivity within the hospitality sector in Abuja. The regression analysis demonstrated a positive relationship between Intellectual Engagement and Organizational Productivity, with Intellectual Engagement emerging as a significant predictor of productivity. Thus, it can be concluded that Intellectual Engagement does have a significant impact on organizational productivity within the hospitality sector in Abuja. Therefore **H<sub>02</sub>** was rejected

**H<sub>03</sub>:** There is no significant impact of Social Engagement on the organizational productivity within the hospitality sector in Abuja.

The study found a significant impact of Social Engagement on organizational productivity within the hospitality sector in Abuja. The regression analysis indicated a positive relationship between Social Engagement and Organizational Productivity, with Social Engagement emerging as a significant predictor of productivity. Hence, it can be concluded that Social Engagement does have a significant impact on organizational productivity within the hospitality sector in Abuja. Therefore **H<sub>03</sub>** was rejected

The study's findings provide evidence to reject all three null hypotheses, indicating that Emotional Engagement, Intellectual Engagement, and Social Engagement all have significant impacts on

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organizational productivity within the hospitality sector in Abuja. These results underscore the importance of fostering engagement across multiple dimensions to enhance productivity and overall organizational performance in the hospitality industry.

## **DISCUSSION OF FINDINGS**

The constant term (Constant) in the regression analysis showed a non-significant relationship with Organizational Productivity (OP), indicating that the estimated value of OP when all predictor variables are zero is negligible ( $B = .013$ ,  $p = .708$ ). However, the results revealed significant positive effects of Emotional Engagement (EE), Intellectual Engagement (IE), and Social Engagement (SE) on OP. Specifically, EE demonstrated the strongest influence on OP, with a substantial unstandardized coefficient ( $B = .688$ ,  $p < .001$ ) and a high standardized coefficient (Beta = .705). This implies that increasing EE by one unit is associated with a considerable increase in OP. Similarly, IE exhibited a significant positive effect on OP ( $B = .231$ ,  $p < .001$ , Beta = .253), indicating that enhancing IE can lead to notable improvements in OP. Additionally, SE showed a significant positive relationship with OP ( $B = .056$ ,  $p = .002$ , Beta = .056), albeit with a smaller effect compared to EE and IE. These findings underscore the importance of cultivating engagement across multiple dimensions to enhance organizational productivity within Abuja's hospitality sector.

The results align with previous empirical studies that have highlighted the positive impact of employee engagement on organizational performance (Ahmed et al., 2020; Gede & Huluka, 2024). Furthermore, the findings support the theoretical framework of the Job Demands-Resources (JD-R) model, which posits that job resources, including engagement dimensions like EE, IE, and SE, contribute to positive organizational outcomes (Bakker & Demerouti, 2007). The strong positive relationships observed between EE, IE, SE, and OP underscore the significance of job resources in fostering productivity within the hospitality sector. These findings suggest that interventions aimed at enhancing engagement, particularly in the emotional, intellectual, and social domains, hold promise for improving organizational productivity in Abuja's hospitality establishments. However, further research could explore the specific mechanisms through which engagement dimensions influence productivity and investigate potential moderators or mediators in this relationship to provide a more nuanced understanding of the dynamics at play.

## **CONCLUSION AND RECOMMENDATIONS**

This study has shed light on the significant impact of Emotional, Intellectual, and Social Engagement on organizational productivity within the hospitality sector in Abuja. The findings reveal that all three dimensions of employee engagement play crucial roles in shaping productivity levels, with Emotional Engagement, Intellectual Engagement, and Social Engagement emerging as significant predictors of organizational productivity. These results underscore the importance of fostering a work environment that promotes positive emotions, intellectual stimulation, and social connections among employees.

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The implications of these findings are profound for both researchers and practitioners in the hospitality industry. For researchers, the study highlights the need for further exploration into the intricate dynamics between employee engagement and productivity, including the mechanisms through which engagement influences productivity and potential moderating or mediating factors.

From a practical standpoint, hospitality organizations in Abuja can use these findings to develop targeted engagement initiatives aimed at enhancing Emotional, Intellectual, and Social Engagement among their workforce. By prioritizing employee well-being and creating supportive work environments, organizations can cultivate a culture of engagement that drives productivity improvements. Ultimately, the findings of this study contribute to a better understanding of the factors that influence organizational productivity in the hospitality sector and provide actionable insights for enhancing productivity levels in Abuja's hospitality industry.

Based on the study's findings, policy recommendations for enhancing organizational productivity within Abuja's hospitality sector are clear. Firstly, organizations should prioritize comprehensive employee engagement initiatives focusing on Emotional, Intellectual, and Social Engagement. Secondly, integrating engagement metrics into performance management systems is essential to assess and reward engagement efforts effectively. Thirdly, investing in leadership development will empower managers to foster engagement effectively. Lastly, continuous improvement through regular monitoring and evaluation of engagement initiatives ensures ongoing enhancement. These policies aim to cultivate a culture of engagement, driving productivity and organizational success in Abuja's hospitality sector.

### **Further Research**

Further research in Abuja's hospitality sector could examine deeper into the specific mechanisms through which Emotional, Intellectual, and Social Engagement impact productivity. Comparative studies across different segments of the industry or geographical regions within Abuja could uncover sector-specific or location-specific nuances in the relationship between engagement and productivity. Longitudinal studies tracking engagement and productivity trends over time could provide insights into the long-term effects of engagement initiatives. Lastly, exploring the role of external factors such as industry trends or regulatory changes on the relationship between engagement and productivity could offer a more comprehensive understanding of the dynamics at play.

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