

Research Article

# Effect of Employee Engagement on Service Delivery in Selected Hotel Establishments in Oyo State, Nigeria

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## Abstract

Employee engagement is the concept by which an employee's intellectual and his emotional attachment to work and organization is measured. Employees of the hotels are to be engaged to reduce employee turnover, enhance customer satisfaction and improved service delivery that influences the sustainability of the organization in an aggressively competitive market. This study examined the effect of employee engagement on service delivery in selected hotel establishments in Oyo State, Nigeria. A multistage sampling technique was employed to select and administer semi-structured questionnaires to seven hundred and eighty-seven (787) employees of 38 hotels in the 10 LGAs of Oyo State. The analysis was performed using SPSS statistical software and the result was presented descriptively in the form of tables while inferential test evaluated relationship among the key variables. Findings revealed that majority of the respondents (63.8%) agreed that the hotel provides them with meaningful work that aligns with their values and personal goals. Also, the results reveal that 59.0% of the respondents agreed that hotels provide them with a sense of purpose and fulfillment in their work that motivates them to deliver excellent service to customers. Results indicated that the majority of the respondents agreed that customer feedback and complaints are used to improve their products and service delivery in the hotel. This study revealed that there is a significant positive correlation between employee engagement approaches and service delivery. The study concludes that tailored engagement methods can significantly enhance service quality, customer satisfaction, and hotel competitiveness. Recommendations are provided for hotel managers and policymakers in Oyo State, to develop effective strategies for enhancing employee engagement and improving service delivery.

## Keywords

Employee, Engagement, Service delivery, Hotels, Oyo State

## 1. Introduction

Employees are the backbone of the hospitality industry, particularly in hotels where service excellence defines competitive success [1]. Employee engagement is becoming increasingly important for organizations that want to remain competitive and deliver a great customer experience [2]. In

the dynamic landscape of the hospitality sector, characterized by intense competition and changing consumer preferences, the significance of employee engagement becomes even more pronounced [3]. At the world level, numerous research studies and industry reports have highlighted the pivotal role of em-

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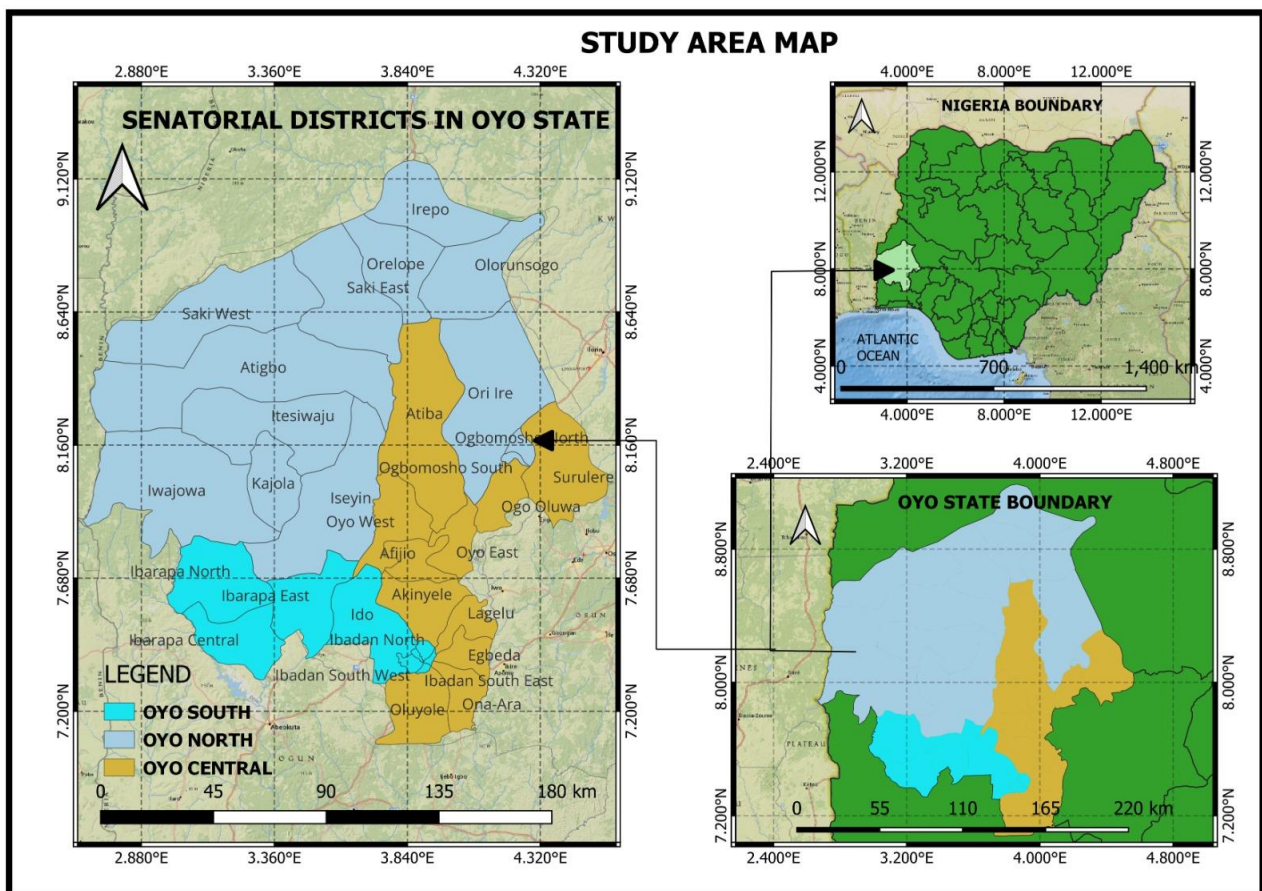
ployee engagement in driving success within the hospitality sector [4]. In the context of hotels, service delivery involves the interaction between employees and customers, where employees provide services ranging from check-in/check-out, concierge assistance, room services, and customer support [5]. Service delivery has the potential of enhancing organization's well-being and competitive performance which may further enhance service quality [6]. Positive service delivery of employees is crucial in any service organization as it connects the organization with its customers, thereby representing a critical factor towards the development of effective customer working relationships [7]. However, many hotel industries struggle to create an environment that fosters employee engagement [9]. This can lead to poor service delivery, negative customer experiences, and ultimately, a decline in hotel performance [8]. To satisfy employees, hotel industries must provide different facilities to employees like good working condition, motivation, leadership styles, employee-employer relationship, promotion and rewards to employees because these are the elements which contribute to employee engagement. Hotel industry as a service organization should strive to ensure that service delivery by an individual employee brings satisfaction and customer benefits [10]. This study examined the effect of employee engagement on service delivery in selected

hotel establishments in Oyo State, Nigeria. By examining the impact of employee engagement on the quality of service provided to guests, this research shed light on the importance of fostering a highly engaged workforce in the hotel industry. This study also provides practical techniques for hotel managers to increase employee engagement, which can lead to better service delivery and customer satisfaction.

## 2. Research Methodology

### 2.1. Study Area

Oyo State was created in February 3, 1976 out of the old Western State, located in South West Nigeria, Oyo State covers 28,454 square kilometers. It is bounded in the south by Ogun State and in the north by Kwara State, in the west by the Republic of Benin while in the east it is bounded by Osun State. The study was carried out in Oyo state Nigeria. The study area lies between latitude  $7^{\circ} 3'$  and  $9^{\circ} 12'$  North of the equator and longitude  $2^{\circ} 47'$  east of the meridian, characterized by two climatic seasons.



Author's: Field Survey, 2025

**Figure 1.** Map of Oyo showing the study areas.

## 2.2. Data Collection

This study employed a self-administered questionnaire for data collection. The questionnaire constructs aimed to gather socio-demographic information from the employees, determine the methods of engaging employee and the current state of service delivery in selected hotels.

## 2.3. Sampling Technique

This study adopts a mixed-methods approach, combining qualitative and quantitative techniques to holistically assessed the effects of employee engagement on service delivery in selected hotel establishments in Oyo State, Nigeria. A multi-stage sampling method was employed to select respondents systematically, ensuring representation across three-star to five-star hotels in Oyo State. A list of the registered hotels in selected local government Areas was obtained from Oyo State Ministry of Information, Culture and Tourism Board. A Purposive selection of 10% of registered hotels within these local government Areas based on functionality, star rating, and patronage was carried out, and a total of 38 hotels were selected, ensuring a balance across star ratings and operational scales.

## 2.4. Population and Sampling Procedure

The statistical population were employees of the selected hotels. The study surveyed seven hundred and eighty-seven (787) employees of 38 hotels in the 10 LGAs of Oyo State, Nigeria. The employees were selected based on their willingness to participate in the study. The sample size was determined using the Yamane (1967) formula of sample size determination for a known population.

## 2.5. Data Analysis

Data was analyzed using statistical Package for Social Sciences (SPSS version 21) and presented descriptively using tables and inferentially using Pearson Correlation.

## 3. Results

### 3.1. Methods of Engaging Employee in Selected Hotels

The results in Table 1 reveal the methods of engaging employee in selected hotels.

The mean value ranged from 4.12 to 3.74. ‘‘The hotel provides flexible work arrangements that enable me to balance my work and personal responsibilities effectively’’ had the highest mean value 4.12 followed by ‘‘My salary justified the duties I performed which could made me do better in service delivery’’ with a mean value of 4.11. ‘‘The hotel provides me with a sense of purpose and fulfillment in my work that motivates me to deliver excellent service to customers’’ had mean value of 4.10, ‘‘Employees need to be supervised closely, for proper discharge of their duties’’ had mean value of 4.09, ‘‘Supervisors need to help employees accept responsibility for completing their duties’’ had mean value of 4.06, ‘‘The hotel fosters a positive work-life balance, encouraging employees to take time for themselves and prioritize their well-being’’, had mean value of 4.03, ‘‘Training and development opportunities provided by the hotel are effective in helping me improve my job performance and advance in my career’’ had mean value of 3.98. ‘‘My opinion is valued and I am encouraged to participate in decision-making processes within the hotel’’ had the lowest mean value of 3.74.

**Table 1.** Methods of Engaging Employee in Selected Hotels.

| No | Variables                                                                                                            | SD       | D        | N          | A          | SA         | Mean | Standard Deviation |
|----|----------------------------------------------------------------------------------------------------------------------|----------|----------|------------|------------|------------|------|--------------------|
|    | Motivation                                                                                                           |          |          |            |            |            |      |                    |
|    | 1. The hotel provides me with meaningful work that aligns with my values and personal goals.                         | 13(1.7%) | 15(1.9%) | 115(14.6%) | 502(63.8%) | 142(18.0%) | 3.95 | 0.74               |
| 1. | 2. The hotel provides me with the supportive and collaborative work environment where I feel valued and appreciated. | 12(1.5%) | 22(2.8%) | 45(5.7%)   | 513(65.2%) | 195(24.8%) | 4.09 | 0.74               |
|    | 3. The hotel provides me with a sense of purpose                                                                     | 12(1.5%) | 9(1.1%)  | 83(10.5%)  | 464(59.0%) | 219(27.8%) | 4.10 | 0.74               |

| No | Variables                                                                                  | SD       | D        | N         | A          | SA         | Mean | Standard Deviation |
|----|--------------------------------------------------------------------------------------------|----------|----------|-----------|------------|------------|------|--------------------|
|    | and fulfillment in my work that motivates me to deliver excellent service to customers.    |          |          |           |            |            |      |                    |
|    | Involvement                                                                                |          |          |           |            |            |      |                    |
|    | 1. I have the opportunity to share ideas and opinions.                                     | 22(2.8%) | 14(1.8%) | 65(8.3%)  | 452(57.4%) | 234(29.7%) | 4.10 | 0.83               |
| 2. | 2. The hotel provides opportunities for employees to provide feedback on service delivery. | 10(1.3%) | 19(2.4%) | 96(12.2%) | 485(61.6%) | 177(22.5%) | 4.02 | 0.75               |
|    | 3. The hotel values my contribution and invests in my development as an employee.          | 22(2.8%) | 7(0.9%)  | 84(10.7%) | 504(64.0%) | 170(21.6%) | 4.01 | 0.78               |

| No | Variables                                                                                                          | SD       | D        | N          | A          | SA         | Mean | SD   |
|----|--------------------------------------------------------------------------------------------------------------------|----------|----------|------------|------------|------------|------|------|
|    | Leadership Styles                                                                                                  |          |          |            |            |            |      |      |
|    | 1. Employees need to be supervised closely, for proper discharge of their duties.                                  | 16(2.0%) | 10(1.3%) | 64(8.1%)   | 497(63.2%) | 200(25.4%) | 4.09 | 0.75 |
| 3. | 2. Employees want to be part of the decision making process.                                                       | 12(1.5%) | 22(2.8%) | 82(10.4%)  | 515(65.4%) | 156(19.8%) | 3.99 | 0.74 |
|    | 3. Supervisors need to help employees accept responsibility for completing their duties.                           | 9(1.1%)  | 9(1.1%)  | 68(8.6%)   | 539(68.5%) | 162(20.6%) | 4.06 | 0.66 |
|    | 4. Most employees feel insecure about their duties and need direction.                                             | 12(1.5%) | 18(2.3%) | 81(10.3%)  | 526(66.8%) | 150(19.1%) | 4.00 | 0.72 |
|    | Employee-Employer Relationship                                                                                     |          |          |            |            |            |      |      |
|    | 1. The hotel values and respects my contributions and perspective as an employee.                                  | 13(1.7%) | 18(2.3%) | 92(11.7%)  | 530(67.3%) | 134(17.0%) | 3.96 | 0.73 |
| 4. | 2. The hotel promotes an inclusive and equitable workplace that values diversity and inclusion.                    | 7(0.9%)  | 10(1.3%) | 130(16.5%) | 531(67.5%) | 109(13.9%) | 3.92 | 0.65 |
|    | 3. The hotel communicates openly and transparently with employees about the hotels goals, strategies and progress. | 14(1.8%) | 14(1.8%) | 118(15.0%) | 560(71.2%) | 81(10.3%)  | 3.86 | 0.68 |

| No | Variables                                                                                                                                    | SD       | D        | N          | A          | SA         | Mean | SD   |
|----|----------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|------------|------------|------------|------|------|
| 5. | Working Environment                                                                                                                          |          |          |            |            |            |      |      |
|    | 1. The hotel provides a safe, inclusive and positive work environment that is conducive to productivity and innovation.                      | 6(0.8%)  | 21(2.7%) | 147(18.7%) | 414(52.6%) | 199(25.3%) | 3.99 | 0.78 |
|    | 2. The hotel provides flexible work arrangements that enable me to balance my work and personal responsibilities effectively.                | 4(0.5%)  | 8(1.0%)  | 49(6.2%)   | 555(70.5%) | 171(21.7%) | 4.12 | 0.59 |
| 6. | 3. The hotel provides me with a positive and supportive culture that encourages collaboration and teamwork.                                  | 4(0.5%)  | 15(1.9%) | 156(19.8%) | 470(59.7%) | 142(18.0%) | 3.93 | 0.70 |
|    | Career development                                                                                                                           |          |          |            |            |            |      |      |
|    | 1. This hotel offer opportunities for career advancement.                                                                                    | 15(1.9%) | 15(1.9%) | 118(5.0%)  | 502(63.8%) | 137(17.4%) | 3.93 | 0.75 |
| 6. | 2. The hotel provides me with a clear path for advancement and encourages me to take on new challenges and responsibilities.                 | 7(0.9%)  | 48(6.1%) | 86(10.9%)  | 542(68.9%) | 104(13.2%) | 3.87 | 0.74 |
|    | 3. The management has good relationship with professional bodies.                                                                            | 7(0.9%)  | 8(1.0%)  | 90(11.4%)  | 534(67.9%) | 148(18.8%) | 4.03 | 0.65 |
| No | Variables                                                                                                                                    | SD       | D        | N          | A          | SA         | Mean | SD   |
| 7. | Training and development                                                                                                                     |          |          |            |            |            |      |      |
|    | 1. My manager is committed to my personal development.                                                                                       | 14(1.8%) | 13(1.7%) | 131(16.6%) | 548(69.6%) | 81(10.3%)  | 3.85 | 0.68 |
|    | 2. The hotel provides me with adequate time and resources to attend training and development programs that are aligned with my career goals. | 6(0.8%)  | 61(7.8%) | 191(24.3%) | 365(46.4%) | 164(20.8%) | 3.79 | 0.88 |
|    | 3. Training and development opportunities provided by the hotel are effective in helping me improve my job performance and advance in my     | 8(1.0%)  | 11(1.4%) | 81(10.3%)  | 572(72.7%) | 115(14.6%) | 3.98 | 0.63 |

| No | Variables                                                                                     | SD       | D        | N          | A          | SA         | Mean | SD   |
|----|-----------------------------------------------------------------------------------------------|----------|----------|------------|------------|------------|------|------|
|    | career.                                                                                       |          |          |            |            |            |      |      |
|    | Recognition and rewards                                                                       |          |          |            |            |            |      |      |
|    | 1. Acknowledgement for contributions and efforts                                              | 20(2.5%) | 13(1.7%) | 168(21.3%) | 453(57.6%) | 133(16.9%) | 3.85 | 0.81 |
| 8. | 2. Praises for exceptional effort                                                             | 7(0.9%)  | 40(5.1%) | 106(13.5%) | 494(62.8%) | 140(17.8%) | 3.91 | 0.77 |
|    | 3. There is provision for recognition/award for well done job towards a good service delivery | 7(0.9%)  | 15(1.9%) | 107(13.6%) | 433(55.0%) | 225(28.6%) | 4.09 | 0.76 |

| No  | Variables                                                                                                                                                   | SD       | D        | N          | A          | SA         | Mean | SD   |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|------------|------------|------------|------|------|
|     | Compensation and benefits                                                                                                                                   |          |          |            |            |            |      |      |
|     | 1. My salary justified the duties I performed which could made me do better in service delivery.                                                            | 19(2.4%) | 14(1.8%) | 78(9.9%)   | 423(53.7%) | 253(32.1%) | 4.11 | 0.83 |
| 9   | 2. There is always over-time compensation which made me fearless in projecting better service delivery.                                                     | 11(1.4%) | 31(3.9%) | 145(18.4%) | 435(55.3%) | 165(21.0%) | 3.90 | 0.82 |
|     | 3. Provision and distribution of service charges at the middle of month is available here which caused a relief from family expenses before monthly salary. | 11(1.4%) | 30(3.8%) | 164(20.8%) | 456(57.9%) | 126(16.0%) | 3.83 | 0.79 |
|     | Communication                                                                                                                                               |          |          |            |            |            |      |      |
|     | 1. I feel that there is open and honest communication.                                                                                                      | 9(1.1%)  | 24(3.0%) | 118(15.0%) | 517(65.7%) | 119(15.1%) | 3.91 | 0.72 |
| 10. | 2. I receive timely and relevant information from my manager and colleagues to help me do my job effectively.                                               | 5(0.6%)  | 51(6.5%) | 142(18.0%) | 452(57.4%) | 137(17.4%) | 3.85 | 0.80 |
|     | 3. The hotel communicates openly and transparently with employees about organizational changes, goals and strategies.                                       | 4(0.5%)  | 7(0.9%)  | 87(11.1%)  | 572(72.7%) | 117(14.9%) | 4.01 | 0.58 |

| No  | Variables    | SD | D | N | A | SA | Mean | SD |
|-----|--------------|----|---|---|---|----|------|----|
| 11. | Job Security |    |   |   |   |    |      |    |

| No  | Variables                                                                                                                                                                        | SD       | D        | N          | A          | SA         | Mean | SD   |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|------------|------------|------------|------|------|
| 12. | 1. My performance is recognized and valued by the hotel, making me a valuable asset.                                                                                             | 12(1.5%) | 14(1.8%) | 131(16.6%) | 540(68.6%) | 90(11.4%)  | 3.87 | 0.69 |
|     | 2. The hotel has strong leadership and management, promoting stability and confidence in the organization direction.                                                             | 9(1.1%)  | 7(0.9%)  | 174(22.1%) | 517(65.7%) | 80(10.2%)  | 3.83 | 0.66 |
|     | 3. Terms and conditions of this hotel is more reliable and gives assurance of not relieving you from the job anytime soon and this could possibly aid a better service delivery. | 6(0.8%)  | 6(0.8%)  | 112(14.2%) | 505(64.2%) | 158(20.1%) | 4.02 | 0.67 |
|     | Work place Safety                                                                                                                                                                |          |          |            |            |            |      |      |
|     | 1. The hotel is committed to workplace safety and values employee health and well-being.                                                                                         | 8(1.0%)  | 26(3.3%) | 144(18.3%) | 479(60.9%) | 130(16.5%) | 3.89 | 0.75 |
| 13. | 2. The hotel provides adequate training and resources for employees to maintain a safe and healthy work environment.                                                             | 10(1.3%) | 8(1.0%)  | 138(17.5%) | 524(66.6%) | 107(13.6%) | 3.90 | 0.68 |
|     | Growth opportunities                                                                                                                                                             |          |          |            |            |            |      |      |
| 13. | 1. The hotel values my growth and encourages me to take on new challenges and responsibilities that align with my career goals.                                                  | 11(1.4%) | 31(3.9%) | 160(20.3%) | 507(64.4%) | 78(9.9%)   | 3.77 | 0.73 |
|     | 2. The hotel culture and values support employee growth and development                                                                                                          | 6(0.8%)  | 24(3.0%) | 216(27.4%) | 430(54.6%) | 111(14.1%) | 3.78 | 0.75 |
| 14. | Decision making process                                                                                                                                                          |          |          |            |            |            |      |      |
|     | 1. The hotel decision-making process is transparent and inclusive, allowing for input and feedback from employees at all levels.                                                 | 8(1.0%)  | 58(7.4%) | 98(12.5%)  | 523(66.5%) | 100(12.7%) | 3.82 | 0.78 |
|     | 2. The hotel promotes a culture of innovation and creativity in decision-making.                                                                                                 | 4(0.5%)  | 25(3.2%) | 89(11.3%)  | 572(72.7%) | 97(12.3%)  | 3.93 | 0.64 |

| No  | Variables                                                                                                                                                 | SD       | D        | N          | A          | SA         | Mean | SD   |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|------------|------------|------------|------|------|
| 15. | Work place culture                                                                                                                                        |          |          |            |            |            |      |      |
|     | 1. The hotel encourages open communication and collaboration among employees.                                                                             | 10(1.3%) | 16(2.0%) | 127(16.1%) | 503(63.9%) | 131(16.6%) | 3.93 | 0.72 |
| 16. | 2. The hotel fosters a positive work-life balance, encouraging employees to take time for themselves and prioritize their well-being.                     | 4(0.5%)  | 4(0.5%)  | 74(9.4%)   | 589(74.8%) | 116(14.7%) | 4.03 | 0.55 |
|     | Employee Participation                                                                                                                                    |          |          |            |            |            |      |      |
| 16. | 1. My opinion is valued and I am encouraged to participate in decision-making processes within the hotel.                                                 | 7(0.9%)  | 74(9.4%) | 120(15.2%) | 502(63.8%) | 84(10.7%)  | 3.74 | 0.80 |
|     | 2. I am provided with the resources and support I need to take ownership of my work and make decision that align with the organizations goals and values. | 5(0.6%)  | 5(0.6%)  | 104(13.2%) | 472(60.0%) | 201(25.5%) | 4.09 | 0.68 |

SD: Strongly Disagree, D: Disagree, N: Neutral, 4= Agree 5= Strongly Agree

Author's: Field Survey, 2025

### 3.2. Service Delivery in Selected Hotels

The results in Table 2 reveal service delivery in selected hotels.

The mean value ranged from 4.33 to 3.64.

“The hotel recognizes and rewards employees for going above and beyond to deliver excellent service to customers” had the highest mean value of 4.33 followed by “The hotel offers flexible work arrangements and a healthy work-life balance” with a mean value of 4.21, “The hotel provides opportunities for me to learn and develop new skills” with a mean value of 4.15, “The hotel provides me with feedback from customers that help me to better understand their needs and improve my service delivery” with a mean value of 4.14, “Security personnel are not expected to provide any services to guests except manning the posts” with a mean value of

4.05, “The hotel provides a positive work environment that encourages me to stay with the organization” with a mean value of 4.03, “The hotel provides adequate training and development opportunities to support my career growth and development” with a mean value of 3.99, “The products and services that I provide to customers are of the highest quality” with a mean value of 3.96, “The customer feedback and complaints that I receive are used to improve our products and services” with a mean value of 3.95, “Consistently providing high-quality service to customers” with a mean value of 3.91, “The reports from the guests show that services of staff of this hotels excellent and not seconded to any standard” with a mean value of 3.85, “The hotel provides a variety of incentives, such as loyalty programs, to encourage customer retention” with a mean value of 3.84. “The hotel provides opportunities for employees to develop and grow in their roles” had the lowest mean value of 3.64.

**Table 2.** Service Delivery in Selected Hotels.

| Variables                                                                                                             | SD       | D        | N          | A          | SA         | Mean | Standard Deviation |
|-----------------------------------------------------------------------------------------------------------------------|----------|----------|------------|------------|------------|------|--------------------|
| Customer Service Standards                                                                                            | 4(0.5%)  | 54(6.9%) | 111(14.1%) | 555(70.5%) | 63(8.0%)   | 3.79 | 0.70               |
| 1. Confident in my ability to handle difficult customer interactions.                                                 | 5(0.6%)  | 51(6.5%) | 99(12.6%)  | 555(70.5%) | 77(9.8%)   | 3.82 | 0.71               |
| 2. Good understanding of our customer service standards and policies.                                                 | 2(0.3%)  | 72(9.1%) | 143(18.2%) | 394(50.1%) | 176(22.4%) | 3.85 | 0.88               |
| 3. Able to handle customer issues quickly and efficiently.                                                            |          |          |            |            |            |      |                    |
| 4. Consistently providing high-quality service to customers.                                                          | 7(0.9%)  | 3(0.4%)  | 195(24.8%) | 431(54.8%) | 151(19.2%) | 3.91 | 0.73               |
| Feed back and Complaints                                                                                              |          |          |            |            |            |      |                    |
| 1. Customer feedback and complaints that I receive are handled in a timely and efficient manner.                      | 19(2.4%) | 7(0.9%)  | 80(10.2%)  | 537(68.2%) | 144(18.3%) | 3.99 | 0.73               |
| Variables                                                                                                             | SD       | D        | N          | A          | SA         | Mean | SD                 |
| 2. The customer feedback and complaints that I receive are used to improve our products and services.                 | 12(1.5%) | 47(6.0%) | 157(19.9%) | 326(41.4%) | 245(31.1%) | 3.95 | 0.94               |
| Quality of Product and Services                                                                                       |          |          |            |            |            |      |                    |
| 1. The products and services that I provide to customers consistently meet or exceed customer expectations.           | 7(0.9%)  | 32(4.1%) | 104(13.2%) | 503(63.9%) | 141(17.9%) | 3.94 | 0.74               |
| 2. The products and services that I provide to customers are of the highest quality.                                  | 1(0.1%)  | 25(3.2%) | 148(18.8%) | 438(55.7%) | 175(22.2%) | 3.97 | 0.74               |
| 3. The products and services that I provide to customers are reliable and dependable.                                 | 2(0.3%)  | 62(7.9%) | 116(14.7%) | 395(50.2%) | 212(26.9%) | 3.96 | 0.87               |
| 4. The reports from the guests show that services of staff of this hotels excellent and not seconded to any standard. | 1(0.1%)  | 34(4.3%) | 127(16.1%) | 544(69.1%) | 81(10.3%)  | 3.85 | 0.65               |
| Variables                                                                                                             | SD       | D        | N          | A          | SA         | Mean | SD                 |
| Culture and Values                                                                                                    |          |          |            |            |            |      |                    |
| 1. The hotel culture supports and encourages employees to provide excellent service to customers.                     | 7(0.9%)  | 8(1.0%)  | 70(8.9%)   | 593(75.3%) | 109(13.9%) | 4.00 | 0.59               |
| 2. The hotel provides opportunities for employees to develop and grow in their roles.                                 | 2(0.3%)  | 9(1.1%)  | 305(38.8%) | 423(53.7%) | 48(6.1%)   | 3.64 | 0.62               |

| Variables                                                                                                                          | SD       | D        | N          | A          | SA         | Mean | Standard Deviation |
|------------------------------------------------------------------------------------------------------------------------------------|----------|----------|------------|------------|------------|------|--------------------|
| 3. Guests always commend the appearance of staff of this hotel.                                                                    | 2(0.3%)  | 44(5.6%) | 139(17.7%) | 549(69.8%) | 53(6.7%)   | 3.77 | 0.66               |
| Employee Turn Over                                                                                                                 |          |          |            |            |            |      |                    |
| 1. The hotel provides opportunities for career growth and development.                                                             | 5(0.6%)  | 7(0.9%)  | 141(17.9%) | 527(67.0%) | 107(13.6%) | 3.92 | 0.63               |
| 2. The hotel recognizes and rewards employee contributions.                                                                        | 31(3.9%) | 15(1.9%) | 240(30.5%) | 417(53.0%) | 84(10.7%)  | 3.65 | 0.85               |
| 3. The hotel provide a supportive and collaborative work environment                                                               | 1(0.1%)  | 3(0.4%)  | 115(14.6%) | 639(81.2%) | 29(3.7%)   | 3.88 | 0.44               |
| 4. The hotel provides a positive work environment that encourages me to stay with the organization.                                | 4(0.5%)  | 4(0.5%)  | 85(10.8%)  | 605(76.9%) | 89(11.3%)  | 4.03 | 1.52               |
| Variables                                                                                                                          | SD       | D        | N          | A          | SA         | Mean | SD                 |
| Leadership and Management                                                                                                          |          |          |            |            |            |      |                    |
| 1. The hotel provides opportunities for me to learn and develop new skills.                                                        | 6(0.8%)  | 8(1.0%)  | 89(11.3%)  | 443(56.3%) | 241(30.6%) | 4.15 | 0.71               |
| 2. Manager supports and encourages collaboration and team work among employees.                                                    | 31(3.9%) | 30(3.8%) | 90(11.4%)  | 482(61.2%) | 154(19.6%) | 3.89 | 0.89               |
| 3. Manager is effective at resolving conflicts and creating a positive work environment.                                           | 5(0.6%)  | 3(0.4%)  | 195(24.8%) | 465(59.1%) | 119(15.1%) | 3.88 | 0.68               |
| Customer Retention Strategies                                                                                                      |          |          |            |            |            |      |                    |
| 1. The hotel encourages employees to develop relationships with customers and provides the necessary tools and resources to do so. | 3(0.4%)  | 10(1.3%) | 120(15.2%) | 555(70.5%) | 99(12.6%)  | 3.94 | 0.59               |
| 2. The hotel provides a variety of incentives, such as loyalty programs, to encourage customer retention.                          | 3(0.4%)  | 5(0.6%)  | 192(24.4%) | 500(63.5%) | 87(11.1%)  | 3.84 | 0.62               |
| Variables                                                                                                                          | SD       | D        | N          | A          | SA         | Mean | SD                 |
| 3. The hotel offers high-quality products and services that meet or exceed customer expectations.                                  | 2(0.3%)  | 7(0.9%)  | 143(18.2%) | 503(63.9%) | 132(16.8%) | 3.96 | 0.64               |
| Employee Rewards and Recognition                                                                                                   |          |          |            |            |            |      |                    |
| 1. The hotel provides opportunities for me to advance my career and receive additional                                             | 9(1.1%)  | 15(1.9%) | 179(22.7%) | 502(63.8%) | 82(10.4%)  | 3.80 | 0.69               |

| Variables                                                                                                                                       | SD       | D        | N          | A          | SA         | Mean | Standard Deviation |
|-------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|------------|------------|------------|------|--------------------|
| compensation and benefits.                                                                                                                      |          |          |            |            |            |      |                    |
| 2. The hotel recognizes and rewards employees for going above and beyond to deliver excellent service to customers.                             | 2(0.3%)  | 9(1.1%)  | 86(10.9%)  | 319(40.5%) | 371(47.1%) | 4.33 | 0.73               |
| 3. The hotel provides opportunities for me to advance my career and receive additional compensation and benefits.                               | 4(0.5%)  | 5(0.6%)  | 151(19.2%) | 528(67.1%) | 99(12.6%)  | 3.91 | 0.62               |
| Training and Development                                                                                                                        |          |          |            |            |            |      |                    |
| 1. The hotel provides adequate training and development opportunities to support my career growth and development.                              | 7(0.9%)  | 13(1.7%) | 82(10.4%)  | 560(71.2%) | 125(15.9%) | 3.99 | 0.64               |
| Variables                                                                                                                                       | SD       | D        | N          | A          | SA         | Mean | SD                 |
| 2. The hotel encourages and supports employees in pursuing additional education or certifications to enhance their skills and knowledge.        | 7(0.9%)  | 3(0.4%)  | 43(5.5%)   | 617(78.4%) | 117(14.9%) | 4.06 | 0.54               |
| 3. Training and lectures from the management to the staff is one of the major key to best service provision.                                    | 8(1.0%)  | 13(1.7%) | 209(26.6%) | 330(41.9%) | 227(28.8%) | 3.96 | 0.84               |
| Employee Motivation                                                                                                                             |          |          |            |            |            |      |                    |
| 1. The hotel provides recognition and appreciation for my contributions and achievements.                                                       | 12(1.5%) | 9(1.1%)  | 117(14.9%) | 531(67.5%) | 118(15.0%) | 3.93 | 0.69               |
| 2. The hotel provides a work environment that is supportive, inclusive and respectful.                                                          | 5(0.6%)  | 8(1.0%)  | 25(3.2%)   | 676(85.9%) | 73(9.3%)   | 4.02 | 0.47               |
| 3. The hotel offers flexible work arrangements and a healthy work-life balance.                                                                 | 6(0.8%)  | 7(0.9%)  | 26(3.3%)   | 521(66.2%) | 227(28.8%) | 4.21 | 0.62               |
| Variables                                                                                                                                       | SD       | D        | N          | A          | SA         | Mean | SD                 |
| Work Place Safety                                                                                                                               |          |          |            |            |            |      |                    |
| 1. Security personnel are not expected to provide any services to guests except manning the posts.                                              | 7(0.9%)  | 10(1.3%) | 61(7.8%)   | 570(72.4%) | 139(17.7%) | 4.05 | 0.62               |
| 2. The hotel is committed to providing a safe and healthy work environment for all employees, to deliver high quality service to our customers. | 4(0.5%)  | 17(2.2%) | 116(14.7%) | 586(74.5%) | 63(8.0%)   | 3.93 | 1.55               |
| Customer Expectations                                                                                                                           |          |          |            |            |            |      |                    |

| Variables                                                                                                                                 | SD       | D        | N          | A          | SA         | Mean | Standard Deviation |
|-------------------------------------------------------------------------------------------------------------------------------------------|----------|----------|------------|------------|------------|------|--------------------|
| 1. I have the knowledge and experience necessary to provide effective solutions and support to our customers.                             | 9(1.1%)  | 4(0.5%)  | 133(16.9%) | 542(68.9%) | 99(12.6%)  | 3.91 | 0.64               |
| 2. I understand the needs and expectations of our customers and strive to meet or exceed those expectations.                              | 3(0.4%)  | 5(0.6%)  | 163(20.7%) | 523(66.5%) | 93(11.8%)  | 3.89 | 0.61               |
| Variables                                                                                                                                 | SD       | D        | N          | A          | SA         | Mean | SD                 |
| Customer Loyalty                                                                                                                          |          |          |            |            |            |      |                    |
| 1. The hotel provides me with feedback from customers that help me to better understand their needs and improve my service delivery.      | 5(0.6%)  | 24(3.0%) | 109(13.9%) | 367(46.6%) | 282(35.8%) | 4.14 | 0.81               |
| 2. The hotel provides me with the tools and resources I need to establish strong relationships with customers and build customer loyalty. | 3(0.4%)  | 12(1.5%) | 132(16.8%) | 522(66.3%) | 118(15.0%) | 3.94 | 0.64               |
| Communication                                                                                                                             |          |          |            |            |            |      |                    |
| 1. The means of communication in this hotel such as (Gsm, Inter call etc) is at the best function.                                        | 4(0.5%)  | 11(1.4%) | 110(14.0%) | 557(70.8%) | 105(13.3%) | 3.95 | 0.75               |
| 2. Guest have never raised complain about internet functionality in this hotel.                                                           | 17(2.2%) | 41(5.2%) | 161(20.5%) | 449(57.1%) | 119(15.1%) | 3.78 | 0.81               |

SD: Strongly Disagree, D: Disagree, N: Neutral, 4= Agree 5= Strongly Agree

Author's: Field Survey, 2025

### 3.3. Relationship Between Employee Engagement Methods and Service Delivery

Correlation between employee engagement methods and service delivery of hotels: The pearson correlation coefficient is 0.130, with a p-value of 0.000. This also indicates a weak positive correlation between employee engagement methods and service delivery of hotels. The p-value (0.000) is below 0.01, this correlation statistically significant at the 0.01 level.

**Table 3.** Relationship between employee engagement methods and service delivery.

| Correlations                   |                     | Employee engagement methods | Service delivery of hotels |
|--------------------------------|---------------------|-----------------------------|----------------------------|
| Employee engagement approaches | Pearson Correlation | 1                           | 0.130**                    |
|                                | Sig. (2-tailed)     |                             | 0.000                      |
|                                | N                   | 787                         | 787                        |
| Service delivery of hotels     | Pearson Correlation | 0.130**                     | 1                          |
|                                | Sig. (2-tailed)     | 0.000                       |                            |

| Correlations | Employee engagement methods | Service delivery of hotels |
|--------------|-----------------------------|----------------------------|
| N            | 787                         | 787                        |

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

## 4. Discussion

### 4.1. Methods of Engaging Employee in Selected Hotels

The findings revealed that majority of the respondents agreed that the hotel provides flexible work arrangements that enable them to balance their work and personal responsibilities effectively. The finding highlights the importance of flexible work arrangements in supporting employee work-life balance and job satisfaction. This result is in line with [18] who contend that workers would rather desire working conditions that will result in greater physical comfort and convenience. The absence of such working conditions amongst other things can impact negatively on the workers' mental and physical wellbeing. The majority of them agreed that the salary justified the duties they performed which could made them do better in service delivery. The finding highlights the importance of fair compensation in driving job satisfaction, motivation, and better service delivery. This is in line with the findings of [13] who reported that to achieve the organizational goals and objectives, management must involve employees. Also, the results reveal that respondents agreed that hotel provides them with a sense of purpose and fulfillment in their work that motivates them to deliver excellent service to customers. The finding highlights the importance of providing employees with a sense of purpose and fulfillment in their work, leading to increased engagement, job satisfaction, and excellent customer service. This result is in line with the findings of [12] who stated that employees are happy and are motivated and think that their skill is used in full potential. The majority of them agreed that supervisors need to help employees accept responsibility for completing their duties. The finding highlights the importance of supervisors in empowering employees to take responsibility for their work, leading to increased engagement, productivity and better outcomes. This result is in line with the findings of [17] who stated that implementing an appropriate leadership strategy can enhance employee job satisfaction and prevent employee turnover in the hospitality industry. The findings revealed that the majority of respondents found the hotel's training and development programs were useful for helping them perform better on the job and grow in their careers. The finding highlights the importance of effective training and development programs in supporting employee growth and development, leading to improved job performance and career advancement.

This result is in inconsistent with the findings of Emmanuel [15] who stated that majority of the employees disagreed that all necessary information they need to perform their job effectively were not available at their disposal. Also, the findings show that respondents believed their opinions were respected and that they were encouraged to take part in hotel decision-making processes. This result is consistent with the findings of [11] who reported that employees claimed that management allowed them to be more involved in decision making with the view of ensuring that staff feel more recognized, committed, lead to the provision of quality service.

### 4.2. Service Delivery in Selected Hotels

The study show that majority of the respondents agreed that they are confident in their ability to handle difficult customer interactions, while highest percentage of the respondents agreed that a good understanding of our customer service standards and policies is very important in the hotel.

This result highlights the importance of employee confidence, training, and understanding of customer service standards in delivering excellent customer experiences. This result is in line with the findings of [14] who stated that employee engagement strategies have statistically significant influence on customer service standards. Also, the results indicated that the majority of the respondents agreed that customer feedback and complaints that they receive are handled in a timely and efficient manner, while highest percentage of the respondents agreed that customer feedback and complaints are used to improve their products and services in the hotel.

Results highlight the importance of effective customer feedback and complaint handling in driving customer satisfaction, loyalty and continuous improvement. This result is consistent with the findings of [19] who reported that organization has effective mechanisms in place for handling customer feedback and complaints. This study revealed that the majority of the respondents agreed that products and services provided to customers meet their expectations, while highest percentage of the respondents also agreed that the products and services provided to the customers are of the highest quality. This result is in consistent with the findings of [20] who stated that employees of the hotel had a strong focus on provision of quality service to customers. The majority of the respondents agreed that they have the knowledge and experience necessary to provide effective solutions and support to our customers, while highest percentage of the respondents also agreed that they understand the needs and expectations of

our customers and strive to meet those expectations. Hotels should continue to invest in employee training and development to ensure they stay up to date with industry trends and best practices. As supported by [16] who reported that the level of customers' perception was below their expectations for all dimensions of service quality. The study show that majority of the respondents agreed that the hotel provides them with feedback from customers that helps them to better understand their needs and improve their service delivery, while highest percentage of the respondents also agreed that the hotel provides them with the tools and resources, they need to establish strong relationships with customers and build customer loyalty. Feedback from customers helps employees understand their needs and improve service delivery. This result is in tandem with the findings of [13] who reported that majority of employees said customers are loyal to their brand because of the quality of their service.

## 5. Conclusion

The study assessed the effects of employee engagement on service delivery in selected hotel establishments in Oyo State, Nigeria. The findings from this study revealed that majority of the respondents agreed that the hotel provides them with meaningful work that aligns with their values and personal goals. This study revealed that the majority of the respondents agreed that products and services provided to customers meet their expectations. The study also concludes that there is a significant correlation between employee engagement approaches and service delivery. Hotel management should prioritize strategies that foster employee engagement to sustain and improve service excellence, thereby strengthening their competitive advantage in the hospitality sector. Management of hotels should create workforce that is both satisfied and engaged, ensuring consistent and exceptional service delivery.

## Conflicts of Interest

The authors declare no conflicts of interest.

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