



Journal Website:
<https://theusajournals.com/index.php/ajsshr>

Copyright: Original content from this work may be used under the terms of the creative commons attributes 4.0 licence.

EMPLOYEE ENGAGEMENT OF HUMAN RESOURCES AND ITS IMPACT ON THE DEVELOPMENT OF TOURISM PERFORMANCE (AN EXPLORATORY STUDY FOR A NUMBER OF TOURISM EDUCATION INSTITUTIONS IN IRAQ)

Submission Date: Aug 16, 2024, **Accepted Date:** Aug 21, 2024,

Published Date: Aug 26, 2024

Crossref doi: <https://doi.org/10.37547/ajsshr/Volume04Issue08-14>

Anwar Talib Matrood

College of Tourism sciences, University Mustansiriyah, Iraq

ABSTRACT

Purpose: Diagnosing the reality and role of employee engagement in addressing the problems of reducing high performance in tourism education institutions.

Theoretical framework: employee engagement is one of the relatively recent management concepts in the field of administrative and organizational literature, in addition to identifying the concept of job performance and how to raise performance through the availability of job integration for the employee.

Method/design/approach: Using the analytical descriptive approach by analyzing the opinions of a sample of administrative and academic leaders in universities and tourism institutes.

Results and conclusion: The employee integrated at work and his presence emotionally, cognitively and physically has a significant impact on raising and improving performance, especially in academic tourism organizations.

Research practical & Social implications: In recent years, interest in the issue of functional integration has increased because it represents a bright spot for employees who care about the future of the organization and who express their willingness to invest their efforts in its favor.

Originality /value :The research presents numerical indicators on the research variables to guide college leaders to raise the state of job integration and is expected to contribute to broadcasting steps on how to achieve the highest level of performance.

KEYWORDS

Employee engagement, tourism performance, tourism education institution.

INTRODUCTION

Now days organizations face huge challenges due to different factors, such as globalization, fierce, stakeholder pressure, information technology, and rapid changes in customer expectation (Masood et al., 2016).Therefore, it was necessary to adopt modern administrative methods that keep pace with the development in tourism academic institutions, and the employee engagement factor is one of the most important keys to developing academic performance., because of the direct and in direct relationships between engagement ,productivity and performance (Zhang, 2018). As achieving the stage of integration and employee between the individual and his job is considered an advanced and important stage in his career path, and it is a necessity imposed by the large betting of business organizations on the human resource reaching the highest level of performance and transforming it into a competitive advantage in a highly competitive environment, other studies also discuss the work environment that affects employee performance states that a comfortable work environment causes employee to focus on work and

this condition causes employee work productivity to increase so that organizational targets are achieved (Susanto, 2022). The more the work environment is characterized by acceptance and satisfaction, it makes individuals integrated in their jobs, and the job becomes an important aspect of their lives, as they spend a large part of their time in the job, employee engagement is an effective factor for motivating workers, guiding behavior, reducing turnover and absence rates, and increasing voluntary behavior (Khan, 2011).

THEORETICAL FRAME

2.1. The Concept of Employee Engagement

The concept of (E.E) is one of the relatively recent concepts that has achieved great resonance in the world of business and modern management and the two sides of the equation (the organization and the employee). There has been much interest in employee engagement in the past few years, but the lack of a global definition of employee engagement is

noticeable. This term entered management literature when (1990 Willam Khan) a professor at Boston University in Organizational Behavior presented a research paper entitled “The Psychological Conditions of Personal Integration and Non-Integration at Work” and defined it as harnessing the self of members of the organization for their work roles in participating and expressing themselves physically, cognitively and emotionally while performing roles (Shroryia & Dhanda, 2020) and (Dessler, YEAR) mentions that the engaged employees understand how they and their departments contribute to the success of the more engaged organization and indicates how their efforts can contribute to the big picture of the success of the organization, and that the employee engagement rose when they experienced what they called meaning researchers Psychological (i.e. realizing that the role of the individual in the organization is worthwhile and of value to the organization) (Dessler, 2018) employee engagement results from the employee's cognitive judgment about the self-image that he has about his ability in organizational performance in the organization,(Jose & Mampilly, 2014) and define employee engagement (Fan et al., 2016), He sees (Jefe et al., 2015) employee engagement as the emotional commitment of the employee towards the organization and its goals. Meere (2019), described three levels of engagement (1) engaged-employee who work with passion and feel a profound connection to their organization,(2) not engaged-employees who

attend and participate in work but are time serving and put no passion or energy in to their work and(3)dis engaged-employees who are un happy at work and who act out their unhappiness at work,. Moreover indicates (Duc , 2022),there are many theories related to employee engagement are also closely related to the process that enterprises conduct regarding the motivation of employees, factors such as salary, bonus, space to regenerate labor force, protective equipment at work ,community activities, celebration of the company’s traditional day ,recognition and reward for achievements, appointment and promotion, or the opportunity to be sent for training to improve their qualifications to develop themselves, are the typical for motivational activities to be made for employee.

2.2. The Concept of Employee Performance

Employee performance is a multi-component term, as it is mainly the operational aspect of it that can be distinguished as: “a set of functional behavioral processes that lead to an expected result and the behavior here refers to the behavior that shows the individual’s achievement and work. (Rabindra & Latatendu, 2016).

The concept of performance is related to both the behavior of the individual and the organization and occupies a special place within any organization as it is the final product of the outcome of all activities at the level of the individual and the organization (it is an

interaction between the employee's effort and his capabilities within the work environment) (Alfandi, 2020), performance can be as a quantitative and qualitative expression of a person or group to carry out and complete work to achieve goals ,using the knowledge ,skills and abilities possessed (Altindag & kosedagi, 2015), define employee performance Fulfilling the requirements of a particular job, i.e. the manner in which the employee performs his job (Fazely, 2016), Performance is the worth of a collection of employee actions that either positively or negatively affect the achievement of company objectives.(Suharton, 2023). while you see (Rimeta, 2021) employee performance A set of purposeful behaviors and results achieved by the worker when he performs tasks and practices limited responsibilities at the level of the job he occupies in the organization. It is noteworthy that there are three types of behavior that constitute employee performance (1) the performance of tasks, which means the performance of duties and responsibilities that contribute to the production of a good, service, or administrative tasks, (2) it is citizenship, and it is expressed by actions that contribute to building the psychological environment of the organization, such as helping others when need, support organizational goals, and treat co-workers with respect, (3) negative behavior that leads to adverse productivity, which is actions that harm the organization's activity, and these actions include stealing and destroying the organization's property,

and acting rough towards workers (Shaju et al., 2017) in the end, performance. To put it simply, employee performance is defined as how much an individual helps create a superior end result. (Shamsudin & Velmurugan, 2023).

METHODOLOGY

3.1. Study Problem

In view of the fact that human resources are considered one of the most important and valuable resources possessed by institutions, especially educational ones, due to the active role they play in planning the activities of these institutions, leading them and implementing performance, however, the researcher noticed, through continuous field visits, that many of the human cadres in these institutions, whether they are Professors or employees perform their jobs as a daily routine only dictated by some administrative orders, with the exception of a group that performs its tasks with effort and an additional role and feels self-responsible towards the institution to which it belongs, in addition to the presence of some staff who do not perform the tasks entrusted to them with their results required or correct,

3.2. The Aim of Study:

1- To identify the basic rules that can be used to achieve employee engagement of human cadres in educational institutions.

2-Statement of the most prominent standards of job performance that constitute the ideal image and the duty of organizations and individuals to strive to achieve them.

3.3. The Importance of Studying:

1- The importance of the study lies in its presentation of a product that contributes to the service of human staff in tourism education institutions in knowing the factors that contribute to the integration of these staff in their work.

2- The importance of the study stems from the importance of the study community, represented by the leadership of tourism education institutions in institutes and universities, as they represent a cornerstone in establishing values and work systems in the tourism and hotel sector.

3.4. Study Hypotheses:

It can be classified according to the following points:

The first main hypothesis: The first main hypothesis: There is a significant effect between integration in tourism performance, and the following sub-hypotheses branch out from this hypothesis.

1. There is a significant effect between the emotional dimension and tourism performance in tourism education institutions in Iraq.
2. There is a significant effect between physical integration and tourism performance in tourism education institutions in Iraq.
3. There is a significant effect between knowledge integration and tourism performance in tourism education institutions in Iraq.

Testing the effect of hypotheses, the first main hypothesis of the research was identified: There is a statistically significant effect of the dimensions of employee engagement combined (emotional integration, physical integration, cognitive integration in tourism performance).

(Table) (1) (Multiple Linear Regression of The Effect of Employee Engagement Dimensions in The Dimensions of Tourism Performance in A Way.

Dimension	Pointers						
	F	A	B	AR ²	R ²	T	P

The first model	perform tasks						
emotional engagement	27.864	1.159	0.440	0.426	0.411	4.057	0.000
physical engagement			0.255			3.860	0.001
The Second model	creative performance						
emotional engagment	37.514	0.155	0.702	0.500	0.487	5.339	0.000
Physical engagement			0.294			3.222	0.002
the three model	citizenship behavior						
physical engagement	17.038	0.716	0.400	0.312	0.294	3.987	0.000
Cognitive engagement			0.481			3.307	0.001

The source is the output of program (spss v28).

Table (2): The Effect of Employee Engagement in Its Dimension in Tourism Performance

The independent variable	Performance tourism						
	A	B	R ²	A R ²	P-V	T	F
Emotional engagement	0.758	0.514	0.592	0.582	0.000	5.715	54.510
physical engagement		0.294			0.000	4.693	
Cognitive engagement		0.139			0.112	1.608	

The source is the output the program (spss v28).

Tourism educational institutions have shown high interest in performing their tasks and in a way that enhances their tourism performance, resulting from the focus of their management on achieving a state of harmony between the energies of their human resources and their set goals, as they provide all the means that enable them to perform their work perfectly.

RESULTS AND DISCUSSION

The interest of tourism educational institutions in emotional engagement became evident, and they sought to improve it in a way that enhances functional integration, especially as it worked to make work in it of important value in the lives of members of the organization and at various administrative levels, as well as finding jobs and jobs that are motivated by its members and its constant endeavor to improve functional integration through Developing the skill base and intellectual perceptions as a base adopted by its management in drawing up training policies, as well as providing a large margin of creativity in the processes of completing various activities in a way that enhances its performance resulting from the focus of its management on achieving a state of harmonization between the energies of human resources and their marked goals .

CONCLUSION

At the end of the study, it can be concluded that is the employee engagement most important factor in the process of improving performance in tourism academic organizations. A committed employee is a person who understands his role in the business strategy and has a strong emotional attachment to the organization, He is more involved and strives to achieve success and learn new things, employee engagement improves the ability of employees and organizations. Therefore, tourism education institutions must check the level of integration of employees from time to time and try to integrate with them to gain information and knowledge about their grievances, and employees must be given opportunities and training to hone their skills and improve their performance, And the trend towards promoting the culture of sharing and establishing its concepts as part of the philosophy of management, whether in decision-making, profits, or taking responsibility, and that the college works to open distinct channels to attract new employees.

REFERENCES

1. Masood,S.,Dani,S.,Burs,N.,&Backhouse.,(2016).Transformational Leadership and Organizational Culture: The Situational Strength perspective. Journal of Engineering Manufacture 220:941-949.
2. Zhang, T. (2011). The relationship between perceived leadership styles and employee

- engagement: The moderating role of employee characteristics. Macquarie University.
3. Susanto, Y., G., Wicaksono, A., Murliasari, R., & Sampe, F. (2022, December 16). Employee Performance Analysis Along Work from Home During the Covid-19 Pandemic | International Journal of Professional Business Review. Employee Performance Analysis Along Work From Home During the Covid-19 Pandemic | International Journal of Professional Business Review. <https://doi.org/10.26668/businessreview/2022.v7i6.e459>
 4. -Khan,M(2011).Research Methodolgy.APH Publishing,New Jersey.
 5. Shrotryia, V. K., & Dhanda, U. (2020). Development of employee engagement measure: experiences from best companies to work for in India. *Measuring Business Excellence*, 24(3), 319-343.
 6. Desleer,G,(2018),Humanresourcemanagement,Floridainternational,16 edi,newyourk.
 7. Jose, G., & Mampilly, S. R. (2014). Psychological empowerment as a predictor of employee engagement: An empirical attestation. *Global Business Review*, 15(1), 93-104. <https://doi.org/10.1177/097215091351558>
 8. Fan, Y., Zheng, Q., Liu, S., & Li, Q. (2016). Construction of a new model of job engagement, psychological empowerment and perceived work environment among Chinese registered nurses at four large university hospitals: implications for nurse managers seeking to enhance nursing retention and quality of care. *Journal of nursing management*, 24(5), 646-655. <https://doi.org/10.1111/jonm.12369>
 9. -. Jefe, Y; Oppenheimer, C; Konje, J, (2015), " Employee engagement within the NHS: a cross-sectional study", *International Journal of Health Policy and Management*, 4(2). 11.
 10. -Meere,M.(2019).HighCost of Disengaged Employee.MBA Dissertation.victoria:Swinburne University of Technology.
 11. Duc, P. M. (2022, January 1). Employee Engagement in Finance - Banking Organizations in Vietnam: a Meta-Case Approach. Dialnet. <https://dialnet.unirioja.es/servlet/articulo?codigo=8605502>
 12. -Rabindra, K., Pradhan, and Lalatendu K., Jena , (2016), Employee Performance at Workplace: Conceptual Model and Empirical Validation, *Business Perspectives and Research*, vol. 5(1), p 1-17 18.
 13. Alfandi, A. M. (2020). Hotel-Related Factors and Employee Performance" The Case of Jordanian Four Star Hotels. *International business research*, 13(3), 1-68.
 14. Altındağ, E., & Köseadağ, Y. (2015). The relationship between emotional intelligence of managers, innovative corporate culture and employee performance. *Procedia-Social and Behavioral Sciences*, 210, 270-282.

15. Fazely, A. S., & Nataraju, M. S. Scale to Measure the Job Satisfaction of Teachers working in State Agricultural Universities.
16. Suhartono, S., Sulastiningsih, S., Chasanah, U., Widiastuti, N., Purwanto, W. (2023). The relationship of leader, discipline, satisfaction, and performance: Case study of steel manufacture in Indonesia, International Journal of Professional Business Review, V(8), N(2).
17. Rmitah, M., (2021) The impact of organizational culture on job performance, a master's thesis submitted to obtain an academic master's degree to the University of Skikda.
18. Shaju George et al., (2017), job satisfaction and employee performance: a theoretical review of the relationship between the two variables, International Journal of Advanced Research in Management and Social Sciences, vol 6(01), p 1-20
19. Shamsudin, S., & Velmurugan, V. (2023, February 16). A Study on the Drivers of Corporate Culture Impacting Employee Performance in IT Industry | International Journal of Professional Business Review. A Study on the Drivers of Corporate Culture Impacting Employee Performance in IT Industry | International Journal of Professional Business Review. <https://doi.org/10.26668/businessreview/2023.v8i2.1023>

