## IMPACT OF EMOTIONAL ENGAGEMENT ON PERFORMANCE OF HOTEL EMPLOYEES IN PASIKUDAH ZONE, BATTICALOA DISTRICT



## **DEVIKA GURUWANNAUDU**



# DEPARTMENT OF MANAGEMENT FACULTY OF COMMERCE AND MANAGEMENT EASTERN UNIVERSITY, SRI LANKA 2018

### **Abstract**

The study focuses to find out the Impact of emotional engagement on performance of hotel employees in Pasikudah Zone. For this purpose, this study has used eight measurements to measure result of employee emotional engagement. They are happiness, interest, enjoy, satisfaction, safety, zest, enthusiasm, and vitality. And this study has used four dimensions to measure employee performance such as task performance, contextual performance, adaptive performance, and counter-productive performance and that includes some indicators. In order to collect the data, convenience sampling technique was used. Totally, 200 questionnaires have issued to employees of five hotels in Pasikudah Zone.

Based on the findings of the study, impact of emotional engagement has impact on performance of hotel employees in Pasikudah Zone. It is also revealed that high level of emotional engagement and high level of performance of employees toward employee task performance, employee contextual performance, employee adaptive performance, and low level of employee counter-productive performance in Pasikudah Zone. Emotional engagement and employee performance dimensions have with the, personal factors (Gender, Age, Job position, Monthly income, Race, Working hours per day, work experience) have significant with the employee emotional engagement and employee performance dimensions. Based on these findings, this study concludes that there is strong positive relationship between emotional engagement and employee task, contextual, and adaptive performance and, there is a positive impact of emotional engagement on hotel employee performance.

Keywords: Emotional Engagement, Employee Performance, Task Performance, Contextual Performance, Adaptive Performance

## **Table of Contents**

Page No
Acknowledgementi
Abstractii
Table of Contentsiii
List of Tablesviii
List of Figuresx
List of Abbreviationsxi
Chapter – 1 Introduction 1-5
1.1 Background of the Study1
1.2 Problem Statement
1.3 Research Questions
1.4 Research Objectives
1.5 Significance of the Study
1.6 Scope of the Study4
1.7 Organisations of the Chapters4
1.8 Chapter Summary5
Chapter-2 Literature Review 6-28
2.1 Introduction6
2.2 The Concept of Tourism in Sri Lanka6
2.3 The Concept of Emotional Engagement8
2.3.1 Imoportance of Emotional Engagement
2.3.2 Theories of Emotional Engagement10
2.4 The Concept of Employee Perfoemance
2.4.1 The Concept of Task Performance
2.4. 2 The Concept of Contextual Performance
2.4.3 The Concept of Adaptivel Performance

2.4.4 The Concept of Counterproductive Performance	18
2.4.5 Importance of Employee Performance	19
2.4.6 Related Theories of Employee Performance	20
2.5 Relationship between Emotional Engagement and Employee Perform	nance23
2.5.1 Relationship between Emotional Engagement and Tak Performa	ince25
2.5.2 Relationship between Emotional Engagement and Contextual	
Performance	25
2.5.3 Relationship between Emotional Engagement and Adaptive Perfe	ormance27
2.5.4 Relationship between Emotional Engagement and Counterproduc	ctive
Performance	27
2.6 Chapter Summary	28
Chapter-3 Conceptualization and Operationalization	29-34
3.1 Introduction	29
3.2 Conceptualization	29
3.3 Definition of Variables	30
3.3.1 Emotional Engagement	30
3.3.2 Employee Performance	30
3.3.2.1 Task Performance	30
3.3.2.1 Contextual Performance	31
3.3.2.3 Counterproductive Performance	32
3.3.2.4 Adaptive Performance	32
3.4 Operationalization	
3.5 Chapter Summary	
Chapter - 4 Research Methodology	
4.1 Introduction	
4.2 Research Approach	
4.3 Time Horizon	
4.5 Time Horizon	36
// // I ITH OT ATIGNOSE	AND ROWNING STORES AND STORES OF THE STORES AND STORES.

	4.5 Study Design and Methods of Data Collection	.36
	4.6 Sampling.	.36
	4.6.1 Study Population	.36
	4.6.2 Sampling Size	.37
	4.6.3 Sampling Method	.37
	4.6.4 Sampling Distribution.	37
	4.7 Data Collection Method	37
	4.7.1 Structure of the Questionnaire	38
	4.7.2 Survey Instrument Development	39
	4.8 Source of Data	40
	4.9 Method of Data Analysis	40
	4.9.1 Univariate Analysis: Objective 01, 02	40
	4.9.2 Bivariate Analysis: Objective 03	41
	4.10 Correlation Analysis : Objective 04	41
	4.11 Simple Liner Regressions	42
	4.12 Hypothesis Test	42
	4.13 Reliability Analysis	43
	4.14 Chapter Summary	43
(	Chapter- 5 Data Presentation and Analysis45	5-62
	5.1 Introduction	45
	5.2 Analysis of Reliability	45
	5.3 Analysis of Sample & Personal Information	46
	5.3.1 Sample Profile	46
	5.3.2 Gender	46
	5.3.3 Marrital Status	47
	5.3.4 Age	47
	5.2.5 Page	47

5.3.6 Job Position	48
5.3.7 Monthly Income	48
5.3.8 Working Hours per day	49
5.3.9 Work Experience	49
5.4 Analysis of Research Information	50
5.4.1 Objective 01: To Identify the Level of Emotional Engagement of Hote Employees in Pasikudah zone	
5.4.2 Objective 02 : To Identify the Level of Performance of Hotel Employer Pasikudah zone	
5.4.2.1 Level of Task Performance	52
5.4.2.2 Level of Contextual Performance	52
5.4.2.3 Level of Adaptive Performance	53
5.4.2.4 Level of Counterproductive Performance	54
5.4.3 Objective 03: To determine Relationship between Employee Emotiona	al
Engagement and Performance of Employee in Pasikudah zone	55
5.4.3.1. Test of Hypothesis 1, 2, 3 & 4	55
5.4.4 Objective 4: To determine the impact of Emotional Engagement on Performance of Hotel Employees in Pasikudah zone	57
5.5 Chapter Summary	62
Chapter –6 Finding and Discussion	63-72
6.1 Introduction	63
6.2 Discussion of Personal Information	63
6.2.1 Overview of samples	63
6.2.2 Overview of Gender	63
6.2.3 Overview of Marital Status	64
6.2.4 Overview of Age	
6.2.5 Overview of Race	

6.2.6 Overview of Job Position	4
6.2.7 Overview of Monthly Income	4
6.2.8 Overview of Working Hours	4
6.2.9 Overview of Experience	5
6.3 Discussion of Research Information	5
6.3.1 Discussion of Objective 01	5
6.3.2 Discussion of Objective0 26	6
6.3.2.1. Level of employee Task performance	6
6.3.2.2. Level of employee Contextual performance	7
6.3.2.3. Level of employee Adaptive performance	7
6.3.2.4. Level of employee Counterproductive performance	8
6.3.3 Discussion of Objectiev 03	58
6.3.4 Discussion of Objectiev0 4	70
6.4 Chapter Summary	71
Chapter – 7 Conclusions and Recommendations	76
7.1 Introduction	13
7.2 Conclusion of the Research Objectives	73
7.2.1 Conclusion of Objective 01	73
7.2.2 Conclusion of Objective 02	74
7.2.3 Conclusion of Objective 03	74
7.2.4 Conclusion of Objective 04	74
7.3 Contribution of the Study	74
7.4 Recommendations	75
7.5 Limitation of the Study	75
7.6 Directions for Future Research	76
List of Reference 77-8	85

Appendix A: Questionnaire	86-	89
Appendix B: Ouestionnaire tamil	90-	93