
DELEGATION AND EMPLOYEE ENGAGEMENT: A THEORETICAL REVIEW

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Abstract

There is an annual expense associated with disengaged personnel. Examining the theoretical connection between delegation and employee engagement was the driving force behind this research. This research was based on the theories of social exchange and leader-member exchange. Based on a comprehensive review of the relevant literature, this study establishes a clear correlation between delegation and increased levels of employee engagement. Delegation that works offers employees with a sense of agency and managers with a method for encouraging and assessing employee performance that is collaborative, coordinated, and all-encompassing. The study advises that managers distribute jobs to employees based on their abilities, interests, and availability, and that they explain the task's significance to the individual.

Keywords: Employee Engagement, Delegation, LMX, Disengagement, Productivity

1.0 Introduction

It is essential for a firm to maximise its profits from its current talents in order to survive. However, it is equally important to recognise and adapt to the fact that what is effective today may not be effective in the future (Kortmann, Gelhard, Zimmermann, & Piller, 2014). In order to maintain or increase revenues, leaders must actively inspire and motivate their workers (Kortmann et al., 2014). However, if leaders solely focus on the existing state of affairs, the organisation could encounter difficulties in adapting to new situations (Hill & Birkinshaw, 2012). In order to secure the ongoing success of their companies, corporate executives must acquire the skill of effectively managing employee contentment, embracing innovative concepts, and maximising immediate financial gains (Hill & Birkinshaw, 2012). Numerous organisations have enhanced their efficiency by adopting state-of-the-art technologies, employing skilled people, implementing industry-leading methods, and providing extensive training and education. Employee engagement is a crucial factor that significantly influences the success of a business and, consequently, the long-term sustainability of a firm (Bersin, 2014).

Individual engagement, as defined by Schaufeli (2013), refers to the extent to which an employee demonstrates interest, commitment, absorption, focus, and energy towards their work. A study conducted by Bakker and Demerouti in 2008 revealed that some factors, including as autonomy, supervision/coaching, performance feedback, and self-efficacy, had a substantial impact on employee engagement. Moreover, these writers contend that a rise in the need for employment amplifies the significance of accessible resources. According to Bakker and Demerouti (2008), job and personal resources are the main factors that determine the level of commitment, and these resources become even more significant in a highly demanding work environment. Sohrabizadeh and Sayfour (2014) argue that employment characteristics are factors that precede work engagement.

According to research by Lee et al. (2016), HR professionals have a hard time maintaining employee enthusiasm. Researchers found that just a minority of workers were fully invested in their occupations, suggesting that some employees may dislike or be afraid of losing their positions. Researchers Garg, Dar, and Mishra (2017) found that being invested in one's work increased happiness. Research indicates a clear and direct relationship between an employee's level of engagement in their work and their level of job happiness. According to Saks (2017), a company's bottom line is impacted by the health and happiness of its employees since they miss less work and are less stressed.

Positive, well-adjusted, and very productive employees are hallmarks of an engaged workforce (Jena, Pradhan, & Panigraphy, 2018). According to Tiwari and Lenka (2019), motivation can be increased by providing employees with material and non-material benefits. Employee engagement has been shown to increase with better two-way communication between managers and workers, as well as between departments within a company. According to the research presented here, companies' bottom lines benefit from having more enthusiastic employees because of the efforts their HR departments make to cultivate a positive work environment (Tensay & Singh, 2020). When workers are happy, they tend to work harder (Barreiro & Treglown, 2020). In order to keep their best employees, businesses need to find creative ways to keep their staff interested in their work.

Delegation, on the other hand, is the practise of entrusting subordinates with significant responsibilities, making them accountable for management's official decisions, and giving them increased discretion in their work responsibilities, such as the authority to make decisions independently of superiors. Delegating decision-making authority to employees who have a better understanding of certain issues than their supervisors can lead to improved

information processing and perhaps more efficient and high-quality evaluations for the company (Ito & Peterson, 2016). Younger workers' participation in decision-making improves both their own and the company's productivity (Oloo & Orwa, 2016).

Delegation is a method of stimulating innovation among employees by encouraging their capacity for innovation. Inventing a new way to solve an old problem is at the heart of innovation. That nobody else has considered before. Insightful moments can often be the key to success (Bula, 2019). Delegation is a method of fostering performance management practice, which is a strategic measure aimed at attaining a competitive edge (Ngugi & Bula, 2019). Delegation is a method used by businesses to foster a learning culture and develop their innovation capabilities, ultimately transforming into a learning company (Njuguna & Hannah, 2019).

One of the most prominent management practises of the past few years has been the delegation of authority. Al-Jammal, Al-Khasawneh, & Hamadat (2015) explain that its primary functions are "integration," "maximisation of employee motivation," and "optimistic return for both managers and employees." By increasing productivity and the pool of available knowledge, organisations gain an advantage through the practise of delegating authority. Full-time work realisation is facilitated since it reduces managerial workload, increases employee happiness, and fosters cooperation and trust between employees and the management (Al-Jammal et al., 2015).

Oyebanji, Folorunsho, Dada, Adeagbo, Adeniji, and Olaleye (2023) conducted a study on organisational success, specifically focusing on the importance of employee engagement and work satisfaction. What is the significance of involvement and shared leadership in relation to complex tasks, delegating, and adaptability? Dionisio, Dionisio, Sousa, and Moreira (2020) conducted a study on this matter. Wabomba, Onguso, and Bula (2022) examined the influence of employee delegation on the efficacy of Kenya's commercial banks. Alhosani, Rehman, and Ismail (2022) conducted a study examining the relationship between delegation of authority, organisational effectiveness, and the decision-making process. They specifically studied whether employee performance acts as a mediator in this relationship. Cai, Cai, Sun, and Ma (2018) examined the effects of the compatibility between individuals and their jobs, the compatibility between individuals and their work groups, and proactive personality traits on the presence of empowering leadership and the level of employee work engagement. Consequently, we have an insufficient amount of data to make definitive judgements regarding the impact of delegation on employee engagement. The aim of this research is to examine the conceptual impact of delegation on workers' levels of commitment.

Literature Review

Concept of Delegation

The concept of decentralisation of power encompasses the notion of decentralisation of authority, which is akin to but separate from the concept of delegation of authority.

The key distinction between decentralisation and delegation is that the former refers to the transfer of authority below the hierarchy, while the latter refers primarily to the transfer of authority within the same hierarchy. Delegation of authority, as defined by Tracy (2013), is the practise of entrusting subordinates with decisions that would otherwise require them to seek out and receive consent from a superior. Delegation is the act of transferring authority from a principal to an agent, allowing the agent to act on behalf of the principal under specific circumstances. And the degree to which they agree with one another is a reflection of their respective ideas about the other agent (Douglas et al., 2014). Giving employees authority to make decisions on their own within a given scope is an example of delegation

(Iancu, 2012). According to Sev (2017), effective delegation helps managers focus their endeavours on other vital administration issues and invest less energy in indicated specialised exercises or routine dynamics.

While it is generally agreed that delegation is crucial to efficient management, research on the topic has primarily been confined to companies in North America (Pellegrini & Scandura, 2006). Managers' actions are greatly influenced by cultural values, and variances in culture can lead to tiny but important differences in how managers behave and their preferred styles (Joiner, Bakalis, & Choy, 2007).

This suggests that delegation's success rate may vary depending on cultural context. Pellegrini and Scandura (2006) point out the dearth of literature that investigates how cultural factors might influence leadership practises like delegation. We contend that Chinese employees are less likely to benefit from delegation because they are more accustomed to a paternalistic management style in which superiors assign and oversee employees' work. In addition, employees at lower levels are used to being told what to do, and leadership development programmes are not a priority.

Concept of Employee Engagement

Committed employees are crucial for the prosperity of any organisation. In 1985, Deci and Ryan conducted influential study on employee motivation (Berens, 2013). Deci and Ryan (1985) expanded upon the differentiation between intrinsic and extrinsic motivation. The individual's desire for competence, autonomy, and psychological relatedness motivates them to engage in activities that support their mental health and well-being. When these needs are fulfilled, it can result in improved performance and personal growth (Deci & Ryan, 1985). Vandenberg (2014) has demonstrated a direct correlation between employees' dedication and their capacity to fulfil their core psychological needs.

Work that is both meaningful and challenging can help workers appreciate their worth to the company and boost morale. While it is true that employees are more inclined to contribute when their work holds personal significance, it is important to note that this does not ensure their participation. Employee engagement requires autonomy, the chance for individual development, and the capacity to make a meaningful difference (Bolman & Deal, 2014).

The concept of engagement encompasses many job-related attitudes, satisfaction, and organisational behaviours such as leadership and voice (Shuck, 2011). In his paper, Schaufeli (2013) substituted the term "personal engagement" for "work engagement" as originally used by Kahn (1990). Engaged employees are more inclined to enhance their performance compared to disengaged employees. Organisations and engaged employees coexist amicably due to the reciprocal advantages they derive from their connection (Chiu, 2004; Schaufeli, 2013). Employee engagement is a complex concept with multiple aspects (Kahn, 1990).

Ensuring employee engagement and commitment has emerged as a significant concern for contemporary firms. According to Mishra, Boynton, and Mishra (2014), the challenge of employee engagement will continue as long as several organisations are subjected to intricate and stringent regulations. Employee involvement is crucial for the overall well-being, sustainability, and financial success of an organisation. Consequently, it poses a substantial obstacle for management (Albercht, Bakker, Gruman, Macey, & Saks, 2015; Breevaart et al., 2013; Farndale & Murrer, 2015). In 2014, the Society for Human Resource Management (SHRM) discovered that organisations that had employees that were more committed and dedicated saw greater financial benefits. According to Cooper-Thomas et al. (2014) and

Vandenabeele (2014), organisations that have employees who are highly engaged have improvements in customer satisfaction, profits, and employee productivity.

Relationship between Delegation and Employee Engagement

The impact of delegation as a management strategy on the workplace is widely recognised (Zhang, Qian, Wang, Jin, Wang, & Wang, 2017). The popularity of delegation as a management strategy will increase due to the emergence of flat and non-hierarchical organisational structures (Katelle, 2013). Google and Facebook are two businesses that have achieved success by embracing a relaxed management culture that promotes subordinate involvement in decision-making and delegation of authority (Garvin, 2013). Chen et al. (2007) found that granting employees autonomy yields several advantages, such as heightened job satisfaction, stronger organisational commitment, higher creativity, and improved task performance. According to Uhl-Bien et al. (2000), delegating helps subordinates improve their skills and knowledge. Currently, there is insufficient data to show a causal relationship between delegation and the act of seeking feedback.

According to Bass, one definition of delegation is "the act of entrusting subordinates with authority over previously performed tasks" (Bass, 1990). Empowerment and delegation go hand in hand. Self-efficacy and empowerment are two sides of the same motivating coin. When people have important responsibilities, they feel empowered on a psychological level. They feel strong when they have confidence in their abilities and know they can make a difference. The impact of delegation as a management strategy on the workplace is widely recognised (Zhang, Qian, Wang, Jin, Wang, & Wang, 2017). The popularity of delegation as a management strategy will increase due to the emergence of flat and non-hierarchical organisational structures (Katelle, 2013). Google and Facebook are two businesses that have achieved success by embracing a relaxed management culture that promotes subordinate involvement in decision-making and delegation of authority (Garvin, 2013). According to Chen et al. (2007), giving employees autonomy has various benefits, including increased job satisfaction, greater organisational commitment, enhanced creativity, and improved task performance. Uhl-Bien et al. (2000) argue that delegating facilitates the enhancement of subordinates' competencies and expertise. Currently, there is a lack of data that establishes a connection between delegating and feedback-seeking.

When workers are given more freedom and responsibility, they often find that the tasks assigned to them are difficult and complex, requiring a high level of ability and bearing significant consequences. Granting subordinates increased authority and responsibility can result in a heightened sense of agency and higher satisfaction with their work. According to Yukl and Fu (1999), managers are more inclined to assign authority to individuals who have demonstrated their ability over a long period of time and to those who already occupy managerial positions. As a result, delegating authority to subordinates can increase their sense of trust, importance, and standing within the organisation (Gardner et al., 2004; Chen & Aryee, 2007). Subordinates' confidence in their own abilities and the impact they can have on the outcome of assigned tasks may increase when authority is delegated to them. Key ingredients of empowerment have been identified, including meaning, perceptions of self-efficacy and self-determination, and the perception that employees make an impact (Thomas & Velthouse, 1990; Spreitzer, 1995), all of which are made possible through delegation.

Delegation can create the ideal circumstances for collecting feedback due to its ability to psychologically empower and motivate individuals to develop. When superiors delegate responsibility and authority to their subordinates, it might make them feel trusted and respected (Gardner et al., 2004; Pierce & Gardner, 2004; Chen & Aryee, 2007). According to

Blau and Alba (1982) and Sashkin (1984), superiors have the ability to enhance employees' self-assurance and cultivate a feeling of worth in them. This serves as a source of motivation for individuals to do higher quality work. Subordinates may feel encouraged to ask for feedback as a result, which helps workers assess their efforts and enhance their output (Ashford et al., 2003).

It is possible that delegating tasks won't inspire workers to seek feedback if they don't feel they have the authority to do so. According to Krasman (2013), employees demonstrate greater dedication and attentiveness to their work when they are granted increased autonomy and a feeling of ownership. As a result, there may be no rise in feedback-seeking actions. However, if employees feel more confident after being delegated authority, they may be more open to criticism. This is so because enthusiastic workers are more likely to produce excellent results. When employees have greater faith in themselves thanks to delegation, they are more open to constructive criticism and are more likely to actively seek it out.

Enhancing work-related roles necessitates achieving an optimal equilibrium between engagement and fulfilment. Nevertheless, it is impractical to fulfil the expectations of every individual in an organisation due to significant elements that impact employees' job satisfaction. Medhi (2021) identifies and emphasises the crucial aspects linked to engagement and job satisfaction. The factors encompassed in this list are the work environment, organisational culture, career advancement prospects, employment stability, rewards and acknowledgment, and the equilibrium between work and personal life. Recent research has examined the correlation between a highly committed workforce and contented employees. Basu-Mallick (2020) argues that work satisfaction and employee engagement are interconnected yet separate concepts. Both factors are of utmost significance, albeit their origins and consequences differ. Long-term employee retention is sometimes contingent upon job satisfaction, but the true determinant of a company's success resides in the extent of employee engagement. Creating a favourable work environment that promotes active participation and emotional investment can effectively sustain employee engagement, resulting in improved organisational performance and reduced staff turnover (Robinson et al., 2004). Therefore, when employees derive pleasure from their work, they can also attain job satisfaction. Although engaging in work that one is passionate about might bring a sense of satisfaction, this feeling does not originate from a sense of pride (Medhi, 2021). Several studies have discovered that when employees demonstrate enthusiasm towards their work and show a strong commitment to the company's success, they tend to be more actively involved (Reynolds, 2016).

Theoretical framework

Social Exchange Theory

Initially developed as a sociological theory, Social Exchange Theory (SET) examines human social interactions by focusing on the exchange of resources. According to Blau (1964), social exchange refers to the deliberate behaviours of persons that are driven by the anticipated benefits they expect to receive from others. Social exchange theory (SET) examines the dynamics of social interactions between two parties with the aim of promoting mutual economic advantage (Khalid & Ali, 2017). Prior to taking action, organisms evaluate the advantages in comparison to the disadvantages (Blau, 1964; Lai et al., 2014; Shin et al., 2017; Tsai & Kang, 2019). For instance, if one partner in a relationship has the belief that the disadvantages surpass the advantages, that party may opt to terminate the relationship.

The development of SET has made substantial progress over the years. Social trade is typically regulated by social duties rather than contracts, which leads to the use of SET

principles to explain network interactions (Lai et al., 2014; Blau, 1964). Subsequently, researchers have employed SET as a framework to elucidate the mechanisms involved in delegation and engagement. Notable examples include the works of Chang et al. (2015a), Griffith et al. (2006), Lai (2009), Merminod et al. (2021), Voss et al. (2019), and Yang et al. (2021). According to the SET postulate, inter-organizational connections involve implicit commitments and reciprocity (Lai, 2009). Relational governance is crucial for ensuring collaborative efforts in the face of potential hazards.

Employees that are invested in their work produce better results and are more likely to share their ideas with customers. Talented people are an asset, not a burden, like a disengaged worker, because they give the company a competitive edge. Giving more and expecting nothing in return is the foundation of employee engagement. Therefore, people will become more invested in the organization's success when given the authority to make decisions that directly affect them.

Leader-Member Exchange Theory

The leader-member exchange (LMX) theory specifically examines the quality of the relationship between leaders and followers, with a particular emphasis on the bond formed between them. High-level LMX, in this context, pertains to the calibre of relationships in which team members experience a sense of belonging. They are now in charge, have more say over important matters, report greater happiness overall, and have easier access to resources. The LMX of a relationship suffers when its participants feel like outsiders. Here, the boss offers scant backing, and the subordinate has fewer responsibilities and has less say in policymaking (Thomas, Idowu, & Olarewaju, 2017).

Leaders and followers develop through conversations and projects that define their respective roles (Graen & Uhl-Bien, 1995). The LMX Theory seems unjust and discriminatory since it encourages the establishment of favoured groups in the workplace. Trust and group membership are not addressed in the LMX framework. While this perspective can breed bias, it also opens the door for workers to have a voice in organisational policymaking.

Empirical Review

Organisational performance, employee engagement, and job satisfaction were all studied by Oyebanji et al. (2023). A descriptive research strategy was used for this work. The sample size of 80 consisted of data collected from two distinct companies in Lagos State, Nigeria. We conducted a regression analysis to analyse the data collected from a self-administered questionnaire. The findings revealed a robust and affirmative association between employee engagement, job satisfaction, and organisational achievement. The report asserts that in order to enhance the performance of their organisations, business executives must establish a culture that fosters worker motivation and happiness in the workplace.

In their study, Alhosani et al. (2022) asked, "Does employee performance act as a mediator between the delegation of authority, organisational functionality, and the decision-making process?" Using a random sampling technique, 380 staff at different Dubai police stations filled out questionnaires for the study. The study found that among the police staff in Dubai, performance is a mediator between authority structure, organisational health, and decision making. This study added significantly to the existing body of knowledge on the topic of delegation of authority in an Arab setting. This study is novel because it evaluates the problems and issues associated with authority delegation inside the Dubai Police Department from the perspective of the decision-making procedure.

Wabomba et al. (2022) examined the impact of employee delegation on the efficiency of commercial banks in Nairobi County, Kenya. This study utilised a descriptive survey methodology. The study focused on Kenya Commercial Bank, Cooperative Bank, and Barclays Bank, which are commercial banks located in Nairobi City County, Kenya. There were a total of 569 bank workers who participated in this survey. Respondents were selected using a stratified sampling technique that took into account the fields in which they work. The respondents were chosen using a simple random sampling procedure. A total of 235 people were included in the sample. We obtained primary data through the administration of questionnaires. Fourteen people filled out the surveys as a pilot. Pilot testing ensured the questions' validity and reliability. Descriptive analysis was utilised for the evaluation of numerical data. In addition, we conducted multiple regressions to do inferential analysis and determine the relative significance of each variable. The study revealed a significant and favourable correlation between employee delegation and performance among commercial banks in Nairobi County, Kenya.

The effects of employee engagement on organisational loyalty and productivity were studied by Tharanya, Gajenderan, and Nawaz (2020). Purposive sampling was used for the research. Four well-known private banks—ICICI, HDFC, Kotak Mahindra, and Axis—were chosen for the research. Four hundred surveys were sent out around the world, one hundred from each financial institution. There were 379 responses that were properly filled out and submitted by the respondents. There were 379 participants in the study. Our study of private banks in the area revealed that factors such as leadership style, training and development, compensation and office environment, organisational fairness and policies, and methodology strongly influenced the commitment of workers to their roles.

Employee engagement and organisational success were studied by Juevesa and Castino (2020) in a private, non-denominational school with a workforce that spanned many generations. Quantitative techniques were used in the form of a descriptive survey and a correlational study design. One hundred fifty (150) respondents, including both educators and non-educators, filled out the survey questions used to collect the data. Analysis of the collected data included the use of frequency, percentage, weighted mean, and Pearson correlation. All three generations (Baby Boomers, Gen Xers, and Millennials) "agreed" that engaged employees lead to better business results. Therefore, we contradict H_01 , which argues that there is no substantial association between employee engagement and organisational success when employees are categorised according to their age.

Ugoani (2020) looked on the link between efficient delegation and worker productivity. The study employed an exploratory research methodology and involved a total of 90 participants. The findings revealed a favourable correlation between effective delegation and worker productivity. Due to essential limitations, additional investigation is required to understand the correlation between planning and delegation in order to discover efficient techniques for managing performance in the context of globalisation. A suggestion was made to incorporate an assessment process into delegation tactics as a means to enhance psychological empowerment, feedback, and address power imbalances.

Ikon and Chukwu (2018) looked into the relationship between staff enthusiasm and output at a number of Delta State, Nigeria's private institutions. We employed a survey research design, targeting a population of 254 employees from private organisations. To obtain a representative sample, we utilised the Taro Yamane sampling process and selected a sample size of 155 people. We employed a questionnaire to collect data and computed the Pearson product-moment correlation coefficient for statistical examination. The findings indicated a positive association between employees' inclination to express their opinions and their

intention to resign from their current positions at the chosen private universities in Delta State.

We employed a survey research design, with a population of 254 employees from private organisations. We selected a sample size of 155 employees using the Taro Yamane sampling process. We employed a questionnaire to collect data and computed the Pearson product-moment correlation coefficient for statistical examination. The findings demonstrated a positive association between employees' inclination to express their opinions and their intention to resign from their existing positions at the chosen private universities in Delta State. According to the findings, three elements of IT staff engagement—energy, concentration, and commitment—substantially contributed to the organization's success. We employed a survey research design, with a population of 254 employees from private organisations. We selected a sample size of 155 employees using the Taro Yamane sampling process. We employed a questionnaire to collect data and computed the Pearson product-moment correlation coefficient for statistical examination. The findings revealed a positive association between employees' inclination to express their opinions and their intention to resign from their existing positions at the chosen private universities in Delta State.

In addition, the connection between IT employee engagement and organisational success was only slightly mediated by job satisfaction.

Conclusion and Implications

Workplace engagement refers to how invested an employee is in their job. The words "vigour," "dedication," and "absorption" come to mind when describing this. Organisational qualities such as honesty, open lines of communication, and a can-do attitude towards new ideas all play a role in fostering a more engaged workforce. Employee output and loyalty to the company are directly correlated with their level of involvement. Multiple studies have discovered that techniques such as delegation, employee alignment with organisational strategy and goals, acknowledgment of good performance, and a culture of learning and growth contribute to a high level of engagement. By boosting retention, customer loyalty, productivity, safety, and profitability, employee engagement is a key driver of organisational effectiveness. Employees that are engaged in their work demonstrate loyalty to their company and strive to make a positive impact. They could improve productivity, efficiency, and security. Such workers are less likely to quit or take time off without permission. In addition, they place a greater emphasis on the satisfaction of their consumers and the maximisation of their earnings. Keeping your staff interested and invested is essential to the success of your business in today's uncertain economic climate.

Based on the findings, managers can allocate their time and energy to activities where they excel. Pressure and stress are alleviated as a result of the added time. This frees up their time and mental capacity to focus on the remaining work. Managers can learn to trust their subordinates by practising delegation, and employees can learn to trust themselves after proving themselves capable of completing a task.

Based on the conclusion, the following practical actions are recommended:

- i. Managers should assign work to employees after carefully considering their abilities, interests, and availability, and then explaining the task's significance. Facilitate open lines of communication with employees while coaching them through the situation and ensuring they have access to the tools and information they need to succeed.

- ii. The first suggestion is that businesses should make (a) employee appreciation and recognition, (b) employee empowerment, and (c) leader-follower relationships their top priorities. A company's bottom line, its ability to attract and keep top talent, and its reputation as an employer of choice can all take a hit from an increase in disgruntled workers.
- iii. The second suggestion is to increase employee involvement through the organisation's management. Successfully engaging employees and maintaining profitability may be facilitated by the use of effective employee engagement methods by business executives. Increasing workers' enthusiasm for their work will have a beneficial effect on both their productivity and the bottom line.
- iv. The findings of the study contribute to better business practises and beneficial social development, and business leaders would do well to think about this. CEOs should invest in better employee engagement initiatives after learning about the link between engaged workers and a successful business. By addressing the desires and needs of employees, carefully planned strategies for employee engagement can close the divide between workers' motivation and their maximum capabilities in the workplace.
- v. The findings could help business executives develop leadership tactics that inspire their teams to work harder and produce better results. Business owners and managers can learn more about their employees' long-term aspirations through quarterly surveys. Planning effective employee engagement strategies can benefit from researching and monitoring rival and internal initiatives in this area. Most business owners and managers should make efforts to boost productivity if they want to see their companies' full potential realised. Organisations should endeavour to enhance employee engagement in order to enhance their financial performance.

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