

The Relation between Employee Engagement and Organizational Commitment in Tourism and Hotels Sectors in the Egyptian Ministry of Tourism

Nesreen Khairy Ali

Lecturer at Tourism Studies Department, Faculty of Tourism and Hotels, Minia University

Nesreen.ahmed@mu.edu.eg

Mostafa M. M. Hussein

Lecturer at Hotel Management Department, Faculty of Tourism and Hotels, Minia University

Mostafa.hussien@mu.edu.eg

Abstract

Employee engagement is a relatively recent concept, yet, little is studied about its factors and outcomes in the tourism field especially governmental tourism authorities. The research aimed to determine the level of employee engagement and the factors affecting on this level at Tourism Promotion Authority; Tourism Companies and Tour Guides Sector and Tourism and Hotel Establishments Sector in the Egyptian Ministry of Tourism. Moreover, the research measured whether engagement differs according to demographic factors. On the other hand, it examined the relation between employee engagement and organizational commitment. The hypotheses of this research were measured through questionnaires. The main finding of this research indicated that the level of employee engagement at the two sectors is above average. The regression model clarified that training and development, internal communication, recognition and rewards; and leadership influenced on employees engagement. Moreover, there is a relation between employees' engagement and organizational commitment. Furthermore, there are no significant differences between the selected sectors in the dimensions of the research.

Keywords: Employee engagement, Organizational commitment, Egyptian Ministry of Tourism

Introduction

The term of “engagement” is one of the most popular terms of human resources studies as it is a critical factor of organizational success (Lockwood, 2007). Various researches have examined the antecedents of employee engagement based on job characteristics, rewards, perceived organizational and supervisor support, co-worker support, organizational justice and personal resources (Robinson, 2004; Saks, 2006; Vance, 2006; Bhatla, 2011; Hewitt, 2015; Rajini, 2016; Zainol et al., 2016; Lavigna, 2018). There are three psychological conditions associated with engagement or disengagement at work: psychological meaningfulness, safety, and availability (Kahn, 1990). Employees who are engaged and committed to their organizations give higher productivity, loyalty, lower employee turnover, better customer service, and so on (Vance, 2006; Joo, 2012).

Organizational commitment is the employees' state of being committed to achieve the organization's goals and involves levels of identification, involvement and loyalty (Caught et al., 2000). It is an emotional response that can

be measured through behaviors, beliefs and attitudes and can range from very low to very high (Drucker, 2005).

Egyptian Ministry of Tourism participates in the comprehensive development of tourism, national economy and supports the relations with the peoples of the world (Ali et al, 2018). The current research measures the level of engagement, the factors affecting on this level and its relation to organizational commitment in some sectors of the Egyptian Ministry of Tourism.

Importance of the Research

Employee engagement plays a vital role in increasing productivity, employees trust and minimizes absences. Moreover, it improves customer satisfaction and service levels (Saks, 2006; Bhatla, 2011; Sadiqe, 2014; Lavigna, 2018). Nowadays, organizations try to engage their employees and change the way of managing them to survive for long period of time (Zainol et al., 2016). The challenge today is not just retaining talented employees but fully engaging them, capturing their hearts and minds at each stage of their work (Rajini, 2016).

Organizations are faced with ever-increasing competition and challenges, so each employee should be committed to the organization's objectives and works as an effective team member. Organizations should increase its ability to use human resources effectively and efficiently (Coetzee, 2005). The employees working in the Egyptian Ministry of Tourism play an important role, as through them the ministry will achieve its goals. According to George and Joseph (2014), employees' efficiency level is greatly influenced by many factors, and one of these factors is "employee engagement". Therefore, this study is important as it aims to determine the level of employee engagement and the factors affecting on this level in the Egyptian Ministry of Tourism. Moreover, the research measures the relation between engagement level and commitment.

Research Problem

Despite the positive consequences of engagement, the results of many engagement surveys indicated low levels of engagement among employees (Kular et al, 2008). There are 13% engaged employees worldwide and 63% not engaged. Moreover, there are 24% of employees are actively disengaged (Lavigna, 2018). Employee engagement was researched in many industries of world but it is little studied in the tourism field. In addition, several studies in different fields show that there is a relationship between employee engagement and commitment (Saks, 2006; Lockwood, 2007; Wachira, 2013; Albdour and Altarawneh, 2014; George and Joseph, 2014; Soliman and Wahba, 2018). The public services remain a substantial area of public expenditure and a significant employer, despite recent cuts in budgets and jobs. From review, there are studies about engagement in public sector generally in UK, Canada and public sectors as education and financial organizations (Agrawal, 2015; Jones and Sambrook, 2016; Institute for Employment Studies, IES, 2018), but there is a gap in the studies related to employee engagement in the Egyptian Ministry of Tourism.

Research Objectives

The objectives of this study are:

- 1- Determining the current level of employee engagement in the Egyptian Ministry of Tourism.
- 2- Investigating the key drivers of employee engagement in the Ministry of Tourism.

- 3- Identifying the differences between the employees of tourism and hotels sectors in all dimensions of the research.
- 4- Determining the relation between employee engagement and organizational commitment in the Egyptian Ministry of Tourism.

Research Hypotheses

There are nine hypotheses for this research as follows:

- 1- Training and development has a direct positive effect on employee engagement in the Egyptian Ministry of Tourism.
- 2- Internal communication has a positive impact on employee engagement.
- 3- Recognition and rewards have a positive effect on employee engagement in the Egyptian Ministry of Tourism.
- 4- Leaders' behaviors affect largely the employee engagement in the Egyptian Ministry of Tourism.
- 5- There are significant differences between the employees of tourism and hotels sectors in the engagement level.
- 6- There are significant differences between the employees of tourism and hotels sectors in the factors which affect the engagement level.
- 7- There are significant differences between the employees of tourism and hotels sectors in their level of organizational commitment.
- 8- There is a relation between the level of engagement and the demographic data of the employees in the Egyptian Ministry of Tourism.
- 9- Level of engagement affects positively on employee commitment in the Egyptian Ministry of Tourism.

Literature Review

Employee engagement definitions

Employee engagement was defined by Kahn (1990, p. 694) as the harnessing of organization members to their work; in engagement, people employ and express themselves physically, cognitively, and emotionally. Saks (2006, p. 602) defined employee engagement as "a distinct and unique construct consisting of cognitive, emotional and behavioral components that are associated with the individual's role performance". Lockwood (2007) explained that cognitive engagement refers to employees' beliefs about the company. The emotional aspect is how employees feel about the company, the leaders and their colleagues. The behavioral factor is the value-added component reflected in the effort that employees put into their work (e.g., brainpower, extra time and energy).

Moreover, employee engagement was defined as the positive attitude held by employees or their commitment and involvement level towards the organization (Sharmila, 2013, P.111). It was defined also as positive feeling that employees have towards their jobs and motivate them to put more effort into it (Sadiqe, 2014, p. 377).

Significance of employee engagement

Organizations and employees achieve many advantages of engagement as follows (Vance, 2006; Bhatla, 2011; Byrnes, 2014; Caplan, 2014; Sadiqe, 2014; Simha and Vardhan, 2015; Hewitt, 2015; Prasongthan and Suveatwatanakul, 2017; Lavigna, 2018):

- Engaged employees will stay with the company, be an effective brand ambassadors and contribute to business success.

- They form an emotional connection with the company and will normally perform better and are more motivated.
- They feel that they are proud and treated fairly, have opportunities for development, understand how they contribute to organizational success
- It builds passion, commitment and alignment with the organization's goals.
- Increasing employees trust, loyalty and minimize absences.
- Providing a high-energy working environment and increasing profitability.

Lockwood (2007) described three levels of engagement:

- Engaged employees who feel a profound connection to their organization. They drive innovation and move the organization forward.
- Not engaged employees who attend and participate at work but are timeserving and put no passion or energy into their work.
- Disengaged employees who are unhappy at work and undermine what their engaged co-workers accomplish.

Measuring drivers of employee engagement

Many researches tried to identify factors leading to employee engagement and developed models to draw implications for managers. Kahn's (1990) paper is the foundation for much of the researches in this field. Kahn's theory explained that engagement is a multi-dimensional construct with three dimensions which are physical, cognitive and emotional. According to Robinson (2004), the factors which impacts on engagement are training and development, immediate management, performance and appraisal, communication, equal opportunities and fair treatment, pay and benefits, health and safety, co-operation, family friendliness and job satisfaction. Vance (2006) determined the factors of pride and satisfaction with employer, job satisfaction, opportunity to perform well, recognition and rewards, personal support from supervisor, understanding the link between one's job and the organization's mission, prospects for growth and intention to stay with the organization.

Penna model of engagement cited in Bhatla (2011) started at basic working conditions, then learning developing, career growth and advancement, then good leadership, trust and respect leading to better meaning for the job. Sharmila (2013) explained some critical factors which lead to employee engagement. These factors are recruitment, job characteristics, career development opportunities, leadership, empowerment, equal opportunities for growth and advancement, training and development, performance management, compensation, health and safety, job satisfaction, communication and family friendliness.

According to Dajani (2015), leadership has the highest power of engagement in the Egyptian banks. Leadership was followed by organizational justice; compensations and benefits; policies and procedures and training and development. Ababneh (2015) measured the level of engagement through emotional, cognitive and behavioral dimensions. The Aon Hewitt (2015) engagement model drivers are leadership, brand (reputation, cooperate responsibility), company practices (communications, customer focus, infrastructure, talent and staffing, diversity), the work (collaboration, empowerment, work tasks), performance (career opportunities, learning and development, performance management, people management, rewards and recognition) and the basics (benefits, job security, safety, work environment).

Factors which affecting the employees engagement are separated into two main categories. Job resources variables are perceived supervisory support, autonomy, career opportunities and advancement, benefit and financial rewards, co-worker relations, perceived organizational support. The personal resources variables are conscientiousness, core self-evaluation, and optimism (Prasongthan and Suvetwatanakul, 2017). Main factors in the current research are training and development, internal communication, recognition and rewards and leadership as follows:

1- Training and development: Organizations which interested with levels of engagement provide employees with opportunities to acquire new knowledge, learn new skills and abilities in their present job assignments or prepare them for future opportunities. Career development influencing engagement, retaining the most talented employees and providing opportunities for development. Moreover, it is required to match the needs of the employee with those of the organization (Bhatla, 2011; Sharmila, 2013; Kulkalyuenyong, 2016).

2- Internal communication: The organization should use appropriate communication channels. When an employee realizes that the organization is considering his benefits, he will have an emotional attachment with the organization which leads to engagement (Bhatla, 2011; Sharmila, 2013). It provides information and creates a sense of community within organizations. The results of Karanges et al., (2015) research showed that there is a positive association between communication and engagement. Furthermore, the results suggested that communication facilitates interactions between an organization, supervisors, and employees which create relationships based on meaning and worth.

3- Recognition and rewards: Reward management is a strategic tool which aims to recognize and reward the members of the organization in a way that is consistent with the organizational goals. Organizations use this method to make employees feel respected and valued, strength loyalty, raise motivation and satisfaction. Recognition and rewards can be an increases in pay and a higher position. An empowered employee will have the ability to assume responsibility, be allowed to do so by their managers and receive feedback and recognition for doing their work. Employee benefits can be things such as company cars, free healthcare, medical insurance, retirement funds, paid holidays or childcare. Rewards in teams can be given for individual performance or can be given for the whole team to be divided equally (Bhatla, 2011; Sharmila, 2013; Kulkalyuenyong, 2016).

4- Leadership: The attitude and actions of the leaders can enhance employee engagement or cause disengagement. Leaders should treat the employees with respect, demonstrate emotional support and recognize success. When leaders understand the pillars of engagement, they can then begin to leverage employee engagement for positive organizational outcomes (Zahid and Özyapar, 2017). Senior leaders and supervisors can achieve more optimal levels of engagement through communication that makes employees feel that they are part of the organization's internal community. They can share their opinions with the organization and their supervisor (Karanges et al., 2015).

Employee engagement in the public sector

Employee engagement is a critical organizational issue both in public and private sector units. Agrawal (2015) study tested the level and the predictors of employee's engagement in a public sector organization in India (a leading techno-financial

institution in the country in housing and urban development sector). Job engagement and organization engagement variables were used. The findings suggested that job engagement is predicted by performance evaluation. Work ethic, career development and benefits have positive influence on organizational engagement.

It has been asserted that there are no consistent or distinctive differences between public and private sector strategies around employee engagement. While similarity in approach has been observed across sectors, it is argued at the same time that organizations should develop initiatives that reflect their own circumstances, needs and characteristics (Jones and Sambrook, 2016; Institute for Employment Studies, IES, 2018). According to IES (2018) study about employee engagement in the higher education sector, the sector's performance relating to vision, leadership capability, the effectiveness of communication, recognition, rewards and change management (elements for employee engagement) are weaker than that of the private sector.

Governments across Canada encouraged retention of experienced employees in the public sector, as well as attracted a new generation of Canadians into public service careers. This research found that implementing the engagement construct in the public sector is dependent on how well the core purpose, mission, vision and values of the public service in various governments across Canada is articulated and communicated to the public. A shared understanding of the meaning and purpose of the work that is done by the civil service is required in order to enable employees to fully engage with their work (Kosuta, 2010).

Clackamas County employee engagement programs are morale enhancement and employee networking; awards and recognition; wellness; leadership and professional development. Based on the findings of survey, wellness programs are ranked as having the most importance to employees followed by leadership and professional development programs, team activities, awards and recognition programming. Fifty-one percent of survey participants indicated they were very engaged or significantly engaged (Hicks, 2015).

Measuring employee engagement in tourism and hospitality industry

There are little studies about measuring employee engagement in tourism industry. Leonard (2009) examined the role of employee engagement in customer satisfaction in hospitality industry in India. Primary data collected through questionnaires and personal interviews from various categories of employees and management. Data were tabulated and analyzed on the parameters of job characteristics, training and development, rewards and recognition, assertive relationship with superior and peer groups, organizational climate.

Byrnes (2014) focused on assessing both managers and employee engagement levels in the hotel sector in the West of Ireland. The data was collected through interviews. The interview contained questions about: the breakdown of full time and part time staff, turnover of staff, and the individual participants' feelings about coming to work each morning and whether they felt proud to tell people where they work. Other themes included the opportunities they receive at work, whether or not any one encourages their development and the mission and purpose of the organization and opportunities to grow and learn in the last year. In the hotels of this study, managers supporting their fellow workers. There have high levels of helping behaviors, retention levels and feelings of being involved in the organization.

Zainol et al., (2016) examined the factors that influence the employee engagement in hotel industry in Malaysia. The factors which were tested are training and

development, internal communication, rewards, and leadership. The authors developed a conceptual model and clarified that further research should be carried out to test, validate and enhance the model.

The study of Rajini (2016) aimed to analyze the attributes of employee engagement in hotels and its impact on service quality. The author determined organization support, useful training and communication, work environment, career progress and management support as factors of measuring employee engagement. This study shows that all employees are having positive perception towards their organization's practices.

George and Joseph (2014) studied the employees' engagement level in travel organizations. The questionnaire consisted total of 12 items, the first three items consisted of demographic factors to measure the influence of demographic factors on engagement. The latter part measured three facets of engagement such as intellectual engagement (IE), social engagement (SE) and affective engagement (AE). The results clarified that employees' have high levels on affective engagement followed by intellectual and the least score was for social engagement. Most of the employees agreed that they are engaged in their organization greatly. According to Soliman and wahba (2018), the work environment, rewarding and recognition, learning and development and leadership are the drivers of engagement in travel agents in Egypt, which has a significant relationship with performance.

Definition of Organizational Commitment

Akintayo (2010, p. 2) defined employee commitment as "the degree to which the employee feels devoted to their organization". Weibo et al., (2010, p. 1) described employee commitment as "employees' attitude to organization". According to Munir et al., (2014, p.738), "organizational commitment reflects positive feelings towards the organization and its values".

General factors which relate to the development of employee commitment

Allen and Meyer (1996); Meyer and Allen (2004), explained that commitment can be divided into three components as follows:

1. Affective or moral commitment directly influences employees' performance. This commitment is referred to 'engagement' among HR professional. Job satisfaction occurs when individuals fully embrace the goals and values of the organization. They become emotionally involved and be responsible for the organization's success. These individuals usually demonstrate positive attitudes and a desire to remain with the organization.
2. Continuance or calculative commitment depends on the benefits for the employees efforts and what would be lost if they were to leave. These individuals exert their best effort when the rewards match their expectations.
3. Normative commitment occurs when individuals remain with an organization based on expected standards of behavior or social norms. These individuals value obedience, cautiousness, and formality. Moreover, they display the same attitudes and behaviors as those who have affective commitment.

Measuring organizational commitment

There are many scales for measuring commitment as follows:

The scale items of **Meyer and Allen (2004); Drucker (2005)** are:

Affective Commitment scale: 1. I would be very happy to spend the rest of my career with this organization. 2. I really feel as if this organization's problems are my own. 3. I do not feel a strong sense of "belonging" to my organization. 4. I do not feel

"emotionally attached" to this organization. 5. I do not feel like "part of the family" at my organization. 6. This organization has a great deal of personal meaning for me.

Continuance Commitment Scale: 1. Right now, staying with my organization is a matter of necessity as much as desire. 2. It would be very hard for me to leave my organization right now, even if I wanted to. 3. Too much of my life would be disrupted if I decided I wanted to leave my organization now. 4. I feel that I have too few options to consider leaving this organization. 5. If I had not already put so much of myself into this organization, I might consider working elsewhere. 6. One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.

Normative Commitment Scale: 1. I do not feel any obligation to remain with my current employer. 2. I do not feel it would be right to leave my organization now. 3. I would feel guilty if I left my organization now. 4. This organization deserves my loyalty. 5. I would not leave my organization right now because I have a sense of obligation to the people in it. 6. I owe a great deal to my organization.

Drucker (2005) added other items as follows:

Affective Commitment: 1. I enjoy discussing my organization with people outside. 2. I could easily become as attached to another organization as I am to this one.

Continuance Commitment: 1. I am not afraid of what might happen if I quit my job without having another one lined up. 2. It wouldn't be too costly for me to leave my organization now. 3. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice another organization may not match the overall benefits I have.

Normative Commitment Scale: 1. People these days move from company to company too often. 2. I do not believe that a person must always be loyal to his or her organization. 3. Jumping from organization to organization does not seem at all unethical to me. 4. One of the major reasons I continue to work for this organization is that I believe that loyalty is important and therefore feel a sense of moral obligation to remain. 5. I do not think that wanting to be a "company man" or "company woman" is sensible anymore. 6. Things were better in the days when people stayed with one organization for most of their careers.

Wachira (2013) found that employee engagement has a direct relationship with employee commitment in Barclays bank of KENYA. Scale items of measuring commitment are forty sentences. 1. I am not keen to leave my organization right now. 2. I feel obliged to remain with my current employer. 3. I would be very happy to spend the rest of my career with this organization. 4. I really feel that this organization's problems are my own. 5. Right now, staying with my organization is a matter of necessity as much as desire. 6. I feel a strong sense of "belonging" to my organization. 7. I feel "emotionally attached" to this organization. 8. I feel like "part of the family" at my organization. 9. This organization deserves my loyalty. 10. I would not leave my organization right now because I have a sense of obligation to the people in it. 11. This organization has a great deal of personal meaning for me. 12. I report absent from my work for no good reason. 13. I observe punctuality. 14. There is a work-life balance in the organization.

Khan et al., (2014) measuring commitment with scale of eight sentences. 1. Most employees feel a sense of belonging in our organization. 2. Most employees will leave for different organization even though the type of work was similar. 3. Often

employees find it difficult to agree with our organization's policies on important matters relating to them. 4. Our organization really inspires the very best in employee in the way of job performance. 5. Most employees find that their values and our organization's values are very similar. 6. There is little to be gained by sticking with our organization indefinitely. 7. Most employees are willing to put in a great deal more effort than normally expected to help our organization be successful. 8. Most employees are proud to tell others that they are part of our organization.

According to **Magdy (2016)**, commitment scale items are as follows:

Affective commitment: 1. I have the desire to continue working in the current company_2. I feel proud when I speak with others about my company. 3. I consider the problems of the company a part of my personal problems_4. It is difficult for me to join a new company and be loyal to it 5. There is a friendly atmosphere in my company. 6. I feel emotionally linked to my company. 7. I highly appreciate my company. 8. I will continue loyal to my company

Continuous commitment: 1. I am afraid of leaving the work in my current company where there is a difficulty to get another job. 2. My life will be affected if I quit the company. 3. Continuing in this company comes from my need to work. 4. I feel I have limited options when I think to quit the company. 5. It is difficult to get another work in another company. 6. I have advantages in this company than others.

Normative commitment: 1. I have to be committed and loyal to my company. 2. It is not ethical to move to another company. 3. My ethical commitment leads to my continuation in the company. 4. I feel it is ethical to continue work in my company even if I have better offers in other places. 5. It is better for persons to spend all their professional life in the same company.

The relation between employee engagement and organizational commitment

To build commitment, companies should review the work environment, performance incentives and values the employees' contributions (employee engagement). Moreover, companies should undertake initiatives that underline the organizational goal and vision to develop a commitment to the organization's purpose (Kumar and Pansari, 2015). Engaged employees care about their organization success. Such employees are less likely to leave for another job, or take unauthorized leave. They are more likely to work better, faster and more safely (Simha and Vardhan, 2015). Employees with the highest levels of commitment perform 20% better and are 87% less likely to leave the organization (Lockwood, 2007).

Saks (2006) tested a model of the antecedents and consequences of engagement in variety jobs and organizations in Canada. The study found that engagement represents a mediating role in the relationship between the precursor that are job characteristics, perceived organization support, perceived supervisor support, rewards and recognition, procedural justice, and distributive justice and consequences of engagement that are job satisfaction, organizational commitment, intention to quit, and organizational citizenship and behavior. Albdour and Altarawneh (2014) investigated the relationship between the two measurements of employee engagement (job engagement and organizational engagement) and organizational commitment (affective; continuance and normative commitment) in Jordanian banking sector. The results of the study show that affective commitment can be predicted by job engagement; a negative relationship between job engagement and continuance commitment; job engagement has a relationship with the normative commitment.

Ram and Prabhakar (2011); Andrew and Sofian (2012); Chhetri (2017) explained that job satisfaction, organization commitment, intention to quit and organizational citizenship behavior are outcomes of engagement. According to Somasekharan and Kumathadevi (2017), the outcomes of engagement are commitment, satisfaction, secured job, high level performance and thus quality improvements. Luthans and Peterson (2002) determined employee engagement to be a significant predictor of desirable outcomes, such as customer satisfaction, retention, productivity and profitability. It was found that employees scoring high on engagement (top 25%) performed better in the areas of sales, customer complaints and turnover in comparison to the employees scoring low on engagement score (bottom 25%).

The Egyptian Ministry of Tourism: it was established in 1966. The Ministry put the main policies, plans and legislation for different fields of tourism work and development. Moreover, it promotes new tourism projects; it issues licenses and monitors tourism services, activities and the commitment of hotels, tourism companies and tourist destinations with the laws governing tourism. On the other hand, it is responsible for deepening relations with the national and foreign tourism institutions. This happens through holding international conventions, conferences and seminars related to tourism affairs to introduce Egypt and its tourism resources. Sectors of Egyptian Ministry of tourism are Minister Affairs Sector, General Secretariat Sector, Tourism Fund, Supreme Council of Tourism, General Authority for Tourism Development and Egyptian General Authority for Tourism Promotion. Moreover, it includes Planning, Research and Training Sector, Tourism and Hotel Establishments Sector, Tourism Companies and Tour Guides Sector and finally Tourism Activities and Internal Offices Sector (Ali et al, 2018).

Conceptual Framework of this Study

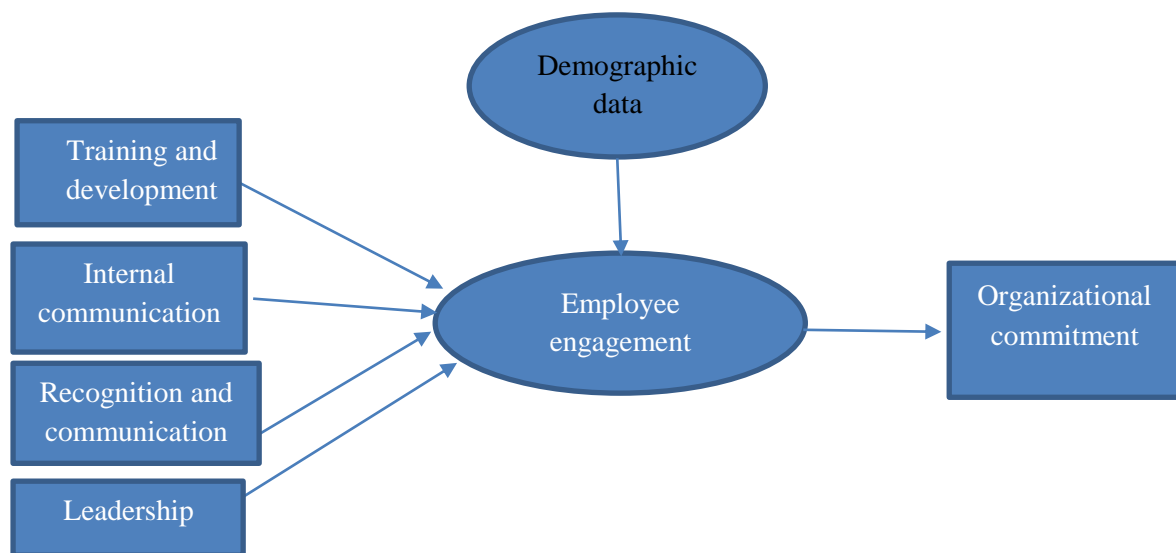


Fig. 1: Factors affecting the employee engagement and its outcome

This framework was adapted from Robinson (2004); Meyer and Allen (2004); Drucker (2005); Vance (2006); Bhatla (2011); Tarus (2014); Hewitt (2015); Ababneh (2015); Harter et al., (2016); Zainol et al., (2016); Rajini (2016); Magdy (2016); Lavigna (2018).

Methodology

For fulfilling the objectives of the research, both primary and secondary data were used. Primary data was depended on quantitative approach that based on a questionnaire. Saunders et al. (2016) displayed that quantitative research is principally associated with survey research strategies. The survey strategy allows to collect quantitative data which can be analyzed quantitatively using descriptive and inferential statistics. In addition, data collected using a survey strategy is applied to suggest possible reasons for particular relationships between variables and to produce model of these relationships. Using a survey strategy gives more control over the research process. The current research conducted a survey research strategy through the use of questionnaire. The questionnaire is a single data collection technique that is known a mono method quantitative study. It examined the relationships between variables, which are measured numerically and analyzed using a range of statistical and graphical techniques. The questions are expressed clearly so they are understood in the same way by each participant.

The current study aims to determine the level of employee engagement in the Egyptian Ministry of Tourism and to investigate the key factors which effect their engagement. It measures the differences between employees of different selected sectors in the dimensions of the research. Moreover, it determines the relation between engagement and organizational commitment.

The Population and the Sample

The population of the study was three sectors in the Egyptian Ministry of Tourism. These sectors were the Tourism Promotion Authority; Tourism Companies and Tour Guides Sector; and the Tourism and Hotel Establishments Sector. The sample of the research were six administrations in these sectors which related to tourism: the management of international tourism; the management of internal tourism; general management for the follow-up of the performance of tourism companies and programs, and others related to hotels as general administration of fixed, floating hotels and tourist villages administrations.

The number of employees working in the selected sectors are 211 (General Secretariat Sector of Egyptian Ministry of Tourism, 2018). The sample of the research were 138 employees. Seventy eight employees from the selected sectors of tourism and sixty employees from the selected sectors of hotels. The size of the sample was determined by using the Yamane's formula. This formula is $n = N / (1 + N * e^2)$ where (n) is the sample size, (N) is the population size = 211 managers and employees, and (e) is the level of precision = 0.05. The minimum sample size required from size of the current target population given a 95 per cent confidence level for 5 % margin of error is 138 cases (Singh and Masuku, 2014). This technique provides the better estimate of the parameters if the population is homogeneous.

In the Tourism Promotion Authority, the management of international tourism and the management of internal tourism were selected. The Tourism Promotion Authority was selected as it has many roles in promoting tourism according to Ali et al., (2018). These roles represented at raising growth rates in the international tourism movement, clarifying the real picture of Egypt and working to remove obstacles that face the movement of tourism. Moreover, the authority encourages internal tourism and increases tourism awareness.

Furthermore, in the Tourism companies and tour guides sector, General management for the follow-up of the performance of tourism companies and programs was selected. This management was selected as it has many roles. According to Ali et al., (2018), these roles are preparing the annual statistics of tourism income, nationalities and letters of tourism revenue to tourism companies which collected for five years. Furthermore, it checks the income of the top 100 companies annually; registers and eliminates the employee's work; extracts experience certificates of employees, managers and supervisor of religious tourism and credence of the annual Umrah and Hajj contract. Finally, it issues work permits for foreigners and conducts training courses for airport representatives; issues approvals for external and internal tourism according to the size of the company; approval of tourism programs for groups coming from abroad.

In the Tourism and Hotel Establishments Sector, Central administration for controlling and inspection of hotel and tourist establishments was selected. In this central administration, General Administration of Fixed Hotels; General Administration of Floating Hotels; General Administration of Tourist Villages were surveyed. The research was applied in this sector and these administrations as they have many roles. According to Ali et al., (2018), these roles are conducting a survey of the various hotel establishments to obtain approval for construction and operation, putting these establishments on the appropriate grade and receiving complaints from some hotels. Moreover, they inspected the quality of services, credence of prices of accommodation, meals and beverages and providing opinion for renewal of licenses for the establishment, manager and supervisor. Finally, they granting approvals for working of foreigners, addition or deduction of a facility in the hotel establishment.

Construction of Questionnaire

The study was conducted through self-administrated questionnaire. The questionnaire was divided into five parts. The first part asked about the demographic data of the employees. The second, third and fourth sections measured the engagement level, the factors affecting the engagement level and the level of organizational commitment of the employees in the selected sectors of the Egyptian Ministry of Tourism. The scale was measured on five point Likert scales ranging from one which stands for strongly disagree and five which stands for strongly agree. Fifteen statements were measured to determine the level of engagement which used from Tarus (2014); Hewitt (2015); Ababneh (2015); Harter et al., (2016). Moreover, the selected main factors which effect on engagement which are training and development; internal communication; recognition and rewards; leadership were extracted from Zainol et al., (2016). Furthermore, the items in the main factors depended on Robinson (2004); Vance (2006); Bhatla (2011); Hewitt (2015); Rajini (2016); Lavigna (2018). Finally, the three dimensions of measuring organizational commitment are affective, continuance, and normative commitment. The statements which measure these three dimensions were depended on Meyer and Allen (2004); Drucker (2005); Magdy (2016). Mayer and Allen scale for measuring commitment is the original source for many studies which measure the level of commitment. In the fifth section, the respondents were asked to identify through an open question the problems for achieving employee engagement in the Egyptian Ministry of Tourism.

Collecting and Analyzing Data

Collecting data was depended on questionnaires which were handled to the employees of the selected sectors in the Ministry of Tourism to measure the work engagement level and its relation to employee commitment. One hundred and fifty questionnaires

were distributed and 143 questionnaires were collected from the selected sample. Five questionnaires were non valid and 138 questionnaires were valid to be analyzed. Sixty questionnaires were collected from the Tourism and Hotel Establishments Sector. Moreover, 78 questionnaires were collected from Tourism Promotion Authority; Tourism companies and tour guides sector. The responses were analyzed by SPSS Version 22. In SPSS, reliability assessment was conducted to assess the internal consistency of the adapted questionnaire. Frequencies, percentages, mean and standard deviation were calculated for demographic data of the respondents. Furthermore, the mean and standard deviation were calculated for the dimensions of the questionnaire. Moreover, chi-square tests were applied to inspect the relationship between the demographic data and the level of engagement, also between the level of engagement and organizational commitment. Moreover, Regression was tested between level of engagement and the factors affecting on this level. T-test was calculated to know the differences between the employees of tourism sector and the employees of hotel sector in the dimensions of the questionnaire.

Findings and Discussion

After analyzing the questionnaires of employees in the selected sectors of the Egyptian Ministry of Tourism, the following results were extracted:

Table 1: Reliability of research dimensions

The dimensions	N of items	Cronbach's Alpha
Level of engagement	15	.832
Training	5	.804
Internal communication	5	.790
Recognition and rewards	3	.803
Leadership	8	.745
Organizational commitment	20	.774

Table one shows the internal reliability of the dimensions which was measured by the Cronbach's alpha. The estimated value of Cronbach alpha for the items of the research was higher than 0.7 which indicated that the current study variables are reliable and there is internal consistency between them.

Table 2: Demographic data of the employees

Demographic data		Freq.	%
Gender	Male	72	52.2
	Female	66	47.8
Age	21-30	24	17.4
	31-40	54	39.1
	41-50	38	27.5
	more than 50	22	15.9
Years of work	less than 5 years	13	9.4
	5-10	51	37.0
	more than 10	74	53.6
Educational level	Bachelor degree	101	73.2
	Diploma	11	8.0
	master degree	17	12.3
	PhD degree	9	6.5

In table 2, the demographic data of the selected sample was clarified. The percentage of male (52.2%) is close to the percentage of female (47.8%) in the selected sample. More than 39% of the respondents were aged between 31-40 years and 27.5% of the respondents were aged between 41-50 years. From the data collected, majority

(53.6%) of the respondents have worked with the ministry for a period more than 10 years, 37% of the respondents have worked for a period between 5-10 years while 9.4% of the respondents have worked with the ministry for a period less than 5 years. The collected data of educational level clarifies that majority of the sample have bachelor degree (73.2 %) and nearly 12% have the master degree.

Table 3: Overall satisfaction level of employees

Satisfaction level	Freq.	%	Mean	attitude	Std. Deviation
Strongly dissatisfied	4	2.9	3.47	Satisfied	.94515
Dissatisfied	14	10.1			
Neutral	51	37.0			
Satisfied	51	37.0			
Strongly satisfied	18	13.0			

Table 3 clarifies the overall satisfaction level of the respondents. The same percentage of the respondents 37% were satisfied and neutral in their satisfaction level. Moreover, 13% of the sample were strongly satisfied and 10 % of the respondents were dissatisfied. Mean of answers was 3.47 which means that the respondents were satisfied about their work in the ministry. But there are some employees explained some obstacles which face them in their work as mentioned in the last question of the questionnaire.

Table 4: Level of employee engagement

Employee Engagement level	Tourism sector		Hotels sector	
	Mean	Std. Deviation	Mean	Std. Deviation
I am proud of the work I do	3.65	1.02978	4.03	.73569
I understand how my role related to ministry objectives	3.70	.94125	3.78	.82527
This ministry inspires my best work	3.60	4.75187	3.32	1.08130
I always do more than is actually required	3.92	.92258	4.18	.81286
I make suggestions to improve the work of my sector	3.89	.83714	4.16	.69298
I do my best to solve problems in my job	4.12	.77260	4.36	.68807
I have the materials and equipment to do my work right	2.81	1.12882	2.92	1.25268
At work, my opinions seem to count	3.33	.98912	3.25	1.03539
My supervisor, or someone at work care about me as a person	3.46	1.15873	3.30	1.01347
There is someone at work who encourages my development	3.39	1.09710	3.70	1.03006
This past year, I had opportunities to learn and grow	3.42	1.12260	4.88	7.37631
In the last seven days, I have recognition or praise for good work	3.27	1.13587	3.33	1.06829
I have a best friend at work	3.25	1.43641	3.36	1.27514
I tell others great things about working here	3.30	1.12015	3.08	1.16868
I will continue working for the ministry as long as I can	3.15	1.30012	3.15	1.39207
Total mean	3.49		3.66	

Table 4 presents the means and standard deviation of employee engagement level in the tourism and hotels sectors. In the tourism sector, the item "I do my best to solve problems in my job" ranked first with a mean score of 4.12 and the last item is "I have the materials and equipment to do my work right" with a mean score of 2.81. Furthermore, in the hotels sector, the item "This past year, I had opportunities to learn and grow" ranked first with a mean score of 4.88 and the last item is "I have the materials and equipment to do my work right" with a mean score of 2.92.

On the other hand, respondents in the two sectors will continue working for the ministry neutrally (the retention rate at the ministry). This is indicated by the same

mean of 3.15 for the two sectors. There is a slight difference between the sectors of tourism and hotels in the level of engagement as shown by a total mean of 3.49 for tourism sector and 3.66 for hotels sector. This general mean indicates that the level of employee engagement at these sectors of the ministry is above average. Employees also are proud of the work they do and this implies that they are proud of their ministry. This result agreed with the study of Rajini (2016) which analyze the attributes of employee engagement in hotels. It clarified that all employees are having positive perception towards their organization's practices. Moreover, it agreed with George and Joseph (2014) who found that most of the employees are engaged in their travel organization greatly.

Table 5: Key factors of engagement

Key factors of engagement	Tourism sector		Hotels sector	
	Mean	Std. Deviation	Mean	Std. Deviation
Training and development				
I consider training and development vital for job	5.00	4.51807	4.43	.74485
Identifying training and development needs	3.63	1.09437	3.77	.92730
I am given a real opportunity to improve my skills	3.53	1.14783	3.53	1.12697
Management considers training as a part of ministry strategy	3.92	.95031	3.85	1.02221
Training helps to do job better	4.41	.63319	4.40	.66892
Total mean	4.11		3.99	
Internal communication				
I try to help others in this ministry whenever I can	4.36	.70203	4.28	.76117
Coworkers work together in my sector	4.33	.57359	4.25	.77295
Good cooperation between different sectors	3.63	.96845	3.68	1.04948
I have good internal communication	4.01	.79762	3.93	.77824
I am treated with respect at work	4.31	.65083	4.18	.72467
Total mean	4.13		4.07	
Recognition and rewards				
Recognition and rewards are based on performance in my work unit	3.31	1.10850	3.08	1.40570
I am satisfied with the recognition and rewards I receive	3.04	1.08643	2.85	1.43592
I paid fairly	2.53	1.19223	2.43	1.36998
Total mean	2.96		2.79	
Leadership				
My manager sets clear goals	3.39	1.05367	3.43	1.12546
My manager provides feedback	3.64	.95311	3.57	1.01458
My manager admits efforts	3.69	1.08481	3.65	.87962
My manager is accessible	3.92	.97726	3.75	1.08339
Management discusses different issues & ideas related to the work	3.49	1.00316	3.58	.96184
I can express about my opinion	3.63	1.10617	3.70	.90760
I am engaged into decision making progress	2.87	1.22059	3.67	5.43581
Overall, I am satisfied with my supervisor in the sector	3.73	1.10104	3.65	.93564
Total mean	3.56		3.63	

Table 5 clarified that majority of the respondents in the two sectors agreed to a very large extent that they consider training and development are vital for job and that training helps to do job better. These were clarified by a mean score of 5.00 and 4.41 for the tourism sector and by a mean score of 4.43 and 4.41 respectively for the hotels sector. The item "I am given a real opportunity to improve my skills" ranked last in the two sectors as shown by the same mean score of 3.53 for the two sectors.

As related to internal communication factor, the respondents in the tourism and hotels sectors were strongly agree that they try to help others in the ministry whenever they can. These were explained by a mean score of 4.36 and 4.28 respectively for tourism sector and for hotels sector. The item "Good cooperation between different sectors" ranked last as the mean score is 3.63 for tourism sector and 3.68 for hotels sector.

The item "Recognition and rewards are based on performance in my work unit" ranked first with a mean score of 3.31 and 3.08 for the tourism and hotels sectors. The respondents were disagreed that they paid fairly in the two sectors as the mean score is 2.53 for tourism sector and 2.43 for hotels sector.

Regarding to leadership, the item "My manager is accessible" ranked first with a mean score of 3.92 and 3.75 for the two sectors. The last item in the tourism sector is "I am engaged into decision making progress" with a mean score of 2.87 and the last item in the hotels sector is "My manager sets clear goals" as clarified with a mean score of 3.43. Then, there are slight mean differences between the tourism and hotels sector in the four factors which effect on the level of engagement.

Table 6: Organizational commitment

Organizational commitment	Tourism sector		Hotels sector	
	Mean	Std. Deviation	Mean	Std. Deviation
Affective Commitment				
I would be very happy to spend the rest of my career with this ministry	3.24	1.16425	3.47	1.12697
I consider the problems of the ministry a part of my personal problems	3.04	1.06225	3.20	1.09493
I feel a strong sense of "belonging" to the ministry.	3.42	1.00025	3.52	.88999
I feel "emotionally attached" to this ministry.	3.33	1.00216	3.33	.89569
I feel like "part of the family" at the ministry.	3.42	1.01315	3.38	.86537
This ministry has a great deal of personal meaning for me.	3.31	.98439	3.38	.97584
I feel proud when I speak with others about the ministry	3.53	.90775	3.57	1.26881
I could not easily become as attached to another organization as I am to this one	3.21	1.18824	3.23	1.08612
Continuance Commitment				
Continuing in this ministry comes from my need to work	3.74	1.09824	3.72	.92226
My life will be affected if I leave the ministry	3.91	.94231	3.73	.88474
If I had not already put so much of efforts into this ministry, I might consider working elsewhere	3.40	1.10760	3.50	.89253
I feel I have limited options when I think to leave the ministry	3.09	1.15593	3.13	1.12697
I am afraid of what might happen if I quit my job without having another one	3.58	1.03847	3.67	1.11487
I have advantages in this ministry than others	3.04	1.27091	2.95	1.33309
Normative Commitment				
I feel obligation to remain with the ministry	4.09	4.71027	3.67	.93277
My ethical commitment leads to my continuation in the ministry	3.57	1.11098	3.67	.92958
I would feel guilty if I left the ministry now	3.33	1.31590	3.18	1.18596
This ministry deserves my loyalty	4.72	7.35006	3.68	.94764
I would not leave the ministry right now because I have a sense of obligation to the people in it	3.47	1.15909	3.43	1.09493
It is better for persons to spend all their professional life in the same organization	3.00	1.26901	2.92	1.19734
Total mean in organizational commitment	3.47		3.42	

From the data collected in table 6, the respondents were neutrally in all items which related to affective commitment as shown by a mean between 2.60 and 3.39. The item

"I feel proud when I speak with others about the ministry" ranked first in the two sectors. This was explained by a mean score of 3.53 and 3.57 for the tourism sector and for the hotels sector respectively. Furthermore, the item "I consider the problems of the ministry a part of my personal problems" ranked last by a mean score of 3.04 for the tourism sector and 3.20 for the hotels sector.

Regarding to continuous commitment, majority of respondents agree that their life will be affected if they leave the ministry. This was explained by a mean score of 3.91 for the tourism sector and 3.73 for the hotels sector. Moreover, the item "I have advantages in this ministry than others" ranked last as a mean score is 3.04 for the tourism sector and 2.95 for the hotels sector.

As related to normative commitment, the item "This ministry deserves my loyalty" ranked first with a mean score of 4.72 and 3.68 for the two sectors. The last item is "It is better for persons to spend all their professional life in the same organization" as clarified with a mean score of 3.00 for the tourism sector and 2.92 for the hotels sector.

The findings implies that the level of organizational commitment of employees in the selected sample is above average as shown by general means of 3.47 and 3.42 respectively for the tourism and hotels sector. Then, there are a slight mean differences between the tourism and hotels sector in the factors which related to organizational commitment.

Table 7: Regression model of the effect of the key factors of engagement on the level of engagement

Model	R2	Unstandardized Coefficients				Standardized Coefficients	F	Sig.	T	Sig.
		B	Std. error	Constant	Std. Error	Beta				
Training and development	0.36	490	.217	43.46	4.50	.190	5.09	.026	2.25	.026
Internal communication	0.14	1.50	.315	22.65	6.51	.378	22.7	.000	4.76	.000
Recognition and rewards	0.21	1.67	.272	38.92	2.50	.467	37.8	.000	6.15	.000
Leadership	0.29	.79	.106	30.48	3.15	.542	56.5	.000	7.51	.000

a. Dependent Variable: engagement level

As shown in table 7, training and development is the first variable has influence on engagement level by 39 %. The regression equation is "engagement level= 43.46+490× training and development". Therefore, hypothesis one was proved positively. This result agreed with Sharmila (2013); Agrawal (2015); Kulkalyuenyong (2016) who stated that career development have positive influence on organizational engagement. Moreover, leadership is the second variables has an influence on engagement level by 29 %. The regression equations of this variable is "engagement level= 30.48+ 0.79 × leadership". Therefore, hypothesis four is proved positively. This agreed with Hicks (2015); Zahid and Özyapar (2017); Soliman and wahba (2018) who explained that leadership is one of the drivers of engagement. And it also agreed with Byrnes (2014) who found that managers supporting their fellow workers and have high levels of helping behaviors. Furthermore, the recognitions and rewards is the third variable has influence on engagement level by 21 %. The regression equation is "engagement level = 38.92+1.67 × recognitions and rewards". Therefore, the hypothesis three is proved positively. This results agreed with Leonard (2009); Hicks (2015); Soliman and wahba (2018) who clarified that recognition and rewards is an important factors which affecting on engagement level.

Finally, internal communication is the fourth variable has influence on engagement level by 14 %. The regression equation is "engagement level = 22.65+ 1.50 × internal communication". Thus, hypothesis two is proved positively. These results agreed with Bhatla (2011); Sharmila (2013) who explained that the organization should use appropriate communication channels. When an employee realizes that the organization is considering his benefits, he will have an emotional attachment with the organization which leads to engagement. Moreover, the results of Karanges et al., (2015) research showed that there is a positive association between communication and engagement.

Table 8: T-test between the employees in the tourism and hotels sector in the dimensions of the research

Dimensions	Tourism sector		Hotels sector		df=136			
	Mean	Std. deviation	Mean	Std. deviation	F	Sig.	T	Sig.
Engagement level	3.49	.73988	3.66	.78726	.009	.923	1.293	0.198
Organizational commitment	3.47	.86395	3.42	.66915	.704	.403	.422	.673
Training	4.12	1.01761	3.99	.68642	.804	.372	.764	0.446
Internal communication	4.13	.53741	4.07	.62779	2.413	.123	.607	0.545
Recognition and rewards	2.96	.93104	2.79	1.21504	6.695	.011	.891	0.375
leadership	3.56	.87435	3.63	1.08802	.112	.738	.392	.696

T-test clarified that there are no significant differences between the answers of employees of tourism sector and the employees of hotels sector in the dimensions of the research as table 8. It is obvious that the significance of t value for all dimensions is more than 0.05. This means that the difference in sectors doesn't affect the answers of the respondents. This result indicated a slight differences of means of the two sectors in all dimensions of the study. Moreover, the employees work in the same ministry and they clarified the same obstacles of supporting employee's engagement in their sectors. Thus, the hypotheses no. 5, 6, and 7 were not proved positively in the current research.

Table 9: Chi- square test between the demographic data and the level of engagement

	Gender (df=37)		Age (df=111)		Years of work (df=74)		Educational level (df=111)	
	Value	Sig.	Value	Sig.	Value	Sig.	Value	Sig.
Pearson Chi-Square	44.409	.188	1.132	.425	92.259	.074	1.262	.153
Likelihood Ratio	56.676	.020	117.392	.321	92.860	.068	96.845	.829
Linear-by-Linear Association	4.523	.033	1.489	.222	.002	.966	1.408	.235

There is no correlation between the demographic data of the employees and the level of engagement as it is clear in table 9, as the significant level is more than 0.05. This means that there are no relation between the level of engagement and the gender, age, years of works, the educational level. Mohapatra & Sharma (2010) found work experience as a consistent predictor of employee engagement amongst all demographic variables like age, gender, educational qualification, work experience and grade. According to Shukla et al., (2015), employees with different age group and different educational level are equally engaged in the organization. This agreed with the current study.

On the other hand, the current study disagreed with Shukla et al., (2015) results which related to gender and years of work (female are more engaged than male and employees having high experience are more engaged than employees having less experience). Finally, this result clarified that the hypothesis no. 8 was not proved in the research.

Table 10: Chi- square test between the level of engagement and the organizational commitment.

	Value	df	Sig.
Pearson Chi-Square	2.358	1961	.000
Likelihood Ratio	641.973	1961	1.000
Linear-by-Linear Association	31.625	1	.000

Table 10 shows that there is a significant relation between the level of engagement and the organizational commitment. The significant level is .000. This means that the level of engagement affect positively on the commitment of the employees to the ministry. This agreed with Saks (2006); Wachira (2013); Kumar and Pansari (2015). These authors clarified that companies should review level of employee engagement to build commitment. This result also agreed with Ram and Prabhakar (2011); Andrew and Sofian (2012); Chhetri (2017); Somasekharan and Kumathadevi (2017). These authors explained that job satisfaction, organization commitment, intention to quit and organizational citizenship behavior are outcomes of engagement. Moreover, this result explained the validation of the hypothesis no. 9 in the research.

The Empirical model

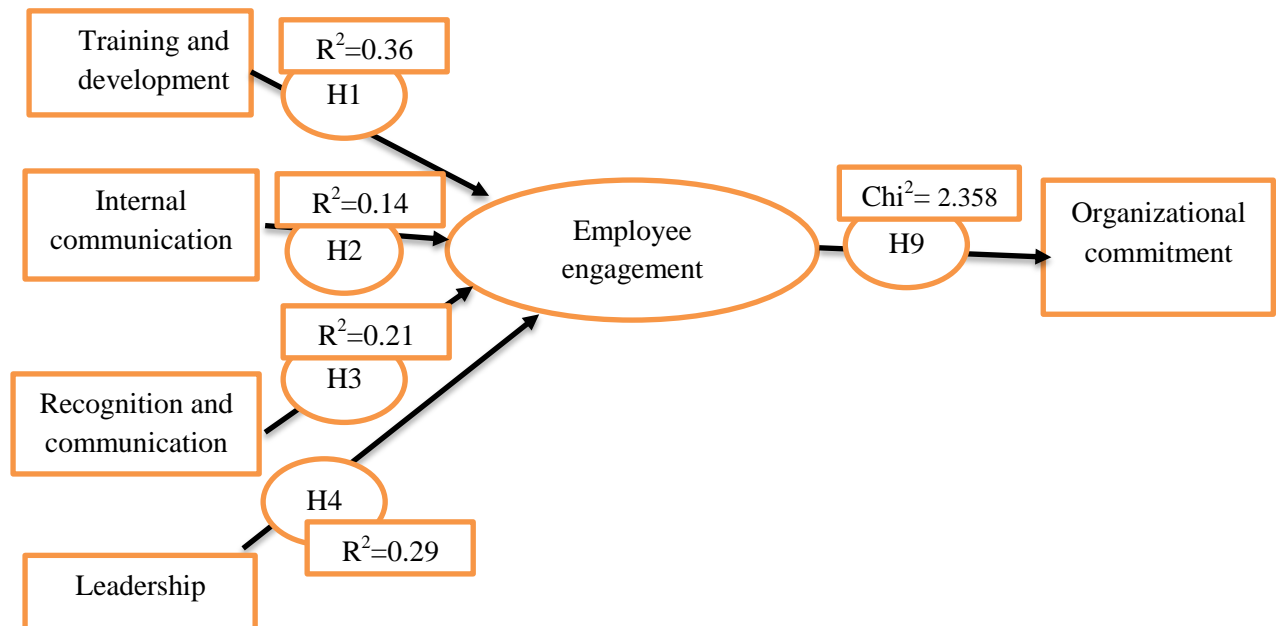


Fig. 2: Factors affecting the employee engagement and its outcome

The difficulties for achieving employee engagement and commitment in the ministry of tourism.

The employees in the selected sectors clarified that there are many difficulties for achieving engagement and commitment as follows:

- 1- Central decision-making, some leaders prevent the participation of the employees in putting plans and strategies which related to the work. Moreover, there is lack of participation of leaders to the problems and aspirations of employees.

- 2- The senior management does not clarify the tasks required of each person and the work is divided among many bodies without coordination.
- 3- Some leaders cannot support the workers and motivate them to achieve the goals of the ministry.
- 4- Weak culture of working groups (the leaders depend on specific individuals only) and there is lack of materials and equipment which are vital for the work.
- 5- The training programs are not adequate, effective and related to the sector work.
- 6- Weak accounting mechanisms that lead to dissatisfaction of employees.
- 7- The employees were not satisfied with the income, appreciation and financial incentives which they have.
- 8- There is no electronic system to communicate between different management levels and different sectors.

Conclusion

Employee engagement is a mean of improving working lives and organizational commitment. The research clarified that the employees were satisfied about their working in the Egyptian ministry of tourism. Moreover, the level of employee engagement at the sectors of tourism and hotels was above average. Then, the employees were proud of their work and ministry. The retention rate at the ministry seems to be neutral. Furthermore, the training and development; internal communication; recognition and rewards; and leadership influenced greatly on the employee engagement but the respondents were disagreed that they paid fairly. The results also clarified that the level of organizational commitment of the selected sample was above average.

On the other hand, there were no differences between the respondents in the level of engagement according to gender, age, years of works and the educational level. But there is a significant relation between the level of engagement and the organizational commitment which means that the level of engagement affects positively the commitment of the employees to the ministry. T-test clarified that there were no significant differences between the answers of employees of tourism and hotels sector in the level of engagement, factors affecting on this level and the level of organizational commitment. This means that the difference in sectors doesn't affect the answers of the respondents. Moreover, the employees in these sectors clarified nearly the same obstacles of supporting employee's engagement and commitment in their sectors.

Recommendations and future research

The managers in the Egyptian ministry of tourism should ensure employees engagement through working groups; continuous and specific training programs; and enabling employees to participate in decision-making. The selection of leaders should depend on clear principles so that they can support the workers and motivate them to achieve the goals of the ministry. Good and effective communication between different management levels and sectors through a modern electronic system for improving the work should be applied effectively. Moreover, developing a reward system related to performance; improving the income and financial incentives for employees; and increasing the benefits which the employees have, will increase their level of engagement and commitment.

The level of employees' satisfaction should be measured and managers should hold periodic meetings with employees to solve their problems and increasing the sense of

loyalty. Furthermore, the employees should be provided with the necessary materials and equipment to perform the work well such as internet, fax, telephone and others.

The future researches can investigate the engagement level and its relation to organizational commitment in other sectors in the Egyptian ministry of tourism. Furthermore, future studies can measure the effects of employee engagement on other outcomes such as job satisfaction, organizational citizenship behavior and so on.

References

- Ababneh, O., (2015), Conceptualizing and measuring employee engagement and examining the antecedents of leadership styles and personality attributes, PhD thesis, Auckland University of Technology, available at: <https://aut.researchgateway.ac.nz/bitstream/handle/10292/9651/AbabnehOMA.pdf?sequence=3&isAllowed=y>, (accessed on: 14 June 2018).
- Agrawal, S., (2015), Predictors of employee engagement: A Public Sector Unit Experience, Available at: https://www.researchgate.net/publication/276114696_Predictors_of_employee_engagement_a_public_sector_unit_experience, (accessed on: 9 Oct. 2018).
- Akintayo, D., (2010), Work-family role conflict and organizational commitment among industrial workers in Nigeria, Journal of Psychology and Counseling Vol. 2(1), pp.1-8, available at: http://www.academicjournals.org/article/article1380359177_Akintayo.pdf, (accessed on: 12 Sep. 2018).
- Ali, M., Lotfy, H., Slim, H. and Fawzy, H. (2018). Guide of Egyptian Ministry of Tourism, Cairo: General Secretariat Sector of Egyptian Ministry of Tourism.
- Albdour, A., and Altarawneh, I., Employee engagement and organizational commitment: Evidence from Jordan, International Journal of Business, Vol. 19, No. 2, Available at: https://www.researchgate.net/publication/314759577_Employee_Engagement_and_Organizational_Commitment_Evidence_from_Jordan (accessed on; 12 Sep. 2018).
- Allen, N., and Meyer, J., (1996). Affective, continuance, and normative commitment to the organization: An examination of construct validity. Journal of Vocational Behavior, Vol. 49, pp. 252-276, Available at: <https://www.sciencedirect.com/science/article/abs/pii/S0001879196900433>, (accessed on: 14 Sep. 2018).
- Andrew, O., and Sofian, S., (2012), Individual factors and work outcomes of employee engagement , Social and Behavioral Sciences, Vol. 40, pp. 498 – 508, Available at: <https://www.sciencedirect.com/science/article/pii/S1877042812006891>, (accessed on: 11 Sep. 2018).
- Bhatla, N., (2011), To study the Employee Engagement practices and its effect on employee performance with special reference to ICICI and HDFC Bank in Lucknow, International Journal of Scientific & Engineering Research Vol. 2, No. 8, available at: <https://www.ijser.org/researchpaper/To-study-the-Employee-Engagement-practices-and-its-effect-on-employee-performance-with-special-reference-to-ICICI-and-HDFC-Bank-in-Lucknow.pdf>, (accessed on: 15 Nov. 2018).

- Byrnes, O. (2014), An investigation into employee engagement in the hotel sector in the West of Ireland, Master Thesis, National College of Ireland, P. 13, Available at: <http://trap.ncirl.ie/1804/1/orlabyrnes.pdf>, (Accessed on: 19 May 2018).
- Caplan, J., (2014), Develop and engage all your people for business success, Strategic HR Review, Vol. 13, No. 2, pp.75-80, available at: <https://doi.org/10.1108/SHR-11-2013-0105>, (accessed on: 28 May 2018).
- Caught, K., Shadur, M., Rodwell, J., (2000), the measurement artifact in the organizational commitment questionnaire, Psychological Reports, No. 87, pp. 777-788, Available at: <http://journals.sagepub.com/doi/10.2466/pr0.2000.87.3.777>, (accessed on: 1 Sep. 2018).
- Chhetri, S., (2017), Predictors and outcomes of employee engagement: Empirical Study of Nepali Employees, Journal of Business and Management Research, Vol.2, No.1 & 2, pp.14-32, available at: https://www.researchgate.net/publication/320279059_Predictors_and_Outcomes_of_Employee_Engagement_Empirical_Study_of_Nepali_Employees, (accessed on: 11 Sep. 2018).
- Coetzee, M., (2005), Employee commitment, University of Pretoria Ltd, Available at: <https://repository.up.ac.za/bitstream/handle/2263/23942/05chapter5.pdf?sequence=6>, (accessed on: 12 Sep. 2018).
- Dajani, M., (2015), The impact of employee engagement on job performance and organizational commitment in the Egyptian banking sector, Journal of Business and Management Sciences, Vol. 3, No. 5, pp. 138-147, Available at: <http://www.sciepub.com/portal/downloads?doi=10.12691/jbms-3-5-1&filename=jbms-3-5-1.pdf>, (accessed on: 9 Sep. 2018).
- Drucker, P., (2005), Organizational commitment, human development and leadership division, available at: <http://journals.sagepub.com/doi/pdf/10.2466/pr0.2000.87.3.777>, (accessed on: 14 Sep. 2018).
- Harter, J., Schmidt, F., Agrawal, S., Plowman, S., and Blue, A., (2016), The relationship between engagement at work and organizational outcomes, Meta-Analysis: 9th Edition, GALLUP, Available at: <https://employeeengagement.com/wp-content/uploads/2013/04/2012-Q12-Meta-Analysis-Research-Paper.pdf>, (accessed on: 11 Sep. 2018).
- Hewitt, A., (2015), Aon Hewitt's model of employee engagement, p. 1, available at: <https://apac.aonhewitt.com/document-files/thought-leadership/people-and-performance/model-of-employee-engagement.pdf>, (accessed on: 30 May 2015).
- Hicks, T., (2015), Public Sector Employee Engagement – A Case Study of Clackamas County, Available at: <https://www.pdx.edu/cps/sites/www.pdx.edu.cps/files/Tiffany%20Hicks%20Capstone.pdf>, (accessed on: 20 Oct. 2018).
- General Secretariat Sector of Egyptian Ministry of Tourism, (2018), statistical report of personnel number in Tourism Ministry: Cairo.

- George and Joseph (2014), A study on employees' engagement level in travel organizations with reference to Karnataka, Indian Journal of Commerce & Management Studies, Vol. V, No. 3, Available at: http://scholarshub.net/ijcms/vol5/issue3/Paper_02.pdf, (accessed on: 4 June 2014).
- Institute for Employment Studies, IES (2018), Employee engagement in the higher education sector: An Evidence Review, Available at: https://blogs.shu.ac.uk/hallamleaders/files/2018/01/employee_engagement_in_the_hesector_-_evidence_review.pdf, (accessed on: 9 Oct. 2018).
- Jones, N., and Sambrook, S., (2016), Employee engagement in the public sector: what needs to change, Available at: https://www.researchgate.net/publication/299656914_Employee_engagement_in_the_public_sector_what_needs_to_change/download, (accessed on: 9 Oct. 2018).
- Joo, S., (2012), A Survey of factors influencing employee engagement, Available at: http://eprints.usm.my/26454/1/A_SURVEY_OF_FACTORS_INFLUENCING_G.pdf, (Accessed on: 20 May 2018).
- Karanges, E., Johnston, K., Beatson, A., and Lings, I., (2015), The influence of internal communication on employee engagement: A pilot study, Public Relations Review, Vol. 41, pp. 129–131, Available at: https://www.researchgate.net/publication/270968609_The_influence_of_internal_communication_on_employee_engagement_A_pilot_study, (accessed on: 10 June 2018).
- Kahn, W., (1990), Psychological conditions of personal engagement and disengagement at work, Academy of Management Journal, Vol. 33, pp. 692-724, Available at: [https://engagementresearch.wikispaces.com/file/view/Kahn+\(1990\)_Psychological_conditions_of_personal_engagement_and_disengagement_at_work.pdf](https://engagementresearch.wikispaces.com/file/view/Kahn+(1990)_Psychological_conditions_of_personal_engagement_and_disengagement_at_work.pdf), (accessed on: 28 May 2018).
- Khan, N., Awang, M., and Ghouri, A., (2014), Organizational commitment Construct: validity measure using SEM, Sci.Int.(Lahore), Vol. 26, No. 2, pp. 897-902, available at: [http://www.sci-int.com/pdf/350183675Revised-897-902-Naveed%20KHAN--SS--KARACHI--SEM-%20Full\[1\].pdf](http://www.sci-int.com/pdf/350183675Revised-897-902-Naveed%20KHAN--SS--KARACHI--SEM-%20Full[1].pdf), (accessed on: 14 sep. 2018).
- Kosuta, K., (2010), Shifting sand: examining employee engagement in the public sector, Master Thesis, Available at: [http://dtp.lib.athabasca.ca/action/download.php?filename=mais/Third+\(final\)+Draft.pdf](http://dtp.lib.athabasca.ca/action/download.php?filename=mais/Third+(final)+Draft.pdf), (accessed on: 9 Oct. 2018).
- Kular, S., Gartenby, M., Rees, C., Soane, E., and Truss, K., (2008), Employee engagement: A Literature Review, Working Paper Series No 19, Kingston University, Available at: <https://scholar.google.com/citations?user=ymc3yEYAAAAJ&hl=en>, (accessed on: 28 May 2018).

- Kulkalyuenyong (2016), The importance of employee engagement in the hospitality industry, Dusit Thani College Journal Vol.10 No.1, Available at: <http://www.dtc.ac.th/2016/images/stories/journal/year10/10-1-19.pdf>, (accessed on: 8 June 2018).
- Kumar, V., and Pansari, A., (2015), Measuring the benefits of employee engagement, MITSloan management review, Vol. 56, No. 4, available at: <https://pdfs.semanticscholar.org/89ba/dcbe0968e383178540ef419f28085960650c.pdf>, (accessed on: 10 Sep. 2018).
- Lavigna, B., (2018), The power of employee engagement, University of Wisconsin, p, 7, 15, 23-25, Available at: <https://www.fahr.gov.ae/Portal/Userfiles/Assets/Documents/155ac82d.pdf>, (accessed on: 29 May 2018).
- Leonard, S., (2009), The role of employee engagement in customer satisfaction in hospitality industry –an analytical Study, pp. 1-18, Available at: <http://shodh.inflibnet.ac.in/bitstream/123456789/1522/1/synopsis.pdf>, (accessed on: 4 June 2018).
- Lockwood, R., (2007), Leveraging employee engagement for competitive advantage: HR's Strategic Role, Society for Human Resource Management Foundation (SHRM), Available at: <https://pdfs.semanticscholar.org/acc4/4ab3d4cb3c648cb2993fe705129984440ffe.pdf>, (accessed on: 28 May 2018).
- Luthans, F., and Peterson, S., (2002), Employee engagement and manager self-efficacy, Journal of Management Development, Vol. 21, No. 5, pp.376-387, available at: <https://www.emeraldinsight.com/doi/full/10.1108/02621710210426864>, (accessed on: 10 Sep. 2018).
- Magdy, A., (2016), Assessing the employees organizational commitment and its relation to job satisfaction in the Egyptian tourism activity, PhD Thesis, Faculty of Tourism and Hotels, Minia University.
- Meyer, J., and Allen, N., (2004), TCM Employee commitment survey academic users guide 2004, University of Western Ontario, available at: <http://employeecommitment.com/TCM-Employee-Commitment-Survey-Academic-Package-2004.pdf>, (accessed on: 14 Sep. 2018).
- Meyer, J., Becker, T., and Vandenberghe, C., (2005), Employee commitment and motivation: A Conceptual Analysis and Integrative Model, Journal of Applied Psychology, Vol. 89, No. 6, pp. 991–1007, available at: <https://pdfs.semanticscholar.org/5f24/ffd8c5e68780fd8d49f97f727af2094db50b.pdf>, (accessed on; 12 Sep. 2018).
- Munir, R., Hashim, N., Ali, S., Abdul Rahman, B., and Abdul Rahman, R., (2014), Relationship between job satisfaction and organizational commitment at health tourism hospital in Malaysia, Knowledge Management International Conference, Malaysia, available at: <https://www.researchgate.net/publication/319881944/download>, (accessed on: 22 Sep. 2018).

- Prasangthan, S., and Suveatwatanakul, C., (2017), Employee engagement model: a study of Thai hotel industry, Proceedings of ISER 50th International Conference, Tokyo, Japan, available at: http://www.ijraj.in/journal/journal_file/journal_pdf/14-349-149691286517-22.pdf, (Accessed on: 20 May 2018).
- Rajini, G., (2016), Fostering employee engagement: factors contributing to quality of services in hospitality sector, 13th International Conference on Business Management, Available at: https://papers.ssrn.com/sol3/papers.cfm?abstract_id=2964124, (Accessed on: 11 Dec. 2018).
- Ram, P., and Prabhakar, G., (2011), The role of employee engagement in work-related outcomes, Interdisciplinary Journal of Research in Business Vol. 1, Issue. 3, pp. 47-61, Available at: https://www.researchgate.net/publication/260319251_The_role_of_employee_engagement_in_work-related_outcomes, (accessed on: 11 Sep. 2018).
- Robinson, D., (2004), Employees engagement, IES, Institute for Employment Studies, P. 4, Available at: <https://www.employment-studies.co.uk/system/files/resources/files/op11.pdf>, (Accessed on: 21 May 2018).
- Sadiqe, M., (2014), Employee engagement in hospitality industry in India: an overview, Global Journal of Finance and Management, Vol. 6, No. 4, available at: https://www.ripublication.com/gjfm-spl/gjfmv6n4_14.pdf, (accessed on: 28 May 2018).
- Saks, A., (2006), Antecedents and consequences of employee engagement, Journal of Managerial Psychology, Vol. 21, NO. 7, pp.600-619, Available at: <https://www.emeraldinsight.com/doi/full/10.1108/02683940610690169>, (accessed on: 28 May 2018).
- Saunders, M., Lewis, P. and Thornhill, A., (2016), Research methods for business students. England: Pearson Education Limited.
- Sharmila, J., (2013), Employee engagement: an approach to organizational excellence, International Journal of Social Science & Interdisciplinary Research, Vol. 2, No. 5, Available at: <http://indianresearchjournals.com/pdf/IJSSIR/2013/May/12.pdf>, (accessed on: 28 May 2018).
- Shukla, s., Adhikari, B., and Singh, V., (2015), Employee engagement - role of demographic variables and personality factors, Available at: https://www.researchgate.net/publication/316622110_Employee_Engagement_Role_of_Demographic_Variables_and_Personality_Factors, (accessed on: 8 Jan. 2019).
- Simha, B., and Vardhan, B., (2015), Enhancing “performance and retention” through employee engagement, International Journal of Scientific and Research Publications, Volume 5, Issue 8, Available at: <http://www.ijsrp.org/research-paper-0815.php?rp=P444425>, (accessed on; 10 Sep. 2018).
- Singh, A, S. and Masuku, M, B. (2014). Sampling Techniques & Determination of Sample Size in Applied Statistics Research: An Overview.

International Journal of Economics, Commerce and Management, 2 (11): pp. 1-22.

- Soliman, M., and Wahba, M., (2018), Investigating influencers of employee engagement in travel agents in Egypt, An International Journal of Tourism and Hospitality Research, available at: <https://www.tandfonline.com/doi/abs/10.1080/13032917.2018.1503965>, (accessed on: 12 Sep. 2018).
- Somasekharan, T., and Kumathadevi, K., (2017), Factors and outcomes of employee engagement: a preliminary Study, International Journal of Research in Arts and Science, Vol. 3, Special Issue, available at: <http://www.journal.bonfring.org/papers/ijras/volume3/BIJ-8146.pdf>, (accessed on: 11 Sep. 2018).
- Tarus, J., (2014), Perceived relationship between employee engagement and employee performance at east African Portland cement company limited, Master thesis of business administration, school of business, University of Nairobi.
- Vance, R., (2006), Effective practice guidelines: employee engagement and commitment, SHRM Foundation, Available at: <https://www.shrm.org/hr-today/trends-and-forecasting/special-reports-and-expert-views/Documents/Employee-Engagement-Commitment.pdf>, (accessed on: 20 May 2018).
- Wachira, J., (2013), Relationship between employee engagement and commitment in barclays bank of Kenya, Master thesis, available at: http://erepository.uonbi.ac.ke/bitstream/handle/11295/58865/Wachira_Relationship%20between%20employee%20engagement%20and%20commitment%20in%20barclays%20bank%20of%20Kenya.pdf?sequence=3&isAllowed=y, (accessed on: 11 Sep. 2018).
- WeiBo, Z., Kaur, S., and Jun, W., (2010). New Development of Organizational Commitment: A Critical Review (1960-2009). African Journal of Business Management. 4(1), Pp. 12-20, available at: <http://www.academicjournals.org/journal/AJBM/article-abstract/A52579E20754>, (accessed on: 12 Sep. 2018).
- Zahid, K. and Özyapar, A., (2017), Leadership and employee engagement in organizations: an analysis on correlation, Master Thesis, pp. 15-16, Available at: <http://www.diva-portal.org/smash/get/diva2:1151272/FULLTEXT02>, (accessed on: 9 June 2018).
- Zainol, S., Hussin, S., and Othman, M., (2016), Determinants of employee engagement in hotel industry in Malaysia: a theoretical model, International Journal of Academic Research in Accounting, Finance and Management Sciences, Vol. 6, No.3, July 2016, pp. 1-9, Available at: <https://ideas.repec.org/a/hur/ijaraf/v6y2016i3p1-9.html> , (Accessed on: 20 May 2018).