Building an emotional capital to enhance engagement in low paid jobs: A case study of the UK’s food and beverage retail sector

A Thesis submitted in partial fulfilment of the requirements of the degree of ‘Doctor of Philosophy’

by

Md Istiak Ahammed

University of Bolton
June 2018
ABSTRACT

The effective management of human resources has become more important since organisations have seen fit to introduce management approaches that are based on and seek to enhance commitment and engagement. This is all aimed at improving performance, productivity and quality as well as the efficiency necessary to maintain a strategic edge in a highly competitive environment. Notably, employee engagement, which enables employees to participate and get more involved in planning, decision-making and other aspects of the organisation is perceived as important. Notably, it is believed that engaged employees feel that their opinions count and are cared about. Such an approach builds trust and a willingness to ensure that an organization’s objectives are met. Furthermore, engaged employees foster a ‘win-win’ situations where both the organisation and the employee benefit. Employees get greater rewards, security and satisfaction while the organisation sees an increase in commitment which leads to an improvement in quality, productivity and efficiency required for competition.

Against this background, there is high employee disengagement in the UK’s food and beverages retail sector. Within this sector employees’ are earning minimum wages and often lower which also causes lower levels of output. As this study evidences disengagement increases for various different reasons in the food and beverages retail sector. The research demonstrates the dominant factors of disengagement from a large sample study (Compass Group UK). Faced with many different challenges, the UK’s food/beverage retail sector needs to emphasise high engagement due to better performance and quality service in the organization. To that end, this study secures to understand how to improve employees' engagement levels and to create an emotional connection with management, thereby contributing to organisational efficiency.

The main purpose of this study is to explore whether employees’ physiological motivation (emotional capital) can influence employees’ behaviours that motivate employees to enhance their engagement levels in the UK’s food/beverage retail sector. The theoretical framework for this study drew from employee engagement
theory, in order to predict the relationship between emotional capital and disengagement; and to determine how these elements and their relationship to each other are influenced in terms of engagement. This study included 341 participants working in Compass Group (UK). This study’s findings are important for understanding the roles of emotional capital and helping engagement in the UK’s food/beverage retail sector. While the concepts of physiological motivation (emotional capital) have been applied to food/beverage retail management in recent years, these concepts still need to be well-researched from different perspectives. Further studies are needed to develop a theoretical model that can systematically investigate psychological motivation and employee engagement within the food/beverage retail industry.

Overall, this study’s findings evidence the direct and indirect relation among employee disengagement and their preferred motivation process in the organization. This study also assesses that building emotional capital with the employees is an effective way to reduce disengagement and enhance engagement in the UK’s food beverages and retail sector. Findings also provide management with the understanding of how emotional abilities contribute to employee engagement and inform appropriate strategies to improve engagement in the UK’s food/beverage retail sector. The findings also help employees better understand their emotions and engagement in the workplace enabling them to achieve career success.

In conclusion, recommendations from the study provide the steps needed to be followed by the UK’s food beverage and retail sector to become more effective. Guidance has been provided to develop employee engagement across the UK’s food/beverages and retail sector. Finally, the positive employee engagement implication of this study is that Compass Group UK’s managers could use the results in order to reduce disengagement and enhance engagement level within the organization and the UK’s retail sector.
DEDICATION

I would like to dedicate this work, to my loving wife, Fatema tuz Zohura, and my son Ahmed Tahrim. Without their continuous support and belief in me to finish the job, I would have never finished. You kept me focused on the task at hand and added levity when times get rough and uncertain. I am forever in your debt. I would also like to thank my Father, Arfan ali Molla and my Mother, Farida Arfan. Your wisdom over the years and undying faith in me as a person has helped shape who I am and continues to shape who I am becoming. A parent’s guidance will always light a path of illumination to those curious enough to listen.
ACKNOWLEDGMENTS

It is impossible to acknowledge here the hundreds of people who have supported my study, but I must at least mention those individuals who contributed most directly to the preparation of this work. Without their support and guidance, achieving and completing my thesis would not have been possible. I would like to express my sincere gratitude and deep respect to Professor Stephen Hardy, my supervisor, whose support, provided excellent guidance and friendship throughout the research journey. He has always given me kindness and encouragement.

I would also like to give a special thanks to my wife and son, as well as my colleagues: Mr Joseph Sebastian, Mrs Rebeca Dunn and Compass Group staffing teams (Chelsea football club, O2 arena, Dartmouth House, Excel Centre, Twickenham stewp and Jockey Club racing) for always being there when I needed. For all of their love and support, I am eternally grateful. Also, thank you to all of my relatives for their love, emotional support and facilities.

Finally, I would like to express my deepest gratitude to my parents: Mr Md Arfan Ali Molla and Mrs Farida Arfan who were always there to offer endless love, support, and understanding. Their encouragement strengthens me to overcome the tough times and achieve goals.

Most of all, there is no word to express my gratitude to ‘Allah’. His teaching made my mind strong and the nature of life much more. Consequently, it made me put extra efforts to overwhelm the obstacles.
CONTENTS

CHAPTER ONE: INTRODUCTION
1.1 BACKGROUND OF THE STUDY ..............................................................................2
1.2 STATEMENT OF THE PROBLEM AND PURPOSE OF THE STUDY ..................4
1.3 RESEARCH AIMS AND OBJECTIVES .................................................................6
1.4 RESEARCH QUESTIONS .......................................................................................7
1.5 SIGNIFICANCE OF THE STUDY .......................................................................8
1.6 DEFINITION OF TERMS .....................................................................................10
1.7 THE NOTION OF EMPLOYEES’ JOB SATISFACTION .......................................14
1.8 THEORETICAL AND CONCEPTUAL FRAMEWORKS OF THE STUDY ............15
1.9 ORGANIZATION OF THE THESIS ...................................................................16
1.10 COMPASS GROUP UK .....................................................................................18
1.11 SUMMARY .......................................................................................................19

CHAPTER TWO: LITERATURE REVIEW
2.1 LITERATURE SOURCES .....................................................................................21
2.2 EMPLOYEE DISENGAGEMENT .....................................................................22
2.3 EMPLOYEE ENGAGEMENT THEORIES AND FUNCTION ............................23
2.4 MOTIVATION THEORY ......................................................................................28
2.5 EMOTIONAL CAPITAL ......................................................................................30
   2.5.1 THE ADVANTAGES OF EMOTIONAL CAPITAL ...........................................31
   2.5.2 THE WAYS TO BUILD EMOTIONAL CAPITAL IN THE ORGANIZATION ...32
2.6 RELATION BETWEEN EMPLOYEE ENGAGEMENT AND EMOTIONAL CAPITAL 34
2.7 WHY ORGANIZATIONS NEED EMPLOYEE ENGAGEMENT ..........................35
2.8 POSITIVE EFFECT FOR EMPLOYEES THROUGH ENGAGEMENT ..............36
2.9 POSITIVE EFFECT ON THE BUSINESS THROUGH ENGAGEMENT .............38
2.10 THE PROCESS OF DISENGAGEMENT ...........................................................41
2.11 NEGATIVE INFLUENCE OF DISENGAGEMENT ...........................................46
2.12 REASONS FOR LOW EMPLOYEE ENGAGEMENT .........................................48
2.13 STRATEGIES TO INCREASE ENGAGEMENT ...............................................50
2.14 REASONS UNDERTAKING THE LOW LEVELS OF ENGAGEMENT IN LOW PAID WORK .................................................................54
CHAPTER THREE: METHODOLOGY

3.1 RESEARCH QUESTIONS ........................................................................................................71
3.2 RESEARCH METHODOLOGY ............................................................................................72
3.3 ACTION RESEARCH CHALLENGES ....................................................................................76
3.4 RESEARCH DESIGN ............................................................................................................77
3.5 SAMPLING ..........................................................................................................................80
3.6 SAMPLING TECHNIQUES ..................................................................................................81
3.7 QUESTIONNAIRES .............................................................................................................82
3.8 THE STUDY’S DATA SET ..................................................................................................84
3.9 DATA COLLECTION ............................................................................................................85
3.10 INTERVIEWING ................................................................................................................87
3.11 PRIMARY AND SECONDARY DATA ..................................................................................88
3.12 RESEARCH PARTICIPANTS ...............................................................................................89
3.13 COMPUTER APPLICATION STRATEGY ..............................................................................91
3.14 VALIDITY AND RELIABILITY ...........................................................................................92
3.15 ETHICAL CONSIDERATIONS ............................................................................................93
3.16 SUMMARY ........................................................................................................................96

CHAPTER FOUR: THE SECTOR STUDY

4.1 PILOT RESEARCH ..............................................................................................................98
4.2 SUMMARY OF PRIMARY RESULTS FROM PILOT PROJECT ............................................99
4.3 LESSONS FROM THE PILOT STUDY .................................................................................108
4.4 FINDINGS OF THE FULL STUDY .......................................................................................108
4.5 QUANTITATIVE FINDINGS .................................................................................................118
  4.5.1 SIGNIFICANCE OF THE QUANTITATIVE FINDINGS ....................................................126
4.6 QUALITATIVE FINDINGS ....................................................................................................127
  4.6.1 SIGNIFICANCE OF THE QUALITATIVE FINDINGS .......................................................144
4.7 CODING .............................................................................................................................146
4.8 TRINGLEULATION AND CORROBORATION ............................................147
4.9 LIMITATIONS OF THE METHODOLOGY APPLIED............................147

CHAPTER FIVE: DISCUSSION OF INTERVIEWS
5.1 FOOD, BEVERAGES AND RETAIL – COMPASS GROUP (UK)...................149
5.2 THEMES ARISE FROM THE INTERVIEW..............................................175
5.3 MAJOR FINDINGS FROM THE INTERVIEWS.........................................177
5.4 SUMMARY..............................................................................................180

CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS
6.1 SUMMARY OF THE KEY THEMES OF THE THESIS ................................183
6.2 DISCUSSION THE MAJOR ISSUES RAISED BY THE RESEARCH..........184
6.3 REFOCUS ON THE RESEARCH QUESTIONS.........................................188
6.3 THE CONTRIBUTION TO THE KNOWLEDGE.......................................189
6.4 IMPLICATIONS FOR PRACTICE............................................................197
6.5 POSITIVE EFFECT WITH THIS STUDY TO ENHANCE ENGAGEMENT.....201
6.5 A REVIEW OF STUDY RESULTS IN LIGHT OF
   ‘EMPLOYEE ENGAGEMENT THEORY’ ...................................................203
6.6 RECOMMENDATIONS FOR FUTURE RESEARCH ...............................204
6.7 FINAL REFLECTIONS .............................................................................205

REFERENCES..................................................................................................210
CHAPTER ONE: INTRODUCTION

The effect of globalization on most organizations is that they now operate in highly competitive markets and their focus is to make profit. These global markets are created between companies themselves which brings about circular competition. The number of competitive business situations and increased pressure automatically transforms organizations’ business policy, its management and its human capital. Increased technologies and industrialization has opened global markets, developed services and added the number of employees’ for any organization. The major changes in the economy, economic policy, demographics and legislation over the past two decades has changed the nature of work and human capital strategies. Consequently most of the companies operate to make profit and as a result many employees’ needs are devalued.

Against such a background the new global economic policy is to implement modern technology which has increased human responsibilities, knowledge and skills (Lawler, 2000). Furthermore, demographic changes mean that people are shifting from one place to another where they find suitable jobs. Therefore, the migration from developing countries to developed countries work force means that many employers trying to find effective and cost deductive ways to motivate and reward employees (Lawler, 2000). As a result open competition between skilled workers and knowledgeable employees continues to grow, making it more difficult to attract, retain and motivate top talent from around the world needed to succeed (Janush, 2003).

Due to the factors identified, recent studies suggest that ‘employee engagement’ has become more common as high levels of disengagement in organizations, specifically in the low paid work (such as, food beverages and retail). "Despite this, there remains a paucity of critical academic literature on the subject, and relatively little is known about how employee engagement can be influenced by management. Although there is a great deal of interest in engagement, there is also a good deal of confusion. At present, employee engagement has been defined in many different ways because there is no consistency in definition, with engagement
having been operationalized and measured in many disparate ways”. Some researchers have identified employee disengagement prevents organization from maximum levels of productivity and efficiency in business operation (Derry & Shaw, 1999). For example in terms of replacement costs for those who leave their jobs (Judhi et al., 2013). Besides, low morale of the remaining employees and loss of tacit knowledge are also other major consequences for employee disengagement as evident from existing literature (Menon et al., 2014; Sanjeevkumar, 2012). Overall the total effect on disengagement is that it creates a negative impact for any organization as well as major operational and strategic challenges. Generally, a review of those elements in the future could minimize as employees’ disengagement.

To that end employees’ job satisfaction is one of the major factors in order to improve organizations performance. Most of the companies try to keep their employees happy while they are in the job. Employee’s mental satisfaction with their pay could be key motivational factor to stick with their jobs (Heneman and Judge, 2000; Milkovich and Newman, 2004). Pay satisfaction refers to the overall positive or negative affect those individuals towards their pay. Not only the payment but also any kind facilities motivated employees to go in an open competition for maximum performance. If the employees’ go for maximum performance it means psychologically they feel for the company and they are highly engaged. Past research has indicated pay is one of the most important dimensions which link with employee’s retention (Tekleab et al., 2005).

1.1 BACKGROUND OF THE STUDY

In a competitive growing economy, low paid work is considered as an important development factor in most of the country’s economy. Especially in UK and USA, millions of workers relate with this sector and government earns billions as revenue (Batt, Lee & Lakhani, 2014). “Brown et al (2004) noted that UK based SMEs suffers from poor management, inefficient work design, low productivity levels, failure to meet quality standards, failure to meet delivery schedules, inadequate employee skills, poor development of e-commerce, reliance on commodity products” (Mankin, 2009). The recent studies has identified the fall of economy specifically after 2009 many low paid working industry such as food/beverage, retail, cleaning and hotel
industry terminated many employees’ due to cut down on expenditure policy. The minimum wages and shortages of employees’ increased physical stress for the employees’ and at the end many employees’ could not take over with those pressures which threw many employees’ in disengagement with the organization (Hamilton & Webster, 2009). Hollinshead (2010) identified mostly food/beverage retail sector sustains with their business by paying national minimum wages for their employees. Most of the low paid organization believes low wages has been set for low skilled workers (Hollinshead, 2010). So for this reason most of the companies phasing disengagement in the work and later on it becomes as an employee turnover. Disengagement is a major issue in the organization because it reduces production. Disengage employees’ are not satisfy with their job and always try to find something better which suits for him/her. It has found by the recent employee opinion surveys in UK that low levels of engagement in low paid jobs (Hamilton & Webster, 2009). The topic of this research is concerned with employee engagement as one of determining factor that motivated employees’ like to stay with the organization. The study is focused on possible causes and potential consequences of this phenomenon, and also main practices which can be used by an organization in order to enhance employee engagement and its positive impact.

Furthermore, research undertaken CIPD has identified links between the management behaviour and employee attitude. Each time they communicate with each other. If the management behaves well then employees’ responds it with their positive attitude (Purcell 2006 & Truss et al 2006). Moreover, engaged employees’ have been found to outperform their disengaged counterparts. The recent studies identified the number of disengage employees’ are much more rather than engaged employees specifically food beverage and retail. Employee engagement can and has been found to make a difference. However there is great disagreement surrounding how to define engagement, how it should be operationalised and whether or not it is actually a valid construct at all. Furthermore, it is evident that lack of exact academic research in the low paid working areas where there is chain of command operates. The different way lags proves there is undeveloped literature around the employee engagement in low paid work and the concept of engagement is still in its infancy which needs to moderate to provide proper idea of enhance engagement in the food beverage and retail.
1.2 STATEMENT OF THE PROBLEM AND PURPOSE OF THE STUDY

The literature gap identified has pointed to the problem that increased facilities for the employees’ (training, performance appraisal, reward system and moderate health and well-being policy) do not methodically enhance employee engagement levels in low paid jobs like food/beverage retail sector. The organization specifically the management authority suffers from the lack of skilled workers. Due to low engagement level most of the organizations spends more time and unwanted expenditure for their staff’s skill development.

Under the circumstances from the different point of view and win-win arguments presented by the previous author’s motivation factors to engage employees in low paid jobs has been justified solution. The change from motivation process (using non-monetary activity and without further employee training) to engage employees could be seen as a convincing step to increase engagement. Yet until now there has been no author’s article or research paper demonstrates the direct indication or empirical evidence to demonstrate increased engagement levels in low paid jobs. This research will be the first step to fill the gap between employees and their levels of engagement. The key aim of the research project is to ascertain (a) find out the reasons for disengagement in low paid jobs like food beverage, retail and cleaning jobs (b) finding out exact solutions for disengagement in low paid jobs (c) find out the way of increasing job satisfaction level by psychological motivation (emotional capital) in low paid jobs.

Employee engagement has become a matter of concern for the management in any organization across the world specifically in the hotel, catering, food beverage and retail sector. The reason behind the scenario, because employers paying national minimum wages and part-time/temporary workers working in these sectors. Organizations recognize that it is one of the major element which effects organizations employees’ effectiveness, their new innovation to increase the productivity and competitiveness. According to Lewis (2011) employee engagement is a state that resides with the person, rather than the job (Lewis, 2011). Generally employee engagement depends on individual basis. It is varying person to person because engagement levels depend on employee’s psychological condition. Sometimes employees feel better to work with the management in the same time
number of employees’ do not feel comfort to work with management so that psychologically they are disengage with the organization. Specifically in the low paid jobs employees are always try to find better pay and good environment where staffs turnover is high and it is easy for any employees’ to find new environment. White and Lens (2008) identified that job demand and resources indirectly affect employee engagement via satisfaction of the psychological needs of autonomy, competence and relatedness (White and Lens, 2008).

Furthermore, Mendes and Stander (2011) defined ‘Leadership’ and role of employee engagement, through psychological empowerment (Mendes and Stander, 2011). Both of the research indicated about employees’ psychological condition. Positive psychological condition depends on their well ness with the organization. Previous research indicated organization’s provided facilities for the employees’ but here the research regarding upon nonmonetary thing which is motivating employees with emotion which is one kind of psychological development. Other research indicates about leaders or managements positive attempt for employees’ motivation. If the leaders/ managements use their charismatic power to motivate employees then engagement level will rise. Leaders could motivate employees with the use of employees’ emotion. So, both of the research directs employees’ psychological motivation which is a part of this research. The studies from Rothmann & Rothmann (2010) which has followed Kahn (1990) have investigated about the factors in turn to effect employee engagement (Rothmann and Rothmann, 2010 & Kahn, 1990). They have identified psychological meaningfulness, psychological safety and psychological availability are motivates to vary engagement levels in the organization.

According to Steger & Dik (2010) three factors which can explain psychological meaningfulness at work namely work-role fit, the inherent task characteristics and the nature of relations with co-workers (Steger & Dik, 2010). Employees who experience in work-role fit could develop their experience. They will able to express their beliefs and values at work and could motivate into the decision making process. When employees will start to feel that they are the part of the company then they will always feel for the company with their emotion. Always they will positive think for the company. “Kahn (1990) believes that when people
experience greater congruence between their subjective interpretation of the requirements of the role and their self-concept they will invest greater personal effort to achieve organizational goals”. So with the Kahn’s (1990) research it has been identified if employees’ get their requirements in the job either it is monetary or non-monetary, psychologically they will feel happy for the company and will do maximum performance to achieve organizational success. To get maximum out-come leaders or management have to motivate them so that employees could use their positive emotion for the company. Hence, the present study extends the research by conceptualize of employee engagement and reduce to disengagement in food beverages and retail industry as a potential influential factors pay satisfaction, career development opportunity and health and well-being policy. Due to business policy this research could not suggest to stick with those motivational factors. This research will propose a mediating model which conceptualizes employees’ psychological condition. Management or leaders have to create an environment to utilize employees’ emotion for lift engagement levels.

1.3 RESEARCH AIMS AND OBJECTIVES

The research has been set out the following aims and objectives in an attempt to address the identified gap in the literature. Aims and objectives of this study are to investigate:

1. The objectives of this research is to ensure that employees feel committed to their organisation’s goals and values and motivated to contribute to organisational success, whilst at the same time enhancing their own sense of wellbeing.
2. To reduces organization’s expenditure by enhanced engaged level with the use of emotional capital in food beverage retail sector.
3. To study the relationship of emotional capital, motivation and employee engagement on food beverage retail sector.
4. To study the engagement level of the employees in the organization.
5. To study the relationship among various dimensions of emotional capital (Well-being, Self-control, Emotionality and sociability) and employee engagement.
6. To study the impact of Emotional capital on the Employee Engagement.

To meet the research aims, this research will analyse:

1. Employee ‘disengagement and engagement’ theory.
2. Theory of Motivation and emotional capital
3. The relation between emotional capital and employee engagement which reduces disengagement and enhance engagement which leads to decrease costs, higher productivity and maximize profits in the food beverage and retail.

1.4 RESEARCH QUESTIONS
In order to explore employee engagement in low paid jobs in the UK’s food/beverage retail sector, this study will analyse engagement theory and the related resources is related to emotional capital which enhances employee engagement. It is interesting to note the discrepancies between what employees’ want and what they believe their organisations rely on. Such a disconnect between employees’ and management is one of the key reason that the research paper decided to explore this area in further depth. It was of particular interest that while emotionally engage with the employees have some motivating effect on individuals, the majority of low paid workers believe that their organisation could rely on that because it is challenging to motivate employees without incentives and pay rise. However, that said both individuals and organisations seemed to recognise the importance of providing challenging and interesting work. It has been identified by earlier research, engaged employees perform better. Generally, in the low paid jobs relation is the vital factor to engage employees with the organization. Management needs to focus on well-developed relation with their staffs by involve emotionally with organization. Different groups of employees are influenced by different combinations of factors, and organisations need to consider carefully what is most important to their own staff. However, in the low paid jobs the suggested key drivers of employee engagement are. With the psychological motivation (emotional capital) employees’ will have better feeling for the company. They have to be well informed about what is happening in the organisation. With the well-developed communication system will reduce the gap between employees and the management for lifting engagement levels.
This study will feature address the following key research questions:

1. **How can the UK’s food/beverage retail sector reduce employee disengagement? And, how could they encourage employees’ psychological motivation?**

2. **How could the use of emotional capital (as a social factor to build positive feelings of authenticity, pride, attachment and fun) among employees’, increase engagement level in low paid jobs?** and

3. **How can the management help to increase employees’ engagement levels with the use of emotional capital?**

These key research questions relate to the overall situation of the engagement in low paid work towards which are: (a) the improvement of psychological motivation process to enhance engagement; and (b) the actual impact through the internal factors to develop engagement levels in low paid work.

**1.5 SIGNIFICANCE OF THE STUDY**

The significance of the study will examine both engagement and disengagement in food beverage and retail sector where employees get minimum wages. The research will also seek to assess the exact reason for disengagement; the role of management is increasing engagement level with applying psychological motivation (emotional capital). It is fundamentally essential for food/beverage retail management to comprehend the part of employee’s psychological motivation and how emotional capital can impact employee engagement. This investigation has been created to make practical and theoretical contributions in the following ways:

1. The food/beverage retail industry in (UK) has not been well-researched. The findings from this study can potentially contribute in the Compass Group (UK) as well as food/beverage retail sector.
2. This study may give another point of view to clarify the connection between employee engagement and management attitude using psychological motivation (emotional capital) as a mediator. This study has developed hypotheses for employee disengagement and engagement’s intervention of the connection between emotional capital and disengagement through analysis employee engagement theory.

3. Employee engagement and disengagement determine the success or failure of the administration procedure and have been chosen as the vital point of this research. The findings from this study indicate how affective employees’ psychological motivation (emotional capital) could be applied in the management roles to help with employee engagement and organizational effectiveness in the food/beverage retail sector (UK).

4. The findings also give additional proof of the impact of the influence of psychological motivation (emotional capital) on employee engagement in the food/beverage retail sector. UK’s food/beverage retail management may gain a better understanding of how emotional capital affects employee engagement level which exerts a great influence on the level of service quality. It might likewise enable employees to comprehend the significance and impact of their feelings on behaviour in the working environment, so they can achieve career success and enhanced prosperity.

5. With expanding globalization and a focused universal condition, HR has turned into a vital factor in the food/beverage retail business, as it is nearly connected with benefit. In this unique circumstance, urging employees to perform all the more additional part practices would not just help work execution and advance better future execution, it will likewise emphatically impact client satisfaction and their positive feedback. The findings offer an insight into how psychological motivation (emotional capital) influence of engagement, which may enable HR professionals to pick up a better
understanding of employee engagement and their performance so as to advance better future performance.

1.6 DEFINITION OF KEY TERMS

The universal definition of ‘employee engagement’ as defined by Kahn (1990) is regarded as base definition. Kahn (1990) is regarded as defined ‘employee engagement’ as “harnessing of organization members to their work roles”. Generally, the definition of engagement in all companies is that employees occupy and precise themselves physically, psychologically, cognitively, and emotionally during their activity when they are in the job. The cognitive aspect represents about employees beliefs or faith for the company. It also concerns the way team-leading, management and working conditions are at a company. Thus, according to Kahn (1990) engagement means to be psychologically as well as physically, present when occupying and performing any organisational role.

Most of the literature identifies the definition of engagement theory developed as an emotional and intellectual commitment to the organisation from employees’ (Baumruk, 2004; Richman, 2006; and, Saw, 2005). or the amount of discretionary effort exhibited by employees in their job (Frank et al 2004). It had been acknowledged and accepted that, employee engagement is a multifaceted construct and it was suggested by Khan (1990), Truss et al (2006) defined employee engagement represents the cultures of employees which express simply as passion for work a psychological condition generally find to circumscribe the three formation of employee engagement examined by Khan (1990) and provides the very ordinary theme introduce through all these definitions which has been defined earlier. The definitions of employee engagement unfolding the scenario of two way communications and both of the employees’ and employers are liable to develop in the practical situation that has been explained in literature. Most often employees’ does a psychological contract with the company when they feel for the company and working together due to organizations development. More generally, the psychological contract creates under the situation of employee’s satisfactions level
with their job. If employees’ find future prospects or find a suitable situation to career build up then they feel for the company and predominantly their engagement level seems high comparing with those who are dissatisfied with their job.

Knafer (1990) explained khan’s engagement concept in a positive way which could change employee’s behaviour. Khan’s (1990) also suggested employee’s future prospect depends on employees performances and engagement is one of the vital issues. So psychologically it motivates in a positive way. Laurainne and Theogaraj (2007) identified employee engagement is a state of emotional and intellectual involvement that employees’ have in an organization. Engagement is much more than satisfaction (Laurainne & Theogaraj, 2007). It has become a major HR intervention that are being using for organization development because with the use of employee engagement it is easy to identifiable which employees’ are valuable for company, who are enjoying their work and which are psychologically feel for the company. Engaged employees’ always raise the productivity and they introduce themselves as a productive members of any organization who are psychologically committed to their role in the organization. They are likely to stay longer in their organization and work as a company’s representative for marketing company’s product and services. They like to contribute to the overall development of any company.

Sometimes it is difficult to identifiable the levels of engagement and what is the exact gap between engagement and disengagement. Research conducted by IES in 2004 (Robinson et al., 2004) found considerable variation in the views of authors in what drives engagement and pointed out that ‘there is no easy answer as far as engagement is concerned. The engagement levels and its drivers differs according to the organizational situations, the individuals, size of the groups and the job itself desire from employees’ (Robinson, 2004). There is no definitive all-purpose list of engagement drivers (CIPD, 2007). Employee engagements influenced by many interrelated factors which are not directly relate with companies culture but partially it involves employees’ for their role with the company. The Conference Board (2006) found that 26 distinct drivers of engagement were proposed in 12 noteworthy investigations of engagement. The most normally announced drivers of engagement are Employee Empowerment, Communication, Team Work, Training and
Development, Recognition, Leadership Quality, Decision-Making, Work-Life Balance, and so on. Various examinations, for example, these have proposed a wide range of drivers of engagement. As per GALLUP consultancy, the engaged representatives are the individuals who ‘work with energy and feel significant connection to their hospitals, drive innovation and propel the association. A portion of the drivers utilized as a part of this examination are clarified (Swaminathan and Aramvalarthan, 2013).

Simpson (2009) clarified the current situation with information about engagement at work through a survey of the writing. The survey featured engagement look into and concentrates on the determinants and outcomes of engagement at work. Susi and Jawaharrani (2011) analysed a portion of the HR look into which relates with representative engagement investigated organizations work put culture and wok life adjust to oversee workers, approaches and rehearses actualize by expert followed in businesses to build up worker's engagement levels (Susi & Jawaharrani, 2011). The basic purpose of increase levels of engagement to raise organizations productivity and retain old staffs with the company who are already trained and familiar with company’s culture. Mostly management try to maintain work life balance because it is a key driver of employee’s satisfaction.

Ram & Gantasala (2011) investigated the antecedents and consequences of employee engagement in Jordanian Industry. Bhatla (2011) focused on his article about the necessity of engaged employees with the organization. He explained the presence of employees ‘with their organization which helps organization to develop in a positive way. Employee’s presence with their organization could improve and progress and also work efficiency of the organization as a whole.

Shashi (2011) reinforced the importance of employee communication development. Good communication base on better relation between employees’ and management (Shashi, 2011). Management needs to identify the expectations from company. Management needs to reach employees satisfaction levels which directly reflect on employees’ performances. Always both managements and employees’ needs to meet in a mutual understanding position which will brings organizations success. She revealed that an organization should realize the importance of employees’ more than any other variable, as the most powerful contributor to an
organization’s competitive position. Bijaya, Kumar & Sundaray (2011) reflected on numerous factors which directly relate with employee engagement. They tried to find out the reasons for disengagement and how the company will do to overcome these problems. They have identified proper attention and exact guideline will reduce disengagement and will increase organizational effectiveness in terms of company’s higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability (Bijaya Kumar & Sundaray, 2011).

“Siddhanta & Roy (2012) explored implications for theory, further research and practices by synthesizing modern employee engagement activities being practiced by the corporate with the review of findings from previous researches / surveys. Singh & Shukla (2012) tried to find out the outcomes of engagement which is changed environment if effective work forces are working in any organization”. Generally large number of engaged employees creates an effective workforce in any organization (Mehta & Mehta, 2013). Connoly (2012) identified an engaged employees feels in a positive way. Always they are excited about to do their work in company. The high levels of engagement lead to high productivity and profitability along with benefits such as decreased turnover and absenteeism. Employee engagement deals with any organizations environment which creates an opportunity to make good relations with their colleagues, managers and wider organizations. It also builds an environment where employees are psychologically motivated to do good jobs for the company which brings positive significant for any company. The concept of employee engagement places flexibility, changes its way to engagement due to modernity (CIPD, 2009). Engagement is more than simply satisfaction or even commitment. Most of the time satisfied employees’ psychologically happy and always they try to contribute something for company’s development. Very often committed employees may be focusing on the wrong objectives but this is different scenario in engagement. Producing a satisfied and committed workforce is a worthwhile aim but on its own it is not enough. Generally, employee engagement works as to bring positive situation for any company.

Employee disengagement is an opposite role of employee engagement where employee do not feel good to work with the organization and their attitude express something different comparing with the engaged employees’ which is a negative
influence on the organization. “Kahn (1990) defined personal disengagement is the simultaneous withdrawal and defence of a person's preferred self in behaviours that promote a lack of connections, physical, cognitive, emotional absence and passive incomplete role performance”.

Psychological empowerment has been defined as a motivational concept in the term human resource management. By the term of psychological empowerment management and the line managers motivates employees’. In order to success knowledge in contribution the commitment of mental strengthening in the relationship between work assets and work engagement, the motivational point of view business is utilized. Spreitzer (2007) characterized mental strengthening as a motivational idea made out of four measurements they are meaning, decision, skill and effect (Spreitzer, 2007). Seibert, Silver and Randolph (2004) recognized that mental strengthening conveys the impact of participative atmosphere on work satisfaction and individual execution (Seibert, Silver & Randolph, 2004).

1.7 THE NOTION OF EMPLOYEES’ JOB SATISFACTION
The concept of job satisfaction is an older concept which has been established in the mid-1970s. In 1976, job satisfaction has been defined as a pleasurable thing which is employees’ emotional feelings for the job experience. In 1976 the definition of the job satisfaction has been described affective dimensions but the definition did not describe about measurement tools which has been described in the 1980s and that time only measured cognitive components thus creating paradox. The cognitive components defined in the definition of late 1990’s and the early 2000s. Weiss (2002) defined job satisfaction as a positive or negative evaluative judgement one makes about one’s job or job situations. If the employee satisfies about his or her job it express in his attitude during the job. He or she tries to build better environment to influence others. This environment creates better communication between the management and the employees (Weiss, 2002).

Job satisfaction can be defined as “a set of employee attitudes about their work” (Paulin, Ferguson & Bergeron, 2006). It is extent to which workers feel positively or negatively about their job (Odom, Boy & Dunn, 1999). The affective evaluation
generates with employees' positive feelings about the job. The food beverage and retail employees' job satisfaction directly reflects on customer service which ensures employees' treats customers with the greatest respect. Also, there is a minimum chance to leave the job for the satisfied employees' (Arnett, Laverie & McLane, 2002). Jerome and Kleiner (1995) mentioned that most of the company's success depends on employees' job satisfaction, motivation and morale and these brings long term benefits for the company. Kim, et al. (2005) also supported that implementing an effective internal marketing program which refers companies policy and the management's efforts for the employee motivation should improve employees' job satisfaction, which build up better customer service to enhance customer satisfaction. However, implementing internal program such as employee motivation requires a strong commitment from management (Kotler, Bowen & Makens, 1999). The Job description index of job identified employees' job satisfaction depends on the work itself, supervision, pay, promotion and relation with the co-workers (Smith, 1992). Another study of Hom and Griffeth (1995) found the result from exit survey, which indicated many employees' leave the job or disengage with the company if they do not like the companies pay policy (Hom & Griffeth, 1995). This problem may be caused not just from the level of pay but the method in which it is distributed and communicated to employees' (i.e., organizational justice). Moreover, many studies found that job satisfaction has a positive association with organizational commitment and job performance (Kim, 2005). So finally it has been proved satisfied employees' are more committed rather than who does not have job satisfaction. Mobley (1977) supported employees' who do not have any job satisfaction with the organization they try to find another position with the different company means they are about to leave the job.

1.8 THEORETICAL AND CONCEPTUAL FRAMEWORKS OF THE STUDY

‘Employee engagement’ contains multiple elements, one of which is the employees’ psychological development. It also includes a strategic approach to human resource management which involves variant functions, such as the supervisor and co-workers relationship, workplace environment, individual characteristics, job performance, psychological safety, psychological availability and good leadership.
Kahn (1990) characterized that such a multifaceted multi-functional context suggest as individual engagement shows one sort of bridling or connecting of the employees' to the work basis undertaken. As indicated by Saks (2006) engagement implies workers must be mentally dynamic amid their part for the association. Employees' will connect with and think positive on the off chance that they discover they are being esteemed and furthermore mental seriousness for their work. Encounters of mental wellbeing will add to worker engagement (Saks, 2006).

Furthermore, Silva (2006) recognized (from Morrison, 1997) that there is a connection between passionate solidness and authoritative responsibility. Sincerely steady employees' have positive affections for the organization and their duties are higher than others. Silva (2006) also distinguished that authoritative responsibility and centre of control are connected which demonstrates that internals factors constructs higher hierarchical duty. The examination has additionally demonstrated that internals build up the organizations with supervisors to the more noteworthy degree that facades bringing about good working responses like job satisfaction for internals in the hospitality industry (Silva, 2006).

1.9 ORGANIZATION OF THE THESIS
This study consists herein of a literature review on ‘employee engagement’ analysing both seminal and cultural literature, their paradigm and low paid jobs (particularly food/beverage retail sector).

The study will collect data from the sample organization which is compass Group UK which will be analyse in the chapter 4 and 5. In section 4, the emphasis is on the outline and philosophy of the examination contemplates. This incorporates depictions of the quantitative destinations, target populace, test, and estimation/review instruments and their approval, and information gathering and investigation systems and techniques. Section 4 incorporates points of interest of the information gathering and investigation, and in addition the discoveries of the examination. The case study in chapter in part 5 tends to the worldwide points of view around the basic elements and ideas owing to employee disengagement in the
organization of Compass Group UK. The hypothetical viewpoints identified with reasons behind the disengagement in the organization and the employees’ view to motivate them.

Notably, Whittakaker and Hurrell (2013) identified the continuous changing process going on UK labour market. Generally the effect of economic growth, increases part time, temporary and service base job opportunity associates with enduring problems of low paid jobs (Whittakaker and Hurrell, 2013). Following the recent recession period (after 2008) the British model has been hailed by many for its surprising resilience, while the unemployment scenario raised and the ratio was increased dramatically than many expertise given the depth of the downturn. Due to the effect of the recession most of the companies cut their employees’, a wage squeeze in which pay has fallen relative to the cost of the living across the entire earnings distribution, and divided long term contract options to part time and zero hours. Most of the companies diverted in to those decisions as a temporary recovery methods to save business. While these trade-offs might be considered difficult but inevitable – temporary – reactions to the difficulties of recent years, the key question for the coming decade is whether or not these trends will be reversed or solidified by economic recovery.

It has been identified by Whittakaker and Hurrell (2013) one in five employees (the average rate 21% from total employees’) or nearly over fiver five millions employees earned less than low pay. Similarly one in five employees earned less than a living wages which is 20% from total national employees’. Most of times low paid works identified as a female workers, the young (who are new in the jobs those are not skilled in occupation, part-time and temporary workers and also those workers who are working in the as a cleaners, catering, retail and care workers. Generally, UK employers are paying minimum wages, in such sectors like hospitality, retail and social care.
1.10 COMPASS GROUP UK

In 2014 work in the UK hospitality industry remained at 2.9 million occupations, identical to 9% of aggregate UK work. The hospitality business represented 17% of aggregate UK's network development in the vicinity of 2010 and 2014. This implies hospitality industry made a considerable commitment to the UK's private segment employments recuperation. The cordiality business is the UK's fourth greatest industry in work terms. Business administrations is the biggest and discount and retail and human services are the second and third. Both the computerized and imaginative industry and the friendliness business have been enter players in the occupations recuperation in the UK in the course of recent years. In any case, while the computerized and innovative industry has gotten government bolster as expense help from the UK Government, the hospitality industry and the tourism business have not. Regionally, London and the South East have the biggest offers of aggregate UK hospitality work, yet the South West has the most elevated convergence of friendliness business. The UK cordiality industry contributed an expected £57 billion to UK Gross domestic product in 2014 (2011 costs). This compares to just about 4% of aggregate UK Gross domestic product. The UK hospitality industry is assessed to have contributed £41 billion to the Exchequer in 2014 (Oxford Economics, 2015).

Compass Group (UK) is a British multinational contract foodservice organization headquartered in Chertsey, Surrey. It is the biggest contract foodservice organization on the planet. Compass Group has tasks in around 50 nations, utilizes more than 550,000 individuals and serves around 5.5 billion dinners per year. Compass Group is recorded on the London Stock Exchange and is a constituent of the FTSE 100 Index. It is additionally a Fortune Global 500 organization. Compass Group has its inceptions in an organization which was established by Jack Bateman in 1941 as Factory Canteens Limited and which in this manner wound up known as Bateman Catering. Bateman Catering and Midland Catering were obtained by combination Grand Metropolitan in 1967 and 1968 respectively and an administration purchase out from Grand Metropolitan followed in 1987 when the Compass Group was shaped. Compass Group was first recorded on the London Stock Exchange in 1988. Eurest is one of the organization's US auxiliaries, was propelled in the United States in 1996 to give feasting administrations to hospitality, territorial and national organizations inside the business and industry markets,
including worker eating focuses, nearby cooking, distributing, official lounge areas, and other oversaw administrations. Compass Group acquired Morrison Management Specialists and after that converged with Granada plc as a major aspect of an arranged methodology to isolate the media and cooking interests of the last mentioned. The two organizations demerged in February 2001 to frame Compass plc and Granada Media. It had turned into the world’s greatest providing food firm by 2005. Compass Group at that point sold its roadside and travel cooking organizations for a joined £1.82 billion in April 2006.

The Compass Group (UK) is the worldwide market pioneer in giving hospitality service and a scope of help administrations to clients in the work environment, schools and universities, healing facilities, at recreation and in remote situations. Working in more than fifty nations with more than 470,000 representatives, Compass Group consolidates nearby information with worldwide reach. Compass Group UK and Ireland has more than 60,000 representatives and works in more than 10,000 customer locales. Consistently they serve more than three million individuals and create more than one million dinners. With over £1.9bn turnover, they always develop to discover new and energizing approaches to convey incredible sustenance and bolster administrations to each one of their customers. The data from the five different units in the Compass group identified they have over 40% of employee turnover in any one year time (www.compassgroup.co.uk)

1.11 SUMMARY
The problem statement identified there is employee disengagement in low paid work specifically in the food/beverage retail sector. The logic defines why so many organizations are spending into their employees’ for training and development. Employees’ uncertainty and part time workers majority, after certain time many employees’ leave the organization for better career in another sector. Some employees' becomes disengaged as for the low pay. From the rationale for the study and review of the literature it was clear that the gap existed in the body of the knowledge that would suggest many organizations could reduce disengagement and improve job satisfaction with the use of employees’ psychological development. The
literature review will explain employee engagement and suggest various ways to reduce disengagement and increase engagement level. Despite the literature there remained a gap regarding specific way to motivate employees' psychologically for the food beverage and retail sector. It was specific management gap where the study relates about business intersected with the field of human resource management and study of employee engagement. With the amount of data available those were both theoretical and verifiable about management and its effect on employee engagement there must have been a way to use the data to help low paid organizations manage their workforce and motivate employees’ to enhance engagement levels.

Chapter Two contains details about the literature of the study. The reasons behind the disengagement in the low paid working area and how to overcome from these situations. Chapter Three contains the details about the study’s participants, research methodologies, data collection, questionnaire and reliability and validity of the study. In Chapter Four I have provided a brief summary of the findings of the study along with the detailed presentation of the findings. Chapter Five deals with the case studies inside the Compass Group (UK) and Chapter Six includes a discussion of how this research applies to the professional practice of business and hoe the results contributes to develop employee management for the low paid work. Additionally, the final chapter concludes with some reflections on this study and recommendations for further study/action.
CHAPTER TWO: LITERATURE REVIEW

Employee engagement is a matter of concern for leaders and managers in any organization around the world. They identified it as a vital element which effects any organizational effectiveness, innovation and competitiveness (Welch, 2011). In this literature, review employee engagement theories and studies which have paved the way to increase engagement levels will be evaluated. Also this chapter will define employee’s psychological motivation and job satisfaction theories and practices existing within various food beverage and retail area. Building emotional capital to enhance engagement is the new approaches to develop engagement levels in the low paid jobs emerged to address gap in prior approaches. The employee engagement section will identify the way to overcome from low engagement and create a link between employee’s job satisfaction and emotional capital to make successful organization. A gap between literature and practice surrounding employee engagement in low paid job (food beverage and retail) became apparent. There is another gap in the writing is that extremely restricted investigations have inspected mental inspiration or assemble passionate money to improve engagement in low paid jobs. “Employee engagement has gained the interest of business organizations due to the current economic challenges they face, specifically doing more with fewer resources in an increasingly competitive environment (Albrecht, 2010). Organizations are also attracted to the dual goals employee engagement comprises. The importance from an organizational leadership perspective is that employee engagement offers strategies to enhance the contribution of the individual worker and the improvement of the organization’s overall performance” (Truss et al., 2014).

2.1 LITERATURE SOURCES

The main sources of information available for this study the research are: textbooks, article in academic and business journal, conference proceedings, theses and dissertations, company reports, people, magazines and newspaper, and the internet. The initial four sources are more dependable’ (Goddard & Melville, 2007). They therefore include indexes and abstracts as well as encyclopaedias and
bibliographies. Overall from the point of view of this study primary and secondary sources have been used.

![Diagram of Literature sources available](image)

Figure: 2.1.1 The ‘Literature sources available’ [endorsed from Saunders, Lewis & Thornhill (2006, P. 64)]

### 2.2 EMPLOYEE DIENGAGEMENT

In order to develop a clearer understanding of the benefits of employee engagement, it was helpful to explore, its opposite, employee disengagement. In early literature, Kahn (1990) conceptualized the terms personal engagement and personal disengagement to describe behaviours in which people include or exclude their personal selves during their work role performance. Since then others have expanded the definition of disengagement or our understanding of the effects of disengagement. Disengaged employees can impact everything from productivity to product quality and critical business initiatives. In the (2002), Gallup study, the most engaged work groups were noted to be the most productive and the rest were shown
to be less than average (Coffman & Gonzalez-Molina, 2002). Disengaged employees tend to take more sick days, arrive late to work, and undermine the work of their more engaged co-workers by constantly complaining.

Most of these research studies stated that between 20 and 30 percent of employees are disengaged due to a lack of accountability, direction, and feedback from their supervisors. Supervisors were a dominant theme in the disengagement literature, primarily because of poor relationships between employees and their supervisors being the leading cause of dissatisfaction and eventual disengagement. Disengagement correspondingly has a significant financial cost. Further than the productivity loss, the majority of the employees with feelings of disengagement reported that their work environment had a negative effect on their physical health (Harter et al., 2003). These works also suggested that the impact was apparent in such areas as: customer relations, innovation, teamwork, and overall morale (Gallup Consulting, 2010). From an organizations’ perspective, [Ayers (2006), Bates (2004), and Richman (2006)] all stated that the percentage of organizations with decreasing engagement level now exceeds the percentage of organizations with increasing engagement levels. In fact, these authors compared disengagement to a cancer that can cause the organization to rapidly decline. More than the financial impact, these numbers also equate to disengaged employees using resources that do not support the best interests of the organization (Ayers, 2006). According to Towers Perrin (2003), in a study that included 35,000 employees, 17% of the highly engaged employees had no plans to leave their current jobs, versus 64% of those whom were moderately engaged and passively considering other employment, leaving the remaining 19% who were disengaged and actively seeking new employment (Towers Perrin, 2003, p. 5).

2.3 EMPLOYEE ENGAGEMENT THEORIES AND FUNCTION

As indicated by Mercer, 'worker engagement', likewise called responsibility or inspiration, which alludes to a mental state where employees' vibe a personal stake in the organization's prosperity and perform to an exclusive expectation that may surpass the expressed necessity of the jobs (Truss, Delbridge, Alfes, Shantz & Soane, 2014). Engaged employees’ consistently demonstrate three general
behaviours: A) they reliably talk positive about the organization in to the co-workers; B) they want to be an individual from the company notwithstanding chances to work somewhere else and C) employees' applies additional time, exertion and activity to add to business achievement. Macey and Schneider (2008) contended the disarray about the importance of engagement can be credited to the base up way in which the engagement thought has immediately developed with in the professional group. Whilst Shuck (2011) distinguished four diverse ways to deal with characterize engagement. The ‘needs-satisfying approach’ characterized by Kahn (1990). Kahn's definition conceptualized engagement as the work and articulation of one's favoured self in undertaking practices. Although important for the hypothetical considering engagement, the necessities satisfying approach has just periodically been utilized as a part of observational research. The burnout direct opposite approach established in word related wellbeing brain research. This approach sees work engagement as the positive absolute opposite of burnout. The satisfaction approach alludes to a person's inclusion and satisfaction with and also eagerness for work. The multidimensional approach characterized by Saks (2006) worker engagement as a particular and special develop comprising of intellectual, passionate and behavioural segments that are related with singular part execution. Saks (2006) definition is very like that of Kahn's (1990) hypothesis since it likewise concentrates on part execution at work. So in the conclusion in spite of the fact that engagement is decidedly identified with business related mentalities such job satisfaction, job involvement and organizational commitment, it nevertheless seems to be a distinct concept that is more strongly related to job performance.

“William Kahn’s (1990), employee engagement research has experienced increased attention from scholars and practitioners (Kataria, Rastogi, & Garg, 2013). Employee engagement is focused on understanding the degree to which employees commit to something or someone within their workplace, how hard they work, and how long they stay because of that commitment (Alvi, Haider, Haneef, and Ahmed, 2014). De Clercq, Bouckenooghe, Raja, and Matsyborska (2014) posit that employee engagement is a set of positive emotions that brings congruence and focus on goal alignment, resulting in the reduction of organizational nonconformity. A critical factor that influences goal congruence is the alignment of the employee-supervisor relationship. In addition to the influence of the employee-supervisor goal
congruence, employee engagement is affected by the employee’s feelings, ideas, and views about his or her job. Employee engagement leads to enthusiasm, passion for the work, and a sense of pride (Alvi et al., 2014). The employee engagement construct has been challenging to develop due to numerous potential operational variations, such as job engagement, personal commitment, organizational involvement, staff engagement, and work engagement (Truss et al., 2014).

It is believed that sufficient evidence now exists to suggest that employee engagement is a unique psychological state (Albrecht, 2010; Markos and Sridevi, 2010; Truss et al., 2014). The employee-manager relationship plays a significant role in organizational performance, both on the individual level and the department level (Harter, Schmidt, and Hayes, 2002). The manager’s role is significant in creating a workplace environment in which the employee determines the degree to which they are personally committed to the daily work and organizational goals (Markos and Sridevi, 2010). With this relationship, employees are more productive, innovative, and collaborative. As a result, employees who are actively engaged in their organizations are psychologically happy and emotionally attached to their job as well, as the organization, with great enthusiasm.” (Anandhi and Perumal, 2013).

Having an engaged workforce in a time of transition is essential, because research shows that engaged employees are more emotionally involved and help to increase in efficiency, customer satisfaction, and productivity, while causing decreasing turnover rates within the organization (Buhler, 2006). It is therefore, no surprise that the term employee engagement has spawned a great deal of interest since its inception in the organizational behaviour literature (Kahn, 1990). Despite the high level of interest in employee engagement, there also exists a good deal of confusion due to the lack of consistency among the existing definitions. Without a consistent measure of employee engagement, it makes it difficult to compare existing employee engagement literature because of the variation in definitions. Though definitions of employee engagement vary greatly across the academic and business literature, there are some common themes that emerge.
Even with no consistency in the definition, the term employee engagement is widely accepted, primarily because of a growing body of research that validates the measurable relationship between employee engagement and other business drivers. Some of the business drivers listed in the engagement literature included better relationship with management, lower turnover and absenteeism, pride in working for the organization, cooperation among co-workers, and greater clarity about the organization's expectations, as well as higher customer loyalty, engagement level with employees, productivity, and profitability, and job security just to name a few.

In addition to being a business driver, the concept of employee engagement emerges as a significant factor in research related to employee satisfaction, motivation, commitment, and retention. As Kahn (1990) proposed, “People can use varying degrees of their selves, physically, cognitively, and emotionally, in the roles they perform, even as they maintain the integrity of the boundaries between who they are and the roles they occupy” (p. 692). He defines engagement as, “the harnessing of organization members’ selves to their work roles” (p. 694), and “the simultaneous employment and expression of a person's ‘preferred self’ in task behaviors that promote connections to work and to others' personal presence and active, full performances” (p. 700). Kahn’s definition exposed three emotional conditions that influence engagement: (1) “meaningfulness” (benefits arising from task characteristics); (2) “safety” (minimizing risks to one’s self-image); and (3) “availability” (of resources to fulfill role obligations) (Kahn, 1990, p. 694). To summarize Kahn’s work on engagement, an employee has to be mentally and physically present while performing his or her role. Harter, Schmidt, and Hayes (2002) defined employee engagement as the individual’s involvement in, satisfaction with, and enthusiasm for work.

In featured works by Buckingham and Coffman (1999), they described engaged employees as those who choose to give more energy to their work, which results in increased assignment completion, efficiency, creativity, and accountability by the employee. Both Buckingham and Coffman (1999) and Harter, Schmidt, and Hayes (2002), as well as many other researchers built on the notion of the “relational context” identified by Kahn. These authors used Kahn’s influential studies of
engagement as a foundation to describe and illustrate their perception of the term, employee engagement. Additional literature by Holbeche and Springelt (2003) suggested that employee engagement is often times considered emotional and employees are more productive when their emotions are considered. Employees who are engaged will speak highly about their organization to others; they are committed to remaining with their employer and are motivated by their organization’s management and culture.

Holbeche and Springelt’s assessment, the Towers Perrin (2003) study of engagement identifies both emotions and rationality as core components. Specifically, the Towers Perrin study suggested that emotional factors are linked to an individual’s sense of inspiration, personal satisfaction, and the validation received from being a part of the organization. For instance, a major element of engagement relates to experiencing a sense of achievement in one’s job. Whereas the rational factors relate to the relationship between the employee and the organization as a whole, such as: the extent that employees understand their role and their department’s role relative to the organization’s goals. In considering engaged employees, Cross et al. (2001) also suggested that they will go beyond their job requirements to contribute to the organization’s success.

Additionally, Wilson (2004) contends that “feelings connect us with our realities and provide internal feedback on how we are doing, what we want, and what we might do next … Being in organizations involves us in worry, envy, hurt, sadness, boredom, excitement and other emotions” (p. 99). Despite the considerable number of studies completed on employee engagement, these studies often overlook the behavioural effects feelings and emotions cause and how these sentiments impact employee engagement. “Kahn (1990) described safety as another key psychological condition for engagement. His research indicates that employees feel a sense of safety in climates of openness, support, and this is when they feel connected to others. The feeling of safety occurs in environments where individuals are free to express themselves without fear of negative consequences, in settings where the boundaries are clear, and organizational norms are known. Defining employee engagement was a crucial step in the research process, but the findings show that the real value comes in determining what creates and maintains engagement.
Through statistical analysis, these studies have been able to identify a set of workplace attributes that, in combination, are critical to building high levels of employee engagement".

2.4 MOTIVATION THEORY
The idea of motivation is some main thrust inside people by which they endeavour to accomplish explicit objective so as to satisfy some need or desire. The thoughts of Taylor, his rational economic concept of motivation and subsequent ways to deal with motivation at work fuelled the proceeding with discussion about money related rewards as a spark and their impact on efficiency. In a job where there is little joy in the work itself or it offers little open door for headway in profession, individual test or development, many people may be motivated primarily if not exclusively by money. The execution is a result of both capacity and dimension of motivation.

Organizational success is dependent upon members being motivated to use their full talents and abilities, and directed to perform well in the right areas. As indicated by Mullins (2005), a noteworthy worldwide investigation by ‘Proud foot consulting’ uncovered that, the most vital explanation behind efficiency misfortune was poor working assurance. This includes absence of positive team spirit, low motivation, and poor sense of belonging, people feeling undervalued and poorly rewarded. It is in perspective on these that Allen and Steerages (2001) recommended that distinctive sorts of remuneration practice may all the more intently supplement diverse conventional procedures and are fundamentally identified with larger amounts of apparent authoritative execution (Mullins, 2005). With a positive motivation philosophy and practice in place, productivity, quality and service ought to improve in light of the fact that inspiration helps individuals towards accomplishing objectives, increasing positive point of view, making the power for change, building confidence and ability, and dealing with their advancement and helping other people. Kreitner et al. (1999's) recommendation expresses that, in spite of the fact that inspiration is an essential supporter of employment execution, it isn’t the just one. Alongside capacity is additionally a blend of dimension of aptitude; information about how to finish the assignment; sentiments and feelings; encouraging and repressing conditions not under the person’s control.
2.4.1 Types of motivation

The different needs and desires at work can be ordered in two different ways in particular: Extrinsic and Intrinsic motivation. As per Kets de Vries (2001) cited by Mullins, the best performing organizations have a lot of qualities that make the correct conditions for superior. It is, along these lines, vital to put accentuation on the requirement for augmenting decision that empowers one to pick all the more openly as opposed to being coordinated by powers of which they are uninformed and expressed that it is a motivational needs framework on which such decision is based. Prior journalists, for example, Taylor (1947) had confidence in economic needs motivation. He worried on specialist being roused by acquiring the most astounding conceivable wages through working in the most proficient and profitable way (Mullins, 2005).

1. **Extrinsic motivation**

It is identified with substantial rewards, for example, compensation and incidental advantages, security, advancement, contract of administration, the workplace and states of administration. These are what should be done to or for individuals to spur them. They are frequently decided at the hierarchical dimension and might be to a great extent outside the control of the individual supervisors. Extrinsic motivators can have an immediate and powerful effect but will not necessarily last long (Mullins, 2005; Armstrong, 2006).

2. **Intrinsic motivation**

This is identified with psychological rewards, for example, the chance to utilize one's capacity. A sense of challenge and achievement, receiving appreciation, positive recognition, and being treated in a caring and considerate manner. Psychological rewards are those that can for the most part be controlled by the activities and conduct of the individual directors (Mullins, 2005). Intrinsic motivators are worried about the nature of work life, are probably going to have a more profound and longer-term impact since they are characteristic in people and not forced from outside (Armstrong, 2006)
2.5 EMOTIONAL CAPITAL

In financial aspects, capital is the monetary riches and different resources possessed by an individual or association that give salary. Sociologists and psychologist have allegorically stretched out this plan to incorporate cultural capital, social capital, and human capital. There is another emotional capital to cover the abilities of people to use emotions effectively for many purposes. Emotional capital is money of initiative impact and relationship riches. Emotional capital is basic to bliss, well-being, and achievement. Emotional capital is the centre of structure an initiative after. Emotional capital is a level of loyalty built over time and experience.

“Bakker and Schaufeli (2008) pointed out that work engagement as a positive and active working state-like, which has long-term development potential, thus, a new research focus is the study of Positive Organizational Behaviour. Psychological capital is a personality construct in the theory of Positive Organizational Behaviour and refers to “an individual’s positive psychological state of development” (Tsaur, Hsu & Lin, 2019)

At its core, it is an emotional connection that develops respective value:

- Emotional capital is a currency that both participants in a relationship hold.
- Emotional capital is built over time and sustained by consistent, positive experience. Leadership and trust are huge components of emotional capital.
- Emotional capital is regularly exchanged between any participants in a relationship. Think of it as the stock exchange.

Luthans (2002) defined psychological capital as “the study and application of positively oriented human resource strengths and psychological capacities that can be measured, developed, and effectively managed for performance improvement in today’s workplace”. Psychological capital is composed of four psychological resources: hope, optimism, resilience and self-efficacy (Tsaur, Hsu & Lin, 2019)

The emotional bond and association alongside the sustainability of the relationship are credited to shared ventures of emotional capital. The more emotional capital in the organization, the more grounded and increasingly practical is the
passionate association. Increments in emotional capital riches increment the sustainability of the relationship also. As a human, we need solid and practical connections to endure. The equivalent goes for any managers. Without these individuals – and a strong emotional connection – a supervisor will never move.

Emotional capital is like money. The most sustainable investments are built slowly over time and exchanged at the absolute right times. Sometimes in the organization there are more emotional capital and sometimes there are less. This market is just like any other wealth exchange market, and it has its ups and downs. Wealth in a relationship builds when there is a relatively equal exchange of emotional capital over time. Like any currency, your emotional capital is limited. When employees exhaust it through bad investments, they experiences emotional burnout. In the organization every managers have to use all of their team’s emotional capital, you. Although every relationship has emotional capital, the more time and experiences have in a relationship, the more trust likely have in the relationship between employee and the management.

2.5.1 The advantages of Emotional Capital

The wealth emotional connection as a leader – and as an individual – inspires in a powerful way. Here are only a couple of the advantages of emotional capital.

1. **Emotional capital motivates employees to put resources into organizations prosperity**

Devotion constructs a following, and it begins with the emotional connection. Managers have employees that are happy to go well beyond to verify of their prosperity. Their employments progress to energy and work turns into an interest. Managers turns into a wellspring of motivation, and everything starts with a connection worked with emotional capital.
2. *Emotional capital urges managers and employees to go out on a limb*

Managers cannot be a remarkable leader by doing normal things. Remarkable requires going for broke and an administration following that profit by and ingests a portion of that hazard. Emotional capital manufactures the trust and establishment that brings both certainty and want for others to go out on a limb with organization. Management builds up a sentiment of 'obligation' that drives them to want more hazard as long as they are driving it. Empowering people to take risk is one of the most powerful characteristics of a management.

3. *Emotional capital lets employees remember more easily and with fewer consequences*

On the off chance that administration has the best possible initiative after, the huge achievement will make up for the errors and disappointments. The more grounded the emotional capital, the more glad time the executives will get. The way to influence employees by Building Emotional Capital

2.5.2 The ways to build Emotional capital in the organization

There are five ways to build emotional capital in the organization.

1. *Concentrate on employees*
   - An individual passionate association will move up to the group level. The more put resources into each, the stronger the group will be by and large.
   - If by and large group level emotional capital is modest, recognize those people that require further speculation.
   - Perception is the truth. Comprehend and oversee discernments. Managers ought to evaluate these regularly at both the group and individual dimensions.
2. **Discover shared characteristic**

- Passion, quality, a leisure activity, an actual existence situation or occasion. Everybody shares something for all intents and purpose. Simply ensure it is a real association of shared trait generally, the emotional capital won't be practical.
- Leverage that shared trait frequently in communications and encounters. Again – in a natural and credible manner. Managers would be astounded at the quantity of employees they have 'turned' by concentrating on shared trait. It very well may be enchanted as long as it is certifiable.

3. **Distinguish and influence singular qualities**

- Leverage those qualities over the whole group. In addition to the fact that it is increasingly effective, yet it additionally turns into a type of acknowledgment and manufactures coordinated effort.
- Everyone needs to be effective, and everybody needs to have a place with something.
- This is joining the best of the two universes and will make an abundance of emotional connection.
- This not just enables managers to concentrate on what they specialize in, including more opportunity to be a pioneer, it likewise makes you feel increasingly fulfilled and upbeat.
- Ideally, qualities allotment ought to likewise be interests or zones of wanted development in a characterized profession movement plan.

4. **Have predictable and esteem include collaborations**

- We get occupied, and we get engaged. This can be an extreme one, particularly for managers with virtual home office occupations. It is something managers continually endeavouring to screen with them.
- Focus on the estimation of the collaboration instead of the time span of the connection.
- Focus on the connections being reliable instead of planned. Try not to monitor the time and arrangements to measure how well you are getting along with this.
• Mandatory execution surveys or instructing gatherings don’t include in this classification of structure an emotional connection. Influence those chances to construct manager’s emotional capital riches, however.

• Research and execute procedures and apparatuses of interior correspondence that help successful joint effort. This will keep you reliably associated.

5. **Be a human and being helpful is great**

• This is an extreme one for some pioneers, characteristic to the job and observations.

• Be charming and relatable. It makes management progressively agreeable and manufactures a more profound emotional connection.

• Too much presentation of shortcoming may decrease that objective.

• Acknowledge and possess botches. Employees will feel good, and they will regard managers for it. It makes you a real fragile living creature and-bones human.

2.6 **RELATION BETWEEN EMPLOYEE ENGAGEMENT AND EMOTIONAL CAPITAL**

Emotional capital goes well beyond leadership power and performance, however, and is a feeling and the strength of the relationship between managers and employees having with each personally and professionally.

“From the perspective that psychological capital is used in a moderating role, Choi et al. (2013) stated that workplace fun will possibly stimulate employees’ motivation and similarly meet employees’ emotional demands. Paek et al. (2015) revealed that employees with high psychological capital will have positive emotions, when employees are in an interesting working environment, it will increase their job satisfaction and organizational commitment to further produce a better work engagement attitude. As a result, the third issue in this research was whether psychological capital can moderate the positive effect of work place fun on employees’ work engagement.” (Tsaur, Hsu & Lin, 2019)
Employee engagement can be defined as the degree to which a person is emotionally attached with the organization. The study indicates that emotional capital has a strong impact on the engagement level of employees. Therefore, nowadays organizations are focusing on measuring the emotional capital of employees during hiring and selection process to determine the best role fit and attitude of employees. The emotional capital work in the employee engagement by the following way:

1. The greater emotional capital wealth in the organization have with employees equates to greater emotional capital wealth for the team overall.
2. It is to encourage emotional capital growth amongst the employees and management teams.
3. Proper balance and emotional capital wealth development build a truly unstoppable and unwavering team.

2.7 WHY ORGANIZATIONS NEED EMPLOYEE ENGAGEMENT
Employee engagement seeks to develop employees’ morally to feel the company and becoming a contributor towards its success. The organizations in every sector expect from its employees' as an enthusiastic and fully committed for the company. CIPD (2010) identified is a serious shortfall of motivation processes to engage employees’. Research from CIPD (2006) that only about a one third of employees’ are highly engaged with their jobs. Further CIPD (2009) found that most of the UK employers are adopting engagement strategies, including motivational process to reach a certain range of business goals, such strategies will effect engagement levels, improve organisational performance through positive contributions by employees’.

The literature review identified if low paid organizations’ employees’ are highly engaged it means employees are satisfied with their jobs. Employees that are highly engaged with their company are satisfied with their jobs and they are also committed to their company. Furthermore engaged employees’ performance meet normally the company’s required level. As an employee becomes highly engage with company
they became more productive, their absenteeism is lower comparing with general and their motivated mind leads to higher productivity. Also retaining good and motivated employees is key to the success of every business because always they think positive about company. Employees’ whose engagement levels lower bring uncertainty and there is possibility risk for the turnover for the company. As an engaged employee they are more invested and psychologically committed for the company. When employees’ are satisfied with their jobs they do not think about leaving and such organizations therefore do not need to recruit any new employees’. They interns reduce their cost for training and development.

There is a close relationship between innovation and employee engagement. Engaged employees’ perform at a bigger sum and pass on eagerness and excitement to their movement, which much of the time prompts progression in the workplace. As a highly engaged employee’s always feels they have to contribute something for company, they have a real stake in the organization. They collaborate to make new things, organizations and find convincing method with their capability. “Collaboration in the workplace amongst engaged employees and top management also leads to overall organizational growth. Finally, Companies with more engaged employees’ tend to have higher efficiency rates. When employees are engaged they become more productive and efficient, positively affecting the company’s bottom line”.

2.8 POSITIVE EFFECTS FOR EMPLOYEES THROUGH ENGAGEMENT

The importance of employee engagement in the organizational setting is undeniable. Current research reveals many parameters that appear to be the important for knowing the employee engagement in service and manufacturing sector those are: working environment, planning and communication, corporate culture, leadership, team & interpersonal relations, compensations and benefit, training and development, policies & procedures which were undertaken to achieve the best result.

Engaged employees will have a greater sense of well-being and psychologically satisfied comparing who are less engaged. They are more likely to
do their work and less likely to be sick as well as less likely to think about leaving the organization. Generally high levels of engagement are associated with flexible working conditions where employees are psychologically well-developed and feel a belonging for their company. Employee engagement has many benefits to business owners. Employees become more productive when they are engaged. Engagement does not only mean becoming a good worker, it also indicates the environment where employees will show respect to their colleagues, management and for the company overall, desire to maximize profit. It has been identified that engaged employees’ are more likely to show responsibility and are likely to stay with the company on a long term basis. Some times better customer service demonstrates employees’ high engagement level in light of the fact that happiness individuals dependably tries to share their satisfaction which thinks about customer service when a business draws in their workers the effect on their customers is not only immediate but can be significant.

It has been identified employees’ who are experience in the job sector they have minimum chance to do accident in the job. Engaged employees’ are more conscious about safety issues because they have been informed and participate health and safety training and they try to follow the company rules and regulations which relates directly with health and safety procedure. Generally, employees’ who are engage with company are lower stressed comparing disengage employees’. Research identified disengage employees’ are depressed for their life as well as other health indicators shows that disengage employees’ are not fully physically fit for any work. Employee engagement and happiness may be immovably related; be that as it may they are not the same. Sometimes employees’ could be happy anyway they would not interface with their work. It is not flawed that employees’ who are totally engaged with suggests what they do are impressively more inclined to in like manner be happy. Employee engagement relies upon fulfilling five essential human needs in our work: which implies freedom, improvement, impact, and affiliation. It has been identified with the investigation, when these prerequisites are met, employees’ general level of happiness increases.

Much of the exploration on employee engagement demonstrates that drew in employees’ perform superior to their companions. Most of the time engaged
employees’ know how to manage management and make a developed relation with others because they spend more times with companies. Engage employees’ not only work harder but also always they feel and think for the company with smart way. So the outcome is they earn higher wages comparing others. They promote faster comparing others and introduce themselves in a better way to others for better career opportunity. Mostly engage employees are less stressed comparing disengaged. They have good relation both the management and with their colleague. If any employees’ are disengaged at work, it is pretty tough to make the switch to an engaged home life. It has been identified by research that engaged employees’ are far more likely to be engaged outside of work as well.

2.9 POSITIVE EFFECTS ON THE BUSINESS THROUGH ENGAGEMENT

The CIPD (2010) identified the effect of employee engagement on business success. For instance, it found that engagement represents 40% of performance improvement, while highly committed employees try 57% harder, perform 80% better and are 87% less likely to leave than their disengaged colleagues. A study by Towers Perrin (2005) of a sample of more than 85,000 employees (working for extensive and moderate sized organization in 16 nations) found that organizations with high worker engagement levels encountered a higher working edge (up to 19%), net overall revenue income development and profit per share (up to 28%) than organizations with low worker engagement. Furthermore, the Watson Wyatt (2006, 2008) investigation of 115 organizations states that an organization with exceptionally drew in workers regularly accomplishes a money related execution four times more prominent than an organization with employee attitudes (CIPD, 2010).

Most employers that measure and direct employee engagement believes it has vital execution benefits for them. For example, data from at Visa Europe show buyer satisfaction growing over the span of the latest five years in parallel with levels of worker engagement. In the Department for Work and Pensions, view of client benefit are affected by contrasts in the level of engagement individual engagement’.

The experiences of employers like these demonstrate that employee engagement can fortify individuals’ management methods by:
- focus on the middle issues of trust and commitment that are vital to unrivalled.
- offers a structure for perceiving and tending to issues that can undermine positive business relations.
- supports a convincing execution administration process.

Moreover, engaged employees’ can be described as those demonstrating ‘optional exertion’, which they can volunteer or withhold. The CIPD ‘people and performance’ show (2003), made at Bath University and drawing on wide casework, exhibits optional employee behaviour is related with higher business performance. There has been no honest to goodness test to the investigation on which this model has based or to the recommendation that drew in engaged employees outperform those who are not engaged.

Therefore, there are normal components in the diverse meanings of low-wage workers utilized, essentially for approach, investigate and factual purposes, over the EU and Norway, a strict meaning of the idea acknowledged by all gatherings does not exist. Regardless of the possibility that it is for the most part considered that low wages ought to be characterized as wages beneath an edge assigning what is socially adequate compensation, the trouble of figuring out what is socially satisfactory in a target way drives researchers and policy makers to receive diverse edges communicated as an extent of the median wage - or sometimes average wage - for all workers.

The Organization for Economic Cooperation and Development (OECD) characterized low pay workers gain will be the two-third of middle profit for the all-day specialists and this definition have been acknowledged for the exploration and measurements for such nations like France, Ireland, Portugal, Italy and Austria. Sometimes less than 50% of median earnings are considers as a low paid wages comparing two-third. The Eurostat identified less than 60% of wages comparing of median wages to be classify as a low pay wages in Denmark. Researchers and Interest group defines low pay wages in a different way. For example in Germany below 75% of national wages defines as a low pay wages while in Norway the
definition came from trade union. They utilized their information for insights which is time-based compensation underneath 85% of normal time-based compensation in assembling industry. The UK Office for National Statistics (ONS) characterized low pay implies paid beneath the statutory National the lowest pay permitted by law. Thus, with the distinguishing images low pay characterized as a few nations aggregate understanding, foundation and convention prompt an understood meaning of low wages as being identified with some sort of median wages or average wage.

Another disparity in definitions identifies with the wage to be considered in the meaning of low pay. It has been contended that the meaning of low pay compensation look at as a worker’s yearly pay not as a use. Because of quick improvement of low paid work area the quantity of low paid employees’ expanded which cannot be caught by count in light of hourly gross wage rates. In any case at times for instance Norway and Irish research distinguished low pay characterizes by the time-based compensations this implies low wages jobs workers are characterize as whose time-based compensation beneath a specific standard or level of the normal or percentage of the average or also the median hourly pay which has set by the government as a minimum wages.

A further purpose of dissimilarity between definitions identifies with working time. Now and again all day employees’ are not recognize as a low paid employees’ though part time workers are distinguish as a low paid workers due to their working time. The greater part of the low paid employees’ gains half of the salary than fulltime which reflects in their living consumption. Nevertheless, excluding part-time workers from the calculation of the number of low-wage workers underestimates the incidence of low pay. In some cases students, apprentices and young workers distinguish as a low paid employees’ since students or apprentices workers are working with minimum wages or as a voluntary workers. So definitely their earnings will be below standards. It has been recognized there are no official measurements on low pay related work performed by young people, immigrants and women. It is in this way obvious that low-paid work is seriously disparaged, since it is probably going to be more regular in the underground economy. The degree of the under-announcing is corresponding to the measure of every nation’s 'non-official' financial action.
2.10 THE PROCESS OF DISENGAGEMENT

Employee disengagement characteristics individual employees who are physically and emotionally disconnected from the company. Disengaged employees always achieve minimum standards and their target level meets below standards. They produce higher levels of absenteeism and low quality of output and also their performances represents an enormous burden for any business. Now and then worker withdrawal depends how they are dealt with by their manager, leaders and supervisors. Whilst the facts may prove that a leader with energy, leverage the enthusiasm and involvement of employees' who are already engaged with the organization, basically having vision and enthusiasm will do little spark a disengagement workforce. The procedure of withdrawal is a nonstop procedure and it creates inside the mind since long time. The working process of disengagement has summarised below.

Notably, Booth and Hamer (2006) recognized two measurements reflecting in job performance which are operational performance and financial performance (Booth & Hamer, 2006). Operational performance demonstrates regarding worker maintenance, accomplishment of the objectives of organization, employees' efficiency and target of performance assessment of framework. Financial performance shows about the financial and non-fiscal advantages for workers by judging employees' performance. Performance examination is such sort of framework which manages organizational decision, particularly in regards to with pay and promotion (Wiese and Buckley, 1998). It makes cognizant both worker's and the management to know about each other conduct over some undefined time frame (DeVries et al, 1981). Even however it is a need, supervisors for the most part fear doing evaluation meets as much as assesses despise being evaluated (Tan and Torrington, 2004). The four principle employments of performance evaluation are between individual, inside individual, frameworks upkeep and HR practices of contractual workers 103 documentation (Cleveland et al., 1989). To get the best out of these performance evaluations, a powerful framework ought to be set up. Clausen et al. (2008) characterized a powerful activity arrangement of assessing work performance ought to clear up about the obligations and duty as an employees' for the organization where they work, it additionally illuminate the inspiration procedure of a worker and legitimate and imperative contribution to individual choices.
Competitive market economy made job stress and turnover (Batt, Lee & Lakhani, 2014). The majority of time employees' do not care about to work in unpleasant occupation despite the fact that it has profession improvement opportunity. Ganster and Schaubroeck (1991) also assert that most research on work stress has concentrated on determinants instead of results (e.g., organizational citizenship behaviour, intention to leave, productivity, etc.) (Ganster & Schaubroeck, 1991).

Although, it has been identified some of the stressful works are well known and it has public demand but earlier research also identified stressful work decreases health and wellbeing system in the job sectors. (Danna and Griffin, 1999; Tetrick and Larocco, 1987) distinguished unpleasant work mentally persuade worker's to leave that occupations [(Van der Doef and Maes, 1999; Sluiter, Van deer Beek, and Frings-Dresen, 1999) expressed it makes violence with other employees. Expanded non-appearance is one of the significant issues which make absenteeism at work. . Organizations high levels of employee's absenteeism effects employees' job performance which specifically relate with profitability (Jex, 1998; Motowidlo, Packard, and Manning, 1986) (Brun & Lamarche, 2006). It has been recognized by past exact research. [(e.g., Kemery, Bedeian, Mossholder, and Touliatos, 1985; LeRouge, Nelson, and Blanton, 2006; Parasuraman, and Alutto, 1984; Tuten and Neidermeyer, 2004)] which demonstrates that distressing work mentally keeps employees' from their best results and builds disappointment. A portion of the exploration recognized upsetting work brings correct result for brief time yet for the long run it makes immaterial mind-set to the employees' which expand non-appearance. In any case, uncommon are the examinations that look at work satisfaction instead of occupation dissatisfaction under work environment pressure (Podsakoff, LePine & LePine, 2007).

Organization citizenship behaviour (OCB) represents various types of working activity which are not denoted by the traditional concept of job performance (Harrison, Newman and Roth, 2006). Which also increase organizations effectiveness (Organ, MacKenzie, and Podsakoff, 2006). Moreover with the clarification of (OCB) it is easier to find employees’ behavioural approach for the company and organization could take attempt against those problems which were suggested by (OCB) with the increase of lateness and absenteeism (Harrison et al, 2006). In an organizations
development and success employees’ have to follow companies’ rules and regulations and physically and psychologically they will work for the company and these are the indicators for their engagement levels.

However, employee disengagement is reflected in their job performances and they belongs some identifiable symbols which are indicators in their changing performances. They are:

- High levels of absenteeism in the organization.
- Coming in late and leaving early.
- Using longer hours as a break.
- Making regular negative remarks about their work, managers, supervisors and the organization.
- Being detached from their prompt manager.
- Playing habitual pettiness
- Showing minimal activity or enthusiasm for work.
- Lack of innovativeness and development.
- Lack of trust and a solid feeling of doubt.
- Missing due dates and neglecting to meet different duties.
- Being fast to displeasure regarding little inconveniences.
- Resisting participation and coordinated effort on undertakings that require collaboration
- Being self-satisfied or even currently conflicting with quality or potentially security models, hierarchical arrangements, strategies, standards and directions.
- Failing to discuss the future; and
- Undermining or condemning the commitments of their peers and colleagues.

Human Resource Management (HRM) deals with various issues. It is find out management needs and what employees’ expect from their organization and what an organization expects from their employees’? Generally both of them try to match with each other needs (Tan & Torrington, 2004). If both parties satisfy then the company become as a successful company in the future. There is a growing
emphasis of growing economy that employees’ will be treated as an asset for the company rather than expenditure (Druckner & White, 1997). To take these advantages, organizations need to satisfy employees by giving organizations benefits. This implies HRM must be given a more vital part in organization (Martell & Carroll, 1995). Job satisfaction is a successful for organizations improvement in light of the fact that satisfied employees’ will work which brings organization’s advantages coming about wanted genuine results (Weiss, 2002). This definition is comparable which was characterized by (Locke, 1969) where he proposed that job satisfaction builds employees’ delight for the activity and they accomplish some advantage through the organization’s prosperity. Leontaridi, Sloane and Jones (2005) have portrayed in their examination low paid workers work satisfaction is higher contrasting more generously compensated high paid workers (Leontaridi, Sloane & Jones, 2005). Jones and Sloane (2007) likewise recognized low paid workers are happy with their work as like as high paid workers (Jones and Sloane, 2007). Their satisfaction levels are not lower than rest of the UK. These examinations prompt the conclusion that there is no support for the European commission’s declaration that low paid employments are inalienably occupations of low quality at any rate the extent that the British proof is concerned. Poulicas and Theodossiou (2005) thought give occasion to feel qualms about the sweeping statement of these discoveries to different Europeans work markets, demonstrating that low paid workers withdrawal conduct for their activity is one sort of mental and physically disposition which keep them from augment performance in the job (Poulicas and Theodossiou, 2005). There are a wide range of sorts of withdrawal conduct which shifts from employments to occupations and individual to individual. These withdrawal practices from the employees’ both straightforwardly and in a roundabout way cost employers. Generally the costs to the company of low morale, absenteeism, lateness, withholding effort, and workplace conflict among the company’s employees are explored based on scientific organizational research conducted on the topics. Direct cost identified with the withdrawal conduct from workers which identify with organizations production effects specifically organization's costs. In most case the estimated loss decrease revenue and company’s needs to find out new employee’s and have to train them which results from withdrawal behaviour. Indirect expenses caused when the withdrawal conduct influences different parts of the business. For instance, it has recognized worker's withdrawal conduct straightforwardly cost to the
businesses and furthermore by implication prompts loss of client, since employees’ overturn makes staffs deficiencies in the organization and delaying in customer services.

Furthermore, Booth & Hamer (2005) identified employees’ intention to turnover from the job heavily relates with his job satisfaction (Booth & Hamer, 2005). Allen, Shore and Griffeth (2003) identified most of the employees’ decide to leave from their job when the dissatisfied and do not find and way to develop their career (Allen, Shore & Griffeth, 2003). Meyer and Herschovitch (2001) argued when any employee’s mind starts to feel unwell or dissatisfied with their jobs, it is very difficult for them to continue with the present jobs because their desire to remain in the organization starts with negative feelings (Meyer & Herschovitch, 2001). Research by Allen and Griffeth (2001), Allen et al. (2003), and Chiu and Francesco (2003) work satisfaction is one of the crucial conditions for any employees’ to proceed with their present employment. The present investigation has demonstrated a positive huge relationship between job retention and job satisfaction. This reflects because of satisfaction with exhibit occupations some of the time workers does not need discover some other occupations since it is costs time and money even employees’ have terrible experience. Now and then positive involvement with their organization arrangements keeps employees’ disengagement and makes low edges to discover another activity. Branham (2005) characterized “employee disengagement is not an occasion, it is a procedure of withdrawal that can take days, weeks, months or even a very long time until the point that the real choice to leave happens” (Barnham, 2005). Fundamentally prolonged stretch of time separate with the organization makes employees’ disengagement (Branham, 2005). More often than not both management and workers are in charge of withdrawal. Employees’ disengagement costs business in a roundabout way since employer needs to select new staffs for them and they require preparing to work which is not successful for the organization.
2.11 NEGATIVE INFLUENCES OF DISENGAGEMENT

Any organizations success depends on employee's attitudes, relation, communication and their performances. Mostly employee's performances directly relates on their psychological and physical conditions that is an organizations needs to pay attention to find out way to reduce disengagement because it has great impact on both the worker and employer just as employee engagement. According to Bakkar and Demerouti (2008) the average disengage employees' suffers health problem and negative feeling comparing who are engage with organization. Sometimes disengage employees' influence others with both physical and mental disease by transferring negative emotion (Bakkar and Demerouti, 2008).

More pertinently, Robinson (2010) identified employees' whose engagement levels are low with the organization there are highly possibility to suffer anxiety and depression they are more likely to be emotionally exhausted, cynical (Maslach et al. 2001), and unhappy at the workplace, as well as in their personal lives because of the inability to manage with work stresses (Robinson, 2010). In customer service jobs, disengaged employees' give very little focus on the customer whereas customer convincing is the vital factor to run the business since the failure to provide customer service and keeping them one step behind others (Towers Perrin, 2003). Employees whose engagement levels are low phase more accidental situation comparing engage employees (Harter, Schmidt, Killham, and Asplund 2006). Mostly these situations identified in the manual handling jobs where employee's needs to show high concentration to machinery objects. Disengaged employees' do not promote their company as a place to work and less often recommend their company's products or services (Baumruk, 2004). Most of the times disengage employees are less innovative and they do not like to share their ideas with their colleague. The noticeable early warning sign from any employee that he disengages from his jobs are absenteeism, tardiness and misbehave with his colleague (Barnham, 2005). Pech and Slade (2006) identified the symptoms of employee disengagement also could be identify with silly mistakes, low morale, lack of energy and lack of attachment (Pech and Slade, 2006).

Employees whose morale is low are identified as a mentally disengage person in their job. Always these employees make a barrier to manage a team for
any manager. Low morale is comprised negative attitude towards the jobs and or the company because it includes in the employees’ mind low levels of commitment, dissatisfaction and/or lack of interest in the job. Such behaviour increases employees’ mental stress, burnout and finally, they even seek to leave their employment. Low morale does not cost employees directly, but it psychologically change employees and prevents them from attaining their effective performance. Low morale is the progression of undesirable behaviour with both management and colleagues which costs any company down the road. It has been identified by the researcher’s employees’ who have low morale they have tendency to keep themselves away from best performance. Employees who are hard worker and highly engage with their company sometimes they influence by low morale colleague because end of the day their jobs counted as a team work. Employees stop to do best performance when they devalued found themselves with low morale employees. This scenario can be identify in to low paid work where all the employees are paid hourly. The relationship between low morale and decreased performance is used in determining the cost of low morale to the company.

Further, employees will be considering as a late in their job if they arrive after the schedule time or if they leave from their job earlier than scheduled time. Researchers have identified most of the late persons are generally disengage with their jobs, their absenteeism are higher comparing others and decreased job performance. To estimate direct cost of employees’ lateness companies considers three factors to rate their loss, which are the amount of time the employee is being paid for that he or she is not actually at work or performing work-related activities, the employees’ average output to pay ratio and the employees’ rate of lateness. Employees’ who are late makes barrier for others to take step any decision and it happens where team work going on and their co-worker wait for them. This has negative effect for company’s production, motivation and the morale of colleagues and subordinates. These are the main factors which are indirect indicators for employee’s lateness.

Generally, employees are considered absent when they do not come to work at expected time or date. Continuous absenteeism and increasing rates of absence means employees do not like to work or they are about to leave from their job.
Absenteeism considers as a more serious withdrawal behaviour comparing lateness. Direct costs of absence are estimated by considering the employees’ annual salary because many organizations divide their employees’ salary by total working days and they exclude absence day from employees’ salary. Sometimes managers, supervisors, trainers or even highly interdependent work team-members keep themselves away from maximum performance by the influence of others absenteeism. Accordingly the calculation of indirect costs of absenteeism reflects on co-workers that can be attributed to the focal employee’s absence.

2.12 REASONS FOR LOW EMPLOYEE ENGAGEMENT

Employees’ withdrawal from the job is identified with employee disengagement; these marvels are regularly examined as being associated with each other and separation is frequently talked about with regards to its negative effect on the organization. Kahn (1990) gave following definition for individual separation: ‘Personal disengagement is the simultaneous withdrawal and defence of a person’s preferred self in behaviours that promote a lack of connections, physical, cognitive, and emotional absence, and passive, incomplete role performance’. Moreover, Kahn talked about issues of individual withdrawal, which prompt the uncoupling of selves from work parts. Contingent upon the analyst, such joblessness of the self in one’s part can be called mechanical or emotionless conduct, wear out, unresponsive or disengaged conduct, or easy. Disengaged employees always creates problems for others because they are not enthusiastic. They do not want to share their experience with others and they do not want to apply their maximum effort to bring best outcome. They try to adopt wait and see behaviour in a similar way requiring a push to join in. Employees’ whose engagement levels are low they are not curious about their organization and not responsible for their roles. Due to poor performance they often have bad relationship with their managers and with colleague (Wellings and Concelman, 2005).

According to Branham (2005) disengaged employees actually influence others to decrease their performances which reflects morale and revenues of the organization. Due to disengage most of the employees have lack of proper training
so that they occurs lots of accident, trouble for others and do complains. They could harm the organization if they directly involve with customer services by their negative behaviour affects client satisfaction and can lead to loss of them (Vajda and Spiritheart, 2008). Disengaged employees also try to show their unhappiness at work and they like to show it actively to others. The contrary impact of such workers always influences other individuals in the group and pulverizes accomplishments of connected with workmates. They are disengaged from their occupations have a tendency to be fundamentally less proficient and less faithful to the organization. They are less happy with their employments and individual lives which prompt experience unpleasant workplace in the activity part. Continuously they feel instability with their organization.

Having contemplated the discoveries of Kahn (1990), Branham (2005), and Pech & Slade (2006), they distinguished it is conceivable to decide the potential sources or reasons for representative withdrawal and to isolate them into a few groups:

- **External condition causes**, which can progress toward becoming difficulties for workers, for instance, precariousness and instability emerging from government, unions or investors, or conceivable open doors, for example, sudden riches to purchase autonomy, an unforeseen outside job offer.

- **Psychological causes and sources**, all of them more particularly: absence of mental weightiness and mental security at work, absence of distinguishing proof with an organization, absence of confide in, a feeling of being underestimated, seen imbalances in pay and execution, hidden desire, stress and tension, lack of engagement.

- **Organizational causes**, for example, rebuilding of the organization and associated with it, transformational changes, organization's way of life with deficient standards, conventions, arrangements and practices (exploitative activities, lewd behaviour, racial segregation, absurd authorization of
specialist, and so forth.), terrible working conditions, poor administration and initiative, congested organization, absence of assets, low models and acknowledgment of poor execution, work multifaceted nature.

Other sources, for instance, employees’ substance manhandle and inadmissible conduct, sickness, lethargy, competency issues, poor relational connections prompting clashes’ (Pech and Slade, 2006). Negative remarks about initiative included grumblings about absence of management regard for workers, heedlessness, absence of help, poor authority aptitudes, partiality, ineptitude, lethargy, and irregularity. Poor sides of hierarchical condition included constrained career development, insufficient pay and advantages, unreasonable workloads, absence of acknowledgment, terrible working conditions, low quality or absence of preparing, untrustworthy practices inside the association, and absence of coordinated effort. People were not satisfied with job itself, if tasks were boring or not challenging.

2.13 STRATEGIES TO INCREASE ENGAGEMENT

In order for organization to succeed success both the senior management and the line manager has responsibility for engage more employees’ for the organization. For example senior management will develop a culture that, employees’ feels for the company psychologically and always think their jobs are very important for them due to develop their career. While the line manager needs to ensure that employees’ gets more opportunity for their training and development. If employees’ gain better opportunities they will apply their experience for company’s development. These procedures are the link between each other to create organizational leadership (Lehner, Jung, Lorenz, Driller, Wasen and Pfaff, 2013) For employee engagement initiatives effective they need to own by top management team but (CIPD, 2010) identified line management have to show more responsibility to create better engagement. Also CIPD (2010) identified employee’s joins with any organization with the decision of top management but they leave make problems with individual managers. The influence of the line manager on people’s perceptions of their work is profound. HR departments have a key role to play in implementing engagement
initiatives. HR department could do it by doing surveys in employees’ which will find out senior managers role to increase engagement levels in the organization. HR professionals will also have the job of helping line managers to raise their game. Several organizations including, hospitality and hotel sectors use team engagement scores with the basis of line manager’s performances (CIPD, 2010). As an employee engagement indicates employee’s health is an organizational performance, customer satisfaction and innovation. So every organization has to do their best for bring maximum performances from employees’ which will also focus those three things as well. The approach of employee engagement improvement and HR practices that are shown to affect the employee engagement level will be discussed in the following.

As indicated by Konrad (2006), to make an enhanced and elevated requirement engagement level associations need to take after methodically an approach which will incorporate a few critical stages. The first stage concerns all preparatory work before the usage of engagement activities (Konrad, 2006). The association ought to characterize by HR division about the importance of employee engagement; decide key areas for focusing, evaluated expenses and potential payback of engagement activities and fundamental help from senior leaders to run entire program. In the second stage management will choose the ways to deal with understanding engagement, embraces look into, conducts a key driver examination associating consequences of research to key execution markers and distinguishes the areas of good practices. The third stages will be the program development for its action plan to improve line manager's jobs on their further actions. The whole processes have to monitor by HR management team and all the line managers will provide their accountability in to the management team. The final stage will be the whole program evaluation for its future prospect. Managers should analyse the program results in order to understand whether or not implemented strategies have been successful.

**Human resource practices and engagement:** Organization that needs to build their worker's engagement levels need to pick reasonable arrangement from different configuration and combination of various HR rehearses. There is no certain rule to expand engagement levels. Distinctive research for the
most part HR specialists give diverse ranges, which picked by various situation and distinctive regions for focusing and conceivable activities to enhance the employee engagement level. The accompanying practices have been specified frequently: Learning, advancement, preparing appraisal, acknowledgment, Building certainty and trust in initiative.

**Learning improvement and preparing:** According to Wellins et al. (2005) representative eagerness to create and learn advances development and inventiveness in the workforce (Wellins et al. 2005). To highlight on employees’ professions advancement they have to gain from managements and co-workers. Line managers need to discover their colleague’s quality and shortcoming and if any representative need preparing line managers have orchestrate adequate preparing for to create. Talent management and provide sufficient training creates effective workers which is a loyalty for the organization (Taylor, 2004). Mercer LLC (2007) expressed that working opportunities increase employees' experience, and appropriate training for skill development may enhance employee engagement (Mercer LLC, 2007).

**Assessment and recognition:** According to Mercer LLC (2007) if any worker or any group perceived their work by the organization, their commitments impact them for more creative work and competitive pay and rewards together with nonmonetary rewards support engagement. Wellins et al. (2005) expressed that, in the activity if any employees' thoughts reacted by the management and on the off chance that they get any positive input for it then they persuaded by their work for the future because performance feedback is one of the basic practices for future performance. It also plays the role of motivator for action encouraging and reinforcing employees for a job well done

**Building certainty and trust in administration:** Feelings of trust and confidence in leadership with each other amongst management and employees’ are imperative issues with regards to employee engagement. Solid and experienced leadership have an unmistakable vision and can distinguish issues with in a brief timeframe and furthermore ready to make
adequate move for the issue territories inside a brief period to accomplish organization's goals (CIPD, 2006). They do their best to help staffs to accomplish organization’s objectives. Consistency between the leaders’ words and activities assumes an incredible part in building trust and engagement; reasonable initiative, viable management and a strong sense of connection with an organization gives people feelings of pride, optimism and certainty about what they do, how they do it and who they do it for (Towers Perrin, 2003).

Promotion of two-way communication: In fact, two-way communication between employees’ and management creates mutual trust with them. So the both parties become more accountable and responsible for their work. Two-way communications puts emphasis on the goals of the organization and the roles that employees’ should play (Tower Perrin, 2003). According to CIPD (2006) in order to develop better communication with employee’s, managers have to give maximum attention and effort offering to people opportunities to feed their views and opinion upwards and to give latest information about introduce with organizations visions (CIPD, 2006). These are critical in the context of engagement. Well informed employees’ are able utilize their time and set correct working priorities. So the outcomes are they save time, company’s resource and finally budgets in the best way (Wellins et al. 2005).

Building collaborative work teams: Human beings have a basic need for belonging, so as a human being employee’s keep good relation with their colleague and the relation being called as a source of the family feeling (Barnham, 2005). According to Wellins et al (2005) in the context of management it is essential to keep good relation both with the group or across the group so that they can support each other allow them to achieve better results. This relationship will also help to share ideas and come up with creative solutions (Wellins et al. 2005).

According to CIPD (2006) working conditions which also known as a job environment is one of the vital factor to influence employees’ engaging with the organization. If the environment is not suitable for any employees’ they intend to quit from the job (CIPD, 2006). So managers have to make sure they should care enough
about employee well-being and make plans to reduce stress at work. With providing of different personal benefits and work-life services in the jobs encourage employees to go extra mile. They feel better to work for the company. These benefits are medical care, health insurance, wellness programmes, food services, flexible work schedules, job sharing, wellness seminars, etc. In accordance with the needs of the employees, the organization can improve their productivity, engagement, and retention (Branham, 2005).

### 2.14 REASONS UNDERTAKING THE LOW LEVELS OF ENGAGEMENT IN LOW PAID WORK

Encouragingly low skilled and low paid employees are value for the company, because they are directly involved with the organization’s productions and services. Specifically in the food retail and beverage sector they directly communicate with the customer and deliver services. Despite being in low paid jobs, employees' are keen to be follow management which will help them to do better jobs.

From the literature the study have been identified the following key barriers:

- reactive basic leadership that does not get issues before it is past the point of no return.
- inconsistent administration style in light of the demeanours of individual directors, which prompts view of injustice.
- low levels of support, which convey the danger of making a descending employee resentment and disengagement
- lack of smoothness in correspondences and information sharing because of unbending correspondence channels or social standards
- poor work– life funds receivable to an extended periods culture.
- low view of senior managements visibility and nature of descending correspondence’ (CIPD, 2009).
Foster and Barneston (2015) also identified from a Canadian perspective that is low paid work, such as catering, cleaning and hospitality, the percentages of migrant workers are high. They have identified most of the migrant workers involves with low paid work when they shift to Canada. After certain time or after settlement they find their previous experience relate jobs. Foster and Barneston’s (2015) research also identified those employees’ becomes psychologically disengage from their job when they start to find another job’ (Foster & Barneston, 2015). Comparison of cultural aspect there are more similarity between UK and Canada. In UK, most of the low paid works are undertaken by students and migrants workers. ‘There are 1.4 million national minimum wages (NMW) occupations in the UK. For example hospitality, retail and cleaning represents 52% of NMW employments, of which nearly 25% of occupations are paid at or beneath the NMW. Most quite 10% of occupations in retail and 9% of employments in social care are paid at the beneath the NMW. Further 20% employments are held by transient 13% occupations are held by under - 21s. 3% employments are held by matured those matured 65+. However, 13 % of NMW occupations are held by those without any capabilities and employment fulfilment levels stay at an unsuitable 42% (CIPD, 2014).

Due to the high level of part time and migrant workers are involves in the food beverages and retail in UK they always phases staffs shortages. Staffs shortages also impact on other employees’ who are engage with the company because employees’ do their daily work under that circumstances. So employees’ get physical stress from their jobs because sometimes they do extra job. This stressful situation psychologically motivates employees to disengage from their jobs.

2.15 STRATEGIES TO ENHANCE ENGAGEMENT IN LOW PAID WORK
HR experts dependably need to discover better approaches to connect with employees since engagement is a key issue that cannot just be left to oversee itself. Organizations ought to build up its interchanges framework especially employee feedback framework with the goal that their courses of action for tuning in to worker conclusions. Line managers needs support in outlining testing work and overseeing successful groups. So as to succeed engagement procedure to management should lead from the front to make right culture and line managers need to carry out their
activity appropriately. Most of the time engaged employees are functioning as an organization representative who is additionally control inside the association and advancing their association as a business of decision. They are working as an organizational ambassador who are also manipulate inside the organization and promoting their organization as an employer of choice.

It has been identified different economic situations like recession period, which create pressures to change employee engagement policy for the organization but it should not need to be. Notwithstanding the impact of recession levels of engagement are holding up well. If employees work together psychologically they feel strong enough to survive together and there is a minimum chance to losing individual confident and low risk to lose their jobs. Sector suggests that some employees registered by the organization to keep standard of workforce by treating employees fairly to ensure line managers do their jobs exactly for companies necessity and provide employees consistent messages about the future. It is obvious to say that, it is difficult to change top management for organizational success. Management change means develop new culture and different engaging style. If old styles fail to engage employees then the management have to change to get different style of leadership’ (CIPD, 2008). In place of the heroic or charismatic model, engaging leaders display a range of behaviours, including being accessible, showing genuine concern and building a shared vision. They will also use their honesty and personal integrity to create valuable person in the organization.

**Building effective structure for line management:** Most of the time high engagement levels depend by line management effectiveness. It has been identified employees do no leave their jobs most of the time they change their team and individual managers. The reasons behind employees’ changing behaviour shows that they are generally unhappy with the way they are managed. They see their line managers as being poor at many of the basic things needed to support positive attitudes. It has been identified with the responding to surveys, many employees’ said their managers do not maintain well communication policy and do not discuss their training and development needs. They also do not get proper feedback from their managers and do not make them feel their work count. Those employees’ who are positive about
their managers mostly they are happy to work in their jobs and generally they are engage with their work performs better and less likely to quit from their jobs.

**Building employee engagement into appraisal of managers performance:** Many organizations who have adopted employee engagement strategies for few years, large number organizations do not take any further attempt to raise their employee’s engagement levels. Where engagement scores feed into the appraisal process for managers low scores in individual units can provide as much useful information as higher scores. Company needs to find out managers whose performance levels are low to motivate employees. Company have to provide proper training facilities for those managers in order to increase their production target. This is not a penalty for the managers for low engagement scores. It is about department or team results to identify the exact barrier for company’s success.

**Manage through the recession:** It is very challenging job for the management to keep maximum engagement level in the recession period. Anxieties about job security can distract employees’ because psychologically they feel pressure which reflects in their performances. The problems are heightened if redundancies take place. Stress at work and mental health problem like anxiety and depression are the vital factors to employee disengagement which creates barrier for individuals and employers during recessions. It has been identified if any employees are sick or absent in their job for a long time employers or management needs to address them such issues for example by giving employees’ access to counselling support to maintain a positive workplace climate. It is very difficult to maintain employee’s expectations from the organization during the recession period. It is also difficult to protecting the organizations ability to bounce back when economic condition improves. Organizations have to follow some basic strategy to motivate their staffs in difficult times include:

- Always have to maintain communication with the employees’ even when there is no concrete news.
• Briefing line managers about the update information so that they can introduce with new rules to their staffs by face to face communications.
• Have to develop culture to motivate employees’ with non-financial ways such as recognition and psychological development using emotional capital.
• If it is necessary to reduce company’s expenditure by adopting alternatives with compulsory redundancy to maintain employees’ commitment, for example taking advantage of natural wastage or offering voluntary redundancy terms with some benefits. Recruit and use more temporary staffs to review recruitment system. If any area is full of staffs and the employees skills is no longer to demand redeploying those employees to as other section in the organizations where possible because already those employees’ know about the company cultures. Have to reduce unnecessary overtime work.

**Minimize conflict:** Conflict is another barrier to engage employees in the organization. Conflicts arise between employees’ or with management. Generally, bullying or lack of respect undermine employee engagement which also pointing to the importance of policies on diversity and conflict management. To reduce conflict in the organizations line managers have to take first attempt to resolve them. To develop managerial skills company needs to train them so that they can handle difficult conversation. This development procedure not only to overcome company’s conflict problem but also it will improve the relationship between employees’ and management which will help employees’ feel valued.

**Attractive and competitive pay:** Dissatisfaction with pay always employees’ minds divert in to another job where they will find better pay. A sound of policy including benchmarking surveys is therefore critical to retention of top performers. However the job performance depends on employees’ commitment. If employees’ think the job is meaningful for him then they perform well. So the organization needs to build a competitive pay comparing other similar types of organization. Most of the time the quality of
management policies are more valuable comparing pay and condition in this respect. Management have to consider how jobs are structured, job content and working environment creates better well-being policy to create meaningful work for everyone.

Accordingly, from this wealth of literature, 3 key factors prevail, as follows:

**Factor 1: Psychological motivation for disengage employees**

Quinines, Broeck and Witte (2013) identified there are more critical issues regarding motivation and engagement. If the Organization become succeeds they have to focus carefully inside those two critical issues. Such problems with employee engagement seem to suggest two types of employer identified those who takes motivation is a serious issue and they try to develop organizational culture with motivation another who do not appreciate employees’ motivation’ (Quinines, Broeck & Witte, 2013). Sometimes it is difficult for them to develop any new procedure or implement a well-planned new approach.

Organizations have to pay extra attention in staff’s motivation. Employees are human being and always they look for better opportunity for them sometimes better deal force them for better work because in a competitive market economy someone could take in his place. It is perhaps that appraisals and performance reviews are mostly administrated by HR and may seem mechanistic and remote. HR department have to monitor senior line manager that they are taking proper attempt for staff’s motivation. It is interesting to observe if any new manager joins then they try to manage employees’ with some new skills. Always they try to show their charismatic power to motivate employees’ where old management styles are not good enough for staff’s motivation. ‘Another issue may be the impact on talent management initiatives’ (Kukanja, 2013). If we consider experienced staffs as a talent then organizations have to keep them for the future and they have to provide such kind of facilities that employees’ psychologically feels for the company with their maximum effort. While some of the procedures are highly effective for the company which undoubtedly add some values they may inadvertently create an exclusion zone because some of the employees’ will not motivate with first track may feel not a part of the team. They will feel less valued and less engaged with the organization.
Research indicates motivation is a vital factor for an organization success. Mostly motivation depends on staffs rewarding because staffs always expect something extra for his additional effort. If they valued for their work then they will try to provide more effort for the company and also reward scheme create open competition between employees so employees always try to give their best for the company. Recognising and rewarding staff needs to take account of both financial and the intrinsic, non-financial rewards. Generally employees' knows about financial and intrinsic benefits but top managers and line managers have to introduce with non-financial benefits so that employees' always think about those issues and they produce better atmosphere in their work. Develop good company culture where staffs respect with each other, they follow company rules and regulations and the management always appreciate their work are all issues likely to impact on motivation. Motivational have to be continuous process and line managers have to be more effective in the motivation process. Managers have to make this process attractive so that employees' are not getting bore and give a good hand to succeed. Generally talented staff who want to develop their career with the certain jobs the appreciate these process and more easily attracted by organizations which take motivation more seriously and offer more transparent structures to help with career development opportunities. Organizations have to make exact structure for motivation, experienced employees management because these two factors reflect on engagement procedure.

It has been distinguished in Rothman and Welsh (2013) added mental weightiness, mental wellbeing and mental accessibility, which thus influence worker engagement (Rothman & Welsh, 2013). The investigations of Steger and Dik (2010), May et al. (2004) and Pratt and Ashforth (2003) demonstrate that three variables, in particular work-role fit, the inborn assignment qualities, and the idea of relations with colleagues, can clarify mental weightiness at work. Mental accessibility incorporates intellectual accessibility, passionate and physical assets saw authoritative help, prizes and acknowledgment (Steger & Dik, 2010). Support from co-worker, supervisor and self-consciousness gives positive believe in their work and influence psychological safety. Employees who have been working for long time they are experience in work role fits which means they are suitable for any position. They are expressing their beliefs and values at work. They perceived the work place to be
conductive to living out these beliefs and values (Olivier & Rothmann, 2007). When any employee experience in job always he try to do his job perfect and very quick applying their personal characteristics. Furthermore, they tend to be willing to go above and beyond restraints to accomplish specific task (Dik & Duffy, 2008).

“May (2004) and Kahn (1990) believes when any employees valued for their positive work and greater congruence their between their subjective interpretation of the requirements of the role and their self-concept, they will invest their possible maximum effort to achieve organization success. Studies by Van Zyl, Deacon and Rothmann (2010) and May et al. (2004) identified work role brings indirect impact on employee engagement over the psychological meaningfulness. They also have identified five specific and purposeful of task which contributes to experiences of psychological meaningfulness. Five dimensions of a task, namely skill variety, task identity, task significance, autonomy and feedback, may affect psychological meaningfulness and employee engagement. Variety of skills refers to the assortment of diverse skills, employees’ apply their different skills in order to complete their task. Task identity justifies employees’ work or effort for the company”. It is easy to find out for the management that amount of jobs has completed. Task significance clears the company’s objectives. Autonomy in task employees’ gets freedom to choose their jobs and can choose easiest suitable way to complete. Kahn (1990) postulated that the characteristics of individuals’ jobs could influence the meaningfulness they experience in the role. Studies by Rothmann and Buys (2011) and May et al. (2004) agreed the positive relationship between job enrichment and psychological meaningfulness. Job enrichment motivates indirect way in employee engagement through psychological meaningfulness. May et al. (2004) also identified positive relation between co-workers predicted psychological meaningfulness and employee engagement.

Generally, good relations between employees creates helpful mind and if any employee find any difficulties others come to help him. These positive attitudes between the employees’ lead psychological safety at work (Olivier & Rothmann, 2007). In addition, Wrzesniewski, Dutton and Debebe (2003) suggest interaction between co-workers helps to shares positive ideas which reduce their actual work. The good relation between supervisor and employees, bring psychological safety because
supervisors cannot do anything wrong in behavioural approach for mutual trust. In the same way employees are always attentive for their work to keep better understand between them. Psychological safety identify in good relation between colleagues who are supporting and trusting (May et al., 2004).

Mone, Eisinger, Guggenheim, Price & Stine (2011) identified performance management increase or decrease employee engagement. Specifically vision for performance and development objectives like collaborative objective setting between employees’ and supervisors brings better out comes because continuous feedback and recognition, conversation with employees’ for regular performance, managing employee development and building a climate of trust of empowerment all of these add levels of engagement in the organization (Mone, Eisinger, Guggenheim, Price & Stine, 2011). When the relationship depends between supervisor and employees’ by mutual trust and supportive employees’ will be more responsible in their position and they will be more engage (Olivier and Rothman, 2007). Masterson, Lewis, Goldman and Taylor (2000) explained two different social exchange relationship one with their organization and another immediate supervisor who monitor and direct them for exact work. The immediate supervisor always represents organization. They act as a middle man between organization and employees to introduce with companies culture to the staffs.

In consult, a non-controlling positive relationship with supervisor encourages any employee for more to gain some experience, and then engage in an effort to reciprocate this support. ‘Even though Oliver and Rothman (2007) argued because they did not find any strong sample that the psychological safety interferes between relation with supervisor and employee engagement. Generally supervisor relations still had a direct effect on employee engagement. If any employees think about their co-workers may think or feel about their work, psychologically they will keep away from their work and maximum performance which will create barrier to engage with their organization. Self-consciousness can be defined as an acute sense of self awareness. Self-awareness occurs when a person is aware of being observed in a critical manner. Olivier and Rothmann (2007) identified lack of self-consciousness develops lower levels of psychological availability in employees mind. When employees are high levels of self-consciousness about their work means they always
focus facilities rather than actual work and distracted from their work roles’ (Olivier and Rothmann, 2007). This distraction can restrain individuals from attaching themselves to the role, as proposed by Kahn (1990). The implication here is that employees’ who are less self-conscious about themselves means they do not have enough time to practice on others and they may be more available to engage in their roles (May et al., 2004). It is sufficient to develop beliefs for any employees’ to engage with their roles if they find themselves they have physical, emotional and cognitive resources to complete a job. Different roles require different blends of resources. As an example employees needs to apply right resources such as cognitive or physical resources to complete their task. If they unable to apply right resources they will disengage from their actual roles for the organization (Olivier & Rothmann, 2007). In fact, Vinarski-Peretz and Carmeli (2011) suggest that employees’ will be more responsible and more psychological available if they find their work motivates others and if they work in a supportive environment (Vinarski-Peretz & Carmeli, 2011).

In terms of Concerning reward and recognition, Saks (2006) believes employee engagement levels varies with their job facilities (e.g. expected pay rise, health and well-being policy provided by the company, job security, career development opportunity, more freedom and opportunities to apply their decision, respect from their colleague, praise from supervisors, training and development opportunities provided by the company, more challenging work assignment, public recognition and reward or token of appreciation). Impression of degree of profitability can start from outside prizes and acknowledgment, notwithstanding work being testing and significant. Employees' will more prone to concentrates and draw in with their work on the off chance that they esteemed for their exertion. Perceived organizational support is characterized as a general conviction that an organization cares about and underpins its employees’ (Rhoades & Eisenberger, 2002). Most of the organizations benefits including socio-economical resources, respect, satisfactory wages and medical facilities. Consequently saw authoritative help adds to satisfaction of workers' requirements for endorsement, regard, and connection. Support from the organization includes flexibility means employees' could plan their schedule, accessible training facility in the job, reward for employees hard work. To achieve organization goals organizations have to valued employees’ opinion and
also have to concern employees. Always Organizations needs to find out new way and keep in touch with employees' for development motivation.

**Factor 2: The effective role by management to motivate employees**

Most of the time it has been identified management do not find any difficulties to motivate their staffs. If employees' are being valued get respect from their management and do not find any difficulties to express their opinion, generally they listen management even if they find any difficulties in their job. After certain time employees have good relation with other and they want to keep continue that relation which reflect in their jobs. So, always management finds effortless situation to motivate their staffs. It is hardly surprising to find that they use the same approaches when thinking about how best to motivate their staff. Management follows some way to motivate their staffs. They believe motivation is the multinational view because

- An administration instructing style that enables staff to learn, create and in particular to explore.
- Development great demeanour in to the organization's staffs constructs regard between each other and offers help to enable staff to develop. It is strong to manufacture connection and the supervisor will be the main individual to rehearse this culture and he ought to invest energy and aptitudes to educate other.
- A company structure which obviously interfaces the work to the general departmental or organizations targets. Administration ought to depend on this structure.
- Management need to create collaboration in to the workers. In a group everybody can share their activity and they help each other in the event that they discover any challenges. With the audit each other execution between groups is probably going to be one that accomplishes their objectives and destinations.
Factor 3: Build emotional capital to lift engagement levels

It has been identified on Quy and Andrew (2012) a number of researchers used the term of 'emotional capital' in various perspectives. They did not use the same definition for every situation. Quy and Andrew (2012) defined emotional capital is a psychological aggregate feelings of goodwill towards a company and the way it operates. Sometimes emotional capital builds by the positive action of senior management. If management familiar for any issues with employees and if they maintain good relation with them then employees will try return something positive which will be benefit for both of the management and for the organization as well. Emotional capital represents the emotion based assets (including employees’ feeling, attitude, and positive action) that the organization developed over time with its employees'. Emotional capital identify as a dimension of social capital, which is a renowned concept defined as the goodwill available to individuals and groups (Quy and Andrew, 2012).

Organizations could use emotional capital as a capital like social capital, innovative idea and money. All these being used to run any organization because they constitute an asset into which other resources can be invest. Although, there is a little uncertainty to get profit with the use of emotional capital but still it will be work for staff's motivation. While in a low paid jobs organizations are trying to reduce their budget and staff’s gets more physical stress and they intend to quit from the job. On the other hand if employees’ satisfy with their job and stays for long time they starts to invest their emotion and hard work for success. By investing their efforts in building feelings of goodwill based on positive emotions, individuals or groups hope to gain more resources such as information and support from others.

Quy and Andrew's (2012) previous research identified there are four key factors which help to develop emotional capital they are authenticity, pride, attachment and fun. Employees find authenticity when they find there is a consistency between company’s objectives and their managers’ action plan match with their expectations. They feel pride at work when they find their hard work and achievements are recognized by the company. Connection at work is felt when representatives distinguish they are acting as a group and they speaks to a group
with shared esteems and interests inside the organization’ (Quy & Andrew, 2012). Fun is the feeling of playfulness that employees’ encounter while exploring different avenues regarding new things at work. Cooper (1997) clarified if feelings are appropriately overseen as opposed to spook, push or yell out at work, it can construct regard between each other, they can drive put stock in, devotion, responsibility and awesome efficiency by singular groups and associations which will direct to accomplish organization's destinations. Buchanan and Huczynski (2004) characterized observation as the dynamic mental process in charge of going to, sorting out and deciphering tactile information. According to Robinson (2006) people arrange and comprehend occasions and circumstances a indicated by their own novel and individual casing of reference, which reflects their identity, past encounters, learning, desires and current needs, priorities and interests. May et al. (2004) contended that employee engagement is identified with enthusiastic encounters and prosperity.

Employees work in an organization and day by day they meet with each other like a team. They share their emotions and support someone else when they need help. After certain time they feel each other, understand others expectation and emotions grows between them. Wilson (2004) remarked that feelings connect employees with realities, always they move for something positive which provides actual internal feedback for their work and what they want do in the future. Being in organizations involves them in worry, envy, hurt, sadness, boredom, excitement and other emotions. Schaufeli and Bakker (2004) characterized drew in workers are brain research very much created, they get a kick out of the chance to stay with the organization to build up their career and they tend to stop. For the most part employees’ who need to get elevate they jump at the chance to have a more prominent connection with their activity and organizations and they tend to leave from the jobs. Truss et al. (2006) found that, overall, engaged employees are less likely to leave their employer. The Towers Perrin (2003) distinguished the two feelings and reasonability as centre segments. They have distinguished enthusiastic elements are connected with employees’ individual satisfaction and the feeling of motivation and certification from their collaborator and organizations condition these are being a part of their organization. Moore (2004) and Crabtree (2005) have recognized business related stress and family stress associates with each other. The
two anxieties make negative effect on employees’ work. Both anxieties divert positive considering, so employees cannot give careful consideration and furthermore cannot ready to give most extreme exertion. Infrequently this circumstance makes obstruction for organization achievement. As indicated by Robinson (2006), employee engagement can be accomplished through the making of an organization environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health (Mehta and Mehta, 2013). With the discussion it has been identified better environment and well developed relation between employees and the management in the organization where employees are willing to work for the company.

**2.16 REFLECTIVE REVIEW OF THE CURRENT LITERATURE**

A review of the literature has reflected that for tiding over challenges of globalization, immense competition, rapid and incessant change in the environment most of the low paid organizations have shortage of employees and disengagement problems. This is more relevant in customer service sector where employees directly involved with customer and play a more decisive role to ensure company’s profitability through its growth. However review of the literature in employee engagement specifically in the low paid working area the insufficient literature identified to enhance engagement. For this reason the research was chosen to be undertaken in the food beverage and retail sector.

Review of the literature of employee engagement it has been identified there are lack of proper direction to manage employees in the low paid organizations. Since to engage employees as a challenging issue because for its job demand, low paid organizations have to focus those directions to engage their employees’ which policy effective under national minimum wage. This would help the presenting activities and outlining mediations focusing on different sorts of worker fragments.

On those scouting of the literature review and gap arose in the territory of precisely recognizing conduct or mental development amid the activity part. In spite of the fact that reviews have been led by the researchers and specialists over the
food beverage and retail or the region encompassing low paid occupations more inside and out examinations could be attempt to expand employees’ engagement level in the organization. Previous literature review reflected that role of organizational culture and communication in shaping employee attitudes, feelings and behaviour in general. There was a literature gap for specific role play for the for the low paid organizations employees. There were no examination had been attempted to think about the part of low paid organizations culture and correspondence on affecting and anticipating employee engagement. The accompanying exploration has been attempted to fill this literature gap. Both authoritative culture and correspondence amongst management and the employees are multi-dimensional develops, writing survey likewise surface the need to distinguish the key measurements. This would help low paid organization conceiving on expanding worker engagement to concentrate on key factors and streamline their practices for enhance employee engagement. Consequently literature distinguished the need of building up a powerful employee engagement model to give low paid organizations a feasible equation for employee management. Literature found the absence of an employee engagement system through authoritative drives like culture and correspondence. The nonappearance of methodology framework which measures the same also surface as research gap. In an (Appendix A) sample literature have been used to identify literature gap.

2.17 OUTCOME FROM THE LITERATURE REVIEW
The overall purpose of this study is to unearth current research gaps of employee engagement for future systematic empirical investigations. The reason for this trend is to links with the outcome that contributes to high level of engagement and organizational success in the food/beverage retail sector. The impact of high level of engagement on organizational success is also evident. Four gaps in employee engagement have been identified through a desk research study. The study has taken a range of published works from 2006 to 2014 for the desk research study. Key studies on employee engagement are presented under Table 2.14.1. The above literature review has identified many theoretical and empirical gaps in the knowledge with regard to employee engagement.
**Gap 1:** There are no theoretical arguments which indicate the linkage or relationship between employee disengagement and low paid work. It reveals that the impact of the low paid work on employee disengagement has neither been theoretically argued nor empirically tested specifically in the (UK’s) food/beverage retail sector.

**Gap 2:** There are no theoretical arguments which indicate linkage or relationship between employee disengagement and employee motivation. It reveals that the impact of the employee motivation on employee disengagement has neither been theoretically argued nor empirically tested in (UK’s) food/beverage retail.

**Gap 3:** It reveals that the impact of the satisfactory engagement on low paid work (such as food/beverage retail) has not been empirically tested in the (UK) context and may be in the international context.

**Gap 4:** There is no empirical evidence on the relationship between employee engagement and psychological motivation food/beverage retail sector in the (UK) context.

The main attempt was to explore important gaps in the literature of the construct of employee engagement, which in terms of desk research has been revealed four gaps as specified above. Hence, this research paper contains valuable implications to reduce disengagement and enhance engagement in the food/beverage retail sector (UK).

**2.18 SUMMARY**

Much of the research on employee engagement has been carried out by the practitioners because there are literature gap has been identified between literature and actual situation. In the effort to build theoretical framework, which to develop the management policy most of the organizations have to build a strong communication and relation with its staffs. It has been identified organizations cannot offer higher salaries in low skilled jobs due to its business policy. There are other important factors also like job content, recognition, encouragement, co-operation, development opportunities, and scope for career growth which play a very important role in
employee engagement (Singh & Sanjeev, 2013) In the low paid organizations, sometimes these factors do not work or sometimes management are unable to establish those factors between employees. So many low paid organizations are in a challenging situation due to high level of disengagement. In this situation human resource management role have to be how to connect employees with their jobs. They have to create an engaged culture and they have to make sure employees’ are happy to work with the organization; they maintain a good relation with their colleague and line manager.

This research will establish building an emotional capital for employees’ psychological development is the only way to reduce disengagement and enhance engagement level in the low paid organization. The present writing audit inspected a proposed connection between the predecessor, employee engagement factors and the result variable, turnover purpose, intervened by work satisfaction. The exploration of the relationship fills the gap in the writing as worker engagement is a genuinely new term and has not been connected to both satisfaction and disengagement as it is descried. In fact, Kahn’s (1990) individual engagement hypothesis, value hypothesis and Herzberg’s two-factor hypothesis of employment satisfaction were utilized as the hypothetical underpinnings for the audit. In sum, there is much yet to find concerning the connection between employee engagement factors, job satisfaction, psychological development, and disengagement intent. In any case, with a better theoretical model, this will thus expand employee engagement and employment satisfaction to diminish disengagement to purpose making the workplace a more enjoyable place to work.
CHAPTER THREE: METHODOLOGY

Research philosophy is an instructed as a supporting subject and a few routes in numerous scholastic controls at different levels by individuals focused on an assortment of research standards (Kumar, 2011). As Saunders, Lewis and Thornhill (2007) characterized it, “the idea on the examination questions has a place in the focal point of the exploration onion which implies they have delineated the issues basic the selection of information accumulation systems and investigation techniques”. Moreover, Bhattacharyya (2006) characterized research methods as “the strategies or systems utilized by the analysts in directing examination operations”. To that end, a researcher needs to plan his strategy for such an exploration (Bhattacharyya, 2006).

This chapter explain the underlining research methodology and research design. This chapter also explain the formulation and design regarded to investigate employee engagement.

3.1 RESEARCH QUESTIONS

Given the mixed methods adopted by this study, in order to study examine whether, and to what extent, correlations exist between emotional capital, psychological development, and job satisfaction within the food/beverage retail sector. The research questions were as follows:

1. How can the UK’s food beverage and retail sector reduce their employee disengagement? And, how could they encourage employees for psychological motivation? ;

2. How could the use of emotional capital (as a social factor to build positive feelings of authenticity, pride, attachment and fun) among employees’ increase engagement level in low paid jobs? ; and
3. How can the management help to increase employees’ engagement levels with the use of emotional capital?

3.2 RESEARCH METHODOLOGY

The Research Onion Framework has been developed in this research. The framework has been adopted from Saunders, Lewis & Thornhill (2006) because it provides a clear concept and linkage through the research layers. Literally the framework is very practical for its wider concept about methodology. The framework can be easily modified to add another layer to include qualitative and quantitative data gathering method in the (Figure 1). However, the research onion framework is a systematic approach to research methodology which logically describes philosophical positions and approaches to any research.

![Research Onion Framework](image)

**Figure: 3.2.1 The ‘Research Onion Process’ endorsed from Saunders, Lewis & Thornhill (2006, P. 102)**

The research questions restated are: how could the organization increase psychological motivation (emotional capital) in low paid jobs? Could the use of internal factors to develop emotional capital and therefore increase engagement in
low paid jobs? Could the use of internal factors to build positive feelings of authenticity, pride, attachment and fun among employees’ by using emotional capital for development of engagement levels in low paid jobs and how could the management team help employees’ to increase emotional capital? How would they encourage employees’ for psychological motivation?

Also an examination of as to how management of low paid working sector (food/beverage retail sector) manage employees’ and increase their engagement levels through this study.

In fact, the study's research designs observes that 70% of the workers are part time and temporary workers working in surrounding low paid working sector including food, beverage and retail. 36% of private sectors workers are engaged with their organization so it means 66% employees are not engaged and food beverage and retail represents private sector (CIPD, 2014). It is challenging for many companies to overcome from this situation. Building ‘emotional capital’ as a psychological development process to enhance engagement and it is highly possible to overcome from employee disengagement in low paid jobs. The fact that the data was collected through interviews from three management teams to find actual scenario of engagement level. Interviews with 500 employees will provide findings on the results for disengagement. Also the focused interviews with employees will display their feeling and commitment for the company. As such, these questionnaires will find the opinions from employees and employer as well. Empirical studies will show that this process revealed application method, interpersonal analysis and learning interactions. This methodology correlates to the philosophical assumption associated with the psychological motivations in the area were specific task with the employee’s belief, commitment and feeling for the company regarding the development of employee’s engagement level in the organization. This study has been adopted mixed method which has been designed to collect data through open ended questions. The selection of this method based on the research preferences to gain information and understanding about disengagement, employees' attitude, organization culture and management initiatives (management initiative to overcome disengagement).
**Qualitative research methodology:** Qualitative research begins with an assumption and a theoretical lens through which the research problem has studied (Creswell, 2007). Data has been collected from individuals in a natural settings rather than a laboratory with a focus on learning the meaning the participants have about the topic studied. ‘The researchers use an inductive process to collect data and develop patterns or themes to advance the literature or provide recommended actions to formulate qualitative research methodology’ (Creswell, 2007). In the qualitative research data collection methods differs unstructured or semi-structured techniques. Due to follow the data collection procedures includes group discussion, individual interview and participation or observation. Qualitative method have used in the research because sometimes participants do not provide exact answer for the required questionnaire. So the researchers use critical way with the interview technique to bring answer. Generally the sample size is the qualitative research is typically small and respondents are selected to fulfil a given quota.

A qualitative study is required when there is a need to study a problem and have a detailed understanding of an issue. A case study is a qualitative approach involving the study of an issue through one or more cases with in the bounded system. The case being studied can vary in size from an individual to organizations, institutions or groups. A qualitative study involves the researchers asking questions rather than stating hypothesis that involve variables and statistical tests. The recommended number of questions in a qualitative research design should be limited to no more than 15 questions that from the basis for further enquiry (Creswell, 2007).

The focus of employee engagement system research has been quantitative and empirical and limited a specific aspect of low paid area (food/beverage retail sector). There has empirical research regarding on employee engagement in food/beverage retail sector that combines tangible and intangible in employee engagement. There is a lack of qualitative research such as case studies, interviews and participant observations that limits the ability to address some of the important psychological motivational issues.

A qualitative research approach can provide results that assist researchers to devote more attention to interpreting the practical significance of their results. ‘This
type of approach will provide insight into the issues regarding employee disengagement factors in the low paid job which is interest both researchers and practitioners’ (Cassell, Symon, Buehring, & Johnson, 2006). Too often in the employee engagement researchers focused on levels on statistical significance which is more relate with low paid jobs (food/beverage retail sector) and most of the time they missed the practical relevance of the result. Although some researchers traditionally focus on quantitative research if they unable to bring their expected results. Generally qualitative research is more important rather than quantitative because it provides a different kind of understanding requiring involvement of the reader in the situation and the results (Labuschagne, 2003).

**Quantitative research methodology:** Quantitative research is overwhelmingly used as an equal word for any data collection technique, (for instance, survey) or data examination approach, (for instance, outlines or estimations) that produces or uses numerical data (Saunders, Lewis & Thornhill, 2007). Quantitative research method holds quickly most close to the coherent procedure than subjective research. It uses quantifiable data to detail convictions and uncover outlines in investigate. The data gathering procedures in this examination consolidates distinctive sorts of audits, for instance, online investigations, paper reviews, flexible investigations and stand thinks about, eye to eye interviews, telephone interviews, longitudinal examinations, webpage interceptors, online overviews, and exact discernments et cetera.

**Mixed research method:** Mixed research strategy is the general term for the examination, when both qualitative and quantitative data gathering frameworks and examination strategies are used as a piece of the investigation layout. Mixed research system uses qualitative and quantitative data gathering strategies and examination procedures either meanwhile or in an enduring movement yet does not go along with them. This infers though mixed procedure uses both quantitative and qualitative world points of view at the investigation technique mastermind where quantitative data are analysed qualitatively and qualitative data are inspected quantitatively. In contrast mixed model combines quantitative and qualitative data collection techniques and analysis procedures as well as combining quantitative and qualitative approaches at other phases of the research such as research question generation.
3.3 ACTION RESEARCH CHALLENGES

During the implication of the action research there are number of challenges identified. These challenges are the barrier for the management and the employees’ as well. Mostly these challenges are seen in the low paid area where staffs turnover is higher than other jobs. Management always struggle to work with new employees’. In order to solve these problems, possible solutions have been applied so that outcome from this research could be more effective both for the employers and also for employees of the UK’s food/beverage retail sector. To a certain extent there were also some ethical considerations in order to make this particular research project effective, feasible and reliable both for the management and employees’. The following solutions have been taken when problems were identified during formulation this research project:

1) It was difficult follow time schedule during the formulation of the research because of the data collection time respondent did not provide their answered questionnaire in to the due time due to their professional duties. On the other hand some deadlines for feedback were prolonged due to the late handover of the questionnaire which was directly involved with the report writing.

2) Another challenge was to identify key issue from the broad wide research topic. The area for the research topic ‘Employee Engagement’ in low paid work specifically food beverage and retail, so that it was not too general and not too specific, and most important the findings could help all the targeted employees’ of low paid area whether the research will complete. During the research this was challenging due to the complexity of the subject matter of employee engagement.

3) From the ethical point of view, the challenge dwelt much on the assurance and the validity of the research outcomes so that they would effective not only for the food beverage and retail industry but also for the low paid working area. The whole essence was not to carry out this research project for the sake of fulfilling the academic PhD program demands but to develop a Human Resource Management’s strategic framework which could be applicable for low paid working area to lift employees’ engagement levels.
4) During the data collection, there were low response rate due to the fact that some employees' were devoid of orientation on the motive of the action research. To overcome this situation special interview had to arrange by providing information and the sufficient document about the aims and objectives for the research and also rendered frequent feedbacks to them on the entire process to accomplish the research target proposed.

3.4 RESEARCH DESIGN

A ‘mixed’ (ie both qualitative and quantitative) exploratory research design is highly appropriate for this study, as there is empirical information on employee engagement and low paid organization management culture and more information is needed to advance the literature and assist psychological motivation with building emotional capital (Saunders, Lewis & Thornhill, 2007). As the study reflects on employee disengagement and measures engagement levels in low paid organizations in the UK’s food/beverage retail sector, the study has been used open ended questionnaires to gather information which is used to test hypotheses, build theory or provide the basis for future quantitative research on develop emotional capital in the low paid job sector as an employee management culture (Saunders, Lewis & Thornhill, 2007). The method has been selected and applied because it will bring the present situation of low paid working area and the employees think to motivate work with the organization

This research study also applied Azim, Ahmad, Omar & Silong’s (2015) method on psychological contract, in order to assess the present situation of gap between literature and practical scenario. Sort and self-administered questionnaire formatted for the participants to respond to assess the key factors of disengagement in food/beverage retail sector in the (UK). The questionnaire uses positive response scale in which individuals (employees and management) were asked to divide with provided separate questionnaire. Questionnaires have been formatted as a two different group which are questionnaire for the employees’ and questionnaire for the management. Each group questionnaires are separate from others. Employees
section will be identified dominant characteristics of disengagement, employees job satisfaction and employees’ view to enhance engagement level which actual engagement scenario from employees’ perspective. Respondents have to tick one of the number from each question (where 5 = strongly agree, 4 = agree, 3 = don’t know, 2 = disagree, 1 = strongly disagree). Management section will be identified as a management view in the organizations engagement level. It will bring the results of actual engagement scenario in the organization. Respondents have to tick one of the number from each question (where 5 = strongly agree, 4 = agree, 3 = don’t know, 2 = disagree, 1 = strongly disagree). The questionnaires for the management are separate from employees’ where Most of the questionnaires are interview basis and the respondent has to explain details of the answer. Few of the questions are ‘multiple choices’ where the respondent will tick suitable answer. The content dimensions were labelled as follows: the dominant characteristics of the disengagement, employees’ job satisfaction and the way to enhance engagement level in the organization. When the points are totalled and combined, they reflect fundamental values and implicit assumptions about the way the organization functions (Cameron & Quinn, 2006).

**Example of the single case study**

“While working with Compass Group UK I have learned how to organize my time better. Moreover, my colleagues are from all over the world so I have enjoyed very much working and meeting all of them. The hardest part of the job had to stand up all day long and walk/run around. However, being able to work at all those beautiful events at beautiful places will be an unforgettable experience. I have learned a lot of new things since I started working there. I also had the chance to get few certifications and the best part is that you meet so many new people from staff to customers. It is a good part time job.” (Participant O)

The interview identified participant Mr O working with compass group UK and he has ‘0’ hours contract with the company. It means he works whenever the company need him to work. The happiest thing for him that he can choose his own shift and it is very flexible. The worst thing is that almost every week he does work under different management and each and every single matter they try to brief him and the managers keep him under supervision.
Such zero-hours contracts are an agreement utilized by businesses whereby workers have no ensured hours and consent to be conceivably accessible for work. They are utilized progressively by organizations looking for work adaptability and by workers looking for adaptability around their different duties. Evaluation on zero-hours contracts has been mixed. Many low paid organizations have a tendency to battle that the understandings result in money related vulnerability for pros that require scratch business rights; chief affiliations push their utility when hoping to deal with fluctuating interest and fight that they expect a crucial part in keeping people in work. Both the Government and the Opposition have proposed measures to address stresses over the usage of zero-hours contracts. The Government's Small Business, Enterprise and Employment Bill, right now being considered by the Parliament propose to preclude the utilization of selectiveness provisos in zero-hours gets (an authoritative prerequisite for the workers to work only for one manager regardless of the hours advertised).

Generally, as a business, they are not obliged to offer work to masters on zero-hours contracts, yet nor are they obliged to recognize any work you offer. It is basic to think about the game plans of the National Minimum Wage Regulations, which express that authorities on 'stay by time', 'open if the need emerges time' and 'downtime' ought to even now be paid the National Minimum Wage if they are at their workplace and required to be there. Basically, such time is presumably going to consider 'working time' under the Working Time Regulations if the authority is required to be open if the need emerges at the workplace. This suggests it is unlawful to ask for that agents 'clock off' in the midst of quiet periods yet in the meantime remain on the premises. Zero-hours employees' are, all things considered, twice as at risk to be content with having no base set contracted hours, as they are to be disappointed. Half (57%) say they are fulfilled contrasted and around a quarter (33%) report's identity disappointed. The most widely recognized clarification for this is adaptable working suits their present conditions (84% of that adage they are satisfied or exceptionally happy with having no base set contracted hours). Managers require the aptitude to lead out with more utilization of outsourcing. For instance, if any administrator thinks his activity is just to send work downwards to subordinates then this would not be known as a main out capacity however it will be the point at which he will likewise utilize his ability and inventiveness in appointing work to
associates. Furthermore, managements driving up fitness are to control their managers, as directors are the decentralized expert of associations and they likewise ought to have the ability to gather bolster start to finish.

3.5 SAMPLING
A purposive sample have been preferred as the area was selected based up of its affiliation with low paid organization for example food, beverage, retail, cleaning and security. The study population was comprised of low paid workers from food, beverage and retail. Both part time and full time workers included in this survey and they are based in London. Participants’ represents from one Company which is Compass group UK from wide variety of businesses hospitality, retail and cleaning. Generally 70,000 workers working in Compass group and over 70% employees are low paid workers. As for the research purpose three different units from London have chosen for the sample. Overall around 1000 employees have chosen for data collection. These population were selected because it represents a cross selection of businesses readily available to the research. Most of the employees’ have networking relationship with many of the employees’ because some of their friends or family members. So, it was easy to connect with many employees go for interview system.

Survey making
Participants who were selected as a sample were participating in the online study through an email questionnaires had been sent directly through the Compass management. Few sample e-mail communication with employees and the management have been added in the Appendix – E. Most of the participants were selected by participant observation process. The decision to send the study directly from the organization was done to increase participant response and satisfy the policy that prohibits distribution of employees’ e-mails without their consent. The decision to include all employees’ in the sample population was purposive and based on the desire to collect enough information to help understand the problem (Creswell, 2007). The inclusion of all sample employees’ in the study also satisfied the organization’s request to include all companies so the result would provide
greater information and way to improve organization’s engagement levels. The cost of the research was completely self-funded by the researcher. The costs include the cost of the subscription to the online survey technology and researcher time.

3.6 SAMPLING TECHNIQUES

Sampling techniques gives a scope of techniques which empowers to decrease the measure of information need to gather by considering just information from a subgroup as opposed to every conceivable gathering or components (Saunders, Lewis & Thornhill, 2007). Some research questions will require sample data to generalise about all the cases from which sample has been selected. The research study focused on 550 respondents as for the data collection which is a 55% of response rate. Morse recommended at least 30 to 60 participants for this type of qualitative study where the responses to questions may be less than an interview structured interview method (Robson, 2002). Robson (2002) also identified case studies are so various for it is not to be give general suggestion. With the use of nonprobability sampling approach within the case as the most appropriate sampling strategy in qualitative research. The size of the sample is independent on the researcher and the amount of variation determined by the study and the researcher. Often the number of the participants is driven by the level of information desired and sampling is terminated when there are any new information's are forthcoming from the new sampled units engagement is the primary criterion.

![Overview of sampling techniques](image)

Figure: 3.6.1 The ‘Sample techniques’ endorsed from Saunders, Lewis & Thornhill (2006, P. 207)
3.7 QUESTIONNAIRES

The design of the questionnaire varied as indicated by how it is administrated and specifically the measure of contact the specialists have with respondents. Self-authoritative surveys are generally finished by the respondents. Such surveys are administrated electronically utilizing the web or web presented on respondents who return them by post (postal or email polls) or conveyed by hand to every respondent and gathered later. Reactions to questioner regulated surveys are recorded by the questionnaire on the premise of every respondent's answers. The choice of one's questionnaire is influenced by so many factors related to the research question and objectives at hand which has been identified in Figure 3-3.

For the purpose of the research both self-administered and interviewer administered questionnaire (from appendix - A) have been used. Open ended questionnaire can increase the time and effort required by the participant to respond as well as the time needed to analyse the information (Robson, 2002). The open ended questionnaire will covered large number of population for data collection. The use of open ended questions in this study allowed participant to provide their own view of way to increase employee engagement in low paid jobs which is a fundamental component of a qualitative study (Cresswell, 2007). This approach allowed the researchers to gather information and data required to gain a better understanding about the new idea of employee engagement in low paid job. The idea will come from respondent through their practical situation. The result were analysed and organized in to emergent themes, categories and patterns that formed the basis of the analysis.

The research participants were provided the model of employee engagement model, framework and its definition to get in general idea about its working system in the organization through an email link. The research done followed by the similar approach Yuanlaie (2010) his qualitative research of 'the emotional exhaustion, motivation and job outcomes: A study of hotel frontline employees in Phuket'. In the exploration Yuanlaie (2010) if three sections poll for the members the information was gathered with the study surveys. The hotel manager or human resource director of the targeted hotels were contacted. They were informed with regards to the motivation behind the examination, the information gathering process and requested
their support in the study procedure and request that their consent draw in their workers in the information accumulation process. The semi-structured questionnaire has been prepared (Appendix - A) to support the interview process. This research study will generate few questions whether it is possible to improve engagement level by emotional capital as a psychological motivation in food, beverage and retail sector? If it is possible then what key area need to improve? This research study expanded the question from Yuanlaie (2010) study to gather information about emotional capital, motivation and employee engagement in food beverage and retail. Most of the questions were informal in nature in order to elicit the expertise and experience of the respondent with regard to employee engagement.

Figure 3.7.1 Types of questionnaires (source: Saunders, Lewis & Thornhill, 2007)

Beyond the filling of the questionnaire, during each meeting, an arrangement of data was enrolled and characterized to encourage the resulting examination of these meetings. Data concerning the meeting member, for example, their names parts and asset groups, the area of the meeting, the meeting subject, a short depiction of the data given to the organization, the next steps of actions and general notes were also indirectly recorded. The participants could withdraw their participation at any time during the interview session if they find any reliability and privacy issues goes with this interview. Participants withdraw their participation from the study at any time without negative consequences communicated on the basis of three occasions and they are e-mail to participants, the informed consent form and the research questionnaire. Generally in this occasion, the participants only able to
withdraw them from the research if they find their individual name and e-mail in the questionnaire to be able to identify their individual responses.

The most important element in using questionnaires is the pilot testing. This was done by the selection of twelve random sample employees from food/beverage retail unit in Compass Group (UK) in order to validate the content and applicability of the questionnaires. The pretesting provided sample room for amendments or modifications of the questionnaire hence unconsciously absent any important data. The actual sampling have been excluded the participants who were involved in the initial research.

3.8 THE STUDY’S DATA SET

The data setting area has been developed with coding process which has been identified with the codes for the participant’s responses to the qualitative research questions, including name of the participants, name of the company and the company or unit location. The data was coded eliminating identifiable and or personal information and it has also electronically analysed to formulate conclusions and recommendations. Three different units in the same company used for the coding process. The potential responses to the interview questions were also coded which will be identifying in the Appendix. The responses pointed toward an answer to the central research question. This process provided a quick and efficient way to summarize the participants’ responses making it easier to observe similarities, differences and conclusion.

As for the research development suitable technique identified as an, explain & predict display technique. With the research of Miles & Huberman (1994) identified explanatory effects matrix being a suitable model for making contrasts and comparisons. It was not challenging to collect data from three different units from same company when viewing their analysis simultaneously to gain a clear understanding of any mechanisms that were present. This method was complemented by the casual networks techniques in which the casual networks had an existing framework for viewing multiple cases (three different units in the low paid organizations culture, their management and also their staffs) and their variables that
were analysed to determine their relationship with regard to increase employee’s engagement levels. The casual network was of particular use as it showed an integrated map of the phenomenon of how would management of low paid organizations motivate or build emotional capital as a part of psychological development to enhance engagement. Additionally, a deductive approach serves as a precursor to the casual network model where in it provided a visual of how the conceptual framework laid the foundation for the casual network.

3.9 DATA COLLECTION
The data management strategies have been using in the research process entitled making certain the research project vision was clear, had purpose, focused on the primary research question, identified possible responses, methodology and aim. It has established a primary coding scheme for all data elements which has provided in the (Appendix – A) as an interview questions and possible responses. A digital recorder and software has assisted in data transcription. A qualitative software analysis package performed such tasks as search a wide range of multiple data sources at one time integrated data into notes and documents through its linking components, organization of data, modelling tools for the insertion of visual presentations and merging of pertinent data information (Saunders, Lewis & Thornhill, 2007). The capacity to code information, catch a measure of information, and can recover it utilizing straightforward content inquiry spared a lot of time and advanced productivity in the information investigation organize. The product's capacity to sort out information, give reports and perform hypothesis building capacities, as described by Lewins and Silver (2004).

Due to following the research criteria the participants were introduced with research question and objectives for the research with a written formation process. So, they could find flexibility with the interview system and provide the permission to interview process. The participant received the informed consent through their job e-mail or a person from the management or someone from researcher. The researcher obtained the informed consent from the day of the interview. Generally the measurements identified helped to increase validity by properly documenting and coding the information obtained. The Microsoft excel program compiled the data
coding for comparisons and contrasting minimizing any possible biases to confirm validity. The rigorous process of inquiry and comparison of data against others also established validity of all data.

It was challenging and interpretive to find out suitable data for the research. In this case, the interview data which were collected from different units represented a diverse mix to study. The process by which the data was collected, assembled into findings, grouped by meaning and synthesized findings established a representation from this aggregate. After completing this research collected data will be restored for seven years.

Participant observation: The study is highly based on participant observation. Participant observation is one type of data collection method typically used in qualitative research. “The main purpose of participant observation is to gain a close and intimate familiarity with a given group of individuals (such as a religious, occupational, sub cultural group, or a particular community) and their practices through an intensive involvement with people in their cultural environment, usually over an extended period of time. The case research examined in this paper was carried out for this doctoral thesis ‘Building an emotional capital to enhance engagement in low paid jobs: A case study of the UK’s food beverage and retail sector’.

The study looked for evidence in support of the food/beverage retail. The study focused on the Compass Group (UK). The empirical research was a longitudinal study tracking the evolution of food/beverage retail in between January 2014 till August 2016. Longitudinal studies are observational, and the events has been examined in this study were observed during ten years working in the Compass Group (UK). An employment letter and P60 has been added in the (Appendix- F) as evidence. Over a period of seventeen months a number of activities (meetings, group interview and open ended questionnaire solve) took place, involving representatives from the Compass Group (UK). Throughout the research project and subsequently continued to work in the Compass Group as a waiter, customer service assistant and supervisor and also witnessed the management attempt to motivate their employees’.
“This study raised a number of issues, which reasons of space and time constraints prevented from exploring. Sometimes participant observation arises from an ongoing working situation, as is the case when the observer is an industry practitioner. A major criticism levelled at participant observation is the potential lack of objectivity, as the researcher is not an independent observer, but a participant, and the phenomenon being observed is the subject of research. The notion of participant observer does presuppose a degree of emotional detachment from the subject matter, the clear objective of the researcher being the conduct of the research. On the other hand, participant observation carries with it the concern that the presence of the investigator may influence the way informants behave. Informants may be suspicious of the researcher and reluctant to participate or be eager to please they may interject their own impressions and biases etc. The personal relationship between researcher and informants may also influence the interaction (e.g. the researcher may empathise with his/her informants and vice versa). This ought to be taken into consideration when conducting the fieldwork. It is incumbent upon the researcher to build a relationship based on trust, and collect, analyse and display the evidence objectively”.

Thus, the study represents the contribution of a food/beverage retail practitioner and provides a unique insight into a real-situation setting. A case method was adopted because it permitted the collection of rich qualitative data through participant observation, and allowed to capitalise on experience in the field to contribute new insight and a different perspective to the subject matter.

3.10 INTERVIEWING
Qualitative data from the participants through an interview was gathered. The study lent itself to mixed research in that it aimed to capture the participant’s knowledge base surrounding their management of employee performance and their perspective on the usefulness, or lack of doing such. A unique feature and principal of the qualitative design type was the focus on a small number of leaders for the purposes of obtaining accurate and timely data as the process occurred in real time (Calloway, 2006). The first-hand account of qualitative research was most accurate and severely
reduced the misinterpretation from a third party. The semi-structured interview questions were clear with straight forward wording and an easy to follow format that followed a sequential order. The one-to-one interview system created an opportunity to clarify some of the areas where group interviews and participation or observation were not sufficient for some points (Trochim, 2006). Some of the cases there were group interview arranged due to shortage of time and company managerial restrictions. An omitted question resulted if the participant addressed the question with a previous response. The researcher may have asked the participant to expound on an answer if it was not conclusive and required further insight. The participants were encouraged to provide their time and complete the research project with honesty and integrity by their comfort level increased through a signed confidentiality agreement gaining participant trust and ease. The participants also signed an informed consent form (Creswell, 2007). These efforts reduced bias and increased the validity of the study. The questionnaire has included in (Appendix. A). Display of the interview instrument’s pre-coding has also shown in (Appendix – A).

### 3.11 PRIMARY AND SECONDARY DATA

The thesis incorporates a combination of both qualitative and quantitative research approach and both the primary and secondary data have been used for the research. This strategy has been chosen because methods are significantly dependant on each other on the present research context. During the research if the outcomes are not sufficient by using qualitative method then the research will be used qualitative method which will generate mixed research method. The primary data contributes to the researcher ability to address the most important issues in the present context and secondary data provides solid theoretical foundation.

The primary data was extracted through participant observation and in-depth interviews. Delbridge & Kirkpatrick (1994) noted that participant observation implies a research strategy by immersion in the research setting with the objective of sharing of people’s lives while attempting to learn their symbolic world (Saunders, Lewis & Thornhill, 2007). Participant observation technique have used where the large number of population selected for the data collection. Some of the scenario participant did not want to provide actual information but for the data collection this technique have
used. On the other hand interview technique have been used where the participant observation technique was not suitable specifically any data to collect from the management. Kahn & Carnnel (1990) explained an interview is powerful discussion between two or more people. The use of interviews can help to gather valid and reliable data that are relevant the research questions and its objectives. The interview time requested was for approximately 30 minutes permitting time for the introduction, initial question and to conduct the interview. The interview questions disclosed if the management have had any exposer to managing employees’ commitment for the organization and their thoughts regarding such.

The secondary data have been used in this research work can be described as multiple source secondary data. Secondary data include both raw data and published summaries. Most organization collects and store a variety of data to support their organization (for example payroll details, copies of letter, documents of meetings and sales of goods or services) (Saunders, Lewis & Thornhill, 2007). This research is an academic research which has been using academic journal and books. The study also using some information from Chartered Institute of Personnel and Development (CIPD) to identify current condition of engagement level in the organization, which are likely to challenge the academic constructs. Furthermore, the study has been using data from the sample company report which has published from Compass Group UK.

3.12 RESEARCH PARTICIPANTS
The research participants were from the Compass Group (UK). All the participant involve (including interview and data collection) in the field research were aware of the research purpose. They have been informed that this is an academic research where the intention is to reduce disengagement and increase engagement level in the low paid working area. “Research participants have information about important aspects of the research project, such as the project's objectives, potential benefits for the participants themselves and others. Participants have also been informed that participation is voluntary and based on consent. Research participants also have the right to information about significant changes in the research project that might influence their willingness to continue participating”.

89
“Research participants have the right of access to personal data about themselves and information about the security measures in the research project, as long as such access does not jeopardize security. Research participants can also require correction of incorrect data. Deletion of data can take place only if it is required by someone on whom the information may have a direct impact and the deletion does not have a decisive effect on the research results. The general rule is that the research participant must consent to research. Consent can be withdrawn at any time”. An example of the case study has been added below:

“A typical day at work was very rushed if you did not arrive to sign in before a certain time, you would most likely not able to take part in the work today. The flexibility when choosing, when to work, was suitable, as many students would work here to aim a little bit of money. The best part of the work was witnessing many sports and music fans and also hearing how the match day works and how important the roles are when dealing with the kiosks. The hardest part of the job was when it was half-time; there would be hundreds of customers that have to be dealt with. I have been in catering since three years…so even when some of the colleague does not want to co-operate with me, the way they operate, the way they do things on the site, it seems I am getting some bully from them. Due to that reason always I do feel I am burned out. Some time I do believe I believe I have learned a lot as far as your everyday particular small behind the scenes stuff that most people never get a chance to see. I believe I have learned a lot in those things but the way I have learned which was not effective for me. It could have been much better way if my colleague and supervisor helped me to learn.” (Participant K).

Stress is the body's response to any change that requires a modification or reaction. It is harsh lead that is: Threatening, humiliating, or terrifying, or. Work deterrent undermines which shields work from finishing. Numerous occasions that occur amid the working time, and numerous things once in a while people does without anyone else puts stress on their body. Individuals can encounter worry from their condition, their body and their contemplations. The human body is intended to encounter pressure and respond to it. Bullying is unlawful when it dismisses European working laws restricting isolation and incitement in the workplace. These laws shield employees' from badgering in light of secured
qualities, for example, race, shading, national starting point, religion, sex, age, or handicap. On the off chance that any employees' think bullying or harassment is happening at their work, they need to talk with: a boss or supervisor, work environment wellbeing and security agent, the HR division, a union (visit the Unions and business affiliations page to discover enlisted unions in their industry).

3.13 COMPUTER APPLICATION STRATEGY
The data management strategies employed in the research process entitled making certain the research project vision was clear, had purpose, focused on the primary research question, identified possible responses, methodology and objective for the research. It has established a primary coding scheme for all data elements such as interview questions and possible responses which has found in the appendix-A. At the beginning of the research it has been decided NVivo software will used for data transcript. Later on it has been identified a digital recorder and Microsoft excel would be enough and has been assisted in data transcripts. “A qualitative software analysis package has performed such tasks as search a wide range of multiple data sources at one time integrated data into notes and documents through its linking component, organization of data, modelling tools for insertion of visual presentations and merging of pertinent data information”. (Lewins & Silver, 2006).

In order to time consume and promoted efficiency in the data analysis stage simple text system have been used for data finding with the ability to code data, capture an amount of data and have the ability to retrieve. The Microsoft excel has been used to organized data, providing reports and performed theory building function (Lewins & Silver, 2006). These functions build and developed a relationship between data and also assisted in maintaining a strong pulse on data meaning. In the formation, the interview question and their responses software program created a way to build a relationship and drawing correlations a clinch. It is essential for every research to use for software program because it aided in drawing conclusion when identify and gaps between data. The reliability of the software provided a confidence because it created a backup to the raw data and can confirm or deny whether the data was leading.
To find out engagement and organization culture the research has been chosen low paid organizations such as food, beverage and retail. Both employees’ and the management provided qualitative data through open ended questionnaires. The interview technique followed group discussion and one-to-one interview. The research has also developed through qualitative data, because it aimed to capture employees’ psychological condition and management initiative base surrounding employee engagement. The time duration for data collection, transcription and interpretation of the research approximately took three months.

3.14 VALIDITY AND RELIABILITY

Due to the research development it was essential throughout in the data analysis to pursue strategies in order to enhance the rigor of the research (Bowen, 2005). Generally the concept of the validity where the tools helps measure what it is supposed to measure and reliability identify. The results of the work are consistently replicated in the qualitative research have been succeeded by terms such as trustworthiness and rigor (Welsh, 2002). The important issues related to bias and validity was addressed if the participants have any idea surrounding employee engagement and employee motivation. The management or the human resource department form participated company established validity about the research. The legitimacy of the examination comes about, when it has been seen from management point of view, controlled by their full learning of the exploration foundation information accumulation systems and information investigation. The data were assembled in to different groups according to its meaning and synthesized findings which have been served as representation from its aggregate. This process usually known as evidence based practice according to its data collection process.

With a specific end goal to distinguish dependability of the information management must be sorted out and qualified which will be resolved the consistency and unwavering quality of the information through different systems. Normally the researchers decide the legitimacy of a subjective report since it includes the researchers in making individual understandings about the information accumulated (Creswell, 2003). 100% voluntary participation have been using for the research design. All communications to potential participant’s organization and informed
consent information have been provided in the Appendix - A. The investigation and overview instrument to gather information were outlined by totally mysterious. The survey gave respondents name and individual distinguishing data for its legitimacy and unwavering quality. On the off chance that any respondent was not feeling solace to give his/her name or individual distinguishing proof the survey did not give any way to them. Basic correspondences obviously expressed the protection safety measures and defends worked in the exploration plan. All records are accessible to potential respondents obviously explained the proposed uses and appropriation of the discoveries of the review. Participating organization were asked to distribute information about the survey to their employees either by e-mail or paper method. The primary management contact for the study was solely responsible for distributing the instruction and the web address for employees to voluntarily participate in the survey.

3.15 ETHICAL CONSIDERATIONS
The ethical consideration, persons, beneficences and justice these three key principles had to follow for the research study. With deference for the people moral worry for the member choice process and for regarding the proper channels while acquiring the help from the organization was available. Almost 100% participants participated throughout the data collection were voluntary and they received comprehensive information regarding the research. As for the research development the data have been collected from the participants they were remained private and confidential. The primary ethical consideration in conducting this research over the internet was consent and privacy (Cooper & Schindler, 2006). In order to ensure privacy special sensitivity has to focus for individuals and companies which have been involve in the study.

The fundamental responsibility was identified as an obtaining consent to conduct the research study. The regulations were required in order to develop the study with provided sufficient information to the participant that they could decide regarding participation. There was also valuable documentation provided to clear about the research from top till bottom so that individuals feel comfort to participate. The model low paid organizations agreed to provide sufficient documentation for
research development. They also signed a consent letter that specified the purpose of the study, the benefits of participation in the study and the issues of confidentiality. This is an academic research and the organization have understood the results of the study which would be published as a thesis. Individual participants will be received as a letter of informed consent as a coversheet to the research. The letter advised that participation was voluntary and instructed individuals that agreed for interview process indicated they agreed to participate in the research study.

The main principles of the ethics regarding open ended questionnaire through online survey that participants could withdraw their participation at any time after submitting data. Participants were advised of their options to withdraw at the outset of an internet study. Participants withdraw their participation from the study at any time without negative consequences communicated on the basis of three occasions and they are e-mail to participants, the informed consent form and the research questionnaire. Generally in this occasion, the participants only able to withdraw them from the research if they find their individual name and e-mail in the questionnaire to be able to identify their individual responses.

The participant’s anonymity and confidentiality was protected by their name or identifying information not appearing on any data or report analysis generated from their participation in this entire research process. The questionnaire has been developed with the use of codes and random identifiers for the purpose of questionnaire processing, analysing and reporting. Research materials, collected data and analysed data kept in a safe and secure manner at an off-site location which has maintained confidentiality. All electrical materials and programs were preserved by password so that no one can access without any permission.

The benefits and risks associated with the study stated the participant did not receive any tangible benefits from their participation in this research process. Participants will be benefitted to be a part of the empirical research which will be added new knowledge about employee engagement in low paid jobs. Both management and the employees' will be beneficiary because they will conscious for their duties and their responsibilities which will be furthered new management policy.
Participants will be shared with the research findings so that they will recognize their value at the end of this research.

Maintaining the privacy of individuals when conducting regarding internet research participants information was necessary to protect because identifiable information about participants could damage reputations, their employability or could liable them for criminal offence. During this research it was not essential to request specific personal information about individuals participating in the study to limit potential privacy risks. Any information collected from the participants would be treated confidently and all raw data will be kept in a secure place. The results of the research was reported as aggregate data only and no organization was individually identified nor the identity or position of those responding from each organization. There will be no individually identifiable data will be released or used in any manner.

The potential hazard to members existed on the off chance that they are unprotected from hurt, pointless dangers or mental and physical pain that was inherent in the examination system. With respect to the exploration improvement a meeting strategy has been utilizing and it limited the potential dangers. “The potential risks could have occurred if confidentiality was breached. Research tampering was also a potential risk in that any tainted information shared could have hindered the intent of policies and procedures established. Research that posed potential harm, risk or danger to the participant was unpermitted unless the benefit of the research outweighed the risk and full informed consent was given. The implication for providing the informed consent ensured that the participant understood all aspects of the study including the process, risks and outcomes. The interface for secrecy included the best possible information coding while at the same time keeping all information in the strictest of certainty. A high level of integrity promoted accuracy, honesty and respect for persons”.

The research has been fully self-funded academic research. There is no benefit or other compensation of any sort was sought as a result of the research. The safeguard mitigated the potential for employees psychological development could results surrounding employee’s engagement for participation in the study. The
potential gain from participation was access to the study results that may be beneficial to a participant.

Protection of the data was also an ethical concern of the research. In the study the complete sets of raw data have been used and have saved to a computer under the domain of the research. The data retrieved from the authorised website have been maintained in a locked file cabinet with the use of Microsoft Office program. There is no other documentation with information that could identify an individual or organization will be seen by anyone other than the researcher. Although a summary of results have been provided to participants upon request, the summary provides data in the aggregate.

3.16 SUMMARY
This chapter has introduced discussed of the mixed research methodology adopted for this study. To continue the engagement process and reduce disengagement in the low paid food/beverage retail sector in the (UK). To increase engagement and motivate employees’ in psychologically, management style and employees’ behaviour have been identified at the centre of debates around data retention. With the analysing of methodology, the overall hypothesis has been identified as following:

- Qualitative information are no numerical that have not been measured. They result from the accumulation of non-institutionalized information that require grouping and are examined using conceptualisation.
- The method of qualitative examination generally incorporates the change of data classes dissemination units of special data to legitimate characterizations, seeing associations inside and between classes of data and making and testing hypothesis or proposals to convey all around grounded conclusions.
- The procedure of information investigation and information gathering is essentially an intelligent one.
There are number of aids that might help through the process of qualitative analysis, including observation, document and interim summaries, self-memos and maintaining a researchers’ diary (Saunders, Lewis & Thornhill, 2007).

The purpose of the study was non experimental, mixed method and exploratory case studies have been designed to identify the reasons behind employees’ disengagement from food beverage and retail. Many low paid employers are struggling to engage their stuffs during this economic recession period when the unemployment rate is higher than any other decades and also the sustainability of organizations are at risk to keep alive their business.
CHAPTER FOUR: THE SECTOR STUDY

This section presents the findings from the empirical field work undertaken in this study. Firstly, the descriptive statistics are reported from the respondent's sample. Secondly, confirmatory factor analysis and reliability test results of employees’ disengagement are evaluated. Thirdly, ‘Likert scale’ model have been applied the research questions and its effects on the two dimension (psychological motivation and emotional capital) to measure engagement level (job satisfaction, organizational support, employees commitment for the job and disengagement) are provided.

4.1 PILOT RESEARCH

“A pilot study, pilot project, or pilot experiment is a small scale preliminary study conducted in order to evaluate feasibility, time, cost, adverse events, and improve upon the study design prior to performance of a full-scale research project. A pilot study is normally small in comparison with the main experiment and therefore can provide only limited information on the sources and magnitude of variation of response measures. It is unlikely, for example, that a pilot study alone can provide adequate data on variability for a power analysis to estimate the number of animals to include in a well-designed experiment. A systematic review of the literature or even a single publication is a more appropriate source of information on variability. The pilot study may, however, provide vital information on the severity of proposed procedures or treatments.

As the purpose of a pilot study is to assess the feasibility of an experiment it is very rarely sensible to present more than summary statistics of the data. In fact, the data might be irrelevant if problems with the methods are discovered. If a pilot study does not lead to modification of materials or procedures then the data might be suitable for incorporation into the main study. The sampling strategy used to select subjects, and the possibility of changes over time should be carefully considered before incorporating pilot data. Even if the pilot data are not used in this way, and even if the final design differs markedly from the pilot, it is useful to include
information on the pilot study in any publications or reports arising from the main experiment as this can inform the design of future experiments”.

4.2 SUMMARY OF PRIMARY RESULTS FROM PILOT PROJECT
The pilot project conducted included 19 interviews (12 from the employees’ and 5 from the management) within Compass Group (UK) (all of the units are London based). The research results identified insight into the reasons behind the dominant characteristics of the disengagement, the leadership style and approach, employee’s attitude, the organizational goal, the strategic emphasis and the criteria for decrease engagement and the use of emotional capital to enhance engagement level in the organization.

The majority of the participant’s (80% respondents) average ages are 21-30 with 3-4 years of working experience. Due to the working regulations compass group recruits equal number of male and female employees in the organization. So the research have been endeavoured to engage an equal number of male and female participants while considering for the data collection in food beverage and retail. Due to the ratio of respondent’s rate 60% male and 40% female employees answered the questionnaire. Total interviews processes have been figure out with the two different following groups’ employees and employers or management.

Table 4.2.1 - Demographic characteristics of respondents (total number – 12)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 20 years</td>
<td>1</td>
<td>8.33</td>
</tr>
<tr>
<td>21-30 years old</td>
<td>7</td>
<td>58.33</td>
</tr>
<tr>
<td>31-40 years old</td>
<td>2</td>
<td>16.66</td>
</tr>
<tr>
<td>41-50 years old</td>
<td>1</td>
<td>8.33</td>
</tr>
<tr>
<td>Over 50 years old</td>
<td>1</td>
<td>8.33</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>7</td>
<td>58.33</td>
</tr>
<tr>
<td>Female</td>
<td>5</td>
<td>41.66</td>
</tr>
</tbody>
</table>
Table 4.2.1 provides a demographic profile of the workers who are working in the Compass Group UK who participated in the pilot project in this survey. Among 12 participants 7 (58.33%) were male and 5 (41.66%) were female employees. The majority of the pilot respondents (58.33) were between 21-30 years old and only 16.66% employees’ 31-40 years old. The majority of the students which more than half of the students 58.33% of employees’ are studying in the University or have finished their degree school leave were 16.66% and the college leave were 12%. Most of the employees were single and they do not have any dependant. The rate of ‘0’ dependent 50% ‘1’ dependant were 16.66% and ‘2’ dependants were 25% in their family. The majority of the employees’ were working ‘4-5’ years which ratio were 41.44 and between the 5-10 years’ ratios were 16.66%. Most of the employees’ have

<table>
<thead>
<tr>
<th>Education level</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>School leave</td>
<td>2</td>
<td>16.66</td>
</tr>
<tr>
<td>College</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>University</td>
<td>7</td>
<td>58.33</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of dependant</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>None</td>
<td>6</td>
<td>50</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>16.66</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>3</td>
<td>1</td>
<td>8.33</td>
</tr>
<tr>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>More than 5</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Duration of service in the company</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>1</td>
<td>8.33</td>
</tr>
<tr>
<td>1-3 years</td>
<td>3</td>
<td>25</td>
</tr>
<tr>
<td>4-5 years</td>
<td>5</td>
<td>41.66</td>
</tr>
<tr>
<td>5-10 years</td>
<td>2</td>
<td>16.66</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>1</td>
<td>8.33</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Experience in catering</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>2</td>
<td>16.66</td>
</tr>
<tr>
<td>1-3 years</td>
<td>2</td>
<td>16.66</td>
</tr>
<tr>
<td>4-5 years</td>
<td>6</td>
<td>50</td>
</tr>
<tr>
<td>5-10 years</td>
<td>1</td>
<td>8.33</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>1</td>
<td>8.33</td>
</tr>
</tbody>
</table>
experience to work in the catering ‘4-5’ years and their rate were 50%. Between ‘1-2’ years 16.66% and less than ‘1’ year working experiences have 16.66% as well. The total figure of the demographic characteristics of the respondents have identified with the following graphical figures.

**Graphical figure – 4.2.2 Age**

The graphical figure in 4.2.2 indicates the respondent’s age from 12 participants. 59% of the respondents who participated in the interviews ages between (21-30) years old. 17% ages were between (31-40) years old. 8% ages were up to 20 years old. 8% were (41-50) and 8% were over 50 years old. So the figure indicates majority of the respondent’s ages were (21-30). Generally, between these ages employees think about their career development and in this time they move from one job to another. If this certain numbers of employees do not feel well in their current become disengage and finally they quit from the job. The remaining 33% of employees’ between all ages except up to 20 years old employees, they do not try to become disengage or move from the job with in a quick decision because of responsible mentality.
The graphical figure in 4.2.3 indicates 58% of respondents are male and 42% are female. According to the British employment law male and female ratio has to be 50/50. Here in the research the interview tried to conduct between 50/50 male and female but the respondent ratio was 58/42 between male and female. Few of the female respondents did not answer the questionnaire with in the time because of laziness.

The graphical figure 4.2.4 indicates 58% of employees are university student or the have completed their degree. 25% employees’ studying in the colleges or they have completed their study. The majority of the employees’ 58% work in the company as a part time temporary worker. The figure also identified 58% of the employees’ work when they become available to work. These 58% of employees’
change their mind very quickly and become disengage when they find any better opportunity.

Graphical figure – 4.2.5 Number of dependant

The graphical figure 4.2.5 indicates 50% of employees’ do not have any dependent 17% have 1 dependent and 25% have 2 dependent. Rest of the 8% employees have 3, 4 or more than five dependent. So the figure indicates half of the employees do not have any dependent or they have not got married. It means these certain number of employees do not have any family or social bindings which reflect in their job. Research identified if any one do not have any bindings they change their mind very quickly which could be sometimes in their job as well

Graphical figure – 4.2.6 Duration of Service in company

Figure 4.2.6 identified 42% of employees have experience in the catering 4-5 years and 25% of employees’ have 1-3 years’ experience to work in the catering.
17% of the employees have 5-10 years’ experience. 8% have up to 1 year and 8% have more than 10 years’ experience to work in the company. The figure identified most of the employees’ have experience to work in the same company 4-5 years and very few number of the employees’ have experience to work more than 10 years. So the results identify after 4-5 years many employees’ become disengage with the company or they might have left from the job.

Graphical figure 4.2.7 Experience in catering

Figure 4.2.7 identified 50% of the employees’ has experience to work in the catering 4-5. This is the maximum number of employees’ working experience in similar types of organization. The second position 17% employees have up to 1 year and 4-10 years. Very small numbers of the employees 8% have experience to work 5-10 and over 10 years. So the results indicate if the employees change their organizations most of them do have not continued with similar types of job like catering. After certain time they become disengage and move in a different sector.
Table 4.2.8 - Employees’ disengagement, job satisfaction and enhance engagement level measurement (total number – 12)

<table>
<thead>
<tr>
<th>Question number</th>
<th>Levels of Numbers</th>
<th>of Agreement/ Employees/ percentages (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>2/ 16.66</td>
<td>2/ 16.66</td>
</tr>
<tr>
<td>2</td>
<td>3/ 33.33</td>
<td>2/ 16.66</td>
</tr>
<tr>
<td>3</td>
<td>4/ 33.33</td>
<td>0/ 0</td>
</tr>
<tr>
<td>4</td>
<td>4/ 33.33</td>
<td>0/ 0</td>
</tr>
<tr>
<td>5</td>
<td>3/ 33.33</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>6</td>
<td>4/ 33.33</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>7</td>
<td>4/ 33.33</td>
<td>2/ 16.66</td>
</tr>
<tr>
<td>8</td>
<td>2/ 16.66</td>
<td>0/ 0</td>
</tr>
<tr>
<td>9</td>
<td>2/ 16.66</td>
<td>0/ 0</td>
</tr>
<tr>
<td>10</td>
<td>6/ 50</td>
<td>3/ 25</td>
</tr>
<tr>
<td>11</td>
<td>5/ 41.66</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>12</td>
<td>3/ 25</td>
<td>0/ 0</td>
</tr>
<tr>
<td>13</td>
<td>4/ 33.33</td>
<td>0/ 0</td>
</tr>
<tr>
<td>14</td>
<td>3/ 25</td>
<td>0/ 0</td>
</tr>
<tr>
<td>15</td>
<td>2/ 16.66</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>16</td>
<td>1/ 8.33</td>
<td>2/ 16.66</td>
</tr>
<tr>
<td>17</td>
<td>4/ 33.33</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>18</td>
<td>3/ 25</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>19</td>
<td>2/ 16.66</td>
<td>0/ 0</td>
</tr>
<tr>
<td>20</td>
<td>0/ 0</td>
<td>0/ 0</td>
</tr>
<tr>
<td>21</td>
<td>3/ 25</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>22</td>
<td>4/ 33.33</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>23</td>
<td>2/ 16.66</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>24</td>
<td>0/ 0</td>
<td>3/ 25</td>
</tr>
<tr>
<td>25</td>
<td>3/ 25</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>26</td>
<td>3/ 25</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>27</td>
<td>2/ 16.66</td>
<td>0/ 0</td>
</tr>
<tr>
<td>28</td>
<td>3/ 25</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>29</td>
<td>4/ 33.33</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>30</td>
<td>3/ 25</td>
<td>1/ 8.33</td>
</tr>
<tr>
<td>31</td>
<td>0/ 0</td>
<td>4/ 33.33</td>
</tr>
<tr>
<td>32</td>
<td>3/ 25</td>
<td>0/ 0</td>
</tr>
<tr>
<td>33</td>
<td>2/ 16.66</td>
<td>1/ 8.33</td>
</tr>
</tbody>
</table>

105
Table 4.2.8 provides the total contextual data which has been gathered from the pilot study, particularly from the workers sample found: (1) the dominant characteristics of disengagement, (2) employees’ engagement level or job satisfaction measurement and (3) way to enhance engagement level in the organization. The presented themes are in order of materialization. The questionnaire for the employees divided into three sections which directly represent three themes that earlier mentioned. Questions (1-7 and 11) identified the dominant characteristics of employees' disengagement in the organization, questions (9, 10, 12, 15, 18, 21, 22, 24, 25, and 32) bought the scenario of employees’ engagement or job satisfaction level in the organization, questions (13-17, 19, 20, and 27) measurement the way to enhance engagement level in the organization. The pilot research identified there is a disengagement in the in the organization if we carefully review the questions (9, 24, and 32). Over 45% of the respondents answered they do not give value to work in the food beverages and retail. Question ‘24’ identified, over 57% of the respondents are not satisfied with their current job. Questions ‘32’ identified over 41% of the respondents are looking for another job. Pilot study and the interviews in the small number of the people demonstrate there is disengagement in the low paid organization and certain numbers of employees’ job satisfaction levels are very low.

Table 4.2.9 - Employees’ feedback about organization (total number – 12)

<table>
<thead>
<tr>
<th>Question number</th>
<th>Levels of agreement/ Employees</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number</td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td>3/ 25</td>
</tr>
<tr>
<td>2</td>
<td></td>
<td>2/ 16.66</td>
</tr>
<tr>
<td>3</td>
<td></td>
<td>0/ 0</td>
</tr>
<tr>
<td>4</td>
<td></td>
<td>3/ 25</td>
</tr>
<tr>
<td>5</td>
<td></td>
<td>3/ 25</td>
</tr>
<tr>
<td>6</td>
<td></td>
<td>2/ 16.66</td>
</tr>
</tbody>
</table>
Table 4.2.9 provides Employees feedback of the Compass Group (UK). The spread sheet identified (58%) employees believes ‘equity’ is an important factor to stay with the job and (25%) of the employees did not believe equity. (58%) of the employees believe work feedback is an important for them to work with any organization comparing (16%) of the employees believes it is a least important for them. According to the table 4.2.9 (58%) of the employees agreed physical condition in the work place is an important factor comparing (25%) of the employees do not believe it is an important factor. The research identified (41%) of the employees agreed relation with the supervisor is an important while (25%) of the employees did not believe it is an important factor. The research also identified (50%) of the employees believe relation with the colleague is an important comparing (16%) employees believes it is not an important. With more companies moving towards a change in their working policies, encouraging remote working, flexible working hours, of company owners have created remote working hour policy for their employees. (66%) of the employees believe pay/salary is an important factor to them comparing (8%) of the employees does not believe it is an important factor. According to the survey (41%) of employees agreed career development opportunities is an important comparing (41%) of the employee identified it is not an important. As a business owner, one must invest in their employees to increase their retention rate since retaining an employee is less expensive than hiring one. One of the key plays is to provide appropriate training to educate employees and constantly offer growth opportunities for them in this fast paced environment.
4.3 LESSONS FROM THE PILOT STUDY

The pilot project purchased positive outcomes form the interview. The pilot research was fully based on qualitative research. It has unfold there is a high level of disengagement between employees in the Compass Group (UK). (63%) of the employees prefer organization will use emotional capital as for psychological development to enhance their engagement. The pilot research was conducted between very small numbers of the people. So, the study has been applied in to the large number of population. The questionnaire sent into (550) targeted people (500 employees' & 50 managements). (370) people respond with their answer and between those respondent (341) employees and (29) from the management. (180) people did not communicate with the questionnaire. The respondent rate is (67.27%). The total data findings were interpretive in nature and challenged. In this case the interview data obtained from three different units in Compass Group (UK) which represented a diverse mix of study.

4.4 FINDINGS FROM THE FULL STUDY

The sample of (341) respondents revealed an expansive demographic representation in age, gender, education level, number of dependant, duration of service in the company and experience in the catering. The demographic variables were essential in capturing revealing context specifically with regard to academic preparedness, management style, available resources and organizations unit size. The participant group presented diverse low paid organization such as catering sector workers service type, varied tenure within the organization, a large number of age range variation and different educational attainment. Table 4.3.1 presents the participant demographic data with a detailed summary of each category according to the interview questionnaire order (age, gender, educational level, number of dependant, duration of service in the company and experience in the catering)
<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>16-20 years old</td>
<td>49</td>
<td>14.37</td>
</tr>
<tr>
<td>21-30 years old</td>
<td>234</td>
<td>68.62</td>
</tr>
<tr>
<td>31-40 years old</td>
<td>42</td>
<td>12.31</td>
</tr>
<tr>
<td>41-50 years old</td>
<td>11</td>
<td>3.22</td>
</tr>
<tr>
<td>51-65 Years old</td>
<td>5</td>
<td>1.46</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>217</td>
<td>63.63</td>
</tr>
<tr>
<td>Female</td>
<td>124</td>
<td>36.36</td>
</tr>
<tr>
<td>Education level</td>
<td></td>
<td></td>
</tr>
<tr>
<td>School leave</td>
<td>18</td>
<td>5.27</td>
</tr>
<tr>
<td>College</td>
<td>127</td>
<td>37.24</td>
</tr>
<tr>
<td>University</td>
<td>196</td>
<td>57.47</td>
</tr>
<tr>
<td>Number of dependant</td>
<td></td>
<td></td>
</tr>
<tr>
<td>None</td>
<td>259</td>
<td>75.95</td>
</tr>
<tr>
<td>1</td>
<td>27</td>
<td>7.91</td>
</tr>
<tr>
<td>2</td>
<td>53</td>
<td>15.54</td>
</tr>
<tr>
<td>3</td>
<td>2</td>
<td>0.59</td>
</tr>
<tr>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>More than 5</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Duration of service in the company</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>57</td>
<td>16.71</td>
</tr>
<tr>
<td>1-3 years</td>
<td>25</td>
<td>7.33</td>
</tr>
<tr>
<td>4-5 years</td>
<td>179</td>
<td>52.49</td>
</tr>
<tr>
<td>5-10 years</td>
<td>63</td>
<td>18.47</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>17</td>
<td>4.98</td>
</tr>
<tr>
<td>Experience in catering</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>34</td>
<td>9.97</td>
</tr>
<tr>
<td>1-3 years</td>
<td>72</td>
<td>21.11</td>
</tr>
<tr>
<td>4-5 years</td>
<td>143</td>
<td>41.93</td>
</tr>
<tr>
<td>5-10 years</td>
<td>79</td>
<td>23.16</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>13</td>
<td>3.81</td>
</tr>
</tbody>
</table>
Table 4.2.1 provides a demographic profile of the workers who are working in the Compass Group UK who participated in the main project in this survey. Among 341 participants (63.63%) were male and (36.36%) were female employees. The majority of the respondents (68.62%) were between 21-30 years old and only 12.31% employees’ 31-40 years old. The majority of the respondents are students which more than half of the (57.47%) of employees’ are studying in the University or have finished their degree school leave were (5.27%) and the college leave were 37.24%. Most of the employees were single and they do not have any dependant. The rate of ‘0’ dependent 75.95% ‘1’ dependant were (7.91%) and ‘2’ dependants were 15.54% in their family. The majority of the employees' were working '4-5' years which ratio were (52.49%) and between the 5-10 years’ ratios were 16.66%. Most of the employees' have experience to work in the catering '4-5' years and their rate were 50%. Between ‘1-2’ years 16.66% and less than ‘1’ year working experiences have 16.66% as well. The total figure of the demographic characteristics of the respondents have identified with the following graphical figures.

Graphical figure – 4.3.2 Age

The graphical figure in 4.3.2 indicates total (341) participants participated in the interview. 68.62% of the respondents who participated in the interviews ages between (21-30) years old. 12.31% ages were between (31-40) years old. 3.22% were (41-50) and 1.46% were over 50 years old. So the figure indicates majority of the respondent's ages were (21-30). Generally, between these ages employees think about their career development and in this time they move from one job to
another. If this certain numbers of employees do not feel well in their current become disengage and finally they quit from the job. The remaining 33% of employees’ between all ages except up to 20 years old employees, they do not try to become disengage or move from the job with in a quick decision because of responsible mentality.

**Graphical figure – 4.3.3 Gender**

![Gender Graph](image)

The graphical figure in 4.3.3 indicates 63.63% of respondents are male and 36.36% are female. According to the British employment law male and female ratio has to be 50/50. Here in the research the interview tried to conduct between 50/50 male and female but the respondent ratio was 58/42 between male and female. Few of the female respondents did not answer the questionnaire with in the time because of lazy ness.

**Graphical figure – 4.3.4 Education level**

![Educational Level Graph](image)
The graphical figure 4.3.4 indicates 57% of employees are university student or the have completed their degree. 37% employees’ studying in the colleges or they have completed their study. The majority of the employees’ 57% work in the company as a part time temporary worker. 57% of the employees work when they become available to work. These 57% of employees’ change their mind very quickly and become disengage when they find any better opportunity.

**Graphical figure – 4.3.5 Number of dependant**

<table>
<thead>
<tr>
<th>Number of Dependents</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>76%</td>
</tr>
<tr>
<td>1</td>
<td>15%</td>
</tr>
<tr>
<td>2</td>
<td>8%</td>
</tr>
<tr>
<td>3</td>
<td>1%</td>
</tr>
<tr>
<td>4+</td>
<td>0%</td>
</tr>
</tbody>
</table>

The graphical figure 4.3.5 indicates 76% of employees’ do not have any dependent 8% have 1 dependent and 15% have 2 dependent. Rest of the 1% employees have 3, 4 or more than five dependent. So the figure indicates 76% of the employees do not have any dependent or they have not got married. It means these certain number of employees do not have any family or social bindings which reflect in their job. Research identified if any one do not have any bindings they change their mind very quickly which could be sometimes in their job as well.
Figure 4.3.6 identified 52% of employees have experience in the catering 4-5 years and 7% of employees' have 1-3 years' experience to work in the catering. 18% of the employees have 5-10 years' experience. 17% have up to 1 year and 5% have more than 10 years’ experience to work in the company. The figure identified most of the employees’ have experience to work in the same company 4-5 years and very few number of the employees’ have experience to work more than 10 years. So the results identify after 4-5 years many employees’ become disengage with the company or they might have left from the job.
Figure 4.3.7 identified 42% of the employees’ has experience to work in the catering 4-5. This is the maximum number of employees’ working experience in similar types of organization. 10% employees have up to 1 year experience. The second positions 23% of the employees have experience to work 5-10. 21% of the employees have 1-3 years experiences to work in the catering. So the results indicate if the employees change their organizations most of them do have not continued with similar types of job like catering. After certain time they become disengage and move in a different sector.

“The total figure indicates engagement levels can vary according to different biographical and personality characteristics. Where younger employees are the least positive and most disengaged in the workplace, this may be a reflection of low organisational seniority and power or the different expectations and values of generation. There may be aspects of a person that are likely to give them a tendency for being engaged. Being low in neuroticism, high in extraversion and having a temperament that allows one to adapt and switch between activities may make it easier to engage. The selection of such predisposed individuals may help further the creation of high-performance cultures. Engagement begins with what an employee considers is worth investing themselves in; the choice to engage lies with the employee, not the organisation. Engagement levels vary according to seniority, occupation and length of service in an organisation, but not by sector. The more senior as an individual’s role the greater the chance of being engaged in the organization specifically food/beverage retail sector. Managers and supervisors hands-on staff tend to be the most engaged, and professionals and backroom support staff the least, but this varies between organisations”.
Table 4.3.8 - Employees’ job satisfaction level measurement (total number – 341)

<table>
<thead>
<tr>
<th>Question number</th>
<th>Levels of Numbers</th>
<th>of Employees</th>
<th>Agreement/Percentages (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>39/ 11.44</td>
<td>24/ 7</td>
<td>108/ 31.67/ 13/ 3.81</td>
</tr>
<tr>
<td>2</td>
<td>124/ 36.36</td>
<td>11/ 3.22</td>
<td>86/ 25.21/ 113/ 33.13</td>
</tr>
<tr>
<td>3</td>
<td>133/ 39</td>
<td>6/ 1.76</td>
<td>9/ 2.63/ 72/ 21.11</td>
</tr>
<tr>
<td>4</td>
<td>104/ 30.49</td>
<td>22/ 6.45</td>
<td>29/ 8.50/ 7/ 2.05</td>
</tr>
<tr>
<td>5</td>
<td>116/ 34.01</td>
<td>17/ 4.98</td>
<td>14/ 4.10/ 56/ 16.42</td>
</tr>
<tr>
<td>6</td>
<td>117/ 34.31</td>
<td>37/ 10.85</td>
<td>164/ 48.09/ 23/ 6.74</td>
</tr>
<tr>
<td>7</td>
<td>83/ 24.34</td>
<td>35/ 10.26</td>
<td>37/ 10.85/ 29/ 8.50</td>
</tr>
<tr>
<td>8</td>
<td>46/ 13.48</td>
<td>12/ 3.51</td>
<td>104/ 30.49/ 17/ 4.98</td>
</tr>
<tr>
<td>9</td>
<td>192/ 56.30</td>
<td>35/ 10.26</td>
<td>31/ 9.09/ 26/ 7.62</td>
</tr>
<tr>
<td>10</td>
<td>217/ 63.63</td>
<td>62/ 18.18</td>
<td>49/ 14.36/ 4/ 1.17</td>
</tr>
<tr>
<td>11</td>
<td>178/ 52.19</td>
<td>36/ 10.55</td>
<td>51/ 14.95/ 43/ 12.60</td>
</tr>
<tr>
<td>12</td>
<td>126/ 36.95</td>
<td>18/ 5.27</td>
<td>21/ 6.15/ 169/ 49.56</td>
</tr>
<tr>
<td>13</td>
<td>128/ 37.53</td>
<td>13/ 3.81</td>
<td>34/ 9.97/ 29/ 8.50</td>
</tr>
<tr>
<td>14</td>
<td>114/ 33.43</td>
<td>1/ 0.29</td>
<td>4/ 1.17/ 63/ 18.47</td>
</tr>
<tr>
<td>15</td>
<td>46/ 13.48</td>
<td>28/ 8.21</td>
<td>121/ 35.48/ 14/ 4.10</td>
</tr>
<tr>
<td>16</td>
<td>24/ 7.03</td>
<td>16/ 4.69</td>
<td>117/ 34.31/ 21/ 6.15</td>
</tr>
<tr>
<td>17</td>
<td>0/ 0</td>
<td>12/ 3.51</td>
<td>114/ 33.43/ 143/ 41.93</td>
</tr>
<tr>
<td>19</td>
<td>27/ 7.91</td>
<td>3/ 0.87</td>
<td>116/ 34.01/ 19/ 5.57</td>
</tr>
<tr>
<td>20</td>
<td>6/ 1.75</td>
<td>13/ 3.81</td>
<td>94/ 27.56/ 13/ 3.81</td>
</tr>
<tr>
<td>21</td>
<td>62/ 18.18</td>
<td>16/ 4.69</td>
<td>187/ 54.83/ 39/ 11.43</td>
</tr>
<tr>
<td>22</td>
<td>123/ 36.07</td>
<td>19/ 5.57</td>
<td>18/ 5.27/ 27/ 7.91</td>
</tr>
<tr>
<td>23</td>
<td>44/ 12.90</td>
<td>18/ 5.27</td>
<td>147/ 43.10/ 29/ 8.50</td>
</tr>
<tr>
<td>24</td>
<td>154/ 45.16</td>
<td>51/ 14.95</td>
<td>93/ 27.27/ 26/ 7.62</td>
</tr>
<tr>
<td>25</td>
<td>138/ 40.46</td>
<td>13/ 3.81</td>
<td>95/ 27.85/ 86/ 25.21</td>
</tr>
<tr>
<td>26</td>
<td>79/ 23.16</td>
<td>21/ 6.15</td>
<td>41/ 12.02/ 86/ 25.21</td>
</tr>
<tr>
<td>27</td>
<td>27/ 7.91</td>
<td>25/ 7.33</td>
<td>98/ 28.73/ 39/ 11.43</td>
</tr>
<tr>
<td>28</td>
<td>144/ 42.22</td>
<td>12/ 3.51</td>
<td>24/ 7.03/ 98/ 28.73</td>
</tr>
<tr>
<td>29</td>
<td>138/ 40.46</td>
<td>47/ 13.78</td>
<td>36/ 10.55/ 89/ 26.09</td>
</tr>
<tr>
<td>30</td>
<td>107/ 31.37</td>
<td>64/ 18.76</td>
<td>86/ 25.21/ 53/ 15.54</td>
</tr>
<tr>
<td>31</td>
<td>19/ 5.57</td>
<td>72/ 21.11</td>
<td>141/ 41.34/ 83/ 24.34</td>
</tr>
<tr>
<td>32</td>
<td>28/ 8.21</td>
<td>22/ 6.45</td>
<td>106/ 31.08/ 38/ 11.14</td>
</tr>
<tr>
<td>33</td>
<td>67/ 19.64</td>
<td>57/ 16.71</td>
<td>85/ 24.92/ 38/ 11.14</td>
</tr>
</tbody>
</table>
Table 4.3.8 provides the total contextual data which has been gathered from the main study (as like pilot project), particularly from the workers sample found: (1) the dominant characteristics of disengagement, (2) employees’ engagement level or job satisfaction measurement and (3) way to enhance engagement level in the organization. The presented themes are in order of materialization. The questionnaire for the employees divided in to three section which directly represent three themes that earlier mentioned. Questions (1-7 and 11) identified the dominant characteristics of employees’ disengagement in the organization, questions (9, 10, 12, 15, 18, 21, 22, 24, 25 and 32) bought the scenario of employees’ engagement or job satisfaction level in the organization, questions (13-17, 19, 20 and 27) measurement the way to enhance engagement level in the organization. The research also identified there is a disengagement in the in the organization if we carefully review the questions (9, 24 and 32). Over 66% of the respondents answered they do not give value to work in the food beverages and retail. Question ‘24’ identified, over 60% of the respondents are not satisfied with their current job. Questions ‘32’ identified over 53% of the respondents are looking for another job. Pilot research, main research and the interviews identified there is large number of people demonstrates there is disengagement in the low paid organization and certain numbers of employees’ job satisfaction levels are very low.

Table 4.3.9 Engagement level measurement (total number – 341)

<table>
<thead>
<tr>
<th>Question number</th>
<th>Levels of agreement/ Number of Employees/ Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1 2 3 4 5</td>
</tr>
<tr>
<td>1</td>
<td>82/ 24.04 11/ 3.22 14/ 4.10 26/ 7.62 208/ 60.99</td>
</tr>
<tr>
<td>2</td>
<td>37/ 10.85 29/ 8.50 98/ 28.93 36/ 10.55 141/ 41.34</td>
</tr>
<tr>
<td>3</td>
<td>19/ 5.57 42/ 12.31 138/ 40.46 23/ 6.74 119/ 34.89</td>
</tr>
<tr>
<td>4</td>
<td>38/ 11.14 9/ 2.63 43/ 12.60 4/ 1.17 247/ 72.43</td>
</tr>
<tr>
<td>5</td>
<td>15/ 4.39 11/ 3.22 122/ 35.77 9/ 2.63 184/ 53.95</td>
</tr>
<tr>
<td>6</td>
<td>43/ 12.60 19/ 5.57 52/ 15.24 26/ 7.62 201/ 58.94</td>
</tr>
</tbody>
</table>
Table 4.3.9 provides Employees feedback of the Compass Group (UK). The spread sheet identified (68%) employees believes ‘equity’ is an important factor to stay with the job and (27%) of the employees did not believe equity. (52%) of the employees believe work feedback is an important for them to work with any organization comparing (19%) of the employees believes it is a least important for them. According to the table 4.2.9 (73%) of the employees agreed physical condition in the work place is an important factor comparing (14%) of the employees do not believe it is an important factor. The research identified (56%) of the employees agreed relation with the supervisor is an important while (7%) of the employees did not believe it is an important factor. The research also identified (66%) of the employees believe relation with the colleague is an important comparing (18%) employees believes it is not an important. With more companies moving towards a change in their working policies, encouraging remote working, flexible working hours, of company owners have created remote working hour policy for their employees. (73%) of the employees believe pay/salary is an important factor to them comparing (19%) of the employees does not believe it is an important factor. According to the survey (56%) of employees agreed career development opportunities is an important comparing (42%) of the employee identified it is not an important. As a business owner, one must invest in their employees to increase their retention rate since retaining an employee is less expensive than hiring one. One of the key plays is to provide appropriate training to educate employees and constantly offer growth opportunities for them in this fast paced environment.
4.5 QUANTITATIVE FINDINGS

A total numbers of 341 employees participated in the respondent’s survey. The 341 participants had a minimum age of 18 and the maximum age was 63 ($M = 25.88$, $SD = 6.76$). The minimum years in the company for the employees surveyed was 5 months and the maximum was 20 ($M = 4.76$, $SD = 3.14$). The minimum years in experience in the catering 5 months and the maximum experience to work in the catering 20 years ($M = 4.69$, $SD = 2.99$). In terms of demographics, the low paid organizations (the research has been conducted with five different units) workforces have to be 50% male and 50% female and the questionnaire have sent with the structure basis. The answer came from 63.63% male and 36.36% female. The spread or span of the distribution scores, standard deviations, and means for the demographic variables presented in Table 4.7.1 Frequency and percentages of gender are presented in 4.7.2.

Table 4.5.1 - Means and Standard Deviations for Demographic Variables (total number – 341)

<table>
<thead>
<tr>
<th>Variable</th>
<th>Min</th>
<th>Max</th>
<th>M</th>
<th>SD</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>18</td>
<td>65</td>
<td>25.88</td>
<td>6.76</td>
</tr>
<tr>
<td>Duration of service in the company (years)</td>
<td>0.5</td>
<td>20</td>
<td>4.76</td>
<td>3.14</td>
</tr>
<tr>
<td>Duration of service in the catering (Years)</td>
<td>0.5</td>
<td>20</td>
<td>4.69</td>
<td>2.99</td>
</tr>
</tbody>
</table>

(Note: Min. = minimum; Max. = maximum; M = mean; SD = standard deviation)

Two hundred and seventeen (63.63%) employee survey participants were male and 124 (36.36%) were female. Frequency and the percentage of gender for employees’ are presented in Table 4 for all survey participants.
Table 4.5.2 Frequency and Percentages of Gender for Employees

<table>
<thead>
<tr>
<th>Gender</th>
<th>217</th>
<th>63.63</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>124</td>
<td>36.36</td>
</tr>
</tbody>
</table>

Note: n = 341 for Employee

Data on educational achievement for employees reported that 18 (5.27%) had completed high school, 127 (37.24%) had some college education, 196 (57.47%) had an associate’s degree from University or they are still studying in the University.

Table 4.5.3 Frequency and Percentages on Highest Education Level Completed

<table>
<thead>
<tr>
<th>Education level</th>
<th>18</th>
<th>5.27</th>
</tr>
</thead>
<tbody>
<tr>
<td>School leave</td>
<td>127</td>
<td>37.24</td>
</tr>
<tr>
<td>University</td>
<td>196</td>
<td>57.47</td>
</tr>
</tbody>
</table>

Note: n = 71 for Employees

The primary data for each survey question were imported into Microsoft excel 2010 for statistical analyses. The primary data were already numerically coded using validated and reliable 5-point Likert-type scale (1 = strongly disagree to 5 = strongly agree) instruments. Cronbach’s alphas were calculated for each research variable to measure the degree of reliability (Trochim & Donnelly, 2007). Frequency distributions were calculated to determine the distribution patterns of the data. Descriptive statistics such as the means, standard deviations, and ranges were calculated for responses to the appropriate sociodemographic data work characteristics. Psychometric characteristics of the measurement instruments were also determined. Pearson’s product–moment correlation analyses were performed to test the hypotheses. Test statistics were calculated using the standard of p = .05 to support rejecting the null hypotheses with a 95% confidence level. Multiple regression
analyses were performed to determine the predictive nature of the independent variables on the dependent variable and the generalization of the results.

**Frequency Distribution of the Data**

Table 4.5.4 displays the frequency distributions for the sociodemographic data and Work related characteristics age, gender, education level and number of dependent. The age ranges vary from 16 years to 65 years old where 234 (68.62%) of employees’ ages were between (21-30) years old, 14.37% of the employees ages were between (16-20) years old, 12.31% of employees ages were (31-40) years old. Three hundred and forty one (341) were respondents of which 217 (63.63%) of the low paid workers in this study were male and 124 (36.36) were female. The highest level of education obtained ranged from the University degree (Masters or Bachelor degree) 57.47%, with 37.24% of the sample having passed from the colleges and 5.27% of the sample have at least school passed. The number of dependant within 341 number of respondent 259 (75.95%) were none, 53 (15.54%) of employees’ have ‘2’ dependant and 27 (7.91%) of employees’ have ‘1’ dependant.

**Table 4.5.4 - Frequency Counts and Percentages (N = 341)**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16-20 years old</td>
<td>49</td>
<td>14.37</td>
</tr>
<tr>
<td>21-30 years old</td>
<td>234</td>
<td>68.62</td>
</tr>
<tr>
<td>31-40 years old</td>
<td>42</td>
<td>12.31</td>
</tr>
<tr>
<td>41-50 years old</td>
<td>11</td>
<td>3.22</td>
</tr>
<tr>
<td>51-65 Years old</td>
<td>5</td>
<td>1.46</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>217</td>
<td>63.63</td>
</tr>
<tr>
<td>Female</td>
<td>124</td>
<td>36.36</td>
</tr>
<tr>
<td><strong>Education level</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>School leave</td>
<td>18</td>
<td>5.27</td>
</tr>
<tr>
<td>College</td>
<td>127</td>
<td>37.24</td>
</tr>
</tbody>
</table>
Descriptive Statistics
Table 4.5 displays the descriptive statistics for the sociodemographic data and characteristics work history, age, contractual hour and time duration of engagement level monitor. The number of years that the food beverage and retail in the study worked in their current career field ranged from 5 to 38 (M = 14.98, SD = 8.22). Various ages range from 25 to 65 (M = 41.28, SD = 9.57). The highest level of education attained in years ranged from 12 to 20 (M = 16.20, SD = 1.49). Tenure with their current employer ranged from less than 1 to 26 (M = 8.07, SD = 6.44).

Table 4.5.5 Selected socio demographic Data and Career-Related Characteristics (N = 341)

<table>
<thead>
<tr>
<th>Duration of service in the company</th>
<th>57</th>
<th>16.71</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>25</td>
<td>7.33</td>
</tr>
<tr>
<td>1-3 years</td>
<td>179</td>
<td>52.49</td>
</tr>
<tr>
<td>4-5 years</td>
<td>63</td>
<td>18.47</td>
</tr>
<tr>
<td>5-10 years</td>
<td>17</td>
<td>4.98</td>
</tr>
</tbody>
</table>
### Age

<table>
<thead>
<tr>
<th>Age Range</th>
<th>Count</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-20 years old</td>
<td>49</td>
<td>14.37</td>
</tr>
<tr>
<td>21-30 years old</td>
<td>234</td>
<td>68.62</td>
</tr>
<tr>
<td>31-40 years old</td>
<td>42</td>
<td>12.31</td>
</tr>
<tr>
<td>41-50 years old</td>
<td>11</td>
<td>3.22</td>
</tr>
<tr>
<td>51-65 Years old</td>
<td>5</td>
<td>1.46</td>
</tr>
</tbody>
</table>

### Experience in catering

<table>
<thead>
<tr>
<th>Experience</th>
<th>Count</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than 1 year</td>
<td>34</td>
<td>9.97</td>
</tr>
<tr>
<td>1-3 years</td>
<td>72</td>
<td>21.11</td>
</tr>
<tr>
<td>4-5 years</td>
<td>143</td>
<td>41.93</td>
</tr>
<tr>
<td>5-10 years</td>
<td>79</td>
<td>23.16</td>
</tr>
<tr>
<td>Over 10 years</td>
<td>13</td>
<td>3.81</td>
</tr>
</tbody>
</table>

### Contract types

<table>
<thead>
<tr>
<th>Type</th>
<th>Count</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full time</td>
<td>35</td>
<td>10.26</td>
</tr>
<tr>
<td>Part time</td>
<td>80</td>
<td>23.46</td>
</tr>
<tr>
<td>‘0’ hours contract</td>
<td>226</td>
<td>66.27</td>
</tr>
</tbody>
</table>

### Employees’ performance and engagement monitor

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Count</th>
<th>Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Every day (1)</td>
<td>46</td>
<td>13.48</td>
</tr>
<tr>
<td>Weekly (7)</td>
<td>83</td>
<td>24.34</td>
</tr>
<tr>
<td>Monthly (30)</td>
<td>195</td>
<td>57.18</td>
</tr>
</tbody>
</table>

### Psychometric Characteristics of the Data

Table 4.5.6 displays the psychometric characteristics for the three scale scores. The Cronbach alpha reliability coefficients were as follows: dominant characteristics of disengagement ($\alpha = 0.97$), engagement level and job satisfaction ($\alpha = 1$), and
enhance engagement level ($\alpha = 0.75$). Scores above $\alpha = .70$ indicated that the scales had adequate levels of internal reliability (Simon, 2010).

Table 4.5.6 Psychometric Characteristics ($N = 341$)

<table>
<thead>
<tr>
<th>Variables</th>
<th>No. of item</th>
<th>M</th>
<th>SD</th>
<th>$\alpha$</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dominant characteristics of disengagement</td>
<td>8</td>
<td>61.27</td>
<td>41.39</td>
<td>0.97</td>
</tr>
<tr>
<td>Engagement level and job satisfaction measurement</td>
<td>10</td>
<td>68.2</td>
<td>47.50</td>
<td>1</td>
</tr>
<tr>
<td>Enhance engagement level</td>
<td>8</td>
<td>68.2</td>
<td>39.53</td>
<td>0.75</td>
</tr>
</tbody>
</table>

Inferential Statistics of the Data

Inferential statistics were calculated to draw inferences about the data. This section includes the results of the bivariate correlational and multivariate regression analyses. Cohen (1988) noted that the degree of correlation between two variables can be considered large if $r = |.50|$, medium if $r = |.30|$, and small if $r = |.10|$. Following these guidelines, the Pearson product–moment correlations were calculated for each hypothesis. The analyses were completed using Microsoft Office Excel 2010 and the results are provided for each research question and hypothesis. Although T statistics less than .05 indicated statistical insignificance results with $p$ values less than .01, .005, and .001 were also identified.

The Pearson item product-moment correlation coefficient is a measure of the quality of the straight connection between two factors. It is alluded to as Pearson’s correlation or basically as the correlation coefficient. To test for the centrality of connections between two persistent factors, we have presented Pearson’s correlation as a measure of the quality of a relationship between two factors. To decide whether the correlation between two factors is significant, contrast the p-value with the significance level. For the most part, an essentialness level (signified
as α or alpha) of 0.05 functions admirably. A α of 0.05 demonstrates that the danger of reasoning that a correlation exists—when, actually, no correlation exists—is 5%. A Pearson’s correlation is utilized when there are two quantitative factors. The possible research hypotheses are that there is a positive linear relation between the factors, a negative linear relation between the factors, or no linear relation between the factors. The Pearson relationship coefficient, r, can take a scope of qualities from +1 to -1. A value of ‘0’ shows that there is no relationship between the two factors. A value greater than 0 demonstrates a positive affiliation; that is, as the estimation of one variable builds, so does the estimation of the other variable. In insights, the correlation coefficient r measures the quality and heading of a straight connection between two factors on a scatterplot. The estimation of r is dependably amongst +1 and –1. To interpret its esteem, we have to identify which of the accompanying esteems correlation r is nearest to: Exactly –1. A statistically significant correlation is demonstrated by a likelihood estimation of under 0.05. This means that the probability of getting such a correlation coefficient by chance is under five times out of 100, so the outcome shows the nearness of a relationship. A small p-value (commonly ≤ 0.05) shows solid proof against the null hypothesis, A large p-value (> 0.05) shows powerless proof against the null hypothesis. Positive correlation is a connection between two factors in which the two factors move couple. A positive correlation exists when one variable declines as the other variable abatements, or one variable increments while alternate increments. The correlation coefficient, meant by ‘r’ is a measure of the quality of the straight-line or linear relationship between two factors. Qualities in the vicinity of 0 and 0.3 (0 and -0.3) show a weak positive (negative) linear relationship by means of a flimsy straight run the show. The term significance level (alpha) is utilized to allude to a pre-picked probabilities and the term ‘P-value’ is utilized to show a probability that gives a figure after a given report. Ordinarily the 5% (less than 1 in 20 chance of being wrong), 1% and 0.1% (P < 0.05, 0.01 and 0.001) levels have been utilized’ (Macdonald, 2007).

Therefore, relating this correlated testing to the study’s research Questions:

1. How can the UK’s food/beverage retail sector reduce employee disengagement? And, how could they encourage employees’ psychological motivation?
2. How could the use of emotional capital (as a social factor to build positive feelings of authenticity, pride, attachment and fun) among employees’ increase engagement level in low paid jobs?; and

3. How can the management help to increase employees’ engagement levels with the use of emotional capital?

Based on the aims and objectives of the hypothesis of the research are:

**Research Question 1 and Hypothesis 1**

H1o: There is no correlation between employee disengagement and job satisfaction in the food/beverage retail.

H1a: There is a correlation between employee disengagement and job satisfaction in the food/beverage retail.

The Pearson product–moment correlation for characteristics of disengagement and job satisfaction is in (Appendix B) Table 2. The coefficient of determination, \( r = -0.19 \), \( t \)-test \( = 0.00029 \), \( p = .0059 \), which indicated that a weak positive correlation existed based on the Cohen (1988) criteria. This provided support significant effects of correlation between dominant characteristics of disengagement and job satisfaction. At the 5% level of significance \( p \) value of the \( t \) test is more than .05. This means null hypothesis has been approved at the 5% level of significance. Therefore, there are significant effects of employee disengagement and job satisfaction

**Research Question 2 and Hypothesis 2**

H2o: There is no correlation between employees job satisfaction and psychological motivation in food/beverage retail sector.

H2a: There is a correlation between employees job satisfaction and psychological motivation in food/beverage retail sector.
The Pearson product–moment correlation for characteristics of disengagement and job satisfaction is in (Appendix B) Table 3. The coefficient of determination, \( r = -0.22, \) t-test = 0.00032, \( p = .0094 \), which indicated that a weak positive correlation existed based on the Cohen (1988) criteria. This provided support significant effects of correlation between dominant characteristics of disengagement and job satisfaction. At the 5% level of significance \( p \) value of the t Test is more than .05. This means null hypothesis has been approved at the 5% level of significance. Therefore, there are significant effects employees job satisfaction and psychological motivation.

**Research Question 3 and Hypothesis 3**

\[ H_{30}: \text{There is no correlation between emotional capital and enhance engagement in food/beverage retail sector.} \]

\[ H_{3a}: \text{There is a correlation between emotional capital and enhance engagement in food/beverage retail sector.} \]

The findings highlight that the Pearson product–moment correlation for emotional capital and job satisfaction is in (Appendix B) Table 4. The coefficient of determination, \( r = -0.21, \) t-test = 0.05 \( p = 5.67 \), which indicated that a weak positive correlation existed based on the Cohen (1988) criteria. At the 5% level of significance \( p \) value of the t Test is more than .05. This means null hypothesis has been approved at the 5% level of significance. This provided support significant effects of correlation between emotional capital and enhance engagement in the organization.

**4.5.1 Significance of the quantitative findings**

The research data have been collected from ‘341’ respondents. There were six different variables which were age, gender, education level, number of dependants, duration of the service of the company, duration of service in catering. It was difficult to prove employees' view with the quantitative findings. The quantitative research approach allowed examining the relationship between the two or more variables. The data has been be used to look for cause and effect relationships and therefore
has been used to make predictions. The main purpose was for the quantitative findings to justify the numerical hypothesis test. The hypothesis has been approved there is disengagement in the organization and employees prefer psychological motivation to enhance engagement.

4.6 QUALITATIVE FINDINGS
The contextual data presented three themes of patterns: (1) the dominant characteristics of disengagement, (2) employees’ engagement level or job satisfaction measurement and (3) enhance engagement level in the organization. In order to maintain participant confidentiality and anonymity, an alphabetical pseudo name replaces the participant’s actual name as the primary theme descriptions and transcript experts highlighting thematic codes are discussed.

The dominant characteristic of disengagement is the following:

   Question 1. I feel emotionally drained due to my work.
   Question 2. I feel exhausted at the end of my work.
   Question 3. I feel fatigued when I get up in the morning and have to face another day.
   Question 4. Working with the people all day is really a strain for me.
   Question 5. I feel burnt out due to my work.
   Question 6. I feel frustrated by my work.
   Question 7. I feel I am working hard at work.
   Question11. Personal career development opportunity in my work is important factor to me.

   The participant’s demographic character sector was summarized Question (1-7 and 11). The low paid organizational employees’ represented a fair gender mix with university students to school leave. The participants’ average ages were (20 – 30) years old with (4-5) years of experiences to work in the catering. Most of the employees’ 57.47% are university students and they do not have long term vision to stay with company. Generally in the low paid work employees’ have to participate in physical work rather than any innovative idea. Employees’ are follows line managers/
supervisors’ decision to do the work. Many employees’ think it is a money making job which do not have any big prospect for the career development.

The CIPD Review (2006) recognized between more than fifty percentages of employees' assume that their action is think to them and they are happy to work with it. More than forty rates of employees' are satisfied about the open entryway they get from their managers against their ability at work. CIPDs contemplate has found that more than fifty rates of employees' getting a lot of stress at their job sector. If the general population walk around genuine course for his then he will endeavour to get fundamental abilities and he will need for better position in his action. Better position will bring vocation change opportunity. The business or association may direct may this advancement; however it is at last the individual obligation.

In a low paid organization most by far of the employees’ are students, overseas students or migrants, and part time workers. Research finds that students work in the sustenance shop to gain some additional cash in the occasion time and which is discretionary to them. Overseas students can work 20 hours in a frail amid term time due to government rules. The vast majority of the low paid workers has work which is his fundamental employment, on the off chance that they work in the providing food then it is his second occupation. So we can say none of them has career plan with food, beverage and retail oriented. People don’t want to think career development plan with it, because of low pay. In the event that we contrast and McDonalds they have one store supervisor and his/her pay every year (K35-K40). Right hand director procures (K25-K30). A shift running manager gets 9.5 every hour. A crew member gets least wages. Along these lines, by the exploration it has discovered a large portion of the employees' work in the food beverages and retail by short time necessity. In the event that they think their career development by work with food, beverage and retail then it won't feasible for them in light of the fact that not very many individuals can go in the administration position and pay isn't great by contrast and different occupations.

The overall data identified school leaver employees’ were 5.27% and the college leave were 37.24%. Generally college and school leave employees’ work in the food beverage and retail such for a long time because they do not have other
way to find better opportunities. These employees’ works for the company such for a long time. Participants ‘P’ and ‘A’ and the remaining 40% of employees working in the catering for more than 5 years shared the following:

“I have been working in the catering sector in the UK for more than ten years. I also spent over 20 years working in different hotels as a full time employee. Now I am 60 years old. Always I am looking for something flexible for me where I can make day to work. Someday it is difficult to work under the management due to over rules and regulations which fatigue me to next day work.” (Participant P).

“When I started to work for Compass I was excited, having the chance to work at very nice places and enjoyed them. It was fun and for a foreigner getting to know many people from all over the world. That’s it, that was the best part of the job, the people working hand-to-hand, the actual people making the events be friendly for customers and ourselves. But from the beginning I had to manage always with bad communication from the office. I said to myself it is all right, I am just working, let’s go for what we both need and that’s fine, it is not a friendly staff to talk to, but we are here to work. It was all right up to a point where we (other staff as well) started to see that the agency books more people than needed for the events and send you home when you get there. But be very careful if you do it the other way round. If you had an issue or could not attend to a shift (even telling them in two days advance) they would tell you off on the phone. I always think everything is about communication it is not even the job. I mean, waiting staff, everybody can learn that. Of course, the customer service is the most important part on that and you get to learn that so much. It is very common that in hospitality this happens, in front of the customers a happy smile but the managing treats their staff like numbers, like the last assets. Bad experience, but won’t generalize, the hospitality sector has good places to work on. I have been working in the catering for two years. I do work only in the vacation time. It provides extra support for me. Sometimes there is bully from the management in the work which makes me frustrate. Generally I am not used to with this situation.” (Participant A).
In view of these results, the number of participant works as a part time and temporary worker. The total data figured out 68.62% percentages of employees’ ages are 21-30. These numbers of employee’s work with the company only to make money, they always they try to find out something new and which have career development opportunities. These employees do not want to consider stress where they do not want to stay for a long time. The results showed that over 80% of employees’ belonged to this group. The data revealed from interview discussions on Questions (1-7 and 11). The statements from Participants R, K, M, T and E have shared as follows:

“I think being in any type of leadership position whether it is a motivational factor. I am working here as a waiter which is what I am as far as the company is concerned. They all offer significant challenges…..number one being because you are working with people. When you will work with different types of people, which is totally different because you will meet with different diversity and different character. But I think it is essential in the low paid working sector because you just learn different traits about different people and you also learn strengths and weaknesses and you find out weaknesses about yourself as well.” (Participant R).

“A typical day at work was very rushed if you did not arrive to sign in before a certain time, you would most likely not able to take part in the work today. The flexibility when choosing, when to work, was suitable, as many students would work here to aim a little bit of money. The best part of the work was witnessing many sports and music fans and also hearing how the match day works and how important the roles are when dealing with the kiosks. The hardest part of the job was when it was half-time; there would be hundreds of customers that have to be dealt with. I have been in catering since three years…so even when some of the colleague does not want to co-operate with me, the way they operate, the way they do things on the site, it seems I am getting some bully from them. Due to that reason always I do feel I am burned out. Some time I do believe I believe I have learned a lot as far as your everyday particular small behind the scenes stuff that most people never get a chance to see. I believe I have learned a lot in those things but the way I have learned which was not effective for me. It could have been much better way if my colleague and supervisor helped me to learn.” (Participant K).
“Good for who want to have an occasional job, but do not expected to work less and get paid well. You are going to work a lot to pay your bills. Good for those who want just some extra money. Compass has flexible shifts which is great if you are student living in London. You have the opportunity to meets lots of new people and work at some cool events. However, do not expect a high standard of work ethic. The management team are unfortunately very unprofessional and patronising in dealing with their staff. During my time working for compass in some of the venue I have had to chase my pay, arrived to shifts where I have then been sent home due to overbooking, waited around for shifts unpaid, dealt with management who are rude and humiliate...expect to constantly have to tolerate their incompetence. Whilst it is great to meet lots of students in this job, management definitely take advantage of the fact we are students. Sad but true!” (Participant M).

“The environment was always good however the management team was not caring at all. The hours were also very long. I do not wish to talk any much more about I enjoy working in some stadiums but I sometimes feel like some of the managers in charge of the event can be too strict. The wage could also be a little higher. The shifts also sometimes end much earlier than the agreed hours on the website. Every shift is different, you very quickly get to know people and know what is expected of you. If you are willing to put the work in you get a great deal out of it. Some shifts are boring and long and others are super exciting to work. High light is meeting pixie lot so far.” (Participant T).

“Working with Compass Group (UK) has given me the opportunity to work with some very high standards managers at some of the most demanding venues of London. Each day at work is fun and it is always an opportunity to learn something new. I like the fact that the members respect the different cultures. The hardest part of the job is that working for high standard clients is that you must reach those standards to get better at what you do. The most enjoyable part is that I have the opportunity to work in different places. From stadiums to luxurious halls. I always prefer job site environment because the people I work with are they friendly or not? If I do not feel well in the job I just quit from the job and find another one because it is not difficult to find any low paid work.” (Participant E).
“Job satisfaction addresses a mix of positive or negative slants that employees' have towards their work. In the meantime, when a specialist used in a business affiliation, conveys with it the necessities, needs and experiences which determinate wants that he has ousted. Job satisfaction addresses how much wants are and organize the honest to goodness respects. Job satisfaction is immovably associated with that individual's direct in the work. Job satisfaction is an employees sentiment achievement and achievement at work. It is generally observed to be particularly associated with benefit and furthermore to singular thriving. Job satisfaction derives completing an undertaking one acknowledges, doing it well and being made up for one's undertakings. Job satisfaction moreover proposes energy and satisfaction with one's work. Job satisfaction is the key fixing that prompts acknowledgment, salary, advancement, and the accomplishment of different objectives that prompt a sentiment satisfaction”.

“Job satisfaction can be described moreover as how much a pro is substance with the prizes he or she gets away from his or her action, particularly to the extent normal motivation. The term work satisfaction suggests the perspective and feelings people have about their work. Positive and great demeanours towards the action demonstrate job satisfaction. Negative and troublesome auras towards the action exhibit work dissatisfaction. It is the collection of feeling and feelings that people have about their present place of business. Peoples' levels of degrees of job satisfaction can go from outrageous satisfaction to extraordinary dissatisfaction. In addition, to have states of mind about their occupations as entire, employees' additionally can have demeanours about different parts of their jobs as whole, employees also can have attitudes about various aspects of their jobs such as the kind of work they do, their co-workers, supervisors or subordinates and their pay. Satisfaction is by and large associated with motivation; however the possibility of this relationship is not clear. Satisfaction is not the same as motivation. Mullins (2005) defined ‘Job satisfaction is a more prominent measure of an attitude, an inside state. It could, for example, be connected with an individual estimation achievement, either quantitative or qualitative” (Aziri, 2011).
The employee engagement level (or job satisfaction level) measurement captures the following:

Question 9. Working in food beverage & retail means lot to me.
Question 10. My job is valued by me.
Question 12. I like to work my job because I can choose my own work without minimum supervision.
Question 15. I do not like this job because my skills and capabilities are not utilised.
Question 18. I work here because of the good physical conditions.
Question 21. Always I am treated fair at work.
Question 22. I do prefer a line manager/supervisor who set clear goals to me.
Question 24. I am satisfied with my job.
Question 25. I am happy with the pay I get from my job.
Question 32. I will probably be looking for another job soon.

These survey of questions disclosed employees’ job satisfaction and their engagement level in the organization. In the question 9 out of (341) number of employees (227) answered they do not value to work with food beverages and retail. It means 66% percentages of employees job satisfaction very low in the organization. In the question 24 employees directly mentioned about their job satisfaction in the food beverages and retail. It has been identified out of 341 respondents ‘205’ employees’ do not satisfy with their present job. It means over 60% of employees’ do not satisfy with their present job. In the question ‘32’ out of (341) respondents ‘185’ respondents have answered they are looking for another job. Job satisfaction and employee engagement relates with each other. If the employees are satisfied to work with the organization their engagement level in the organization will be high on the other hand employees’ engagement will be low if they are not satisfy with their present job. Here in the research with the interview process employees’ engagement level below standards because over 60% of employees are not happy to work with the organization.
The employees stated that they are not satisfied in their current job for the following reasons:

- Lack of career personal career development opportunity.
- Excessive physical work.
- Work place bulling form management and other colleague.
- Excessive supervision from the management.
- Lack of strong communication/ relation with the management.
- Very often employees treated with rewards for their work.
- Sometimes they believe they treated unfair at their work.

The research has also identified out of (341) respondents (93) respondents answered ‘they do not know’ it means the respondents either suspicious about to provide any information that will effect in their job or they are not conscious about their wright in the job sector or they are thinking they are about to change their job so it is better not to go any kind of hassle with the management. These numbers of employees did not give any comments whether they want any change or they are happy for their present situation but if they get any better opportunity from different position they will pick it. The several quotes represent both views below:

“Working as part of Compass Group was at times very exciting and enjoyable as you are able to meet many new people and can also choose work times relatively flexibly, however it is a very repetitive job and can be at time rather boring. Furthermore the management was simply fine and did not aid in any future jobs particularly. Sometimes I become stressed with the management because always they try to put me on a pressure without any reason. I am working here almost every day and I know what to do. Line manager or supervisor always knocking me to finish the job which is a bit f annoying for me”. (Participant T).

“To be able to invest time in people to develop them so that’s makes the unit run better. I have worked in catering all my working life so I do have experience but I do listen to other people that might know a better way always learning. Working with in compass gives the chance to Poole to develop their skills investing in people .I am working here as a part time worker. I am studying fulltime in the University. I need
some quick money for my expenditure. To work in the hospitality or catering I did not have to show any kind of experience. It is a flexible for me to work because every week I choose my shift to work. After complete my study I will go for different job where I can focus my study. So the job I am doing it is for time being.” (Participant F).

“The place is unsafe with several active safeguards, they have had several managers as they leave. The Pay is awful. The work is so extreme and it's rare you get a break and you never finish in time and you do not get paid for either. You are meant to get a free lunch but only full time staff however the food is awful and there is never enough. By the time you do manage to get there it's all gone. This company has a very bad name in care. I have been working in this catering company for five years. Last five years I have identified the promotion fully depends on the relation with management. I have been busy with my study which is building my career. So it is difficult for me to build a relation with others only for career development” (Participant S).

“While working with Compass Group UK I have learned how to organize my time better. Moreover, my colleagues are from all over the world so I have enjoyed very much working and meeting all of them. The hardest part of the job had to stand up all day long and walk/run around. However, being able to work at all those beautiful events at beautiful places will be an unforgettable experience. I have learned a lot of new things since I started working there. I also had the chance to get few certifications and the best part is that you meet so many new people from staff to customers. It is a good part time job.” (Participant O).

“Well, developing our involvement is very relational, so the maintenance of that on-going relationship keeps the lines of communication open; keeps the honesty and the transparency in place, which those are supported just by the regular conversation and communication. So yeah that tends to make things a bit easier to work if the company do not pay good enough. So then when problems arise, and they do, we have already laid the ground to be able to talk about it and work through it and there has been a trust relationship between management and employees that
has been developed, so that all of the reasons to bring me here to work.” (Participant C).

“As event stuff I work for the Compass Group (UK) in London. I also go to other events like horse race, football and rugby matches at Chelsea fc and Twickenham stadium. I have done all kind of positions from plate waiter to cashier, barmaid and cloakroom attendant. It gave me the opportunity to learn more skills especially in waiting where I have participated couple of times in doing synchronised serving. Every time I work in different environment and it keeps me alert. Even if I go back to the same place twice, the venues I might be working at varies. It gives me the chance to meet many new people. As all hospitality jobs, I enjoy working with the public. I learnt how to make the most out of time whilst working with Compass. I was able to do a large amount of different tasks in a short period of time. I all increased my team working skills as almost every task required more than one person in this work place. My co-workers were around my age group so I found it is easy to communicate with them. The one thing I have never liked about the Job is that the frequently cancelled jobs last minute. I enjoyed learning new things within the job and working in high classes/ famous places in the city. Yeah, definitely the job I am doing, there is minimal opportunity to focus on personal creativity. I just follow the order from the management. To get supervision from the management sometime embarrasses me but most of the time it sets clear goal to me to work and help me to achieve my goal.” (Participant Q).

“Physically I am not strong enough to work hard. I do believe to work in the food beverage and retail is one kind of hard work. I had an experience to work in the ‘McDonald’s’ fast food where I had to work lots. After doing four hours shift I was not able to work anymore. Now the job I am doing here I have involved with minimum hard work. I like to work here because sometimes I get tips from the customers which encourage me to better service for the next time.” (Participant S).

“I was intended to movement to better places which was exceptionally decent as I learnt a lot and turned out to be more autonomous. I learn amazing relationship building abilities and feasting decorum. The managers were pleasant and supportive. With move I worked with various colleagues and hence made numerous
companions. The hardest piece of the activity were the extend periods of time. In any case, the most charming part was heading out to better places and learning stuff the vast majority of different ethnics’ foundations and societies. On an entire, not an awful organization to work with if it is all the same to you voyaging all around London and Greater London for odd occasions. The work is extremely adaptable, along these lines perfect for students; however I would barely prescribe it to anybody searching for a solid, stable wage. The compensation is the lowest pay permitted by law, yet can get somewhat higher for VIP occasions. Administration is poor, you will regularly need to pursue them to pay you on time, and make sure to keep a note of the considerable number of spots and times you worked, as here and there they do not monitor your days of work exceptionally well. I have been working with this company for ten years. During this time it was very often I was rewarded from the company for my hard work. I do believe this does not encourage anyone to work such for a long time like me. Some time I use to get tips from the customers and I do count it as a reward for my work.” (Participant G).

Employees’ enhance engagement level in the organization captures the by the following questions:

Question 13. Contact with people is the best part of my job.
Question 14. I do not work for money only.
Question 15. I like this job because my skills and capabilities are well utilised.
Question 16. Job flexibility and security are less important to me.
Question 17. The quality of relationship with management colleagues is important to me.
Question 19. Visibility and psychological motivation with management is important to me.
Question 20. The incentive bonus is an important factor to improve my performance.
Question 27. The worse thing about my job is the continuous supervision.

These questions revealed employees’ view about enhanced engagement levels in their organization. In the question 13 out of (341) number of employees (166) respondents answered they agree good communication and contact with the management motivates them during their work. In the question 14 employees directly mentioned they do not only work for the money. Whenever they in the job
they always look work friendly environment where they can continue for a long time. In the question 14 out of (341) respondents (222) respondents answered they do not work only for the money. Most of them believes almost every low paid organization pay the same amount of salary (p/ h) and it is vary one after another very little amount. This amount does not make any big differences in their salary. So that always they look job flexibility and work friendly environment in the organization. In the question 17 employees answered about relationship with the management and the colleague. Out of (341) respondents (215) answered yes they prefer to keep good relation with the management and with the colleague to build a better environment. In the question 19 has been reflected managements motivation for their employee. Out of (341) respondents, (195) respondents believes psychological motivation is effective in their job sector. Most of the time they pass hard time and they need good support from the management and from their colleague which develops work friendly better environment in the organization. In the question 20 respondents explained about incentives and bonuses. Out of (341) respondents (228) respondents answered incentives and bonuses motivates them to enhance engagement level in the organization and remarked them follows:

“I have been working in this company for three years. After six months it has become easy for me to understand everything about manual handling and customer service. Most of the time, I feel better when I get any direction from my supervisor or line manager but few times supervision from the management frustrate me. It happens only when the management change for the service. I began working for Compass over the summer to make some money while at home from University. After my second shift, I was recognised for my effort at O2 arena with a staff reward after receiving excellent feedback from a client describing the service as restaurant standard. I subsequently worked shifts at various other venues including Chelsea FC and Excel centre. A typical day at work for me would be busy at certain points and then most of the time I was stood around doing nothing. At the busy times I worked well under pressured time conditions even in freezing cold weather and dealt with difficult customers promptly. The hardest part of the job was pouring pints with numb hands however I enjoyed working fast in order to deliver a good amount of customer service through busy periods. The support from the staff in every location has been excellent and there is a real meritocracy in terms of being rewarded for performing
your job to an excellent standard and I would highly recommend this company to any potential applicant.” (Participant T).

“It seems pretty straightforward when I receive feedback both from the customer and from the line manager as well. Over 90% of times feedback increase my performance for the next time. Generally it directs me the right way to do any work.” (Participant F).

“Well, this is the vital question in to the all over questionnaire. I believe for the job purpose or the amount of hard work I do the payment is not good form the company. There are some other facilities like the amount of tips I receive from the customer it increase my hourly salary and after all I am happy with my pay. In the other way I have to believe tips are not always guaranteed. If I become generous then I have stay in my present job until I get something else to survive. Always I feel if I get something better than this then definitely I will leave from this job. A day at work was hard at first being on your toes for hours and trying your best to make everything run smooth. I learnt how to hold plates on my arms if we had less staff, knowing where and what time the food should arrive making the customer feel welcome and ask if they need anything and if everything alright. I thought being a management person knowing where to put everything it was hard but slowly it got easier as you knew the time and where and it was fine. The hardest thing about the job was when the table collapsed and everything broke and we opened in 5 minutes so my group had to make sure we got everything on the table and not missing anything. The enjoyable part about the job was making new friends and seeing the customers enjoying themselves. Overall, Compass hospitality is a great place to work if you want some flexible shits every now and then or if you just want to do a few shifts at a time. The work is great and the jobs are always good to work meeting some great people.” (Participant S).

“To start, the hardest part of the job is there aren't many screening tests for new recruits to the team making the spectrum of skill very wide. This makes it difficult to work with some teams that you will be assigned to for each shift as some times you will find some workers that feel they are too good to be doing certain tasks. However the higher ups are very supportive and friendly. They all take time to
listen to suggestions and try to make every team member comfortable with their time at work. It is very difficult to say I have minimum chance to utilize my skill. A typical day with Compass would involve traveling to the venue early and helping to set up the bar or the tables for customers to sit at. The days are typically long, hard and laborious but this is not unexpected as those working with Compass know what they sign up for. I have often had shifts cancelled such as when I was booked in to work. The people who work at Compass are friendly and helpful. The hardest part of the job for me was how high pace the job is and without practical training I often felt unprepared. The best part of the job is the pay as for my age the pay is often high and worth all the hours and effort. The flexibility is also great as you can choose your own jobs. Each and every day I just follow the order from my line manager. If anything change they just inform me and what to do I just follow them. Always I believe the truth is that there is no chance for anyone to utilize any kind of skill in to the low paid work.” (Participant O).

“I love working for Compass as it is a very friendly environment where you get the chance to meet new people every shift. I left the company when I got a full time job this never went so well, so as soon as possible I re-applied and brought a friend back with me this time who also got the job and now enjoys working selective shifts as and when we need the extra work (The pay is not good enough, especially for the weekends). The management are bit of rude. Overall won’t recommend people to join the company. Sometimes I do feel I am doing slavery because of continuous supervision which makes me quits from the jobs each and every single day. I believe most of the employees do not like continuous supervision and they feel embarrass by the management”. (Participant C).

“Training is minimal, and for front of house such as reception it is crucial that you know what you’re doing! Long, unsociable hours working nights, with little benefits salary-wise, and an extreme work-load, especially on weekends. Short staffing is a massive issue. Management seem to not care about their employees and spend most of their time sat around doing little to nothing. As an employee it does not feel like you’re looked after at all, and when problems do occur, it’s pointless flagging them up with management. I have been working with this company since three years. I believe to work in the low paid work like my job the worst thing
we never able to sit down excepted break time. Some days I got shift for ten or twelve hours and during those hours only thirty minutes I am able to sit and after doing my shift I have got pain in my leg. So for that reason I just do the job for certain time. When I will find better anything I will leave this job.” (Participant Q).

“I am working with a Compass for six months. I have found it is very disorganised management, that treat you like a lower class citizen. Cancelling shifts at very late notice, bad transport communication... there are plenty of other agencies out there that will treat you better!! Don't fall for the umbrella scheme......too much paperwork to get paid. Compass pay low rate compared to company you work for so their workers, get higher rate. During my working time I felt I am getting discrimination because of my age and race. Whenever I have tried to book myself for any shift I have been informed they will inform me if any job come but I found they book for the job with my colleague who are younger and pretty comparing for me. These situations frustrate me and probably I will look for another job.” (Participant S).

“Over the past five years I have changed my job seven times because I did not like the place. I believe it is not difficult for me to find any new job where payment is national minimum wage. Mostly I join in the job and look for better environment like staff and management relation very good. Always I look for managers do not put any pressure for the employees without any reason. (Participant S).

“To work in the catering sometimes really enjoyable but many times I have found it is really a hard work. Perfect to get experience in hospitality jobs. But sometimes I would like more organization, for example to manage the bookings better, without sending people back to home cause they called too many people, and above all, after you already started and in this way not to be paid for the hours you worked! I went on this meeting full of amateurs, a lack of training, to be nothing is as it seems be I have put two stars I think might be less, a young lady made this presentation apparently without much experience, the training with plates was very poor. Sometimes it is embarrassing for me if I find line manager give me responsibility for extra work and they just ignore to promote me. In the same times
they like to hire managers from outside the company and then I do not see any future for me in the organization”. (Participant G).

“Preparing food and serving food to customers. The work culture was friendly. I learned the importance of teamwork and prepping in order to create a systematic environment. It is a very good and reliable recruitment company. If you are a student or someone who are busy and want work on the side then Compass is a good solution. The pay is not an amazing but it is decent. Not a fan of their payday cut off dates. I have understood I am working in the low paid working organization where salary is national minimum wage. I do not have any other ways to earn so I am looking for flexibility that I can continue in to the other job.” (Participant D).

“It is understandable for me that low paid working company like catering where the employees’ promotion fully depends on good relation between employees’ and line manager or the management. I believe everyone will agree the truth. Terrible catering agency to work for. Wages never correct, no job satisfaction and basically treated like cattle. They do not care about their employees whatsoever. Great in terms of flexibility and other staff are fun to work with. However, management is poor with little consideration given to the employees by the managers who are quite often rude. Overall, this company is not very professional, but I do enjoy working in the night life which is a positive point. Working for Compass Group (UK) recruitment helps with my conference and social skills towards people.” (Participant A).

“I thoroughly enjoyed working for Compass, although the job was not very stable it provided me with fantastic work experience. The typical work day as a waiter or food handler was to arrive, either plate or serve the food, and then was dishes. The management was not even ideal. The most enjoyable part of the job was serving customers but it was also the most challenging. They contact you by sms when some job is available. Good rates of pay, reliable wages and holiday pay. The best thing is that you can refuse the job if you cannot attend but they will still contacting you for some job if you want to. The work was a good boost for me as it allowed me to learn new things and become more interactive with others. However, I
feel it did not give me opportunity to progress and open doors to other possible career opportunities." (Participant V).

Several participants expressed a different way to engage employee in the organization than in another organizational type inferring that the engagement management tools may not be readily transferable. Almost half of the participants expressed frustration regarding lack of proper management policy and its effect on having necessary resources and support to effectively carry out employee engagement practice. The thematic contextual data summary presents that low paid worker preferred the area where they feel comfort to work rather than salary. Most of the employees’ concerns about the pay structure in different companies where job wise it differs small amount and it does not make any big different in the salary. So they prefer to build a relation with management and the colleagues. Additionally the data have demonstrated between (341) participants almost 80% of employees do not work as a full time for the company. They work as a part time and temporary worker so they do not have any big responsibility or formality if they disengage from the job.

All of the participants agreed the low paid organizations structure presented an environment where employees are getting national minimum wages. Few companies pay more than national minimum wage but there is no any big difference. The low paid working management embraced managing employee engagement from a qualitative perspective (employee relation, communication with management, written descriptive report and observation) with a small percentage also employing a quantitative means (employee attendance, performance and customer feedback). The majority stated the vast difference in managing employee engagement of low paid (food beverage and retail) organizations than other organizational types as it is not relates to the type of work, varying work segments, and managing employees’ (where job attraction high to the employees’) or constituent roles.
4.6.1 Significance of the qualitative findings

Low paid associations that have guaranteed worker engagement is a best need will be more fruitful than those that have not. The proof from the qualitative research is clear to see on the primary concern see where the employees’ get national minimum wages and the employee disengagement rate high. This is not just about distinguishing and tending to poor engagement; it is additionally about recognizing where there is high engagement and how to underwriting in the association. There is critical affiliation and impact between employee engagement and psychological motivation from the management and also strong correlation between highly engaged employees’ and organizations success. It is clear that an organisation founded on an engaged workforce is in a great position to go from strength to strength. Cultivating the correct condition for a drew in workforce is a key initial step. Past that perceive that engagement can be exceptionally individual to the person. The procedure needs to begin by distinguishing some regular profiles of employees” that exhibits engagement conduct. At that point HR management and the line managers, supervisors will have a better understanding what a how to inspire employees’ with the utilization of 'emotional capital' looks like and organization are in a greatly improved position to consider how they can approach duplicating these practices and creating inspirational states of mind towards engagement. Psychological motivation changes employees’ states of mind and convictions impact how they mean to carry on in the organization.

The outcomes from the qualitative findings has addressed three key issues which will give low paid organizations management the information to develop improved management interventions in order to increase employees’ engagement. The qualitative findings identified three answers for the key questions:

1. **Work related stress such as push, bully and improper leadership leads to the employee disengagement in the organization.**

   “While some workplace stress is normal, excessive stress can interfere with productivity and performance, impact on physical and emotional health, and affect relationships in the work life. It can even mean the difference between success and failure on the job. Whatever ambitions or work demands, there are steps can take to protect from the damaging effects of stress, improve job satisfaction, and bolster
well-being in and out of the workplace. Having a solid support system at work can help buffer from the negative effects of job stress”.

2. **Most of the low paid employees’ prefer work friendly environment where they can develop relation with the management and with the colleague rather than rewards.**

“The idea that working environments should be integrating stronger social dynamics is one which has captured a lot of momentum in recent years. Obviously there is a clear distinction between a social environment and a working environment, however, many argue that a working environment benefits greatly by incorporating more relaxed, personal, and friendly influences. Not only does research suggest that having a more friendly working environment results in higher job satisfaction among employees, but it also leads to increased productivity and a higher rate of engagement. The study shows that being friends with co-workers results is drastically improved job satisfaction. The benefits of fostering friendships in the workplace are numerous. People work better together when they have a shared ideal. It is much easier to achieve this in an environment where people are able to behave like people, and that means embracing the social nature of positive group dynamics. In this space, employees are more likely to become friends with each other and feel like they are working for a common goal that they are personally invested in”.

3. **Psychological motivation will effective with the use of emotional capital to enhance the engagement level in the organization. Human resource managers, line managers and supervisors have to create the environment to motivate their employees’.**

“This study showed that psychological motivation contributes strongly to employee engagement, especially food/beverage retail sector. In the current business environment it is crucial that managers motivate their people. It is recommended that organisations implement interventions to increase the psychological motivation of employees. Supervisors and managers play an important role in creating engaging work environments. Interventions should focus on meaningful work, competence, self-determination and impact. Supervisors and managers must create work environments in which people experience their work as meaningful and where they
feel that they can influence events. They should also build the competence of the employees. Furthermore, they could create autonomy-supportive work climates by taking employees’ perspectives into account, providing greater choice, and encouraging self-initiation. Influence (self-determination and impact) is stimulated when managers and supervisors provide a meaningful rationale for performing an uninteresting task, acknowledge the perspective and feelings of employees about tasks, and structure work to allow interdependence among employees”.

4.7 CODING
The data analysis portion of the research entailed an open and axial coding process. Open coding was demonstrated when the researcher captured initial thoughts from participant data physically noting the thoughts in narrative format alongside the participant responses (Creswell, 2007). Categories emerged the frequency of their appearance led to common themes. Axial coding was showcased as the researcher repeatedly reviewed open coding data results to describe cause and effect or if – then relationships. Support to the central phenomena connects to these categories and relationships, which included codes for the participant responses to the both qualitative and the quantitative research questions, including demographic information such as the participant’s name, organization name and organization location as well as performance management related questions. The coding process was replicated among the three different unities inside the organization.

There were 27 cases went into the software programme for information examination utilizing 341 codes to depict the content related with 35 interview cases. The cases were credited a normal of 27 codes. The researchers, notwithstanding the coding plan portrayed above, utilized the coding plan point by point in (Appendix C) of this research. Once the information was entered the software program looked through the extensive variety of numerous information sources at one time, composed, and incorporated information into hubs and reports, and displayed apparatuses for the inclusion of visual introductions and converging of correlated information data (Lewins and Silver, 2006).
4.8 TRINGULATION AND CORROBORATION

The sampling offered a theoretical approach as individual interview data results were analysed to discuss low paid company’s management take attempt to enhance engagement level when literature have a gap to provide directions into this area. The theoretical results offer a proven representation to fill this gap. This exercise credibility, validity, and reliability in that the researcher performed vigorous data analysis, and checked and verified the interview transcripts to ensure uniformity with coding themes. Data from multiple sources included 370 interviews (provided with open ended questionnaire) and all the participants from 370 varying food/beverage retail sector. The range found within the participant group offered further credibility wherein the ages, management tenure, educational attainment, and experience to work in the catering or in the same types of company like low paid organizations preparedness added great insight into the triangulation process. Further, the methodological approach displayed triangulation and use of multiple sources with the inclusion of seminal and current literature review and the mixed research design tool itself. Corroboration, the parent process to triangulation, proved true and valid when reviewing participant’s data which has been reflected the true perceptions, insights, and experiences of the participants. During the research corroboration provided with great comfort that the data obtained from the participants would be instrumental in addressing the literature gap of how the management of low paid working organization like food, beverage and retail will enhance their employees’ engagement level in the organization.

4.9 LIMITATIONS OF THE METHODOLOGY APPLIED

The qualitative design itself with a relatively large number of participants (500 questionnaire have been sent and the respondent were 370 (employees’ 341 and line managers/ supervisors 29) those may have present a challenge when generalizing data as the population size of 370 represented a broad mix from the around food beverage and retail which are much larger. A second limitation is associated with the qualitative design itself, which did not lend to as high a level of data reliability obtained from analysing quantitative data. The open-ended nature of the study questions provided participants unrestricted ability and freedom to respond to questions disengagement in their organization. Unfortunately, many responses
were one or two-word phrases that lacked depth of information and meaning that other data collection methods may have provided. The differences in language and terminology in participant responses also created coding challenges during the research analyse.

Another limitation resided in were the results themselves are credible in that the study relied heavily on the participants are not honest or they are not providing sufficient information in their responses by rendering their true response versus one that they supposed to do. All of it seemed participants are feared to provide their opinion. The interview process highlighted further instrument limitations with regard to research time usage error; the researcher interjected an unplanned additional question ‘Were low paid organization where the employee engagement level are low comparing it’s standard, the employees expected to be members of the food beverage and retail affiliated with the organization and neglected to ask all participants the question. During the research most of the interviews were coded but very few numeric interviews responses causing repetitive coding with specific response.
CHAPTER FIVE: DISCUSSION OF INTERVIEWS

5.1 FOOD/BEVERAGES AND RETAIL – COMPASS GROUP (UK)
Compass Group is the worldwide market pioneer in giving nourishment and a scope of help administrations to clients in the work environment, schools and universities, healing facilities, at recreation and in remote situations. Working in more than fifty nations with more than 470,000 representatives, Compass Group consolidates nearby information with worldwide reach. Compass Group UK and Ireland has more than 60,000 representatives and works in more than 10,000 customer locales. Consistently they serve more than three million individuals and create more than one million dinners. With over £1.9bn turnover, they always develop to discover new and energizing approaches to convey incredible sustenance and bolster administrations to each one of their customers. The data from the five different units in the Compass group identified they have over 40% of employee turnover in any one year time.

CASE STUDY 1
“I only worked for a number of months. After a while I decided Compass were extremely useless. Bothering me with texts, and emails all day, finally when you do call to ask about the shifts. Supervisors waffle away and lie about how there aren’t anymore within 5 mins after they hassled asking you to work. When I returned to working for them a year later, we were meant to begin work at 3pm, everyone was treated like cattle, herded up in a smelly kitchen and we waited for an hour and a half for someone to show. I eventually left, as I had been told earlier I was on bar and of all a sudden I was a reserve. On the other hand, I learned a lot from these shifts, communication with others and socialising. Compass is good for making quick money with flexible hours. Meet new people some good some not so much, and the management on the whole are friendly and understanding. Good for students and part time work. Work itself is not great. Can have long hours with no break. Tiring and hard work, but easy to get work through texts.” (Participant M).

It has been identified from the data collection that Mr F working in the Compass Group as a part time worker and studying at University. He reported that “Part-time workers are shielded from being dealt with less positively than equal full
time workers since they are low paid. Low paid workers the majority of the employees’ works less hours looking at than full time workers.” There is no particular number of hours that influences somebody to full or part time workers, yet full time workers will do for the most part work 35-40 hours. To work in the hospitality or catering, employees did not have to show any kind of experience. It is flexible work because every week the employee able to choose his/her shifts to work. Employees job satisfaction is therefore one of the major factor in order improve organizations performance. Most of the companies try to keep their employees happy while they are in the job. Employee’s mental satisfaction with their pay could be key motivational factor to stick with their jobs. Employee disengagement is noteworthy to association, people and administration.

From the administration perspective, whole deal withdrawal makes employee turnover which addresses a basic direct cost the extent that enrolling, poor creation sharpens and lessened benchmarks and furthermore high substitution and planning costs. Accordingly, there are diverse costs related with employee withdrawal which fuse separation costs (post-business studies and severance pay), enrolment costs (publicizing and interest charges), assurance costs (meeting and reference checking), contracting costs (selection and beginning getting ready), relocation costs, formal attire and lost effectiveness costs related with both the unfilled opening and the desire to retain data related with the new illustrative. Underhanded costs however are connected with reduced levels of employee motivation, non-appearance, and delay provoking customer disillusionment and finally customer fleeing. So that is the reason it is essential to diminish partition in the organization remembering the true objective to organizations accomplishment.

**CASE STUDY 2**

“A day at work includes of communicating with customers and providing them with what they need. During my stay in the company I have got to understand how to control large sums of customers at once and how to handle customers when problems arise. The most enjoyable part of the job is working for Chelsea FC. However the hardest part is the working environment, the people you have to work with do not always do the work and leave the team to fall behind and work harder. This job is good if you do not want to commit to a full time work basis, they pay
weekly which is great and you choose how much or how little work you want to do. Just like other jobs you will have good days and bad days but overall the work is fun. With this job I could meet a lot of different people while learning the job of wine waiter and plate waiter. It offers various jobs in very different kind of events.” (Participant P).

The interview process found throughout the data collection that Mr P has been working in the catering sector for more than ten years. He has twenty years of experiences in the hotel as a full time employee. Over the past ten years he has been working in the Compass Group (UK) sector. He always looks for something flexible for work where he gets more flexibility because he needs to think about his age.

Various observational investigations have demonstrated a positive impact of business dependability on work satisfaction. Work steadiness, generally measured by the kind of agreement an individual has, may influence one’s activity satisfaction straightforwardly and in addition through its effect on other relative factors, for example, professional stability, since a steady position appears to bring people a conviction that all is good. The point of our exploration is to examine the connections between employer stability, business strength and occupation satisfaction of specialists in UK.

In opposition to basic assessment, the variously recreated observational examinations demonstrate no immediate impact of occupation satisfaction on profitability. In any case, work satisfaction remains a critical and powerful factor that should be contemplated and broke down. As a matter of importance, work satisfaction is identified with life satisfaction. Albeit some exploration demonstrates something else, there is by all accounts an equal connection between work satisfaction and life satisfaction. In other words that people with higher life satisfaction are happier with their occupations and people happy with their employments will be thus happier with life by and large. Moreover, work satisfaction or all the more accurately work disappointment, may impact affect people’s physical and psychological well-being and demeanours. The outcomes of employment disappointment may likewise incorporate disengagement and turnover from the
organization. A few investigations propose that the lingering of the activity satisfaction condition speaks to people's penchant to stop their present occupation position. This recommends examination of this variable may get bits of knowledge into workers' conduct. Investigation of employment satisfaction incorporates its outcomes, as well as its causes. Throughout the years, a broad number of factors have been proposed as potential determinants of employment satisfaction. Among others, the developing group of research demonstrates a noticeable impact of employer stability. In the midst of need and vulnerability, employer stability has turned into a looked for after occupation highlight.

A few speculations, for example, Herzberg's Motivator Hygiene Theory, partition determinants into mental components called sparks, which bring job satisfaction, for example, accomplishment, self-improvement or acknowledgment, and physical elements, called cleanliness, which cause work disappointment (Herzberg 1964). In spite of the fact that Herzberg's hypothesis has been recognized for focusing on the significance of mental parts of work, there is little confirmation supporting the hypothesis of the polarity of the physical and mental elements (Hackman and Oldham 1976), while some experimental proof even demonstrates the inverse (Locke 1976). An engaging perspective on job satisfaction is the error hypothesis proposed by Locke (1976). As per his definition, job satisfaction is a: "pleasurable enthusiastic state coming about because of the view of one's activity as satisfying or permitting the satisfaction of one's critical activity esteem, giving these qualities are good with one's needs." (Locke 1976, p. 1342). This hypothesis regards job satisfaction as a measure of the gap between a person's optimal activity, where all his or her esteem and needs are satisfied, and the real job position that he or she has. The greater the inconsistency between the reference and the genuine activity is, the less activity satisfaction an individual accomplishes. An essential part of this hypothesis is that people contrast in esteeming different job aspects, giving them distinctive significance. The impact of the error between the perfect level of a specific employment viewpoint (e.g. number of working hours) and its genuine level on job satisfaction is bigger if that perspective is more critical for a person.' (Wilczyska, Aleksandra; Batorski, Dominik; Sellens, Joan Torrent, 2015).
**CASE STUDY 3**

“While working with Compass Group UK I have learned how to organize my time better. Moreover, my colleagues are from all over the world so I have enjoyed very much working and meeting all of them. The hardest part of the job had to stand up all day long and walk/run around. However, being able to work at all those beautiful events at beautiful places will be an unforgettable experience. I have learned a lot of new things since I started working there. I also had the chance to get few certifications and the best part is that you meet so many new people from staff to customers. It is a good part time job.” (Participant O).

The interview identified participant Mr O working with compass group UK and he has ‘0’ hours contract with the company. It means he works whenever the company need him to work. The happiest thing for him that he can choose his own shift and it is very flexible. The worst thing is that almost every week he does work under different management and each and every single matter they try to brief him and the managers keep him under supervision.

Such zero-hours contracts are an agreement utilized by businesses whereby workers have no ensured hours and consent to be conceivably accessible for work. They are utilized progressively by organizations looking for work adaptability and by workers looking for adaptability around their different duties. Evaluation on zero-hours contracts has been mixed. Many low paid organizations have a tendency to battle that the understandings result in money related vulnerability for pros that require scratch business rights; chief affiliations push their utility when hoping to deal with fluctuating interest and fight that they expect a crucial part in keeping people in work. Both the Government and the Opposition have proposed measures to address stresses over the usage of zero-hours contracts. The Government's Small Business, Enterprise and Employment Bill, right now being considered by the Parliament propose to preclude the utilization of selectiveness provisos in zero-hours gets (an authoritative prerequisite for the workers to work only for one manager regardless of the hours advertised).

Generally, as a business, they are not obliged to offer work to masters on zero-hours contracts, yet nor are they obliged to recognize any work you offer. It is
basic to think about the game plans of the National Minimum Wage Regulations, which express that authorities on 'stay by time', 'open if the need emerges time' and 'downtime' ought to even now be paid the National Minimum Wage if they are at their workplace and required to be there. Basically, such time is presumably going to consider 'working time' under the Working Time Regulations if the authority is required to be open if the need emerges at the workplace. This suggests it is unlawful to ask for that agents 'clock off' in the midst of quiet periods yet in the meantime remain on the premises. Zero-hours employees' are, all things considered, twice as at risk to be content with having no base set contracted hours, as they are to be disappointed. Half (57%) say they are fulfilled contrasted and around a quarter (33%) report's identity disappointed. The most widely recognized clarification for this is adaptable working suits their present conditions (84% of that adage they are satisfied or exceptionally happy with having no base set contracted hours). Managers require the aptitude to lead out with more utilization of outsourcing. For instance, if any administrator thinks his activity is just to send work downwards to subordinates then this would not be known as a main out capacity however it will be the point at which he will likewise utilize his ability and inventiveness in appointing work to associates. Furthermore, managements driving up fitness are to control their managers, as directors are the decentralized expert of associations and they likewise ought to have the ability to gather bolster start to finish.

**CASE STUDY 4**

“As event stuff I work for the Compass Group (UK) in London. I also go to other events like horse races, football and rugby matches at Chelsea fc and Twickenham stadium. I have done all kind of positions from plate waiter to cashier, barmaid and cloakroom attendant. It gave me the opportunity to learn more skills especially in waiting where I have participated couple of times in doing synchronised serving. Every time I work in different environment and it keeps me alert. Even if I go back to the same place twice, the venues I might be working at varies. It gives me the chance to meet many new people. As all hospitality jobs, I enjoy working with the public. I learnt how to make the most out of time whilst working with Compass. I was able to do a large amount of different tasks in a short period of time. I all increased my team working skills as almost every task required more than one person in this work place. My co-workers were around my age group so I found it is easy to
communicate with them. The one thing I have never liked about the Job is that the frequently cancelled jobs last minute. I enjoyed learning new things within the job and working in high classes/ famous places in the city”. (Participant Q).

Participant Mr Q has been working with this company since three years. He believes to work in the low paid work like my job the worst thing we never able to sit down excepted break time. Some days he has got a shift for ten to twelve hours and during those hours only thirty minutes he gets break to sit down for rest. After doing his shift he feels pain in his leg. So for that reason I just do the job for limited time. When I will find better anything I will leave this job.

Stress is the body’s reaction to any change that requires an alteration or response. The body reacts to these movements with physical, mental and energetic responses. Stress is a normal bit of life. Various events that happen in the midst of the working time, and various things at times people manages without any other person puts weight on their body. People can experience stress from their condition, their body and their thoughts. The human body is proposed to experience stress and react to it. Stress can make certain, keeping you prepared and arranged to avoid risk. Stress winds up discernibly opposite when a man faces unending troubles without help or loosening up between challenges. Along these lines, the individual advances toward getting to be plainly depleted, and stretch related strain develops. Stress that returns without mitigation can incite a condition called inconvenience, a negative tension reaction. Wretchedness can incite physical issues including cerebral agonies, angry stomach, lifted heartbeat, chest distress and bother napping. Researches prescribe that nervousness can in like manner assist or escalate certain signs or diseases.

So, continuous stress in the work place creates unhappiness and dissatisfaction in the work which turn to disengagement in the organization. Here in the research Participant Q believes he she has physical stress in the work and looking for different. If any employee looks for different job means he or she is not mentally satisfied with his or her present job. Mentally dissatisfaction turns to disengagement in the organization.
CASE STUDY 5
“A typical day at work was very rushed if you did not arrive to sign in before a certain time, you would most likely not able to take part in the work today. The flexibility when choosing, when to work, was suitable, as many students would work here to aim a little bit of money. The best part of the work was witnessing many sports and music fans and also hearing how the match day works and how important the roles are when dealing with the kiosks. The hardest part of the job was when it was half-time; there would be hundreds of customers that have to be dealt with. I have been in catering since three years…so even when some of the colleague does not want to co-operate with me, the way they operate, the way they do things on the site, it seems I am getting some bully from them. Due to that reason always I do feel I am burned out. Some time I do believe I believe I have learned a lot as far as your everyday particular small behind the scenes stuff that most people never get a chance to see. I believe I have learned a lot in those things but the way I have learned which was not effective for me. It could have been much better way if my colleague and supervisor helped me to learn.” (Participant K).

Stress is the body’s response to any change that requires a modification or reaction. It is harsh lead that is: Threatening, humiliating, or terrifying, or. Work deterrent undermines which shields work from finishing. Numerous occasions that occur amid the working time, and numerous things once in a while people does without anyone else puts stress on their body. Individuals can encounter worry from their condition, their body and their contemplations. The human body is intended to encounter pressure and respond to it. Bullying is unlawful when it dismisses European working laws restricting isolation and incitement in the workplace. These laws shield employees' from badgering in light of secured qualities, for example, race, shading, national starting point, religion, sex, age, or handicap. On the off chance that any employees' think bullying or harassment is happening at their work, they need to talk with: a boss or supervisor, work environment wellbeing and security agent, the HR division, a union (visit the Unions and business affiliations page to discover enlisted unions in their industry).

So, it has been identified work place bully brings employee unhappiness in the organization and increases disengagement.
CASE STUDY 6

“The environment was always good however the management team was not caring at all. The hours were also very long. I do not wish to talk any much more about I enjoy working in some stadiums but I sometimes feel like some of the managers in charge of the event can be too strict. The wage could also be a little higher. The shifts also sometimes end much earlier than the agreed hours on the website. Every shift is different, you very quickly get to know people and know what is expected of you. If you are willing to put the work in you get a great deal out of it. Some shifts are boring and long and others are super exciting to work. High light is meeting pixie lot so far.” (Participant T).

It has been identified with the interview process Miss T have been working with Compass group UK since four years but she does not have any future plan with this job. She has two children. She shares time to with her husband because no one in the house to look after her child. That is why she works whenever she is available to work and she does not provide her maximum effort to promote herself. In UK low paid work like food beverage and retail jobs employers are always seeking cheap labour because of cost reduction policy. Most of the business management like to sell cheap product in order to explore their business. According to the government rules and regulations men and women figure should be 50/50.

Interestingly, the research identified there is a slightly differences in the recruitment between men and women and the figure likely 60/ 40. The differences between men and women in the recruitment process that women are not fully flexible. Housekeeping occupations were generally observed as reasonable just for ladies with businesses making remarks, for example, ‘women’ concept of cleanliness is better and women are significant for cleaning. A large portion of the businesses look for completely adaptable employees, despite the fact that they have low maintenance opening. The necessity to work adaptably, which was incorporated with a portion of the agreements offered by the businesses met, had not been tried regularly. As one of the businesses remarked ‘the staffs does not care for it’ and in any case there was adequate business and the adaptability was not required all things considered. Where adaptability was utilized it was for the most part done to suit the necessities of workers, especially women with small children. The vast

157
majority of the units in compass bunch UK offer their representatives' 'zero' hours contracts and these are utilizes just for fully flexible staff. In the greater part of cases flexible staff staffs are utilizes for occasions and banqueting and regular work and they were given no composed contracts by any stretch of the imagination.

Many places in the UK women's have rejected from the night work where it has been recognized both wellbeing and social hindrances to working. Basically women's are not flexible to work in the night time due to their personal safety. Safety is particularly raised as an issue in small or medium-sized hotels or working units where only one or two employees were left on duty throughout the night. In larger working places where safety is not such a big issue but over 80% of the women do not like to take a shift in the night time specifically food beverage and retail. The examination meet distinguished, in the UK women’s represented the greater part of such posts, however they were mostly to be found in territories where they were at that point very much spoke to at the word related level, in other words in gathering, housekeeping, work force, meetings and banqueting and as money related controllers. Generally speaking, the fundamental obstruction to woman’s' movement seen as the trouble in consolidating this sort of low paid work where the greater part of the movements are extend periods of time and it is troublesome for the women’s to work on the off chance that they have any family obligations. In the UK, although part-time and flexible work was commonplace at operational levels, it was unheard of at senior levels. Further, there was a desire of working to a great degree extend periods of time in higher administration posts. A few employees' in the UK noticed that profession achievement came at a high cost since for all intents and purposes none of the senior women had children, and many were single or divorced.

**CASE STUDY 7**

“Good for who want to have an occasional job, but do not expected to work less and get paid well. You are going to work a lot to pay your bills. Good for those who want just some extra money. Compass has flexible shifts which is great if you are student living in London. You have the opportunity to meets lots of new people and work at some cool events. However, do not expect a high standard of work ethic. The management team are unfortunately very unprofessional and patronising in dealing with their staff. During my time working for compass in some of the venue I have had
to chase my pay, arrived to shifts where I have then been sent home due to overbooking, waited around for shifts unpaid, dealt with management who are rude and humiliate...expect to constantly have to tolerate their incompetence. Whilst it is great to meet lots of students in this job, management definitely take advantage of the fact we are students. Sad but true!” (Participant M).

Participant Mr M has been working in the catering since five years. Sometimes he feels the effort is giving for the company’s success he is not getting back the right amount. Sometimes management hire supervisor or managers from the outside rather than to promote its own staffs which makes me frustrate by my work. Also I feel I do not have any future to work with the company.

A career is portrayed as the mix and progression of parts played by a man over the traverse of a lifetime. A Life-Career Rainbow is displayed as a methods for conceptualizing multidimensional professions, the fleeting contribution in, and the passionate sense of duty regarding, every part. Self-realization in different parts, part clashes, and the determinants of part choice and of part exhibitions are talked about. The utilization of the Rainbow in vocation training and in directing is quickly considered.

A career is not simply a job, but instead a deep rooted undertaking involving practices, states of mind and emotions in a formative procedure driven by individuals’ work and life objectives and directed by the associations they work. In this way, the advancement of a profession is a long haul and complex process impacted by those mental, sociological, instructive, physical, monetary, ecological and chance factors that focalize to shape it amid a man's lifetime. Generally, from the hierarchical point of view, profession advancement for grown-ups was seen obviously as an authoritative duty, whereby associations set up strategies and procedures to actualize and encourage vocation improvement, principally to the upside of the association, and just furthermore to the advantage the person. All the more as of late, expanded globalization of the business world and quick innovative advances have expanded rivalry and constrained vast scale rebuilding on associations, for example, the supplanting of full-time staff with brief and low maintenance representatives, and a development to compliment hierarchical structures. As a
result of these authoritative changes, numerous businesses are not any more capable, or willing, to offer workers customary help and headway openings that may urge them to focus on, and stay inside an association for long stretches, or even a lifetime. People themselves may likewise be re-orientating their esteems and objectives and be less arranged to travel these customary ways. In this atmosphere, workers, from one viewpoint, have been offered, and to some degree have looked for, expanded duty regarding their own vocation advancement, though then again, businesses have turned out to be somewhat more common sense and organisationally engaged with their formative exercises.

Career development incorporates those individual capacities and legitimate effects and structures that allow and drive individuals to get the fundamental capacities, learning and demeanours to achieve their own profession and individual destinations and to meet the solicitations of their working environment. It is a nonstop methodology of refining, executing and checking the plans made and the methods grasped by the individual and his or her workplace. There are two specific sorts of profession change strategies. The principal focuses on that improve a profession inside the person's present organization, for example, such as in-house training and fostering contacts with influential people. The second targets which that improve a career for the most part, for example, acquiring more elevated amount capabilities and framing contacts through exchange and expert affiliations. The methodology underlined by the individual relies upon complex factors, such as commitment to, and satisfaction with, the organisation, and will be impacted by the sort and level of career management and advancement help offered by the association.

Organizational career development and administration systems need to supplement and enlarge the profession advancement techniques formulated by the individual representative. 'Ruler (2004) has arranged these career self-administration procedures under three headings: (a) situating practices, where the attention is on creating systems, abilities and experience expected to meet one's profession objectives, and includes choosing about such things as when to change occupations, what preparing and instruction to get, and how best to build up one's social capital; (b) impacting practices, where the point is to influence the choices of imperative
other people who can confine or improve profession objectives, and incorporates dealing with one's own picture and self-advancement; and (c) limit administration practices, which are tied in with adjusting work and non-work requests, and incorporate consulting with vital others outside of work to guarantee objectives and obligations in work and different parts are met'.

Profession advancement opportunity includes with representative separation which demonstrating the exploration questions. A profession speaks to a man's lifetime of work. In the event that the people stroll in legitimate path for his then he will attempt to get fundamental capabilities and he will want for better position in his activity. Better position will bring profession advancement opportunity. The business or association may direct this advancement, yet it is at last the individual duty.

In a food beverage and retail shop a large portion of the workers are students, overseas students or migrants, and part time workers. Research finds that students work in the food shop to earn some extra money in the holiday time and which is optional to them. The greater part of the part time workers has work which is his primary employment, on the off chance that they work in the food beverage and retail then it is his second occupation. So we can say none of them has career plan with food shop oriented. People don't want to think career development plan with catering shop, because of low pay. Along these lines, by the exploration it has discovered a large portion of the employees' work in the food beverage and retail by short time necessity. On the off chance that they think their profession advancement by work with food shop then it won't feasible for them on the grounds that not very many individuals can go in the administration position and pay isn't great by contrast and different employments. So in-order to creates employee attraction and enhance engagement with food beverages and retail company and management have to create flexible environment (such as offering employees quality base position) to reduce disengagement in the organization.

So, in order to creates employee attraction and enhance engagement with food beverages and retail company and management have to create flexible environment (such as offering employees quality base position) to reduce disengagement in the organization.
CASE STUDY 8

“Working with Compass Group (UK) has given me the opportunity to work with some very high standards managers at some of the most demanding venues of London. Each day at work is fun and it is always an opportunity to learn something new. I like the fact that the members respect the different cultures. The hardest part of the job is that working for high standard clients is that you must reach those standards to get better at what you do. The most enjoyable part is that I have the opportunity to work in different places. From stadiums to luxurious halls. I always prefer job site environment because the people I work with are they friendly or not? If I do not feel well in the job I just quit from the job and find another one because it is not difficult to find any low paid work.” (Participant E).

Employee Relations offers conference, help and assurance strategies for workplace issues. Workers relations help correspondences among worker and the administration, remedial movement and masterminding, disciplinary exercises, and illumination and explanation of University methodologies and procedures. The term ‘employee relations' insinuates an association's undertakings to administer associations among organizations and employees'. A relationship with a nice specialist relations program gives sensible and dependable treatment to all employees' so they will be focused on their employments and faithful to the organization.

Employee relations are stressed over workers' remuneration and conditions, and additionally the system by which those conditions of business are settled. As it has been recognized, business goals are those destinations or results the business hopes to achieve after some time. It bodes well to guarantee that work conditions and the way toward deciding them are steady with the methodologies used to accomplish business destinations. All organizations hope to extend advantages and upgrade efficiency as techniques for achieving this. Wages that are too high are a cost to the business and can diminish benefits, yet remuneration that is too low can decrease employees’ motivation. Those organizing wages and conditions in light of a legitimate concern for any business should think about finding the right level to add to worker inspiration, while not excessively extending costs. Subsequently, most augmentations in pay tend to fix to updates in productivity. Since proficiency
changes generally speaking brief extended productivity, relating wages to benefit can make a strong connection between employees' relations strategies and business targets.

Consumer loyalty is an unmistakable indication of business execution and is consistently related to the way customers are managed by staff. In Employee relations implies the total coordinated effort that occurs between a business (and their operators) and the labourer (and their employees) with regards to the establishment of conditions of business. A business, for legitimate purposes: rehearses control over agents has commitment with respect to portion of wages holds the capacity to oust workers. An employee is an expert under a business' control. Control may incorporate the region of the workplace, the course in which the work is played out, the level of supervision included. These criteria are fundamental in choosing honest to goodness contentions about the work contract. Both management and the employees' advantage when working conditions are associated with fundamental objectives. Employee relations turn, employee satisfaction can affect the way in which staff relate to customers. A strong workplace relations condition is most likely going to incite more conspicuous staffs satisfaction, hence affect the satisfaction of customers. Employee satisfaction in like manner keeps up the preparation of worker to remain with the business, decreasing the costs related with staff turnover. A strong, by and large battle free workplace can add to the availability of delegates to share in quality change works out. For instance, the execution of total quality management (TQM, quality circles or nonstop change in the operations of the business requires a dedication from workers. Coordinating worker relations in a positive and far reaching way can add to the business focus of improving thing quality and sum. Measure of things and purchaser steadfastness can help the objective of upgrading bit of the general business.

So, it has been identified well developed relation between employees and the management brings employees job satisfaction in the organization, which reduces disengagement and enhances engagement in the organization.
CASE STUDY 9
“I think being in any type of leadership position whether it is a motivational factor. I am working here as a waiter which is what I am as far as the company is concerned. They all offer significant challenges…..number one being because you are working with people. When you will work with different types of people, which is totally different because you will meet with different diversity and different character. But I think it is essential in the low paid working sector because you just learn different traits about different people and you also learn strengths and weakness and you find out weaknesses about yourself as well.” (Participant R).

Here participant have ‘R’ have been working with the company for six years. He is working as a part time worker. He is working for the council as a full time worker. He just works in the compass group in the weekend to earn extra money. He likes to work in the compass because every week he meets with different people and most of them are guest. The positive thing he found in the job is flexibility. If he likes to work then he except the job if he does not like to work then he does not except the job. The only problem he finds in the jobs is physical stress which prevents him to highly engage with the job. He believes to work in the food beverages and retail is a good fun but it is not suitable for the career development.

CASE STUDY 10
“When I started to work for Compass I was excited, having the chance to work at very nice places and enjoyed them. It was fun and for a foreigner getting to know many people from all over the world. That’s it, that was the best part of the job, the people working hand-to-hand, the actual people making the events be friendly for customers and ourselves. But from the beginning I had to manage always with bad communication from the office. I said to myself it is all right, I am just working, lets go for what we both need and that’s fine, it is not a friendly staff to talk to, but we are here to work. It was all right up to a point where we (other staff as well) started to see that the agency books more people than needed for the events and send you home when you get there. But be very careful if you do it the other way round. If you had an issue or could not attend to a shift (even telling them in two days advance) they would tell you off on the phone. I always think everything is about communication it is not even the job. I mean, waiting staff, everybody can learn that. Of course, the
customer service is the most important part on that and you get to learn that so much. It is very common that in hospitality this happens, in front of the customers a happy smile but the managing treats their staff like numbers, like the last assets. Bad experience, but won’t generalize, the hospitality sector has good places to work on. I have been working in the catering for two years. I do work only in the vacation time. It provides extra support for me. Sometimes there is bully from the management in the work which makes me frustrate. Generally I am not used to with this situation.” (Participant A).

Here participant A is a student and part-time working in the Compass group UK. He works whenever he has vacation in the University. He cannot work as a full time worker and also he does not want to do it. He does not like the working environment because he thinks he gets bully form the manager and supervisor. That is why his engagement level in the organization is on the below standards.

**CASE STUDY 11**

“I really enjoyed working in this hospitality as it teaches me a lot. For example: how to work with customers and also with gold customers. How to serve food and drinks and working in a team is usually much fun but there is one minus as a work place is always changing. Hard and high paced work involving numerous tasks. Good chance to work in great places for great events. Professional and superb customer service skills working with a variety of customers both individually as well as part of a team. Simple employments, you can oversee notwithstanding when you don’t have involvement in the earth. I have learned with individuals I worked with for instance when I worked in a bar I figured out how to make certain beverages I didn’t know how to previously. You meet new individuals and can really make great companions. The most agreeable parts is that you go to specific occasions where you can see acclaimed individuals for nothing. Sometimes, I become stressed with the management because always they try to put me on a pressure without any reason. I am working here almost every day and I know what to do. Line manager or supervisor always knocks me to complete the job, which is a bit of annoying for me”. (Participant T).
Here participant T is a full time worker in the Compass Group (UK). He has been working in the company for seven years. Past six months he is not happy about the behaviour of his line manager. That is why he is looking for new job which makes his psychologically disengage with the organization.

**CASE STUDY 12**

“Overall work experience was not too bad. Management were a little difficult in terms of taking time out for one to one sessions. Hugs were crazy as it could be that you’re working till late hours of the night. But then again that is hospitality for you. Workload changes week to week and assignments are not based on merit. I am constantly reminded that this is the nature of work, some work training was provided, but after we worked for a few weeks and not prior to starting. The work contract does state you can turn down work assignments, but you are met with a lot of attitude and are asked to justify why. I have been working in this catering company for five years. Last five years I have identified the promotion fully depends on the relation with management. I have been busy with my study which is building my career. So it is difficult for me to build a relation with others only for career development”. (Participant S).

Here in the research Participant S as a part-time worker. He believes to promote himself in the organization he needs to build a good relation with the management and he does not have enough time to do that. He does not seem his future with the company that is why he is not highly engage with the organization.

**CASE STUDY 13**

“Well, developing our involvement is very relational, so the maintenance of that ongoing relationship keeps the lines of communication open; keeps the honesty and the transparency in place, which those are supported just by the regular conversation and communication. So yeah that tends to make things a bit easier to work if the company do not pay good enough. So then when problems arise, and they do, we have already laid the ground to be able to talk about it and work through it and there has been a trust relationship between management and employees that has been developed, so that all of the reasons to bring me here to work.” (Participant C).
Here participant C likes the place and the job she does it is totally suitable for her. She has a good relation with the management which makes her to feel for the company. That is why she likes to work and highly engage with the company.

**CASE STUDY 14**

‘Yeah, definitely the job I am doing, there is minimal opportunity to focus on personal creativity. I just follow the order from the management. To get supervision from the management sometime embarrasses me but most of the time it sets clear goal to me to work and help me to achieve my goal.’ (Participant Q).

Here in the participant ‘Q’ works as a part time worker in the organization. He is happy about his job but sometimes excessive job pressure prevents him to highly engage with the organization.

**CASE STUDY 15**

“They invite you in with smiles and open arms but they really do not care about you, only their clients. I was horribly sick a week in which I had two working days, one which they still tried to get me to work. I resigned during those days not because of this, just because my mental health is not the best for work and it was for the best. I thought that there is a period of time afterwards in which I still worked, but I was not sure so I asked if it was immediate and I got absolutely no response. I then emailed the next day saying that I was still ill and still could not work and all I got was short answers and hostility. Compass is very bipolar. You can get a good shift with smiles all around but as soon as you are no use to them, they make you feel like dirt. I was thinking of going back once I am better mentally but stuff that! I do believe to work in the food beverage and retail is one kind of hard work. I had an experience to work in the ‘McDonald’s’ fast food where I had to work lots. After doing four hours shift I was not able to work anymore. Now the job I am doing here I have involved with minimum hard work. I like to work here because sometimes I get tips from the customers which encourage me to better service for the next time.” (Participant S).

Here in the participant S works part time in the Compass group (UK). She is a mother of two children. She cannot do fulltime work because of her personal life condition. She is happy to work with the Compass because she has experience to
work in other food beverages and retail so that she can compare with her previous job where she found excessive pressure in the work. She found line managers always kept her in a pressure rather than motive her to work with them. Now she is happy to work with the Compass Group (UK) and her engagement level up to the standard position in the organization.

CASE STUDY 16

“I was intended to movement to better places which was exceptionally decent as I learnt a lot and turned out to be more autonomous. I learn amazing relationship building abilities and feasting decorum. The managers were pleasant and supportive. With move I worked with various colleagues and hence made numerous companions. The hardest piece of the activity were the extend periods of time. In any case, the most charming part was heading out to better places and learning stuff the vast majority of different ethnics foundations and societies. On an entire, not an awful organization to work with if it is all the same to you voyaging all around London and Greater London for odd occasions. The work is extremely adaptable, along these lines perfect for students; however I would barely prescribe it to anybody searching for a solid, stable wage. The compensation is the lowest pay permitted by law, yet can get somewhat higher for VIP occasions. Administration is poor, you will regularly need to pursue them to pay you on time, and make sure to keep a note of the considerable number of spots and times you worked, as here and there they do not monitor your days of work exceptionally well. I have been working with this company for ten years. During this time it was very often I was rewarded from the company for my hard work. I do believe this does not encourage anyone to work such for a long time like me. Some time I use to get tips from the customers and I do count it as a reward for my work.” (Participant G).

Here in the research participant ‘G’ working as a full time worker in the Compass Group (UK). He has been working in the organization for ten years. During his working he found hard work, stress and insufficient reward policy to de motivate working with the company. On the other hand he found there is job flexibility and management motivation to build a good team in the organization. That is why he likes to work in the company and his engagement level up to the standard.
CASE STUDY 17

“I have been working in this company for three years. After six months it has become easy for me to understand everything about manual handling and customer service. Most of the time, I feel better when I get any direction from my supervisor or line manager but few times supervision from the management frustrate me. It happens only when the management change for the service. I began working for Compass over the summer to make some money while at home from University. After my second shift, I was recognised for my effort at O2 arena with a staff reward after receiving excellent feedback from a client describing the service as restaurant standard. I subsequently worked shifts at various other venues including Chelsea FC and Excel centre. A typical day at work for me would be busy at certain points and then most of the time I was stood around doing nothing. At the busy times I worked well under pressured time conditions even in freezing cold weather and dealt with difficult customers promptly. The hardest part of the job was pouring pints with numb hands however I enjoyed working fast in order to deliver a good amount of customer service through busy periods. The support from the staff in every location has been excellent and there is a real meritocracy in terms of being rewarded for performing your job to an excellent standard and I would highly recommend this company to any potential applicant.” (Participant T).

The research has identified participant Miss T has been working in the Compass Group (UK) for three years and he is working fulltime. She has mentioned to get good working environment she had to make good relation with the management. Due to management change every after six month to one year sometimes he finds difficulties to work with the new management because most of the time new management likes to change every setup and they like to manipulate with their team members. This situation always frustrate participant Miss T to move in the different place.

CASE STUDY 18

“Well, this is the vital question in to the all over questionnaire. I believe for the job purpose or the amount of hard work I do the payment is not good form the company. There are some other facilities like the amount of tips I receive from the customer it increase my hourly salary and after all I am happy with my pay. In the other way I
have to believe tips are not always guaranteed. If I become generous then I have stay in my present job until I get something else to survive. Always I feel if I get something better than this then definitely I will leave from this job. A day at work was hard at first being on your toes for hours and trying your best to make everything run smooth. I learnt how to hold plates on my arms if we had less staff, knowing where and what time the food should arrive making the customer feel welcome and ask if they need anything and if everything alright. I thought being a management person knowing where to put everything it was hard but slowly it got easier as you knew the time and where and it was fine. The hardest thing about the job was when the table collapsed and everything broke and we opened in 5 minutes so my group had to make sure we got everything on the table and not missing anything. The enjoyable part about the job was making new friends and seeing the customers enjoying themselves. Overall, Compass hospitality is a great place to work if you want some flexible shifts every now and then or if you just want to do a few shifts at a time. The work is great and the jobs are always good to work meeting some great people.” (Participant S).

Here in the Participant S working as a fulltime in the Compass group UK. Always he finds there is hard work in his job and comparing with the salary he believes it is not sufficient to survive. He is looking to move a different job but he is worry about to start in the new place where he has to start from the beginning. He likes to work with the management and the flexibility he gets from the company. His engagement level is up to the standard position the company.

**CASE STUDY 19**

“To start, the hardest part of the job is there aren’t many screening tests for new recruits to the team making the spectrum of skill very wide. This makes it difficult to work with some teams that you will be assigned to for each shift as some times you will find some workers that feel they are too good to be doing certain tasks. However the higher ups are very supportive and friendly. They all take time to listen to suggestions and try to make every team member comfortable with their time at work It is very difficult to say I have minimum chance to utilize my skill. A typical day with Compass would involve traveling to the venue early and helping to set up the bar or the tables for customers to sit at. The days are typically long, hard and
laborious but this is not unexpected as those working with Compass know what they sign up for. I have often had shifts cancelled such as when I was booked in to work. The people who work at Compass are friendly and helpful. The hardest part of the job for me was how high pace the job is and without practical training I often felt unprepared. The best part of the job is the pay as for my age the pay is often high and worth all the hours and effort. The flexibility is also great as you can choose your own jobs. Each and every day I just follow the order from my line manager. If anything change they just inform me and what to do I just follow them. Always I believe the truth is that there is no chance for anyone to utilize any kind of skill in to the low paid work.’ (Participant O).

Here in the research participant Miss O have been working in the Compass group UK as a part time worker for five months. She likes to work because of the flexibility. She is continuing with the job because she is only works in the University vacation time. She is not highly engage with the job because after certain time she will change her job and will find out something else to build her career.

CASE STUDY 20

“I am working with a Compass for six months. I have found it is very disorganised management, that treat you like a lower class citizen. Cancelling shifts at very late notice, bad transport communication... there are plenty of other agencies out there that will treat you better!! Don’t fall for the umbrella scheme......too much paperwork to get paid. Compass pay low rate compared to company you work for so their workers, get higher rate. During my working time I felt I am getting discrimination because of my age and race. Whenever I have tried to book myself for any shift I have been informed they will inform me if any job come but I found they book for the job with my colleague who are younger and pretty comparing for me. These situations frustrate me and probably I will look for another job.” (Participant S)

Here in the research participant Mr S has started to work for six month. He is 53 years old and due to his age he believes management discriminant him as worker for the customer service. He believes management approach is not good enough to stay with the company for a long time. He works with the company as a temporary
worker and he has fulltime job with different company. Now he is looking for different company to work for. His engagement level is far below to standards required.

**CASE STUDY 21**

“I love working for Compass as it is a very friendly environment where you get the chance to meet new people every shift. I left the company when I got a full time job this never went so well, so as soon as possible I re-applied and brought a friend back with me this time who also got the job and now enjoys working selective shifts as and when we need the extra work (The pay is not good enough, especially for the weekends). The management are bit of rude. Overall won’t recommend people to join the company. Sometimes I do feel I am doing slavery because of continuous supervision which makes me quits from the jobs each and every single day. I believe most of the employees do not like continuous supervision and they feel embarrass by the management”. (Participant C).

The research has identified participant C does not like to work due to the excessive pressure in the work. Always she looks for different job but it was hard to move in a different organization and start with different management. She is continuing to work with the company but she is not psychologically motivated because she is not getting any support from the management. Sometimes she gives day off in her job without letting the management know and insufficient cause which proves she is disengages with the company.

**CASE STUDY 22**

“Over the past five years I have changed my job seven times because I did not like the place. I believe it is not difficult for me to find any new job where payment is national minimum wage. Mostly I join in the job and look for better environment like staff and management relation very good. Always I look for managers do not put any pressure for the employees without any reason.” (Participant S).

The research has identified participant Mr S has been working in the food beverages and retail for nine years. Last several years he has changed his job seven times due to unfriend working environment. Always he prefers good management
comparing increase salary. He likes to work in the Compass Group (UK) because job flexibility and his engagement level is up to the standard level.

**CASE STUDY 23**

“To work in the catering sometimes really enjoyable but many times I have found it is really a hard work. Perfect to get experience in hospitality jobs. But sometimes I would like more organization, for example to manage the bookings better, without sending people back to home cause they called too many people, and above all, after you already started and in this way not to be paid for the hours you worked! I went on this meeting full of amateurs, a lack of training, to be nothing is as it seems be I have put two stars I think might be less, a young lady made this presentation apparently without much experience, the training with plates was very poor. Sometimes it is embarrassing for me if I find line manager give me responsibility for extra work and they just ignore to promote me. In the same times they like to hire managers from outside the company and then I do not see any future for me in the organization”. (Participant G).

The case study has identified Participant Mr G is working as part time worker in the organization. He has been working with the Compass group UK for three years. During his working time he is working hard and fully engages with the organization so that he is able to promote himself as a manager in the organization. Participant ‘G’ has been identified managements like to recruit managers from the outside of the organization rather than promote their own staffs. This situation always frustrates him to work with the organization. Now he is psychologically disengage with the organization because he believes he does not have any career development opportunity with the company.

**CASE STUDY 24**

“Preparing food and serving food to customers. The work culture was friendly. I learned the importance of teamwork and prepping in order to create a systematic environment. It is a very good and reliable recruitment company. If you are a student or someone who are busy and want work on the side then Compass is a good solution. The pay is not an amazing but it is decent. Not a fan of their payday cut off dates. I have understood I am working in the low paid working organization where
salary is national minimum wage. I do not have any other ways to earn so I am looking for flexibility that I can continue in to the other job.” (Participant D).

Here in the research participant Mr D have started work with Compass group UK for two four years. He is working fulltime in the organization. He does not like to work in the catering company but he believes to work in the catering is the easiest way to earn money. He never thinks about promote himself in the organization. He is not happy about the management behaviour because most of the shifts run through the events. So it means he has to show fully flexible for the job and when the organization needs him they will provide him job. Sometimes day before the events he gets cancellation from the staffing which frustrates him to continue with the company. That is why always he plans to move in the different sector which leads to the psychological disengagement with the organization.

CASE STUDY 25
“It is understandable for me that low paid working company like catering where the employees’ promotion fully depends on good relation between employees’ and line manager or the management. I believe everyone will agree the truth. Terrible catering agency to work for. Wages never correct, no job satisfaction and basically treated like cattle. They do not care about their employees whatsoever. Great in terms of flexibility and other staff are fun to work with. However, management is poor with little consideration given to the employees by the managers who are quite often rude. Overall, this company is not very professional, but I do enjoy working in the night life which is a positive point. Working for Compass Group (UK) recruitment helps with my conference and social skills towards people.” (Participant A).

Here in the case study participant Miss A has been working with the Compass Group (UK). She is working as a part time worker. She is full time student in the University. She has been identified promotion depends on the relation with the management. She believes it is very difficult to develop personal creativity instead of following order from the management. She is not highly engage with the organization because she does not want to build her career with the catering or catering management position.
CASE STUDY 26
“I thoroughly enjoyed working for Compass, although the job was not very stable it provided me with fantastic work experience. The typical work day as a waiter or food handler was to arrive, either plate or serve the food, and then was dishes. The management was not even ideal. The most enjoyable part of the job was serving customers but it was also the most challenging. They contact you by sms when some job is available. Good rates of pay, reliable wages and holiday pay. The best thing is that you can refuse the job if you cannot attend but they will still contacting you for some job if you want to. The work was a good boost for me as it allowed me to learn new things and become more interactive with others. However, I feel it did not give me opportunity to progress and open doors to other possible career opportunities.” (Participant V).

Here participant Miss V is a part-time worker and she looks for flexible job. To work in the Compass Group (UK) she finds flexibility. Catering, retail or to work in food and beverages are not highly ambitious jobs. I just work here to make some extra money for my living expenses. She believes it is not difficult to find for me any job with in national minimum wages so that’s why always looking for job flexibility. She is not highly engage with the company due to her career plan but she likes to work in the food beverages and retail.

5.2 THEMES ARISE FROM THE INTERVIEWS
The main purpose of this research is to investigate the disengagement and to utilize where emotional capital can be applied to enhance engagement level in the organization.

With regard to employee engagement, this study supports the team work; employees’ attitudes and the management motivation system are related to job engagement. This examination demonstrates that passionate strength is identified with a few aspects of work engagement. While there has been a proposal in the food/beverage retail sector to comprehend and create capabilities among these employees because of the issues in the exactness of identity evaluations, the
conclusion here is that identity factors ought not be disregarded among these workers. Given that specific identity attributes are identified with the people feeling about their activity and responsibility regarding the association requires the consideration of identity tests in the determination of people inside this field. Surely this data can help in the enlistment of food beverage and retail workers in narrowing the scan for the perfect hopeful. Here in the research the case study has been developed due to the following significance:

1. **To identify reasons of the disengagement in the organization**

The case studies demonstrate the reasons behind the disengagement in the low paid organization. Generally there are many reasons working to increase disengagement in the organization. In the food beverages and retail employees gets national minimum wages or few more than that. So the employees are concern about their wage. The case studies identified over 58% of employees have been bullied or pushed to work with their line manager or their colleague. The case studies also identified 62% of the employees do no find their career future in the organization. The research identified 57% of the employees are university students who are working in the food beverages and retail. They are either part time or temporary in the organization. The interview also identified 82% of employees looking for another job. So the interview in the case studies identified over all 67% employees’ disengage because lack of good relation with the management or the colleague and they believe they do not have any career development opportunity in the organization.

2. **To identify employees’ preferences to continue with the organization**

The case studies identified over 60% of the employees answered they do not work only work for the money, 70% of the employees’ answered they prefer work friendly environment in the organization. The case studies also identified over 50% of the employees are not happy about the relation with their colleague and with their management. There was an organization question arise during the research that is it possible to reduce disengagement without better pay in the low
paid organization. The research case studies discovered over 90% of the employees believes if the company follow competitive pay structure in the low paid working area it is not an issue for disengagement. Overall employees prefer to continue work friendly environment in the organization.

3. **To find out employees’ preferences to enhance engagement level**

The case studies identified 58% of the respondents answered they prefer to keep good relation with their management and colleague. They believe better communication and good relation reduces work stress and creates better environment. The interview also identified 61% respondents answered motivation works on them if the line managers rely on them. So the case studies identified building emotional capital enhances engagement level in the low paid work.

**5.3 MAJOR FINDINGS FROM THESE INTERVIEWS**

So as to help decide if the employees take all speculation which connected to examples of access to data the examination has directed a progression of semi-structured interviews in a sub-sample of the first survey which was intended for the workers. Questions additionally cantered around their online search strategy, for example, the apparatuses they utilized for discovering data, the watchwords they utilized and what sort of substances they would in general pursuit. The meetings likewise secured direct approval of explicit parts of the web metric information. For this the survey requested that respondents remark on the Compass group portrayal of key foundations, organizations and employees in their space and the degree to which it covered with their very own psychological model of the area, for example, their individual impression of what comprises the centre arrangement of assets and sources. Note this is diverse to a specific mental model they may have at any one time in connection to a situational data need. The significant discoveries of the meetings have been sketched out underneath:
1. **High turnover of staff**

Employee turnover cost is typically characterized as the expense to contract a substitution employee and train that substitution. Regularly the preparation costs are just those to get the new employees' gainful, yet they ought to incorporate every one of the expenses of getting the new worker to a similar dimension of profitability as the employee who left. These expenses incorporate both direct costs like the charge paid to a selection employees' to discover contender for the company's just as backhanded costs like the business organization lost in light of the fact that the organization did not have the ability to deal with everything while there were short-staffed. For the most part, the higher organizations turnover rate, the higher both organizations’ immediate and aberrant costs will be. Furthermore, as the turnover rate expands, the costs will increment quicker. The interviews has identified there are high employee turnover through the disengagement.

2. **Additional costs incurred by the resulting recruitment and selection of new staff**

There are immediate and aberrant expenses related with enlisting a swap for a employees who has left. If several employees have left, there may be some small savings in certain categories from economies of scale, but that is a small part of the total cost. Contracting costs include:

- Advertising costs on the off chance that organization need to put an advertisement for a particular position or notwithstanding for the organization itself while enlisting for a few positions.
- Travel expenses to possibility to visit the organization for meetings.
- Travel costs for employees' to go to an enlisting reasonable for source applicants.
- Time for Human Resources (HR) staff and procuring office staff to talk with applicants.
- Time to check references and qualifications from applicants who pass the screenings.
- Pre-business abilities testing may need or need to manage.
- Pre-business screenings for medications, and so forth.
• Signing rewards, whenever paid.
• Relocation costs for the forthcoming representative and their family.

The interviews also has identified there are additional costs incurred by the resulting recruitment and selection of new staff in the compass group.

3. **Additional of new staff need for training**
Training costs incorporate both immediate and backhanded costs, much the same as procuring costs. After organizations have caused all the contracting costs examined above, they have extra expenses to train the new employees'. Notwithstanding when organizations procure exceptionally qualified, very experienced new workers there are continually training costs. In the case of nothing else, they must be prepared in the manner organization gets things done. These training costs keep on including until the worker is prepared to a similar dimension of efficiency for the previous employees' they supplanted. The interviews also has identified there are additional need for training of new staff in the compass group.

4. **Lack of commitment by employees**
Lack of employee commitment is the main threat for the survival of the organization as a loss of competent employee is a loss of competitive advantage for the organization. The lack of employee commitment also is the fundamental danger for the survival of the organization as lost able worker is lost upper hand for the company. Employees' who are focused on their association and occupied with their work are fundamental for the organization as they give urgent upper hands which results in higher profitable rate and brings down worker turnover rate. Therefore it is imperative to comprehend the significance of structure employees’ commitment and its effect on hierarchical execution. Further, the relationship between these ideas merits looking at as a way to give easy going impact or forerunners to practices which drive either positive or negative conditions in the working environment. The interviews also has identified there are lack of commitment by the employees’ in the compass group.
5. **Poor quality customer service**

Good customer service is when there is a bond created between the agent and the customer. The customer feels great imparting to the agent and really feels as though the agent is endeavouring to determine their issue. The impacts of poor customer service are what turned out to be terrifying for a business today. Ongoing reviews have appeared over portion of furious customer will tell their loved ones of their poor experience. Surprisingly more dreadful, a large portion of the of customer will just not work with that organization after awful customer service. The interviews also has identified there poor quality of the customer service some of the areas in the compass group.

6. **Poor morale and reputational damage**

At the point when an organization faces an emergency and its notoriety is enduring an onslaught, it can influence something other than the reality. Workers may address organization culture, potential future contracts may change their perspective on a business brand and questions will be raised about how the circumstance could have been maintained a strategic distance from in any case. In any case, the episode that has caused an emergency is just piece of the test. How an organizations' reacts can have similarly as genuine an effect. Confronting reputational damages is definitely not another test, however would businesses be able to limit hurt through culture and cooperation. Employees can damage a company's image on social media even without realising it. In any case, while staff may at times be the reason for harm, they can likewise go about as a hearty suit of reinforcement when their manager's reputation is under risk. The interviews also has identified there are poor morale and reputational damages in the compass group.

5.3 **SUMMARY**

The case studies identified a positive relationship between engaged employees and customer engagement, expressed in customer loyalty and recommendations to others. “Engaged employees are more likely to stay with the organisation, perform 20 percent better than their colleagues, and act as advocates of the organisation. Engagement can have a significant impact on the performance of
the organisation, driving bottom-line profit and enabling organisational agility an improved efficiency in driving change initiatives. Engagement may enable individuals to invest themselves fully in their work, with increased self-efficacy and a positive impact upon the employees’ health and well-being, which in turn evokes increased employee support for the organisation. The case studies discovered (45%) of the employees wants to leave the organization due to they believe. The nature of the employee’s work has a clear influence on their level of engagement. It is important to have challenging, creative and varied work that utilises old and new skills. Having equal opportunities for, and access to, career growth, development and training opportunities is considered important in enabling employees to engage with the organisation. Receiving timely recognition and rewards is a key driver”.

Moreover, the survey identified (65%) of the employees believe pay and rewards motivates them to work in the organization. Salary is important but more as a disengage employee than an engage. Building good relationships between co-workers is important, especially the relationship between employee and manager. The research survey identified (41%) of employees agreed they believe ‘Contact with people is the best part of my job’ and (63%) of the employees agreed ‘The quality of relationship with colleagues and management is important’. “This critical relationship needs to be a reciprocal one of making time for and listening to, one another. Employees may engage in an organisation if they can understand the organisation’s values and goals, and how their own role contributes to these. Managers and supervisors who inspire confidence in individuals, giving them autonomy to make decisions with clear goals and accountability, are perceived as engaging”.
CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

The main purpose of this research is to fill a perceived gap in the literature relating how to enhance employee engagement with the use of emotional capital in the food/beverage retail sector. Generally, employees’ disengagement increases for various reasons but in the food beverages and retail disengagement spreads lack of proper management and lack of good relation between line managers and employees’ Most of the previous research on employee engagement, the focus was employee reward which mainly motivate them to perform excellent in the organization. The main issue in the low paid work where employees’ receive the national minimum wage and it is challenging for most of the employers that they will establish a proper reward policy for the employees. So, due to the lack of career development opportunity, employees’ mind change, lack of proper leadership and finally unorganised management brings dissatisfaction in the organization many employees’ disengage with the organization. It appeared that prior to this study no research had been conducted assessing low paid workers to increase employees’ engagement level in the organization with the use of emotional capital generally which motivates employees’ to develop their psychological development.

This exploration has demonstrated that the human resource managers or head of departments should offer consideration regarding passionate capital with respect to the workers’ mental advancement to rouse employees’ keeping in mind the end goal to keep up job engagement and hierarchical duty. The organization line manager or human resource manager should worry with the work and social life adjust of sustenance, refreshment and retail representatives keeping in mind the end goal to maintain a strategic distance from enthusiastic depletion or occupation burnout in light of the fact that normally the low paid works in the UK are hard and has high passionate contact between the worker and the client. The low paid should have enough relaxation, flexible work schedule and overall better management in favour of the employees might be good option. In addition, the food beverage and retail manager should think about fostering a good working environment, friendly atmosphere and comfort zone at workplace. Usually most of the low paid workers in the UK are from overseas like form the other European countries students (both form
the UK and overseas students). Employees' do not want to take any excessive pressure in their work. Thus if the line manager can create a friendly working environment and fun work, the hard work of a low paid jobs will not be a problem for the UK perspective. The use emotional capital might be a eliminate factor to enhance engagement level in the organization.

6.1 SUMMARY OF KEY THEMES OF THIS STUDY

Re-examination of the problem statement and research questions with there being some evidence that a there are small number of employees’ actually psychologically well developed and they are highly disengage with the organization. Always they look for another job and which prevents company’s success. The research discover if there were proper management or employees’ psychological motivation observable which could have been supported to enhance engagement level in to the low paid working sector. The line manager's role is perceived to be one with a sacred responsibility towards their employees, where the manager competently manages and trains the employees for success. It is the manager's role and greatest challenge to achieve optimum performance from all his/her team members, and challenging their employees towards highly engages with the company. The research also identified there are a certain number of employees’ always look for a job and they are slightly disengage with the company due to push and bully in the job which has been practiced by line manager or supervisor.

The main purpose of this study is to explore whether employees’ physiological motivation (emotional capital) can influence employees’ behaviours that motivate employees to enhance engagement levels in the food/beverage retail sector. The theoretical framework for this study drew from employee engagement theory, in order to predict the relationship between emotional capital and disengagement; and to determine how these elements and their relationship to each other are influenced in terms of engagement. This study included 341 participants working in Compass Group (UK). This study’s findings are important for understanding the roles of emotional capital and helping engagement in the UK’s food/beverage retail sector. While the concepts of physiological motivation (emotional capital) have been applied
to food/beverage retail management in recent years, these concepts still need to be well-researched from different perspectives.

Overall, this study was to examine the disengagement in the food/beverage retail in the (UK) and also the impact of psychological motivation to enhance engagement. It can be concluded that job engagement outcomes (job satisfaction, organizational commitment, perceive job performance and employee turnover intension) of food/beverage retail employee have casual relationships with motivation and emotional capital. Both emotional capital and psychological motivation have a significant influence on job satisfaction and employee engagement. Moreover, even though job satisfaction does not always lead to higher employees’ engagement, the psychological motivation is still favourable affecting it. For the top five of motivation factors of food/beverage retail employees in (UK), the study found that pay is the most value. Job security, present co-workers, physical working condition and hotel recognition is ranked respectively. This finding suggests that it would be worthwhile for food/beverage retail managers to make a greater concern of psychological motivation and emotional capital factors, in order to reduce disengagement and enhance engagement in food/beverage retail employees.

The study began with the literature gap. Then it had been identified disengagement level in the food/beverage retail in the (UK). The key issues directed effective way to reduce the disengagement. With the analyse of both quantitative, qualitative and case studies it has been discovered psychological motivation with the use of emotional capital is highly effective to enhance engagement in the food/beverage retail in the (UK). Finally, the study provided an effective route for the emotional capital to enhance engagement.

6.2 DISCUSSION THE MAJOR ISSUES RAISED BY THE RESEARCH

The reason for the discourse is to decipher and depict the essentialness of the examination discoveries in light of what was at that point thought about the exploration issue being explored, and to clarify any new understanding or bits of knowledge about the issue the exploration has mulled over the discoveries. Employee engagement is the blessed chalice for each business chief. It is portrayed
in an assortment of ways however for the most part characterized as when employees' completely contribute emotionally, mentally, and physically so they centre around accomplishing the organizations' goals. Getting commitment is an elusive aspect to managing people. As simple it is to get it can likewise be lost. Gaining or losing employee commitment, from one day to the next, happens quickly.

Engaging employees is a factor key for the organizations success, however what is more subtle is the means by which to keep them associated and cantered. The research has identified job satisfaction and employee engagement are at record lows inside the Compass group. This is incompletely an aftereffect of the economy, yet in addition it comes about because of falling apart organizations culture and poor correspondence. The research has identifies various numerous issues through the interviews which have been outlined below:

1. **High turnover of staff**
   Worker substitution can cost an organization more than representative's yearly pay, by and large. High turnover rates result in misfortunes in efficiency, included costs for enrolment and preparing, diminishes in quality and yield, and a lot more issues. Generally, either HR or recruitment team talk with candidates one-on-one. A superior methodology is to have peers with whom competitors would chip away at a regular schedule lead meets as a gathering. The contracting group decides criteria candidates are estimated against and procures by accord. The group gets specific preparing that prepares them to ask open-finished, testing questions and investigate the reactions to make a determination. Above all, these groups are prepared to screen applicants dependent on traits, not past work involvement. Regularly alluded to as 'conduct based meetings,' these are said to be in excess of multiple times more prescient than customary meetings. Not exclusively do numerous viewpoints make a progressively far reaching picture, however comprehensive picture, who realize the activity superior to anything anybody, likewise will in general have higher models than individuals who might not work with the candidates straightforwardly. These higher models guarantee new contracts will fit in with associates and stick around longer.
2. **Additional costs incurred by the resulting recruitment and selection of new staff**

Recruitment can be a costly activity for companies and by using cost-cutting ideas like those listed above, Food beverage and retail will not only save their organization money but create additional efficiencies and value within the recruiting function. It is good to offer a competitive salary package right away so they do not waste times by forcing recruiters to negotiate and re-negotiate with potential candidates. Adding flexibility into compensation ranges may increase offer acceptance and allow recruiters to nab their first choice every time (which may reduce time to hire and increase retention respectively). By having an employee referral program, food beverage and retail can empower their own employees to become brand ambassadors and recruit great candidates for the business. They can share their jobs on social media for the organization, which will save company’s a lot in terms of advertising costs.

3. **Additional need for training of new staff**

Continuous instruction for staff is significant, however is cutting expenses likewise a high need. Survey and settle on the most significant and vital preparing. Only one out of every odd worker needs to go to each instructional course. Each individual from staff ought to be a specialist in their own situation just as the job they may develop into, however it is exorbitant and unessential to train employees in different territories only for assorted variety. Concentrate on the particular territories that will employees and as well as will profit the organization. If the company already have an employee who is an expert, ask them to lead an informative session for other staff. This can be an incredible strategy for giving brilliant preparing while saving money on outside educator expenses. Some preparation costs might be important, for example, time off work, food and travel for employees. However, company could save on some perks that really do not need to be included.

Employees can accomplish numerous abilities utilizing web based training and this can decrease or evacuate travel costs related with conventional study with class room training. A few organizations put resources into video conferencing, online course and web conferencing to upgrade their web based training. An incredible method to limit staff training costs is to utilize e-learning. Courses give data in an
educational manner, utilizing a variety of conveyance arrangements and mixed media apparatuses to make preparing all the more captivating and intuitive, regularly prompting better learning maintenance. E-Learning utilizes little exercise segments with checkpoints and tests along the way and staff can handle courses time permitting.

4. **Lack of commitment by employees**

Lack of employee commitment is the main threat for the survival of the organization as a loss of competent employee is a loss of competitive advantage for the organization. Therefore it is vital to understand the importance of building employee commitment and its impact on organizational performance. The workplace is a complicated place. Not only are you managing individual needs but you are also managing and working with multigenerational attitudes and multicultural values. The perception of engagement varies within the three generations and various cultures in the workplace. Workers develop commitment more freely when they trust their superiors. A policy that promotes greater accountability can help improve this trust by forcing employees at all levels to answer for their mistakes and oversights. For example, a business that investigates ethics violations thoroughly removes the sense that leaders get away with inappropriate behaviour and unfair managerial practices.

5. **Poor morale and reputational damage**

The reputation of a business is fundamental to its survival. The trust and certainty of the purchaser can have an immediate and significant impact on an organization's main concern. Previously, organizations depended on informal exchange by their partners so as to set up, assemble and keep up their reputation. Settling work related debate at a beginning time abstains from acquiring noteworthy time and cost and offers the business the chance to incorporate suitable secrecy arrangements inside a lawfully official understanding as a feature of the arrangement. These kinds of limitations can successfully preclude the individual revealing subtleties of the settlement terms, yet in addition the conditions of the debate accepting the beans have not as of now been spilled. While implementing classification arrangements can be trying practically speaking, they can frequently fill in as a viable obstruction,
especially if receipt of settlement monies is restrictive on the employee keeping matters under wraps.

6.3 REFOCUS ON THE RESEARCH QUESTIONS

In the effort to build a theoretical framework by which to evaluate the better relationship between management and the employees’ this does a psychological motivation in to the employees’. The psychological motivation enhances the engagement level in the organization. The literature review examined the major approaches of employee disengagement, low paid work, emotional capital and ways to enhance engagement. The research has been reviewed literature which admonished this redemptive approach by line managers and supervisors from a food beverage and retail perspective. There were also presented actual documented cases of employees’ job satisfaction in other organizations where employees’ do not have to get minimum wages and do not have to do physical work. The management who had taken on the challenge of hiring terminated or failed employees with substance disengage or other disengage oriented behaviour problems and found this to be a successful strategy for their organization.

The literature review also examined a large amount of empirical research on the various methods of employee disengagement and their effectiveness in terms of employee engagement in the organization. As previously mentioned, there appeared to be no consensus regarding under what circumstances a reinstated employee would find success after disengagement in the organization for cause. Employees who were disengage for various reasons and then did not perform well; finally they leave the organization or find another job. Various research studies had identified a series of variables such as lack of career development opportunity, excessive pressure in the work, lack of flexibility in the shift and finally push or bully in the jobs as predictive of the future success of the reinstated employees. Yet it was highlighted in the literature review most of the examples were from high paid jobs where the employees’ do more psychological work rather than physical work and also companies’ investments are higher than low paid working sector. So those companies are concern about to invest in each and every sector to enhance
engagement level in the organization. A low paid working management approach would appeal to the manager to be able to apply their management values which relate to emotional capital in the workplace. Several personal disengagement cases and management stories were highlighted, presenting a mixture of personal testimony with a cost-benefit rationale to the contemporary managers for utilizing a redemptive hiring strategy. The researcher then attempted to identify an approach which would seem most appropriate by which to frame an analysis of management behaviours to enhance engagement level using foundational theoretical research. The researcher identified three key streams of research, and from these theories suggested possible points to consider as part of a set of questions which would help focus the employees’ interview process and assist in capturing key data to form the basis for later analysis engagement theory. First there was employee disengagement for various reason. Either it is from the management ineffectiveness or from the employees’ jobs dissatisfaction. Next, there was the developing research on engagement theory and its broader application beyond the employee motivation. Finally, there was the concept of emotional capital to enhance engagement and whether there could be some application of this concept in a practical way in the demonstration of enhance engagement level in the low paid work.

6.4 THE CONTRIBUTION TO THE KNOWLEDGE
The research has developed a different dimension specifically for the low paid workers because of its job description. The research identified low paid workers are more engage with the use of managements psychological motivation process rather than employee reward. Preceding the begin of this undertaking, the researchers had not yet distinguished any examinations particularly reporting the administration practices by and by working with worker engagement in low paid employments. In this way, it was resolved that a mixed research approach would be the best outline for the examination. The concentration gather chose for the examination was Human Resource and the line manager who had been included with the worker separation for cause. Managers were pre-qualified as having several years of experience in managerial roles, having taken employees through the organization's discipline or performance management process, having had experience with good leadership, employees’ disengagement for cause, and then having gone through the
engagement process. Managers also should be rewarded for their performance to employee management. The ideal participants were line managers who were employed in an organization where, within their reporting structure, they had employees’ who had been disciplined, and then highly engage with the organization.

Generally, low paid working (food, beverages and retail) areas employees’ do not work for long time due to certain reasons. Many employees’ are disengage with the organization. So, in order to increase engagement level management or line managers have to motivate them psychologically. The psychological motivation works with the use of emotional capital and management or line managers are involves in the decision-making process for the enhancement of engagement levels. They create the working friendly environment and builds positive feelings inside employees. Once the employees’ are engage with the organization, it is easy to achieve organizations goals.

From the sample in the single case study’s three hundred and forty one (341) were employees and twenty nine (29) were managers (includes staffing and line managers) from five different units inside the Compass group were interviewed. Demographic and psychographic data was presented in Chapter 4 describing details about the organizations in which the managers worked to give greater context to the data recorded. There was sixty nine employees’ disengagement cases reviewed in interviews with the eleven managers. Twenty four employees’ and six manager’s interviews were analysed as a case study even if other cases occurred after the interview. Almost eighty percentages employees’ are always look for another job means psychological way they are disengage with the organization. Thirty four percentages of employees’ are physically disengaged with the organization. Seventy five percentages of employees’ always look for working friendly environment rather than increased pay because most of the companies have small amount differences in the pay policy. So it means employees’ always look for better relation with the management. The research critera did not require a high volume of psychical disengagement but the number of disengagement identified which needs better treatment to enhance the engagement level.
The fundamental logic behind the grounded hypothesis procedure is that once the examination information is gathered (in this case, the transcripts of the employees’ and the manager interviews), the proposition at that point audits this information to find or mark factors (called classifications, ideas and properties) and their interrelationships. The precise survey, sorting out and ordering of the information is called coding. As per the writing, the principal level of coding was portrayed as "open coding." Data have been gathered into the Microsoft exceed expectations programming and the procedure for information accumulation archived. Full transcripts of meetings were inspected to recognize the interviewees' depictions of thought examples, emotions, and activities identified with the administration endeavour as said in the meetings. Codes were then relegated speaking to words utilized by the interviewees. Codes were then analysed, to check their distinct substance and to affirm they were grounded in the information. Using the Microsoft exceed expectations programming, it was suggested that hubs be set up on which to construct a various levelled structure from which later information investigation could be led. Hubs are subjects found in the archives. These bunch of figured examples and practices would be gathered and coded, and consequently this speaks to the principal phase of the exploration. So in this open coding stage, each of the ten meeting comes about was precisely screened, and a progression of free hubs recognized.

The ensuing investigation of the crude information from these coded free hubs to more summative more extensive classifications included companion examination, notice board documentations, and a steady relative approach alluding back to the first quotes as lined up with the free hubs in the product program. In this period of the investigation this paper looked to take after the particular procedure for pivotal coding as portrayed in the fundamental work, where the information were assembled back in new courses after open coding by making associations between classifications, with some realigning and approval of connections. The paper at that point evaluated the connections shaped in the pivotal coding stage, audited notes and notices sent in portraying the wonder, proceeded with unmistakably investigating and clarifying the connections in the information while frequently venturing back to see the master plan. A point in the information examination came where it appeared that the minor benefit of reaching any extra determination from the information
appeared to be insignificant. It appeared to amid the exploration that an information immersion point had happened where every one of the respondents appeared to be reliably giving a similar sort of data. This was a pointer that the investigation was at the last stage. Now in the examination, the featured significant subjects from the information introduced themselves with some normality, and it was now that the papers sought after announcing the discoveries from the information gathered.

It seemed from an overview of the data analysis that the findings represented a human resource management system and balance between the human resource department and low paid employees’ and also between the line managers or supervisors and employees’ execution of existing general management practices in to motivate low paid workers where many employees’ do not continue with their job for a long time. The total management and engaging process as noted as a traditional such as reward base motivation system. The present employees’ motivation systems depend on organizations budget which increases expenditure too. The findings therefore represented a balancing of organization expenditure the management own beliefs in the value of the individual with the pressing needs of the organization, similarly a balance between the interests and objectives of the organization and its employees’ feeling and also their values for the organization.

A summary of the findings and their interpretation follows, with emergent conclusions and recommendations matched to the key issues and findings:

**Key issue 1. How can the UK’s food/beverage retail sector reduce their employee disengagement? And, how could they encourage employees for psychological motivation?**

**Solution 1. Management reflected on employee motivation to enhance engagement level**

The management behaviours and their attempt to communicate with the employees’ observed here cantered on a self-reflection or introspective analysis of the previous reasons for the disengagement in low paid working arears, as well as a careful objective review of the circumstances leading up to the disengagement. Some of this reflected their own empathy for the disengagement from the work, but it was also a reflection of the management motivation skill in the organization. The management
team identifies on the facts leading up to the disengagement reasons. This included looking into the previous work history of these employees. They also considered the investment made by the company in the employee's development so that employees' are motivated to feel for the organization and always think about positive for the company's success. Employees’ with previous good work history were easier for management to use them motivate their colleague so that they can build better environment for the company. The consideration of the employee's high engagement level in the organization is a potential predictor of future success, as well as the financial investment made by the company in the employee's training and development.

Managers and supervisors are the communicators amongst workers and the organization. Poor correspondence and the disappointment of a manager or supervisor to play out the basic routine with regards to powerful correspondence come at an expensive cost, for example, little employee communication and trust, brought down job satisfaction and inspiration and decreased profitability. The estimation of administration correspondence and cooperation is a standout amongst the most compelling in the field of hierarchical correspondence since it presented key correspondence as a procedure and saw interior correspondence from the point of view of the requirements of employees.

For the most part, employees’ points of view on driving inward correspondence and administration perceive that it is the full authoritative participation that satisfies the association's undertakings, objectives, and triumphs. The examination recognized that administrators and bosses are the most grounded interface in giving powerful interior correspondence and that administration's essential concentrate ought to be on employees’ and their understanding, satisfaction, commitments, and connections. Management collaboration and employees’ are altogether and emphatically identified with work satisfaction and association duty. Also, the exploration affirmed that workers' practices, points of view and states of mind underscored the estimation of manager and employee interaction. The examination additionally recognized joint effort as an essential administrative mentality that has organized through connections arranges on the grounds that
cooperation amongst directors and workers to be at the establishment for compelling change, openings, and upgrades.

The administration collaboration and correspondence had positive effect on employees’ job execution and employment satisfaction. These discoveries lined up with Harris, Harris, and Eplion (2007) inquire about that recognized that the nature of the manager-employees relationship was resolved to be the most fundamental to work results. Relationship building and individual correspondence practices were and stay fundamental administrative aptitudes in the working environment for up close and personal correspondence keeps on serving a focal part in business communications. The emotional impact on both managers and employees’ managers must use worker connections to successfully guide and lead the workforce into the future and this method creates viable elevated amounts of engagement in the organization. Managers are set in their influential positions to fill in as the organizations change employees’ who give the arrangements, structures, and continuous correspondence to adjust the undertakings essential for gathering and organization’s accomplishment. As essential communicators, managers and supervisors must will to be honest in their correspondence rehearses and, in doing as such, form and maintain validity.

In each business commonly circumstance change because of nature, in this vital circumstance the best driver for change versatility and abnormal state of engagement are the quality of the collaboration and correspondence amongst workers and administrators. Towers Perrin (2004) reported that supervisors and managers are considered to be the most trusted communicators within the organization, and in the low paid work most of the employee motivation depends upon the relations between line managers and the employees’. Numerous employees’ want to get data from their boss—the individual to whom they are near them. It has been recognized workers wound up obviously attracted unbiasedly and openly and that employees’ excited engagement was elevated through trusting and regarding their relationship with their Management. Managers’ correspondence rehearses are improved by utilizing specialized instruments that support trustworthiness and open two-path correspondence with their employees'.
**Key issue 2.** How could the use of emotional capital (as a social factor to build positive feelings of authenticity, pride, attachment and fun) among employees’ increase engagement level in low paid jobs?

**Solution 2.** Low paid employees’ always look work friendly environment rather than rewards

Various affiliations have now seen that HR accepts a fundamental part in grabbing a high ground in the present incredibly engaged overall business condition. While all parts of overseeing HR are imperative, employee maintenance keeps on being a basic Human Resource Management movement that helps organizations in their mission to accomplish their objectives and goals. In that capacity, researchers and practitioners alike are occupied with tending to the key issues and difficulties identifying with employee engagement. Decreasing employee disengagement is a vital and critical issue. Lessening specialist withdrawal is a crucial and basic issue. No business can acknowledge and deal with the achievement until the point that the moment that it deals with the issue of employee turnover capably and successfully. This requires an essential approach to manage the organization of specialists remembering the true objective to move them to remain. Turnover influences productivity, thing and organization quality, and advantage. The cost related with contracting new agents is high and finding talented workers can be troublesome. Supplanting a lost vital employee can be more expensive than using another. It has been recognized holding the affiliation's critical workers have been greatly striving for a few affiliations.

Research estimates indicate that recruiting and training new employees’ cost roughly 50 percent of the employees’ yearly compensation. It is again evaluated that each time a worker leaves an organization; it is assumed that efficiency drops because of the expectation to absorb information engaged with understanding the idea of the activity and the association. Employee disengagement is one of the major problems specifically in the low paid working areas in the UK. The qualitative research has been identified more than 80% of employees’ look for work friendly environment and flexible job. They believe almost every low paid company pays national minimum wages and they have very little difference and the rewards paid by the organization it does not make any big change in the employees’ salary. So, over
90% of the employees' look for work friendly environment rather than rewards. Finally low paid organizations have to prefer psychological motivation rather than rewards to enhance engagement level in the organization.

**Key issue 3. How can the management help to increase employees’ engagement levels with the use of emotional capital?**

**Solution 3. Employees do not want to build their career with food beverages and retail**

The research has been identified over 70% of the employees’ are part time and temporary worker in the food beverages and retail. 60% employees’ are students. Most of the low paid work operates part-time and shift basis. Low paid work is a kind of work that passes on fewer hours consistently than a full-time work. They work in shifts and the movements are frequently rotational. Employees' are believed to be low paid in case they typically work under 30 hours for consistently. As demonstrated by the International Labour Organization, the amount of low paid workers has extended from one-fourth to a half in the past 20 years in most of the countries, including United Kingdom. There are many purposes behind working low paid, including the need to do all things considered, having one's hours cut back by a business and being not capable find a full time work. In the UK most of the students are involves in the part time work at food beverages and retail. They work to support their living expenses. Most of the time students do not care and highly engage with their job because they do not want their career with the food beverages and retail.

“Psychological motivation is the best predicted by co-worker, management relations and the availability of physical, emotional and cognitive resources. Psychological availability, according to Kahn (1990), is the sense of having the right resources (i.e. cognitive, emotional and psychical resources) to personally engage at a particular moment. Employees' seem to display psychological availability as a result of having the personal resources and having support from colleagues. Psychological safety is not included in the analyses of relationships in this study because of the poor reliability of the scale that measured the construct. Psychological safety is an important psychological condition that taps into aspects of relationships, especially with supervisors. Supervisor or managers support is a
predictor of employee engagement in this research. This study confirms the findings of previous studies regarding the antecedents of employee engagement (e.g. Rothmann and Rothmann, 2010; May 2004)\(^1\). This research has identified 70% of employees’ do not only for the money. They look for work friendly environment to stay with the job. Most of the employees’ view almost every low paid company pay minimum wage or they have very little differences. So, therefore, the employees’ prefer more flexibility rather than increased salary in the low paid work.

6.5 IMPLICATIONS FOR PRACTICE
The exact aftereffects of this examination give reliable confirmation that the proposed auxiliary condition demonstrate intended to consider the impact of passionate capital and inspiration to upgrade engagement level in the low paid working range. The real discoveries of this investigation have critical administration suggestions for low paid working industry. To start with, the corroborative factor examination uncovered that regardless of the possibility that each develop holds its unique qualities, the inspiration builds are to a great extent lessened in the quantity of dependable and suitable things that can be utilized to gauge these builds. Moreover, it is difficult to decide strong estimation markers for its develops. Even though these findings result from a single, empirical investigation, low paid employees at five different units in Compass Group (UK). Food beverages and retail management and practitioners should be aware that there is a need to have further studies to develop more effective measurement scales to assess such constructs. This recommends since sustenance food beverage and retail workers' who get national minimum wages might be distinctively roused and respond contrastingly in various time, steady estimation scales and develops ought to be investigated and refined. This examination demonstrated that the human resource management or head of the department should offer regard for passionate capital concerning worker inspiration with a specific end goal to keep up work satisfaction high level of engagement. The food beverage and retail manager or human resource manager should concern with the work and social life balance of low paid employees in order to avoid disengagement or self-termination from the job because naturally the low paid jobs are hard and has high emotional contact between the employee and the guest. The low paid employees’ ought to have relaxation; flexible work schedule
might be good option. In addition, the food beverage and retail manager should think about fostering a good working environment, friendly atmosphere and comfort zone at workplace.

The food/beverage retail manager or supervisor should learn and hone great relational abilities, and display participative administration propensities, as the procedure of conventional imperious charge and control sort of administration does not work with the low paid working territories. Employees’ always value frequent feedback and clear instructions from their supervisor. The vast majority of the workers expect better correspondence from their line manager or supervisor. Consequently, the association will have a solid collaboration when the low paid employees’ feel their contribution has been perceived and esteemed. For the inspiration factor, the greater part of the organizations takes after as pay and advantage are the most noteworthy need of inspiration factor, following by work independence, social association and criticism, human resource manager in the UK.

- **Regular progress meetings**
  Touching base regularly after goals have been set will provide tangible achievements to keep things feeling diverse and challenging.

- **Give them work ownership**
  Research has shown that employees who feel free at work are 2.7 times more likely to be happy. Over half also said that they do not have enough opportunities to be creative (58%). Allowing employees to become more involved in their own careers gives them the personal investment they’ll need to re-engage with the company they work for.

- **Show them they are valued**
  Small signs of appreciation can go a long way in the eyes of a disengaged employee as those employees who feel supported are (78%) more engaged than those that felt undervalued.
The research suggests that low paid working company should not pay attention to only the adequate 'pay and benefits' for their employees but, also on the equity of pay and benefits both the internal equity and especially the external equity of pay and benefit. The inward value of pay may influence work satisfaction toward the start while the outer value of pay may cause the separation aim. It is anything but difficult to change the activity for the low paid employees’ in the event that they discover their compensation and advantages are higher in the contender or significant segment. In fact, low paid workers in the UK gets minimum facilities comparing with their living standards.

Working with stress is one of the crucial elements for separation in the sustenance food beverage and retail. Delegation of authority is an alternative solution for hospitality and retail work stress. In food beverages and retail many service encounters require immediate action from employees’ to full fill customers’ needs. Self-rule appears to diminish sustenance food beverage and retail employees' enthusiastic fatigue by enabling them to settle on their own choices with the goal that they can react to guests’ desires more productively and successfully. The food beverages and retail employees will be motivated to work more if they have authority to make decision on their work, especially problem solving and dealing with the customers complain, are assure with close coaching from their supervisor.

The low paid workers will be happy with executing their ability and information. Participative management style is a good alternative for hotel manager in order to motivate frontline employees’ and sustain competitive advantage. The unique measurements and discriminant validity of use of emotional capital for the motivation process where job satisfaction and high engagement level have been confirmed. Thus it can be said that the concepts of building emotional capital between employees creates job satisfaction and enhance engagement level in the low paid work. At long last, this exploration underpins the possibility that the general hypothesis of psychological motivation can apply to hotel food beverages and retail employees’. Hence, human resource manager in hospitality food beverage and retail industry can expand the profitability of low paid workers' employees' activity results by considering this data in their basic leadership. The discoveries of testing of the proposed display have suggestions for the accomplishment of human asset resource...
management. Thus, human resource managers in the food beverages and retail industry can increase the productivity of low paid employees’ employee’s job outcomes by considering this information in their decision-making.

The findings of testing of the proposed model have implications for the success of human resource management. In order to improve engagement level in the organization in food beverages and retail employees, department heads, supervisor and human resource managers must consider emotional capital to enhance engagement level. The high level of engagement in the organization has been shown to directly impact employee service and better quality. Furthermore, high level of employee engagement in the low paid work may lead to higher levels of customer satisfaction. In addition, the organizational commitment is another factor which has high influence from psychological motivation. Therefore, the appropriate motivation approach and use of emotional capital should be implemented to food beverage and retail employees in order to enhance organizational competitiveness. These indicate that emotional capital and psychological motivation affect job satisfaction and organizational commitment, which includes recommending the organization to others

The food beverage and retail employees’ should be trained continuously to learn how to flexible with company’s business environment so that they fell for the company like to work which stem from emotional capital for the psychological motivation. This is significant because effective and continuous training programs in the food beverages and retail industry are not abundant. Therefore, management should foster social support emanating from both supervisors and co-workers in the workplace during these training programs and train their low paid employees’ in the areas of employee engagement. The training programs would also consist of potential empowerment practices low paid workers would engage with the company. Besides, the managers should pay more attention to the employee engagement and make them feel part of the team.
6.5 POSITIVE EFFECT WITH THIS STUDY TO ENHANCE ENGAGEMENT

A well-motivated workforce can give a few focal points. This can prompt lower unit expenses of creation thus empower a firm to sell its item at a lower cost. Lower dimensions of non-appearance as the employees are content with their working lives. Numerous things can be said about worker commitment and its significance for a solid organization. Understanding the thinking behind workers' activities, and utilizing those outcomes to persuade them. Food beverages and retail can improve business execution. In addition to being more highly engaged, motivated employees handle uncertainty more easily; are better problem-solvers; have higher levels of innovation, creativity, and customer-centricity; are more profitable; create higher levels of customer satisfaction; and increase employee retention rates.

The positive outcomes with this research that can bring in the organization such food beverages and retail are as follows:

1. **Necessity satisfaction**
   Emotional capital fulfils the requirements of employees’ as well management. Each employee’s joins an organization to satisfy certain individual needs. The emotional capital capacity of the chief serves to support such satisfaction. This research prefers emotional capital as a mediator to enhance engagement level in the food beverages and retail.

2. **Job satisfaction**
   Emotional capital also promotes job satisfaction. At the point when an employees' needs are fulfilled, he is all in all glad. His job satisfaction is of more straightforward concern. It is the way to other significant results. Managers all in all are happy with occupations which are trying in character and include some innovative reasoning.

3. **Productivity**
   A person's commitment to yield is the resultant of two factors his ability for work and his eagerness to work. Obviously execution is not rise to the whole of a person's capacity and mental inspiration yet rather to the result of these two factors. Given the estimation of capacity more prominent than Zero, dimension of execution is a continually expanding capacity of measure of mental inspiration. Since profitability is
the impact of execution, it is sensible to reason that legitimate inspiration builds efficiency.

4. **Learning**
Emotional capital will enable the figuring out how to process. Without emotional capital learning does not occur. There must be inspiration or drive before there can be learning. Inspiration invigorates premium and the frame of mind of willing to learn. On the off chance that an individual does not have any desire to learn, he would not adapt, despite the fact that he sees obviously what is being educated and has ideal ability to react in the manner that would demonstrate the learning. This implies the mentor needs to choose learners based on psychological motivation and needs strategies and practices that will energize the development of motivation.

5. **Discipline**
Psychological motivation advances self-control. Discipline commonly conveys a negative undertone. Subordinates comply with an unrivaled and keep up efficient conduct because of a paranoid fear of discipline. Be that as it may, psychological motivation raises order to a positive dimension. The self-control of an individual costs less and achieves considerably more than the order forced by the supervisor from above. Submitted specialists teach themselves. They feel that by doing as such they further their very own advantage.

6. **Dynamism**
There is a component of dynamism in psychological motivation. At the point when the majority employees and managers are legitimately spurred, a dynamic vitality is created which delivers a colossal effect not only on the efficiency and benefits of an association yet in addition on industrial relations, public image, stability and future development. The substance speculations of psychological motivation endeavor to figure out what it is that spurs employees at work. The substance scholars recognize the necessities or drives that individuals have and how these requirements or drives energies conduct. They are worried about the objectives that individuals endeavor to accomplish so as to be fulfilled and perform well.
6.6 REVIEW OF STUDY RESULTS IN LIGHT OF ‘EMPLOYEE ENGAGEMENT THEORY’

As previously stated in Chapter 4, there is an interview for the management which includes staffing team and line managers. Some of the key questions have been asked of the manager in the interviews concerned the manager’s attempt to manage, motivate and increase engagement level in the organization. These types of questions seemed important in order to discover any inherent attributional bias by the managers charged with managing and engage employees’ with the organization. The questionnaire above noted that managers who successfully able motivate their employees’ to work with them there was no evidence that only for the rewards and incentives employees’ are highly engage with the company. Most of time it happens only for the charismatic leadership power which engage employees’ and stich them together with the company.

In the findings three it was mentioned that managers or supervisors will play a big part to build emotional capital in to the employees’ to enhance engagement level in the organization. Also they will ensure the employees’ accept and co-operation with their think. Managers were also noted not to have sought or create pressure for the employees’ and they have to do it with fairness not only for the engage employee in the work but also with conscious acknowledgment of the effect of the disengagement and build a better team work. The managers' expressions of support were balanced with a careful monitoring of the psychological motivation and engagement process, to assure that this was done with equity and with justice shown towards the engagement while protecting the teamwork and the organization.

It did not appear from the research that the managers have job satisfaction and engage with the company. Generally management, managers and supervisors will give their full efforts if they are engage and like to do their job as well. Some - times they supposed to get well paid for their job. Therefore, questions that were developed around the research on engagement allowed these issues to be addressed and did not demonstrate any impact of provide lack of effort in the employee engagement process.
6.7 RECOMMENDATIONS FOR FUTURE RESEARCH

Many organizations have turned out to be mindful that it is never again their licenses, apparatus or area that give them the edge over their rivals. With the surge in innovative headways substantial components could be imitated quicker than any time in recent memory. It has been perceived that it is the general population segment and coming about commitment which increases the value of the organization and gives an aggressive edge to numerous organizations. Because of time requirements this investigation was about degree as opposed to profundity. Employee engagement is a complex area as individual preferences play such a pivotal role in the engagement process. One of the impediments of this examination was that the information originated from reviews rounded out by respondents freely which brought about a not as much as greatest return rate. In the occasion that time constraints were not such an unmistakable factor, the researcher may have selected inside and overview with open completed request to utilize quantitative and furthermore qualitative analysis to triangulate the data. Food beverage and retail ought to do make up for lost time examines all the time with a particular ultimate objective to create a bank of employee engagement enlightening accumulations which potential estimations can be drawn from. Things being what they are, food beverage and retail should develop an outline instrument, which alters business targets to action interventions and utilizations mixed research inside the intercession to get to its impact, therefore ensuring that the revelations of the investigations are executed upon and not just left to amass clean on a rack in the work environment. There is also a need for longitudinal studies of engagement, to demonstrate a clear link between engagement and low paid work, and also to assess long-term outcomes and benefits. Much of the research to date has focused upon short-term gains.

In addition, future research may address the mind boggling issue of employee demographic and casual relationship between demographic information and emotional capital and psychological motivation which brings job satisfaction and enhance engagement level in the low paid organization. The examination have been recognized each worker may have various levels of satisfaction and obligation, dependent upon the refinement of age, sex, preparing level, marital status. The more extended the employees' residency with an organization the better capable the
employee is to service customers because of a superior service from employees. From time to time it has been perceived that energetic capital had negative relationship with age and total occupation experience which is unprecedented in the affiliation. It proposed that as employees’ pick up work understanding, they started to acknowledge that they may not generally have acceptable answers for all issues and that doing their best inside imperatives is the mental inspiration strategy. In that capacity, future research is expected to examine those announcements. Additionally, future research needs direct effect of emotional capital and psychological motivation on job performance and disengagement in the organization.

A refinement has not attracted been this examination among low paid and full time workers. The UK food beverages and retail rely heavily upon part-time workers. Therefore, it is possible that employee attitudes such as psychological motivation, job satisfaction, organizational attempt, and disengagement may vary as a function of employees' employment status. The future research may profit by extra observational work around there and should additionally investigate the qualification between low paid and full time workers while looking at food beverage and retail employees' states of mind. Here in the exploration one issues has been raised the food beverage and retail troughs did not allow to straightforwardly contact with their workers' for information gathering. Rather, they disperse the surveys to expansive scope of workers' in food beverage and retail. Accordingly, such an information accumulation practice may have made a potential choice inclination. Accordingly, in future examinations utilizing numerous wellsprings of information would limit such a potential issue.

6.8 FINAL REFLECTIONS
It is trusted that the outcomes from this study's will empower future research worker engagement into the low paid workplace specifically, and the food beverage and retail area all in all, with regards to UK. The effect to use of the enthusiastic capital and psychological motivation of employees merit researching, particularly in the present day which not just has the higher pressure of the work put and higher demand of customers than before yet additionally the assortments of the workforce
age's wants are right now not quite the same as the past. These factors are the troubles inside food beverages and retail organization later on.

As a concept, ‘employee engagement’ is fears the passionate, psychological and physical parts of work and how these elements collide. The possibility of employee engagement ought not to be viewed as basically one more soft HR development. Nonetheless, encouraging workers' engagement is a long haul process, as its prosperity is inseparably connected to centre parts of the business, for example, qualities, culture and administrative rationality. To change centre parts of any compelling sustenance food beverage and retail requires imperative theory exertion and obligation from the employees’ as well as the senior management team. Employee engagement can be believed to have three components, the intellectual, the physical and after that passionate, because of the way that employee engagement is a multi-practical idea containing three interfacing components, fortifies the contention that a trough cannot force an employee to be engaged. Employee should be submerged in a workplace which will allure them to show the optional conduct that organizations are looking for.

An organization (such as Compass Group (UK) that needs to expand engagement levels will endeavour to encourage the elements which have a beneficial outcome of engagement through each business action they perform. This study could bring benefit for the Compass Group (UK) with the following way:

1. **Higher employee satisfaction**: “Employee satisfaction is the key in any company, and when employees are not satisfied with their job, they lack enthusiasm about the day to day of their role and the growth of their companies at large. Low job satisfaction becomes a drain on the company’s time and money. When employees are engaged at work and feel satisfied with their position, they feel a greater connection to the company and are therefore more likely to produce quality work, which benefits the company as well as the customer”.
2. **Higher retention and lower turnover**: “The hiring and onboarding process for new employees is very expensive and time-consuming. Another benefit of investing in employee engagement is that it will help retain top employees and decrease organizations turnover rates by ensuring that team is happy”.

3. **Higher productivity**: “Engaged employees work faster, harder and stronger because they like what they do. It is a no-brainer; when any organization interested in and connected to what they doing, they are more likely to do it well. Furthermore, when employees are engaged and feel that they are treated well by their managers, they will feel a sense of responsibility to reciprocate this respect by putting in their best effort”.

4. **Increased profitability**: “Of course, when any employees feel good at work, they work harder, and when they work harder they produce more quality work which in the end points to a happy customer. Happy customers keep coming back and they refer other people to your company. It is such a simple way to increase any company’s profitability but so many organizations keep looking outward instead of turning inward. Without a solid foundation, no company can thrive and the best way to ensure this sturdy base is to have an engaged team”.

5. **Less absenteeism**: “Engaged employees show up to work and once there, they get more work done. The issue with disengaged employees is that they do not feel a sense of responsibility to the company they work for, so they do not have a problem not showing up. Engaged employees feel that they are part of the organization they work for, and therefore would not want to let them down”.

6. **Increased employee loyalty**: “A huge benefit of having engaged employees is that they are loyal to your company and therefore act as company ambassadors”.


Organizations and professional analysts are endeavouring to build up a metric to enter employee engagement as a figure on the accounting report, however the issue emerges as work in many cases is viewed as a cost as opposed to a resource for the food beverage and retail. As indicated by the study comes about, 60% of workers were engaged. This figure should be assessed with a basic personality as respondents may have addressed 35 questions in a way which they believe is in accordance with management desires. On the positive side, going ahead there are 40% of the respondents which the association can endeavour to prevail upon. Administrative variables are the deciding component with a specific end goal to cultivate expanded engagement levels; this is where food and retail in the UK need to centre their consideration, as administrators are by and large more drew in then their subordinate partners. Managers in order to increase engagement levels among their employees need to display their commitment to the organisation to foster the same commitment among the employees. Employee engagement segments inside the food beverage and retail benefit stations fluctuated both decidedly and adversely contrasted with the CIPD review. This brought about the examination speculation remaining constant for a few parts of employee engagement and being discredited inside different parts of worker engagement. As this exploration venture was the first of its kind to be completed in the association, the researchers feels that going ahead a similar speculation can be used to benchmark the level of overall and component employee engagement levels for variances. In connection to the examination itself, it was a positive viewpoint that such huge numbers of employees' were eager to approach and be so legit in making recommendations which can be fed back up the business.

The importance of food/beverage retail effectively managing significant change to be viable, sustainable providers for their communities may be linked to the levels of emotional capital of leadership and the degrees to which employees are actively and emotionally engaged in the strategic and daily operations of the organization. Therefore, this study analysed the emotional capital of low paid organizations managers and supervisors and the degree of their direct reports engagement.
In conclusion, this study adds to the assortment of learning in which the HR department, managers and line managers of Compass Group (UK) may seen to improve engagement levels in the organization. However, more generally, this study revitalises the key debate within this UK sector and beyond, on the causes and consequences of employee disengagement, particularly in low paid, low skilled jobs.
REFERENCES


Azim A.M.M., Ahmad A., Omar Z., & Silong A.D., (2015), Does Psychological Contract on Work-family Benefits Improve Employee Commitment? Asian Social Science; Vol. 11, No. 13; Published by Canadian Center of Science and Education.


Booth S. & Hamer K. (2006), *Labour turnover in the retail industry: Predicting the


Employee Outlook (2014), Chartered Institute of Personnel and Development series, London, UK


Gerard H. Seijts & Dan Crim, (2006), *What engages employees the most or, the ten C’s of employee engagement*, IVEY Business Journal.


No. 4, pp. 317-328.


Labuschagne, A. (2003, March). Qualitative research - Airy fairy or fundamental?
The Qualitative Report, 8(1).


MacDonald T. H. (2007), Basic concepts in statistics & epidemiology, Radcliffe Publishing ltd, 18 Marchand Road, Abingdon, Oxon OX14 1AA, United Kingdom.


Miles, M. B., & Huberman, A. M. (1994). Qualitative data analysis: An expanded


Ravichandra K., Arasu R., & Kumar A. (2011), The Impact of Emotional Intelligence


Welch M. (2011), The evolution of the employee engagement concept:


Whittaker M. & Hurrel A (2013), Low pay Britain 2013, Resolution Foundation.


Wilczyska, Aleksandra; Batorski, Dominik; Sellens, Joan Torrent, (2015) Employment Flexibility and Job Security as Determinants of Job Satisfaction: The Case of Polish Knowledge Workers Social Indicators Research; Dordrecht126.2 P. 633-656.
## APPENDICES

### Appendix A. REFLECTIVE REVIEW OF THE CURRENT LITERATURE GAP

<table>
<thead>
<tr>
<th>Database</th>
<th>Search items</th>
<th>Results</th>
<th>Relevant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Thozur S. M. Riley M. &amp; Szivas E. (2005)</td>
<td>Money attitude and pay satisfaction of the low paid</td>
<td>The article identified singular contrasts in cash states of mind was observed to be huge variable in clarifying pay satisfaction of individuals in low pay. This paper also identified and measured some concrete variables to represent pay structure, pay satisfaction, and task performance to test the hypothesis represented previously.</td>
<td>A wide point of the exploration was to research whether diverse valuation of pay connected to low paid workers and on the off chance that they did, whether there were any impact upon pay satisfaction. Here in the exploration discoveries demonstrates both high paid and low paid employees’ can be content with their compensation and the other way around is effectively caught by the organizations scale.</td>
</tr>
<tr>
<td>Booth &amp; Hamer (2006)</td>
<td>Labour turnover in the retail industry: Predicting the role of individual organizational and environmental factor.</td>
<td>The findings show that environmental factors such as local labour markets have a major influence on labour turnover. Organizational factors such as</td>
<td>The approach utilized as a part of this examination is a contextual analysis of a major retailer. The key information sources are a record for neighbourhood focused</td>
</tr>
</tbody>
</table>
company culture and values are significant influence Management behaviour as seen through operational and control variables are also importance Individual employee variables are also important in decision concerning turnover. and work advertise factors, a yearly representative overview, and interior work turnover information for every UK unit of retailer. The strategy utilized for examination is stepwise relapse which distinguishes the key relationship that anticipate work turnover. Here in the research a significant paradox is found in which, as employees become more embedded and familiar with the organization. The hypothetical model in the writing gives a comprehension of the key elements engaged with clarifying intentional turnover. The information has been gathered from organization's yearly review. Various relapse examinations are utilized to foresee work turnover. The authors said a few restrictions which are factual investigation accounts
in employee turnover, along these lines different elements which are not evaluated in this paper which additionally add to work turnover. This exploration speaks to information from everywhere throughout the UK retail unit, it is of one association and measurable speculations can't be produced using this examination. Overall despite the minor the limitations noted earlier, the paper manages to accomplish its objective of providing exploratory insight the issue of labour turnover at UK retail sector.


Engaging the Aging work force: The relationship between perceived Age similarity, Satisfaction with Co-workers, and employee engagement.

In the article author’s tried to develop the relationship between co-workers. Here authors did a survey in 901 workers by using to find out job satisfaction levels in to them. Outcomes illustrate that satisfaction with

This article in view of observational information from an exploratory examination expecting to analyse the connection between collaborators which increment work fulfilment. Given the exploratory idea of the examination, there are
one's co-workers revealed well to engagement. no particular research questions plot. Avery, Mckay and Wilson (2007) has defended their emphasis on Khans (1990, 1992) engagement system, social personality {Tajfel and Turner (1986)} and self-order hypotheses {Turner, (1987)} by concurring their typology of casings our comprehension of HR uniquely the setting of the more extensive range of engagement. They likewise propose that social character hypothesis and social demography both recommend that the apparent age piece of ones' colleagues ought to communicate with age to impact engagement. Nevertheless, the author alludes to past examinations which have sketched out the scope of elements may impact the different parts played by engagement in low paid
jobs. The decision of a contextual investigation configuration is fitting as the examination expects to create inside and out of learning about the generally under research subject. The information had been picked were broadly. It has been secured the vast majority of the organization which implies the impacts cannot be attributed to nuances of a single organization. The example was substantial and differing as far as age and sex with the socioeconomics giving off an impression of being for the most part illustrative of the United Kingdom overall. Generally in spite of the minor constraints has noticed, the article figures out how to manage its target of giving exploratory figures out how to achieve its goal of giving exploratory
| Henry Ongori (2007) | A review of the literature on employee turnover. | This article explores the origins of employee turnover. Here authors has described about turnover and how to reduce those turnover. | This article base on writing survey from an exploratory examination expecting to analyse the explanations behind turnover and how to limit turnover at work division. Given the exploratory idea of the examination Ongori (2007) did not recognized a particular research questions. The creator legitimizied the examination on Shaw's et at (1998) turnover system by belligerence that there were no standard reasons, for what reason do individuals leave any association? Here in the article the writer alluded past experiences the issue of engagement. The paper is firm as the writing survey legitimizes the concentration of the investigation and the examination configuration is suitable to the theme and the idea of the exploration. |
Robertson & Cooper (2009) | Full engagement: the integration of employee engagement and psychological well-being | Most present points of view employee engagement incorporate little of direct importance to prosperity and focused a restricted, responsibility based | This is an exploratory investigation tries to unite the two beforehand particular develops of worker engagement and psychological well-being. By and large, the explores have sketched out a scope of variables may impact the different parts played in employees’ turnover. The decision of the area outlined is flawless to produce inside and out learning about a moderately under research point. Here the writer did not go for any interviews or did not use any sample data to bring out practical situation at turnover. General considering the constraints the paper figures out how to achieve its goal of giving exploratory knowledge the issue of turnover which will give quickly thought regarding explanations for the worker leave from organization.
perspective of engagement. This view concentrates too intensely on advantages to organization. A more extensive idea of engagement which incorporates employee prosperity is a reason for building economic advantages for employee and the organization.

conscise audit of the engagement and psychological well-being gives legitimization to the determination of the paper's principle calculated system. However some illumination is required in regards to past research in mergers and acquisitions. The authors guard their decision of point by referring to past examinations (eg Wright and Cropanzano (2000)). The authors likewise included that past investigations have not inspected the points of interest of the result of psychological well-being. By and large, rather than belligerence for the nonappearance of past investigations as a rule, the author could have cleared up that their emphasis on the part psychological well-being can possibly produce bits of knowledge that could
help grow additionally existing on worker engagement. The authors alluded to past examinations which have plot a scope of components which may have impact the different parts played in employee engagement. Here in the article writer didn’t utilize any information which could have much better for investigation. In general, finding the constraints the article figures out how to achieve its targets of giving exploratory insights of knowledge into the issue of employee engagement.

<p>| Hotton, Dent &amp; Rabbetts (2009) | Motivation and employee engagement in the 21st century: A survey of management view | The aim of the study is to analyse how motivation work in employee engagement. The authors choose retail sectors and established a survey of management view. | This article gave a briefly idea about motivation theory, how do they work in the organization. |</p>
<table>
<thead>
<tr>
<th>Author</th>
<th>Work/Article Description</th>
<th>The article focuses on:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Taipale S. Selander K. &amp; Anttila (2010)</td>
<td>Work engagement in eight European countries: The role of job demands, autonomy, and social support.</td>
<td>Here in the article the discoveries show that the level of engagement varies between every nation as well as between those four monetary parts inside every nation. Additionally, the findings indicate that demands decrease work engagement, while autonomy and support increase it. This article speaks about exact information from an exploratory examination meaning to look at the levels of engagement in eight European nations. This exploration has based upon built up hypotheses about employment requests and self-rule. By the activity request and self-governance will discover the circumstance of low paid jobs. It utilizes a more current work engagement and its indicators. The investigation in view of review information which has likewise gathered from UK. Data has collected from retail trade, finance, banking, telecommunications and public hospitals. Most of the areas are low paid sector which is a part of my research.</td>
</tr>
<tr>
<td>Janta H. (2011)</td>
<td>Polish migrant workers in the UK hospitality industry: profiles, work</td>
<td>The profile of employee rising up out of the investigation</td>
</tr>
<tr>
<td>Kinman, McFall &amp; Rodriguez (2011)</td>
<td>The Cost of Caring? Emotional Labour, Wellbeing and the Clergy</td>
<td>This article looks at connections between emotional labour and psychological demands for enlistment and determination. The discoveries from this exploration point to various components that ought to be considered by HR.</td>
</tr>
</tbody>
</table>
distress and intrinsic job satisfaction in 188 UK-based clergy. Findings revealed significant associations between emotional labour and both psychological distress and job satisfaction. Consequences. The authors indicated about some limitations, firstly, as the study is cross-sectional in nature, the observed relationships cannot be interpreted causally. It is conceivable that the psychological distress might result in clergy perceiving that the pastoral care they provide is more emotionally demanding than those who are less distressed and more satisfied with their work. Moreover, lower levels of wellbeing and satisfaction might lead clergy to experience greater dissonance between their true emotions and those that are required when interacting with parishioners. Longitudinal studies are required to validate the causality of the relationships reported in this study. Further research should examine the impact of emotional labour on
Ravichandra, Arshu & Kumar (2011)  

| The Impact of emotional Intelligence on Employee Work Engagement Behaviour: An Empirical Study | The result of this investigation was an expanded comprehension of how emotional intelligence impacts on work engagement conduct. | The author’s recognized spurring individuals to participate in their work is an exemplary issue in organizations, confounded by the presence of various parts, in light of the fact that the states of mind, practices, and emotion related with one part may overflow to another. These organizations expect proactive, activity and duty regarding self-improvement from their workers. Subsequently managers need to recognize those factors which impact work engagement conduct separated from the current enthusiastic knowledge build factors utilized for this examination. The author’s alluded future directors need to relate worker propel themselves by |
envisioning a decent result to errand that they go up against and work understanding while the deal with emotional intelligence behaviour. From those perspectives this article showing future research which could utilize feeling as a capital for employee motivation ton increment workers work engagement conduct.

| Knox A. (2011) | Upstairs, downstairs an analysis of low paid work in Australian hotel | This article produces an underlying standard of information focusing the legitimately revered and genuine wages and state of business, qualities and work understanding of ineffectively comprehended gathering of low paid workers utilized in lodgings housekeeping divisions. Here in the research most significantly the data | This article in view of exploratory investigation planning to inspect the circumstance low paid jobs in Australia particularly at cordiality area. The examination configuration is contextual investigation based, to a great extent including subjective strategies. Moreover quantitative, performance related information was gathered from some hotels. The choice of case study designed |
reveal a proliferation of illegal underpayment associated with an increasing reliance on temporary work agency employment and the need for more effective mechanism. was appropriate as the study aims to generate in-depth knowledge about a relatively under-research topic. Case studies are particularly suited for research which aims to capture the context within which complex organizational process unfolds. The meetings were semi-organized and concentrated on looking at the employment of hotels' room cleaners. The findings represent majority of room attendants receiving awards based pay and benefits associated with room attending. As the discoveries represent the preferably operational than key part of employees' at low paid area. A feedback could be drawing that most of the interviews were from the administrative levels and the housekeepers and cleaners were chosen by the administrators
the as well, where a more adjusted approach could have been sought after. Overall, despite the minor limitations noted earlier, the article manages to accomplish its objective of providing exploratory insight into the issue of low paid work at Australia.

| Andrewa, Sofianb (2012) | Individual Factors and Work Outcomes of Employee Engagement | The discoveries of this investigation demonstrated a critical distinction between work engagement and organization; with co-employee support as a major individual factor that influences both measures of engagement and the work outcomes | This article gives an extraordinary incentive to learning of employee engagement as one of the spearheading work in pushing that worker engagement ought to be analysed by recognizing work engagement and organization engagement. This peculiarity will help clarify the vital significance's of worker engagement since it will analyse the activity part and association part of each individual from an association in arrangement with the organizational business |
Yen C. D. & Huang T. C. (2012)  | The pay structure for task performance in the hospitality industry: The role of pay satisfaction. | This research paper demonstrated the effects of pay structure in the hospitality industry and built a comprehensive model of pay structure, pay satisfaction and task performance. This paper likewise distinguished and measured some solid factors to speak to pay structure, pay fulfilment, and assignment execution to test the speculation spoke to already. | This exploration gives a quickly thought regarding hospitality businesses pay structure and satisfaction level under those compensation. Other than the outcomes found the negative impact from performance pay to assignment performance and pay satisfaction. This research proposed that the lack of hygiene pay in the hospitality industry causes the different results from previous researchers. |
Performance in the hospitality industry: The role of pay satisfaction.

Impacts of pay structure in the cordiality business and manufactured a complete model of pay structure, pay satisfaction and undertaking execution. This paper additionally distinguished and measured some solid factors to speak to pay structure, pay satisfaction, and errand execution to test the speculation spoke to beforehand.

Hospitality industries pay structure and satisfaction level under those pay. Other than the outcomes found the negative impact from performance pay to task performance and pay satisfaction. This exploration suggested that the absence of cleanliness pay in the cordiality business causes the distinctive outcomes from past analysts. This exploration found the thought part of pay satisfaction in pay structure and task performance is still low.

Rothman & Welsh (2013)

Employee engagement: The role of psychological conditions

The motivation behind this examination was to research the predecessors of employee engagement with regards to developing countries. Psychological The results confirms the important role of meaningfulness and psychological

This article in view of observational information from an exploratory examination intending to analyse the part of mental conditions for drawing in employees’. Rothmann and Welsh (2013) legitimized their attention on the engagement hypothesis which has started and created by Khan (1990, 1992). In
availability as mediators between work role fit, job enrichment, resources and co-worker relations on the one hand and employee engagement on the other. Despite of the interest of Khan’s own engagement demonstrate (1990), an examination by Rothmann and Rothmann (2010) demonstrated that the predecessors of employee engagement clarified 20% of the difference in worker engagement contrasted with 36% of the variance in explained by the work activities model, it can be used as a lens through which the role of psychology in employee engagement mergers and acquisition can be understood. Data has been collected by using distributed questionnaire in to the different organizations. In this investigation work-role fit and assignment qualities were firmly identified with employee engagement. The author discovered a few confinements, which were constrained
to a couple of chosen organization in the Windhoek region in Namibia. No data was accessible with respect to the engagement of workers in different regions in Namibia. This examination was cross sectional in nature, easy-going connections could not be explored. They likewise found that regular strategy difference may have influenced the outcome. Here the authors indicated future research should focus on interventions such as using selection tools to screen individuals with a low job role fit or to foster communication between supervisors and subordinates. Finally it has been discovered that in spite of the minor constraints has specified the paper figures out how to fulfil its goal of giving exploratory bits of knowledge in to the
Do job resources affect work engagement via psychological empowerment? A mediation analysis.

The consequences of the article propose that activity assets may build the impression of being enabled at work, which at that point speaks to a critical factor to improve work engagement. Psychological empowerment is along these lines a pathway to promote wellbeing in organisations.

This article distinguished mental strengthening and work engagement demonstrates that the two ideas are vital for inspiration and prosperity at work; few investigations have broken down their relationship. The essential commitment of the present examination is to pick up learning of the relationship between psychological empowerment and work engagement. This investigation broadens information on the precursors of work engagement exhibiting that psychological empowerment is a vital pathway to promote wellbeing in organisations.
empowerment is a vital supporter of work engagement and along these lines a prosperity advancing element. The author proposed extra research is expected to investigate the relationship among work assets, psychological empowerment and work engagement. They also advised further studies should include other personal resources (e.g., PsyCap) as well health outcomes (e.g., performance, job satisfaction, etc.). Moreover, the impact of strengthening on the motivational procedure might be dissected inside and out through the expansion of group or group empowerment. The sign of further research is significant with the investigation on the grounds that the examination has discover the best approach to build work
<p>| Kukanja (2013) | Influence of demographic characteristics on employee motivation in catering companies | The reason for this examination is to look into, sparks that assistance to draw in, hold and spur workers in the catering industry. The research results shows that in times of economic crisis money is the most important motivational factor to work in foodservice sector followed by flexible working hours and social security. The training factor at this time is very low ranked, which in some ways can be understandable, although it reflects the low ambitions of employees which in turn affects the low evaluation of catering professions in society. As a rule the examination presumed that, in the midst of recession money is satisfaction in low paid jobs. For the most part the examination depended on Slovenian providing catering industry. However, the author showed the result would not be the same in various condition and diverse gatherings of workers. The author’s specified money is the best inspiration yet author’s examination will be founded on non-financial thing which is emotion. Author will utilize emotion as money to persuade workers for increment engagement. The author tended to other factor for inspiration yet he said the not particularly helpful for worker inspiration. The encompassing region of author’s exploration is low pay along these lines; clearly author’s need to utilize diverse thing excepted money. The author noted the big gap for additionally investigate in low paid |</p>
<table>
<thead>
<tr>
<th>Authors</th>
<th>Title</th>
<th>Summary</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Torrente, Salanova, &amp; Llorens (2013)</td>
<td>Spreading engagement: On the role of similarity in the positive contagion of team work engagement</td>
<td>The aim of this study is to analyse how similarity among team members in terms of gender and company tenure is related to convergence in work engagement at the team level. Similarity in terms of gender and company tenure was expected to be positively related to convergence in team work engagement. Emotional contagion theory connected to work and organization’s places that positive feelings are shared with the member, in this manner empowering them to focalize in alluring shared states, for example, team work engagement.</td>
<td>The article planned to set up likeness as an extension as far as socioeconomics and a common condition of cooperation engagement inside groups. Discoveries gave mix support which represents the unpredictability of understanding positive infection of work engagement between individuals from a similar work group. Here in the article the writers opened future roads of research and features the allure of building groups made out of workers that are exceptionally as well as correspondingly drew in, which can be accomplished by spreading engagement.</td>
</tr>
<tr>
<td>H &amp; Dom (2013)</td>
<td>The Growth of Low-Skill Service Jobs and the Polarization of the US Labour Market</td>
<td>This paper proposes an integrated explanation and conducts a detailed empirical analysis of the best inspiration.</td>
<td>This article gave a vast literature documents a pronounced rise in wage inequality in the United States and</td>
</tr>
</tbody>
</table>
the forces behind the changing shape of low education, low wage employment in the US labour market. The author’s estimated that current computerization has substituted for low-skill workers in performing routine errands while supplementing the unique, inventive, critical thinking, and coordination undertakings performed by exceedingly instructed employees’. Local labour markets that specialized in routine tasks differentially adopted information technology, reallocated low-skill labour into service occupations (employment polarization), experienced earnings growth at numerous other advanced nations commencing in the 1980s and proposes skills-bias technological change as its primary cause. In general view this article bought a complete scenario for the wage structure especially for the low paid jobs. The indication of wage structure is relevant with my study because my research will find out the levels of low paid earners in the society.
| Chinomona (2014) | The Role Played by Institutional Support in the Commitment, Job Satisfaction and Employee Performance of Teachers in Gauteng Province of South Africa: A Social Exchange Perspective | The consequences of this investigation demonstrate that institutional support decidedly impacts teachers’ job commitment, job satisfaction and job performance. On the scholarly side, this investigation influences a significant contribution to the authoritative writing by efficiently investigating the effect of institutional help on work satisfaction, to work responsibility and performance of instructors. Specifically, the article discoveries give speculative help to the suggestion that organizations help ought to be perceived as a critical precursor to educators’ activity fulfilment and as an instrument to inspire them to enhance their execution. This study therefore submits that organisational leadership should develop strategies to support teachers, especially in terms of... |
resources that should be adequate for competitive advantage. At the point when teachers see bolster from the organization, they are probably going to make the most of their activity and, thus, deliver quality work. Managerial implications of the discoveries are talked about and constraints and future research bearings are shown. These proposed future roads of study remain to contribute gigantically to new information in the current collection of writing on managerial conduct. The proposed future research of the article unfurling the range of enthusiastic capital for worker inspiration. Organization could give adequate help to build up employees’ feelings as a capital which is a pilot venture for my examination.

| Philpott (2014) | Rewarding work for low paid workers | This affirmation gave the beginning | This article given a briefly idea about HRM |
stage to this report, which examines the calculated and observational reason for the gathered business case. This included a writing survey of proof that would show that the selection of certain human resource management and development practices would both enhance the nature of working life for low-paid employees’ and the bottom-line performance of low-paying organisations.

| Sissons & Jones (2014) | How can local skills strategies help lower earners | This report is worried about the connection between business interest for aptitudes and low-wage work and how nearby abilities systems may offer assistance. This report, which concentrates basically on the circumstance in England, gives strategy for low paid worker. The HRM strategy specifically indicates employee rewarding policy for better performance. With the development of rewarding policy might lift engagement levels at low paid jobs but for the long run it will not be effective. | This article gave an idea about the factors relating to moderate management skills for the development of low paid workers. |
| Batt, Lee & Lakhani (2014) | Human resource practices, turnover, and customer service in the restaurant industry. | This examination speaks to the principal national manager review of work and human resource management in the US Restaurant Industry. It reports the scope of practices embraced by managers and how those practices influence turnover and business stability issues that are endemic over the business. | This article gave an idea about the reasons for turnover in low paid jobs. |
**Appendix B. QUESTIONNAIRE**

**Questionnaire for the employees**

**Part – 1 Job satisfaction.**

Please indicate the level of agreement to each statement that is relevant to you: ( 5 = strongly agree, 4 = agree, 3 = don’t know, 2 = disagree, 1 = strongly disagree).

| Q 1. | I feel emotionally drained due to my work. | 1 | 2 | 3 | 4 | 5 |
| Q 2. | I feel exhausted at the end of my work. | 1 | 2 | 3 | 4 | 5 |
| Q 3. | I feel fatigued when I get up in the morning and have to face another day. | 1 | 2 | 3 | 4 | 5 |
| Q 4. | Working with the people all day is really a strain for me. | 1 | 2 | 3 | 4 | 5 |
| Q 5. | I feel burned out due to my work. | 1 | 2 | 3 | 4 | 5 |
| Q 6. | I feel frustrated by my work. | 1 | 2 | 3 | 4 | 5 |
| Q 7. | I feel I am working hard at work. | 1 | 2 | 3 | 4 | 5 |
| Q 8. | I feel that I cannot give anymore that I am at the end of my way. | 1 | 2 | 3 | 4 | 5 |
| Q 9. | Working in food beverage & retail means lot to me. | 1 | 2 | 3 | 4 | 5 |
| Q10. | My job is valued by me. | 1 | 2 | 3 | 4 | 5 |
| Q11. | Personal career development opportunity in my work is important factor to me. | 1 | 2 | 3 | 4 | 5 |
| Q12. | I like to work my job because I can choose my own work without a minimum supervision. | 1 | 2 | 3 | 4 | 5 |
| Q13. | Contact with people is the best part of my job. | 1 | 2 | 3 | 4 | 5 |
| Q14. | I do not work for money only. | 1 | 2 | 3 | 4 | 5 |
| Q15. | I do not like this job because my skills and capabilities are not utilised. | 1 | 2 | 3 | 4 | 5 |
| Q16. | Job flexibility and security are less important to me. | 1 | 2 | 3 | 4 | 5 |
| Q17. | The quality of relationship with colleagues is not important to me. | 1 | 2 | 3 | 4 | 5 |
| Q18. | I work here because of the good physical conditions. | 1 | 2 | 3 | 4 | 5 |
| Q19. | Visibility with management is important to me. | 1 | 2 | 3 | 4 | 5 |
| Q20. | The incentive bonus is an important factor to improve my performance. | 1 | 2 | 3 | 4 | 5 |
| Q21. | Always I am treated fair at work. | 1 | 2 | 3 | 4 | 5 |
| Q22. | I do prefer a line manager/supervisor who sets clear goals to me. | 1 | 2 | 3 | 4 | 5 |
| Q23. | I like to receive all comments on the quality of my work. | 1 | 2 | 3 | 4 | 5 |
| Q24. | I am satisfied with my job. | 1 | 2 | 3 | 4 | 5 |
| Q25. | I am happy with the pay I get from my job. | 1 | 2 | 3 | 4 | 5 |
| Q26. | I do not like my job because I have a few chances to utilize my skills. | 1 | 2 | 3 | 4 | 5 |
| Q27. | The worse thing about my job is the continuous supervision. | 1 | 2 | 3 | 4 | 5 |
| Q28. | Physical working conditions here is the only reason that makes me want to quit. | 1 | 2 | 3 | 4 | 5 |
| Q29. | I work here because of the good benefits. | 1 | 2 | 3 | 4 | 5 |
| Q30. | I like my job because everyone is treated equally. | 1 | 2 | 3 | 4 | 5 |
| Q31. | It would not take much to make me leave my job. | 1 | 2 | 3 | 4 | 5 |
| Q32. | I will probably be looking for another job soon. | 1 | 2 | 3 | 4 | 5 |
| Q33. | I am always searching for available jobs. | 1 | 2 | 3 | 4 | 5 |
| Q34. | I do not see my future in this job. | 1 | 2 | 3 | 4 | 5 |
| Q35. | I think I am over qualified for this job. | 1 | 2 | 3 | 4 | 5 |
Part – 2 Engagement level measurement.

Please score the factors which motivate you to work in this sector (5 = most important, 4 = important, 3 = average, 2 = not important, and 1 = least important).

1. Equity in work place.  
   1  2  3  4  5

2. Work feedback.  
   1  2  3  4  5

3. Goal for work.  
   1  2  3  4  5

4. Physical work condition.  
   1  2  3  4  5

5. Relationship with superior.  
   1  2  3  4  5

6. Relationship with colleague.  
   1  2  3  4  5

   1  2  3  4  5

   1  2  3  4  5

   1  2  3  4  5

10. Training/ skill development.  
    1  2  3  4  5

11. Promotion/ advancement.  
    1  2  3  4  5

    1  2  3  4  5

    1  2  3  4  5

    1  2  3  4  5

15. Social interaction.  
    1  2  3  4  5

16. Career development opportunity  
    1  2  3  4  5

Part – 3 About yourself.

1. Age
   ○ less than 20 years  ○ 21 – 30 years  ○ 31 – 40 years  
   ○ 41 – 50 years  ○ Over 50.

2. Gender
   ○ male  ○ female.

3. Education
   ○ School leave  ○ College  ○ University.
4. Number of dependants
   ○ None   ○ 1   ○ 2   ○ 3   ○ 4
   ○ More than 5.

5. Duration of service in current job.
   ○ less than 1 year   ○ 1-3 years   ○ 4-5 years
   ○ 5-10 years   ○ Over 10 years.

   ○ less than 1 year   ○ 1-3 years   ○ 4-5 years
   ○ 5-10 years   ○ Over 10 years.
Questionnaire for the management

Part – 1. Managing employees.

1. What is the name of your organization? Please state.

2. What is your position in the company? Please state.

3. What is the number of total employees in your organization?
   ○ 20 ○ 21 – 50 ○ 51 – 100 ○ 101 – 150
   ○ 151 – 200 ○ Over 200

4. How many employees do you manage?
   ○ 20 ○ 21 – 50 ○ 51 – 100 ○ 101 – 150
   ○ 151 – 200 ○ Over 200.

5. How many employees are full-time?
   ○ 20 ○ 21 – 50 ○ 51 – 100 ○ 101 – 150
   ○ 151 – 200 ○ Over 200

6. How many employees are part-time?
   ○ 20 ○ 21 – 50 ○ 51 – 100 ○ 101 – 150
   ○ 151 – 200 ○ Over 200.

7. How many employees are in 0 (nil) hours contract?
   ○ 20 ○ 21 – 50 ○ 51 – 100 ○ 101 – 150
   ○ 151 – 200 ○ Over 200

8. Do you rate employees’ engagement and their performance?
   ○ Yes ○ No.
9. How often do you monitor employees’ performance?
   ○ Everyday       ○ Weekly       ○ Monthly
   ○ Every after three months.

10. Do you rate customer feedback to find employees performance?
    ○ Yes            ○ No.

11. Have taken any steps to increase engagement in your organization? Please state.

12. Have you attended any training on employee engagement?
    ○ Yes            ○ No.
    If so, please specify.

Part – 2. Engagement level measurement by the management.

Please score the factors which has provided by the organization for employees motivation and to measure engagement level (5 = most important, 4 = important, 3 = average, 2 = not important, and 1 = least important).

<p>| | | | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Equity in work place.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Work feedback.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>Goal for work.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>Physical work condition.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>5</td>
<td>Relationship with superior.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Relationship with colleague.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>7</td>
<td>Pay/ Salary.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>8</td>
<td>Fringe benefits.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>Job itself.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>10</td>
<td>Training/ skill development.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
</tbody>
</table>
11. Promotion/ advancement.  
15. Social interaction.  
16. Career development opportunity

<table>
<thead>
<tr>
<th></th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>11. Promotion/ advancement.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15. Job security.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>16. Social interaction.</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>17. Career development opportunity</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Part – 3. About yourself.**

1. Age
   - less than 20 years
   - 21 – 30 years
   - 41 – 50 years
   - 31 – 40 years
   - Over 50.

2. Gender
   - male
   - female.

3. Education
   - School leave
   - College
   - University.

4. Number of dependants
   - None
   - 1
   - 2
   - 3
   - 4
   - More than 5.

5. Duration of service in current job.
   - less than 1 year
   - 1-3 years
   - 4-5 years
   - 5-10 years
   - Over 10 years.

   - less than 1 year
   - 1-3 years
   - 4-5 years
   - 5-10 years
   - Over 10 years
### Appendix C. QUANTITATIVE FINDINGS IN SPREAD SHEET

#### Table - 1

<table>
<thead>
<tr>
<th>Duration of service in the company</th>
<th>Experience in catering</th>
<th>Age</th>
<th>Contract types</th>
<th>Employees' engagement monitor</th>
</tr>
</thead>
<tbody>
<tr>
<td>57</td>
<td>34</td>
<td>49</td>
<td>35</td>
<td>17</td>
</tr>
<tr>
<td>25</td>
<td>72</td>
<td>234</td>
<td>80</td>
<td>46</td>
</tr>
<tr>
<td>179</td>
<td>143</td>
<td>42</td>
<td>226</td>
<td>83</td>
</tr>
<tr>
<td>63</td>
<td>79</td>
<td>11</td>
<td>195</td>
<td></td>
</tr>
<tr>
<td>17</td>
<td>13</td>
<td>5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Number (n)=**

|                          | 5  | 5  | 5  | 3  | 4  |

**Mean (M)=**

|                          | 68.2 | 68.2 | 68.2 | 113.6666667 | 85.25 |

**Standard deviation (SD)=**

|                          | 65.03229967 | 49.85675943 | 94.61871 | 99.85155649 | 77.99306 |
Table 2

### Dominant characteristics of disengagement

<table>
<thead>
<tr>
<th>Indicator</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q 1. DCD1</td>
<td>I feel emotionally drained due to my work.</td>
<td>39</td>
<td>24</td>
<td>108</td>
<td>13</td>
</tr>
<tr>
<td>Q 2. DCD2</td>
<td>I feel exhausted at the end of my work.</td>
<td>124</td>
<td>14</td>
<td>86</td>
<td>113</td>
</tr>
<tr>
<td>Q 3. DCD3</td>
<td>I feel fatigued when I get up in the morning and have to face another day.</td>
<td>133</td>
<td>6</td>
<td>7</td>
<td>72</td>
</tr>
<tr>
<td>Q 4. DCD4</td>
<td>Working with the people all day is really a strain for me.</td>
<td>104</td>
<td>22</td>
<td>9</td>
<td>7</td>
</tr>
<tr>
<td>Q 5. DCD5</td>
<td>I feel burned out due to my work.</td>
<td>116</td>
<td>17</td>
<td>14</td>
<td>56</td>
</tr>
<tr>
<td>Q 6. DCD6</td>
<td>I feel frustrated by my work.</td>
<td>117</td>
<td>37</td>
<td>164</td>
<td>23</td>
</tr>
<tr>
<td>Q 7. DCD7</td>
<td>I feel I am working hard at work.</td>
<td>83</td>
<td>35</td>
<td>27</td>
<td>29</td>
</tr>
<tr>
<td>Q11. DCD8</td>
<td>Personal career development opportunity in my work is important factor to me.</td>
<td>178</td>
<td>36</td>
<td>51</td>
<td>43</td>
</tr>
</tbody>
</table>

| Number | 8 | 8 | 8 | 8 | 8 |
| Mean (M) | 111.75 | 23.5 | 62.25 | 44.5 | 104.375 |
| Standard deviation (SD) | 40.02767 | 11.82008 | 53.51035 | 35.22175 | 66.39479 |
| Average | 69.275 |
| Average of standard deviation | 41.39493 |

Anova: Two-Factor Without Replication

<table>
<thead>
<tr>
<th>SUMMARY</th>
<th>Count</th>
<th>Sum</th>
<th>Average</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>2</td>
<td>63</td>
<td>31.5</td>
<td>112.5</td>
</tr>
<tr>
<td>Row 2</td>
<td>2</td>
<td>135</td>
<td>67.5</td>
<td>6384.5</td>
</tr>
<tr>
<td>Row 3</td>
<td>2</td>
<td>139</td>
<td>69.5</td>
<td>8064.5</td>
</tr>
<tr>
<td>Row 4</td>
<td>2</td>
<td>126</td>
<td>63</td>
<td>3902.5</td>
</tr>
<tr>
<td>Row 5</td>
<td>2</td>
<td>133</td>
<td>66.5</td>
<td>4900.5</td>
</tr>
<tr>
<td>Row 6</td>
<td>2</td>
<td>154</td>
<td>77</td>
<td>3200</td>
</tr>
<tr>
<td>Row 7</td>
<td>2</td>
<td>118</td>
<td>59</td>
<td>1152</td>
</tr>
<tr>
<td>Row 8</td>
<td>2</td>
<td>214</td>
<td>107</td>
<td>10082</td>
</tr>
<tr>
<td>Column 1</td>
<td>8</td>
<td>894</td>
<td>111.75</td>
<td>1602.214</td>
</tr>
<tr>
<td>Column 2</td>
<td>8</td>
<td>188</td>
<td>23.5</td>
<td>139.7143</td>
</tr>
</tbody>
</table>

ANOVA

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
<th>P-value</th>
<th>F crit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rows</td>
<td>6087.75</td>
<td>7</td>
<td>869.6786</td>
<td>0.997052</td>
<td>0.501504</td>
<td>3.787044</td>
</tr>
<tr>
<td>Columns</td>
<td>3152.25</td>
<td>1</td>
<td>3152.25</td>
<td>35.71482</td>
<td>0.000555</td>
<td>5.691448</td>
</tr>
<tr>
<td>Error</td>
<td>6105.75</td>
<td>7</td>
<td>872.25</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>43345.75</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Alpha: -0.00296

T test: 0.000298

Correlation analysis

<table>
<thead>
<tr>
<th>Column 1</th>
<th>Column 2</th>
<th>Column 3</th>
<th>Column 4</th>
<th>Column 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Column 1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Column 2</td>
<td>-0.00272</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Column 3</td>
<td>-0.24621</td>
<td>0.403941</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Column 4</td>
<td>0.434396</td>
<td>-0.6379</td>
<td>-0.17934</td>
<td>1</td>
</tr>
<tr>
<td>Column 5</td>
<td>0.62716</td>
<td>-0.08983</td>
<td>-0.46904</td>
<td>-0.59081</td>
</tr>
</tbody>
</table>

Average $r$ = -0.19589
### Table 3: Engagement level and Job satisfaction level measurement

<table>
<thead>
<tr>
<th>Q</th>
<th>JS1</th>
<th>JS2</th>
<th>JS3</th>
<th>JS4</th>
<th>JS5</th>
<th>JS6</th>
<th>JS7</th>
<th>JS8</th>
<th>JS9</th>
<th>JS10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q9</td>
<td>Working in food beverage &amp; retail means lots to me.</td>
<td>192</td>
<td>35</td>
<td>31</td>
<td>26</td>
<td>57</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q10</td>
<td>My job is valued by me.</td>
<td>217</td>
<td>62</td>
<td>49</td>
<td>4</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q12</td>
<td>I like to work my job because I can choose my own work without a</td>
<td>126</td>
<td>18</td>
<td>21</td>
<td>169</td>
<td>7</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q15</td>
<td>I like this job because my skills and capabilities are well utilised.</td>
<td>46</td>
<td>28</td>
<td>121</td>
<td>14</td>
<td>132</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q18</td>
<td>I work here because of the good physical conditions.</td>
<td>136</td>
<td>28</td>
<td>47</td>
<td>91</td>
<td>39</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q21</td>
<td>Always I am treated fair at work.</td>
<td>62</td>
<td>16</td>
<td>187</td>
<td>39</td>
<td>58</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q22</td>
<td>I do prefer a line manager/ supervisor who sets clear goals to me.</td>
<td>123</td>
<td>19</td>
<td>18</td>
<td>27</td>
<td>154</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q24</td>
<td>I am satisfied with my job.</td>
<td>154</td>
<td>51</td>
<td>93</td>
<td>26</td>
<td>17</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q25</td>
<td>I am happy with the pay I get from my job.</td>
<td>138</td>
<td>13</td>
<td>95</td>
<td>86</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Q32</td>
<td>I will probably be looking for another job soon.</td>
<td>38</td>
<td>25</td>
<td>106</td>
<td>38</td>
<td>137</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Number | 10  | 10  | 10  | 10  | 10  | 10  | 10  | 10  | 10  | 10   |
| Mean (M) | 123.2 | 29.2 | 76.8 | 52  | 59.8 |     |     |     |     |      |
| Standard deviation (SD) | 59.47511151 | 16.00555 | 53.61758 | 49.95109 | 58.48799 |     |     |     |     |      |

| Average | 68.2 |     |     |     |     |     |     |     |     |      |
| Average of mean | 68.2 |     |     |     |     |     |     |     |     |      |
| Average of standard deviation | 47.50746293 |     |     |     |     |     |     |     |     |      |

**Anova: Two Factor Without Replication**

<table>
<thead>
<tr>
<th>Source of Variation</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
<th>P-value</th>
<th>F crit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rows</td>
<td>22447.2</td>
<td>9</td>
<td>2494.133</td>
<td>1.919548</td>
<td>0.172738</td>
<td>3.178893</td>
</tr>
<tr>
<td>Columns</td>
<td>44180</td>
<td>1</td>
<td>44180</td>
<td>34.00205</td>
<td>0.00025</td>
<td>5.117355</td>
</tr>
<tr>
<td>Error</td>
<td>11694</td>
<td>9</td>
<td>1299.333</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>78321.2</td>
<td>19</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Alpha**

<table>
<thead>
<tr>
<th></th>
<th>0.479044</th>
</tr>
</thead>
</table>

**Correlation analysis**

<table>
<thead>
<tr>
<th>Column 1</th>
<th>Column 2</th>
<th>Column 3</th>
<th>Column 4</th>
<th>Column 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Column 1</td>
<td>1</td>
<td>0.627566</td>
<td>-0.63277</td>
<td>-0.58187</td>
</tr>
<tr>
<td>Column 2</td>
<td>0.627566</td>
<td>1</td>
<td>-0.20413</td>
<td>-0.29419</td>
</tr>
<tr>
<td>Column 3</td>
<td>-0.63277</td>
<td>-0.20413</td>
<td>1</td>
<td>-0.4174</td>
</tr>
<tr>
<td>Column 4</td>
<td>-0.58187</td>
<td>-0.29419</td>
<td>-0.4174</td>
<td>1</td>
</tr>
</tbody>
</table>

**Average**

| Column 1 | 0.22980027 |

**T test**

| 0.000320066 |
### Table – 4

#### Enhance engagement level

| Q13. EEL1 | Contact with people is the best part of my job. | 128 | 13 | 34 | 29 | 137 |
| Q14. EEL2 | I do not work for money only. | 114 | 1 | 4 | 63 | 159 |
| Q15. EEL3 | I like this job because my skills and capabilities are well utilised. | 46 | 28 | 121 | 14 | 132 |
| Q16. EEL4 | Job flexibility and security are less important to me. | 24 | 16 | 117 | 21 | 163 |
| Q17. EEL5 | The quality of relationship with colleagues is not important to me. | 0 | 12 | 114 | 143 | 72 |
| Q19. EEL6 | Visibility with management is important to me. | 27 | 3 | 116 | 19 | 176 |
| Q20. EEL7 | The incentive bonus is an important factor to improve my performance. | 6 | 13 | 94 | 13 | 215 |
| Q22. EEL8 | I do prefer a line manager/supervisor who sets clear goals to me. | 127 | 19 | 18 | 27 | 154 |

Number 8 8 8 8 8
Mean (M) 58.5 13.125 77.25 41.125 151
Standard deviation (SD) 54.2323 8.576338 49.81896 44.11814 40.94596
Average
Average of mean 68.2
Average of standard deviation 39.53834

Anova: Two-Factor Without Replication

<table>
<thead>
<tr>
<th>SUMMARY</th>
<th>Count</th>
<th>Sum</th>
<th>Average</th>
<th>Variance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Row 1</td>
<td>2</td>
<td>141</td>
<td>70.5</td>
<td>6612.5</td>
</tr>
<tr>
<td>Row 2</td>
<td>2</td>
<td>115</td>
<td>57.5</td>
<td>6384.5</td>
</tr>
<tr>
<td>Row 3</td>
<td>2</td>
<td>74</td>
<td>37</td>
<td>162</td>
</tr>
<tr>
<td>Row 4</td>
<td>2</td>
<td>40</td>
<td>20</td>
<td>32</td>
</tr>
<tr>
<td>Row 5</td>
<td>2</td>
<td>12</td>
<td>6</td>
<td>72</td>
</tr>
<tr>
<td>Row 6</td>
<td>2</td>
<td>30</td>
<td>15</td>
<td>288</td>
</tr>
<tr>
<td>Row 7</td>
<td>2</td>
<td>19</td>
<td>9.5</td>
<td>24.5</td>
</tr>
<tr>
<td>Row 8</td>
<td>2</td>
<td>142</td>
<td>71</td>
<td>5408</td>
</tr>
</tbody>
</table>

| Column 1 | 8 | 468 | 58.5 | 2941.143 |
| Column 2 | 8 | 105 | 13.125 | 73.55357 |

<table>
<thead>
<tr>
<th>ANOVA</th>
<th>Source of Variance</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
<th>P-value</th>
<th>F crit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rows</td>
<td>10354.94</td>
<td>7</td>
<td>1479.277</td>
<td>0.961345</td>
<td>0.518964</td>
<td>3.787044</td>
<td></td>
</tr>
<tr>
<td>Columns</td>
<td>8235.563</td>
<td>1</td>
<td>8235.563</td>
<td>5.363721</td>
<td>0.053712</td>
<td>5.591448</td>
<td></td>
</tr>
<tr>
<td>Error</td>
<td>10747.94</td>
<td>7</td>
<td>1535.42</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>29338.44</td>
<td>15</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Alpha -0.03795
T test 0.050344

Correlation analysis

<table>
<thead>
<tr>
<th>Column 1</th>
<th>Column 2</th>
<th>Column 3</th>
<th>Column 4</th>
<th>Column 5</th>
</tr>
</thead>
<tbody>
<tr>
<td>Column 1</td>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Column 2</td>
<td>-0.06035</td>
<td>1</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Column 3</td>
<td>-0.9021</td>
<td>0.292475</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Column 4</td>
<td>-0.19659</td>
<td>-0.26425</td>
<td>0.012203</td>
<td>1</td>
</tr>
<tr>
<td>Column 5</td>
<td>-0.0244</td>
<td>-0.20259</td>
<td>-0.09629</td>
<td>-0.77697</td>
</tr>
</tbody>
</table>

Average r = -0.21951
## Appendix D. DATA CODING

<table>
<thead>
<tr>
<th>Low paid Organization employees’</th>
<th>Participants</th>
<th>Interview question</th>
<th>Possible responses</th>
<th>Preliminary coding</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees 1 through 341 will have the same questions and likely responses and will be identified as 01, 02 and 03 and so on respectively.</td>
<td>Participants from all units will have the same questions and likely responses will include fictitious names coded as follows: ‘Participant Un, Doe, Tre’, Quan, Cindy, Seth, Steven, Ona, Nina, Tenny, Ponce’, Dorion, Thorton, Forten, Fanny, Celeste, Shawn, Elle, Nina, and Tom, for participants 1 through 20 respectively. This coding scheme will proceed those listed in the Preliminary Coding Column</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Low paid Organization employees'</td>
<td>Participants</td>
<td>Interview question</td>
<td>Possible responses</td>
<td>Preliminary y coding</td>
</tr>
<tr>
<td>----------------------------------</td>
<td>--------------</td>
<td>--------------------</td>
<td>--------------------</td>
<td>-----------------------</td>
</tr>
<tr>
<td>1-What is your full name?</td>
<td>Subjective multiple answer available</td>
<td>Subjective Multiple Answers Available</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
| 2-What is your gender?           | 2.a. Male  
2.b. Female | 2.a. M  
2.b. F |
| 3- What is your age              | 3.a. Less than 20 years  
3.b. 21-30 years  
3.c. 31-40 years  
3.d. 41-50 years  
3.e. over 50 years | 3.a. -1  
3.b. 2  
3.c. 3  
3.d. 4  
3.e. 5 |
| 4- Highest level of education    | 4.a. School leave  
4.b. College  
4.c. University | 4.a. HS  
4.b. C  
4.c. U |
| 5- Number of dependents          | 5.a. none  
5.b. 1  
5.c. 2  
5.d.3  
5.e. 4  
5.f. 5+ | 5.a. 1  
5.b. 2  
5.c. 3  
5.d. 4  
5.e. 5  
5.f. 5 |
| 6- Duration of service in current job. | 6.a. Less than 1 year  
6.b. 1-3  
6.c. 4-5  
6.d. 5-10  
6.e. 10+ | 6.a. 1  
6.b. 2  
6.c. 3  
6.d. 4  
6.e. 5 |
| 7- Experience in catering sector. | 7.a. Less than 1 year  
7.b. 1-3  
7.c. 4-5  
7.d. 5-10  
7.e. 10+ | 7.a. 1  
7.b. 2  
7.c. 3  
7.d. 4  
7.e. 5 |
Appendix E. INVITATION EMAIL

Dear Participants,

My name is Md Istiak Ahammed and I am a PhD research student at University of Bolton. For my thesis I am examining ‘employee’s engagement levels and the way to develop engagement in the low paid working areas such as food, beverage and retail. Your name have been inserted in the selection criteria because you are working in the ‘Compass group UK’ which is catering service provider. I am inviting you to participate in this academic research study by completing the attach questionnaire.

The following questionnaire will require approximately 15/20 minutes. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the survey will be provided to my research supervisor in the University of Bolton. If you choose to participate in this research, please answer all questions as honestly as possible and return the completed questionnaires by reply e-mail. Participation is completely voluntary and you may refuse to participate at any time. All of your responses will be kept confidential. No personally identifiable information will be associated with your responses to any reports of these data. Most of the questions are designed accordingly to meet the needs of a certain tool of research. They are used in connection with many modes of observation in research.

Thank you for taking the time to assist me in my educational endeavours. The data collection will provide useful information regarding employee engagement. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have any questions, please contact me by the e-mail.

Yours sincerely,

Md Istiak Ahammed
PhD research student in Business and management
University of Bolton
Appendix F. INFORMATION SHEET

My name is Md Istiak Ahammed, and I am a student at University of Bolton (UK) and I am a PhD research student. For my thesis I am examining employees disengagement levels and the way to develop engagement in the low paid working areas such as food/beverage retail sector.

This survey is designed to help me understand the level of employee disengagement in the organization and the employee’s preferences to enhance engagement level in food/beverage retail sector.

I want to know about your feelings, job satisfaction, and helping behaviour, in the company so I can understand employee’s engagement level in the organization, so they can have better engagement level.

Your responses are anonymous and unidentifiable. By taking this survey you are giving consent to be part of this research.

Participation is voluntary. To participate, simply answer the questions below. I would appreciate if you could complete this as accurately as possible. All questions are optional. The survey will run until 31 July 2016 and will take around 10 minutes to complete.

For further information about this research please contact the researcher at mia2mpo@bolton.ac.uk.
Appendix G. SAMPLE E-MAIL COMMUNICATION WITH EMPLOYEES AND MANAGEMENT

5/2/2018

Survey to find engagement levels in low paid organization - Outlook Web App, light version

Survey to find engagement levels in low paid organization
Ahammed, Istiak
Sent: 09 June 2016 11:16
To: aglochnay@yahoo.com
Attachments: EMPLOYER Questionnaire - 1.docx (86 KB) [Open as Web Page]

Dear Participants,

My name is Md Istiak Ahammed and I am a PhD research student at the University of Bolton. For my thesis I am examining 'employee's engagement levels and the way to develop engagement' in the low paid working areas such as food, beverage and retail. Your name have been inserted in the selection criteria because you are working in the 'Compass group UK' which is catering service provider. I am inviting you to participate in this academic research study by completing the attach questionnaire.

The following questionnaire will require approximately 15/20 minutes. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the survey will be provided to my research supervisor in the University of Bolton. If you choose to participate in this research, please answer all questions as honestly as possible and return the completed questionnaires by reply e-mail. Participation is completely voluntary and you may refuse to participate at any time. All of your responses will be kept confidential. No personally identifiable information will be associated with your responses to any reports of these data. Most of the questions are designed accordingly to meet the needs of a certain tool of research. They are used in connection with many modes of observation in research.

Thank you for taking the time to assist me in my educational endeavours. The data collection will provide useful information regarding employee engagement. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have any questions, please contact me by the e-mail.

Yours Sincerely,

Md Istiak Ahammed
PhD research student in Business and management
University of Bolton

https://webmail.bolton.ac.uk/owa/?ac=Item&i=1PMJ&NoteId=8gAAAAV5HYSyjFXYr0035LVqBx76c67yVeQGn9R46s4sOv%22tmAAA4gF73AAaA7f72Xm7ip1

264
FW: Survey to find engagement levels in low paid organization

Ahammed, Istiak

Sent: 05 June 2016 23:55
To: m_kislam@yahoo.com

Attachments: EMPLOYEE Questionnaire - ~1.docx (27 KB) [Open as Web Page]

Md Istiak Ahammed

From: Ahammed, Istiak
Sent: 29 May 2016 20:29
To: raselbilshet@gmail.com
Subject: FW: Survey to find engagement levels in low paid organization

Md Istiak Ahammed

From: Ahammed, Istiak
Sent: 29 May 2016 20:06
To: elena.trivella@hotmail.it
Cc: enikarolincinova@gmail.com
Subject: FW: Survey to find engagement levels in low paid organization

Md Istiak Ahammed

From: Ahammed, Istiak
Sent: 25 May 2016 11:57
To: sergiopiseddu@yahoo.it
Subject: Survey to find engagement levels in low paid organization

Md Istiak Ahammed

From: Ahammed, Istiak
Sent: 25 May 2016 11:19
To: regimantas.petrusevicius@compass-group.co.uk
Subject: Survey to find engagement levels in low paid organization

Dear Participants

My name is Md Istiak Ahammed and I am a PhD research student at University of Bolton. For my thesis, I am examining employee’s engagement levels and the way to develop...
engagement’ in the low paid working areas such as food, beverage and retail. Your name have been inserted in the selection criteria because you are working in the ‘Compass group UK’ which is catering service provider. I am inviting you to participate in this academic research study by completing the attach questionnaire.

The following questionnaire will require approximately 15/20 minutes. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the survey will be provided to my research supervisor in the University of Bolton. If you choose to participate in this research, please answer all questions as honestly as possible and return the completed questionnaires by reply e-mail. Participation is completely voluntary and you may refuse to participate at any time. All of your responses will be kept confidential. No personally identifiable information will be associated with your responses to any reports of these data. Most of the questions are designed accordingly to meet the needs of a certain tool of research. They are used in connection with many modes of observation in research.

Thank you for taking the time to assist me in my educational endeavor. The data collection will provide useful information regarding employee engagement. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have any question, please contact me by the e-mail.

Yours Sincerely

Md Isliak Ahammed
PhD research student in Business and management

University of Bolton, UK
FW: Survey to find engagement levels in low paid organization

Ahammed, Istiak

You forwarded this message on 29/05/2016 20:29.

Sent: 29 May 2016 20:06
To: elena.trivella@hotmail.it
Cc: erikarolincinova@gmail.com
Attachments: [EMPLOYEE Questionnaire - ~J.docx (27 KB) [Open as Web Page]

Md Istiak Ahammed

From: Ahammed, Istiak
Sent: 25 May 2016 11:57
To: sergiopiseddu@yahoo.it
Subject: Survey to find engagement levels in low paid organization

Md Istiak Ahammed

From: Ahammed, Istiak
Sent: 25 May 2016 11:19
To: regimantas.petrusevicius@compass-group.co.uk
Subject: Survey to find engagement levels in low paid organization

Dear Participants

My name is Md Istiak Ahammed and I am a PhD research student at University of Bolton. For my thesis I am examining ‘employee’s engagement levels and the way to develop engagement’ in the low paid working areas such as food, beverage and retail. Your name have been inserted in the selection criteria because you are working in the ‘Compass group UK’ which is catering service provider. I am inviting you to participate in this academic research study by completing the attach questionnaire.

The following questionnaire will require approximately 15/20 minutes. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the survey will be provided to my research supervisor in the University of Bolton. If you choose to participate in this research, please answer all questions as honestly as possible and return the completed questionnaires by reply e-mail. Participation is completely voluntary and you may refuse to participate at any time. All of your responses will be kept confidential. No personally identifiable information will be associated with your responses to any reports of these data. Most of the questions are designed accordingly to meet the needs of a certain tool of research. They are used in connection with many modes of observation in research.

https://webmail.bolton.ac.uk/owa?ae=Item&it=PM.Note&Id=RgAAAAAVShSYFXRq/o351vkfMrBwCocZzZvbQrjsxR4/hGSw%2fsmAAADgR73AAAf70QKhtT6pE
Thank you for taking the time to assist me in my educational endeavours. The data collection will provide useful information regarding employee engagement. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have any questions, please contact me by the e-mail.

Yours Sincerely

Md Isliak Ahamed

PhD research student in Business and management

University of Bolton
FW: Survey to find engagement levels in low paid organization

Ahammed, Istiak

Sent: 29 May 2016 20:01
To: damian.events2000@gmail.com
Cc: aglokhoev@yahoo.com
Attachments: EMPLOYER Questionnaire - v1.docx (26 KB) [Open as Web Page]

Md Istiak Ahammed

From: Ahammed, Istiak
Sent: 25 May 2016 11:19
To: regimentas.petrusevicius@compass-group.co.uk
Subject: Survey to find engagement levels in low paid organization

Dear Participants

My name is Md Istiak Ahammed and I am a PhD research student at University of Bolton. For my thesis I am examining ‘employee’s engagement levels and the way to develop engagement’ in the low paid working areas such as food, beverage and retail. Your name have been inserted in the selection criteria because you are working in the ‘Compass group UK’ which is catering service provider. I am inviting you to participate in this academic research study by completing the attach questionnaire.

The following questionnaire will require approximately 15/20 minutes. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the survey will be provided to my research supervisor in the University of Bolton. If you choose to participate in this research, please answer all questions as honestly as possible and return the completed questionnaires by reply e-mail. Participation is completely voluntary and you may refuse to participate at any time. All of your responses will be kept confidential. No personally identifiable information will be associated with your responses to any reports of these data. Most of the questions are designed accordingly to meet the needs of a certain tool of research. They are used in connection with many modes of observation in research.

Thank you for taking the time to assist me in my educational endeavours. The data collection will provide useful information regarding employee engagement. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have any questions, please contact me by the e-mail.

Yours Sincerely

Md Istiak Ahammed

https://webmail.bolton.ac.uk/owa/itmItem&ItemID=IPM.Note&id=RgAAAAAv5HsYjFXRqfB351vKfmRbwCcXczVboQrikR46ciH5ow%2fsmAAADgRT3AAAfF7iqKhTIt5pE
FW: Survey to find engagement levels in low paid organization - Outlook Web App, light version

PhD research student in Business and management
University of Bolton

https://webmail.bolton.ac.uk/owa/?ae=1&Itemid=12&PM.Noteid=RgAAAAAV5HISYfFXq6B351VKfmR8wC0XzVbQmR46iH5ow%2fsmAAADgRT3AAAaF7uQKhiT6pE
FW: Survey to find engagement levels in low paid organization

Ahammed, Istiak

Sent: 25 May 2016 12:00
To: James.Horton@compass-group.co.uk
Cc: MtopoSe.Gondwe@compass-group.co.uk

Attachments: [EMPLOYER Questionnaire – --L.docx (26 KB) (Open as Web Page)]

Md Istiak Ahammed

From: Ahammed, Istiak
Sent: 25 May 2016 11:19
To: regimantas.petrusevicius@compass-group.co.uk
Subject: Survey to find engagement levels in low paid organization

Dear Participants

My name is Md Istiak Ahammed and I am a PhD research student at University of Bolton. For my thesis I am examining ‘employee’s engagement levels and the way to develop engagement’ in the low paid working areas such as food, beverage and retail. Your name have been inserted in the selection criteria because you are working in the ‘Compass group UK’ which is catering service provider. I am inviting you to participate in this academic research study by completing the attach questionnaire.

The following questionnaire will require approximately 15/20 minutes. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please do not include your name. Copies of the survey will be provided to my research supervisor in the University of Bolton. If you choose to participate in this research, please answer all questions as honestly as possible and return the completed questionnaires by reply e-mail. Participation is completely voluntary and you may refuse to participate at any time. All of your responses will be kept confidential. No personally identifiable information will be associated with your responses to any reports of these data. Most of the questions are designed accordingly to meet the needs of a certain tool of research. They are used in connection with many modes of observation in research.

Thank you for taking the time to assist me in my educational endeavours. The data collection will provide useful information regarding employee engagement. Completion and return of the questionnaire will indicate your willingness to participate in this study. If you require additional information or have any questions, please contact me by the e-mail.

Yours Sincerely

https://webmail.bolton.ac.uk/owa/?a=enItem&i=PM.Note&i=RgAAAAAV5HtSYjFXQp9835V¥KfNmR8wCxczVoQtmR46ichHScxw%2fsmAAADqRT3AAAAsF7IQKht7_fpE
Appendix H. EMPLOYMENT LETTER AND P60 FROM COMPASS GROUP (UK)

Courtaney Weekes
Chelsea Football Club
Fulham Road,
Stamford Bridge,
SW6 1HS
Wednesday 9th May 2018

To Whom It May Concern,

Md Istiak Ahammed is currently working for Compass Group as a Hospitality box waiter at Chelsea Football Club. He has been working with us since the August 2008. He is an extremely valuable member of our hospitality workforce.

Please contact me for any further information you may require.

Yours Faithfully,

Courtaney Weekes
Do not destroy

Employer’s name and address
Compass Group UK & Ireland Ltd
Parklands Court
Birmingham Great Park
B46 0PF

Employer PAYE reference
671/C148

Employee surname and forenames
Ahamed Md Istiak

Employee private address
148 Lonsdale Avenue
London
E6 3JX

National Insurance Contributions in this employment

<table>
<thead>
<tr>
<th>NIC class</th>
<th>Earnings at the lower Earnings Limit (LER) up to and including the lower Earnings Limit (LER)</th>
<th>Earnings above the LER up to and including the Basic Limit (BL)</th>
<th>Earnings above the Basic Limit (BL) up to and including the Upper Earnings Limit (UEL)</th>
<th>Employer’s Contributions due on all earnings above the PT</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>3,277</td>
<td>1,206</td>
<td>2,212</td>
<td>205.45</td>
</tr>
</tbody>
</table>

Statutory payments: Included in the pay in “This Employment” below

<table>
<thead>
<tr>
<th>Pay and Income Tax Details</th>
<th>Statutory</th>
<th>Related Pay</th>
<th>Statutory</th>
<th>Related Pay</th>
<th>Statutory</th>
<th>Related Pay</th>
<th>Statutory</th>
<th>Related Pay</th>
<th>Statutory</th>
<th>Related Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay</td>
<td>7,436.21</td>
<td>0.00</td>
<td>7,436.21</td>
<td>0.00</td>
<td>7,436.21</td>
<td>0.00</td>
<td>7,436.21</td>
<td>0.00</td>
<td>7,436.21</td>
<td>0.00</td>
</tr>
</tbody>
</table>

P60 End of Year Certificate

This is a printed copy of an eP60

Tax Year to
5th April 2018

Employer PAYE reference
671/C148

Please keep this certificate in a safe place as you will need it if you have to HM in a Tax Return. You will also need it to make a claim for tax credits or to enrol the self assessor if you have to HM in a Tax Return. You will also need it to make a claim for tax credits or to enrol the self assessor. If your employer is using the normal National Insurance number and deducting the right rate of national insurance contributions.

To the Employee: Please keep this certificate in a safe place as you will need it if you have to HM in a Tax Return. You will also need it to make a claim for tax credits or to enrol the self assessor. If your employer is using the normal National Insurance number and deducting the right rate of national insurance contributions.
PRIVATE AND CONFIDENTIAL

Mr Md Istiak Ahammed
148 Lonsdale Avenue
London
E6 3JX

J200

Do not destroy

P60 End of Year Certificate

This is a printed copy of an eP60

Tax Year to
5th April 2017

Employer’s name and address

Compass Group UK & Ireland Ltd
Portlands Court
Birmingham Great Park
B45 9FZ

Employer PAYE reference
671/C146

Employee’s surname and forenames
Ahammed Md Istiak

Employee’s private address
148 Lonsdale Avenue
London
E6 3JX

Works Payroll number
93209843

National Insurance number
SH77503DC

National Insurance Contributions in this employment

<table>
<thead>
<tr>
<th>NIC table letter</th>
<th>Earnings below the Lower Earnings Limit (LEL)</th>
<th>Earnings above the LEL up to and including the Primary Threshold (PT)</th>
<th>Earnings above the PT for all and including the Upper Earnings Limit (UEL)</th>
<th>Employee’s Contributions due on all earnings above the PT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>£</td>
<td>£</td>
<td>£</td>
<td>£</td>
</tr>
<tr>
<td>A</td>
<td>5,370</td>
<td>1,878</td>
<td>4,977</td>
<td>597.21</td>
</tr>
</tbody>
</table>

Statutory payments: Included in the pay in "This Employment" below

<table>
<thead>
<tr>
<th>Statutory Minimum pay</th>
<th>Statutory National Insurance Pay</th>
<th>Statutory Pensions Pay</th>
<th>Statutory Maternity Pay</th>
<th>Statutory Adoption Pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.05</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Pay and Income Tax Details

<table>
<thead>
<tr>
<th>Pay</th>
<th>Tax Deducted (EI-eligible)</th>
<th>Student Loan Deductions (Whole Life only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>£12,336.82</td>
<td>223.20</td>
<td>0</td>
</tr>
</tbody>
</table>

In previous employment(s)

<table>
<thead>
<tr>
<th>Pay</th>
<th>Tax Deducted (EI-eligible)</th>
<th>Student Loan Deductions (Whole Life only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.00</td>
<td></td>
</tr>
</tbody>
</table>

Total for year

<table>
<thead>
<tr>
<th>Pay</th>
<th>Tax Deducted (EI-eligible)</th>
<th>Student Loan Deductions (Whole Life only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>£12,336.82</td>
<td>223.20</td>
<td>0</td>
</tr>
</tbody>
</table>

Final tax code

<table>
<thead>
<tr>
<th>Tax code</th>
<th>Indicator</th>
</tr>
</thead>
<tbody>
<tr>
<td>1100L</td>
<td>V99/S 5</td>
</tr>
</tbody>
</table>

HM REVENUE CUSTOMS

P69 Submitters (OCR)

274
PRIVATE AND CONFIDENTIAL

Mr Md Istiak Ahammed
148 Lonsdale Avenue
London
E6 3JX

J200

Do not destroy

Employer’s name and address
Compass Group UK & Ireland Ltd
Portlands Court
Birmingham Great Park
B45 9FZ

P60 End of Year Certificate
Here is a printed copy of an eP60

Tax Year to
5th April 2016

Employer PAYE reference
671/C145

Employee surname and forenames
Ahamed Md Istiak

Employee private address
148 Lonsdale Avenue
London
E6 3JX

Gender
M

Please tell HMRC and your employer if there are any changes to your personal details, for example your address.

National Insurance Contributions in this employment

<table>
<thead>
<tr>
<th>NIC table letter</th>
<th>Earnings below the Lower Earnings Limit (£)</th>
<th>Earnings above the Lower Earnings Limit but below Personal Threshold (PIT)</th>
<th>Earnings above the Personal Threshold (PIT) up to and including the Upper Earnings Limit (UEL)</th>
<th>Earnings above the Upper Earnings Limit (UEL) up to and including the Upper Annual Payment Limit (UAPL)</th>
<th>Employee’s Contributions due on all earnings above PIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>5,040</td>
<td>1,755</td>
<td>3,288</td>
<td>0</td>
<td>234.58</td>
</tr>
</tbody>
</table>

Statutory payments: Included in the pay in (This Employment) below

<table>
<thead>
<tr>
<th>Statutory Regular pay</th>
<th>Statutory PAYE</th>
<th>Additional Statutory PAYE</th>
<th>Statutory Adoption pay</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
<td>0.00</td>
</tr>
</tbody>
</table>

Pay and Income Tax Details

<table>
<thead>
<tr>
<th>Description</th>
<th>Pay</th>
<th>Tax Deducted (£)</th>
<th>Student Loan</th>
<th>Earnings (Whole £ only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>This (*) employment</td>
<td>10,433.29</td>
<td>84.80</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>In previous employment(s)</td>
<td>0.00</td>
<td>0.00</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total for year</td>
<td>10,433.29</td>
<td>84.80</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

Final tax code: 1000L

HM REVENUE CUSTOMS

P60 Submitters (COP)
P60 End of Year Certificate

Employer's name and address:
Compass Group UK & Ireland Ltd
Portlands Court
Birmingham Great Park
B45 9F2

Employer PAYE reference: 671/C145

Employee's surname and forenames: Ahmed Md Istiak

Employee private address: 148 Lansdowne Avenue
London
E6 3JX

Tax Year to: 5th April 2018

Please tell HMRC and your employer if there are any changes to your personal details, for example your address.

National Insurance Contributions

<table>
<thead>
<tr>
<th>NIC Class</th>
<th>Earnings at the Lower Earnings Limit (LEL)</th>
<th>Earnings above the LEL up to the Primary Threshold (P)</th>
<th>Earnings above the P, up to and including the Upper Earnings Limit (UEL)</th>
<th>Earnings above the UEL up to and including the Upper Annual Earnings Limit (UAEL)</th>
<th>Employee's Contributions due on all earnings above P</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>4,325</td>
<td>1,515</td>
<td>2,807</td>
<td>0</td>
<td>244.04</td>
</tr>
</tbody>
</table>

Statutory payments: Included in the pay in (This Employment) below:

<table>
<thead>
<tr>
<th>Pay and Income Tax Details</th>
<th>Pay</th>
<th>Tax Deducted (R=refund)</th>
<th>Student Loan Repayment (Whole £ only)</th>
</tr>
</thead>
<tbody>
<tr>
<td>This (*) employment</td>
<td>9,547.21</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>In previous employment(s)</td>
<td>0.00</td>
<td>0.00</td>
<td>0</td>
</tr>
<tr>
<td>Total for year</td>
<td>9,547.21</td>
<td>0.00</td>
<td>0</td>
</tr>
</tbody>
</table>

Final tax code: 1000L

HM Revenue Customs and HM Paymaster General.

To the Employee: Please keep this certificate for your own records. It will be used if you need to fill in a Tax Return. You may also need it to make a claim for tax credits or to show evidence of your earnings and National Insurance contributions. If you have any queries, contact HM Revenue and Customs about any income that is not fully taxed even if you are not due a Tax refund.

HM Revenue Customs
P60 Subscribers (OP)
Table 1 - Managing employees by management for pilot project (total number – 5)

<table>
<thead>
<tr>
<th>Q. No.</th>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q. 3.</td>
<td>Up to 20</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>21 – 50</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>51 – 100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>101 – 150</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>151 – 200</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Over 200</td>
<td>5</td>
<td>100</td>
</tr>
<tr>
<td>Q. 4.</td>
<td>20</td>
<td>3</td>
<td>60</td>
</tr>
<tr>
<td></td>
<td>21 – 50</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>51 – 100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>101 – 150</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>151 – 200</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Over 200</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td>Q. 5.</td>
<td>5-10</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>11-20</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>21 – 50</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>51 – 100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>101 – 150</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>151 – 200</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Over 200</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Q. 6.</td>
<td>5-10</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>11-20</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>21 – 50</td>
<td>1</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>51 – 100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>101 – 150</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>151 – 200</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Over 200</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td>Q. 7.</td>
<td>20</td>
<td>2</td>
<td>40</td>
</tr>
<tr>
<td></td>
<td>21 – 50</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>51 – 100</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>
Table 1 provides the overall survey through the questionnaire of the company’s unit and employee structure. The survey outcomes provide the idea about organization commitment. These questionnaires develop through the one to one interview.

Table 2- Engagement level measurement by management for the pilot project (total number – 5)

<table>
<thead>
<tr>
<th>Question number</th>
<th>Levels of agreement/</th>
<th>Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Number of Employees</td>
<td></td>
</tr>
<tr>
<td></td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>1</td>
<td>0/0</td>
<td>0/0</td>
</tr>
<tr>
<td>2</td>
<td>0/0</td>
<td>0/0</td>
</tr>
<tr>
<td>3</td>
<td>0/0</td>
<td>0/0</td>
</tr>
<tr>
<td>4</td>
<td>0/0</td>
<td>0/0</td>
</tr>
<tr>
<td>5</td>
<td>0/0</td>
<td>0/0</td>
</tr>
<tr>
<td>6</td>
<td>0/0</td>
<td>0/0</td>
</tr>
<tr>
<td>7</td>
<td>0/0</td>
<td>0/0</td>
</tr>
</tbody>
</table>
Table 2 identified the contextual data which has been identified from the management specifically form the supervisors, line managers, staffing team and the HR managers which has represented organization position through the engagement level. To find out engagement level measurement through the management a different chart question (1-16) provided. These questions work as a support questions to identify the engagement level in the organization and the managements think about to reduce the disengagement in the organization.

Table 3 - Managing employees by management for the main research (total number – 29)

<table>
<thead>
<tr>
<th>Q. No.</th>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q. 3.</td>
<td>Up to 20</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>21 – 50</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>51 – 100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>101 – 150</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>151 – 200</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Over 200</td>
<td>29</td>
<td>100</td>
</tr>
<tr>
<td>Q. 4.</td>
<td>20</td>
<td>24</td>
<td>82.76</td>
</tr>
<tr>
<td></td>
<td>21 – 50</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>51 – 100</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>101 – 150</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>151 – 200</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td></td>
<td>Over 200</td>
<td>5</td>
<td>17.24</td>
</tr>
</tbody>
</table>
Table 3 provides the overall survey for the full research through the questionnaire of the company’s unit and employee structure. The survey outcomes
provide the idea about organization commitment. These questionnaires develop through the one to one interview.

Table 4 - Engagement level measurement by management for the main research (total number – 29)

<table>
<thead>
<tr>
<th>Question number</th>
<th>Levels of agreement/Number of Employees/Percentages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0/ 0</td>
</tr>
<tr>
<td>2</td>
<td>0/ 0</td>
</tr>
<tr>
<td>3</td>
<td>0/ 0</td>
</tr>
<tr>
<td>4</td>
<td>0/ 0</td>
</tr>
<tr>
<td>5</td>
<td>0/ 0</td>
</tr>
<tr>
<td>6</td>
<td>0/ 0</td>
</tr>
<tr>
<td>7</td>
<td>0/ 0</td>
</tr>
<tr>
<td>8</td>
<td>0/ 0</td>
</tr>
<tr>
<td>9</td>
<td>0/ 0</td>
</tr>
<tr>
<td>10</td>
<td>0/ 0</td>
</tr>
<tr>
<td>11</td>
<td>0/ 0</td>
</tr>
<tr>
<td>12</td>
<td>0/ 0</td>
</tr>
<tr>
<td>13</td>
<td>25/ 86.20</td>
</tr>
<tr>
<td>14</td>
<td>0/ 0</td>
</tr>
<tr>
<td>15</td>
<td>1/ 3.44</td>
</tr>
<tr>
<td>16</td>
<td>0/ 0</td>
</tr>
</tbody>
</table>

Table 4 identified the full contextual data which has been identified from the management specifically form the supervisors, line managers, staffing team and the HR managers which has represented organization position through the engagement level. To find out engagement level measurement through the management a different chart question (1-16) provided. These questions work as a support questions to identify the engagement level in the organization and the managements think about to reduce the disengagement in the organization.

281
Dealing with the media – 10 minute training

Full name: [Redacted]
ERN/Agency: 208843
Date: [Redacted]

1. Why are Compass Employees not authorised to contact the media or respond to any media calls? (Circle correct)
   a) Our reputation can be badly damaged by poor media liaison
   b) We have a dedicated team to liaise with media
   c) Because any media communication is done by General managers

2. If a journalist contacts you about any aspect of your work, what should you do? (Circle correct)
   a) Be polite, answer any questions you know will not have effect on company’s reputation
      (you are allowed to give your position, opinion on events, etc)
   b) Take their details (names, where they were calling from, contact number) and suggest
      our spokesman will return their call as soon as possible.
   c) Say “no comment” and hang up

3. You have overheard your colleagues discussing a sensitive matter in front of the guests, they
   were quite loud. What should you do? (Circle correct)
   a) Confront them and remind them of the media policy
   b) Inform your manager, let them deal with the situation
   c) Join the discussion, involve guests

4. You have heard some news about one of the venues you work at. Should you share it on
   social media? (Circle correct)
   a) Yes
   b) No
   Why? some of my friends will know about the venue and they will get jobs and also company will
   get revenue.