



What drives and undermines domestic worker engagement in resettled farms? Insights from rural Zimbabwe

Prosper G. Dendere *, Takupiwa Nyanga *,
Nhamo Mashavira *, Munyaradzi Chikove **,
Frank R. Matenda ***

* Department of Human Resources Management, Julius Nyerere School of Social Sciences, Great Zimbabwe University, Masvingo, Zimbabwe

** Department of Human Capital Development, Faculty of Commerce, Lupane State University, Lupane, Zimbabwe

*** Department of Operations Management, University of South Africa, Pretoria, South Africa
fmatenda@gmail.com



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Abstract: *Purpose.* This paper investigates the status, drivers and consequences of low employee engagement among domestic workers in resettled farms in rural Zimbabwe. It focuses on how employment conditions and employer practices shape domestic employees' motivation, morale and turnover intentions. *Methodology.* The study adopts a quantitative research design based on a single case of resettled farms in Ward 32, Masvingo rural district. Data were collected using a structured questionnaire from 60 conveniently selected domestic workers and analysed using factor analysis and reliability tests in SPSS. *Results.* Findings show that employee engagement among domestic workers is extremely low, with respondents reporting poor working conditions, inadequate protective clothing, limited access to basic food items and poor housing. Key engagement drivers identified include two-way communication, leadership quality, compensation, regular feedback, working conditions, career development, rewards and recognition, work-life balance, organizational resources and perceptions of fair and equal treatment; depending on how these drivers are managed, they can either enhance or further erode engagement levels. *Theoretical contribution.* The study extends the employee engagement literature to marginalized and informal agricultural labour settings, highlighting the influence of socio-economic and institutional factors



on domestic worker engagement in resettled farms. *Practical implications.* The results call on farm owners and policymakers to design targeted interventions that improve domestic workers' material conditions, recognition and voice at the workplace. Addressing basic welfare deficits and strengthening fair employment practices can reduce labour turnover and support more sustainable agricultural production in resettled areas.

Keywords: employee engagement, domestic workers, resettled farms, working conditions, rural Zimbabwe

Sustainable Development Goals (SDGs): SDG 8: Decent Work and Economic Growth

1. Introduction

Previously, there has been an escalation in the debate of worker management in newly resettled farms (Bee & Kar, 2021; Bhadoria, et al., 2021; Brianna, et al., 2019, Moyo et al., 2000, Sachikonye, 2003). International Labour Organization (ILO) (2022) reported that worldwide a huge number of domestic workers undertake various housekeeping duties and responsibilities ranging from, doing their laundry, preparing their daily food, looking after their children, doing their errands and working in the farms owned by their employers. Worldwide, ILO (2022) reported that only one in ten domestic workers are legally protected under the Labour legislation. Over 80% workers in the sector are migrants' women. United Nations Annual Report (2018) has it that most domestic employees are from under privileged rural households and communities, often subjected to extreme poverty and lack of educational opportunities rendering them uncompetitive on the labour market. Dodman et al. (2023) opined that domestic spheres are largely not viewed as real workplaces. Domestic workers are treated as members of the employer's family, thus without the capacity to bargain in any form of a contract or question decisions of household heads. Nayupe et al. (2022) argued that very often, in many developing countries domestic workers, are exposed to inhumane and harsh working conditions on the hands of their employers with minimum or no recognition as real workers in most cases. Globally African continent is ranked third in domestic workers employment statistics.

Food Agriculture Organization (FAO) (2020) reported that the Zimbabwean agricultural sector is the backbone of the country and employs a large number of employees. It is of essence to note that domestic workers still face unfavorable working conditions and have limited access to healthcare services (Manirakinga, 2020). The Zimbabwean agriculture sector is currently bedeviled by low productivity, high labour turnover and poor quality of work due to low employee engagement (Mariwo, 2008). United Nations (2019) is on record calling for a multisectional approach including the government and private sector raising public awareness on the unseen yet rampant nature of domestic work and its realities through stronger data collection.

In Zimbabwe the land redistribution exercise resulted in a huge transformation of the farming communities. In Masvingo province, newly established farms created more employment opportunities for domestic workers exceeding what was there before, (Scooness et al., 2019). Various legal instruments such as 'Statutory Instrument (SI) 377 of 1992: Labour Relations (Domestic Workers) Employment Regulations', 'Labour Act: [Chapter 28:01]' as well as 'Statutory Instrument 15 of 2006' and 'Labour (National Employment Code of Conduct) Regulations' (IDWN:2013; ILO, 2012) prescribe the minimum terms and conditions governing the employment of domestic workers. Meanwhile, Zimbabwe domestic is characterised by gross exploitation (Moyo, 2001). However Grant (1997) argued that the oppression of domestic workers in the employment sector can be traced and attributed to the Rhodesian colonial and racial oppression of 1950s where the employment relationship was largely characterised by master servant relationship.

Worker engagement has become a widely used and popular term (Kular et al., 2008; Robinson et al., 2004, Gemma & Carl, 2009) and it goes beyond motivation and job satisfaction. Putra & Ali (2022) poits employee engagement as "emotional connection an employee feels towards his or her employment organization, which tends to influence his or her behaviors and level of effort in work related activities". Ahmad et.al. (2023) concluded that studies demonstrate that one size does not fit all for employee engagement strategies. Kular et.al. (2008) noted that a survey conducted across

some of the biggest countries in the world comprising roughly 160 000 workers from diverse industries indicates huge differences among the ten economies when it comes to the workers' involvement with and total commitment to their employers. Hofstede (1997) indicated that institutions should become accustomed to diverse cultural values and norms as regards motivating, attracting and keeping employees. ISR (2004) recognized that corporate image, leadership, empowerment and career development as universal aspects that drive worker engagement. 21% of employees in Southern Sahara African nations are actively engaged, while 46% contemplate switching careers, and 23% experience devastation and low morale at work (Gallup, 2022). Gallup (2022) further postulated that 45% of the workforce in South Africa is disengaged at workplaces and 9% of the workforce in South Africa are engaged. The author (Gallup, 2022) also propounded that less than 20% of the workforce in South Africa believe that their staff welfare and career advancement is well catered for and advanced by the organizational-led support actions at the workplace.

In South Africa poor management approach and interpersonal skills practiced in the domestic employment sector were attributed to low engagement levels experiences. In a turbulent economic environment like Zimbabwe, which is characterized by brain drain and high employee turnover, the main problem faced by the human resources officers is to discover methods of enticing and keeping artistic and devoted employees who are dedicated to the institution and to identify the working conditions that motivate employees to perform at their highest potential, remain engaged, exceed expectations, and persevere through challenges (Nyanga & Sibanda, 2019). In today's corporates, workers are anticipated to take initiative and act proactively, work with other employees smoothly, and demonstrate to dedication to excellence while taking charge and full control of their ongoing professional growth (Houssein et al., 2020). Organizations need dedicated employees who are keen to achieve set goals and targets. For farms to be successful in producing quality products, and meet their profitability goals and targets, employers must manage people well since organizational productivity depends on the efforts and commitment of the employees (Durst et al., 2018). Complimentary research work has shown that employee engagement is seriously low throughout the world (Jaharuddin et al., 2019). Highly engaged workforce deliver higher productivity output rates, higher level of client gratification and are ultimately profitable to the organisation. It is against this context that this article seeks to investigate the status, drivers and effects of low worker engagement among domestic workers in farms.

2. Literature review

Theoretical literature review and empirical literature review are presented in this section.

2.1. Theoretical literature review

This study hinges on Maslow's Human needs theory or framework, whose proposition is that each employee seeks to achieve his or her ideal potential or self-actualization as he puts it. This engenders employee engagement as employees are internally driven to excel. Ahmad et al. (2023) noted that Maslow's hierarchy of needs may function as a base to assess and evaluate workforce engagement. Literature has provide evidence that the basic needs of employees must be accomplished first for them to have higher levels of engagement at the workplace. The theory suggests that employees with the best fit between themselves and their workplace environment, can enjoy a strong feeling of connection to the institution and have a deep passion for their work (Ahuja, 2024). Fundamentally, when employees find meaning in their work, they put more effort into it, and they're less likely to quit. It is argued that a lot of employee needs like security, esteem, and personal growth needs among others are achieved through management and organizational-led support and opportunity at the workplace. Trivedi & Mehta (2019) argued that employee needs such as safety or security, social, self-actualization and esteem impact employee behaviour at the workplace. Basically, this is the backbone characteristic of Maslow's hierarchy of needs. Satata (2021) opined that achievement of all human needs is essentially critical for employee motivation, a deficiency in organizational-led support causes employees to exist the organization. Maslow's social belonging needs highlight the value of employee to employee relationship and social interaction at the workplace and organizational fit which key contributors to employee engagement and staff retention. Lastly, at the self-actualization level, a person strives to fulfill their own potential, while at the transcendence level (Macintyre 2007), the personalized employee needs are highly subdued preferring the greater organizational goals and priorities.

Aon Hewitt engagement model also known as 'say, stay and strive' model incorporates both organizational drivers and individual outcomes of engagement (Gustomo, 2015). Performance, leadership, the basics, the work and organizational procedures are among the drivers of employee

engagement. Perumal & Umarani (2021) opined that the Aon Hewitt model is premised on the assumption that worker engagement results from three key psychological states: the willingness to speak up (say), the desire to remain with the organization (stay) and the motivation to put in extra effort (strive). In other words, say simply means that employees are organizational ambassadors and speak well about the organization always, stay means that employees are keen to stay with the same organization for as long as possible, and strive relates to employees' willingness to bring the best out of them in their performance (Rawat & Dadas, 2019). These states are determined by six pillars or elements: people, work, opportunities, comprehensive compensation package, and organizational routines, and life quality. Each pillar has several sub-elements that reflect the specific aspects of the work environment that affect engagement. For example, work includes sub-elements such as autonomy, challenge, feedback, and resources (Kavya & Padmavathy, 2017). The most important thing to do is to encourage worker engagement in an institution since employees are the most crucial capital that can prop the sustainability of an organization (Perumal & Umarani, 2021).

2.2. Empirical literature

Several scholars (Huang et al., 2022; Satata, 2021; Bedarkar & Pandita, 2014) indicated that leadership style, work-life harmony, culture of respect, communication, continuous feedback, employee therapy and mentoring as principal influencers of worker engagement. Constructive performance feedback practiced in a positive and motivational manner, results in increased productivity for both the individual worker and the organization as a whole. Positive performance feedback also propels existents of a positive association between the worker and management (Lee et al, 2017). Farouk (2014) concluded that including employees in work-related decision-making process enhances communication leading to innovation and improved employee engagement.

Recent evidence from developing economies reinforces the critical role of leadership in shaping employee engagement. Medhn Desta (2024) demonstrated that empowering leadership practices - encompassing delegation of responsibility, employee autonomy, and participatory decision-making - significantly enhance work engagement and employee performance in the Ethiopian context. Similarly, Serang et al. (2024) established that ethical leadership positively influences work engagement and knowledge sharing, which in turn drive job performance and organizational commitment. These findings align with Springbok et al. (2025), who explored job demands and resources among farmworkers in South Africa's Northern Cape province, revealing that perceptions of leadership quality, coupled with access to organizational resources, are pivotal determinants of farmworker morale and engagement. Collectively, these studies underscore that leadership deficiencies - including lack of clear vision, poor communication, and perceived unfairness - remain major barriers to engagement, particularly in informal agricultural settings where hierarchical power dynamics often prevail.

Career development also propels employee's engagement since it helps employees to attain better skills and expertise (Paradise, 2008). Professional development has been identified as a catalyst of employee engagement in different studies (Gupta 2015; Towers, 2003). Therefore, organizations should allocate and unveil resources needed to advance employee career development as it makes employees feel valued at the workplace which in turn instills their confidence, enthusiasm, and engagement leading to organizational citizenship (Anitha, 2014). Kapoor & Meachem (2012) emphasized that recognition and recognition also play a major part in promoting employee engagement. Chikove (2024) opine that the organization its total compensation plan has an influential effect on the employee's approach towards his or job responsibilities at the workplace, making rewards a crucial piece in the engagement puzzle. A mix of rewards, such as pay, benefits, incentive, and honoring best achievers and an effective reward delivery system, not only leaves employees engaged, but also assist to retain workers. According to Anitha (2014), compensation encompasses both "non-monetary and monetary rewards". This demonstrates that an acknowledgment of employee outstanding performance at the workplace by management is a key ingredient to engaging workers (Kapoor & Meachem, 2012; Sharma & Sharma 2010).

One of the key strategies employed by management to reduce low employee engagement is creating of a work-life harmony policy framework in the organization. Examples of work life harmony practices that can be implemented in the agriculture informal sector include offering domestic workers off days. Kapoor & Meachem (2012) and Mishra et al. (2016) propounded that work-life harmony as a key catalyst of worker engagement. Greenhaus & Powell (2006) opined that family as an institution has a strong influence on the performance of workers as members of the family can offer help, encouragement and meaning to the position. Work-life balance also helps workers to be hopeful, self-confident, supportive and devoted to their organisation. Nyanga & Kele (2023) argued that social relationships outside work environment are important to keep employees

in high moral and spirit further demonstrating the need for employers to afford ample time for employees to interact with their family members and friends.

The importance of work-life harmony has been further evidenced by recent global and regional research. Gallup's 2024 State of the Global Workplace report reveals that employee engagement globally declined to 21% in 2024, down from 23% in previous years, with Sub-Saharan Africa experiencing similar downward trends. Notably, confidence in leadership emerged as the top driver of engagement, while work-related stress, excessive workload, and lack of flexibility were identified as critical detractors. In the African agricultural context, Modiroa (2022) investigated employee morale among farmworkers in South Africa and found that remuneration, job security, recognition, and training were key factors influencing morale, with long working hours and poor living conditions contributing to low engagement and high turnover. These findings resonate with the Zimbabwean situation, where domestic workers in resettled farms often endure excessive overtime, inadequate rest periods, and lack of formal employment agreements, all of which erode work-life balance and suppress engagement levels.

Emerging literature also highlights sector-specific challenges in informal and agricultural employment. The International Labour Organization's work on domestic workers between 2020 and 2023 emphasizes persistent violations of labour rights, with many domestic workers globally lacking legal protection, formal contracts, and access to social security. In Zimbabwe specifically, the establishment of the Domestic Employers Association of Zimbabwe (DEAZ) in early 2025 marked a historic milestone, enabling collective bargaining for domestic workers for the first time and addressing longstanding issues of excessive working hours, inadequate wages, and exploitative employment practices. Concurrently, research from resettled farms in Zimbabwe (Marewo, 2023) demonstrates that labour exchange arrangements between A1 farmers and workers from communal areas are often based on kinship and friendship networks rather than formalized employment contracts, perpetuating informality and limiting workers' ability to negotiate better conditions. These structural vulnerabilities underscore the need for targeted interventions that go beyond conventional engagement strategies to address fundamental deficits in legal protection, employment formalization, and equitable treatment.

Musgrove, et al (2014) indicated that organizational output is determined by worker 'input and engagement. Hence, it is imperative that we look at how low employee engagement affects growth and organizational performance in the informal sector.

3. Methodology

The study utilized the quantitative approach. The quantitative approach was opted for because it is a powerful tool for gathering empirical data. The quantitative approach was also preferred because it allowed for the standardization of data collection and analysis, which made it easier to compare results across different studies. Kothari (2018) is of the view that the standardized data collection protocols and tangible definitions of abstract concepts make it possible to repeat the study. Fundamentally, quantitative research enabled the creation of a general understanding of behavior and other phenomena (Sim et al., 2018), across different settings and populations.

Consistent with Barroga & Matanguihan (2020) who argued that if a researcher wants to study a specific phenomenon arising from a particular entity, the study adopted a single case research design. A single-case study design was appropriate for this study because it promoted an in-depth understanding of the feelings, ideas and views from participants. This research design was also chosen because it sought to describe a unit in detail, in context and holistically. The study only focused on domestic workers and farm owners (employers) in Ward 32 Ballina hone farm in Masvingo district, in Zimbabwe. The population the study comprised all domestic workers (permanent and casual workers) and farms owners (employers) at 26 sub-divided plots in Ballina hone farm in ward 32 in Masvingo district.

Self-administered questionnaires were used to collect data from 68 conveniently selected respondents. Though it is a non-probability sampling technique, consistent with Bhangu et al. (2023), convenient sampling technique was used to select participants. This sampling technique was handy because it enabled the researchers to select participants that were available (Marshal et al., 2021). Makofane & Shirindi (2018) affirmed that the desire of a responded to take part in a study may be hinged upon the interest one has in the research topic, either or to share insight and to support one's specific opinions. Respondents were given two days to individually complete the questionnaire. For those who were semi-illiterate the researchers had to read the questions to them, they responded and researcher had to tick the appropriate box. The use of questionnaires allowed the researcher to gather information from a large number of participants within a comparatively brief timeframe.

Data was analysed using SPSS Version 23.0 and Microsoft Excel. Factor analysis was used in this study. Factor analysis simplifies complex data by identifying underlying patterns and reducing

redundancy among variables. It enhances interpretation, and improves measurement validity in research.

4. Results

The results of this research work are presented in this section. Table 1 shows that the items included in the instrument are reliable as indicated by the Cronbach's alpha of 89.60%. The reliability level is good.

Table 1: Reliability test results

Cronbach's alpha	Cronbach's alpha (premised on standardized items)	Items number
0.894	0.896	7

Table 2 shows that the correlation matrix for these items is factorable (Significant Bartlett's test: $p < 0.05$). The KMO shows that the sample is very adequate (KMO > 0.7).

Table 2: KMO and Bartlett's test

Kaiser-Meyer-Olkin measure of sampling adequacy		0.842
Bartlett's test of sphericity	Approx. Chi-Square	15654.786
	df	21
	Sig.	0.000

KMO, Kaiser-Meyer-Olkin; df, degree of freedom; sig, significance.

Table 3 shows the results of the factor analysis for domestic workers and key stakeholders relationship related factor. The KMO of the identified factor was 0.869. The associated Bartlett's test of sphericity was statistically significant as $p \leq 0.00$ and Cronbach's alpha was 0.833. A mean of 4.4936 and a low standard deviation of 0.37258 were confirmed. This mean indicates a tendency to lean more towards the higher end of Likert scale, above three which implies that stakeholder relationship is key in enhancing employee morale.

Table 3: Domestic workers and key stakeholders relationship related factor

Questionnaire Statements	Domestic workers and key stakeholders relationship related factor
In your opinion, do you feel you fully engaged at your workplace?	0.856
In your opinion, do you feel you fully satisfied with your current job	0.848
Overly management demonstrates a genuine interest in the wellbeing of employees	0.832
Are you is getting any support from central government to keep you satisfied and engaged at your workplace	0.798
Are you is getting any support from any stakeholder besides from your employer to keep you satisfied and engaged at your workplace	0.781
Organizational resource availability	0.762
Fair treatment and equal opportunities	0.755
Cronbach Alpha	0.833
Mean & Standard deviation	4.4936 ± .37258
KMO value	0.869
Bartlett's Test value	77.645%

Table 4 shows the results of the factor analysis for drivers of employee engagement related factor. The KMO of the identified factor was 0.856. The associated Bartlett's test of sphericity was statistically significant as $p \leq 0.00$ and Cronbach's alpha was 0.833. A mean of 4.3541 and a low standard deviation of 0.35271 were confirmed. This mean indicates a tendency to lean more towards the higher end of Likert scale, above three which implies that employee engagement is vital in enhancing the morale of farm workers.

Table 4: Drivers of employee engagement related factor

Questionnaire Statements	Drivers of employee engagement related factor
Open communication (two way) and regular feedback	0.916
Leadership style	0.891
Employee training and development	0.871
Rewards and recognition	0.865
Employee work life balance	0.849
Organizational resource availability	0.820
Fair treatment and equal opportunities	0.795
Cronbach Alpha	0.833
Mean & Standard deviation	4.3541 ± .35271
KMO value	0.856
Bartlett's Test value	78.875%

Table 5 shows the results of the factor analysis for effects of employee engagement on growth and organizational performance related factor. The KMO of the identified factor was 0.897. The associated Bartlett's test of sphericity was statistically significant as $p \leq 0.00$ and Cronbach's alpha was 0.769. A mean of 4.4028 and a low standard deviation of 0.33692 were confirmed. This mean indicates a tendency to lean more towards the higher end of Likert scale, above three which implies that employee engagement plays a key role on growth and organizational performance.

Table 5: Effects of employee engagement on growth and organizational performance

Questionnaire Statements	Effects of employee engagement on growth and organizational performance related factor
Job satisfaction	0.825
Employee Morale	0.790
Creativity & innovation	0.771
Mortality rate of livestock	0.752
Cronbach Alpha	0.769
Mean & Standard deviation	4.4028 ± .33692
KMO value	0.897
Bartlett's Test value	72.962%

5. Discussion

The study established that the level of employee engagement among domestic workers in farms was very low. Low employee engagement is always worrying to all stakeholders since it bears adverse consequences to both employers and employees. Domestic workers do not feel valued, and are not interested in hanging around and contributing to the institution's success. According to Kuswati (2020), organizations that effectively supervision practices have numerous strategic advantages over organizations that fail to properly engage their employees. It is critical to point out the adverse effects of low employee engagement that is it creates an unfavourable atmosphere, which curb staff development, organisational productivity and organisational citizenship. Employee satisfaction which is viewed to be a leading aspect is affected by various factors (Sorn et al., 2023). It can therefore be argued that these aspects may be related to the work itself, employee social setting both on and off the work environment, mix of rewards given to employees and performance reviews conducted. The next section of the study discusses the main factors that affect employee engagement of domestic workers in farming communities.

The study established a plethora of employee engagement drivers for domestic workers in farming communities. The drivers include communication, regular feedback, leadership style, employee training or professional development prospects, compensation plan, employee work-life harmony, availability of resources and the need for fair treatment and equal employee opportunities. The results are consistent with Chukwuma (2023) who asserted that employee engagement is a reciprocal association, which comprises the worker and the employer. Low employee engagement is propelled by the failure by farm owners and managers to effectively communicate with workers, failure to provide adequate resources, and also failure to practice benevolence leadership style. The findings are consistent with Dawwas (2022) who argued that, in a domestic set up, the association between worker and employer is maternalistic in the sense that the employer resembles an authoritative parent who guides and leads, is worried about, and helps her worker in a manner that is similar to the manner she would her children. Bee & Kar (2021) indicated that there is a positive correlation ship between people centred leadership style and subordinates' work engagement. Furthermore, most farm owners do not provide adequate employee training to domestic workers which in turn adversely affect employee engagement. Fundamentally, domestic workers should

receive formal employee agricultural training in vocational training institutions or on-the job organised by Agritex officers in conjunction with local village leadership. Such up-skilling programs make workers feel valued, loved and respected.

Furthermore, work-life harmony which refers to the practice of balancing personal life and work in a way that allows individuals to achieve their goals and maintain their well-being was found to be effective in promoting employee engagement amongst domestic workers. According to Langseth-Eide (2019), the positive outcome of employee work-life harmony include improved human resources satisfaction, engagement, improved mental health and reduced stress (Lee and Huang, 2019). Nyanga & Kele (2023) also argued that, work intensification affects job satisfaction and social relationships among domestic workers in rural Zimbabwe. Furthermore, Mashavira et al. (2023) are of the opinion that having a good work life balance offers an individual with self-efficacy, energy, and a positive attitude, which may essentially energize and motivate workers to be work-engaged. This means corporates associated with policies that are adaptable or family-friendly are at a better position to cultivate an improved employee work life balance for their employees, which in turn allows them to better deal with the demands of their households. Having discussed the main factors that propel low employee engagement, the next part deliberates the consequences of low worker engagement.

The study established that low employee engagement stagnated organisational performance. Domestic workers ceased to be effective and efficient due to the negative attitude which they developed towards their work and entire organisation. The findings agree with Luu (2021) who opine that since engaged workers find happiness in their work, they are also much more efficient in their work. On the other hand failure to enjoy the work result in low employee engagement. In addition, lowly engaged employees do not constantly come up with new ideas, are not keen to learn from their supervisors and workmates. Sanders et al. (2021) posit that engaged workers are usually work centred and feel connected to their work environment, with the vice versa been also true for lowly engaged employee who occasionally disrupts organisational effectiveness and efficiency.

When employees are fully engaged and collaborate well as peers a positive work environment free of employee conflicts is created. The results corroborate with preceding scholars (Prasetio et al., 2019; Otto et al., 2018) who argue that worker engagement leads to lower turnover rates. Therefore, workers who are engaged are more inclined to stay at their positions, which can save companies time and money on recruitment and training costs. In addition, engaged employees have better mental health (Satata, 2021; Ababneh, 2023). Employee engagement lead to better cognitive health and psychological wellbeing outcomes, including lower levels of stress and depression.

Furthermore, engaged employees act as the ambassadors and face of the organisation providing the best customer experience to the clients on behalf of the organisation resulting in amplified client loyalty and satisfaction. Prasetio et al (2019) argued that for every successful and relevant organisation in the community, employees need to be fuelled by motivation and passion. Thus, if employees lack motivation they will never be able to achieve organisational goals. According to Baranik, Wright & Smith (2022), When employees are satisfied and content with all aspects of their current job, the quality of their work naturally improves, leading to high levels of job satisfaction.

6. Conclusions

In domestic workers' worker engagement, communication that is effective plays a critical part. Under a similar notion. Positive performance feedback practiced in order to realize performance improvement. Performance feedback should be encouraging to the employees to realize more and more of what they are capable, leading improved performance for both the individual and the organisation. It can be concluded that farm managers should adopt a democratic leadership style so as to enhance employee engagement. It can be concluded that offering competitive rewards and recognition to domestic worker is a key factor contributing to worker engagement. The rewards and recognition offered to domestic workers is very important in order to keep domestic workers fully engaged and satisfied at the job. Achieving work-life harmony plays a crucial role in fostering employee engagement. Such practices serve as a powerful incentive, drawing in talented and skilled individuals who prioritize both their careers and personal lives.

Organisational resource availability was one of the main factors contributing to woker engagement of domestic workers in the informal sector. Managers should ensure resource availability to enable employees to do their job, this doesn't just relate to physical resources but also monitory, informational resources and organizational operational process. If workers believe employers value them, they will want to hang around, feel valued and contribute to company's success. On the other hand, when employers believe that the workers are engaged in the workplace, they will offer adequate facilities and outstanding working atmosphere. This clearly shows that organisational resource availability is a key driver of worker engagement.

One of the principal influencers of worker engagement of domestic workers in the agricultural sector, is the provision of fair treatment and equal opportunities to all domestic employees' worker regardless of one its religion, race, creed, or color. Nonstop actions must be executed to warrant equality for the entire group of employees and domestic workers, especially, should be treated with dignity and respect in the workplace for the organization to succeed at the end.

Work-life harmony can help individuals maintain healthy relationships with family and friends. According to work life balance also leads to improved physical health. This implies that when employees have time to exercise and eat well, they are more likely to be healthy. A healthy and productive work environment is a product of work-life harmony. A person who attains this balance effectively allocates equal time to both work responsibilities and personal needs without suffering from burnout.

Domestic workers just like any other employees ought to take charge and equip themselves with an understanding of the legal requirements contained in labour act chapter 28.01 and the provisions imbedded in the Republic of Zimbabwe's 2013 Constitution. Employers are recommended to offer descent accommodation and protective clothing domestic workers. The managers of farms should embrace work-life harmony at their places of work. Work life harmony is very crucial in the 21st century since top talent is scarce to get.

Conflict of interest statement

The authors declare that they have no conflicts of interest.

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