

Determinants of employee engagement in Hospitality Sector

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ABSTRACT

Purpose – EE is a common term that has been one of modern management's greatest issues. Employee engagement is about the morale of workers, positive attitudes (toward work and the company) and behaviours that lead to improved business performance and organisational performance. Since high engagement provides organisations with substantial advantages, organisations make substantial efforts to create a welcoming atmosphere for employees (by correlation analysis). This paper aims to describe the main determinants of EE and the predictability of the definition. It also studies the impact of EE on employee performance.

Methodology – Causal research has been undertaken to study the effects. There was a questionnaire created. Random sampling has been used to select employees. It collected a total of 259 valid responses.

Findings – It was found that all the factors reported were EE predictors, but work-life balance and health & wellness were the variables that had a substantial effect. EE had a big effect on employee results.

Originality – The hospitality industry's business depends entirely on satisfaction levels of customers wherein the 'competitive advantage' is based on how one can WOW its discerning consumers by delivering value/service which is beyond the expected as well as the call of duty. This competitive advantage can only be delivered by a workforce that is engaged with the work they do and is motivated to outdo what is expected of them so as to far exceed customer expectations. The research focuses on finding the determinants of employee engagement in the hospitality sector.

Keywords

Employee Engagement, Hotels, Hospitality

Article Received: 10 August 2020, Revised: 25 October 2020, Accepted: 18 November 2020

Introduction

EE is commonly characterised as the degree of loyalty and interest that an employee has towards their company and its ideals. He is mindful of his responsibility for the business objectives when an employee is involved and encourages his peers to collectively accomplish the corporate goals. The positive outlook of the worker to his job as well as its value structure is also resorted to as the positive emotional link of an employee with his or her jobs. Engaged staff go far beyond the call of duty to play their role in achievement.

Through a systematic survey of literature that explains EE and identifies the strength of the impact of employee dedication on employee performance. The main factors are listed in this report. Employee success is generally the outcomes obtained and successes achieved at work. Production refers to the preservation of plans when planning for success. The tool used for assessing EE, Through the factors established, and to assess employee efficiency, data was validated and collected to evaluate the above relationship from 259 employees at lower and middle management levels.

Literature review

A review of old literature provides a relevant insight and backdrop that already prevails or exists in a proposed study. In the literature on the suggested subject of EE, detailed empirical studies have been identified. According to Baumruk, every management requires to obtain a competitive edge over everyone else, and EE is the best

method for it. Indeed, EE is seen as the most significant factor in business energy calculation and is a deciding factor in the performance of any organisation. According to Young, EE is a very pressing topic for any organisation, since it shares an important relationship with individual, community, and organisational efficiency. Despite the above, EE is a difficult term to define since the topic of EE in an organisation is affected by so many factors. Yet, there's been numerous attempts to define this important methodology. The term employee engagement is now in the literature.

Aon Hewitt points out that many aspects of working life are strongly correlated with engagement levels. According to Aon Hewitt, the strongest drivers of employee engagement are:

- Workplace Well being
- Learning & Development
- Compensation
- Leadership
- Performance Management
- Rewards & Recognition
- Work Environment & Organization Culture
- Career Opportunities

The hotel industry's business depends entirely on satisfaction levels of customers wherein the competitive advantage is based on how one can WOW its discerning consumers by delivering value/service which is beyond the expected as well as the call of duty. This competitive advantage can only be delivered by a workforce that is engaged with the work they do and is motivated to outdo

what is expected of them so as to far exceed customer expectations.

Given the grueling number of hours that employees many a times put in as well as the demanding nature of job, it is imperative that relevant employee engagement interventions are organised periodically that helps sustain and boost employee morale besides building a sense of camaraderie amongst the employees which ultimately should lead to enhanced retention and superior engagement scores. Therefore, this study has been undertaken to fill the gap & understand the determinants that engage employees in hospitality.

Objectives

While there are a range of causes that have been characterised as influencing EE, this study. It seeks to combine them and provide a comprehensive picture of the determinants of EE . They are then evaluated for their strength in predicting employee participation by a systematic literature analysis.

Gives as follows the null statement:

H01. There is no impact of the above factors on employee engagement.

Ha1. There is a statistically significant impact of the above factors on employee engagement.

Although each of the variables can be framed as seven distinct hypotheses, the above is framed for simplicity. The debates on the effect of the multiple variables are explored in detail. It is very evident that they will have a major positive influence on the participation of workers. Such causes are precedents or determinants of workplace participation.

Methodology

Instrument development and validation

A survey questionnaire was designed to research the effect on employee engagement of the factors described above. Thus, the instrument assessed the working atmosphere, leadership, partnership between team and co-worker, training and career growth, compensation policy, policies and procedures, and well-being of the workplace and involvement of employees.

Table 1

1	Workplace Well being	0.85
2	Learning & Development	0.94
3	Compensation	0.90
4	Leadership	0.86
5	Performance Management	0.90
6	Rewards & Recognition	0.88
7	Work Environment & Organization Culture	0.70

A survey was created to study the effects of the variables listed above on employee engagement. Thus, the tool analysed the organisational climate, leadership, team-worker relationship, recruitment and job development, compensation structure, processes and procedures, and staff well-being and employee engagement.

Employee performance was also analysed in order to measure the impact of employee engagement on employee productivity. In comparison to the various statements that calculated the variables, the respondents were asked to rate each item on a five-point Likert scale, ranging from strongly agree to strongly disagree.

Sampling and data collection

For the main data collection, the technique was used, since the reliability coefficients were statistically meaningful. To pick staff from small-scale companies of middle and lower management ranks, basic random sampling was used.

A total of 700 questionnaires were circulated and 395 correct responses were received, resulting in a 55 per cent response rate. Data analysis was carried out using the regression approach to identify the degree of prediction made by the different employee participation variables. Regression has also been used to measure the degree of impact induced by employee motivation on employee performance.

Results

Effect of multiple variables on EE

As independent variables, the various variables mentioned in the above literature were used to study their prediction level of the presence of workers.

Prediction of the deciding factors of EE

All the variables were considered to be categorised as employee involvement when regression was performed. Highly statistically relevant predictors with a modified r^2 value of 67.2 percent, As in Table II, the proportions of variance are considered over 25 percent. The value of r^2

reveals that the variables defined clarify up to 67 percent of the difference in workforce engagement.

Table II

Model	r	r ²	Adjusted r ²	SE of the estimate
1	0.829 ^a	0.687	0.672	0.23849

Table III

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	17.765	7	2.538	44.620	0.000 ^b
	Residual	8.076	142	0.057		
	Total	25.841	149			

Prediction of employee performance using employee engagement

This section deals with the forecast of the variable performance of employees using Employee commitment. The combined impact of the independent variables on employee engagement and that of employee engagement on employee performance was estimated by a SEM technique once this relationship was determined.

Management of performance has a major impact on organisational effectiveness (Cardy, 2004) and must therefore be the immediate priority of managers (Lawler, 2008). Studies (Buchner, 2007) have shown that organisations face challenges today that require attention to improving management of performance. Focusing on nurturing employee engagement is one significant way to improve employee performance. Performance management literature now includes studies focusing on the contribution of employee engagement to the performance of employees, thus highlighting the importance of participation in the process of performance Management.

The present research therefore concentrated on the relationship of cause and effect between employee performance and EE using regression. It was designed to research the intensity of EE's effect on employee performance. The regression analysis indicates that, as seen in Table V, the variation in the dependent variable, employee results, is impacted by the independent variable, employee commitment, by 59.7 percent. The outcome of ANOVA in Table VI shows a statistically significant result.

Table V

Model	r	r ²	Adjusted r ²	SE of the estimate
1	0.774 ^a	0.599	0.597	0.30376

Note: ^aPredictors: (constant), engagement

Table VI

Model		Sum of squares	df	Mean square	F	Sig.
1	Regression	20.417	1	20.417	221.274	0.000 ^b
	Residual	13.656	148	0.092		
	Total	34.073	149			

Notes: ^aDependent variable: performance; ^bpredictors: (constant), engagement

Discussion

The effect of EE is known to have a substantial impact on determining the extent of commitment of the workers. Table IV's t-values indicate that the workplace climate and the interaction between teams and co-workers are the most important variables on EE statistically, as they are Relevant at the 0.02 magnitude mark. The b values also show that work life balance affects up to 52% as a determinant of employee participation and loyalty. The effect of teams and health & wellbeing is around 36 percent.

Conclusion

The latter research stresses the importance of employee participation and also the value of EE. The value of involving workers. Identifies multiple variables that have a deep impact on it. It also reveals that there is a connection between Strong success is employee loyalty and EE. Regression theory assumes that from the multiple significant variables. There are two causes that have an aggregate effect on employee participation that have resulted in considerable legitimacy of the direction or importance. In regards to staff commitment, it was observed that the workplace environment and team and co-WORKER partnership had valuable qualities. The paper further points to prior literature and suggests intervention on causes that improve the workplace environment and the engagement between teams and colleagues. The effects, in terms of productivity growth, have a significant impact on companies and thus have a significant economic impact on organisations. Furthermore, the determinants of EE indicate a healthy working atmosphere for employees. It focuses on the social influence with which you will create. The actions that have been adopted by the company. In the working climate, workers will gain considerable exposure to words, sound collegiality, well-being in the workplace and the environment.