

A REVIEW PAPER ON FACTORS AFFECTING EMPLOYEE ENGAGEMENT IN HOTEL INDUSTRY: A CONCEPTUAL STUDY

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ABSTRACT

There are numerous studies have been conducted on employee engagement which directly depicts the positive association between employee engagement and employee performance. According to some models, work engagement has positive impact on performance and in other terms, employees who are engaged and perform well are capable to create their competences and resources which foster engagement again and again and create healthy environment.

Employee engagement is the new human resource practice that is being used by the corporates to get its maximum benefits. Now these days, the popularity of employee engagement has been increasing as it has undergone through major developments, measurements and conceptualization.

The employee engagement is directly related with the job satisfaction of employees. It is necessary to understand that highly engaged workforce can bring productivity, innovation, efficiency and high profitability. It also reduces hiring cost and retention cost of employees in highly competitive environment. In this context, the present paper intends to explore the basic overview of employee engagement and its significance in context of hotel industry.

Key Words: employee engagement, efficiency, hotel industry, job satisfaction, and productivity.

INTRODUCTION

In the era of globalization and industrialization, new human resource practices have been employing to create the harmony in organizations. It is vital for organizations to cope up with the changing dimensions of environment. In this way, employee engagement is the latest human resource technique which is being implemented by each and every organization all over the world.

By engaging human towards the work, organizations can increase productivity as well as efficiency. Now these days, hotel industry is growing very rapidly in Indian and over the world as well. It generates employment and other opportunities which contribute to the economic development of nation and help in social development as well. As hotel industry is a part of service industry where group of people render service with specific skills to generate profit.

Now these days, employee engagement is widely used term that plays vital role in growth of an organization. To achieve competitive advantage and success, it is necessary to retain and motivate the employees in a manner so that they can sustain with the organization growth and contribute positively.

In today's business environment, it is not possible for a person to stay with a particular organization until he gets maximum emoluments for his work. Now, a person can easily shift to other organization in search of promotion, maximum benefits and pay. Thus, it has become a top most priority in every organization to work for engaging or retaining the employees.

In this era, every manager/leader must know that employing a high performance workforce is vital for long term growth and survival of business. It is necessary to understand that highly engaged workforce can bring productivity, innovation, efficiency and high profitability. It also reduces hiring cost and retention cost of employees in highly competitive environment. However, employee engagement is beneficial for both individual and organizational levels.

Previous academic literature on employee engagement clearly states that employee engagement is directly related with the job satisfaction of employees.

Through employee engagement practice, emotional connection is formed between employee and organization. In this way, employee engagement creates basis for developing commitment and alignment with the organizational policies and strategies. It also builds passion in employees for work towards organization.

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Employee engagement is the new human resource practice that is being used by the corporates to get its maximum benefits. Now these days, the popularity of employee engagement has been increasing as it has undergone through major developments, measurements and conceptualization.

Employee engagement is defined as the level of involvement, participation and commitment of employees towards their organizations. An engaged employee works with commitment to fulfill the goal of organization and draws its every efforts for the benefits of the organization. It is very beneficial for smooth functioning and survival of business as human is the significant resource of the organizations.

In the same way, organizations which fail to make their employees engaged also fail to get competitive advantage. Therefore, it is a very challenging task for leaders or human resource manager to create a healthy environment that empowers employees towards their work and get them engaged in accordance with the organizational goals. There are various factors which influence the involvement and commitment of employees towards organizations.

These are the factors which affect level of employee engagement and empower employees to get engaged towards their job for long period. Human resources are important assets of every organization and

their engagement works as a catalyst for smooth functioning of organizations. The organizations which have high level of employee engagement have higher productivity, higher profitability, higher customer satisfaction, higher retention rate and lower turnover intention and absenteeism.

EMPLOYEE ENGAGEMENT

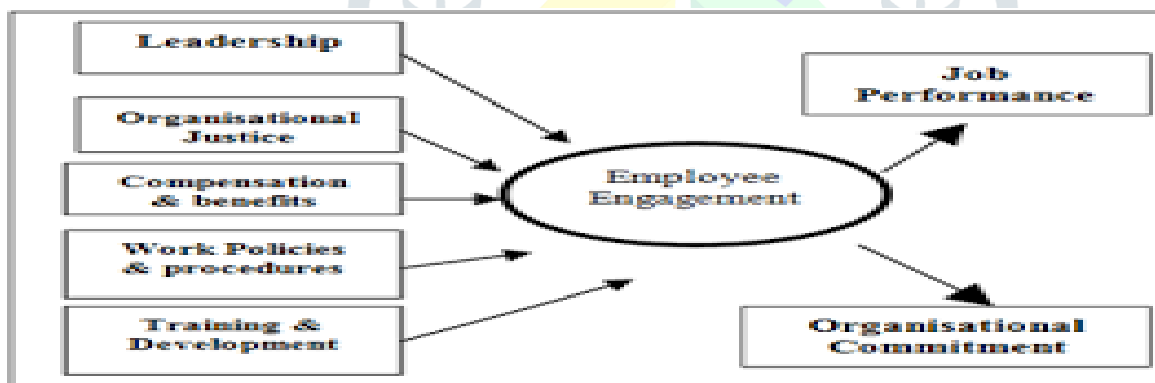
Employee engagement has become emerging topic and one of the important practices made by the HR managers. In Indian hospitality industry, there is necessity of engaged workforce for the better hospitality and services.

An engaged employee is regarded as fully dedicated toward their work and work with enthusiasm. Thus, it is concluded that the employee engagement is very important for the survival of Indian hospitality industry and without engagement better hospitality cannot be provided at any cost. If employees are engaged towards the job, definitely they will provide better hospitality to the guest.

Challenges in engagement

There are various challenges faced by the Indian hospitality industry which are as,

- Lack of well trained staff according to the requirement of hospitality industry.
- Lack of infrastructural facilities available.
- Inadequate financial support by the Government.
- Lack of coordination between Central and state Government.



There are three components of employee engagement (Kruse, 2012). These are as:

- **Physical** - Employees exert high levels of energy to complete their work tasks.
- **Emotional** - Employees put their heart into their job, have a strong involvement in their work and a sense of the significance of it, and feel inspired and challenged.
- **Cognitive** - Employees forget about everything else when doing their job and become fully engrossed in it.

When employees are engaged on each of the above levels, they will invest significant energy to complete their work and achieve positive organizational outcomes. Engaged employees not only have high levels of personal investment in their work but also feel a strong psychological connection to it.

Drivers of employee engagement

- Leadership
- Engaging managers
- Employee voice
- Integrity

LITERATURE REVIEW

This section explores the previous academic literature on employee engagement and job satisfaction.

Wilson (2009) stated that positive and healthy working environment creates the higher possibility of satisfaction of the employees and empower them to get engaged towards the organizational work. The author concluded that employee engagement has positive impact on employees and organizations as well. The level of employee engagement leads to the level of job satisfaction of employees.

Mortimer (2010) discussed that an engaged employee brings many benefits to the organizations such as high productivity and profitability, higher efficiency, improved quality and customer satisfaction, reduced absenteeism and employee turnover rate, healthy work environment, team spirit and cooperation. The author concluded that employee engagement is mandatory for every organization to achieve the growth and competitive advantage.

Mani (2011) reported that employee engagement has direct and significant impact on retention of employee, high productivity and loyalty towards the organizations. The findings of the study revealed that engaged employees are fully committed to the goals and policies of organization. The engaged employees bring team work spirit in organization which helps in creating harmony in internal environment of business and also helps in improving the organizational performance.

Sundaray (2011) explored that employee engagement generates positive attitude among employees towards the organizational goal. It also generates accountability and commitment which helps in enhancing the productivity of organization. The results of the study showed that there are significant associations between employee engagement, productivity, job satisfaction of employees. The author concluded that employee engagement plays important role in determining the level of job satisfaction.

Kruse (2012) revealed that engaged employee enhance the profitability and productivity of organization through generating efficiency in their work. The author stated that employers of business should have focused on measuring the level of engagement of their employees in order to enhance the productivity and profitability of business which is the basic need for long term survival of business.

Aon Hewitt (2013) conducted a survey on 200 employees of five top hotels in Malaysia and showed the emerging trends in global employee engagement. The findings of the study revealed that by measuring the level of employee engagement, employers can frame strategy to increase the motivation level of employees, their potential and competences which can positively contribute to the growth of organization.

Surivankietkaew and Avery (2014) made a study on sustainable leadership and employee engagement practices which were related with the employee job satisfaction. A total of 23 practices were used in a manner that they can enhance employee satisfaction. The results of the study showed that some of the

practices which were associated with employee satisfaction were organizational change, ethical behavior of employees, strong shared vision, valuing employees, team work and participation and quality in products and services.

Rajarajan and Vetrivel (2015) measured the level of employee engagement in hotel industry. The objectives of this study were to measure the employee engagement level and quality of work life of employee. The authors also suggested some welfare measures for benefits of employees and organizational growth. The findings showed that quality of work life have direct relationship with economic and social well-being of people. The authors concluded that organization should frame such policies that focus on welfare and well-being of employees.

Robayet (2015) suggested that job satisfaction is significant component for employee engagement in hotel industry. There are many ways to improve the job satisfaction of employees in hotel industry. The study concluded that improved quality of work life, leadership style, good working conditions, interpersonal work relationship, training program play significant role in enhancing the job satisfaction of employees which is also beneficial for engagement of employees in organizations.

Jhaneswar (2016) attempted to study the level of quality of work life and level of employee engagement of employees in hotels in Kerala. The results of the study showed that significant difference was found between demographical variables such as age, income, gender, experience, education and the level of employee engagement. The author concluded that demographical variables have significant impact on level of quality of work life and employee engagement.

Prasongthan and Suveatwatanakul (2017) presented employee engagement model for hotel industry in Thai. A modified questionnaire was employed to collect the response from 429 hotel employees in Thailand. The findings of the study indicated that co-worker relations, organizational support, optimism, career opportunities are significant for the job performance and job satisfaction of employee which leads to employee engagement. The study concluded that organizational support and optimism have significant influence on employee engagement.

Tepayakul and Rinthaisong (2018) stated that employee engagement and job satisfaction are critical for organizational success. The authors studied the relationship of job satisfaction and employee engagement among hotel employees in Thailand. A sample of 220 employees was selected to collect the data through modified questionnaire. The study recommended that leaders or managers should consider both intrinsic and extrinsic factors of job satisfaction to enhance the level of job satisfaction of employees and to build the engage work environment. The study concluded that employee empowerment, team work, collaboration, support and recognition and optimum alignment with organizational strategy is essential for employee engagement

Sun and Bunchapattanasakda (2019) explained that employee engagement is an important issue in management theory and practice. This paper attempted to review previous research results on employee engagement. The authors concluded that although various researches have been conducted on employee engagement but, still there are some areas which need to be explored in other context.

OBJECTIVES OF THE STUDY

1. The present study explores the basic overview of employee engagement and its significance in context of hotel industry.
2. To explore the factors affecting on employee engagement.

RESEARCH METHODOLOGY

This paper is based on secondary sources including online publications, books, research papers and article. This is a theoretical paper based on previous research. Descriptive research design has been used in this study.

FINDINGS

The present paper found that employee engagement starts with the personal work experience and is a typically individual decision that cannot be bound. It involves individual employees and their commitment and desire to work. Therefore, employee engagement is an individual-level concept, not a group-level concept. Moreover, employee engagement is work-related psychological state that includes perceptions, emotions, and behaviors, with the inclusion of energy and involvement. In this way, engagement can be experienced emotionally, cognitively, and be displayed behaviorally. The engagement of human is a composite of attitude and behavior. The dedication, involvement, and other emotional components in the engagement show the attitudes of the employees.

Employee engagement is the level of commitment and involvement an employee must have towards his organization and its values. It is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organizations which profoundly influences their willingness to learn & perform at work.

There are many factors (**Arti Chandani*,2016**) which influence the level of employee engagement.

These are:

- Career development opportunities: These include possible career developmental opportunities available in the organization like training programmes for skill development .
- Effective management of talent: A talent management strategy comprising of career planning , organizational support and incentives can result in high engagement and reduced attrition levels in the organization.
- Healthy environment: this gives emphasis on the work environment conditions (physical as well as psychological) which in turn affects the job performance like their security, insurance etc.
- Good working conditions: better working conditions especially hygiene and comfort related motivates employee to work and stay longer in the organization like best machineries or equipments for work .
- Compensation and benefits: good compensation and proper benefits to the employees motivates them to stay, like good salary, high incentives, ,bonuses, pay allowances etc.

- Rewards and recognition: Regular rewards motivate the employee to work longer and perform better. This play very important role in between the employee and the organization . It is very essential for the employee engagement.
- Leadership style: leadership style present in the organization affects the engagement level of the employee. It play very important role in the relationship among employees and the organization. Employees are very happy when they see proper attention or praise from the leader for them.
- Spirit of team work: Better team motivates the employees to work better and stay and better motivation helps the employees to achieve better employee engagement level.
- Job design: the job design of the employee also affect their stay like work schedule and shifts etc. Better job design helps to fulfill the engagement level of the employees. So, when the organization design the job they should keep in mind about the employees.
- Awareness about Company Values, Policies and Practices: Employees should be aware about their companies' values and policies & practices ,so that they can maintain high engagement with the company and do their work according to the organization rules and regulations or policies.
- Family Friendliness: this factor shows that there must be friendly behaviour among the employees and organisation,so that an organisation can achieve high employee engagement. Freindly behaviour helps to maintain a good communication among the organization and the employees, which plays very important role in employee engagement.

CONCLUSIONS

The present study concludes that engaged employees consider about the growth and future of organizations and are willing to invest their efforts positively. Moreover, engaged employees feel a strong emotional bond towards the organizations that employs them which leads to higher retention levels and high productivity and lower absenteeism which indicates that engagement is directly linked to the organizational performance.

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