

A CRITICAL VIEW ON ENGAGEMENT OF EMPLOYEES IN HOTEL INDUSTRY

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ABSTRACT

The hotel industry, which always strove to meet a changing society's needs and demands, has meanwhile developed into a highly complex branch of the economy. Today, the hotel industry includes all categories of establishments from inexpensive guesthouses to luxurious 5 star hotels. Hotel management strategies have had to adapt to these developments and it could be said that these strategies have even entered the realm of science. Employee engagement is the emotional attachment employees feel towards their place of work, job role, position within the company, colleagues and culture and the affect this attachment has on wellbeing and productivity. The present study aimed to know the employee engagement practicing in hotel industry in Coimbatore District. From an employer's point-of-view, employee engagement is concerned with using new measures and initiatives to increase the positive emotional attachment felt and therefore productivity and overall business success. Employee engagement is seen by many to be an example of a competitive advantage.

Index Terms: Complex, Hotel Management, Culture, Engagement, Productivity.

I. Introduction:

The hotel industry is in the midst of a transformation that affects virtually all aspects of the industry and its stakeholders. Essence the transformation of the hotel industry is changing its approach to concentrate more focused on the customer and brand incentive. Product and support services are developed around the perceived needs and desires of the customer for customer satisfaction. In the future, the focus will be customer focused to a level that transcends medical examinations. It will focus on the emotional and psychological needs and wants more precisely defined target audience. Hotels then use this knowledge to market a wide range of products and services through strong brands to a loyal customer for life. Some ramifications of changes will be made as reserves, trading activities and high taste information will be more automated. There will be a greater personal guest of technology accurate and fast service. Measuring employee satisfaction and making changes to increase employee satisfaction will not necessarily lead to increased performance. In fact, the conditions that make many employees 'satisfied' with their jobs are likely to frustrate high performing employees. Top performers want to be challenged and to challenge the status quo. They embrace change, seek out ways to improve, and want all employees to be held accountable for delivering results. By contrast, low performing employees often cling to the status quo, resist change, and avoid accountability whenever possible. Employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their own sense of well-being. Employee engagement is neither synonymous with employee happiness nor with employee satisfaction. Happiness and satisfaction are outcomes of engagement. As drivers of business success, marketing, corporate strategy, communications and HR departments are increasingly collaborating to develop a holistic strategy for sustainable performance. With the combination of the changing world of work, multiple generations in the workplace and a more fluid approach to organizational loyalty, the need for a dedicated focus on employee engagement and recognition are stronger than ever before. Employee engagement is one dimension of CSR that has seen a huge pick-up in the last few years. Companies have begun to realize that one of the key ways to firmly entrench company values and build employee loyalty is to provide them with experiences that go beyond their regular deliverables and job descriptions. The present study aimed to know the employee engagement practicing in hotel industry in Coimbatore District.

II. MATERIALS AND METHODS

Karumuri and Venkateswarlu (2016) aimed to identify different employee engagement practices being followed in Indian hotel industry. The opinions of the employees towards the engagement practices are taken on Likert five point scale with the help of a structured questionnaire designed and distributed to the employees working in leading hotels in Visakhapatnam, Andhra Pradesh. A statistical tool, Factor Analysis was used to measure the preferences of the employees related to engagement in their organisations. The results may help the industry for effective implementation of engagement practices for optimum results. Zainol et al (2016) examined the factors that influence the employee engagement in hotel industry in Malaysia. Four independent variables have been identified as the factors that are going to be tested in this research which are training and development, internal communication, rewards, and leadership. Effective and good employee engagement programs contribute to increase commitments, motivation, morale and innovation. Therefore, the ultimate improvements on performance and

profitability of an organization and it can help all the organization to build their employee engagement among employees. This study was targeted to employees who currently work at hotel industry in Malaysia as this industry has been recognized as a potential prospect in the growth of the service industry in Malaysia. Theory of Social Exchange Theory (SET) has been chosen as underlined theory in this research.

Research in general parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on a specific topic. In fact, research is an art of scientific investigation. The present study used both primary as well as secondary data. The primary data was collected from the selected employees in hotel industry of Coimbatore District. Field survey technique was employed to collect the pertinent data from the 700 selected sample respondents in Coimbatore District. The respondents were selected by using simple random sampling method from the selected area. Questionnaire was the main tool for collecting the data. The secondary data was also collected for the study. The data thus collected from the primary sources were arranged in the simple tabular statements. Multiple regression method was used for the further analysis.

III. RESULTS AND DISCUSSIONS

The following analysis shows the relationship between level of employee engagement practicing in hotel industry and nine independent variables that were studied. It was found that among these nine variables, gender and marital status was closely associated with the level of employee engagement practicing in hotel industry. In order to determine the interdependence of independent factors and their total contribution to the employee engagement practicing in hotel industry, the results of the analysis were put into multiple regression analysis, and thorough results are shown in the underneath table.

TABLE 1
EMPLOYEE ENGAGEMENT PRACTICING IN HOTEL INDUSTRY (MULTIPLE REGRESSION ANALYSIS)

S.No.	Variables	B	Std. Error	T	Sig
	(Constant)	35.605	3.405	10.456	.000
1	Gender	-2.324	.862	-2.697	.007
2	Age	-.114	.390	-.292	.771
3	Marital status	2.830	.924	3.062	.002
4	Educational qualification	.045	.513	.087	.931
5	Experience	-.424	.378	-1.124	.261
6	Monthly salary	-.163	.411	-.397	.691
7	Location of the hotel	.777	.600	1.296	.195
8	Staying place	1.075	.580	1.854	.064
9	Working hours	.121	.528	.229	.819

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.181	.033	.020	10.291

It is divulged from the above table that the multiple linear regression component (Dependent Variable) is found statistically a fine fit as R^2 is 0.033 which shows that the one independent variable contribute about 33% on the variations in employee engagement practicing in hotel industry and this is statistically significant at 1% level.

The table shows that the co-efficient of respondent's in marriage position, educational qualification, location of the hotel, staying place and working hours of the employees in hotel industry are positively associated with the level of employee engagement practicing in hotel industry. Further, it indicates that these variables that contribute to the level of employee engagement practicing in hotel industry are statistically a fine fit. The variable such as gender and marital status of the respondents is significant at 1% level which implies that their influence is stronger than the other variables on employee engagement practicing in hotel industry.

The rate of increasing the level of employee engagement practicing in hotel industry shows better results of the independent variables such as marital status of the employees with 3.062 unit change, with 0.087 unit change in educational qualification, with 1.296 units change in location of the hotel, with 1.854 units change in staying place of the employees and with 0.229 units change in working hours of the employees. Thus, from the analysis, the following observations could be made. The level of employee engagement practicing in hotel industry is positively associated with increase choice in marriage position, educational qualification, location of the hotel, staying place and working hours of the employees in hotel industry. On the other hand gender, age, experience and working hours are negatively associated with the level of employee engagement practicing in hotel industry.

IV. RECOMMENDATIONS AND CONCLUSION

Due to increase in hotel industry proprietors lower their prices to stimulate sales when demand is low and rise during peak demands. In future hotel industry will focus on emotional and psychological needs. Medium sized hotels will merge with five star or seven star grading hotels. Another trends will be fusion cuisine where there is a mixture of eastern food with westerns ones to impress the public with new experiences. All superiors have the responsibilities to understand human resources. They are also responsible to implement strategies, plans and motivate employees to meet objectives of the organization. They are responsible to analysis data and make decision that benefits the company. Employee engagement is typically measured using an employee engagement survey that has been developed specifically for this purpose. Employee engagement surveys in hotel sector must be statistically validated and benchmarked against other organizations if they are going to provide useful results. Without these things, it is difficult to know what you are measuring and whether the results are good or bad. Engagement can be accurately measured with short surveys that contain just a few questions, but such short surveys can only provide an indication of whether employees are engaged. They have a hard time explaining why employees are engaged or disengaged because they lack detail. A shared vision, clear direction and aspirational goals entuse employees and contribute towards creating an engaged workforce. Highly engaged workforce is critical to the delivery of superior customer experience. Engaged and committed employees go beyond the call of duty to deliver business results. The economic environment is very unpredictable and implementing change processes for each organization to make progress. Globalization and technology are the two main factors that drove the change in today's organizations. In today's world to succeed in businesses become stronger, more flexible and customer-oriented. Staff turnover is a serious for management in the hotel especially if give the consistent service. So, Effective and good employee engagement programs donate to increase commitments, morale, motivation and innovation. Therefore, the eventual improvements on performance and profitability of hotel sector and it can assist all the industry to build their strong employee engagement among employees.

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