Employee engagement in 5-star and 3-star hotel chains of Jaipur: A comparative study

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Abstract

The term "employee engagement" describes a worker's dedication to the organization's values and his enthusiasm for the tasks assigned. Engaging employees is a shared responsibility between engagement and staff. The purpose of this study is to examine the differences between employee engagement initiatives at 5-star and 3-star Jaipur hotel chains. The researchers were moved to investigate the hotel sector by the pressing question of where best to prioritise human resource initiatives like employee engagement. The need to educate people more on the advantages of service providing that flow from a fully invested staff was a major worry. Work Environment, Leadership, Co-worker Relationship, T&D facility, Compensation, Organizational Policy, and Workplace well-being are the six dimensions of employee engagement on which this analysis was based. The descriptive nature of the study indicates that it is primarily qualitative. Two hundred workers (hundred from 3 star hotel chains & 100 from 5 star hotel chains) were given a structured questionnaire on the factors that influence employee engagement, and the results were analysed using the SPSS software. Finings revealed 5-star hotels are better placed in terms of employee engagement as compared to 3-star hotels. It is recommended that 3-star hotels.

Introduction

An increasingly relevant topic in human resource management, employee engagement may have a significant impact on productivity and efficiency in many businesses. There's mounting data that shows how employee engagement relates to hotel organisation results, including performance-based ones. Though practitioners and scholars alike highlight employee engagement as a key aspect in job engagement, little is known about how to define or quantify employee engagement in the food and beverage industry. Therefore, it's fair to say that, in order to gain a competitive edge, businesses should ask their human resources departments to devise a strategy to increase employee engagement and loyalty. The need of keeping workers interested has recently come to the fore. Employee engagement, according to a number of research studies, has been linked to improved business results and happily engaged workers. Engaged workers are dedicated to their company and are less inclined to look for new employment. The hotel's bottom line will take a hit due to disengaged workers' greater rates of absenteeism, attrition, decreased productivity, and increased recruitment and

training expenses. In light of the weakening global economy, top executives are focusing intensely on improving operational efficiencies and lowering overhead expenses. However, hotels with high levels of employee engagement have an easier time focusing on recruiting new employees.

Literature Review

Employee Engagement

(Kahn, 1990) stated "engagement" represents the physical and physiological presence of carrying out an organisational task. Meaningful work, a feeling of security, and opportunities to contribute are three psychological variables that foster employee engagement. More research indicates that through engagement, people use and exhibit their complete identities in their job role, including their emotions, ideas, and passions. The executives', employees', and the company's own worldviews all make up the cognitive dimension. When we talk about how employees feel emotionally, we're referring to their opinion of the company and its leadership.

Belief, trustworthiness, dedication, and two-way conversation between a business and its followers are the foundations upon which employee engagement is constructed. By providing employee a larger voice in organisational decisions & encouraging their active participation, as well as being more open and honest about company initiatives, companies can encourage employee engagement. The term "employee engagement" refers to a worker's level of interest in and dedication to their position (Chandani et al., 2016). A technique that increases the likelihood of corporate success is employee engagement, which benefits the business by promoting employee productivity, efficiency, and well-being.

Determinant of Employee Engagement

One of the major aspects that determines an employee's engagement level is the workplace environment. Studies by (Kumar et al., 2021; Makera, 2018; Miles, 2001; Nasidi et al., 2019) reveal that employee engagement is outcome of many characteristics of the workplace. Thus, it is believed that a meaningful workplace atmosphere that helps workers for focussed work and interpersonal tranquillity is a significant aspect of employee engagement.

Employee engagement was found to be significantly influenced by leadership. Self-awareness, integrated data processing, interpersonal honesty, and internalised ethical imperatives are all elements of effective leadership (Walumbwa et al., 2008). Signs of good leadership and a sense of encouragement from superiors made up the leadership aspect.

Another facet of employee engagement that puts special focus on teamwork and cooperation among co-workers is the quality of their relationships with one another. Kahn, (1990) proved helpful & trustworthy interaction, as well as a supportive team increase employee engagement. The ability of workers to trust one another and to engage themselves fully into their job involves a workplace that is both friendly & open. Co-workers in safe spaces can take risks, try something new, and make mistakes without worrying about being ostracized (Kahn, 1990). One of the factors that contributes to employee dedication and engagement is

their feeling of fulfilment in their work, and May et al., (2004) discovered that this was greatly influenced by the quality of their connections with co-workers.

When engaging about how to keep your staff interested and invested in their work, it's also crucial to think about training and skill development opportunities. An increase in training's effectiveness has a multiplicative effect on service quality, which in turn affects employee engagement & employee performance (Berg, 2008). Alderfer, (1972) emphasized that compensating employees by providing them with opportunities for growth is the same as paying them financially. The point was driven home by his repeated emphasis on "satisfaction of growth needs depends on a person finding the opportunity to be what he or she is most fully and become what he or she can." Management should prioritise the training and development that employees get as a means of climbing the corporate ladder, so that these employees can take advantage of advancement chances when they arise. As a result, engagement increases naturally.

Compensation, often known as remuneration, is a crucial component of employee engagement because it encourages workers to put in extra effort and concentrate on their professional and personal growth in exchange for financial gain. Kahn, (1990) stated an employee's engagement to a job depends on how much they value the opportunities presented to them. As a result, an individual's level of engagement to his or her employment is not directly proportional to the amount or nature of services provided. Achieving a high level of employee engagement requires upper management to provide adequate compensation and recognition.

Level of employee engagement within an organization is also determined by policies, structures, procedures & system of organization.

Richman et al., (2008) stated organization's willingness to accommodate its workers' needs outside of work hours has a significant, positive effect on employee engagement. Organizations with flexible work hours that let employees establish a better balance between their work and family lives tend to have even more engaged employees, as shown by a number of studies (Ch, 2006; Devi, 2009).

Employee engagement can be improved through the use of more workplace well-being programmes. According to Gallup's findings, happiness is the only factor that adequately reflects the diversity of human behaviour. Researchers concluded that top management's concern in employee wellbeing was the primary significant aspect of engagement, therefore demonstrating the relevance of wellbeing in the workplace (Handoyo, 2017). This variable accounts for how much help people feel they are getting from their company.

Objective of the Study

- To understand of type of Employee engagement practices in hotel chains of Jaipur
- To compare employee engagement activities in 5 star and 3 star hotel chains of Jaipur

Hypothesis of the Study

Ha$_1$: Employee engagementactivities practiced in 3-star & 5-star hotel are significantly different

Research Methodology

1.	**Research Design**	
1.1	*Research Type*	Descriptive Research
1.2	*Approach*	Survey
1.3	*Research Instrument*	Questionnaire through Google Form
1.4	*Scale*	5-point Likert Scale
2.	**Sample Design**	
2.1	*Sampling Universe*	Employees of Hotel industry across Rajasthan
2.2	*Sampling Population*	Employees of Hotel industry across Jaipur
2.3	*Sampling Frame & Unit*	All employees of 5-star and 3-star hotel across Jaipur
2.4	*Sample Size*	200= 100 (5-star hotel's employees) + 50 (3-star hotel's employees)
2.5	*Sampling Technique*	Stratified sampling
3.	**Timeframe of Study**	August-October, 2022
4.	**Data Analysis**	
4.1	*Software Used*	MS Excel 2021 and SPSS
4.2	*Technique Employed*	Paired Sample t test

Results

Table 1: Difference Employee engagement practices in 5 star & 3 star hotels in Jaipur

		Mean	Std. Deviation	Std. Error Mean
Pair 1	Work Environment_5-star	3.48	1.08	0.11
	Work Environment_3-star	3.00	1.08	0.11
Pair 2	Leadership_5-star	3.45	1.31	0.13
	Leadership_3-star	3.24	1.08	0.11
Pair 3	Co-worker Relationship_5-star	3.48	1.20	0.12
	Co-worker Relationship_3-star	2.98	0.92	0.09
Pair 4	T&D facility_5-star	3.40	1.33	0.13
	T&D facility_3-star	3.13	1.05	0.11
Pair 5	Compensation_5-star	3.28	1.38	0.14
	Compensation_3-star	3.06	1.31	0.13
Pair 6	Organizational Policy_5-star	3.20	1.33	0.13
	Organizational Policy_3-star	2.83	1.03	0.10
Pair 7	Workplace well Being_5-star	3.27	1.41	0.14
	Workplace well Being_3-star	2.56	0.86	0.09

Paired Samples Test

		Paired Differences					t	df	Sig. (2-tailed)
		Mean	Std. Devia tion	Std. Error Mean	95% Confidence Interval of the Difference				
					Lower	Upper			
Pair 1	Work Environment_5-star - Work Environment_3-star	0.48	1.53	0.15	0.18	0.78	3.14	99.00	0.00
Pair 2	Leadership_5-star - Leadership_3-star	0.21	1.38	0.14	-0.06	0.48	1.52	99.00	0.13
Pair 3	Co-worker Relationship_5-star - Co-worker Relationship_3-star	0.50	1.28	0.13	0.25	0.75	3.92	99.00	0.00
Pair 4	T&D facility_5-star - T&D facility_3-star	0.27	1.82	0.18	-0.09	0.63	1.48	99.00	0.14
Pair 5	Compensation_5-star - Compensation_3-star	0.22	1.82	0.18	-0.14	0.58	1.21	99.00	0.23
Pair 6	Organizational Policy_5-star - Organizational Policy_3-star	0.37	1.69	0.17	0.03	0.71	2.19	99.00	0.03
Pair 7	Workplace well Being_5-star - Workplace well Being_3-star	0.71	1.69	0.17	0.37	1.05	4.20	99.00	0.00

At 5% level of significance, p-statistics<0.05indicatesWork Environment, Co-worker Relationship, Organizational Policy and Workplace well Being are significantly different in 3-star and 5 star hotels. Findings revealed Work Environment, Co-worker Relationship, Organizational Policy and Workplace well Being are comparativelybetter in 5 star hotelsthan 3 star hotels.

The employees of 3-star hotels might be facing some challenges to learn & grow within the existing work environment of the hotel and they are becoming unable to express their skills or implement their ideas in existing work environment. Also, these employees might have lack of co-ordination or harmonious relationship with their co-workers. Somehow due to presence of better management executives in the system, 5-star hotels have better organizational policies. Other than that, it seems as 5-star hotel management look deeper attention in engaging their employees through workplace well-beingprograms or initiatives.

Discussion

Engaged employees are crucial to every organization's capability to grow and succeed. This investigation of employee engagement in Jaipur's 5-star and 3-star hotels is possible due to the researchers' extensive collection of relevant data & meaningful outcome. The findings of

this in-depth study show that workers at 5-star hotels are more engaged in their professions than employees of 3-star hotels.The tourism industry is the state of Rajasthan's largest single source of income, contributing over 15% to the economy. When including both international and local visitors to India, Rajasthan is responsible for around 11.2% and 3.3% of the total, respectively.

As a result, the growth of both the state and the nation depends on a higher level of employee participation in the hotel industry.3-star hotel's employees haveissues related to work environment. The efficiency of a company drops when workers are disengaged and unmotivated. Because of this, it is the responsibility of managers and the entire organisation to promote an environment where workers are engaged in their work, the activities they participate in, and the direction the company is taking.So, management of 3-star hotels must ensure presence of healthy working environment for employees.Management of 3-star hotelshave to work on formulating better organizational policies to engage with their employees. Passionate and overwhelming employee engagement is extremely valuable to any organisation since it raises job satisfaction, keeps the best workers around, and enhances productivity. In general, a company's success and performance will increase if its management actively promotes and supports employee engagement.

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