

Employee's Personal Features and Their Perception on Employee Arrangement: A Study on Hotel Employees

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ABSTRACT

Employee engagement is the concept by which an employee's intellectual and his emotional attachment to work and organization is measured. Employees of the hotels are to be engaged to reduce employee turnover, enhance customer satisfaction and improved business performance that influences the sustainability of the organization in an aggressively competitive market. Data for the research has been collected from a four and five star category hotels at Kolkata which is analyzed for the role of employee's personal characteristics, on the employee's perception on engagement. The finding suggest that employee's level of educational qualification and there gender have great role in their level of organizational engagement. Suggestions has been provided to improve the employee engagement in the study organizations.

Key Words: Employee, Engagement, Hotels, Kolkata

INTRODUCTION

[CITATION Kah901 \l 1033], defined engagement as “the harnessing of organization members’ selves to their work roles. In engagement, people express themselves physically, cognitively, and emotionally involving themselves with work and organization. It also reflects the level of commitment and identification an employee posses towards the organization and its values. An engaged employee is aware of the business context, and works as a team member to improve the performance of the job for the benefit of the organization.

NEED OF EMPLOYEE ENGAGEMENT IN HOTELS

An engaged employee is enthusiastically attached to an organization, passionate about work, and is bothered about organization success[CITATION Sej06 \l 1033]. The antecedents of employee engagement includes job characteristics, rewards and recognition, which along with supervisor support leads to organizational growth[CITATION Hak06 \m Sak06 \m Des \l 1033].Research[CITATION Bak10 \l 1033] conclude that employees exhibit additional performance when they have a positive work engagement. There is an increase in employee turnover in hotel industry as employees leave for other hotels [CITATION Hin \l 1033] leading to reduction in trained staff thereby impacting the quality of service in hospitality industry [CITATION Loc072 \l 1033 \m Wal072]. United States Department of Labour estimates that one third of an annual salary of a new-hired employee is been spent to replace an older employee [CITATION Tan01 \l 1033]. Hotel industry with its labour dependency have a large chunk of its total cost spent on wages and salaries, so there is a need of an engaged workforce.

LITERATURE REVIEW

The engagement of employees in an organization occurs with certain factors which were studied, considering the earlier research been done in the same field.

Age

Studies concluded that older employees are more engaged than the younger employees [CITATION Pit08 \l 1033 \m Sch03 \m Sim09]. Global survey on engagement and the report recommended [CITATION Ble13 \l 1033] older workers to be more engaged than younger counter parts globally. Engagement amongst employees though have been found to be decreasing for workers 41years [CITATION Zen09 \l 1033]and older.

Gender

[CITATION CIP10 \l 1033] Identified that women are more engaged than men: with 74% of women reportedly moderately engaged with work and 9% strongly engaged, as compared to 68% of men being moderately engaged while 7% just strongly engaged. Researchers [CITATION Pit08 \l 1033] found relationship between gender and engagement which concluded that females are more engaged at work than males.

Education

Education level on workforce in the hospitality industry is lower as compared to other industries [CITATION Peo06 \l 1033]. According to [CITATION Loc07 \l 1033] there is a correlation between the educational level of the local population to the group of employees who could be hired in a hotel. The study shows that the engagement levels increased when the educational levels increased; however[CITATION Zen09 \l 1033], contradicted that the engagement among employees became less when they completed graduation with proper knowledge and training.

MARITAL STATUS

Research [CITATION Mas81 \l 1033] state that unmarried individuals are been more susceptible to emotional exhaustion and have lower engagement levels than married couples.

LEADERSHIP

Leaders create a high level of employee engagement and are skilled to identify valuable contribution of each employee's work, validating appreciation of their work towards organization [CITATION Wal09 \l 1033]. [CITATION Has11 \l 1033]Trust on leadership is vital for efficient functioning of an organizations, tasks in hotels are complex and requires interdependence, teamwork, and sharing of knowledge. [CITATION Cuf04 \l 1033] Adopted the viewpoint that the main objective of the supervisor is to support and serve employees which lead to high level of engagement among employees.

Pay and Benefits

[CITATION Tow03 \l 1033] Study indicated that pay and benefits primarily attracts employees to the organization and is somewhat important in retention, of employees but clearly to a lesser extent. Benefits and compensation have been an area of concern for the HR managers who have often reported about it being a major factors influencing turnover intentions of employees.

Work Performance

[CITATION Sei06 \l 1033] Noted that information about work performance frequently leads in engaging employees. Considerable empirical evidence is available for a positive association between engagement and performance. [CITATION Adh09 \l 1033] Found that work related issues have the highest impact on the attrition followed by employer related issues and the skill of employees.

Recognition of work

[CITATION Ble13 \l 1033] Survey findings suggest that creating an environment which supports high performance was though the least favorable but had the strongest correlations with employee engagement. According to [CITATION Kel14 \l 1033] even just remembering to thank the employees about their work might be enough to make employees feel recognized and therefore increase the engagement level.

Length of service

Despite the strong relationship between seniority and engagement, a consistent finding have been found which states that the engagement levels decline as length of services increases(IES, 2003; IES, 2009). [CITATION Hew04 \l 1033]found that at most company's employee engagement declined after two years, and then, gradually increased after six to nine years.

Communication

The employees who receive more communication from their supervisors and the senior management are highly engaged as compared to those with less frequent communication [CITATION Wat07 \l 1033]. Poor communication often results to low employee engagement, as the employees feel they are not able to build trust with the organisation [CITATION Kee15 \l 1033].

Training

Training and development expands the individual performance which have an important impact on the employee engagement [CITATION Kea95 \l 1033]. Training and development nurture confidence, motivation and the sense of hard work among employees thereby enhancing engagement.

Decision Making/ Empowerment

[CITATION Rob06 \l 1033] Envisages that there is a problem of under-utilization of employees in the organization because they are not involved in the decision making process which are work based.

[CITATION Law06 \l 1033] Predict that for a high-involvement work practice to be effective in a positive manner, the employees should be provided with authority which leads to engagement.

OBJECTIVES

- To examine perception of employees on employee engagement in the four and five star hotels located in Kolkata.
- To analyze the demographic factors and their effect on employee engagement.
- To provide suggestions to improve employee engagement in the study units.

METHODOLOGY

The study was conducted with the help of questionnaire to the employees of two hotels at Kolkata. A total of 120 questionnaires were been distributed among all the departments of the hotel. The primary data was collected from the hotel employees, only 98 questionnaires were taken for the study as some questionnaire were either incomplete or had some errors. The employees were asked to rate in a 5 point Likert scale the various characteristics which impact the engagement of the employees.

OBSERVATION AND ANALYSIS

The data collected was analyzed with help of SPSS. The various demographic factors such as age, gender, marital status, education qualification, departments, designation and star category of the hotel was considered for the study as in Table 1

TABLE NO 1
PROFILE OF THE RESPONDENTS

Demographic Profile	Percent (Frequency in Bracket)
Gender	
Male	72.40 (71)
Female	27.60 (27)
Marital Status	
Married	44.00 (44)
Unmarried	56.00 (56)
Age	
20-25 Yrs	27.6 (25)
26-30 yrs	36.7 (36)
31-35 yrs	11.2 (11)
36-40 yrs	9.2 (9)
Above 40 yrs	15.3 (15)
Designation	
Manager	30.9% (30)
Supervisors	18.6 % (18)
Others	50.50 (49)
Educational Qualification	
Upto H.Sc	9.1 (9)
Diploma	44.4 (44)
Graduates	34.3 (35)
Post Graduate	11.1 (11)
Departments	
Food Production	29.3 (29)
Housekeeping	3.0 (3)
Front Office	8.8 (9)
Food and Beverage Service	12.7 (13)
Others	45.5 (45)
Hotel	
5 Star	33
4 Star	69

The descriptive statistics were taken for all the statements and their mean and standard deviation presented in Table 2. The results of mean value is between 4.37 to 3.79. The lowest mean value is for the statement considering the opinion and suggestions of the employees in decision making process which states that it has a very less impact on the employees. The highest mean value is found to be for the statement that individual feel proud to work.

**TABLE NO 2
DESCRIPTIVE STATISTICS**

S.No	Statements	Mean (Standard Deviation)
1.	Producing quality work is a top priority within the organisation	
2.	Proper training is been given on how to do a particular job	
3.	Employees in the organisation are helpful when I have problem	
4.	All employees are treated with respect	4.24 (1.0)
5.	My opinion and suggestions are considered in decision making	3.99 (0.9)
6.	process	4.19 (1.1)
7.	The organisation has a good reputation as an employer	4.13 (1.1)
8.	My supervisor creates a motivating and energising work place	3.79 (1.0)
9.	The organisation goals and objectives provide meaningful	4.30 (0.9)
10.	direction to me	4.28 (1.0)
11.	I have been recognised for my work	3.93 (1.2)
12.	I am satisfied with organisation overall benefits and salary	4.17(0.9)
13.	package	3.44 (1.2)
14.	The department /section provides the best product or service to	4.19 (0.9)
15.	the guest	3.91 (1.0)
16.	Have opportunity in the organisation to advance & take greater	4.06(0.9)
17.	responsibility	4.21(1.1)
18.	Managers and supervisors let me know how well I am doing my	4.07(1.2)
19.	job	3.82 (1.0)
20.	I feel enthusiastic and look forward to going to work	4.07 (0.9)
21.	I feel energetic at my work	3.99 (1.2)
22.	Proper technology, tools and resources allow me to deliver the	4.37 (0.9)
23.	best	4.02 (1.1)
	The work location is convenient to me	4.31 (0.9)
	My job is very challenging	4.03 (1.0)
	I am proud of the work that I do	4.14 (1.1)
	I will recommend individuals to the organisation I am working	
	Being member of the organisation is exciting for me	
	I feel personally attached to my work organisation	
	There is a proper line of communication	

An independent t- test was done for the respondents as there were both male and female employees in the sample size which concluded that statistically significant difference was found between the genders for the statement opinion and suggestion are been considered for decision making as in Table 3. Oneway ANOVA is used to analysed the role of education, and it has been also found to increase the engagement of the individuals as post graduate employees have increase engagement levels. Age does not have a significant impact on the perception of employee engagement among the respondents.

TABLE NO 3
EMPLOYEES PERSONAL CHARACTERISTICS AND THEIR PERCEPTION ON
EMPLOYEE ENGAGEMENT

<u>SL.No</u>	Statements	Gender (t-statistic)	Age (F Ratio)	Education (F Ratio)	Marital Status (t-statistic)
1.	Producing quality work is a top priority within the organisation	0.571	0.751	1.810	1.492
2.	Proper training is been given on how to do a particular job	-0.455	0.929	3.764*	0.868
3.	Employees in the organisation are helpful when I have problem	-0.321	0.397	4.007*	1.116
4.	All employees are treated with respect	-0.049	0.638	1.243	2.000*
5.	My opinion and suggestions are considered in decision making process	-0.892	1.295	3.941*	1.035
6.	The organisation has a good reputation as an employer	-1.447	1.410	3.852*	1.247
7.	My supervisor creates a motivating and energising work place	0.241	0.927	2.136	1.847
8.	The organisation goals and objectives provide meaningful direction to me	-2.484*	0.824	5.703**	0.872
9.	I have been recognised for my work	-0.597	0.334	2.615*	0.708
10.	I am satisfied with organisation overall benefits and salary package	0.307	0.397	1.283	1.065
11.	The department /section provides the best product or service to the guest	-0.042	0.289	4.304*	0.005
12.	Have opportunity in the organisation to advance & take greater responsibility	-0.491	0.543	2.402	0.139
13.	Managers and supervisors let me know how well I am doing my job	-1.302	0.462	4.640*	0.725
14.	I feel enthusiastic and look forward to going to work	-0.362	0.277	1.763	0.021
15.	I feel energetic at my work	-0.579	0.097	1.866	-0.088
16.	Proper technology, tools and resources allow me to deliver the best	-0.651	0.283	2.081	0.527
17.	The work location is convenient to me	-0.078	1.995	2.437	1.117
18.	My job is very challenging	-1.140	1.140	0.997	0.321
19.	I am proud of the work that I do	-0.762	1.291	4.159*	1.174
20.	I will recommend individuals to the organisation I am working	-1.367	0.156	4.447*	-0.340
21.	Being member of the organisation is exciting for me	-0.213	0.408	3.143*	-0.107
22.	I feel personally attached to my work organisation	-1.402	0.246	4.266*	-0.448
23..	There is a proper line of communication	-0.549	1.115	4.475*	0.784

* Significant at 5%, ** Significant at 1%.

FINDINGS AND DISCUSSIONS

The findings of the research are in the line with the earlier researchers [CITATION Zen09 \l 1033] which suggest that higher level of education increases the engagement level of the employees. Age was found to be influencing engagement levels [CITATION Pit08 \l 1033 \m Sch03] but the findings of us differ as age does not having a statistically significant role in engaging the employees of the hotel. Poor Communication[CITATION Kee15 \l 1033] lead to low engagement level but the findings do not show a significant difference. Research by[CITATION Mas81 \l 1033] suggested that unmarried individuals were less engaged but the findings of the hotel employees do not align by it. On gender perspectives [CITATION CIP10 \l 1033 \m Pit08] findings suggest that the percentage of women engagement is higher as compared to the male which also was not found to be significant. The research findings have found that women in the organisation are clear with the goals and objectives of the organisation as compared to the men, which suggests that the male employees should also be briefed well about their goals and objectives for their future prospective in the organization.

LIMITATIONS OF THE STUDY

The sample size was quite small and only two hotels were been considered for the study. The results may vary if more individuals were surveyed. The data was collected once only with no longitudinal study been done which may have an impact on the employees of the organization.

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