

**A Study on Determinants of Employee Engagement in Hotel  
Industry in Coimbatore**

By

**PRIYADHARSHINI.S**

**16PTA010**

Thesis Submitted To

**Avinashilingam Institute for Home Science and Higher Education for  
Women, Coimbatore – 641043**

In Partial Fulfilment of the Requirement for

**Master Degree**

**In**

**MASTER OF BUSINESS ADMINISTRATION  
(TOURISM AND TRAVEL MANAGEMENT)**

**April, 2018**

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# **INTRODUCTION**

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## CHAPTER 1 - INTRODUCTION

### 1.1 TOURISM

Tourism is a travel for pleasure; also the theory and practice of touring, the business of attracting, accommodating, and entertaining tourists, and the business of operating tours. Tourism may be international, or within the traveller's country. The World Tourism Organization defines tourism more generally, in terms which go "beyond the common perception of tourism as being limited to holiday activity only ", as people "travelling to and staying in places outside their usual environment for not more than one consecutive year for leisure, business and other purposes".

Tourism is now a global industry involving hundreds of millions of people in international as well as domestic travel each year. The World Tourism Organization (2015) estimates that *international tourist arrivals grew by 4.4 percent in 2015 to reach a total of 1,184 million in 2015*, this amounts to approximately 12 percent of the of the world's population. Tourism comprises of temporary movement of people to destinations outside of their normal places of work and residence, the activities undertaken during the stay in those destinations and the facilities created to cater to their needs. Tourism is multi-dimensional and can be compartmentalized in a number of ways. There are two major variables such as origin-destination relationship and the motivation for travel. Tourism can be divided into four categories such as international tourism, internal tourism, domestic tourism and national tourism. Major reasons for tourist travel are escape, relaxation, play, strengthening family bonding, prestige, social interaction, educational opportunity, self-fulfillment and shopping. Tourism plays a vital role in leisure and travels for predominantly recreational or leisure purposes, and also refers to the provision of services.

Tourism involves an overnight stay away from the normal place of residence. It includes "travel" and "stay" in the place outside the usual environment. Tourism includes transportation, accommodation and entertainment. There are different types of tourism like adventure tourism, cultural tourism, medical tourism, sports tourism, water tourism, wild life tourism, space tourism etc. It is rightly said that, "All tourism is travel but all travel is not tourism". Tourism is related to pleasure, holidays, travel and going or arriving somewhere. It involves movement of people to, and their stay at various destinations.

Today, tourism is a major source of income for many countries, and affects the economy of both the source and host countries. In some cases tourism is of vital importance,

due to the income generated by the consumption of goods and services by tourists, the taxes levied on businesses in the tourism industry, and the opportunity for employment and economic advancement by working in the industry. Travel activity of the foreign tourist brings a lot of money to the countries where they travel. Hence, tourism has become a source of income for the countries, it is now developing as a great and booming industry. Besides, India wants to earn foreign exchange in order to strengthen the financial position (Mathieson and Wall, 1992). Not only does it make significant contribution to the foreign exchange earnings, employment, income generation and regional development but it also helps in the overall development of that area Tourism is as such a part of socio-economic development as any other related activity.

## **1.2 HOSPITALITY**

The hospitality industry is a broad category of fields within service industry that includes lodging, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. The hospitality industry is a multibillion-dollar industry that depends on the availability of leisure time and disposable income. A hospitality unit such as a restaurant consists of multiple groups such as facility maintenance and direct operations (servers, housekeepers, porters, kitchen workers, bartenders, management, marketing, and human resources. Usage rate, or its inverse "vacancy rate", is an important variable for the hospitality industry. The hospitality industry is a broad category of fields within service industry that includes lodging, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry.

Usage rate, or its inverse "vacancy rate", is an important variable for the hospitality industry. Just as a factory owner would wish a productive asset to be in use as much as possible (as opposed to having to pay fixed costs while the factory is not producing), so do restaurants, hotels, and theme parks seek to maximize the number of customers they "process" in all sectors. This led to formation of services with the aim to increase usage rate provided by hotel consolidators. Information about required or offered products are brokered on business networks used by vendors as well as purchasers.

Among other things, hospitality industry players find advantage in old classics (location), initial and ongoing investment support (reflected in the material upkeep of facilities and the luxuries located there in), and particular themes adopted by the marketing

arm of the organization in question. Also very important are the characteristics of the personnel working in direct contact with the customers. The authenticity, professionalism, and actual concern for the happiness and well-being of the customers that is communicated by successful organizations is a clear competitive advantage.

The hospitality industry is the industry that is responsible for providing primarily food services and accommodations in places such as hotels, resorts, conference centers and theme or amusement parks. The catering industry, which overlaps with the hospitality industry, primarily provides food services to institutions (such as schools, hospitals, or governmental operations), private industry (such as corporate cafeterias or motion picture studios), and private parties. And also in a much broader view, non-commercial institutions provide food and lodging.

The hotel industry is service business conducting another significant branch in the economic development of the country. The hotel industry associates with many types of industries, such as the tourist industry, the transportation industry, and the food servicing industry and it is inter linked. It is apparent that every country emphasizes on the significance of this kind of industry, with a belief that this is a source for employment, disseminating the income of the country, developing the country's progression.

### **1.3 HOTEL INDUSTRY**

Hotel refers to all places constituted to receive the payment from travelers or people who quest for lodging or temporary stay (Daengroj, 2001). The word 'Hotel' in the Longman Dictionary of American English (1983) gives a definition of "a building where people can stay, in return for payment". This refers to a place where people can stay through payment. Sethaputra (2002) gives the definition that the word 'hotel' refers to the big hotel, the mansion, or the government offices, such as Hotel de Ville.

The hospitality industry can be broadly defined as the collection of organizations comprising of hotels and other accommodation, holiday centers and villages, youth hostels, other holiday and short-stay accommodation, camping grounds, recreational vehicle parks and trailer parks, licensed and unlicensed restaurants, take-away food shops and mobile food stands, event catering activities, and public houses and bars (Hawkins and Bohdanowicz, 2012). These organizations provide a warm, friendly and generous reception and treatment to the guests, visitors, and strangers. There are several challenges and opportunities for the hospitality businesses.

First, tourist motivation is changed a lot and these changes influence the way the offer is being presented to clients. In last ten years, much more tourists have opted for health holidays and for holidays for the intellectually active (Ban, 2007). They use their free time for learning new skills, visiting museums, art galleries, and places of cultural importance. Ecotourism or "green tourism" is now gaining interest too. Reasons to travel are not simplistic. Tourists require increasingly more unique and sensational tourism products that include exploring social, biotic and optimized experience. Motivations such as the desire to relax, rest, and stay inactive are now replaced with the desire to discover new places, to meet people, and to learn new experiences. Increasingly, more tourists want holidays that stimulates mentally (Ban, 2007).

Second, worldwide there is an "aging population" a tendency to be considered in creating packages for the segment of population of 50-70 years. In this segment, tourists have more free time and eager to travel. Some of them have average to high income, and willing to pay a significant amount of annual income for tours in major cities of the world Olimpia (2007).

With such a large potential market, it is projected to grow steadily in the next twenty years. It seems that new products and marketing strategies to delight senior travelers ought to become part of the strategic planning process in hospitality industry (Moschis, 1992).

The word 'hotel industry' can be concluded as the business administration pertaining to the lodging, put up to receive payments from travelers or the people who seek for a temporary stay, with services on the food, drink, and a systematic control on the particular administration.

### **1.3.1 CHARACTERISTICS OF HOTEL**

The hotel compared to other establishment has certain specific characteristics, which makes it distinct and some of these are a hotel which is a fixed, immobile installation, a building. It is a lodging open to public, accessible to all except to minors or unaccompanied children for reason of public morality. It is an enterprise which sells goods and services requiring payment of the price necessary to reimburse general costs and realize an adequate profit. Financial autonomy is a characteristic trait of hotel enterprise. In certain countries state loans, grants or subsidies and benefits are granted to encourage hotel activity to help it become more profitable. It should be able to provide individual services for a person as well as for a family or a group. It provides uniform overall services of average or superior quality, rooms with or without bath, meals at various prices, thy-cleaning, laundry, sale of picture post cards and souvenirs tobacco and drink.

### **1.3.2 HOTEL DEPARTMENTS**

An attempt is made to give bird eye view of different types of departments of hotel as follows:

#### **a. The Kitchen or Food Production of Hotel**

This department caters various aspects relating to food in a hotel. To illustrate, hotels offers 24x7 coffee shops to the hotel guests.

#### **b. Engineering**

This department 24x7 deals with technical problems likely to be faced by the hotels such as TV or A/C and other equipments. The maintenance staff looks after the immediate repairs in the hotel.

#### **c. Front Desk**

It creates long lasting impression on hotel guest and should therefore be equipped with young and energetic hotel staff to serve them by 24x7. Their task is to make the stay of the hotel guests comfortable by providing required assistance such as business support services, use of Internet, and in few cases to provide even safety lockers to the hotel guests.

#### **d. Housekeeping**

The housekeeping is available 24x7 for hotel guest, making their bedroom, bathroom, clean and comfortable. They should also offer services such as laundry services, daily room cleaning services as the case may be.

#### **e. Food and Beverage Service**

It delivers services to hotel guests in his or her room or at the restaurants or banquets and or in the conference rooms as the case may be.

#### **f. Travel Desk**

They arrange for daily travel, ticket booking, approval of ticket, and other assistance for exploration and shopping to the stairs of hotel which differs as per the requirement of guests.

#### **g. Health Club/ Physical fitness centre**

It comprises of various facilities comprising of gyms, swimming pool, health club, beauty parlor, saloon, billiards, pool and other facilities for the guests.

#### **h. Space for Parking**

In star category of hotels facilities like space for vehicle parking, space for restaurant is provided for the comfort of the hotel guest, so that they can get the things in hotel itself.

### **1.3.3 TOURISM AND HOSPITALITY INDUSTRY IN INDIA**

The terms tourism and hospitality are co-related and grouped together as a single industry. However these both hospitality and tourism industries are viewed as two individual sectors. There exist overlapping between these two. Tourism is defined as the persons travel and goes for the places outside of their usual environment for less than one year to accomplish their business purpose and for leisure; they are not employed there on visiting places(Ban, 2007).

The Indian tourism and hospitality industry has emerged as one of the key drivers of growth among the services sector in India. The tourism and hospitality industry is expected to generate 13.45 million jobs across sub-segments such as restaurants (10.49 million jobs), hotels (2.3 million jobs) and travel agents/tour operators (0.66 million). The Ministry of Tourism plans to help the industry meet the increasing demand of skilled and trained manpower by providing hospitality education to students as well as certifying and upgrading

skills of existing service providers. The Indian tourism and hospitality industry has materialized as one of the key drivers of growth among the services sectors in India. It contributes to 6.23 percent to the National's GDP and 8.78 percent of the total employment in the country. Constant transformation, functional growth and improving standards have gained the hospitality industry in India all over the world.

#### **1.4. EMPLOYEE ENGAGEMENT**

Employee engagement first appeared as a concept in management theory in the 1990s, becoming widespread in management practice in the 2000s, but it remains contested. It stands in an unspecified relationship to earlier constructs such as morale and job satisfaction. Despite academic critiques, employee-engagement practices are well established in the management of human resources and of internal communications.

Today's challenge is not only just retaining talented people, by fully engaging them, to capturing their minds and hearts at each stage of their work lives. In recent years, the term "employee engagement" is a fundamental role on organizational effectiveness (Saks, 2006). This is gaining popularity because it poured significance impact on employee outcomes, explaining a rich level of involvement, passion and enthusiasm for work. Employee engagement is firstly introduced by Kahn (1990) that "harnessing of organization members' selves to their work roles in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." According to Saks (2006) employee engagement is making sure the energies and interests of employees are aligned with the organization's goals, releases unrestricted efforts and delivers the aspirations of the organization by creating an emotional relationship with employees. Basically, when the employees are satisfied with their current jobs they will be happy and have the willingness to contribute into that organization all the time.

The organizations with engaged employees is seen to improve their working environment and increases the work productivity and quality. Increase in employee engagement levels leads to increase in company's profitability. The organizations keep conducting on employee engagement surveys from time to time so that they can design or redesign the policies and implement key changes in order to increase the productivity and efficiency of employees. Besides that, it will assist them in retaining the best talent within the organization. In other words, organizations have to get their employees feel to commitment with them.

Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude towards the organization and its values. An organization with "high" employee engagement might therefore be expected to outperform those with "low" employee engagement

Employee engagement today has become synonymous with terms like 'employee experience' and 'employee satisfaction'. The relevance is much more due to the vast majority of new generation professionals in the workforce who have a higher propensity to be 'distracted' and 'disengaged' at work. A recent statistic by Inspire One suggests that employees today are more likely (83%) to be involved in an employee listening program than ever before. Every year, the employee engagement awards provide a platform to recognize excellence in engagement.

Employee engagement is the thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.' Thus employee engagement is a barometer that determines the association of a person with the organization

Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his / her job. Furthermore engagement entails the active use of emotions.

### **1.4.1 ASPECTS OF EMPLOYEE ENGAGEMENT**

Three basic aspects of employee engagement according to Kahn in 1990 the global studies are:-

- The employees and their own unique psychological makeup and experience
- The employers and their ability to create the conditions that promote employee engagement
- Interaction between employees at all levels.

Thus it is largely the organization's responsibility to create an environment and culture conducive to this partnership, and a win-win equation.

### **1.4.2 CATEGORIES OF EMPLOYEE ENGAGEMENT**

According to the Gallup, the Consulting organization there are there are different types of people:- Engaged--"Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They are naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.

According to Gallup, employee engagement isn't binary. There are actually three classifications; engaged, not engaged, and actively disengaged. Engaged employees are easy to spot as are the miserable, dissident, counter-culture folks who are actively disengaged. The silent majority who are not engaged make up over 50% of the American workforce. Sure some things are obvious – absenteeism, low energy, bad attitude, frequent use of social media, lack of enthusiasm – but few disengaged employees start out by staging a coup from their cubicle.

### **1.4.3 IMPORTANCE OF ENGAGEMENT**

Engagement is important for managers to cultivate as disengagement or alienation is central to the problem of worker's lack of commitment and motivation. Meaningless work is often associated with apathy and detachment from one's work (Thomas and Velthouse, 1970). In such conditions, individuals are thought to be separated from their selves (Seeman, 1972). Other Research using a different resource of engagement (involvement and enthusiasm) has linked it to such variables as employee turnover, customer satisfaction –

loyalty, safety and to a lesser degree, productivity and profitability criteria (Harter, et al., 2002).

An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. Some of the advantages of engaged employees are

Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success. They will normally perform better and are more motivated. There is a significant link between employee engagement and profitability. They form an emotional connection with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels. It builds passion, commitment and alignment with the organization's strategies and goals. Increases employees' trust in the organization and creates a sense of loyalty in a competitive environment. It provides a high-energy working environment. Makes the employees effective brand ambassadors for the company.

A highly engaged employee will consistently deliver beyond expectations. In the workplace research on employee engagement (Harter, et al., 2002) have repeatedly asked employees 'whether they have the opportunity to do and what they do best everyday'. While one in five employees strongly agree with this statement. Those work units scoring higher on this perception have substantially higher performance. Thus employee engagement is critical to any organization that seeks to retain valued employees. The Watson Wyatt consulting companies has proved that there is an intrinsic link between employee engagement, customer loyalty, and profitability. As organizations globalize and become more dependent on technology in a virtual working environment, there is a greater need to connect and engage with employees to provide them with an organizational identity.

## **1.5 EMPLOYEE ENGAGEMENT IN HOSPITALITY INDUSTRY**

Employee engagement is the level of commitment and involvement an employee has towards his organization and its values. It is a measureable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn & perform at work. Employee Engagement is the positive feeling that employees have towards their jobs and also the motivation and effort they put into it. Engagement is defined more completely as when employees feel positive emotions toward their work, find their work to be personally meaningful, consider their workload to be manageable, and have hope about the future of their work. Employee engagement is a condition of employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behavior. Employee engagement can be achieved through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organisational performance, lower employee turnover and better health.

## **1.6 EFFECT OF EMPLOYEE ENGAGEMENT IN INDIAN HOSPITALITY INDUSTRY**

Employee engagement is critical to any organization that seeks to retain valued employees. Without engagement, of employees at work, organization cannot survive for long period of time. To enhance the level of hospitality services for the tourists, the Ministry of Tourism Government of India has introduced the concept of “Atithi Dev Bhawan” for providing better hospitality services. If the employee in hospitality sector is engaged towards the job, definitely they will provide better hospitality to the guest. Some of the effect of employee engagement on hospitality industry is listed below:-

- Engaged employees will stay in the organization and care about its products and services.
- They are well motivated towards hospitality and services.
- Engaged employees creates emotional attachment with the guest and the guest is also get connected with the organization and comes again and again.
- Engaged employees improves customer satisfaction and service levels.
- Engaged employees provides a high-energy working environment.

## **1.7 OBJECTIVES OF THE STUDY**

- To study the perception and the mean score of variables namely, job characteristics, rewards and recognition, organization justice, perceived organizational support and employee engagement.
- To study the significant difference in the variables namely, job characteristics, rewards and recognition, organization justice, perceived organizational support and employee engagement with the demographic variables namely age, education and annual income.
- To study the significant difference in the variables namely, job characteristics, rewards and recognition, organization justice, perceived organizational support and employee engagement with the demographic variable marital status.
- To find the association between the variables namely, job characteristics, rewards and recognition, organization justice, perceived organizational support and employee engagement.
- To find the level of impact of factors namely, job characteristics, rewards and recognition, organization justice, perceived organizational support on employee engagement.

## **1.8 SCOPE OF THE STUDY**

- This study helps to find and analyze the factors of employee engagement among employees in hotel sector.
- This study helps to understand the different factors, job characteristics, rewards and recognition, organization justice, perceived organizational support and employee engagement.
- The study helps in knowing the engagement of employees in the hotel sector from high level to low level of employees.
- The study can be further extended to different geographic locations so as to understand engagement level of employees which may vary.
- The study can be beneficial for further researchers as they can understand the various determinants of employee engagement.

## **1.9 NEED FOR THE STUDY**

The employee engagement in Coimbatore is low; when it comes to hotel industries it is less when compare to other industries. This made the study interesting that the hotel industry should focus on the important factors of employee engagement. The important factors that the hotel industry should focus on are job characteristics, rewards and recognition, organization justice, perceived organizational support which influences on employee engagement.

## **1.10 LIMITATIONS OF THE STUDY**

- The research is carried out in the short span of time with the limited sample size.
- Due to the confidentiality of some information accurate response is not revealed by the respondents.
- There may be biases and prejudices of the respondents in answering the questions.
- The study is restricted to particular geographical location that is confined to Coimbatore.

## **1.11 CHAPTERISATION**

### **Chapter 1: Introduction**

The chapter includes general description of tourism, hospitality, hotel industry, characteristics of hotel, hotel departments, tourism and hospitality industry in India, employee engagement, aspects of employee engagement, categories of employee engagement, importance of engagement, employee engagement in hospitality industry, effect of employee engagement in Indian hospitality industry, objectives of the study, limitation of the study, need for the study, scope of the study.

### **Chapter 2: Review of literature**

The chapter includes the various reviews comprises the employee engagement and factors.

### **Chapter 3: Research Methodology**

This chapter describes on research design, sampling design, data collection method, questionnaire design, tools for analysis and location of the area.

#### **Chapter 4: Analysis and Interpretations**

The chapter consists of the data analysis and interpretation of the present study. The collected data is analysed using SPSS and interpretation elaborately.

#### **Chapter 5: Findings and Suggestions and Conclusion**

The chapter discusses the findings, suggestions and conclusions of the research undertaken. The chapter comprises the results and further decision and views to develop the study area.

# **REVIEW OF LITERATURE**

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## **CHAPTER 2 - REVIEW OF LITERATURE**

### **2.1 EMPLOYEE ENGAGEMENT**

Kahn (1990) defines personal engagement as the simultaneous employment and expression of a person's preferred self in task behaviours that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performances. The more engaged employees are, the more they express themselves physically, cognitively, and emotionally in their roles at work.

Engagement in this respect means being psychologically present and exerting effort during performance in an organizational role, supporting the point that engagement is emotional and intellectual commitment, and also the amount of effort or physical energy exerted in the role. In studying of employee engagement which is believed to have its roots in organizational commitment, Richman et al. (2008) state that three essential components of engagement remained consistent from the start, and they are cognitive commitment, emotional attachment, and performance. Saks (2006), on conducting a review of the various definitions of engagement in academic literature to date, arrived at the conclusion that it is defined as a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance.

Gibbons (2006) defines engagement as a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that, in turn, influences him/her to apply additional discretionary effort to his/her work.

Employee engagement defines as the cognitive and emotional commitment of an employee that manifests in physical (behavioural) form which endeavours to go above and beyond the call of duty for the success of the organization.

## **2.2 AN OVERVIEW OF EMPLOYEE ENGAGEMENT AND ITS IMPORTANCE**

MacLeod and Clarke (2009) expresses that 'will be hard to get through the recession without engaging your workforce' especially in the current economic climate. With the current economic climate organisations are looking for more ways to keep staff and employee engagement has emerged as a practice that brings substantial benefits such as profitability, higher levels of productivity, greater innovation and creativity, lower turnover and absenteeism rates, higher levels of motivation, commitment satisfaction and morale throughout the workforce.

Guest et al., (2000) advocates that when employees exceed more than the minimum requirement of the job, they are more 'engaged' and in turn contribute to the larger goals of the organisation. Employee Engagement is studied by academics, practitioners, consultancy firms and corporations alike to investigate more about the affects it can have on an organisation and its human capital.

Kahn (1990) is the first to coin the phrase of employee engagement and define it. Risher (2003) postulates that the value of the employee in the work place has come a long way since Taylor's scientific management style of merely viewing the employee as a 'cog in the wheel'. Armstrong (2009) expresses that the success of today's organisations is their ability to hold onto a skilled workforce that's inimitable and not substitutable.

Employees are an asset to an organization. Using the organization's intellectual capital has become an important source of competitive advantage (Harter 1994; Becker and Huslid2000; Buckingham and Vosburgh,2001).In the present era of talent war the employees are considered as the most valuable asset. An organization can acquire most of assets similar to its competitor but cannot copy the skill and talent of the human resources of the competitor. Now the situation is very alarming as many organizations target the pool of talented and experienced employees across the world. The employees are in very strong bargaining position as the demand increases for them. In this scenario the concept of employee engagement is very important. Engaged employees are passionate about the work they do. Passion is always accompanied by excitement, enthusiasm and productivity (Kroth and Boverie, 2013).

The engaged employees not only contribute more but also are more loyal and therefore less likely to voluntarily leave the organization. Each individual has control over the amount of discretionary effort available to organisation from him or her (Catlette and Hadden, 2001). To prosper and survive today's challenging environment there is a need of engaged employees. Now modern organisation should concentrate on human capital management. In words of Ulrich (1997), a famous HRM expert – "Employee contribution becomes a critical business issue because in trying to produce more output with less employee input, companies have no choice but to try to engage not only the body but the mind and soul of every employee". An engaged employee will consistently outperform and achieve new standards of excellence (Harter, et al., 2002).

Emotionally and rationally binding the employee to the work is the major characteristic of the employee engagement by virtue of these employee retention period increases. As a matter of fact the increase in retention period of the employee leads to cascading effect of reduction in repeated recruitment and related expenditure. Employee engagement makes employees motivated and they are passionate and enthusiastic in their involvement. When employees are passionate they can invest more energy on performance. Employee Engagement makes the employees to know how their deliverables are connected to organization's objectives and it makes them more focused on the relevant activities with full commitment. Managers can trust them and they will deliver more.

An engaged employee will exhibit not only better performance but also will be intrinsically motivated. They will have strong commitment and willingness to contribute more voluntarily. The employees themselves become strong brand ambassadors and work towards strong relationships with clients, business partners and the customers. Engaged employees take more initiative and put an extra effort in their task oriented activities and this is very important in the area like airport as it is a part of service industry which is dealing with customers (passengers) with varying culture and social backgrounds. Building loyalty across the talent base and getting everyone on board is very important and hence employee engagement.

Hellevig (2012) discusses in his research of the central idea behind employee engagement. According to him, the leaders of a company should actively make efforts to create a corporate culture of engagement and self-discipline, but he also points out the fact that there are individual differences in the capability of people to engage. No matter the

amount of effort, the activities may not bring the desired outcome. This should be taken into consideration when thinking about the outcomes of the actions taken for engaging employees.

As Lockwood (1997) states that a high level of engagement helps employees in taking initiative and pursuing learning goals. Engaged employees develop new knowledge, respond to opportunities, go the extra mile, support the company, and engage themselves in mentoring and volunteering.

Kahn (1990) suggests that for psychological engagement and organizational behaviours, the two major dimensions are emotional and cognitive engagement. To be emotionally engaged is to form meaningful connections to others and to experience empathy and concern for others' feelings. In contrast, being cognitively engaged refers to those who are acutely aware of their mission and role in the work environment.

Kahn (1990, 1992) employees can be engaged on one dimension and not the other. However, the more engaged an employee is on each dimension, the higher his or her overall personal engagement. The employees experience dimensions of personal engagement (or disengagement) during daily task performances. Engagement occurs when one is cognitively vigilant and emotionally connected to others. In other words, employees who know what are expected of them, who form strong relationships with co-workers and managers, or how in other ways experience meaning in their work, are engaged.

Melcrum (2005) asserts that although the employee engagement models are different from each other, they are largely clear and consistent with one major aspect. They all signify that getting more out of employee's potential is considered necessary for the greater good of the company and the growth of employee.

Melcrum (2005) further states that as regards a reasonable picture of what engagement look like in reality, with real people and their day to day operations that is not easy. Each company is a set of circumstances and business operating model will dictate the type of model and definition of employee engagement approach which is most appropriate.

Effrom, et al., (2003) further elaborate that what engages employees is the feeling that they are making a difference in the work that they care about; that they are working with people who share their mission and values; and that their company respects them as adults.

Saks (2006) defines employee engagement in different way and gave a distinction between two types of engagement, job engagement and organization engagement. In addition,

it is also argued and further tested that both job engagement and organization engagement are different in terms of their antecedents and consequences.

Bansal and Corley, (2012) a qualitative method is the best approach to explore strategies communication business leaders used to engage employees in communication industries located in Jackson, Mississippi. The rationale for selecting the qualitative method was to explore issues from a group or individual perspective.

Boblin, et al., (2013) a case study design is the best approach to craft a comprehensive understanding of employee engagement for increased profitability, to address the complexities of a business problem, and to formulate a framework that future researchers can explore.

Howe (2003) outlines employee engagement as “the state of emotional and intellectual involvement that workers have in an organization.” He also identifies three key behaviours that exhibit employee engagement within an organisation.

Lawson, et al., (2009) defines an employee who is engaged as 'Committed and will go above and beyond, passionate and takes personal ownership for the quality of their work, paints a positive image of the organisation and recommends it and its products/services to others, understands how their work results in meaningful outcomes and vigorously pursues the organisations goals.

Macey and Schneider (2008) notes that employee engagement is a “desirable condition, has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioural components.”

Maslach et al., (2001) study illustrates that two way communication; high quality line management, a development focus for employees and a commitment to employee's wellbeing are among the top drivers of employee engagement within organisations. Further it is noted that recognition and rewards along with a system that is fair and just are additional factors that drive employee engagement.

Harter et al., (2002) noted that one of the defining elements of employee engagement is the actionable quality of the measured concepts. In other words, employee engagement is related to meaningful business outcomes and many of the core issues of engagement are ones over which managers can have substantial influence. High levels of satisfaction and employee engagement are positively correlated with customer satisfaction, profitability,

productivity, and safety outcomes. On average, business units that had employee scores in the top quartile range on the engagement scale had a one to four percent higher profitability. Additionally, businesses who scored in the top quartile on engagement boasted lower turnover percentage rates.

Harter et al., (2002) employee engagement is the necessity for the hospitality industry. It is the latest human resources practice which is implemented by each and every organization, not only to increase their productivity and profitability, but also to reduce employee turnover.

Kahn (1990) the first academic researcher coins and defines 'employee engagement' and defines that it is level of commitment and involvement of the employees towards their organization and its value.

Shaufeli et al., (2002) defines employee engagement as the level of commitment, involvement and passion as "positive, fulfilling the work related a state of mind that is characterized by vigor, dedication and absorption".

Howe (2003) outlines employee engagement as "the state of emotional and intellectual involvement that the workers have in an organization." He also identifies three key behaviours that exhibit employee engagement within an organization.

According to Aswathappa (2005) engagement is a way through which employees working together are helped and motivated to achieve and develop their technical, managerial and behavioural knowledge, skills and abilities in achieving the organizational objectives and goals.

Konard (2006) advocates that engagement is reflected when employees express themselves physically, cognitively and emotionally with their work and organization.

Saks (2006) says engagement is said to be more than an attitude. Engagement is, psychologically, cognitively and behaviourally employed by the individual in their role. Glen (2006) advocates that the management team clearly communicated is meaningful to move forward to set a plan for organise the company's main element surrounded by a high restricted atmosphere especially on employee engagement, development of quality culture and talent retention.

## 2.3 DRIVERS OF EMPLOYEE ENGAGEMENT

According to Robinson (2006), employee engagement can be achieved through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health. The experience of engagement is described as a fulfilling, positive work related experience and state of mind (Schaufeli and Bakker, 2004), and is found to be related to good health and positive work affect (Sonnentag, 2003).

Saks (2006) and Maslach et al., (2001) made little empirical research on the factors that predict employee engagement, and it is possible to identify a number of potential drivers from model.

Swaminathan and Aramvalathan (2013) research paper entitled “Employee Engagement of Managerial Staff in Hospitals – An Indian pilot study” focuses on different drivers of employee engagement namely: (i) job characteristics (ii) rewards and recognition (iii) organization justice (iv) perceived organizational support. Their study indicates that employee engagement is an antecedent of job involvement.

West (2005) argues that when individuals feel positive emotions, they are able to think in a more flexible, open-minded way and are also likely to feel greater self-control, cope more effectively and be less defensive in the workplace. They found that, engaged employees are less likely to leave the job.

Employee engagement positively influences their attitude towards work and their self development as well. However, engagement is an individual-level construct and it does lead to business results, and also individual-level outcomes.

The Gallup Organization (2004) found critical links between employee engagement, customer loyalty, business growth and profitability. International Survey Research (2004), the international research consultancy, completed a major survey into the nature and causes of employee engagement and how companies can improve engagement to enhance business performance. The survey is conducted across ten of the world’s largest economies -Australia, Brazil, Canada, France, Germany, Hong Kong, the Netherlands, Singapore, the UK and the USA, involving nearly 160,000 employees from across a broad spectrum of industries. The research demonstrates that one size does not fit all when it comes to motivating employees to engage with their company and work.

Avery, et al., (2007) says that the interplay between satisfaction with older co-worker and employee engagement is analyzed. It is found that satisfaction with one's co-workers is related significantly to engagement.

Dicke, et al., (2007) in his research tries to find out what exactly employee engagement is, keeping in mind the confusion and misdirection associated with it. Highlights that employee engagement is a way through which an organization increases commitment and efficiency of its employees to achieve the organizational goals.

Oliver and Rothmann (2007) finds that engagement of the employee is a situation in which the employee is dedicated to his or her best possible performance at work and is confident of his or her effectiveness.

Haid and Sims (2008) reports that engaged employees understand the value of ensuring a positive customer experience and are more likely to demonstrate their commitment by delivering high quality products and services.

Kular (2008) says that the organizations with high levels of employee engagement report positive organizational outcomes.

Baldev and Anupama (2010) employee engagement has generated a great deal of attention among many human resource practitioners, business entrepreneurs and academic researchers across the globe.

Zinger (2010) defines that "employee engagement is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy and transform the work connections into final results".

Mani (2011) elucidates that an engaged employee is fully aware with the business environment and works with the help of other employees to improve the performance within the job for the benefit of the organization.

Watson (2011) stresses the importance of measuring employee engagement to ensure consistent levels throughout the work place; this is usually done through employee engagement surveys, questionnaires and one-to-one interviews along with daily diary research.

Lupfer (2012) highlights that employee engagement is concerned with the employees who positively engage not only the customers, but also with everything about the business where they are employed.

Boblin et al., (2013) a case study design is the best approach to craft a comprehensive understanding of employee engagement for increase profitability, to address the complexities of a business problem, and to formulate a framework that future researchers can explore.

Kroth and Boverie (2013) the employees are in very strong bargaining position as the demand increases for them. In this scenario, the concept of employee engagement is very important. Engaged employees are passionate about the work they do. Passion is always accompanied by excitement, enthusiasm and productivity.

Cattermole and Johnson (2014) educates that engaged employees are motivated to contribute to their knowledge, skills and abilities to help their organization succeed, defines that “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 to enhance their own sense of wellbeing.”

Boblin, et al., (2013) further, researchers use a case study design to explore a single location or specific case for understanding strategies for employee engagement and organizational profits.

Truss et al., (2014) says that the concept of employee engagement has caught the imagination of practitioners and of academics however much debate continues in the academic community concerning the exact meaning of employee engagement and its consequences.

Siddhanta and Roy (2010) carries out an empirical study on “Employee Engagement - Engaging the 21st Century Workforce”, observes that different factors of employee engagement such as: employee performance, productivity, safety, attendance and retention, customer service and satisfaction, customer loyalty and probability lead to business success. It is, therefore, crucial for the management to keep the employees engaged so that the net worth of the shareholders can be optimized. However, the study further emphasized about the significance of the corporate culture that is expected to have a greater influence on employee engagement.

Parida and Hota (2011) research paper on “Employee engagement: A study at NTPC, Kanhia” narrates how employee engagement is critical in ensuring success and sustainability of the organization in challenging times.

Harter, et al., (2002) interview “Business-Unit-Level Relationship Between Employee Satisfaction, Employee Engagement, and Business Outcomes: A Meta-Analysis”, Generalizable relationships large enough to have substantial practical value were found between unit-level employee satisfaction– engagement and these business-unit outcomes. One implication is that changes in management practices that increase employee satisfaction may increase business-unit outcomes, including profit.

Robinson, et al., (2004) studies “The Drivers of Employee Engagement”. The first step in our research was to investigate what HR professionals understood or meant when they used the term ‘engagement’ Research shows that committed employees perform better. Analysis of the NHS case study data indicates that opinions about, and experiences of, many aspects of working life are strongly correlated with engagement levels. However, the strongest driver of all is a sense of feeling valued and involved.

Saks (2006) in his research “Antecedents and consequences of employee engagement” surveyed 102 employees in a variety of industries and in one study tested a model of antecedents and consequences of job and organizational engagement. This study provides one of the first empirical tests of the antecedents and consequences of employee engagement and makes a number of contributions to this new and emerging area.

Sweem (2009) the study titled as “Leveraging Employee Engagement through a Talent Management Strategy: Optimizing Human Capital through Human Resources and Organization Development Strategy in a Field Study”. This field study explores how talent management and employee engagement are defined and investigates how a talent management strategy affects employee engagement within a US service unit of a coatings/chemical company.

## **2.4 FACTORS OF EMPLOYEE ENGAGEMENT**

The factors of employee engagement are job characteristics, rewards and recognition, organization justice, perceived organizational support.

#### **2.4.1 JOB CHARACTERISTICS**

Psychological meaningfulness involves a sense of return on investments of the self-inrole performances (Kahn, 1992). According to Kahn (1990, 1992), psychological meaningfulness can be achieved from task characteristics that provide challenging work, variety, allow the use of different skills, personal discretion, and the opportunity to make important contributions. This is based on Hackman and Oldham's (1980) job characteristics model and in particular, the five core job characteristics (i.e. skill variety, task identity, task significance, autonomy, and feedback). In fact, job characteristics, especially feedback and autonomy, have been consistently related to burnout (Maslach et al., 2001). From a SET perspective, one can argue that employees who are provided with enriched and challenging jobs will feel obliged to respond with higher levels of engagement.

#### **2.4.2 REWARDS AND RECOGNITION**

Kahn (1990) reports that people vary in their engagement as a function of their perceptions of the benefits they receive from a role. Furthermore, a sense of return on investments can come from external rewards and recognition in addition to meaningful work. Therefore, one might expect that employees' will be more likely to engage themselves at work to the extent that they perceive a greater amount of rewards and recognition for their role performances. Maslach et al. (2001) have also suggested that while a lack of rewards and recognition can lead to burnout, appropriate recognition and reward is important for engagement. In terms of SET, when employees receive rewards and recognition from their organization, they will feel obliged to respond with higher levels of engagement.

#### **2.4.3 ORGANIZATIONAL JUSTICE**

The safety dimension identified by Kahn (1990) involves social situations that are predictable and consistent. While distributive justice pertains to one's perception of the fairness of decision outcomes, procedural justice refers to the perceived fairness of the means and processes used to determine the amount and distribution of resources (Colquitt, 2001; Rhoades et al., 2001). A review of organizational justice research found that justice perceptions are related to organizational outcomes such as job satisfaction, organizational commitment, organizational citizenship behaviour, withdrawal, and performance (Colquitt, et al., 2001). However, previous research has not tested adequately relationships between fairness perceptions and employee engagement. <sup>21</sup> The effect of justice perceptions on various outcomes might be due in part to employee engagement. In other words, when

employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles by giving more of themselves through greater levels of engagement.

#### **2.4.4 PERCEIVED ORGANIZATIONAL SUPPORT**

Psychological safety involves a sense of being able to show and employ the self without negative consequences (Kahn, 1992). An important aspect of safety stems from the amount of care and support employees' perceive to be provided by their organization as well as their direct supervisor. In fact, Kahn (1990) found that supportive and trusting interpersonal relationships as well as supportive management promoted psychological safety. Supportive environments allow members to experiment and to try new things and even fail without fear of the consequences (Kahn, 1990). Social support is also one of the conditions in the Maslach et al. (2001) model and a study by Schaufeli and Bakker (2004) found that a measure of job resources that includes support from colleagues predicted engagement. A lack of social support has also consistently been found to be related to burnout (Maslach et al., 2001). In other words, employees' who have higher POS might become more engaged to their job and organization as part of the reciprocity norm of SET in order to help the organization reach its objectives (Rhoades et al., 2001).

**RESEARCH  
METHODOLOGY**

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## **CHAPTER 3 - RESEARCH METHODOLOGY**

Research methodology is the way to systematically solve the research problem. It may be understood as a science of studying how research is done scientifically. It involves various data collection technique, the methods of analysis of data, their interpretation and final summarization. This chapter deals with the certain scientific steps for successful exhibition of the research. This chapter explains the steps and techniques adopted for achieving of the study. It includes the overall research design, the sampling procedure, data collection method and analysis procedure.

### **3.1 RESEARCH DESIGN**

Research design is a master plan that specifies the method and procedures for collecting and analyzing the information. Research design is the arrangement of conditions for collections and analysis of data in manner that aims to combine relevance to the research purpose without deviating from scientific procedure. All researches must be planned and designed properly according to the information collected and ensure it is appropriate for the particular research project. Descriptive research design is used for this study where the questionnaire is given to the respondents to gather information systematically.

#### **3.1.1 TYPE OF RESEARCH METHOD**

Descriptive research is used to describe the characteristics of objects, peoples, groups, organizations, or environments. It also addresses who, what, when, where, why and how questions. Besides, descriptive studies are conducted with a considerable understanding of the situation being studies (Zikmund et al., 2013). From the research, descriptive research is being used to evaluate the effects of job characteristic.

### **3.2 SAMPLING DESIGN**

Sampling means selecting a sample from a population. There are five steps in sampling design which are defining the population, determine the sampling frame, select sampling techniques, determine the sample size and execute the sampling process. Through these steps, it helps to identify the qualified target respondents to participate in the survey (Kuul, 1984).

### **3.2.1 STRATEGY**

In order to address the research aim the participants are selected using a non-probability sampling method.

### **3.2.2 TYPE OF UNIVERSE**

For the purpose of the study, employees of the hotel industry in Coimbatore are selected as population.

### **3.2.3 POPULATION**

Polit and Hungler (1999) refer to the population as a aggregate or totality of all the objects, subjects or members that conform to a set of specification. Population is the aggregate of all the units with specific characteristics on which the samples are drawn. All the items in any field of enquiry constitute a universe or population. Population is finite and number of items is certain. The population taken into consideration for the study consists of all employees of hotels in Coimbatore.

### **3.2.4 SAMPLE SIZE**

The sample size refers to the number of items to be selected from the universe to constitute a sample. The sample size of the study is 250 from Coimbatore in which 250 samples are collected from hotel employees in Coimbatore based hotels. There are in total 16 top most hotels in Coimbatore out of which 8 hotels are selected depicting 50 percentage which respondents the total population. The top star hotels in Coimbatore city are listed below:

(<http://www.expedia.com>)

- Hotel Kisco Grands
- Hotel CAG Pride
- Vivanta by Taj
- Aloft Coimbatore
- Hotel Alankar Grande
- Hotel Heritage Inn
- Le Meridian Coimbatore
- Radisson Blu Hotel

- Fairfield by Marriott
- Welcome Hotel
- Hotel Vijay Elanza
- Poppys Hotel
- Hotel Vijay Paradise
- Hotel Geo Grand
- Hotel Chenthur Park
- Metro Park In
- The Arcadia
- Ananyas Nest
- Jenneys Residency

The companies focused in the study are collected from Radisson Blu, Hotel Kiscol Grands, Hotel City Tower Ram Nagar, Vivanta by Taj, Le Meridian, Marriot, Grand Piazza, The Grand Residency.

### **3.2.5 SAMPLING PROCEDURE**

The sampling procedure used is random sampling. The sampling is selected randomly in and around Coimbatore hotels which served as main factor for the selection of the sampling procedures. The random sampling is a probability technique where subjects are selected because of their subjective judgment.

### **3.3 DATA COLLECTION METHOD**

Data is the most valuable information that collected by the researchers from the respondents and those of the data will be used to answer the hypothesis and research questions. Structure questionnaire are used in the study which comprises the factors of employee engagement as recommended by (Kombo and Tromp, 2006).The primary data is collected through a structured questionnaire. The questionnaire consists of a variety of questions that are consistent with the objectives of the research. Primary data those collected are fresh for the first time and thus happen to be original in characters. The questionnaire is considered as the heart at the survey opinion. Thus the primary data is collected as structured questionnaire and multiple choice questions in this study. It covers in and around Coimbatore.

## **3.4 DATA COLLECTION**

### **3.4.1 QUESTIONNAIRE DESIGN**

Questionnaire in this research consists of three major sections: Part A, Part B and Part C. Part A is asking about the respondent's demographical information such as gender, age, race, educational level and years of employment. The purpose of the demographical information is to have a better understanding on the varied nature of respondents.

Whereas, Part B carries questions that deals with job characteristic, reward and recognition, organization justice, and perceived organizational support and Part C carries questions of employee engagement.

### **3.4.2 CONSTRUCT MEASUREMENT (SCALE)**

Likert's scale are often used in psychology questions and typically involved offering a response that ranges from strongly disagrees to strongly agree. Likert's scale is used to collect the responses and the opinions of respondents in the questionnaire. The scale is administered in the following way: Strongly Agree 5, Agree 4, Neutral 3, Disagree 2, and Strongly Disagree 1.

### 3.5 RELIABILITY

Reliability measures the overall consistency of the items that are used to define a scale. Reliability analysis allows studying the properties of measurement scales and the items that compose the scales. Model- Alpha (Cronbach) is the most popular.

**Table – 3.1 - Reliability**

<b>SI. NO.</b>	<b>Factors</b>	<b>Cronbach's Alpha</b>
1.	Job characteristics	0.692
2.	Rewards and recognition	0.830
3.	Organization justice	0.759
4.	Perceived organizational support	0.663
5.	Employee engagement	0.719
Overall reliability		0.653

Cronbach's alpha developed by Lee Cronbach in 1951 is the most common form of internal consistency reliability coefficient. Higher values of alpha are more desirable. The Cronbach's Alpha of factor Job characteristics (0.692), Rewards and recognition (0.830), Organization justice (0.759), Perceived organizational support (0.663), Employee engagement (0.719) some professionals as a rule of thumb, require a reliability or 0.06 or higher before they will use an instrument. From the above Table 3.1, it is found that overall the reliability value (0.653) is accepted because the reliability values for all the factors are greater than 0.6. This shows that the collected data is reliable and valid. Hence the instrument is reliable.

### 3.6 TOOLS FOR ANALYSIS

The statistical analysis is done through SPSS 16.0 version. The tools used in analysis are

- Percentage Analysis
- T Test
- ANOVA
- Coefficient Correlation
- Regression
- Descriptive statistics

#### 3.6.1 PERCENTAGE ANALYSIS

A frequency is a distribution generally a frequencies issued for looking at detailed information on nominal (category) data and describing the results. It is used to obtain counts on a single variable values.

$$\text{PERCENTAGE} = \frac{\text{Number of respondents}}{\text{Total number of samples}} * 100$$

The percentage analysis of this study is done on the gender, age, education, period of work and employment status.

#### 3.6.2 T-TEST

T-test is based on the normal probability distribution and is used for judging the significance of several statistical measures, particularly the mean. The relevant test statistics is worked out and compared with its probable value at a specified level of significance for judging the significance of the measure concerned. This test is used when binomial distribution or frequently used test in research studies. This test is used even when binomial distribution or t-distribution is applicable on the presumption that such a distribution tends to approximate normal distribution as 'n' becomes larger. T-test is generally used for comparing the sample proportion to a theoretical value of population proportion or for judging the difference in proportions of two independent samples when n happens to be large. Besides, the test may be used for judging the significance of median, mode, coefficient of correlation and several other measures.

### **3.6.3 ANOVA**

Analysis of variance (abbreviated as ANOVA) is an extremely useful technique concerning researches in the fields of economics, biology, education, psychology, sociology, and business/industry and in researches of several other disciplines. This technique is used when multiple sample cases are involved. The anova technique is important in the context of all those situations where one can compare more than two populations. ANOVA is essentially a procedure for testing the difference among groups of data for homogeneity. There may be variation between samples and also within sample items. The basic principle is to test for differences among the means of the populations by examining the amount of variation within each of these samples, relative to the amount of variation between samples. ANOVA is used to find the difference between variables and demographic factors. In the study the variables are job characteristics, rewards and recognition, organization justice, perceived organizational support employee engagement and demographic variables is age, education qualification and annual income.

### **3.6.4 DESCRIPTIVE STATISTICS**

Descriptive statistics are brief descriptive coefficients that summarize a given data set, which can be either a representation of the entire population or a sample of it. Descriptive statistics are broken down into measures of central tendency and measures of variability, or spread. Measures of central tendency include the mean, median and mode, while measures of variability include the standard deviation or variance, the minimum and maximum variables, and the kurtosis and senses. This type of research methods requires quantifiable data involving numerical and statistical explanations.

Descriptive statistics is administered to find the mean score and perception of the variables, job characteristic, reward and recognition, organization justice, perceived organizational support, and employee engagement.

### **3.6.5 REGRESSION ANALYSIS**

Regression Analysis is a mathematical measure of the average relationship between two or more variables in terms of the original units of the data. In regression analysis, there are two types of variables. The variable whose value is influenced or is to be predicted is called dependent variable and the variable which influences the values or is used for prediction is called independent variable. In this study, effect of relationship between all the dependent variables and their corresponding independent variables is calculated using

regression analysis. The employee engagement is the dependent factor and like job characteristic, reward and recognition, organization justice, perceived organizational support are the independent factors.

### **3.6.6 COEFFICIENT CORRELATION**

The most familiar measure of dependence between two quantities is the "Pearson's correlation". It is obtained by dividing the covariance of the two variables by the product of their standard deviations. A correlation is a single number that describes the degree of relationship between two variables. The variables in the study are job characteristic, reward and recognition, organization justice, perceived organizational support and employee engagement correlation is used to find the association between variables.

### **3.7 LOCATION OF STUDY AREA**

Coimbatore District is a district in Kongu Nadu region, located in the state of Tamil Nadu. Coimbatore is the administrative headquarters of the district. It is one of the most industrialized districts and a major textile, industrial, commercial, educational, information technology, healthcare and manufacturing hub of Tamil Nadu. The region is bounded by Tirupur district in the east, Nilgiri district in the north, Erode district in the north-east, Palghat district and Idukki district of neighbouring state of Kerala in the west and south respectively. As of 2011, Coimbatore district had a population of 3,458,045 with a sex-ratio of 1,000 and literacy rate of 84%. Coimbatore district is part of the historical Kongu Nadu and was ruled by the Cheras as it served as the eastern entrance to the Palakkad Gap, the principal trade route between the west coast and Tamil Nadu. Coimbatore was in the middle of the Roman trade route that extended from Muziris to Arikamedu in South India.

#### **3.7.1 HOTEL INDUSTRY IN COIMBATORE**

The hospitality industry is a broad category of fields within service industry that includes lodging, event planning, theme parks, transportation, cruise line, and additional fields within the tourism industry. Coimbatore, the second largest city in Tamil Nadu, saw an improvement in the performance of hotels in 2015 (organized hotel market – including recently opened hotels such as GRT Vibe and Zone by Park). The city's hotels seem to be coming back from the low in recent years when supply had drastically outpaced demand especially owing to new opening in 2011 and 2012 (over 600 rooms). Known as the 'Manchester of South India', Coimbatore is a major textile hub, but also has the presence of

the IT, healthcare, manufacturing and education sectors. While Coimbatore by itself is not a major tourist attraction, it serves as a point of entry to destination such as Ooty and Kodaikanal due to Coimbatore's good rail, road and air connectivity.

Hotels in Coimbatore is developing whereby people from world over visit Coimbatore to visit the tourist places. As the hotels here gives tourists a good service and accommodations according to their budgets. Reason for Coimbatore as a favorable destination is because of its peaceful environment and clean city in which is in par with those in Chennai, Bangalore and Hyderabad. Coimbatore has some of the best hotel centers in India with best facilities. Since it is also one of the most favorable tourist destinations in the Tamilnadu, and it combine with the tourism board and implement many schemes to develop the hotels. Coimbatore is considered one of the leading places for promoting the hospitality industry. The top star hotels in Coimbatore city are listed below: (<http://www.expedia.com>)

- Hotel Kisco Grand
- Hotel CAG Pride
- Vivanta by Taj
- Aloft Coimbatore
- Hotel Alankar Grande
- Hotel Heritage Inn
- Le Meridian Coimbatore
- Radisson Blu Hotel
- Fairfield by Marriott
- Welcome Hotel
- Hotel Vijay Elanza
- Poppys Hotel
- Hotel Vijay Paradise
- Hotel Geo Grand
- Hotel Chentur Park
- Metro Park In
- The Arcadia
- Ananyas Nest
- Jenneys Residency

**ANALYSIS AND  
INTERPRETATION**

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## CHAPTER 4 - ANALYSIS AND INTERPRETATION

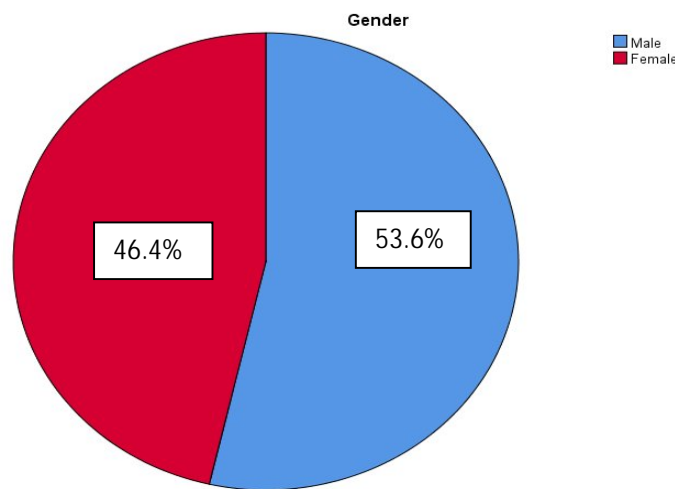
The chapter deals with the analysis of data that has been collected from the respondents by administering questionnaire. The researcher analyzed and tabulated the data base on demographic profile of the respondent. Based on the analysis, interpretation has been given.

Analysis of the data includes studying the tabulation material in order to determine the inherent factor. It is a process of the breaking down in the complex factor into simpler form and putting new arrangement for the purpose of interpretation. Interpretation is the search of the process to fine meaning for the research. The analysis is to summaries the collected data and searches a way that they provide answer to the question. The analysis is to study the relationship among the various items in detail and interpretation will be given for the explanation of real fact in the study.

Analysis is the systematic procedure for problem solving. It refers to the computation of certain measure alone as well as the relationship that exists among the data collected. It involves the identification of purpose, fact the statement of defensible assumption and formulation of conclusion.

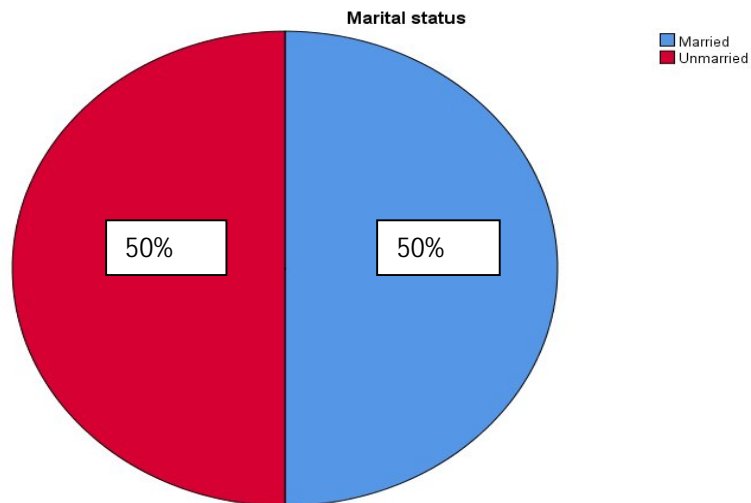
### 4.1 DEMOGRAPHIC PROFILE OF RESPONDENTS

Percentage analysis is used to analyses the demographic profile of the respondents. The demographic factors in this study include gender, age, marital status, educational qualification, employment status, period of work, department of work.



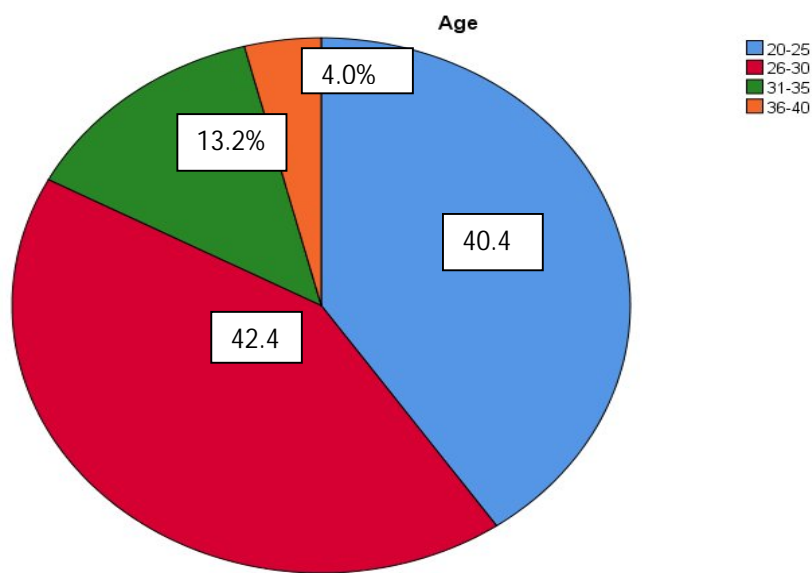
**Figure 4.1 Pie Chart of Gender**

From the above Figure 4.1 shows that 53.6% of employees are male respondents and 46.4% of employees are female respondents. This shows that the majority of respondents are from male which is slightly higher than female.



**Figure 4.2 Pie Chart of Marital Status**

From the above Figure 4.2 the majority respondents in the survey are married. There are 50% married respondents and 50% unmarried respondents. This means that out of 250 respondents 50% are married respondents while the remaining 50% are unmarried.



**Figure 4.3 Pie Chart of Different Age Group of Respondents**

From the above Figure 4.3 it is noted that 40.4% of respondents are in the age group of 20-25 years, 42.4% of respondents are between the age group of 26-30 years, 13.2% of respondents are between the age group of 31-35 years, 4.0% of respondents are between the age group of 36-40 years. This results show that the majority of respondents are between the group of 26-30 years.

**Table 4.1 – Percentage Analysis - Educational Qualification**

SI.NO	EDUCATION QUALIFICATION	FREQUENCY	PERCENTAGE
1	Matriculate	16	11.6
2	Diploma	91	36.4
3	Under Graduate	114	45.6
4	Post Graduate	29	11.6
	Total	250	100.0

From the above Table 4.1 it is shows that the under graduate respondents are 45.6%, the post graduate respondents are 11.6 %, the diploma holder are 36.4%, and 11.6% of respondents are studied up to their matriculate. This explains that the major respondents are under graduate.

**Table 4.2 – Percentage Analysis – Annual Income**

SI. NO.	ANNUAL INCOME	FREQUENCY	PERCENTAGE
1	Below 25,000	15	6.0
2	26,000-50,000	70	28.0
3	51,000-75,000	61	24.4
4	Above 1 lakh	104	41.6
	Total	250	100.0

From the above Table 4.2, it shows that 41.6 percent of respondents earn above 1 lakhs, 24.4% of respondents earn above 51,000-75,000, 28.0% of respondents earn above 26,000-50,000, 6.0% of respondents earn above below 25,000. Thus majority of respondents earn above 1 lakhs.

**Table 4.3– Percentage Analysis - Departments**

SI.NO	DEPARTMENT	FREQUENCY	PERCENTAGE
1	Front office	28	11.2
2	Housekeeping	67	26.8
3	Sales	101	40.4
4	Food & beverage service	34	13.6
5	Health club	20	8.0
	Total	250	100.0

From the above Table 4.3, the respondents from front office are 40.4%, the respondents from housekeeping are 26.8%, the respondents from the sales are 40.4%, the respondents from food and beverage are 13.6%, and the respondents from health club are 8.0%. This depicts that the major respondents are from the front office department.

**Table 4.4 – Percentage Analysis Experience**

SI.NO.	EXPERIENCE	FREQUENCY	PERCENTAGE
1.	Less than 5 yrs ago	104	41.6
2.	5-10 yrs	124	49.6
3.	11-15 yrs	8	3.2
4.	16-20 yrs	5	2.0
5.	More than 20yrs	9	3.6
	Total	250	100.0

From the above Table 4.4, it shows that 41.6% of respondents are less than 5 years ago, 49.6% of respondents are 5-10 years, 3.2% of respondents are 11-15 years, 2.0% of respondents are 16-20 years and 3.6% of respondents are more than 20 years. Thus majority of respondents below from 5-10 years of experience.

**Table 4.5 – Percentage Analysis of Employee Status**

SI.NO	EMPLOYEE STATUS	FREQUENCY	PERCENTAGE
1	Full time	81	32.4
2	Contract	87	34.8
3	Part time	43	17.2
4	Casual worker	39	15.6
	Total	250	100.0

From the above Table 4.5 shows that 32.4% of respondents are full time, 34.8% of respondents are contract, 17.2% of respondents are part time, 15.6% of respondents are casual worker. Thus majority of respondents are from contract.

#### **4.2 Difference of Perception between the Variables and Age group–ANOVA**

Anova test is used to determine whether there is a significant difference in the factors with respect to the demographic variables.

H<sub>01</sub>: Different of respondents has the same opinion towards the age group

**Table 4.6 – Significant Difference – ANOVA 1**

S.NO	FACTOR	F	SIG	NULL HYPOTHESIS
1	Job characteristic	3.022	.030**	Rejected**
2	Reward and recognition	.224	.879	Accepted
3	Organization justice	1.572	.197	Accepted
4	Perceived organizational support	2.103	.100	Accepted
5	Employee engagement	.428	.733	Accepted

\*Significance level is at 5%

The factors taken for the tests are job characteristic, reward and recognition, organization justice, perceived organizational support, employee engagement and the demographic variables is age group.

The Table 4.6 shows the significant value of job characteristics ( $p=0.30$ ) which is significant relation to age at 5%. This shows that there is difference among the employees with respect to rewards and recognition. The Table 4.6 shows that rewards and recognition ( $p=0.879$ ), organization justice ( $p=0.197$ ) perceived organizational support ( $p=0.100$ ) and employee engagement ( $p=0.733$ ) do not have significant at 5% level. Hence the significant values is less than 0.05 the null hypothesis is rejected.

From the above Table 4.6 it is observed that null hypothesis is rejected for the factor job characteristic. But for the factor like reward and recognition, organization justice, perceived organizational support, employee engagement the significance value is greater than 0.05 so null hypothesis is accepted. Hence there is significant difference between age and job characteristics.

### **4.3 Difference of Perception between the Variables and Educational Qualification– ANOVA**

Anova test is used to determine whether there is a significant difference in the factors with respect to the demographic variables.

Ho<sub>2</sub> Different of respondents has the same opinion towards the educational qualification.

**Table 4.7 – Significant difference – ANOVA 2**

SI.NO	FACTORS	SIG	NULL HYPOTHESIS
1	Job characteristics	.013**	Rejected**
2	Rewards and recognition	.741	Accepted
3	Organization justice	.666	Accepted
4	Perceived organizational support	.665	Accepted
5	Employee engagement	.585	Accepted

From the above Table 4.7 it is observed that null hypothesis is rejected for the factor job characteristic. But for the factor like reward and recognition, organization justice, perceived organizational support, employee engagement, the significance value is greater than 0.05 so null hypothesis is accepted. Hence there is significant difference between job characteristics and educational qualification.

The Table 4.7 shows the significant value of Rewards and recognition ( $p=0.741$ ), organization justice ( $p=0.666$ ), Perceived organizational support ( $p=0.665$ ) and Employee engagement ( $p=0.585$ ) is not in the significant level at 5%. This shows that there is no difference among the employees with respect to Rewards and recognition, organization justice, Perceived organizational support, Employee engagement. The Table 4.7 also proves that for the factor job characteristics ( $p=0.013$ ) have the significant value at 5%. Hence, the significant values is less than 0.05 the null hypothesis is rejected.

#### 4.4 Difference of Perception between the Variables and Annual Income - ANOVA

Table 4.8 – Significant difference – ANOVA 3

Sl.NO	FACTORS	SIG	NULL HYPOTHESIS
1	Job characteristic	.784	Accepted
2	Reward and recognition	.318	Accepted
3	Organization justice	.937	Accepted
4	Perceived organizational support	.336	Accepted
5	Employee engagement	<b>.013**</b>	Rejected**

From the above Table 4.8, it is observed that null hypothesis is rejected for the factor employee engagement. But for the factor like job characteristic, reward and recognition, organization justice, perceived organizational support, the significance value is greater than 0.05 so null hypothesis is accepted. Hence there is significance difference between income and employee engagement.

#### 4.5 Association between Different Factors – Correlation

Correlation is used to determine the employee engagement between different variables.

**Table 4.9 Association between Factors**

SLNO	FACTORS	JC	RR	OJ	PO	EE
1.	Job characteristics	1				
2.	Rewards and recognition	250				
		.271**	1			
		.000				
		250	250			
3.	Organizational justice	.406**	.538**	1		
		.000	.000			
		250	250	250		
4.	Perceived organizational support	.259**	.174**	.285**	1	
		.000	.006	.000		
		250	250	250	250	
5.	Employee engagement	.249**	.166**	.292**	.331**	1
		.000	.008	.000	.000	
		250	250	250	250	250

\*\* Correlation is significant at the 0.01 level (2-tailed)

From the above Table 4.9, it infers that the association between job characteristics and employee engagement is ( $r=0.249$ ), the association between employee engagement and Rewards and recognition is ( $r=0.173$ ), the association between employee engagement and organization justice is ( $r=-0.166$ ), the association between employee engagement and perceived organizational support is ( $r=0.292$ ) and the association between employee engagement and between employee engagement and Perceived organizational support ( $r=0.311$ ). This shows that the job characteristics, rewards and recognition, organization justice, perceived organizational support and are correlated with employee engagement.

#### 4.6 Difference of Perception between the Variables and Marital Status – T-Test

$H_{01}$ : Difference has the same opinion towards the marital status

**Table 4.10 Significant Value – T-test**

SI.NO	FACTORS	MARITAL STATUS	MEAN	DF	SIG	NULL HYPOTHESIS
1.	Job characteristic	Married	4.0457	248	.351	Accepted
		Unmarried	4.0069	244.554		
2.	Rewards and recognition	Married	4.0133	248	.391	Accepted
		Unmarried	4.1360	201.823		
3.	Organization justice	Married	3.8930	248	.388	Accepted
		Unmarried	3.9400	232.842		
4.	Perceived organizational support	Married	3.8720	248	.027	Rejected
		Unmarried	3.9856	243.169		
5.	Employee engagement	Married	3.9340	248	.873	Accepted
		Unmarried	4.0387	233.460		

From the above Table 4.10, it is observed that null hypothesis is rejected for the factor perceived organizational support. But for the factors like job characteristics, rewards and recognition, perceived organizational support, employee engagement the significance value is greater than 0.05 so null hypotheses is accepted. Hence there is significant difference between perceived organizational support and marital status.

#### 4.7 To find the Mean Score of the Respondents - Descriptive Statistics

Descriptive statistics is used to find the mean score of the respondents. It is also used to find the perception of respondents towards the factors.

**Table 4.11 - Mean Score Analysis**

SI. NO.	FACTORS	MEAN	STD. DEVIATION
1	Job characteristics	<b>4.0263</b>	.55495
2	Rewards and recognition	<b>4.0747</b>	1.29780
3	Organization justice	<b>3.9165</b>	.61142
4	Perceived Organizational Support	3.9288	.60325
5	Employee Engagement	3.9863	.50090

The factors taken for the tests are job characteristics, rewards and recognition, organization justice, perceived organizational support and employee engagement.

From the above Table 4.11 it states that the mean score with (M=4.074), rewards and recognition stood the high level of importance in hotel industry. Followed by (M= 4.0263) job characteristics the next is (M=3.9863) employee engagement and followed by mean value (M=3.9288) perceived organizational support. It is understood from the study the mean value is almost closer to 4, which shows that the rewards and recognition factor is important employees for in the hotel industry. This shows that factors, job characteristics, rewards and recognition, organization justice, perceived organizational support and employee engagement are important for employees.

#### 4.8 Impact of Variables on Employee Engagement – Regression

Regression is used to find the impact of independent variables on independent variables. Hence the independent variables are job characteristics, rewards and recognition, organization justice, perceived organizational support and dependent variables is the employee engagement.

**Table 4.12 – Regression – R square**

<b>MODEL</b>	<b>R</b>	<b>R SQUARE</b>	<b>ADJUSTED R SQUARE</b>	<b>STD. ERROR OF THE ESTIMATE</b>
1	.403 <sup>a</sup>	.362	<b>0.349</b>	.46217

a. Predictors: (Constant), job characteristics, rewards and recognition, organization justice, perceived organizational support, employee engagement.

From the above Table 4.12 it shows that adjusted R value is 34.9% which is more than of actual value (30%) (Heiman, 1995). The factors job characteristics, rewards and recognition, organization justice, perceived organizational support have an influencing rate of 34.9% on employee engagement.

#### 4.13 Impact on Employee Engagement – Significance Values

MODEL		UNSTANDARDIZED COEFFICIENTS		STANDARDIZED COEFFICIENTS	T	SIG.
		B	STD. ERROR	BETA		
1	(Constant)	2.194	.271		8.101	.000
	Job characteristics	.102	.059	.143	<b>1.936</b>	.084
	Rewards and recognition	-.001	.027	-.003	-.036	.970
	Organization justice	.144	.061	.176	<b>2.372</b>	.018
	Perceived organizational support	.209	.051	.252	<b>4.069</b>	.000

a. Dependent Variable: Employee Engagement

From the above Table 4.13, it shows that perceived organizational support is a great influencing factor of employee engagement. The t value for the factor Perceived organizational support ( $t = 4.069$ ) is greater. This shows that the path validity from Perceived organizational support towards employee engagement is valid. This is because of various reasons like the variable superior manager and colleague and organization support helps to engage more.

Similarly, the t value for the factor Organization justice ( $t = 2.372$ ) is greater than the actual t value is higher than the ( $t = 1.96$ ). This shows that the path validity from Organization justice towards employee engagement is valid. This is because of the industry should have robust justice and ethics in organization.

Similarly, the t value of the variable job characteristics ( $t = 1.936$ ) is greater than the actual t value ( $t = 1.96$ ). This shows that the path validity from job characteristics towards employee engagement is valid. This is because of the reasons like to motivate the employee in their engagement and make them to be awarded in a good manner. So that the job characteristics of employee increases the engagement in the hotel.

Whereas, the t value of the variable rewards and recognition ( $t = -.033$ ) is not significant as the actual t value is less than ( $t = 1.96$ ). This shows that the path validity from organization justice towards employee engagement is not valid. This also shows that the organization justice, job characteristics and perceived organizational support has an impact on employee engagement.

**FINDINGS,  
SUGGESTIONS AND  
CONCLUSION**

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## CHAPTER 5 - FINDINGS, SUGGESTIONS AND CONCLUSION

This study deals with about findings, suggestions and conclusions about Employee Engagement.

### 5.1 FINDINGS

The aim of this study is to identify the factor that influences the employee's performance in hotel industry.

- The majority of respondents are between the age group of 26 – 30. The study also shows that married respondents are major and the respondents are mostly the under graduate degree holders. The study depicts that the respondents have their experience level between 5 – 10 years. The respondents are mostly the sales department. The respondents are mostly the full time workers.
- When descriptive statistics is administered, the mean score of rewards and recognition ( $M = 4.0747$ ), job characteristics ( $M = 4.0263$ ), employee engagement ( $M = 3.9863$ ), perceived organizational support ( $M = 3.9288$ ) and organization justice ( $M = 3.9165$ ) is high. Among there rewards and recognition has high mean score showing it is important for employee engagement.
- When analysis of variance commonly known as ANOVA is administered it is found that the factors namely job characteristics ( $p=0.30$ ) is significant difference in perception and age which, is statistically significant. This shows that it is statistically significant at 5% level. Reward and recognition ( $p=0.741$ ) organization justice ( $p=0.606$ ) perceived organizational support ( $p=0.665$ ) and employee engagement ( $p=0.585$ ) does not show significant difference with respect to age.
- When analysis of variance is commonly known as ANOVA is administered it is found that the factors namely employee engagement ( $p=0.013$ ) shows significant difference in perception with education which, is statistically significant. This shows that it is statistically significant at 5% level.
- When analysis of variance is commonly known as ANOVA is administered it is found that the factors namely employee engagement ( $p=0.013$ ) shows significant difference in perception with annual income which, is statistically significant and there is no difference for other factors with respect to income.

- When analysis of variance commonly known as T- Test is significant administered it is none of the factors is significant in perception among the respondents towards marital status is statistically significant. This shows that it is not statistically significant at 5% level where as the job characteristics (0.351), rewards and recognition (0.391), organization justice (0.388), perceived organizational support (0.027) and employee engagement (0.873) is not statistically significant as it has similar perception towards marital status.
- When regression is administered it is found that R square (0.349) which is higher than the actual value of 30% (Heiman, 1995). The factors influencing with t values are job characteristics (t = 1.936), rewards and recognition (t = -.036) organization justice (t = 2.372), perceived organizational support (t = 4.069). This shows that the factors contribute the influencing rate at 34.9% and it is found to be statistically significant. Hence job characteristics, organization justice, perceived organizational support has an impact on employee engagement.
- When correlation is administered, the correlation coefficient for various factors are employee engagement (r = 0.249), job characteristics (r=0.271), rewards and recognition (r=0.480), organization justice (r=0.538) perceived organizational support (r=0.006). Hence organization justice is highly correlated with employee engagement and other factors are also correlated with employee engagement.

## 5.2 SUGGESTIONS

- In this research, study has shown the relationship between the factors namely – job characteristics, rewards and recognition, organization justice, and perceived organizational support influence the employee engagement.
- As job characteristics is one of the engagement factors among the employees, freedom and authority, ability to make decision, power sharing among employees, top management support and mutual trust gives high engagement rank in the hotel industry.
- Provision of variable work environment is the main agenda of employees working hotels is concerned. Care and surrounding problems, top management approach to the employee's changes the environment gradually and focus on the need of employees can be done to make the employees valued and motivated.
- As rewards and recognition is one of the engagement factors among the employees. Care about people; make them know you count on them. As employee

to help each other and encourage them to improve. Rewards and recognition are the motivation and make the team with more circumstance which has an effect on the project they are part of.

- Employee engagement can be improved by providing training programs, increase the pay structure and compensation, growth and development and reward and recognition to enhance the employee engagement in hotels.

### **5.3 CONCLUSION**

As employee engagement is low among the employees in hotel industry, this study focusing on various factors influencing on employee engagement is of vital importance. The results of the study shows that independent variables – job characteristics, rewards and recognition, organization justice, and perceived organizational support have significant impact on dependent variable namely employee engagement.

Work environment is the important factor of employees working hotels is concerned, it has to be improved steadily and focus on the need of employees can be done to make the employees valued and motivated. Employee engagement can be developed by providing training programs which will in turn yield a good result in organizations growth.

Thus, the result of the study acts as guidance when figuring out the factors that will significantly influence the employee engagement in hotel industry for future researchers.

Hence, the organization can also focus on factors like job characteristics, rewards and recognition, employee engagement, organization justice, perceived organizational support to enhance the longer engagement of employees in hotel industry.

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**ANNEXURE**

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## Questionnaire

### A Study on Determinants of Employee Engagement in Hospitality Industry in Coimbatore

I am a MBA Student pursuing research on determinants of employee engagement in hospitality sector. I kindly request you to fill up the questionnaire. The purpose of this study is purely academic. I assure that your responses will be kept confidential.

Thanks for your valuable support.

S. Priyadharshini, MBA Student

#### PART A (Kindly fill in)

##### General Information about the respondent:

Please make a Tick (✓) in the appropriate box

1. Name of the organization: \_\_\_\_\_
2. Gender:
  - a) Male [ ]
  - b) Female [ ]
3. Martial status:
  - a) Married [ ]
  - b) Unmarried [ ]
4. Age group (years):
  - a) 20-25 [ ]
  - b) 26-30 [ ]
  - c) 31-35 [ ]
  - d) 36-40 [ ]
  - e) 40 and above [ ]
5. Designation: \_\_\_\_\_
6. Education Qualification:
  - a) Matriculate [ ]
  - b) Diploma [ ]
  - c) Under Graduate [ ]
  - d) Post Graduate [ ]
7. Annual Income:
  - a) Below 25,000 [ ]
  - b) 26,000 – 50,000 [ ]
  - c) 51,000 – 75,000 [ ]
  - d) Above 1 Lakh [ ]
8. Which department do you work in:
  - a) Front office [ ]
  - b) Housekeeping [ ]
  - c) Sales [ ]
  - d) Food and Beverage Service [ ]
  - e) Health Club [ ]
9. How long have you worked for the Hotel:
  - a) Less than 5 years ago [ ]
  - b) 5-10 years [ ]
  - c) 11-15 years [ ]
  - d) 16-20 years [ ]
  - e) More than 20 years [ ]
10. What is your Employment status?
  - a) Full time [ ]
  - b) Contract [ ]
  - c) Part time [ ]
  - d) Casual Worker [ ]

## PART - B

**All the questions are scored on a Five point Likert's scale (5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree; 1 = Strongly Disagree)**

JC1	There is much autonomy (freedom) in my job.	5	4	3	2	1
JC2	My job permits me to decide on my way how to go about doing the work.	5	4	3	2	1
JC3	There is much variety in my job.	5	4	3	2	1
JC4	The job requires me to do many different things at work, using my skills and talents.	5	4	3	2	1
JC5	Managers or co-workers know as how well I am doing my job.	5	4	3	2	1
JC6	Doing the job itself provides me with information about my work performance.	5	4	3	2	1
JC7	The actual work itself provides clues about how well I am doing – aside from any “feedback” coworkers or supervisors may provide.	5	4	3	2	1
RR1	There is a pay raise, job security, and a promotion available for me.	5	4	3	2	1
RR2	I get praise and applause from my supervisor.	5	4	3	2	1
RR3	Training and development opportunities are available for me.	5	4	3	2	1
RR4	More challenging work assignments are available for me.	5	4	3	2	1
RR5	There is some form of public recognition (e.g. employee of the month).	5	4	3	2	1

RR6	There is a reward or token of appreciation (e.g. lunch).	5	4	3	2	1
OJ1	The outcomes that I receive are appropriate for the work I have completed.	5	4	3	2	1
OJ2	My outcomes reflect what I have contributed to the organization.	5	4	3	2	1
OJ3	I have been able to express my views and feelings about the procedures.	5	4	3	2	1
OJ4	I have had influence over the outcomes arrived at by those procedures.	5	4	3	2	1
OJ5	Those procedures have been applied consistently.	5	4	3	2	1
OJ6	Those procedures have been free of bias.	5	4	3	2	1
OJ7	I have been able to appeal the outcomes arrived at by those procedures.	5	4	3	2	1
OJ8	Those procedures have upheld ethical and moral standards.	5	4	3	2	1
PO1	My organization is supportive of my goals and values.	5	4	3	2	1
PO2	Help is available from my organization when I have a problem.	5	4	3	2	1
PO3	My organization really cares about my well- being.	5	4	3	2	1
PO4	My organization shows great concern for me.	5	4	3	2	1
PO5	My organization cares about my opinions.	5	4	3	2	1

**PART – C**

**Rate each statement below regarding employee engagement**

**All the questions are scored on a Five point Likert's scale (5 = Strongly Agree; 4 = Agree; 3 = Neutral; 2 = Disagree and 1 = Strongly Disagree)**

EE1	I know what is expected of me at work.	5	4	3	2	1
EE2	I have the materials and equipment I need to do my work right.	5	4	3	2	1
EE3	At work, I have the opportunity to do what I do best every day.	5	4	3	2	1
EE4	In the last seven days, I have received recognition or praise for doing good work.	5	4	3	2	1
EE5	My supervisor, or someone at work, seems to care about me as a person.	5	4	3	2	1
EE6	There is someone at work who encourages my development.	5	4	3	2	1
EE7	At work, my opinions seem to count.	5	4	3	2	1
EE8	The mission or purpose of my company makes me feel my job is important.	5	4	3	2	1
EE9	My associates or fellow employees are committed to doing quality work.	5	4	3	2	1
EE10	I have a best friend at work.	5	4	3	2	1
EE11	In the last six months, someone at work has talked to me about my progress.	5	4	3	2	1
EE12	This last year, I have had opportunities at work to learn and grow.	5	4	3	2	1

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THANK YOU FOR YOUR COOPERATION