Fostering Employee Engagement: Factors Contributing to Quality of Services in Hospitality Sector

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Abstract

The study aims to analyze the influence of attributes on employee engagement in hotels which is one of the most important vertical in hospitality sector, and to study its impact on quality of services. Data collection was to gather and measure information on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses, and evaluate outcomes. This research used both primary data as well as secondary data. Data were collected from a sample of 150 employees selected at random in hospitality sector. The variables analyzed using multiple regression technique to measure the combined effects of independent variables and factor analysis was used to describe the variability among observed, correlated variables. The study found that an aggressive strategy is needed to enhance the quality of services by keeping the employees more engaged at work. The employees should focus on other dimensions of guest expectations, and satisfaction because these aspects significantly affect guests' perception of service quality .This research also found that there is significant difference in important attributes of engagement such as work environment, clear career path, interpersonal relationship, superior support etc. Thereby an organization's Human Resource Department should take a step forward to prevent all those differences among the engagement attributes and should undertake a review of existing practices and extent their scope where appropriate .

Keywords: Employee Engagement, Quality of Services, Hospitality, Factors and Variables of Employee Engagement, Hotel Management

INTRODUCTION

Employee engagement is a route to business success. An engaged workplace encourages commitment, energy and productivity from all those involved to help improve business performance (Brammer, S., Millington, A. & Rayton, B. 2007). Employee engagement is to create enthusiasm for employees' roles, their work and the origination and ensure that they are well integrated. Engagement is about motivating employees to do their best because an engaged employee gives his/her company, 100 percent output. If an employee is unhappy, this message is conveyed through work habits, interactions with co-workers and most importantly dealing with customers. The engagement is mainly to make their employees to feels passionate and committed towards their job as well as organisation. Employee engagement is becoming increasingly important for organisations that want to remain competitive and deliver a great customer experience (Gruman, J. A., & Saks, A. M. 2011)

The terms work Engagement and employee engagement is used interchangeably but employee engagement will be used for this study since this is the term used more broadly.

Employee engagement is a workplace approach to creating the right conditions designed to ensure that employees are committed to their organisation's goals and values and motivated to contribute to organisational success and achieving their own potential. Many large and small hospitality organisations are actively engaging their employees to achieve greater employee performance, improved guest experience and higher business performance(Johns, N. and Howard, A. 1998) Hospitality businesses that actively engage their staff achieve these benefits; Outperform their competition , High Trip Advisor ratings ,Attract and retain the best staff , Have high guest loyalty and advocacy , High revenue growth , High productivity , More innovative .

Study on this topic becomes a vital one since the real value of the company has shifted from tangible assets to the intellectual assets. Highly engaged employees make a much required contribution to the organization and at the same time disengaged employees can be a serious liability. Customer satisfaction, employee retention and productivity are all at risk when disengagement is not controlled. The employee engagement has influence in the financial stability of the company also. Therefore, there is a need to study the employee engagement aspect very closely.

Research gap/Research Problem

Evidence of hotels and the hospitality industry have been recorded as far back as biblical times when Mary and Joseph arrived in Bethlehem during the census. As the Bible depicts, Mary and Joseph were refused accommodations because there "was no room at the inn." Since the beginning of time, people have travelled for commerce, religion, family, health, immigration, Hotels (as well as other forms of accommodations) are generally segmented by the services and amenities offered. These two factors, along with location, also have a bearing on the price Budget hotels offer clean albeit simple rooms that provide the basics of places to sleep and shower.

Hotel Industry in India has witnessed tremendous boom in recent years. Hotel Industry is inextricably linked to the tourism industry and the growth in the Indian tourism industry has fuelled the growth of Indian hotel industry. The thriving economy and increased business opportunities in India have acted as a boon for Indian hotel industry. The arrival of low cost airlines and the associated price wars have given domestic tourists a host of options. The 'Incredible India' destination campaign and the recently launched 'Atithi Devo Bhavah' (ADB) campaign have also helped in the growth of domestic and international tourism and consequently

The opening up of the aviation industry in India has exciting opportunities for hotel industry as it relies on airlines to transport 80% of international arrivals. The government's decision to substantially upgrade 28 regional airports in smaller towns and privatization & expansion of Delhi and Mumbai airport will improve the business prospects of hotel industry in India. Substantial investments in tourism infrastructure are essential for Indian hotel industry to achieve its potential. The upgrading of national highways connecting various parts of India has opened new avenues for the development of budget hotels in India. Taking advantage of this opportunity Tata group and another hotel chain called 'Homotel' have entered this business.

According to a report, Hotel Industry in India currently has supply of 110,000 rooms and there is a shortage of 150,000 rooms fueling hotel room rates across India. According to estimates demand is going to exceed supply by at least 100% over the next 2 years. Five-star hotels in metro cities allot same room, more than once a day to different guests, receiving almost 24-hour rates from both guests against 6-8 hours usage. With demand-supply

disparity, hotel rates in India are likely to rise by 25% annually and occupancy by 80%, over the next two years.

This will affect the competitiveness of India as a cost-effective tourist destination. To overcome, this shortage Indian hotel industry is adding about 60,000 quality rooms, currently in different stages of planning and development, which should be ready by 2020. Hotel Industry in India is also set to get a fillip with Delhi hosting 2030 Commonwealth Games. Government has approved 300 hotel projects, nearly half of which are in the luxury range. The future scenario of Indian hotel industry looks extremely rosy. It is expected that the budget and mid-market hotel segment will witness huge growth and expansion while the luxury segment will continue to perform extremely well over the next few years.

Employee engagement is being aggressively challenged in contemporary organizations. In the past decades, things were simple for the hospitality industry i.e. low cost, low margins, and high volume but now as the demand is huge managing it is also a big challenge. The hotels expected job loyalty from employees while employees were counting on job security and many intended to stay with the companies for their working lives. Today, things are more complicated; more competition and higher demands on profit margins and shareholder return and high expectation from the customer. In order to meet with those demands, hotels had to find new ways of engagement and making employee more productive. At the same time, employees also looking for something in return from the hotels.

Many hotels spend a lot of money on all forms of developing their human resource and the workplace and try to attract and retain the best employees as long as possible to maintain their competitive advantage but it is difficult to retain talented employees with high levels of human capital. On the other side finding HR practices to encourage employees and become fully engaged with their work is also a cumbersome task. To address this problem, the study deals with the employee engagement practices in a hospitality setup where the impact of it is reflected in the service quality. This study portrays how Human resource management practices inculcate employee engagement which is vital in today's scenario.

Objective of the Study

➢ To study the HR practices leading to employee engagement.

➢ To factorise the attributes influencing employee engagement.

➢ To examine the impact of employee engagement on the quality of services.

Hypothesis

H_0: Quality of services does not depend on internal communication, clear career path, superior support, work environment, interpersonal relationship.

REVIEW OF LITERATURE

Employee engagement is a vast construct that touches almost all parts of human resource management facets we know hitherto (Markos., S., and Sridevi, M.S., 2010). Perrin's Global Workforce Study (2003) uses the definition "employees' willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis." According to the study, engagement is affected by many factors which involve both emotional and rational factors relating to work and the overall work experience. Gallup organization defines employee engagement as the involvement with and enthusiasm for work. Gallup as cited by Dernovsek (2008) "employee engagement to a positive employees' emotional attachment and employees' commitment". Robinson et al. (2004) define employee engagement as "a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.

Conceptual Base

Academic researchers have conceptualized employee engagement in three different Ways. First, Khan (1990) introduced the concepts of personal engagement and disengagement, which is derived from the integrated idea (Alderfer, 1972; Maslow, 1954) of being involved to a degree in both self-expression and self-employment at work. Khan(1990) defined personal engagement as, "the harnessing of organization members' selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances" while to defined disengagement as the disconnection of oneself from work roles.

Engaging Employees in Hotels

In general, hotels have realized the importance of human capital in differentiating themselves. These hotels consistently develop new practices and implement programs to improve level of engagement within their organization. In search of literature regarding employee engagement programs applied in hotels, four areas are examined: employee communication, performance management, recognition and benefits, and corporate social responsibility.

Employee communication: Kahn (1992) proposed communications as one of antecedents to influence employee engagement. MacLeod and Clarke (2009) also considered communication as a significant factor of engagement to increase employee performances. The effectiveness of communication, especially internal communication, directly decides whether engagement or disengagement occurs (Bakker, Albrecht, &Leiter, 2011). Hotel organizations strive to address issues of internal communications through setting up well - designed internal communication programs. Well - designed internal communication programs can successfully express values of the organization, as well as connect employees with business objectives.

Performance management: London, Mone, and Scott (2004) suggested that organizations can build and maintain high levels of engagement through effective performance management. Performance management consists of a sequence of procedures: performance agreement/ goal setting, performance facilitation, and performance appraisal and feedback (Gruman& Saks, 2011). Hotel organizations have examined these procedures and come up with programs to integrate performance management**.**

Goal setting: Goal setting is characterized by identifying specific purpose or objective. Goal setting has two dimensions: individual goals and organizational goals. Goal setting relates to engagement as an intermediary to fulfill engagement feelings and to stimulate energy, focus, and intensity (Macey et al., 2009). Hotel organizations concentrate on creating organizational goals that parallel individual goals and building strategies to effectively convey organizational goals because employees are more engaged in task when organizational goals match with personal goals (Gruman& Saks, 2011).

Training: Four Seasons training and development programs implicitly define the practical meaning of resources. At Four Seasons, each learning activity aims to have an impact on the guest experience and support the culture of the company. By investing in and committing to effective training at all levels, they build competence and confidence in employees, thus enabling the organization to sustain a competitive advantage in service excellence, thereby creating a learning organization (Four Seasons Hotel & Resort, 2015).

Recognition and benefits: Employee's perceived value of benefits from the organization influences the level of engagement (Kahn, 1990). As discussed previously, lack of rewards and recognition can directly lead to burnout (Maslach et al., 2001). Social exchange theory also implicated that employee felt obligated to input with higher level of engagement while receiving rewards and recognition from their organization (Cropanzano, 2005). Hotel organizations are able to create a positive working environment that motivates and inspires employees to engage by implementing effective reward and recognition programs.

Development opportunities: The importance of development opportunities in enabling engagement is a view upheld by many organisations. For instance, four studies conducted by Gallup, Learning and Development Round Table, The Conference Board, and the Corporate Leadership Council, showed 'a cross-validation for the link between employee development and high engagement. Together, they create a compelling business case for investing in the development of people.' (Levinson, 2007). Levinson (2007) suggests that organisational cultures where there is a belief in and practice of employee development enables employees to engage in the organisation. Likewise, Robinson (2007) found that employees who have a 'personal development plan and are satisfied with access to development opportunities … typically have high engagement levels'.

Outcome of Employee Engagement

According to Abraham (2012); Echols (2005) and Right Management (2009), employee engagement results to better customer service, innovation, productivity, low staff turnover, dedicated workforce, great sense of work commitment, willingness to put extra time in the job, and pride in their work. Other studies suggest that the presence of higher level of employee engagement significantly reduces turnover intention (Maslach et al., 2001; Saks, 2006). Harter et al. (2002) were the first to look at employee engagement from business perspective and demonstrated a link of employee engagement with increased business

outcomes. Abraham (2012) reported how companies with highly engaged employees recorded an improvement of staff productivity by 26%, while total returns to shareholders went up by 13% over a period of five years.

As demonstrated in a study of hotel and restaurant service quality by Salanova, Agut and Peiro (2005), the employee's level of job engagement, measured by the Utrecht Work Engagement Scale Schaufeli, Salanova, Gonzáles-Romá, & Bakker, (2002), predicted the overall service climate of the organization, which in turn predicted employee performance and customer loyalty. According to Corporate Leadership Council (2004), engaged employees are more likely to exhibit discretionary efforts and improve individual performance. They are less likely to experience cynicism and exhaustion.

Many large and small hospitality organisations are actively engaging their employees to achieve greater employee performance, improved guest experience and higher business performance, such as Mandarin Oriental Group, Marriott Int., Pizza Hut, IHG, Merlin Entertainment, Bourne Leisure, Punch Taverns and Centre Parcs. There are many case studies available on this.

Hospitality businesses that actively engage their staff achieve these benefits;
- Outperform their competition
- High Trip Advisor ratings
- Attract and retain the best staff
- Have high guest loyalty and advocacy
- High revenue growth
- High productivity
- More innovative

Johnson (2011) Employees drive and deliver the guest experience. Without engaged or motivated staff, the guest experience that a hotel will hope to achieve will never be met. The quality of the internal customer experience determines the guest experience that your guests receive. Employee engagement is a workplace approach to creating the right conditions designed to ensure that employees are committed to their organisation's goals and values and motivated to contribute to organisational success and achieving their own potential.

Quality of Service

As per the 2008 Association for Training and Development (ASTD) Employee Engagement study, top 3 business benefits derived from engagement are –

1. Enhance customer service and drive customer satisfaction.
2. Improve organizational productivity
3. Improve the bottom line.

Measurement of service quality: In recent past 20 years, the scholars founded the service quality has expanded massively. (Cronin and Taylor, 1992) developed 22-item service scale for measuring service quality. According to this tool it has five dimensions; these are Tangibility, Reliability, Responsiveness, assurance and Empathy. Later on many empirical works have applied the instrument of SERVPEREF to measure service quality in different kind of businesses (Cronin and Taylor, 1992; Bojanic and Rosen, 1994; Fu and Parks, 2001; Furrer et al., 2000; Gounaris, 2005; Heung et al., 2000; Lassar et al.,2000; Lee and Ulgado, 1997).

RESEARCH METHOD

Now the study is of Descriptive type because each and every item is clearly described which are clearly differentiated to measure the service quality (Cronin Jr., J.J., and Taylor, S.A. 1994). Research instrument that is used in this study is Questionnaire. The instrument consisted of 34 items (practices 13 items, attributes 12, quality of services 9) with five-point Likert-like scale and 1 item with multiple option scale (OluOjo 2008) with intensities varying through

   I.   Excellent, good, fair, poor and not sure,

  II.   Always, often, sometimes, rarely and never

 III.   Highly satisfied, satisfied, partially satisfied, dissatisfied and highly dissatisfied

 IV.   Strongly agree, agree. Partially agree, disagree, strongly disagree

Snow ball sampling is considered a simple case in which each population elements are tightly linked and the willing to participate will give a better result. As this is an empirical study with infinite population some randomization was made in the timings of data collection at the major service points and busy hotels at the metropolitan city Chennai during the period January to March 2016 and data from 150 employees from all types of hotels.

A pilot test was conducted to detect weaknesses in design and instrumentation. The check was as follows:

- Whether the respondents understood the entire question?
- Whether certain words in the questions need explanation?
- Are there unnecessary questions?

The deficiencies on the questionnaire are corrected.

Statistical Package for Social Science 16.0 version was used for data analysis. Multiple Regressions analysis was applied which uses simple and multiple predictions to predict quality of services from internal communication, Clear career path, superior support, work environment and interpersonal relationship. All the items were put into scale reduction technique factor analysis to describe the variability among observed, correlated variables whereby new variables emerged by means of the data collected. This bridges the gap between existing models and to find out different factors.

RESULTS

Cronbach's alpha value of all the 34 items are, $\alpha = 0.949$. This value is good in research. The questionnaire is reliable and the items are internally consistent. The result is expressed in Table 1.

Table 1 Reliability of the questionnaire

RELIABLITY STATISTICS		
Cronbach's Alpha	**Cronbach's Alpha Based on Standardized Items**	**No. of Items**
.949	.950	34

Multiple Regression

A multiple regression was selected for measuring the combined effects of independent variables (internal communication x_1; clear career path x_2; superior support x_3; work environment x_4, interpersonal relationship x_5) against dependent variable(quality of services).

The following hypothesis was formulated:

H_0: Quality of services does not depend on internal communication, clear career path, superior support, work environment, interpersonal relationship.

The general form of equation-1 derived from theory is given as:

$Y_1 = C_1 + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5$ (1)

Where b_1, b_2, b_3, b_4, b_5 are beta coefficients

C_1 is a constant

Y_1 is the dependent variable- quality of services.

The statistical significant of R^2 (0 .259) was test. The P- value is 0.00. Here, the R^2 is greater than P- value which means the regression is significant (Table.2)

Table -2 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	F Change	df1	df2	Sig. F Change
1	.509^a	.259	.233	5.17969	.259	10.061	5	144	.000

a) Predictors: (Constant), Internal communication, career path, superior support, work environment, interpersonal relationship

b) Dependent Variable: quality of service.

The prediction ability of the model is expressed by R^2 which value 0. .259 in which 25.9% of variance in the depended variable belongs to independent variables with the F- value 10.06.

The beta weight of 0.830 and 0.790 for variable 1 and 1 (interpersonal relationship and work environment) meant that when other variables held constant, quality of service (dependent variable) would increases by half the standard deviation (0.231 and 0. 190). The predictive importance or order of importance was 0,830, 0.790, 0.583, 0.090 and -0.56 for variables 2,1,4,5,3 respectively (Table .4) The t-test confirmed the result were generalized to the total population by value 2.345, 2.288, 1.729, 0.168 and -0.197. it was found that the significant value was 0.00 which is less than 0.05 and so it was concluded that the regression was a good model (Table 2 and 3)

Table 3: ANOVA b

Model 1	Sum of Squares	Df	Mean Square	F	Sig.
Regression	1349.690	5	269.938	10.061	.000ᵃ
Residual	3863.404	144	26.829		
Total	5213.093	149			

a. Predictors: (Constant), Internal communication, career pat superior support, work environment, interpersonal relationship

b. Dependent Variable: quality of service

Table – 4 Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	12.680	4.107		3.087	.002
	Interpersonal relationship	.790	.457	.190	1.729	.086
	Work environment	.830	.363	.231	2.288	.024
	Clear Career path	-.056	.283	-.016	-.197	.844
	Superior support	.583	.249	.204	2.345	.020
	Internal communication	.090	.533	.020	.168	.867
a. Dependent Variable: Quality of service						

By substituting the value in equation:

$$Y_1 = C_1 + b_1X_1\ b_2X_2 + b_3X_3 + b_4X_4 + b_5X_5$$

Quality of service=10.06. +0.790(Relationship) +0.830 (Work environment) -0.056(Career path) +0.583(Superior Support) +0.090(Communication)

Factor analysis: KMO test and Bartlett's test are two such tests. Value of KMO of 0.877 indicates that a factor analysis is useful for the present data(Table.5) . Bartlett's test of Sphericity indicates whether the correlation matrix is an identity matrix, which would indicate that the variables are unrelated. The significance level gives the result of the test.

Here, the significant value is 0.000 which indicates that there exist significant relationships among the variables. The resultant value of KMO test and Bartlett's test indicate that the present data is useful for factor analysis. Table – 5

Table No.5-KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.877
Bartlett's Test of Sphericity	Approx. Chi-Square	4.321E3
	Df	561
	Sig.	.000

The next step in the process is to decide about the number of factors to be derived. The thumb rule is factors which are having 'Eigen values' greater than unity can be taken. For the purpose of extraction Principal Component Analysis method is used. The Component matrix so formed is further rotated orthogonally using Varimax rotation algorithm for convenience factors are reduced to seven. After the rotation, all the statements are loaded on the seven factors. The results so obtained have been given in the tables separately along with factor loadings.

Table -6   Total Variance Explained

Component	Initial Eigenvalues			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.983	38.184	38.184	6.382	18.771	18.771
2	4.186	12.312	50.496	4.655	13.691	32.461
3	2.825	8.308	58.804	3.802	11.182	43.643
4	1.744	5.130	63.934	3.467	10.197	53.840
5	1.634	4.807	68.741	3.418	10.054	63.893
6	1.130	3.324	72.064	2.658	7.818	71.712
7	1.047	3.080	75.144	1.167	3.432	75.144
8	.967	2.844	77.988			
9	.688	2.023	80.012			
10	.645	1.898	81.909			
11	.558	1.641	83.550			
12	.541	1.591	85.141			
13	.459	1.351	86.492			
14	.440	1.295	87.787			
15	.400	1.176	88.962			
16	.387	1.138	90.101			
17	.362	1.065	91.166			
18	.318	.934	92.100			
19	.286	.842	92.941			
20	.272	.800	93.741			
21	.259	.762	94.503			
22	.243	.715	95.217			
23	.221	.649	95.867			
24	.206	.605	96.472			
25	.191	.562	97.034			
26	.161	.474	97.508			
27	.155	.456	97.963			
28	.133	.390	98.354			
29	.120	.353	98.707			
30	.108	.319	99.026			
31	.096	.284	99.309			
32	.089	.262	99.571			
33	.088	.258	99.829			
34	.058	.171	100.000			

Extraction Method: Principal Component Analysis.
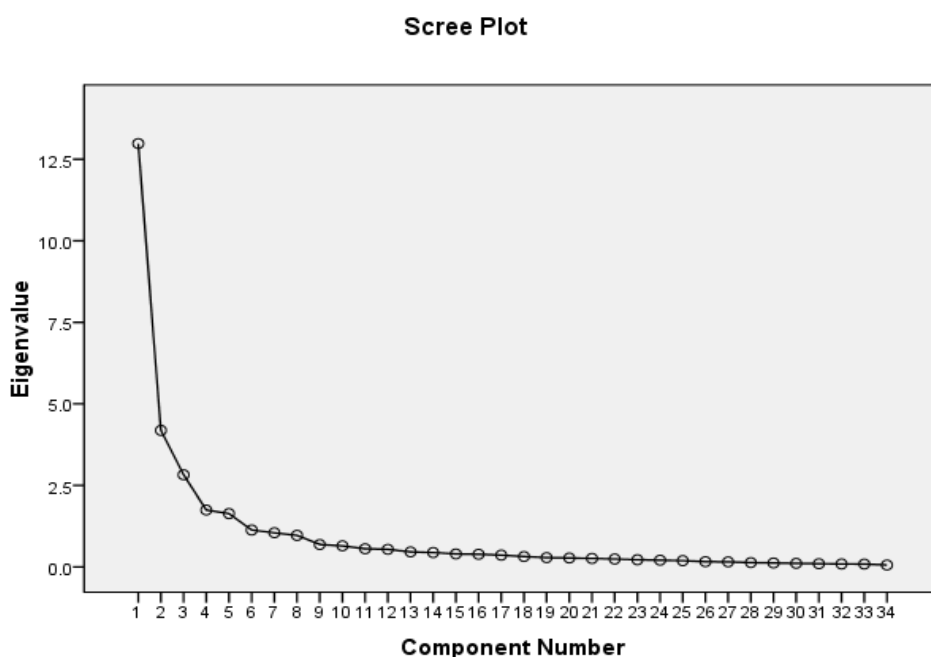
Scree Plot

Figure 1 *Scree Plot*

From the 34 statements, only 6 factors have Eigen values more than 1. This means that these 7 factors can be used to explain maximum variance in the employee engagement. The total variance accounted by all the seven factors is 75.144 percent. This means that significant amount of variance is explained by the reduced 7 factors alone. Therefore it is better to take 6 variables alone for further analysis as depicted in scree plot as the seventh factor has only one items loaded on it and the consideration of those mere one item is not needed(Figure1) Among the seven factors, the first factor accounts for around 19 percent of variance (Table .6).

Table -7 Rotated Component Matrix.

Rotated Component Matrix[a]							
Description	Component						
	1	2	3	4	5	6	7
Improve discipline and cleanliness.	.854	.202	.059	.035	.051	.134	.026
Exceed internal &external customer expectation.	.836	.072	.171	.016	.105	.179	.066
Provide 24hr guest service.	.810	.090	.043	.050	.188	.139	.246
Services meet the needs of customers.	.797	.167	.052	.228	-.054	-.019	-.085
Come up with new thoughts.	.792	.073	.221	.141	.102	.064	.236
Work on innovative ideas.	.790	.195	.105	.041	-.041	.153	-.235
Focusing on guest to comfortable stay.	.778	.184	.078	.270	-.005	-.084	-.151
Give efforts to Obtain memorable experience.	.769	.041	.123	.159	.187	.028	.306

Authority to take action.	.753	.146	.021	.157	.048	-.044	-.167
Organizational & employee goals linked.	.141	.775	.230	.287	.043	.058	-.090
Receive recognition	.214	.760	.000	.155	.130	.260	-.195
Management Assigns right job	.083	.755	.213	.225	.037	.206	-.009
Performance evaluation	.204	.752	.081	.232	.236	.165	.012
Helpful Counseling service	.204	.748	.344	.108	.117	-.083	.160
Solves work related problems	.237	.696	.068	.157	.022	.194	.298
Management Considers training as a part of strategy	.091	.224	.816	.068	.287	.151	-.009
Training helps to do job better	.144	.267	.766	.123	.204	.252	.085
Communication is accurate	.135	.177	.749	.248	.207	.178	.073
Effective communication about goals, objective etc.	.187	.099	.701	.367	.155	.125	.195
Receive constructive feedback	.191	.114	.671	.130	.192	.363	-.328
Able to work with colleagues	.190	.246	.232	.782	.010	.157	.061
Interpersonal relationship	.260	.133	.189	.749	.159	-.012	-.104
Good internal communication	.160	.303	.159	.745	.016	.214	.059
Adequate resource and equipment at workplace.	.146	.407	.029	.627	.231	.009	.299
Kept well about Work plans and progress	.179	.407	.178	.585	.312	.009	-.073
Management shows interest in career progress	.050	.200	.107	.041	.852	.136	-.035
Identifying development needs	.097	.122	.225	.021	.839	.138	.041
Clear career path	.048	.026	.194	.162	.825	.105	.032
Engage into decision making process	.123	.057	.229	.168	.692	.258	.032
Hotel maintains good reputation	.076	.225	.150	.026	.189	.822	.041
supervisor support	.134	.275	.360	.074	.163	.724	-.046
Management discusses issues & ideas.	.014	.071	.240	.231	.299	.617	.296
Freedom to express opinion	.214	.131	.352	.125	.279	.570	-.243
Safe at workplace.	.186	.480	.258	.438	.066	.100	.502

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.
a. Rotation converged in 8 iterations.

From the rotated component matrix(Table.7) it is clear that the first factor is having nine statements, second factor is having six statements and third factor is having five statements, fourth factor is having five statements, fifth factor is having four statements, sixth factor is having four statements. Based on the statements included into the factors can be named. The reduced six factors can be shown below.

Factor 1 was named as Quality of services.

- Improve discipline and cleanliness.
- Exceed Internal &External customer expectation.
- Provide 24 hours guest service.
- Services meet the needs of customers
- Come up with new thoughts.
- Work on innovative ideas.
- Focusing on guest for comfortable stay.
- Give efforts to obtain memorable experience
- Authority to take action.

Factor 2 was named as Organisation support.

- Organisational & employee goals linked.
- Receive recognition
- Management has Assigned right job
- Performance evaluation
- Helpful Counselling service
- Solve work related problems

Factor 3 was named as Useful training &communication.

- Management Considers training as a part of strategy
- Training helps to do job better
- Communication is accurate
- Effective communication about goals, objective etc
- receive constructive feedback

Factor 4 was named as Work Environment

- Able to work with colleagues
- Interpersonal relationship
- Good internal communication
- Adequate resource and equipment at workplace.
- Kept well about Work plans and progress

Factor 5 was named as Career Progress

- Management takes interested in career progress
- Identifying development needs

- Clear career path
- Engage into decision making process

Factor 6 was named as Management Support

- Hotel maintains good reputation
- Supervisor support
- Management discusses issues & ideas.
- Freedom to express opinion

Since factor 7 loaded with only one item it cannot be considered as a factor.

CONCLUSION:

The challenge today is not just retaining talented employees but fully engaging them, capturing their hearts and minds at each stage of their work. While most of the international hotel chains nowadays consider and treat the employees as important assets and retained valued employees within the organisation, unfortunately, there are many independent hotels are facing valued employees leaving the companies. Furthermore, since these independent hotels are internally lacking in strong business orientation, financial, management, human resource and employee skills, it could be assumed that their traditional position in the industry structure is becoming even more clear-cut in term of business practice, further contributing endangerment. However organisations do not talk about employee engagement, instead they focus on the practices that foster engagement among their employees and the impact this has on customers and the bottom line (Macey, W. H., & Schneider, B. 2008)

The study analyzed how the various attributes, practices are pertaining to the main components of employee engagement which is need to provide the quality of services and contributed to previous research of such sort in measuring service quality (Cronin Jr., J.J., and Taylor, S.A. 1992) but with certain differences. The employees' perception towards work engagement attributes such clear career path, engage into decision making process, training, superior support, communication, interpersonal relationship, counseling, work environment, performance appraisal, and how these attributes contributed to customer/guest service and satisfaction was measured (Kahn, W. A.1990) This study has evaluated the extent of support of each practice and attributes of employee engagement. This study shows that all employees are having positive perception towards their organization's practices, attributes such as friendly work environment, good interpersonal relationship, and communication

regardless of job levels etc. which are fundamental needs to make the employees to be engaged. This research has emphasized that both men and women are positively affected by the employee engagement of the hospitality Industry.

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