

FACTORS AFFECTING EMPLOYEE ENGAGEMENT IN EMPLOYEES WORKING IN FIVE-STAR HOTELS IN HARYANA

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ABSTRACT

The aim of this paper is to know the relationship between employee engagement and job satisfaction. So, the term employee engagement starts from the first day of the recruitment, as the organization wants the best talent for the long time. It is very helpful for the organization as well as the employees. The people spend most of their time to their job, and the spirit towards their job and their motivation is considered to a very important factor for the job satisfaction. “Engaged employees are emotionally more connected with their job and organization which leads to get higher productivity for the employees as well as employer” (Gaur (2015)). The effect of employee engagement on job satisfaction has been studied by so many experts. There findings are “the more enthusiastic the workers are, the better operating results they achieve for the company”. Employee engagement is the reflection of job performance as well as the business performance relating to key areas like, health & safety, customer satisfaction, efficiency & effectiveness, salary, promotions, working environment etc. (M. Rama Kumari et al. 2017). This study intends to analyze the factors affecting employee engagement employees working in five-star hotels in Haryana. The findings reveals that the major factors that plays significant role in affecting job satisfaction of employees are rewards and recognition factors, growth opportunity factors, organizational factors, colleagues support factor, flexibility at work factor and work environment factors of employee engagement.

Keywords: employee engagement, job satisfaction, hotel industry,

INTRODUCTION

The birth of the term “employee engagement” which is an individual emotional phenomenon. The Gallup organization conducted studies on employee engagement from the mid to late 1980s and published their results in a very popular book, “First, Break All the Rules” (Ferguson). The first published use of this term employee engagement was in the academy of Management Journal Article “Psychological Conditions of Personal Engagement and Disengagement at Work”. (W. Kahn, 1990).

Employee engagement also called worker engagement, is a business management concept. For the study of employee engagement and its relationship with job satisfaction, many researchers found that the survey method is the best method.

As a result of different research paper provide several avenues of actions, from which the common ten C’s of employee engagement are connect, clarity, carrier, congratulate, convey,

contribute, collaborate, control, credibility, and confidence. There are three levels of engagement, which are engaged, not engaged, and disengaged. Employee who does their job with passion for achieving the organization goals, are engaged employee. The employee who are not engaged, performs their job without any passion. The employees who are unhappy with their task or work, are disengaged employees. (Arti chandani et al,2016).

Employee Engagement is also defined as “the individual’s involvement and satisfaction with, as well as enthusiasm, for work”. Employee engagement is expected to begin when “individuals are emotionally connected to others and cognitively vigilant”. (Harter et al.,2002, p-269).

Employee engagement is assessed with the Gallup workplace audit (GWA; Harter et al. 2002), which includes the overall satisfaction of employees towards their work life role, clarity, feedback, career development opportunities. The GWA reflects the term employee satisfaction as well as the processes and conditions that are antecedents to satisfaction and engagement (Harter and Schmidt, 2008).

Employee engagement has a key link to job satisfaction. In fact, a well cited work by Harter et al. (2002) who specifically defined engagement as “satisfaction-engagement” (p -269), which directly clarify the satisfaction level of employees related to their work.

Satisfaction is the backbone of the engagement, that’s why it is very important task of the organization to match the aim of the organization and the aim of the employee., so that an employee has the feelings of satisfaction.

Engagement & Satisfaction are two interdependent terms. Higher the engagement level, makes the satisfaction level high and lower the engagement level, makes the satisfaction level low.

In an industry, like hospitality where there is emphasis on intangible and greater reliance on human resource as the guest experience is dependent to a large extent on the quality of service deliver by the employees. An engaged employee improves customer satisfaction and service level.

REVIEW OF LITERATURE

A literature review is the mirror, which reflects the critical points of current knowledge, methodologies on a current topic. Literature review are the secondary data, so that do not report any new or original experimental work, most probably related to academic oriented literatures. Its goal is to update the reader with current literature on a topic and helps to form the basis for future research. A well structures literature review is made up by logical flow of ideas, current and relevant referencing with consistent, appropriate referencing style, proper use of tools and techniques, and most important, an unbiased and comprehensive view of the previous research on the topic.

Kahn (1990), the self and the role “exists in some dynamic, negotiable relation in which a person drives personal energies into role behaviors (self-expression)”. Kahn finds that there are three psychological conditions related to engaged employee and disengaged employee:

- (1) Meaningfulness
- (2) Safety; and
- (3) Availability.

Consequently, workers were more engaged when they were in situations that offered them greater meaning and when they felt psychological safety and were more psychologically available.

Rothbard (2001), gives the definition of engagement as “a psychological presence along with attention and absorption. Attention refers to the “ability and the time employee spends thinking about a role”, while absorption refers to “being deeply engrossed in the work and intensity with which the employees focus on completion of the work”.

Saks (2006) finds that organizational commitment differs from engagement in that it refers to a person’s attitude and attachment towards their organization, and it can be said that engagement is not merely an attitude but it is the degree to which an individual is attentive to his work and absorbed in his role.

According to Gallup Organization “The term employee engagement refers to an individual’s involvement and satisfaction with as well as enthusiasm for work.”. There are three types of employees, such as engaged employee, not engaged employee, and disengaged employee. Employee who performs the task with full of enthusiasm and fulfill the goal of the organization, are engaged employee. Not engaged employee do what they are told to do, they did not focus on the goal of the organization. Disengaged employee are those employees who did not performs their work to achieve the goal of the organization, in fact demotivate the coworkers.

Schaufeli et al. (2002) defines engagement “as a positive, fulfilling, work-related state of mind that is characterized by:

- Vigor;
- Dedication; and
- Absorption.

Vigor refers to the level of the energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence in the face of difficulties. Dedication refers to a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption captures the state of being fully concentrated and deeply engrossed in one’s work, whereby one perceives time to pass quickly and has difficulties detaching oneself from work.

Anita J., (2014) defines that the key variables through a thorough literature survey that describes employee engagement and identifies the strength of impact of employee engagement on employee performance. Employee performance is basically outcomes achieved and accomplishment made at work. Performance refers to keeping up plans while aiming for the result. Although performance evaluation is the heart of performance management. According to this paper, employee engagement is considered to be the most powerful factor to measure a company’s vigor. Vigor refers to the level of energy and mental resilience while working in any organization.

Misra R. N. (2009) has described employee engagement in detail with the example of US based company. He starts with the introduction of employee engagement. He also describes content of employee engagement, then types of employees such as engaged employees, not engaged employee, and disengaged employees. He further explains the drivers of employee engagement, types of employee engagement such as emotional engagement and rational engagement. He also discussed the reasons why an employee leaves an organization, why companies perform badly. And also given advantages of employee engagement.

Sahu Gangadhar & Sahoo Chandan Kumar (2009) argues that employee engagement is a pivotal mechanism for nurturing a high-performance culture to drive the organization towards. EE is about building a truly great relationship with the workforce. Employee is one of the key assets of an organization and today's employee in the organization is treated more than an employee.

Robinson (2006) defines that, 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.

Shanmuga and Vijayadurai (2014), quantifiable level of an employee's positive or negative energetic association with their movement, partners and affiliation that fundamentally affect their status to learn and perform is granulating ceaselessly is employee engagement.

Grieshhaber et al., 1995 argues that job satisfaction shows the favorable or unfavorable aspects towards their work. He also defines that how much the employee like their work. To have a higher satisfaction of the employee, the more his or her work environments fulfill their needs, values, or personal characteristics.

According to Dawal, Taha & Ismail (2009), once they satisfied with their jobs, employees will work harder. However, if the job satisfaction is low the employees are willing to remove themselves either from job or the organization and decrease the work commitment by spending less time (Cohen & Golan, 2007).

Henryhand J. Carla (2009) conducted research to study "The Effect of Employee Recognition and Employee Engagement on job satisfaction and intent to leave in the Public Sector". This study found that the perceptions of employee recognition an employee engagement had a significant impact on the overall job satisfaction and intent to leave the organization. This study focused on the current job satisfaction factors in the study organization, the role employee engagement plays, and its impact on active employees.

Sobia Ali & Yasir Aftab Farooqi (2014) conducted research to study the Effect of Work Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Engagement and Employee Performance". The purpose of this study was to identify the effect of workload in job satisfaction and effect of job satisfaction on employee engagement and employee performance.

Deepa & Kuppusamy (2014) conducted research to explore the impact of Performance Appraisal System on Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior and Productivity. The result of this paper shows that performance appraisal system helps both the employees and the organization in increasing their productivity and it would automatically increase the organizational commitment and organizational citizenship behavior in the employees. Once the employees found that they are satisfied with their job, then they engage themselves towards the work which leads to increase their productivity.

Mehta D. and Mehta N.K. (2013) according to the researcher employee engagement is the concept deal with the level of happiness and performance of employee in organization affected by the working environment. It would be more beneficial if the organization retain the productive employees by engaging them with corporate business. Organization with high level

of employee engagement are more productive rather than who have low level employee engagement.

Swarnalatha C. and Prasanna T.S. (2012) discussed that in recent years employee engagement has become a well-known and important organizational concept. It is level of involvement and commitment of an employee towards organization and its growth and values. Employee engagement develops positive attitude towards organization among the employees.

Sridevi M. S. and Markos S (2010) revealed that employee engagement touches almost every part of human resource management dimensions termed as hitherto. If the human resources management is not able to fulfill the engagement facility of employees this will lead to mismanagement. The assembly on which employee engagement dealt with related to concepts like job satisfaction, organizational citizenship behavior and employee commitment.

Siddhanta (2010) found out the different factors of employee engagement from the literature available. The author also discussed the key drivers and different features of employee engagement, how to handle disengaged employee, how to measure the employee engagement and how it can be increased.

Puspitawati and Yuliawan (2018) The study examines the role of employee engagement on the relationship between work satisfaction and service quality. Results using path analysis show that work satisfaction influences employee engagement and service quality; and employee engagement influences service quality. Thus, proving that a high level of satisfaction will result in a higher sense of employee attachment to companies, which will create quality services.

Galagedara1 and T. D. Weerasinghe (2021) assessed the impact of employee engagement on employee job satisfaction bridging the lacuna in the context of hotel and tourism. Hence, the impact of employee engagement on both intrinsic and extrinsic dimensions of job satisfaction was assessed. The study elucidated that employee engagement has a significant positive relationship with both intrinsic satisfaction and extrinsic satisfaction with an impact of 54% and 57% respectively. Moreover, employee engagement and job satisfaction showed a strong positive, and significant relationship with 62% of the impact of employee engagement on job satisfaction.

Objective

To investigate the consistency and conformity of the factors responsible for engagement of employees working in five-star hotels in Haryana state.

Research Methodology

Population of the current study contains employees working in the selected five-star hotel. Data Collection of the primary data was done via a self-administered, standard questionnaire, directly distributed to employees.

The data were collected from employees working in five-star hotels in Haryana, India. Simple random sampling was employed to select the employees. Thereafter, well-structured questionnaire was administered personally to respondents. In first section, questionnaire contains six questions about demographics of employees. The analysis employs confirmatory factor analysis to analyse the factors affecting employee engagement working in hotels in Haryana.

Data Analysis

The present section aimed at analysing the factors affecting employee engagement of employees working in five-star hotels in Haryana. There are many factors available that influence the employee engagement of employees working in five-star hotels. These are, “Reward and recognition”, “Growth opportunity”, “Organisational Support”, “Colleagues Support”, “Flexibility at Work” and “Work Environment”. All these factors have major influence on employee engagement of workers in five-star hotels. Thus, it is imperative to study the factors that influence the employee engagement of employees working in five-star hotels in Haryana. To extract the main factors which directly influence the employee engagement of employees working in five-star hotels, exploratory factor analysis has been applied. Factor analysis technique is used to determine whether there are underlying constructs that represents a combination of homogeneous variables. The main aim of this analysis is to describe the covariance relationship among different given variables. These variables are highly correlated and are grouped together but reflect small correlation with the variables of other groups. Factor analysis by principal component method reduces the variables into predominant factors influencing employee engagement in five-star hotels in Haryana.

4.3.1 KMO and Bartlett’s TEST

KMO and Bartlett’s test has been administered to determine sampling adequacy which indicates that data set were adequate to run factor analysis. KMO measure of sampling adequacy is a statistic that reflects the proportion of variance in the variables that might be caused by the reduced factors. Value below 0.5 is unacceptable and values between 0.5 and 0.7 are mediocre, values between 0.7 and 0.8 are good and values above 0.8 are considered highly acceptable (Kaiser,1974).

Table 4.3.2: KMO and Bartlett’s Test

| | | |
|---|--------------------|----------|
| Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy | | 0.874 |
| Bartlett’s test of Sphericity | Approx. Chi-square | 6456.289 |
| | Df | 435 |
| | Sig. | 0.000 |

Table 4.3.2 indicates that KMO measure of sampling adequacy is 0.884, which shows that factor analysis is quite useful for the data set used in this study. Similarly, the significance value for Bartlett’s test of Sphericity with approximately Chi-square value (6456.289) is 0.00 which indicates that there exist significant relationships among variables. This means the principal component analysis is appropriate for this data set.

Thus, output of KMO and Bartlett’s test support the fact that factor analysis is very much useful for the present data. Conclusively, the sample size is adequate to reduce the variable into predominant factors.

4.3.2 Communalities

As shown in table 4.3.2, Communalities shows the variance of each variable that is contributed to the total variance of factors employee engagement of employees working in five-star hotels in Haryana. The community value more than 0.50 is adequate for factor analysis. However, for all the 30 statements, communalities are more than 0.50 which indicates that the extracted components represent the variables well.

Table 4.3.2: Communalities

| Sr. No. | Communalities | Initial | Extraction |
|------------|---|---------|------------|
| | | | |
| 1 | I can count on my company for more money if I work more. | 1.000 | 0.641 |
| 2 | The company recognizes me whenever I do a good job. | 1.000 | 0.681 |
| 3 | I am happy with the benefits offered by the company. | 1.000 | 0.419 |
| 4 | I am satisfied with the rewards given by the organization good performance. | 1.000 | 0.580 |
| 5 | The company is fair when it comes to promoting the employees. | 1.000 | 0.672 |
| 6 | My organisation does a good job of promoting from within. | 1.000 | 0.768 |
| 7 | My organisation encourages employees to upgrade their skills/education. | 1.000 | 0.726 |
| 8 | Employees have equal access to training opportunities here. | 1.000 | 0.822 |
| 9 | My organisation offers employee professional development opportunities. | 1.000 | 0.829 |
| 10 | My supervisor supports me in getting the job done in time. | 1.000 | 0.683 |
| 11 | My supervisor gives me useful feedback on how I am doing. | 1.000 | 0.735 |
| 12 | My supervisor motivates me to do the best job I can. | 1.000 | 0.647 |
| 13 | My supervisor expresses appreciation when I have done a good job. | 1.000 | 0.676 |
| 14 | My supervisor treats me with respect. | 1.000 | 0.629 |
| 15 | My supervisor style supports my work life balance. | 1.000 | 0.566 |
| 16 | While on the job my suggestions are considered by management. | 1.000 | 0.472 |
| 17 | I am given enough authority to make decisions I need to make. | 1.000 | 0.614 |
| 18 | My co-workers provide me constructive feedback. | 1.000 | 0.583 |
| 19 | My co-workers and I share information and new ideas. | 1.000 | 0.683 |
| 20 | I enjoy working with my co-workers. | 1.000 | 0.742 |
| 21 | The members of my team treat each other with respect. | 1.000 | 0.655 |
| 22 | My organisation provides me flexibility in work schedules. | 1.000 | 0.663 |
| 23 | Organisation's policies provide me the flexibility to meet my work and family responsibility. | 1.000 | 0.723 |
| 24 | My company has authorised me to do the work in manner of my choices. | 1.000 | 0.759 |
| 25 | A well-defined career path prevails in my organisation. | 1.000 | 0.512 |
| 26 | Complaints and grievances are duly addressed by the management. | 1.000 | 0.580 |
| 27 | Proper resources are provided for carrying out the job efficiently. | 1.000 | 0.599 |
| 28 | Employees behave professionally in all aspects of their work. | 1.000 | 0.665 |
| 29 | Health and safety are a top priority with this organisation. | 1.000 | 0.728 |

| | | | |
|--|--|-------|-------|
| 30 | My workspace has adequate privacy for me to do my job. | 1.000 | 0.563 |
| Extraction Method: Principal Component Analysis. | | | |

4.3.3 Total Variance Explained

Table 4.3.3 indicates the total variance explained by each component. It can be observed from the table that total variance of the observed variables is explained by each of the principal components.

The first principal component explains the largest part of the total variance, it records of 28.495 percent of the total variance, second component explains 11.869 percent of the total variance, third component explains 10.349 percent of the total variance, fourth component shows 5.607 percent of the total variance, fifth component explains 4.963 percent of total variance, sixth component indicates 4.104 percent of the total variance.

The observation of the table provides that only these six components are extracted from the principal component analysis are significant enough to retain for rotation and further interpretation. A component that shows an Eigen value greater than one reflects for a greater amount of variance. Therefore, only those components are considered as principal components which have Eigen value more than one. The total variance accounted for, by all the six factors with Eigen value greater than one is 65.387 percent which is sufficiently significant, and the remaining variance is explained by other variables. Among the six factors, the first factor accounts for around 28.495 percent of variance which is the prime factor influencing investment behavior of selected respondents.

Table 4.3.3: Total Variance Explained

| Component | Initial Eigen Values. | | | Extraction sums of squared loadings | | | Rotation sums of squared loadings | | |
|-----------|-----------------------|------------------------|-----------------------|-------------------------------------|------------------------|-----------------------|-----------------------------------|------------------------|--------------|
| | Total | Percentage of variance | Cumulative Percentage | Total | Percentage of variance | Cumulative Percentage | Total | Percentage of variance | Cumulative % |
| 1 | 8.548 | 28.495 | 28.495 | 8.548 | 28.495 | 28.495 | 5.316 | 17.720 | 17.720 |
| 2 | 3.561 | 11.869 | 40.364 | 3.561 | 11.869 | 40.364 | 3.443 | 11.476 | 29.196 |
| 3 | 3.105 | 10.349 | 50.713 | 3.105 | 10.349 | 50.713 | 3.237 | 10.789 | 39.985 |
| 4 | 1.682 | 5.607 | 56.320 | 1.682 | 5.607 | 56.320 | 2.680 | 8.934 | 48.919 |
| 5 | 1.489 | 4.963 | 61.283 | 1.489 | 4.963 | 61.283 | 2.675 | 8.917 | 57.836 |
| 6 | 1.231 | 4.104 | 65.387 | 1.231 | 4.104 | 65.387 | 2.265 | 7.551 | 65.387 |
| 7 | .947 | 3.158 | 68.545 | | | | | | |
| 8 | .853 | 2.844 | 71.389 | | | | | | |
| 9 | .840 | 2.798 | 74.187 | | | | | | |
| 10 | .694 | 2.312 | 76.499 | | | | | | |
| 11 | .653 | 2.176 | 78.675 | | | | | | |
| 12 | .559 | 1.863 | 80.538 | | | | | | |
| 13 | .541 | 1.805 | 82.343 | | | | | | |

| | | | | | | | | | |
|----|------|-------|---------|--|--|--|--|--|--|
| 14 | .494 | 1.648 | 83.991 | | | | | | |
| 15 | .452 | 1.506 | 85.497 | | | | | | |
| 16 | .442 | 1.472 | 86.969 | | | | | | |
| 17 | .399 | 1.331 | 88.300 | | | | | | |
| 18 | .392 | 1.308 | 89.608 | | | | | | |
| 19 | .371 | 1.237 | 90.845 | | | | | | |
| 20 | .357 | 1.191 | 92.037 | | | | | | |
| 21 | .335 | 1.117 | 93.154 | | | | | | |
| 22 | .308 | 1.027 | 94.181 | | | | | | |
| 23 | .292 | .972 | 95.153 | | | | | | |
| 24 | .264 | .880 | 96.033 | | | | | | |
| 25 | .243 | .810 | 96.844 | | | | | | |
| 26 | .227 | .756 | 97.599 | | | | | | |
| 27 | .223 | .743 | 98.342 | | | | | | |
| 28 | .187 | .624 | 98.967 | | | | | | |
| 29 | .169 | .564 | 99.531 | | | | | | |
| 30 | .141 | .469 | 100.000 | | | | | | |

Source: Primary survey 4.3.4 Rotated Component Matrix

Table 4.3.5 reveals the results of related component matrix which identifies six factors with highest factor loadings of each variable in each factor.

The rotated component matrix shows rescaled factor loadings (correlation) to evaluate which variables load on each factor. The rescaled factor loadings indicate “organizational support” as first factor (with factor loadings 0.833, 0.792, 0.791, 0.772, 0.735, 0.718, 0.686, 0.577), “work environment” as second factor (with factor loadings 0.805, 0.725, 0.694, 0.669, 0.578, 0.550), “Growth opportunity” as third factor (with factor loadings 0.897, 0.879, 0.824, 0.768) “rewards and recognition” as fourth factor (with factor loadings 0.789, 0.767, 0.754, 0.653, 0.482), and “colleague support” as fifth factor (with factor loadings 0.815, 0.781, 0.729, 0.587) and “flexibility at work” as sixth factor (with factor loadings 0.821, 0.806, 0.718).

Table 4.3.4 Rotated component matrix

| Rotated Component Matrix | | | | | | |
|---|-----------|---|---|---|---|---|
| | Component | | | | | |
| | 1 | 2 | 3 | 4 | 5 | 6 |
| My supervisor gives me useful feedback on how I am doing. | .833 | | | | | |
| My supervisor expresses appreciation when I have done a good job. | .792 | | | | | |
| My supervisor supports me in getting the job done in time. | .791 | | | | | |
| My supervisor motivates me to do the best job I can. | .772 | | | | | |

| | | | | | | |
|---|------|------|------|------|------|--|
| My supervisor treats me with respect. | .735 | | | | | |
| My supervisor style supports my work life balance. | .718 | | | | | |
| I am given enough authority to make decisions I need to make. | .686 | | | | | |
| While on the job my suggestions are considered by management. | .577 | | | | | |
| Health and safety are a top priority with this organization. | | .805 | | | | |
| My workspace has adequate privacy for me to do my job. | | .725 | | | | |
| Employees behave professionally in all aspects of their work. | | .694 | | | | |
| Proper resources are provided for carrying out the job efficiently. | | .669 | | | | |
| A well-defined career path prevails in my organization. | | .578 | | | | |
| Complaints and grievances are duly addressed by the management. | | .550 | | | | |
| My organization offers employee professional development opportunities. | | | .897 | | | |
| Employees have equal access to training opportunities here. | | | .879 | | | |
| My organization does a good job of promoting from within. | | | .824 | | | |
| My organization encourages employees to upgrade their skills/education. | | | .768 | | | |
| The company recognizes me whenever I do a good job. | | | | .781 | | |
| I can count on my company for more money if I work more. | | | | .767 | | |
| The company is fair when it comes to promoting the employees. | | | | .754 | | |
| I am satisfied with the rewards given by the organization good performance. | | | | .653 | | |
| I am happy with the benefits offered by the company. | | | | .482 | | |
| I enjoy working with my co-workers. | | | | | .815 | |

| | | | | | | |
|---|--|--|--|--|------|------|
| My co-workers and I share information and new ideas. | | | | | .781 | |
| The members of my team treat each other with respect. | | | | | .729 | |
| My co-workers provide me constructive feedback. | | | | | .587 | |
| My company has authorised me to do the work in manner of my choices. | | | | | | .821 |
| My organisation provides me flexibility in work schedules. | | | | | | .806 |
| Organisation's policies provide me the flexibility to meet my work and family responsibility. | | | | | | .718 |
| Extraction Method: Principal Component Analysis. | | | | | | |
| Rotation Method: Varimax with Kaiser Normalization. | | | | | | |
| a. Rotation converged in 6 iterations. | | | | | | |

Table 4.3.4 depicts the factors assessment summary to give clarity to the factors extracted. Each factor shows its own reliability score that is alpha along with the factor loadings of each variable in each of the six factors. Subjecting the data to factor analysis, reduced 30 statements to six factors, these six factors were extracted with the help of factor analysis along with the loadings for all statements, Cronbach alpha, Eigen values and percentage of variance explained by each factor.

The first factor “Organization Support” is a combination of eight statements. This factor explains 28.495 percent of the total variance with eigen value of 8.548 These statements cover the components of organization support which has significant impact on employee engagement of employees working in five-star hotels in Haryana. The second factor “Work Environment” recorded 11.869 percent of the total variance with an eigen value of 3.561. It comprised of six statements The statements contained in the factor are related to work environment of a hotel industry which is also very important fact to retain employees in the 5-star hotels. The third factor “Growth opportunity” accounted for 10.349 percent of the total variance with an eigen value of 3.105. It consists of four statements. These statements contained the dynamics of business environment which are very useful while predicting how many opportunities are provided to the employees and how they can grow within the organization. This created a focused mindset of the employee towards their goal. “Rewards and Recognition” is the fourth and the most significant factor comprising of five statements. It explained 5.607 percent of the total variance of the data with an eigen value of 1.682. The statements contained that factors are related to the motivation of the employees for better working in the hotel. These appreciations and rewards for the employees motivate them to perform better and create a healthy competitive environment for the employees working in five-star hotels. The fifth factor “Colleagues Support”, accounted for 4.963 percent of the total variance explained, with an eigen value of 1.489. It includes four statements. The statements contained the factor are related to colleague’s support in which directly affecting the working environment of the hotel.

Further, if there is co-ordination present among employees, then more effective work environment is present in the hotel. The sixth factor “Flexibility at Work” explained 4.104 percent of the total variance and 1.231 eigen value. It contains three statements. These statements cover the factors related to a particular hotel or 5-star hotels segment which are very important for management to retain or engage employees.

Table 4.3.5: Factors Emanating from Factor Analysis

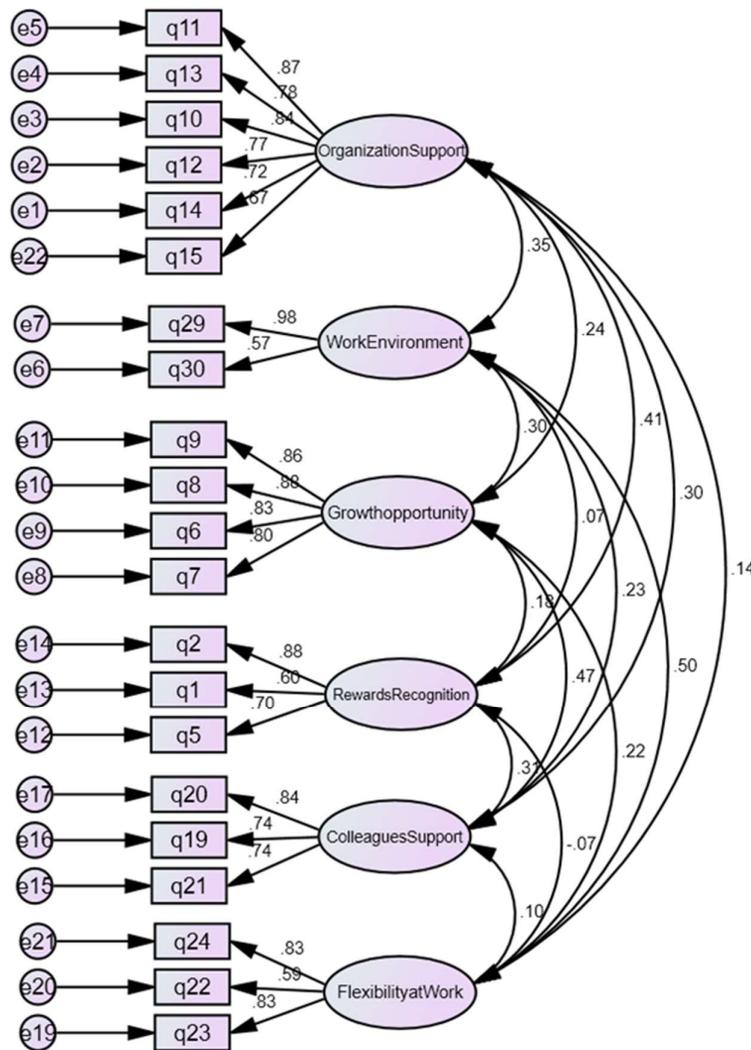
| Sr. No. | Factors | No. of statements | Eigen Value | Percentage of variations explained | Cumulative Percentage |
|---------|------------------------|-------------------|-------------|------------------------------------|-----------------------|
| 1 | Organizational support | 8 | 8.548 | 28.495 | 28.495 |
| 2 | Work environment | 6 | 3.561 | 11.869 | 40.364 |
| 3 | Growth opportunity | 4 | 3.105 | 10.349 | 50.713 |
| 4 | Reward and recognition | 5 | 1.682 | 5.607 | 56.320 |
| 5 | Colleague support | 4 | 1.489 | 4.963 | 61.283 |
| 6 | Flexibility at work | 3 | 1.231 | 4.104 | 65.387 |

Table 4.3.5 shows the six important factors affecting employee engagement of employees working in five-star hotels in Haryana resulting from factor analysis and the names were considered on the list of items under each component and the respective loadings of the item. The Eigen value and the percent of variance explained by factors are shown in above table. It can be observed from the table 4.3.5 that six dominant factors, which consist of thirty statements, accounted for 65.387 percent of total variance. “Organization Support” is the first significant factor with Eigen value of 8.548 and percentage of variation explained are 28.495. Work Environment is the second significant factor with the Eigen value of 3.561, and percent of variance explained with value 11.869. Growth opportunity factor is the next important factors with Eigen value of 3.105 and percentage of variation explained are 10.349. Rewards and Recognition is the fourth factors that influence the choice of employees as its Eigen value and percent of variation explained are 1.682 and 5.607 respectively. Colleagues Support factor is the fifth factors with the eigen value of 1.489 and percentage of variance explained is 4.963. Flexibility at work factor has the least impact factor with the eigen value of 1.231 and the percentage of variance explained are 4.104.

Confirmatory Factor Analysis

Subsequent to factor analysis, confirmatory factor analysis was used to confirm the relationship between observed variables and underlying latent constructs. Confirmatory factor analysis (CFA), using AMOS 18, was employed to measure the dimensionality and adequacy of the measurement model shown in figure 1.1

Figure 1.1: Measurement Model for factors affecting employee engagement



Model Fit

According to Hair et.al, 2010, the validity of the measurement model is determined by the goodness of fit indices. The fit indices intend to depict how closely the data fits the model. Table indicates chi-square value of 549.705 for 120 degrees of freedom. The CMIN/DF ratio is 2.862, which is less than the suggested value of 5, which indicates that the model is acceptable. The overall fit indices for the model also exhibit that the model is acceptable.

Table 1.4 Model fit indices of the measurement model

| Index of Fit | Chi-square | CMIN/DF | GFI | AGFI | NFI | IFI | TLI | CFI | RMSEA |
|--------------|------------|---------|------|------|------|------|------|------|-------|
| Value | 549.705 | 2.862 | .856 | .851 | .884 | .921 | .904 | .920 | .070 |

The root mean square error of approximation (RMSEA) is 0.070 which falls within the recommended value of 0.08 as suggested by Browne and Cudeck, 1993. The Goodness of-fit index (GFI) is 0.856 and Adjusted Goodness of fit index (AGFI) is 0.851. The Tucker-Lewis

index (TLI) is 0.904 while the comparative Fit index (CFI) is 0.56. The Normed fit index (NFI) is 0.884 and the Incremental fit index (IFI) is 0.921.

Conclusion:

The results of the study bring out the factors which affect employee engagement of employees working in five-star hotels in Haryana. This study examines the role of employee engagement in mediating the relationship between work satisfaction and employee engagement.

Recommendations

It is recommended to maintain cost-effective employee engagement strategies for organisations when there are no signs of revenue. The motivation of both individual and teams, enabling exiting communication tools such as chat groups, informal meetings might make an impact on employee satisfaction due to the virtual engagement. Caring for employee wellbeing through the healthy meal and, healthy mind by Yoga programmes, and recognise their team spirit and performance by lunching small competitions can make a good sense for employee engagement and overall job satisfaction. It is essential to emphasize on team spirit, training, open communication, and effective interrelationships to implement employee engagement initiatives as a boosting tool of job satisfaction in the domain.

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