



A STUDY ON EMPLOYEE ENGAGEMENT ACROSS GENDER AND AGE AT TAJ GROUP OF HOTELS IN NEW DELHI

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ABSTRACT

The concept, nature, and significance of employee engagement for an organisation are all covered in the current chapter. The researcher also discussed the several factors that influence and hinder employee engagement. The chapter concludes with discussion of the causes and effects of employee engagement as well as strategies for raising employee engagement levels within organisations. The corporate environment is evolving today due to the diversity of the workforce and the global nature of employment. To get a competitive edge in the market, every organisation in the world strives to utilise its human resources to the fullest extent possible. Employees who like their work have good relationships with their coworkers, which improves the working environment. In order to increase output and business success, people need to be committed and motivated at work. High levels of engagement are associated with improved organisational performance and stakeholder value in both local and international businesses. They also encourage the retention of talent and create consumer loyalty. In addition to being content in their work, engaged individuals also contribute to the organization's increased production and profitability. It is a method that an organisation might employ to deal with the unpredictability of the business environment. The company that comprehends the factors that increase employee engagement will have achieved something that their rivals would find extremely challenging to duplicate.

KEY WORDS: Employee Engagement, Corporate Environment, Relationships, Nature.

INTRODUCTION

Employee engagement is a developing subject that has generated a lot of discussion among HR consulting professionals recently. In the corporate sector, senior managers and human resource professionals now rank it as one of their top priorities. Engaged employees may be a



key to competitive advantage for organisations in a world where both the global nature of work and the diversity of the workforce are evolving. Employee engagement is a problem in the contemporary company environment and is the primary focus of both business entrepreneurs and academic scholars. The company that comprehends the factors that increase employee engagement will have achieved something that rivals would find extremely challenging to duplicate. Every organisation has valuable human resources, and one of the most crucial aspects of any business is maximising those resources. It involves making the most of an organization's resources in order to acquire a competitive edge in the market. Every organisation wants to have a competitive advantage over others in this highly competitive global market, and employee engagement is the best method for doing so. Employee engagement is seen in the current business environment as a critical HR practise that organisations may use to manage the ambiguity of organisational conditions and play a key role in enhancing its effectiveness.

Employee engagement is a gauge that determines a person's relationship with the organisation and one of the crucial and effective strategies to draw in, develop, keep, respect, and manage the organization's human resources. Engagement was often seen as being similar to other significant work-related notions including job satisfaction, job involvement, organisational commitment, and organisational citizenship behaviour by many organisations and consulting firms. staff morale can be raised in large part by enhancing staff engagement. Because engaged employees are driven to offer their knowledge, skills, and abilities to assist their organisation flourish, it is the job of human resource managers to increase employee satisfaction and engagement. An engaged workplace promotes dedication, vigour, and productivity from all parties concerned and eventually aids in enhancing organisational success. HR managers must encourage employees to contribute to the success of the business and productivity while also boosting their sense of wellbeing by involving them in organisational activities.

Organisations all over the world are monitoring employee engagement levels in an effort to increase productivity and profitability of the company because it has the potential to have a substantial impact on employee loyalty and retention. People play roles at work, and these roles are dependent on the tasks they are assigned. Gaining a competitive advantage will depend more and more on your ability to recruit, engage, develop, and keep talent. Employers



need workers who are adaptable, creative, keen to contribute, and willing to go above and beyond what is required of them. Organisations must simultaneously allow employees the ability to create work that is engaging and advantageous to the corporate environment. Organisations that are unable to treat their employees well risk losing their most skilled workers. Every organisation needs engaged workers who are enthusiastic and full of energy, and who are willing to go above and beyond what is required of them. Employees that are motivated and engaged are more likely to work more frequently, which boosts output and advances the organisation.

TAJ GROUP OF HOTELS

The Taj Group of Hotels is the collective name for The Indian Hotels Company Limited (IHCL) and the businesses that are part of it. With 128 hotels spread throughout 61 different Indian cities and 16 hotels abroad in the Maldives, Malaysia, the United Kingdom, the United States, Bhutan, Sri Lanka, Africa, and the Middle East, Taj Group is one of Asia's biggest and oldest hotel chains. The Taj Group is become a well-known brand. The company, which stands for quality and style, provides all the amenities and services necessary for a luxurious hotel stay to its clients. The Tata Group of Companies includes the Taj Group of Hotels. The first Taj Hotel, known as the Taj Mahal Palace and Tower, was founded by Jamsetji Nusserwanji Tata in Mumbai in 1903, marking the company's entry into the Indian hospitality sector. The oldest and most renowned hotel chain/group in India is the Taj Group of Hotels. More so than any other hotel in India, it has a very active and robust HR policy. The workers are inspired to do their best work. The Taj Hotels also look after their staff in every circumstance. If the terrorist attack on the Taj Hotel in Mumbai on November 26, 2008, is used as an example, staff members were completely focused on ensuring the safety of the visitors, and some even lost their lives or suffered injuries while doing so. The hotel chain assisted its staff members through a dire crisis. They provided aid to those who perished and were hurt in that assault. Such initiatives are crucial in boosting staff morale and pushing them to work more for the company.

For the Indian hospitality business to survive, employee engagement is crucial. Without it, superior hospitality cannot be offered at any price. Employees in the hotel industry that are



enthusiastic about their profession will undoubtedly give visitors superior service. The Taj Group is the most popular employer brand in India's hospitality sector.

EMPLOYEE ENGAGEMENT

The researcher covered the review of the literature on employee engagement that is currently available and published in the preceding chapter. The review is divided into sections that cover topics including the definition and concept of employee engagement, its significance and aspects, employee engagement in the hospitality industry, and its effects on organisational performance.

In recent years, the idea of employee engagement has become increasingly common in organisations. In the business world today, it has emerged as one of the top concerns for human resource professionals and senior management. Employee engagement has drawn a lot of interest from academic scholars, business owners, and human resource professionals all around the world. The most valuable resource for every organisation is its human capital. Employees play a significant role in whether an organisation succeeds or fails. The need for an engaged staff is essential for the organization's survival and efficient operation in the current period of globalisation and industrialization, where there is intense market competition. Employee engagement is seen as a crucial strategy that is frequently applied in the corporate world today, particularly in the service sector. The Gallup Consulting Firm was the first to adopt the term "employee engagement." Academics have since used it. Employee engagement is defined, the first academic researcher to use the phrase, as the degree of commitment and involvement that employees have with their employer. Employee engagement is often compared to other crucial work-related constructs including job satisfaction, job involvement, organisational commitment, and organisational citizenship conduct by many organisations and consulting.

RESEARCH METHODOLOGY

The conceptual framework for the proposed study has been constructed by the researcher using these models. The research approach focuses on the variables that drive employee engagement, and the researcher has identified three key variables. The first aspect is "reward and recognition," which includes both monetary and non-monetary rewards that the company



offers to the employees in appreciation of their exceptional performance. The second is "perceived supervisor support," which is linked to employees' motivation, cooperation, and respect from their managers. Additionally covered is the dynamic between managers and staff. The third one is "psychological climate," which includes workplace cooperation, decision-making authority, scheduling flexibility, and contentment with annual paid leave and medical benefits. This model also illustrates how employee engagement affects an organization's performance in terms of client satisfaction and intention to stick around. The research approach also illustrates how demographic factors affect employee engagement.

SAMPLE OF THE STUDY

A sample, as defined by statisticians, is a portion of the whole or population. The sample size shouldn't be either unreasonably enormous or overly tiny. It need to be ideal (Kothari, 2012). A full recording of all population statistics is typically exceedingly challenging due to the size of the population. According to Wikipedia, a sample is typically a manageable group from which generalisations or conclusions about the full population can be made.

RESEARCH APPROACH

Exploratory research is what this study is all about. The Taj Group of Hotels staff in New Delhi provided their answers to a questionnaire that was used to gather the data. The survey is divided into four sections, each containing 35 statements graded on a Likert scale of 1 to 5. SPSS (Version 20) was used to analyse the data gathered from the respondents. Simple linear regression has been used to investigate the effects of identified factors on employee engagement and the effects of employee engagement on organisational performance in terms of customer satisfaction and turnover intention. With the aid of the Independent Sample t-test and Analysis of Variance (ANOVA), the level of employee engagement in relation to demographic characteristics was examined. The data gathered from the Taj Group of Hotels' workers in New Delhi through a questionnaire heavily influenced the design of the current study.

Employee engagement is a problem in the contemporary company environment and is the primary focus of both business entrepreneurs and academic studies. It is becoming more and more well-liked in the corporate world worldwide. Organisations are concentrating on



employee engagement these days as a successful HR strategy to obtain a competitive advantage. The hotel industry employs various types of workers and is a labour-intensive sector of the economy. Therefore, employee involvement is crucial for the efficient use of human resources.

The initial backdrop and study structure are covered in this chapter. It outlines the current study's goals, objectives, and hypotheses. The researcher created a conceptual research model for the study by reading the literature. The primary and secondary sources that formed the basis of the current investigation. A questionnaire was used to gather primary data from respondents who worked for the Taj Group of Hotels in New Delhi. Theses, dissertations, books, journals, magazines, periodicals, annual reports of the Taj Group of Hotels, and official Taj Group websites are among the sources of secondary data. Using SPSS (Version 20), the data were analysed using the Independent Sample t-test, One Way Analysis of Variance (ANOVA), and Simple Linear Regression.

RESULTS AND DISCUSSION

There is no significant variation in the mean value of employee engagement at Taj Group of Hotels, New Delhi across gender.

An independent sample t-test has been utilised to determine whether there is a gender difference that is statistically significant in the mean value of employee engagement at Taj Group of Hotels, New Delhi.

TABLE-1 DESCRIPTIVE STATISTICS OF EMPLOYEE ENGAGEMENT ACROSS GENDER

Group Statistics					
Employee Engagement					
Gender of the Respondent	N	Mean	Std. Deviation	Std. Error Mean	
Male	574	3.847	.60012	.03542	
Female	320	3.788	.66324	.05243	

The mean and standard deviation of employee involvement for male and female respondents are shown in table -1 above. Male respondents' mean values are 3.847 and .60012 respectively, while female respondents' mean values are 3.788 and .66324 respectively. As a result, it is evident that male respondents had a more favourable opinion of employee involvement than female respondents.

TABLE-2: ‘T’ VALUE AND SIGNIFICANCE VALUE OF EMPLOYEE ENGAGEMENT ACROSS GENDER

Independent Samples t-test							
Employee Engagement							
	Levene's Test for Equality of Variances		t-test for Equality of Means				
	F	Sig.	t	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference
Equal variances assumed	1.908	.168	.972	445	.332	.05977	.06151
Equal variances not assumed			.945	302.2 60	.346	.05977	.06328

Table-2, displays the Independent Sample t-test results. The Levene's test significance value explains the equality of variances, indicating whether or not both groups have equal variance. The Levene's test indicates that both groups have an equal variance if the significance value is larger than 0.05. Levene's test, however, indicates unequal variance for both groups if the significance value is less than 0.05. Levene's test results in table, reveal a significance (p) value of .168, which is higher than .05 and indicates that both groups have the same variance. Since the p value is bigger than the critical value of .05., the finding of equal variance is taken into account.

Table-2, demonstrates that the 't' value is.972 and the significance value is.332 (two tailed), both of which are greater than.05 (95% confidence interval), indicating that the null hypothesis has been accepted and the alternative hypothesis has been rejected. Therefore, it can be said that there was no statistically significant difference between the genders in the mean value of employee engagement at Taj Group of Hotels, New Delhi.

There is no significant variation in the mean value of employee engagement at Taj Group of Hotels, New Delhi across age.

One Way Analysis of Variance (ANOVA) has been used to determine whether there is any appreciable age-related variation in the mean value of employee engagement at Taj Group of Hotels, New Delhi.

TABLE-3, DESCRIPTIVE STATISTICS OF EMPLOYEE ENGAGEMENT ACROSS AGE

Descriptive Statistics						
Employee Engagement						
Years	N	Mean	Std. Deviation	Std. Error	Confidence Interval for Mean	
					Lower Bound	Upper Bound
Under25	220	2.838	.35942	.03427	2.7700	2.9058
25 to 34	342	4.123	.19181	.01467	4.0939	4.1518
35 to 44	242	4.131	.25749	.02341	4.0845	4.1772
45 & above	90	4.293	.18517	.02760	4.2370	4.3482
Total	894	3.826	.62337	.02948	3.7679	3.8838



The descriptive statistics of employee engagement across ages are shown in table-3 above. The respondents were split into four groups according to their ages, as indicated in table 5.29. The first group's respondents are under 25, the second group's respondents are between 25 and 34, the third group's respondents are between 35 and 44, and the fourth group's respondents are 45 and older.

According to table-3, respondents aged 45 and older had a mean value of 4.293 and a standard deviation of .18517, followed by respondents aged 35 to 44, who had a mean value of 4.131 and a standard deviation of .25749. Ages 25 to 34 have a mean value of 4.123 and a standard deviation of .19181 years. The age group under 25 has the lowest mean value among the four categories, with a standard deviation of .35942 and a mean value of 2.838. Table 5.29 makes it obvious that respondents who were 45 years of age or older were more involved than respondents in the other three age categories. In comparison to the other three age groups, respondents under 25 were the least involved. However, there is no statistically significant variation in the mean value of employee involvement across age groups, according to table 5.29. ANOVA table 5.30 has been used to verify whether a difference in significance has occurred.

TABLE-4: 'F' VALUE AND SIGNIFICANCE VALUE OF EMPLOYEE ENGAGEMENT ACROSS AGE

ANOVA					
Employee Engagement					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	143.508	3	47.836	711.121	.000
Within Groups	29.800	886	.067		
Total	173.308	892			



The results of One Way Analysis of Variance (ANOVA), which was performed to determine whether there is any discernible variation in the mean value of employee engagement across age groups, are displayed in Table-4. The 'F' value is 711.121, and the significance value (p), which is less than 0.05 (95% confidence interval), is.000, which shows that there was a significant difference in the respondents' attitudes regarding employee engagement across the different age groups.

As a result, the alternative hypothesis is accepted and the hypothesis that there is no discernible difference in the mean value of employee engagement across ages at Taj Group of Hotels, New Delhi, is rejected.

At the Taj Group of Hotels in New Delhi, the mean value of employee engagement does not significantly differ by educational background.

One Way Analysis of Variance (ANOVA) has been done to determine whether there is any appreciable variation in the mean value of employee engagement across educational qualifications at Taj Group of Hotels, New Delhi.

CONCLUSION

The hotel industry employs various types of workers and is a labor-intensive sector of the economy. Therefore, employee involvement is crucial for the efficient use of human resources. The survival of the Indian hospitality business depends heavily on employee involvement, without which superior hospitality cannot be offered at any price. Employees in the hospitality industry that are enthusiastic about their work will undoubtedly treat visitors with more courtesy. The Taj Group is India's most popular employer brand in the hospitality sector. More than any other hotel chains in India, the Taj Group of Hotels' staff members are highly satisfied and engaged. Senior Vice-President of human resources at Taj Hotels, Shrinivas (2013), stated that "78% of our employees are in touch with customers 24/7, 365 days a year, thinking on their feet, delivering a wide variety of services, anticipating and understanding the needs and requirements of guests and customers." The visitors to the hotels are not only content but also delighted and ecstatic, and they feel like returning and using Taj Hotel services once more.



The impact of numerous elements that affect employee engagement as well as the impact of employee engagement on organisational performance in terms of customer satisfaction and turnover intention, namely Taj Group of Hotels, New Delhi, have been experimentally explored in the current study. The study begins by outlining the meaning and principles of employee engagement. The researcher has reviewed every piece of material on employee involvement that is currently available, including theses, dissertations, books, journals, magazines, periodicals, the Taj Group of Hotels' official website, and annual reports. The primary goal of the literature review was to determine the many variables that affect employee engagement and the effects of employee engagement on organisational performance. The researcher recognised the research gap after reading the literature on employee engagement, and a conceptual research model for the current study was created.

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