CHAPTER 5

CONCLUSION

5.1. RESULTS AND DISCUSSION

Data from 418 respondents from hotels were screened for evaluating the mean, standard deviation and inter – correlations between the variables of the background characteristics of hotel employees. Results of multivariate analysis of variance, it is found that there is a significant difference in the perception across age, gender, marital status, educational qualification, department, nature of job and income level on employee engagement drivers, employee engagement level and intention to quit. Whereas there is no significant difference in the perception across experience of the employees on employee engagement drivers, employee engagement level and intention to quit.

It has been found that Perceived Manager/ Supervisor Support ($p = 0.010$) is the most important driver followed by learning and development ($p = 0.004$); Person – Organization Fit ($p = 0.005$) and Compensation and Benefits ($F = 3.383; p = 0.010$) by for the based on age of the employees and this is because morale support and motivation results in better engagement level and low intention to quit. While considering the gender of the respondents on engagement drivers, employee engagement level and intention to quit and it has revealed that the Job Characteristics ($p = 0.000$) is most favourable engagement driver followed by Perceived Organization Support ($p = 0.003$), and Compensation and Benefits ($p = 0.012$) and this is due to psychological support from the top management and appropriate compensation level to the employees would result in the higher level of engagement and lower intention to quit.
When considering the marital status of employees it is found Compensation and Benefits \((p = 0.000)\) is the most important driver of engagement followed by Job Characteristics \((p = 0.000)\); Perceived Organization Support \((p = 0.000)\); Perceived Manager/ Supervisor Support \((p = 0.005)\); Employee Communication \((p = 0.002)\), and Person – Organization Fitness \((p = 0.001)\) and this is because of marital status of the employees are would result in lowest intention to quit among the employees and it leads to the higher level of engagement. Where it has found that Perceived Manager/ Supervisor Support \((p = 0.000)\) is supreme driver followed by learning and development \((p = 0.004)\) and Person – Organization Fitness \((p = 0.003)\) and since this drivers are prime for achieving lower intention to quit and higher engagement level based on the educational qualification of the employees in star hotels. While considering experience level of the employees it has found that the learning and development \((p = 0.014)\) is most significant driver and followed by job characteristics \((p = 0.041)\), perceived organization support \((p = 0.045)\) and Person – Organization Fitness \((p = 0.049)\) would end up in lower intention to quit and higher level of engagement among the employees of the star hotels. When examining the income level of the employees against the engagement drivers, engagement level and intention to quit it is revealed that Perceived Manager/ Supervisor Support \((p = 0.001)\) is most substantial driver followed by learning and development \((p = 0.003)\) and Employee Communication \((p = 0.047)\) and that is result in higher level engagement and lower intention to quit from respective organizations.

While examining the nature of job it has been found that the Perceived Manager/ Supervisor Support \((p = 0.001)\) is the important driver followed by learning and development \((p = 0.008)\) and it would result in lower intention to quit and higher level of engagement. It has been found that the Compensation and Benefits \((p = 0.000)\) is most favourable driver followed by Job Characteristics \((p = 0.000)\);
Perceived Organization Support ($p = 0.000$); Perceived Manager/ Supervisor Support ($p = 0.000$); learning and development ($p = 0.004$); Employee Communication ($p = 0.017$) and Person – Organization Fit ($p = 0.000$) and would result in lower intention to quit and higher engagement level. In brief, the hotels have to engage and ensure the all the engagement drivers according to the different background characteristics accordingly. Most importantly the organization and management has to ensure the psychological motivation, moral support, appropriate compensation, proper communication channels and strategies in respect with the age, gender of the respondents, marital status, educational qualification, experience, nature of job, department and income level of employees in the hotels. That is results in higher level of employee engagement and would leads to low intention level to quit among the employees and it results in lower attrition level in their organization and hotels.

Based on the results of multivariate analysis of variance, it is found that there is a significant difference in the perception compensation and benefits, job characteristics, perceived organization support, perceived manager / supervisor support, learning and development, employee communication and person-organization fit on employee engagement level and intention to quit.

It has been found that the intention to quit ($p = 0.000$) and employee engagement level ($p = 0.001$) is perceived differently according to the compensation and benefits received by the employees of the hotel / organization. And would revealed that compensation and benefits are directly influencing the level of engagement and intention to quit among the employees. Similarly, it has been revealed by the examination of intention to quit ($p = 0.000$) and employee engagement level ($p = 0.000$) is determined according to job characteristics and would leads to lower
intention to quit and higher level of employee engagement as comfortable as job characteristics owned by the respective employees.

While examining the intention to quit \( (p = 0.000) \) and employee engagement level \( (p = 0.000) \) is influenced by perceived organization support since the moral support and motivation practice entertained by the organization i.e. top management leads to higher level employee engagement and low intention towards quit which would result in low attrition rate among the hotel employees. It has been found that intention to quit \( (p = 0.000) \) and employee engagement level \( (p = 0.017) \) is mainly confined by perceived manager / supervisor support and would result in low intention to quit and higher level of employee engagement among the hotel employees. It has been found that intention to quit \( (p = 0.000) \) and employee engagement level \( (p = 0.008) \) is perceived differently by the learning and development progress in the organization and that is result in low intention to quit and higher level employee engagement. On analysis of intention to quit \( (p = 0.000) \) and employee engagement level \( (p = 0.000) \) is mainly influenced by the employee communication process and steps followed in the organization and according to the success rate of employee communication process would results in higher level of employee engagement and intention to quit among the employees of star hotels. Finally the intention to quit \( (p = 0.000) \) and employee engagement level \( (p = 0.010) \) has been determined by person – organization fitness, since it is one most important and significant driver which would resulted in low intention to quit and higher level of employee engagement. Multivariate analysis of variance has been found the engagement drivers such as compensation and benefits, job characteristics, perceived organization support, perceived manager / supervisor support, learning and development, employee communication and person-organization fit are the key drivers
which will influence directly employee engagement level and intention to quit in hotels. If the hotels concentrating the above said drivers with appropriate strategies for implementation and follow up, there is no doubt that the hotels can attain higher level employee engagement which leads to low intention to quit, low attrition level which helps to achieve the vision and mission of the organization in most successful in terms of employer branding and maximized profitable level.

Based on the results from structural equation model, it has been revealed that the model or relationship between engagement drivers, employee engagement level and intention quit is appropriate for measuring and studying the impact level on employee engagement level on intention to quit i.e. employee engagement level and engagement drivers are the strongest predictors of employee intention to quit from the current organization or hotel. It has been found out through the confirmatory factor analysis and structural equation model by using AMOS software.

First, the fact that AMOS output did not encounter any warning indicating a positive sign that the researcher will be able to estimate the model developed. Second, the researcher found that several of the estimates of model fitness showing a good fit of the model. Third, an examination of the parameter estimates reveals the absence of unreasonable estimates as indicated by the non-negative error variances. Fourth, the vast majority of the parameter estimates and all the error variance are significantly different from zero. Fifth, the signs of the parameter estimates are consistent with the hypothesized relationships among the variables. The model which developed by the researcher is consistent with the relationships among the engagement drivers, employee engagement level and intention to quit which may helpful in the process of bringing down the attrition level among the hotel employees.
Table 5.1. Summary of Hypothesis

<table>
<thead>
<tr>
<th>S.No</th>
<th>Hypothesis</th>
<th>Results (S = Supported / NS = Not Supported)</th>
</tr>
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<tbody>
<tr>
<td>1</td>
<td><strong>H1</strong>: There is significant difference in the perception across age, gender, marital, educational qualification, experience, income level, nature of job and department on employee engagement drivers, employee engagement level and intention to quit.</td>
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<tr>
<td></td>
<td><strong>H1.1</strong>: There is a significant difference in the employee engagement drivers, employee engagement level and intention to quit across age groups.</td>
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<tr>
<td></td>
<td><strong>H1.2</strong>: There is a significant difference in the employee engagement drivers, employee engagement level and intention to quit across gender of the respondents.</td>
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<tr>
<td></td>
<td><strong>H1.3</strong>: There is a significant difference in the employee engagement drivers, employee engagement level and intention to quit across marital status.</td>
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<tr>
<td></td>
<td><strong>H1.4</strong>: There is a significant difference in the employee engagement drivers, employee engagement level and intention to quit across Educational Qualification.</td>
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<tr>
<td>Hypothesis 1</td>
<td>Hypothesis 2</td>
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| **H1.5** : There is a significant difference in the employee engagement drivers, employee engagement level and intention to quit across experience level. | **Hypothesis 2**
There is significant difference among the perception on employee engagement drivers, employee engagement level and intention to quit. |
| **H1.6** : There is a significant difference in the employee engagement drivers, employee engagement level and intention to quit across income level. | **H2.1** : There is a significant difference in employee engagement level and intention to quit across compensation and benefits. |
| **H1.7** : There is a significant difference in the employee engagement drivers, employee engagement level and intention to quit across nature of job. | **H2.2** : There is a significant difference in employee engagement level and intention to quit across Job Characteristics. |
| **H1.8** : There is a significant difference in the employee engagement drivers, employee engagement level and intention to quit across department. | **H2.3** : There is a significant difference in employee engagement level and intention to quit across Perceived Organization Support. |
| | **H2.4** : There is a significant difference in employee engagement level and intention to quit across Perceived Manager / Supervisor Support. |
| | **H2.5** : There is a significant difference in employee engagement level and intention to quit across |

**NS**

**S**
<table>
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<th></th>
<th>Learning &amp; Development.</th>
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<tr>
<td><strong>H2.6</strong></td>
<td>There is a significant difference in employee engagement level and intention to quit across Employee Communication.</td>
<td>S</td>
</tr>
<tr>
<td><strong>H2.7</strong></td>
<td>There is a significant difference in employee engagement level and intention to quit across Person – Organization Fit.</td>
<td>S</td>
</tr>
<tr>
<td><strong>Hypothesis 3</strong></td>
<td>There is significant relationship between employee engagement drivers, employee engagement level and intention to quit</td>
<td>S</td>
</tr>
</tbody>
</table>
5.2. IMPLICATIONS OF THE STUDY

The purpose of this research is to provide better framework and strategies for the hotel industry which can help them to achieve low attrition rate through increased employee engagement level by implementing strategies through effective drivers of employee engagement and to become more competitive in the industry. The researcher has conducted an extensive analysis and managed to collect sufficient information in order to provide a comprehensive research. The analysis and interpretation of the data from the research was drawn out in Chapter IV. The outcome of the research analysis has proved that all the research objectives were satisfied. Without consideration of integration and component interdependencies, any framework or models designed would lead to non-improving results or just exploit partial benefits. Therefore, it is imperative to employ both analytical and direct research-based techniques, in conjunction with existing methods, to develop model formulations for finding out the factors affecting employee engagement level and intention to quit.

This research focuses on seven drivers which are more representative in integrated employee engagement level and intention to quit in the hotel sector, providing theoretical and application developments that, in turn, have led to more efficient employee engagement and intention to quit framework. This dissertation research has addressed three major objectives, each dealing with employee engagement level and intention to quit.

The first portion on this research uses percentage analysis to study the background characteristics of hotel employees in Coimbatore. The second portion on this research uses mean, standard deviation and multivariate analysis of variance (inter-correlations) to study and analyses perception by the background characteristics impact on the drivers of employee engagement, employee engagement level and intention to quit.
Compensation and Benefits is an important driver of employee engagement based on the age group of respondents’, gender of the respondents, marital status and respondents’ department. Perceived Organization Support and Job characteristics have a difference in perception in respect with gender, marital status, respondent’s department and experience level. Perceived manager/supervisor support has a difference in perception based on age, gender, marital status, qualification, income level, nature of job and department. Learning and Development has a difference in perception based on age, qualification, income level, nature of job and department. Employee communication has a difference in perception based on marital status, income level and department of the respondents. Person – Organization Support has a difference in perception based on age, qualification, department and experience of the respondents. The hotels have to pay more attention on the compensation and benefits, perceived organization support, job characteristics, perceived manager/ supervisor support, learning and development, employee communication and person – organization fit which drivers of employee engagement have direct impact on employee engagement level and intention to quit. If the management of hotels consistently focused towards the implementation and practicing the strategies of drivers of employee engagement according to background characteristics of hotel employees would results in the achievement of higher level employee engagement and which would leads to attain the lower level intention to quit.

The third portion on this research uses mean, standard deviation and multivariate analysis of variance (inter-correlations) to prove that the drivers Compensation and Benefits, Perceived organization Support, Job characteristics, Perceived Manager/ Supervisor Support, Learning and Development, Employee Communication and Person – Organization fit affect employee engagement level and intention to quit. Compensation and benefits consists of sub-factors which are compensation, policy on health and reward strategies which define overall
compensation and benefits as a factor which affects employee engagement level and intention to quit. Perceived organization support has a direct impact towards the employee engagement and intention to quit, since the perceived manager / supervisor support, Fairness, Organizational rewards and favorable job conditions are the sub drivers of perceived organization support. Among the sub drivers of perceived organization support job characteristics (favorable job conditions) and perceived manager / supervisor support are very important drivers which has direct impact on employee engagement level and intention to quit, so those drivers were considered separately.

The sub-factors under Job Characteristics are skill variety, task variety, task significance, autonomy, feedback, job demands, job resources, role and job fit which defines job characteristics as a drivers which affects employee engagement level and intention to quit. When job characteristics match with the personality of the employee leads higher level of employee engagement and lower level on intention to quit. Perceived manager / supervisor support has a direct impact on employee engagement level and intention to quit with the sub factors of supervisor support and manager support both in official proceedings and personal life. When motivation level by the immediate supervisor or manager will leads to higher level of engagement and lower intention to quit among the employees. Learning and development is another important driver which is influencing the employee engagement level and intention to quit, since the process of the employees career development in terms of gaining knowledge, skill, attitude and promotion will take place. Based on their interest and satisfaction level towards learning and development programmes would result in employees’ engagement level, performance and thought about intention to quit from the concerns. Employee communication (internal communication), is another driver which has a direct impact on employee engagement level and intention to quit. If the organizations and management concentrating proper way of internal communication which helps to build the strong bond between the organization
and employees leads to higher level of engagement and lower intention towards intention to quit. And also employee communication will increase the feeling valued and recognized by the employees to being in the organization. At last, person – organization fit has high and direct impact on employee engagement level and intention to quit since the person organization fitness purely affected by compensation and benefits, perceived organization support, job characteristics, perceived manager /supervisor support, learning and development and employee communication. If an employee feels that he fits with the organization and his work, it yields the lower level of intention to quit and higher level of engagement in their job and organization. The hotels should maintain an proportionate level of changes in the strategies which has to be adopted for ensuring the satisfaction level on compensation and benefits, perceived organization support, job characteristics, perceived manager / supervisor support, learning and development, employee communication and person – organization fit to gain the higher level of employee engagement and lower intention to quit which yields the low attrition rate to them.

The fourth portion on this research uses Structural Equation Model (SEM) using AMOS to prove that the conceptual representation of the relationships between the construct employee engagement drivers, employee engagement level and intention to quit. The structural model developed to represents the theory with a set of structures equations constructed with the employee engagement drivers (latent variables) each captured with a set of observed variables (compensation and benefits, perceived organization support, job characteristics, perceived manager/supervisor support, learning and development, employee communication and person-organization fit.
5.3. LIMITATIONS OF THE RESEARCH

The researcher has identified the following limitations for this research: The results were primarily based on the hotel industry in India (South India), particularly the region in Coimbatore and therefore results may vary with regard to other countries. The researcher has found that there are expect few hotels in the city are not aware much about the employee engagement, whereas, there were also not having idea about the relationship between employee engagement and intention to quit. The researcher study has mainly been on the latter half of the hotels.

The survey utilized simple random sample of hotels in country-specific hotels associations and results may contain bias; therefore, caution should be used when applying these results to different populations and samples. Although the employee engagement and intention quit of the employees has been assessed in-depth, the direct impact on the performance has not been studied relative to the productivity. Since the research has not extended to analyzing the multi effect of employee engagement on the intention to quit, the utility of the research and its usefulness to improving profits or increasing productivity of hotels would be under scanner.

The majority of the interview of the respondents were from south India. There were difficulties due to communication barriers, not with the respect to languages or vernacular, but both in respondents’ understanding of the research and the researcher understanding of respondent’s views. The respondents were skill-oriented and did not fully comprehend the concept of employee engagement and its implications on the business and intention to quit. More all over many respondents were considered that employee engagement is like a job satisfaction survey. Further the literacy level of the employees are maximum under graduation who specially
studied the hotel and catering management in form diploma or graduation. Especially, in production department the employees are selected on the basis of their previous experiences even though they were not fully literate.

The study places more weight-age on hotels who have been rated 3 star and above in the industry. These hotels are believed to have a much mature employee engagement system. This assumption might not be entirely reliable, since even a recently established firm, could set up and have an effective employee engagement in place. Also, the research mainly focused and depended on the response from the all functional areas of the hotels and not much input was taken from other functional areas like background departments which might have been a drawback in this study.

To sum it up, it can be said that the research is still in its infancy and future research needs to expand the scope and overcome potential limitations in this analysis.
5.4. DIRECTIONS FOR FUTURE STUDY

Several future studies could be performed based on the results of this study. India has a strong domestic market and international market, many tourist places and pilgrim areas with the traditional hospitality unlike other countries. And also hotel facing the serious issues in respect with the retaining the employees as long as possible. Therefore, the research would be more relevant to analyse and decrease the employees’ intention to quit (attrition level) through the employee engagement across the Indian hotel industry.

Researcher, indicated that there is a significant difference in the perception across age, gender, marital status, educational qualification, department, nature of job and income level on employee engagement drivers, employee engagement level and intention to quit. Whereas there is no significant difference in the perception across experience of the employees on employee engagement drivers, employee engagement level and intention to quit. A future study could focus on identifying specific gaps where the relationship between the employee engagement and intention to quit based on other background characteristics has not been monitored in this study and the effect of this gap on the hotel industry as a whole.

Results of multivariate analysis of variance indicated that it is found that there is a significant difference in the perception compensation and benefits, job characteristics, perceived organization support, perceived manager / supervisor support, learning and development, employee communication and person-organization fit on employee engagement level and intention to quit. Researcher mainly considered the drivers of employee engagement which are influencing the employees’ intention to quit especially which are applicable in the hotel industry. A future study could focus on identifying
the other drivers of employee engagement which are influencing the employees’ intention to quit based on the industry which they would like to study.

Finally, researcher primarily focused only on examination of the relationship and effects between the employee engagement, engagement drivers and employees’ intention to quit. A future researcher could focus on areas where the employee engagement benefits can be useful, like performance management, productivity, profitability and etc. All factors or drivers which are influencing employee engagement level could be focused in future studies.
5.5. CONCLUSION

There have been many efforts to generate and design a framework to analyse the employee engagement, employee engagement drivers, intention to quit and relationship among employee engagement, engagement drivers and intention to quit. It is interesting to note that most of the studies related to employee engagement, relationship between the employee engagement and intention to quit published in the literature is based on a limited number of studies. The main streams of research are done by Gallup (2000; 2006; 2008); Blessing White Inc. (2003; 2008); Chartered Institute of Personnel and Development Report. (2006; 2009), Conference Board (2003); Corporate Leadership Council. (2004), in employee engagement. From these researches, one can see how each of these employee engagement has been used as the basis for the other studies. Previous studies developed employee engagement drivers, employee engagement in various industries, relationship with other factors are identifying an extensive number of metrics. As reviewed, there have been a limited number of studies concerning intention to quit with the employee engagement and also in hotel industry in India context. Though there has been few research in terms of employee engagement and intention to quit separately in hotel industry research is lacking.

There are number of conceptual frameworks and discussions on employee engagement and intention to quit in the literature; however, there is a lack of analysis and studies on measurements of employee engagement and intention to quit drivers environment. This framework should be regarded as a starting point for an assessment of the need for the employee engagement and intention to quit along with relationship between those variables.

It is likewise important to understand that the rated importance of metrics in this framework is based on a relatively small sample, and thus, care should be taken in
generalizing results to all employee engagement and intention to quit. The importance of individual metrics presented herein might not apply to all engagement and retention practices and strategies in all industries. Again, the framework is only a starting point for other industries and companies.

This presents an opportunity to enrich in creating a framework for both the employee engagement, intention to quit management literature with a study of industry-specific measures. By identifying the measurements that are being used by hotels, research can support industry – through the low intention to quit through high level of employee engagement and engagement drivers i.e. Compensation & Benefits, Job Characteristics, Perceived Organization Support, Perceived Manager/Supervisor Support, Learning & Development, Employee Communication and Person-Organization Fit. The hotel industry can evaluate its employee engagement strategies and can work efficiently and effectively, by understanding the needs of companies thereby aiding industrial improvement and to attain low rate of attrition. This study would also be a benchmark to similar research of employee engagement level and of those hotels where the factors Compensation & Benefits, Job Characteristics, Perceived Organization Support, Perceived Manager/Supervisor Support, Learning & Development, Employee Communication and Person-Organization Fit play a vital role in their route to attain the low attrition level.