Chapter - 6

Findings, Conclusions and Suggestions

In the previous chapter, sample size, structure of the questionnaire, validity of research instrument and reliability of data has been presented. The chapter also dealt with the characteristics of respondents who have participated in the survey. Finally the chapter ends with analysis of the collected data through various statistical tools like Independent Sample t-test, One Way Analysis of Variance (ANOVA), Simple Linear Regression. On the basis of analysis, interpretations were made.

This chapter presents the findings of the study, followed by conclusions, suggestions and directions for future research. The findings are based on demographic characteristics of respondents and also on hypotheses testing. On the basis of findings, some suggestions are given by the researcher in order to improve employee engagement so as to maximize the organizational performance.

6.1 Introduction

The present study has made an attempt to explain the various factors which influence employee engagement in hotel industry and particularly Taj Group of Hotels, New Delhi. The study also presents the impact of employee engagement on organizational performance in terms of customer satisfaction and turnover intention at Taj Group of Hotels, New Delhi.

The data have been collected through a questionnaire and respondents were the employees of six major hotels and six major departments of Taj Group, New Delhi. The data has been analyzed by various statistical tools like Independent Sample t-test, One Way Analysis of Variance (ANOVA) and Simple Linear Regression with the help of SPSS (version 20.0) and on the basis of analysis, inferences were drawn.

6.2 Findings: Demographic Characteristics of Respondents

After analyzing the demographic characteristics of the respondents working in different departments of hotels of Taj Group, New Delhi, it was found that out of 447 respondents there were 287 male and 160 female respondents working in Taj Group of Hotels, New Delhi. It was also found that 52 male and 25 female respondents were
at managerial position. In front office, there were 23 male and 46 female respondents, whereas 79 male and 26 female respondents belonged to food and beverage department. In housekeeping department, there were 61 male and 28 female, whereas in auditing department there were 29 male and 18 female respondents. Finally in engineering and maintenance department, 43 respondents were male and 17 respondents were female. Therefore it may be concluded that the number of male respondents exceeded the number of female respondents in all departments of hotels except front office.

Demographic profile also shows the age of the respondents. It was found that out of 447 respondents who participated in the survey, 110 respondents belonged to under 25 years of age, 171 respondents were between 25-34 years, 121 respondents were aged between 35-44 years and 45 respondents belonged to above 44 years of age. It was also found that respondents above the age of 40 years were mostly at managerial positions and youngest respondents were at the front office. The respondents of age group between 25-34 were common in almost all the departments of hotels.

The demographic characteristic also shows the educational qualification of the respondents. Most of the respondents who were working in the Taj Group of Hotels had graduate degree or more than graduation. It was found that out of 447 respondents, there were 103 graduates and 181 post graduates. The respondents who had professional qualification were 117 and those who had qualification lower than graduation were only 46. It was also found that 49 respondents of professional qualification and 28 respondents of post graduation were at managerial position, whereas the respondents with a graduate degree were in almost all departments of hotels. The professional as well as post graduates were also employed in major hotel departments. The respondents having qualification less than graduation were mostly in food and beverage, housekeeping and front office.

Work experience is an important characteristic of the respondents. The respondents who had less than 3 years of work experience were 110, whereas the respondents of 3-6 years work experience were 139 and respondents of 7-10 years work experience were 139. Most experienced group that is of 11 and above years work experience respondents were 59. It was clear from the responses that most of the
Findings, Conclusions and Suggestions

respondents in the Taj Group of Hotels, New Delhi had work experience of more than 3 years. The respondents of managerial level have more work experience than respondents of other department of the hotels. Most of the respondents of 3-6 years and 7-10 years work experience were in front office, food and beverage and housekeeping department of hotels, whereas the 11 and above years work experience respondents were employed at managerial level or equivalent to managerial level.

From the demographic characteristics of respondents, it was found that out of 447 respondents, 77 respondents were employed at managerial position whereas 69 respondents were in front office, 105 respondents were working in food and beverage department. The respondents, working in housekeeping and auditing department were 89 and 47 respectively whereas 60 respondents were working in engineering and maintenance department.

6.3 Findings: Reason for Joining Taj Group of Hotels

It is clear from the responses that most of the respondents had joined the Taj Group because of suitable financial and nonfinancial incentives given to them on the basis of their performance. The current study found that 89 respondents joined the Taj Group of Hotels because of international brand, 89 respondents had joined due to opportunities for career development, whereas 145 respondents joined due to various financial and non-financial benefits and 33 respondents had joined Taj Group of Hotels due to other reasons; it may medical benefits, insurance and flexible schedule etc. Therefore it may be concluded that most important factor for joining the Taj Group of Hotels was its strong financial and non- nonfinancial incentives given to the employees on their role performance. Second most influencing reason of joining the Taj Group of Hotels was international brand. Opportunities for career growth, job security, medical and insurance benefits and flexible schedules were also an attraction for employees to join the Taj Group of Hotels.

6.4 Findings: Testing of Hypotheses

6.4.1 Impact of Reward and Recognition on Employee Engagement

By testing the impact of reward and recognition on employee engagement through Simple Linear Regression it was reported that there was high degree relationship between reward and recognition and employee engagement. The value of
coefficient of determination \( (R^2) \) was .716 which indicates that 71.6% variation in employee engagement was explained by reward and recognition. It was found that if reward and recognition is increased by one unit, there is .733 unit increased in employee engagement. The study also demonstrated significant and positive impact of reward and recognition on employee engagement at Taj Group of Hotels, New Delhi.

The finding of the current study is consistent in line with previous research findings of Muthuveloo, Babous, Ping, and Long (2013) they found that reward and recognition had significant and positive impact on engagement level of the employees. Kahn (1990) had also reported that employees vary in their level of engagement in respect of benefits which they receive from their job.

6.4.2 Impact of Perceived Supervisor Support on Employee Engagement

The current study found that perceived supervisor support was positively correlated with employee engagement. The value of coefficient of determination \( (R^2) \) was .638 which indicates that 63.8% variation in employee engagement was explained by perceived supervisor support. The study also reported that there was significant and positive impact of perceived supervisor support on employee engagement at Taj Group of Hotels, New Delhi.

The finding of the present study is consistent with the finding reported in earlier studies by Rasheed, Khan, and Ramzan (2013) that there was positive and significant relationship between perceived supervisor support and employee engagement.

6.4.3 Impact of Psychological Climate on Employee Engagement

The study reported that psychological climate was positively correlated with employee engagement. The value of coefficient of determination \( (R^2) \) was .522 which indicates that 52.2% variation in employee engagement was explained by psychological climate. It was found that if psychological climate is increased by one unit, there is .921 unit increased in employee engagement. The study also reported that there was significant and positive impact of psychological climate on employee engagement at Taj Group of Hotels, New Delhi.
The finding of the study supports the previous research finding of Shuck (2010) who had reported that psychological climate of workplace was positively and significantly correlated with employee engagement.

Findings of the study also reveals that among all three independent variables that are reward and recognition, perceived supervisor support and psychological climate, reward and recognition was the strongest influencing factor of employee engagement because the correlation coefficient (R) was .846 and coefficient of determination (R²) was .716, indicating that 71.6% variation in employee engagement was explained by reward and recognition which was more than correlation coefficient (R) and coefficient of determination (R²) of other two factors.

6.4.4 Findings: Employee Engagement Level across Demographic Variables

To find out the variation in mean value of employee engagement across demographic characteristics like gender, age, educational qualification and work experience, Independent Sample t-test and One Way Analysis of Variance (ANOVA) were used.

6.4.4.1 Employee Engagement v/s Gender

From descriptive statistics it was observed that male respondents were more engaged as compared to female respondents. It was also found that gender of the respondents did not create significance difference in the level of employee engagement. Therefore it was clear that both male and female employees had no significance difference in the value of employee engagement at Taj Group of Hotels, New Delhi.

The finding of the present study is consistent with findings reported in prior researches by Mani (2011), Sarangi (2012) and Ariani (2013), these researchers had reported the same result that significant difference did not exist in the mean value of employee engagement across gender.

6.4.4.2 Employee Engagement v/s Age

It was reported from descriptive statistics that respondents of 45 and above age group were highest engaged among the different age group, on the other hand respondents of age group under 25 years were least engaged. It was also found that
significant difference exist in the level of employee engagement across different age group of respondents at Taj Group of Hotels, New Delhi.

The finding of the present study is consistent with previous research finding of Sarangi (2012), who had reported that significant difference exists in the level of engagement across different age groups.

6.4.4.3 Employee Engagement v/s Educational Qualification

From descriptive statistics it was observed that respondents having higher qualification were highly engaged as compared to the respondents with lower qualification. The respondents of professional qualification were highly engaged followed by the respondents of post-graduate and graduate whereas the respondents of other qualification were least engaged among all respondents. It was also found that educational qualification creates significant difference in the level of employee engagement at Taj Group of Hotels, New Delhi.

6.4.4.4 Employee Engagement v/s Work Experience

It was found that different work experience groups had different level of employee engagement. The respondents of work experience 11 and above years were highly engaged as compared to other group respondents. It was interesting to note that respondents of 3-6 years of work experience were more engaged as compared to the respondents of 7-10 years of work experience. The respondents of less than 3 years work experience were least engaged compared to the other three groups. The study reported that significant difference exists in the value of employee engagement at Taj Group of Hotels, New Delhi across work experience.

The finding of the study is consistent with previous research finding of Chandhok and Bhavet, (2014) who had reported significant difference in the level of engagement across work experience.

6.4.5 Impact of Employee Engagement on Organizational Performance in terms of Customer Satisfaction

It was reported that there was high degree relationship between employee engagement and customer satisfaction. The value of coefficient of determination \( R^2 \) was .805 which indicates that 80.5% variation in customer satisfaction was explained
by employee engagement. It was found that if employee engagement is increased by one unit, there is .838 unit increased in customer satisfaction. It was also found that employee engagement had significant and positive impact on customer satisfaction at Taj Group of Hotels, New Delhi.

The finding of the study is in agreement with the findings reported in the prior researches by Coffman (2000), Harter, Schmidt, and Hayes (2002), Perrin (2003), Heintzman and Marson, (2005), Markos and Sridevi, (2010). These researchers had reported that higher the employee engagement the more the customer satisfaction.

6.4.6 Impact of Employee Engagement on Organizational Performance in terms of Turnover Intention

It was found that there was moderate degree relationship between employee engagement and turnover intention. The value of coefficient of determination ($R^2$) was .390 which indicates that 39% variation in turnover intention was explained by employee engagement. It was reported that if employee engagement is increased by one unit, there is .879 unit decreased in turnover intention. It was also found that employee engagement had significant and negative impact on turnover intention at Taj Group of Hotels, New Delhi.

The finding of the study is consistent with previous research findings of Kahn (1990), Harter, Schmidt, and Hayes (2002), Kang (2004), May, Gilson, and Harter (2004), Saks (2006), Shuck, Jr Reio, and Rocco (2011). All the researchers had reported negative relationship between employee engagement and turnover intention and employee engagement has negative and significant impact on turnover intention in an organization.

6.5 Conclusions

The hotel industry is labour intensive industry and provides employment to all categories of workers. Hence employee engagement is very essential for effective utilization of man power resources. Employee engagement is very important for the survival of Indian hospitality industry and without engagement better hospitality cannot be provided at any cost. If the employees working in hospitality sector are engaged towards their job, definitely they will provide better hospitality to the guests. Taj Group is most preferred brand employer in hospitality industry of India. The
employees of Taj Group of Hotels are highly satisfied and engaged than any other hotel chains in India. According to Shrinivas (2013), Senior Vice-President of human resources at Taj Hotels, “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 guests who are coming in the hotels are not only satisfied but also delighted and extremely happy and feel like coming back and using Taj Hotel services again.

The present study has empirically examined the impact of various factors that influence employee engagement and also the impact of employee engagement on organizational performance in terms of customer satisfaction and turnover intention, particularly Taj Group of Hotels, New Delhi. The study starts with the definition and concept of employee engagement. The researcher has surveyed all the possible literature on the subject matter on employee engagement through theses, dissertations, books, journals, magazines, periodicals, official website and annual reports of Taj Group of Hotels. The basic objective behind the survey of literature was to identify the various factors that influence employee engagement and impact of employee engagement on organizational performance. After studying the literature on employee engagement, the researcher identified the research gap and a conceptual research model of the present study was developed.

The present study is mainly of opinion survey nature. The primary data have been collected through a questionnaire, divided into four sections. In designing the question items, the researcher adapted and modified the questionnaires from previous researchers to suit the current research. The questionnaire was based on Likert’s five point scale with 35 statements. Respondents were told to tick the appropriate response ranging from strongly agree to strongly disagree. Total 447 questionnaires were coded on Microsoft Excel and then transferred to Statistical Package for Social Sciences (SPSS Version 20) for analysis of present study. Face validity and Content validity have been conducted in order to test validity of the questionnaire. The researcher has tested the reliability of data and overall score of Cronbach alpha was 0.894 which is more than the acceptable range (Nunnally, 1978; George & Mallery, 2003). Both validity and reliability were found suitable for the analysis of the present study. Kais-Meyer- Olkin Measure of Sampling Adequacy of the data and Bartlett’s test of Sphericity were found appropriate for the present study. Finally the researcher has
analyzed the data through various statistical tools with the help of Statistical Package for Social Science (SPSS, Version 20). The hypotheses testing are related with the statistical comparison of means by using Independent Sample t-test and One Way Analysis of Variance (ANOVA). To check the impact of independent variable on dependent variable, Simple Linear Regression has been used. The processing and analysis of the collected data is presented into two parts. First part covers the demographic profile of the respondents and reason of joining Taj Group of Hotels and the second part deals with testing of hypotheses and interpretations.

Testing the impact of reward and recognition on employee engagement through Simple Linear Regression it has been found that there was high degree relationship between reward and recognition and employee engagement. Reward and recognition had significant and positive impact on employee engagement at Taj Group of Hotels, New Delhi. The impact of perceived supervisor support on employee engagement shows that there was high degree relationship between perceived supervisor support and employee engagement. Perceived supervisor support had significant and positive impact on employee engagement at Taj Group of Hotels, New Delhi. Through analysis it had pointed out that there was strong relationship between psychological climate and employee engagement. Psychological climate had significant and positive impact on employee engagement at Taj Group of Hotels, New Delhi.

Analysis of the study also reveals that among all three independent variable that are reward and recognition, perceived supervisor support and psychological climate, reward and recognition was the strongest influencing factor of employee engagement because the correlation coefficient (R) and coefficient of determination (R²) of reward and recognition was more than correlation coefficient (R) and coefficient of determination (R²) of other two factors.

The researcher has also measured the engagement level of respondents across demographic variables and reported that the male respondents have more positive perception about employee engagement as compared to female respondents. But this variation was statistically insignificant. Age group, qualification and work experience also play an important role in engagement of the employees. From the analysis of Independent Sample t-test, it was clear that different age groups have different level
of engagement and statistically there was significance difference in the level of employee engagement. The respondents having higher qualification were highly engaged as compared to the respondents having lower qualification. The One Way Analysis of Variance (ANOVA) shows that different work experience groups respondents have different level of employee engagement.

The researcher has tested the impact of employee engagement on organizational performance in terms of customer satisfaction and turnover intention by applying Simple Linear Regression Analysis. The result of the analysis shows that there was strong relationship between employee engagement and customer satisfaction. Employee engagement had significant and positive impact on customer satisfaction at Taj Group of Hotels, New Delhi. On the other hand, there was moderate degree and negative relationship between employee engagement and turnover intention and employee engagement had significant and negative impact on turnover intention at Taj Group of Hotels, New Delhi.

Therefore, from the analysis through various statistical tools, it can be summarized that by increasing the reward and recognition, providing proper support from the supervisor and by developing favourable psychological climate at workplace, the organization may increase the level of engagement of the employees. Among these factors, reward and recognition was highest contributing factor for increasing employee engagement. In the current business scenario, employee engagement is very essential for smooth functioning and survival of any organization and plays an important role in maximizing the organizational performance. Thus by increasing the level of employee engagement, the organization can maximize business performance in terms of greater customer satisfaction and can lower the turnover intention. Thus the present study provides researchers and human resource practitioners with empirical evidences about the factors which influence employee engagement and also the impact of employee engagement on organizational performance in terms of customer satisfaction and turnover intention particularly Taj Group of Hotels, New Delhi.
6.6 Conclusions about Research Questions

Research Question 1

What is the conceptual framework of employee engagement?

Sharma and Anupama, (2010) have conceptualized that employee engagement is the level of commitment and involvement of the employees towards their organization and its values. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefits of the organization. Whereas Wilson (2009) elucidates that an engaged employee is that who is fully energetic, emotionally connected with the organization in achieving its goals and objectives. Oliver and Rothmann, (2007) have explained that engagement of the employees is a position in which the employee is dedicated to his or her best possible performance at work and is confident of his or her effectiveness. Thus employee engagement is a barometer that determines the association of a person with the organization.

Anand (2011) opines that employee engagement plays a crucial role in the hotel because it affects everything from retention and productivity to profitability and safety. Saradha and Patrick, (2011) have discussed that employee engagement activities significantly improves the overall performance of an organization. It is a technique for the successful functioning of the organization and improvement in performance of the employees. Mani (2011) has reported that employee welfare, empowerment, growth and interpersonal relationship play an important role in the engagement of the employees.

Research Question 2

Does psychological climate of a workplace has impact on employees’ sincerity towards their organization?

Psychological climate of a workplace is one of the important factor that influences the employee’s sincerity and their level of engagement. For a favorable psychological climate, there should be managerial as well organizational support, systematic delivery of internal service and two way communication among the employees within the organization. The present study has empirically reported that
psychological climate of a workplace has strong and positive relationship with employee engagement and there was significant impact of psychological climate on employee engagement in an organization. Thus the favorable work environment at workplace influences employee’s sincerity towards the organization by motivating and enhancing their willingness towards their work. Therefore the managers should develop favorable psychological climate at workplace for engagement of the employees and smooth functioning of the organization.

Research Question 3

What is the relationship between employee engagement and organizational performance?

In the present study, the researcher has tested the impact of employee engagement on organizational performance in terms of customer satisfaction and turnover intention and found that there was strong and positive relationship between employee engagement and customer satisfaction. The researcher has also reported that employee engagement was moderately and negatively related with turnover intention. Cattermole and Johnson, (2014) were also in the same opinion and reported that there is strong relationship between employee engagement and organizational performance. Ariani (2013) has reported that employee engagement is positively related with organizational performance. The organizations which have high level of employee engagement are having higher profitability, productivity and lower attrition rate. In a study conducted by Sreekanth and Aryasri, (2012) revealed that employee engagement improves organizational performance and guest satisfaction. Whereas Robertson (2012) has discussed that if employee engagement is high, definitely organizational performance is improved. All the researchers have pointed out that there is strong relationship between employee engagement and organizational performance.

However, in last it can be said that employee engagement which is strongly related with organizational performance can be derived from a strong mutual relationship among the co-employees, their employer and the organization as a whole. Thus by increasing the level of employee engagement, the organizations can enhance organizational performance.
Research Question 4

What is the significance of employee engagement in this people oriented and human resource intensive industry?

Today organizations are focussing on employee engagement as an effective human resource policy to gain competitive advantage. Human resources are important asset for any organization. The success or failure of any organization largely depends on the employees working in it. Since hotel industry is labour intensive industry and provides employment to all categories of workers, that’s why employee engagement has become very essential for effective utilization of man power resources and survival of Indian hospitality industry and without engagement better hospitality cannot be provided at any cost. If the employees working in hospitality sector are engaged towards their job, definitely they will provide better hospitality to the guests. Ncube and Jerie, (2012) have highlighted the contribution of employee engagement achieving competitive advantage in hotel industry. They have explained that the hotels which have high level of employee engagement enjoy greater competitive advantage over the hotels having lower level of employee engagement because the engaged employee are highly satisfied, motivated, committed towards the job. The organizations which fail to make their employees engaged cannot get competitive advantage.

In their study Hamid and Farooqi, (2014) write that employee engagement is very important for hotel industry because it increases the level of trust and reduces the problem of turnover of employees. Whereas Anand (2011) has reported that employee engagement plays a crucial role in the hotel because it affects everything from retention and productivity to profitability and safety. Therefore the organization should focus on every aspect of employee engagement in order to gain competitive advantage by increasing their productivity, profitability and lower absenteeism.

6.7 Suggestions

Today the hospitality industry has been recognized as major economic driver and employment generator across the globe. The survival of hospitality industry largely depends upon the employees working in it and quality of the services provided to the customers. For delivery of better service to the guests, hotels should engage
Findings, Conclusions and Suggestions

their employees. The present study revealed various factors that influence employee engagement and impact of employee engagement on organizational performance. Today employee engagement is considered as a key to improve organizational performance. That’s why there is a need to engage the employees towards the job for maximizing the organizational performance. It is very challenging task for HR managers to engage their employees. Engagement of employees is possible through implementing effective HR policies.

On the basis of analysis and findings of the study, researcher observed various gaps and some suggestions are given by the researcher that will help the organizations in engaging employees towards their job. The suggestions are categories into two sections. First one is specific suggestions for Taj Group of Hotels, New Delhi and second one is general suggestions for hotel industry as a whole in India.

6.7.1 Specific Suggestions for Taj Group of Hotels, New Delhi

The specific suggestions for the hotels under study are as follows:

- The result of the present study revealed that reward and recognition is highest contributing factor in employee engagement, therefore the hotels should pay more attention on reward and recognition. Reward and recognition system should be reviewed periodically.
- Perceived supervisor support is also important for the engagement of the employees. Managers/leaders should be supportive and help the employees, if they face any problem regarding their jobs.
- Psychological climate of workplace should be favourable, so that employees may perform their job most effectively and efficiently.
- From the analysis it has been clear that demographic variables also influence level of engagement of employees. Therefore the organization should pay attention on the age, educational qualification and work experience of the candidates at the time of recruitment and selection.
- Proper recruitment and selection procedures should be followed by the hotels so as to select right and most suitable candidates.
• Training and development programmes should be organized for the newly recruited employees in order to increase knowledge and skills of the employees.

• There should be effective performance appraisal system in the organization for evaluation of individual employee performance and on the basis of that reward and recognition should be given.

• The hotels should focus on health insurance, life insurance and retirement saving plan, in order to engage and connect the employees with the organization for a long time.

• There should be fairness and transparency in the working of the organization.

• Stress is very common among the employees in their personal and professional life. Therefore the organization should organize workshops/seminars on stress reduction techniques to minimize/manage stress.

• The organization should offer discounts, free tickets for movies and family tours on extra ordinary performance of the employees.

• The hotels should follow proper feedback system from customers for further improvement in the quality of services and mangers should also take feedback from the employees to manage the work effectively.

• The hotels should organize get together of the employees to develop emotional attachment among the employees with their organization.

• There should be two way communication among the employees within the organization.

• Promotional activities should be fair, according to seniority and performance basis.

• Hotel should conduct employee survey through questionnaire to gauge what employees feel about working with hotel. This helps the managers to know the issues that required immediate attention.

• There should be procedural justice within the organization as it will help employees to be engaged with the job as well as with the organization too.

• HR policies and procedures should be transparent and it should be discussed among the employees within the organization.

• Managers should involve the subordinates in decision making process.
- Hotels should review the HR policies periodically because some modifications are required due to the changing business environment.

6.7.2 General Suggestions for Hotel Industry in India

Besides specific suggestions to the hotel under study, researcher has given some general suggestions for hotel industry in India. The suggestions will help the managers in engaging the employees towards the job. These suggestions are as follows:

- There should be separate HR departments in the hotels. This department should deal with the recruitment and selection procedure, along with developing effective HR policies and to implement those policies in the organization.
- Training and development activities should be as per Taj Group standard which is six month more than industry standard.
- Performance appraisal system should be developed as a matter of priority.
- There should be equal opportunity and fair treatment for every employee and give liberty to the employees in decision making process.
- Hotel should pay attention on employee development activities and programmes by organizing workshops and soft skills development programmes.
- The organization should also care about the personal life of the employees and there should be proper work life balance.
- Managers should develop coordination, cooperation, confidence and trust among the employees.
- Reward and recognition should be given on excellent performance, this leads to the engagement and motivation of the employees.
- The hotels should develop online global marketing system.
- Every employee of the organization should be considered as a family member and supervisors should respect the employees working in the organization.
- There should be provision of maternity leave for the female employees.
- Salary increment and other monetary as well non-monetary benefits should be revised from time to time.
• There should be two way communication within the organization and managers should clearly communicate the organizational goals among the employees.

• Employee engagement and satisfaction survey should be conducted periodically within the organization so as to know the engagement level and satisfaction of the employees.

• Managers should visit each department of the hotel weekly so as to know what is going on in the department as well as the problems faced by the employees.

• Unlike Taj Group of Hotels, every hotel should implement STARS (Special Thanks and Recognition System) for recognizing and rewarding the employees on their outstanding performance at the work to make them more engaged.

• The hotels should follow 360 degree feedback system, in which employee receive feedback from all the people around him, whom he/she has interacted enduring job.

• Update offers/bonuses for customers on hotel official website for easy access to the customers.

• Organize cultural programmes for the entertainment of employees that reduces the stress of employees and creates a healthy working environment within the organization.

6.8 Recommendations for Future Research

The present study has been conducted in the view of some specific objectives. The level of employee engagement and its impact on organizational performance has been examined by taking certain variables. There is scope for future researchers to explore the present study in the same industry or in different industry. The researcher has suggested some of the areas for future research:

• In the present study researcher has selected three factors which influence employee engagement, future researchers may take training and development, recruitment and selection, job satisfaction and career development opportunities as influencing factors of employee engagement.

• The study covers only two sub variables of organizational performance. Therefore future researchers can select organizational citizenship behaviour,
organizational commitment and absenteeism as sub variables of organizational performance.

- The present study examined the impact of employee engagement on organizational performance, a case study of Taj Group of Hotels, New Delhi. Future researchers can select case study of other hotel chains in New Delhi/India.
- The study covers the geographical area of New Delhi, therefore a study at Taj Group of Hotels, in different cities of India can also be taken into consideration by the future researchers.
- The researcher has selected only four demographic variables. Future researchers can select other demographic variables such as marital status, income and religion etc.
- Present study has been conducted on hotel industry, therefore future researchers can select the same topic in different industries such as aviation industry, banking sector and education sector etc.
- The findings of the study are gathered from a sample size of 447. Future researchers can increase sample size because if the sample size is increased there is low biasness in the data and more accurate results can be attained.
- A comparative study about the engagement level of employees and organizational performance of two different hotel chains of India such as Taj Group of Hotels, Ashok Group of Hotels, Oberoi Group of Hotels, Welcome Group of Hotels may be selected by future researchers.
References


