

Employee Engagement

Table of Content

- ▶ Introduction
- ▶ Importance of employee engagement
- ▶ Theoretical model of employee engagement
- ▶ Best practices to engage employees
- ▶ Conclusion
- ▶ References

Introduction

In the present era, most industries have shifted their focus towards customer satisfaction and among all other industries, industries involved in the hospitality business tend to be customer-centric. Their decisions are related to providing goods, services, and experiences with the goal of increasing customer contentment, loyalty, and advocacy. In order to deliver better customer service hotel industries focus on creating employee engagement. Employee engagement can be defined as an emotional commitment an employee has to an organization and its goals.



Importance of Employee Engagement

Employees are more productive, focused, and enthusiastic when they are engaged. Furthermore, it provides numerous competitive advantages for hotels.

Enhanced relations with customers: Employees who are engaged have a sense of belonging that helps employees of the hotel to create an image and how it is being perceived. As a result, they will provide the best possible service (Kwon and Kim, 2020). Customers at InterContinental will be happier as a result, which increases the probability of positive reviews, repeat business, and recommendations from friends and family.



Definition of Employee Engagement

The emotional connection an employee has with their employer that motivates them to put in extra effort at work is known as employee engagement. A company's respect for its workforce can be seen in its employees' job satisfaction and pride in their work when they are truly engaged.



Theoretical Model for Employee Engagement

The “Zinger model” of employee engagement was designed by David Zinger who is a management consultant based in Canada whose work focuses on building relationships to boost employee engagement in the business. He has developed a practical model that sheds light on various aspects of employee involvement, dedication, and engagement based on his extensive and in-depth research on the topic (Chanana, 2021). A manager must adhere to the model's 12 keys in order to achieve significant results for an organization. The keys that help InterContinental build a better engagement with employees along with customer satisfaction are listed as follows:

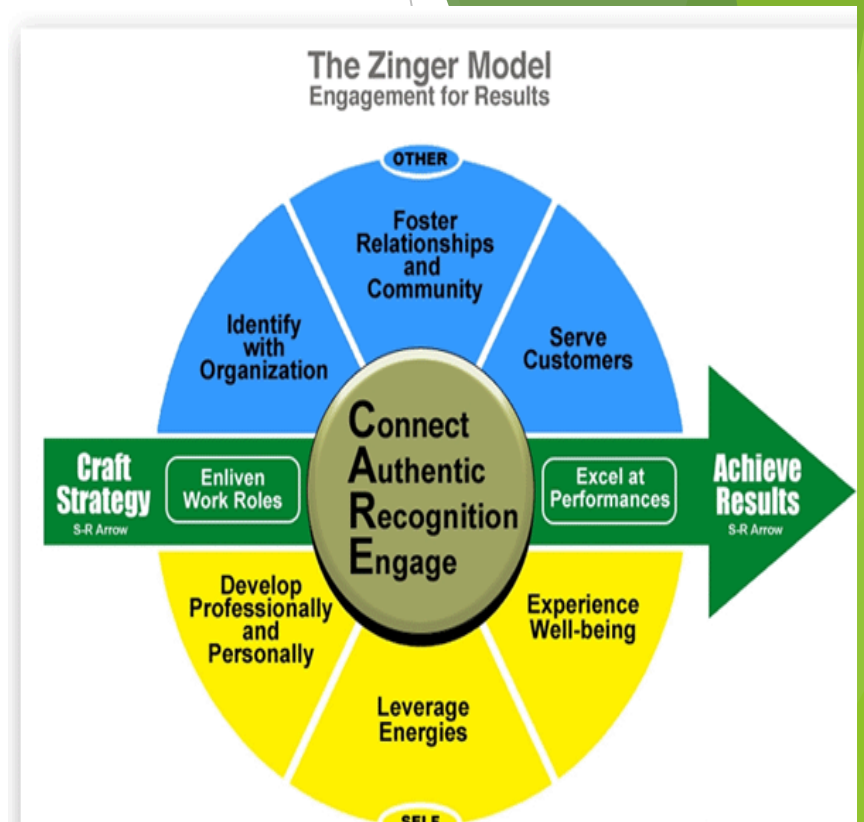
- ▶ **Achieve Results:** The ultimate goal of the Zinger model is to achieve the desired outcomes of the InterContinental chain of hotels, which include higher levels of employee engagement. Notwithstanding, the cycle is very much upheld by different advances (Saks, 2022). Through well-thought-out strategies, managers need to improve not only themselves but also the company's employees.
- ▶ **Craft Strategies:** The first and most important task for the chosen hotel brand is to develop effective strategies for increasing employee engagement. It necessitates extensive planning, with employees and organizational requirements being taken into consideration (Men, O'Neil and Ewing, 2020). To develop efficient strategies, managers can seek assistance from professional management consultants.



- ▶ **Enliven Roles:** Representatives will cherish their work when it appears to be intriguing to them (Ababneh, 2021). Supervisors ought to deal with reclassifying their undertakings and obligations in a way that takes out the component of fatigue from their responsibility to keep them keen on their work.
- ▶ **Excel at Work:** It pays off to get employees to do their jobs. To keep employees motivated to perform at a higher level, a system for recognizing and rewarding their efforts is essential for InterContinental.



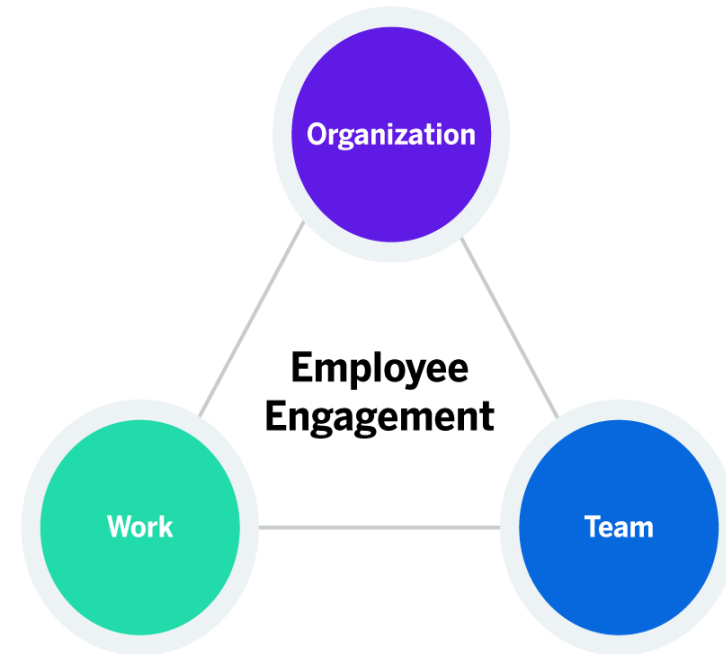
- **Get Connected:** Managers need to keep in touch with their subordinates so they can talk about problems and get advice on how to do their jobs (Shrotryia and Dhanda, 2019). Every managerial at the chosen hospitality brand procedure is based on communication.
- **Be Authentic:** Leaders are expected to be honest and sincere. Employee issues should be treated with genuine concern by upper management, HR personnel, and immediate managers, who should work hard to alleviate them.



- ▶ **Live Recognition:** Employee morale is boosted at InterContinental as a result of public recognition of their efforts, which also encourages them to continue working for the company and giving it their all.
- ▶ **Attain Happiness:** The most valuable assets of an organization are employees who are content and happy at their jobs. The happy employees of highly productive businesses are the key to their success.
- ▶ **Fully Engage:** If employees are fully engaged, the desired outcomes can only be achieved quickly. It is necessary to carry out a comprehensive study regarding the actual factors that engage or disengage employees. The next step is to develop and implement appropriate strategies.



- ▶ **Identify with Organization:** If employees feel a sense of belonging to the company, they will remain there for many years. They are management's most valuable assets, and without them, nothing can be accomplished.
- ▶ **Develop Personally:** An organization should not only concentrate on achieving its objective but also on the employee's overall growth. Employees who progress with the company have a strong connection to their place of employment and are always willing to go above and beyond to help it succeed.



Best Practices to engage employees

There are several practices introduced by intercontinental at the workplace to ensure the engagement of employees. A few practices are as follows:

With quarterly "check-in" guides, InterContinental has supported managers and their team members in having regular conversations about performance and feedback. In light of the unusual and challenging year in 2020, they have also conducted individualized ad hoc surveys to learn about the opinions and requirements of coworkers regarding things like remote and flexible work, mental health, and well-being.



- The chosen hotel brand wants to make sure that all of its workers feel like their efforts and contributions are appreciated. It introduced a new colleague share plan for all corporate employees in 2019, giving them the chance to become IHG shareholders and contribute to the company's expansion. Through the plan, eligible employees have been able to purchase shares by deducting a portion of their salary each month. Following each calendar year in which they have contributed, the Group will match the number of shares they have purchased, which will become fully vested at the end of the following year. 49% of eligible employees signed up for the plan in 2020.



Conclusion

From the aforementioned report this can be concluded that in order to ensure a business success they upper management or the management of the concerned business are required to introduce such employee engagement practices that helps them achieve their goals. There are several theories that can be considered by the business while designing their employee engagement plans. The above report was a brief discussion on employee engagement, its importance and a suitable theoretical model.

References

Sun, L. and Bunchapattanasakda, C., 2019. Employee engagement: A literature review. *International Journal of Human Resource Studies*, 9(1), pp.63-80.

Kwon, K. and Kim, T., 2020. An integrative literature review of employee engagement and innovative behavior: Revisiting the JD-R model. *Human Resource Management Review*, 30(2), p.100704.

Lee, J.Y., Rocco, T.S. and Shuck, B., 2020. What is a resource: Toward a taxonomy of resources for employee engagement. *Human Resource Development Review*, 19(1), pp.5-38.

Chanana, N., 2021. Employee engagement practices during COVID-19 lockdown. *Journal of public affairs*, 21(4), p.e2508.

Ababneh, O.M.A., 2021. How do green HRM practices affect employees' green behaviors? The role of employee engagement and personality attributes. *Journal of Environmental Planning and Management*, 64(7), pp.1204-1226.

Shrotryia, V.K. and Dhanda, U., 2019. Content validity of assessment instrument for employee engagement. *Sage Open*, 9(1), p.2158244018821751.

Motyka, B., 2018. Employee engagement and performance: a systematic literature review. *International Journal of Management and Economics*, 54(3), pp.227-244.

Ramakumar, K. and Priyadarshini, R.G., 2021. Employee Engagement during Organizational Crisis-with special reference to the COVID Scenario. *PURUSHARTHA-A journal of Management, Ethics and Spirituality*, 14(1), pp.105-115.

Saks, A.M., 2022. Caring human resources management and employee engagement. *Human Resource Management Review*, 32(3), p.100835.

Men, L.R., O'Neil, J. and Ewing, M., 2020. Examining the effects of internal social media usage on employee engagement. *Public Relations Review*, 46(2), p.101880.