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The essay will basically cover the significance of employee engagement, it is essentially the major element in the organisation that is affecting the productivity and the achievement of the organisation. The engaged employees are likely to perform their tasks more competently, aligning their work with the mission, vision and value of the organisation which will help the business attain its goals and objectives in the most effective and efficient way possible. HRM's role towards employee engagement will be discussed, the employee lifecycle will also be covered in this essay, and the procedures and approaches for the engagement with the team members and the employees will be talked through. The employee engagement theory will be identified and outlined for the better understanding of employee engagement.

One of the major issues that has been faced by the hospitality industry is employee satisfaction and retention. Reputation of the company is the key for the success in the hospitality industry. The service of the customer is the crux of the industry where the employees are at the front line (Torrington *et al.*, 2020). This will lead to the role of human resources as an integral part of the hospitality industry. Human Resources not only oversee the process of recruitment by bridging the gap between the management and the employee but also play a major role in engaging the employee. **Human Resource plays** a crucial role in keeping the employee happy so that they will be able to build a good reputation of the company and also keep the customers of the company happy by behaving in an appropriate manner with the customers (Armstrong and Taylor, 2020). It is essential in the hospitality industry to keep their employees happy as it will strongly reflect on the profit of the business. The task of keeping the employee happy is usually the responsibility of the human resource of the organisation.

Employment engagement is a crucial part in almost all the industries. As the hospitality industry is driven by customer service it is more important in this sector. The employee can be engaged in their job by making them understand the vision and aims of the company, so that they will feel more connected to their job. The HR manager should also provide performance bonuses or employee of the month or various rewards for their achievement (Taylor, 2008). This will help to boost their motivation towards their job. In the hospitality industry it is also necessary to create team bonding so that the employee will feel that they are the part of the family which will engage them more towards their job. In most of the hospitality industry employees are being treated as a slave of the company by burdening them with long working

hours and giving them no scope for their professional development. However, the company should invest in the success of the employee by providing them with professional training. Employee engagement gives a lot of **advantage** to the company which is based on hospitality. About 73% of the employee turnover from their job, employees who are engaged tend to be happy with their job and would not like to leave the company (Elrehail *et al.*, 2019). This can save the cost of hiring and training new employees of the company. Employees who are engaged are more productive and tend to perform their best for the growth of the company. The engaged employee tends to work harder which will make the customers happy further boosting the revenue of the company.

The employee life cycle comprises seven phases; each phase has its own objectives and purpose. By understanding each stage, the HR of the hospitality industry can establish a better experience for their employees. This will lead to the greater productivity of the business. **Attraction** the life cycle of the employee starts with the attraction phase where the employee is attracted to the well-known hotel organisation. This is the first stage where the employer builds a relationship with the employee without coming into contact. This starts when the employee is exposed to the hotel brand. At this point, it becomes crucial for the HR of the company to build a right culture for the company (Cattermole, 2019). For instance, the person is attracted to the job role after knowing the system, organisational structure, stories, and rules of the organisation. **Recruitment** is the second stage of the life cycle where it is very crucial for the hospitality industry to recognise the tools that will be used in the recruitment process. It will define whether the company will use the old fashioned way or use new ways of hiring (Kwon and Park, 2019). In this process, the prospective employee will be more accustomed with the culture of the company. This can also impact the company's reputation as it will define the way the HR of the hospitality company treats their prospective employee.

On boarding is the third stage which will help the newly recruited employee blend with the culture of the company. All the employees will be excited to start with their new job, so it is the time that the HR manager should welcome them and make them feel they are an important part of the team. This way the employee will feel motivated to work from the very first of their journey. The HR managers should collaborate with them and provide them effective training also instilling the values of the company.

Some workers are satisfied to stay in the same role, while others are motivated to enhance their skills and step ahead in their organisation. **Development** gives them the opportunities to enhance their skills and grow in their responsibilities which will help them to achieve opportunities of promotion (Abrahamson and Piazza, 2019). In the hospitality industry, it is the crucial stage as it is a customer centric job where the development of the organisation depends upon their employee. Satisfied employee will be more effective in managing his roles within the organisation.

Retention Attrition of the employee is a natural part of the business, but the organisations should take crucial steps in retaining the best performers of the organisation (Abrahamson and Piazza, 2019). The HR of the organisation should empower them by improving their way of doing work, listening to their suggestions, keeping them engaged in their roles and making sure that they are comfortable in their routine. **Separation** is the last stage of the employee lifecycle where the employee leaves the company. They might look for better career opportunities or might retire. At this stage, reflection is a crucial step which helps the company to understand the room for improvement through the experience of the employee (Kwon and Park, 2019). The company should also get honest feedback from them and know the reason for leaving. This phase not only affects the person who is leaving but also impacts those who are left behind. Supporting them is also an important part of the company to ease their pain.

Engagement is one of the most crucial elements in the organisation, the employees engaged with the work will surely enable the organisation to accomplish their objectives as well as reap fruitful rewards benefitting the organisation on a tremendous level. The unengaged and demotivated workforce can make the organisation unproductive which can hamper the profitability of the firm as well as negatively impact the sustainability and survivability of the firm (Maltseva, 2020). Similarly, the team leaders and the managers of certain departments have to effectively collaborate and cooperate with the employees so as to bring in a high level of engagement. Some measures and approaches that management and the respective team leaders can use for effectively engaging with the team members. The first approach is keeping the employees connected with the organisation. This is very important to keep the employees updated with the current position of the company. The long-term goals and milestones need to be made clear as well. This will allow the employees accordingly for the organisation effectively without coming up with their own conclusion. This will

also help in maintaining the connection between the organisation and their employees which is very crucial for maintaining a high level of engagement with the employees (Kirrane *et al.*, 2019). **Avoiding Favouritism** there must be equal treatment of each and every employee in the team and the organisation, biases and prejudice can lead to demoralised employees which will affect the level of engagement (Kim and Kim, 2021). Providing feedback and demanding the employee's input, the feedback will allow the employees to effectively identify the areas of improvement which can be further utilised for the improvement of the level of performance. This will push the employees to be more competent and engaged towards the work (Sun and Bunchapattanasakda, 2019). Showing care and maintaining personal relations with the employees will allow the team managers and leaders to understand the employees on a deeper level such as the things that motivate and demotivate them. These are some of the examples that can be utilised to effectively engage with the team.

This section will basically cover the employee engagement models that can be utilised by the organisation for maintaining a high level of engagement which is going to determine the level of the organisation's performance, profitability and customer satisfaction. The **Zinger model or the theory of employee engagement** this model basically accentuates the management and the executive team of the organisation to maintain a high level of connection with the employees for attaining better work results. A most crucial element that the theory emphasises is the employees and their skills which is one of the key artillery or the weapons of the organisation for attaining the goals and objectives as well as for the growth and development of the organisation. The professional development of the employees is also considered to be one of the significant factors contributing towards the engagement level of the employees. The theory is completely based on the term **CARE** which basically stands for **Connection, Authentic Relations, Recognition and acknowledgement and Engagement** (Jain *et al.*, 2022). Connection is basically having a personal connection between the employees and their team leaders and managers, the management team and team leaders can improve the level of the connection with the employees by communicating with them in a friendly manner and supporting them with the work can help maintain a good level of connection. Authentic relationships can be maintained by being the true self and open rather than conservative and close (Kumari and Yelkar, 2022). Authentic relations with the employees can be maintained by being open and true with work-related things as well as personal things. Recognising the efforts and

accomplishments of the employees and rewarding them by appreciating and acknowledging their efforts will make the employees feel valued and will be further reflected in the work done by the employees. Lastly, keeping the employees engaged by giving them meaningful tasks as per their skills and level of competence. These are some of the elements in the Zinger model of employee engagement which can be used for maintaining a high level of engagement in the workplace.

Premier INN is one of the largest multinational hospitality organisations which is operating in more than approx. 122 nations, the company is basically headquartered in the UK. The organisation maintains a very good relationship with their employees for making them happy and satisfied which helps in the retention and the high engagement level of the employees. Some of the major approaches or methods utilised for keeping the employees satisfied and engaged in the work are by providing the employees with career development opportunities, and rewarding and acknowledging the employees for their efforts and accomplishments. The organisation also provides the employees with flexible working and focuses on providing the employees with a quality experience.

The study has basically covered the importance of employee engagement for the high level of productivity and profitability of the firm. Employee engagement has played a significant role in the development of the organisation and employees' skills and knowledge are one of the core elements for attaining success. The essay has discussed the role of the HRM in maintaining employee engagement, the employee life cycles have been discussed which consist of Attraction, Recruitment, on boarding, Development, Retention and separation. The approaches for engaging with the team members have been discussed along with the employee engagement theory and have been thoroughly talked through. Lastly, the industry example has been outlined for the identification of employee engagement strategies used by the organisation.

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