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**Employee Engagement and the impact it has on The Westin Reserva Conchal, an
All-Inclusive Golf Resort & Spa.**

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Introduction

The Westin Reserva Conchal, an All-Inclusive Golf Resort & Spa. known as Paradisus Playa Conchal, which translates to Paradise Shell beach (Anywhere Costa Rica, 2022), located in the deep mangroves of Costa Rica. With 150 nature inspired luxurious rooms and suites (Marriott. co, 2022), 25 staff members in Westin Conchal (ZoomInfo 2022) long stretches of beautiful playa conchal beach, surrounded by Guanacaste Forest, Galvanized by Nicoya, Zona Azul Beach Club (Tan, 2022). The Westin Reserva has ten all-inclusive gourmet restaurants, four bars, and luxurious 5-star spa experiences. Guests could learn something new with cooking lessons, relax and enjoy bird watching, or sit at the swimming pool and soak up the sun (Marriott. co, 2022). In Westin Reserva business content is not available to the employees and this may be a reason they are disengaging from their daily task (Singh, Chaudhary, and Sharma, 2019, p.19). Employees' "psychological safety, psychological meaningfulness, and psychological availability" will carefully be examined. Consequently, they are linked to employee engagement and development. Several guests have complained about staff attentiveness, drive, and passion during service, these are signs of staff showing disengagement from a psychological point. Research shows that employees harness a sense of belief and find their jobs worthwhile when they feel psychologically safe while working with other employees. The more psychologically available employees were the more committed and undivided their job performance was (Singh, Chaudhary, and Sharma, 2019, p.19).

Employees show no interest in voluntary social events and work, this shows the lack of organisation identification. Corporate Social Responsibility (CSR), its influence on organisation commitment, and employee's organizational identification will also be discussed and examined. Evidence states that committed employees tend to align themselves with an organization's mission and vision statement, which creates social identity based on organisational identification, which leads to employee resilience in uncertainties. Employee organisational identity is linked to job gratification and employee engagement through incentives of CSR (Shaikh, Brahmi, Thang, Watto, Thang, and Thí-Loan, 2022, p. 6030). Exchange social systems and how to incorporate them into the hotel atmosphere will be another topic of discussion. With hotels being an information base, emotionally driven, and socially inclined, employee engagement tends to flourish in this type of environment (Singh, Chaudhary, and Sharma, 2019, p.19). The leadership qualities of management need to be addressed; research shows that managers with high quality leadership skills tend to encourage employee engagement. If managers lead the organisation effectively in terms of decision making and daily control of tasks and schedules fairly among all employees, helping when their heavy workloads, showing employees gratitude, clarifying business purpose and goals, and reward and appreciate employees when they do an excellent job has a positive impact on employee engagement. Hence coaching and supporting employees with the right tools and realistic and comfortable working hours on a consistent basis shows the employee that they are valued. Which promotes team players, teaching, and sense of job security, all are attributes of employee engagement (Armstrong, and Taylor, 2020, p. 455).

Executive Summary

This proposal describes employee engagement, hence the impact on organisations, and how this can be measured. The proposal will also explore current issues affecting employee engagement and retaining talent in the workplace. The importance of employee engagement and how beneficial it is for the organisation

Discussion

What is employee engagement

Employee engagement refers to the employee being psychologically present to work, actively, verbally, and practically involved in daily tasks. Repetitively developing observable behaviors, being social and aligned with company goals and effectively working towards achieving it (Bridger, E. 2018)

Why is Employee Engagement Important

Employee engagement is important because it has a beneficial effect on the business profits, goals, and survival. Hence engage employee's productivity and overall productivity of the organisation is affected in a positive way (Ruchi, 2020, p.350). Hence 70% of the workforce are disengaged costing businesses Billions (Byrne, Peters, Weston, and Chen, 2016) hence it is beneficial to implement tactics that combat disengagement. Company revenue and turnover rate are affected in a positive way.

How Will Employee Engagement be Measured

In House survey will be used to measure employee engagement (Cava, Fernandez, 2017, p. 32). To use this tool effectively to achieve results to combat employee engagement. First must attract employees' interest with the completion that grants them cash prizes, rewards, and in-house recognition. Hence a survey could be placed in the lunchroom and other leisure areas for staff to fill out in their spare time. The questions should be based around why do the Westin Reserva needs an engagement survey, implementing the results positively as fast as possible with succinct feedback, to achieve this, managers could hold one to one meeting with each member of staff and have them fill out the survey also inserting questions that suit the employee's preference. The overall findings will be evaluated, discussing the matter of the cause and an action plan to stop it from happening again (Singh, Chaudhary, and Sharma, 2019, p.197). The advantages are that you can solve problems or issues faster with the employee's direct response. Another advantage is that employees would feel a sense of security knowing that there is a place for them to express their concerns at any time. The disadvantage is that it may become challenging for managers to always meet employee's demands or preferences.

Employee engagement will also be measured using "People Analytics." Analytics is the science of subtracting reputative behaviors, popular trends, and actionable information

from large data base to successfully make better people decisions. HR has an abundance of information about each employee, past and present this will be the source of data, using it correctly will increase employee engagement. The employee's work history, job performance, work achievement, and educational background are all at the organisation's disposal and could be used effectively to set and achieve goals. For example, to measure the impact of employee engagement on financial performance it will be easily accessible to combine annual engagement surveys with performance data. The advantages of using people analytics are that companies get a clear understanding of all employees' capabilities domestically or internationally. Hence the ability to predict top talent and disengage employees, this gives the hotel a competitive edge in hiring, and retaining process. The disadvantage of people analytics is the complexity of it, research concluded that "only 8% of organizations worldwide have had this capability in 2015" (Singh, Chaudhary, and Sharma, 2019, p. 210). Because of the human aspect of employee engagement and the fluctuation of personnel dedication and attentiveness. Measurements and drivers of employee engagement are now more acceptable due to the latest technologies such as Pulse survey which is ideal to measure employee engagement in daily activities. For example, if the hotel is experiencing a lack of leadership and empowerment in employees in an annual engagement survey, and that is linked to lack of variety in task and managers one to one discussions with employees, then a program would be implemented to encourage leadership and empowerment. Hence pulse surveys will act as the first step to change and observe those annual outcomes. The advantage of pulse surveys is that managers can track and correct fluctuating abilities of staff in more timely manner. The disadvantages of pulse surveys are that employers may have a challenging task connecting feedback to action with numerous feedback from employees regarding various issues, some organizations result to evaluating fewer drivers of employee engagement at a time. Another advanced technology that will be used to measure employee engagement is wearable and handheld technology, which tracks the engagement and satisfaction of employees directly instead of asking them a set of questions. With unfortunate disadvantages with some people concerns of privacy and security. It is fortunate in terms of the advantages of making life easier, safer, healthier, and more productive (Burnett, and Lisk, 2019, p. 108).

Employee engagement will also be measured by using JES conceptualization of engagement, that relates to employee's perseverance, measuring how well employees manage heavier workloads and more responsibilities. Mental resiliency monitoring of employee's mental capacity when dealing with issues and problems at work, for example an angry guest. Employees that always feel like working are measured as well as a part of JES. The advantage of this measurement is that employers could identify employees that staff that are putting their best effort and staff that are not

Employee engagement will be measured using Kahn (1990) according to (Byrne, Peters, Weston, and Chen, 2016) this engagement measurement consists of expressed affectively, employee excitement will be measured how happy are they in their roles. Also consist of cognitive expressions, that measure how well an employee could solve problems, ask questions and how curious they are. Physically expression is the last expression that is apart Kahn concept, that measures how active employees are at work.

The UWES employee engagement measuring scale will be used to measure employees if they are burned out of working too many hours or overloaded work tasks. It also will measure how effectively staff worked together.

Conclusion

Employee engagement is important for both employee and employer using suitable employee engagement measuring tools to show what problems or issues that may exist in the workplace or individuals. Measuring employee engagement help businesses realize their strengths in engaged employees and their weaknesses in disengaged employees by using engagement concepts such as JES and UWES which both look for beneficial attributes of engagement and provide information about the workplace to offer better service to guest. It is also important to engage employees at work because the overall outcomes are greater than disengaged employees such increase profits, revenue and low turnover rate

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