

## **Employee Engagement research Proposal**

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## Introduction and Background

Hilton hotel and resorts is a well-known globally recognised hotel chain service provider. This hotel chain offers full hotel services to the customers. It is a flagship concern of Hilton which is America based multinational hotel service provider. According to the company website (2021), Hilton Company was established by Conrad Hilton. The company was founded in 1919. The target customers of Hilton are leisure seekers and business travellers. The company has hotel rooms near famous and popular travel places like hills and sea beach, airports, shopping centres and other popular destinations. According to Statista (2020), Hilton has more than 144000 human resources all over the world. As a hotel service provider, Hilton needs to engage its employees and retain employees to operate the business efficiently. Employees are the heart of a service organisation. Services quality of employees are crucial for customer satisfaction and quality services depend on the employee engagement and retention of the talented workforce. In the post-pandemic period, the customers are visiting the hotels. So, Hilton needs to provide the best services to the customers to retain them in the intense competition in the hospitality market in this post-pandemic period. For this, they need to engage their current employees with the company. Because employee engagement increases the productivity of employees by improving their morale. Besides, employee engagement is needed to reduce the absenteeism of the employee which is crucial for the organisations in the post-pandemic period because of the employee shortage in the hospitality sectors. Because of the labour shortage in the hospitality sector in the post-pandemic period, the organisations are not able to hire new human resources according to their demand (Janssen, 2021). Besides, there has a problem of skilled workers shortage. New workforces are not as efficient as the current experienced workers. So, the company need to retain its current workforces to continue their business operation smoothly and provide quality services to the customers. This report aims to make a proposal for the employee engagement and retention need of Hilton Hotel and Retorts in this post-pandemic period. For this, primary and secondary research will be conducted to examine the current issues. Moreover, the methodology and evaluation of the proposed research will also be discussed here.

## Methodology and discussion

### Primary Research

Various types of primary research such as employee questionnaires, one to one interviews, feedback forms, eNPS measurements etc. are used for collecting the data of employee engagement of the organisation (Albrecht, 2012). As Hilton is a global market player, different methods will be used in different areas to collect employee engagement data. In some regions data will be collected through 1 to 1 interview where the number of staff is fewer, feedback forms will be used in hotels of Hilton that includes a higher number of workforces. Employee Turnover rate will be measured and analysed for identifying the employee retention rate.

### Secondary Research

#### **Employee Engagement**

Employee engagement means the dedication level of the employee to the organisation and the level of enthusiasm in delivering service to the customer (Federman, 2017). Employee engagement is measured by the organisation not only in the quantitative measures but also in the qualitative measures. There are 3 distinct types of engagement of the employees of an organisation. These are the cognitive engagement of the employee, physical engagement of the employee and emotional engagement of the employee towards the organisation (McDonald and Annulis, 2018). Employee engagement is mostly important for the organisation of the hotel and hospitality sectors. Employees are the organisation and service of hotel businesses. Because employees are the service provider. Quality service is mostly dependent on the employees. They are the marketers of hotel services. Because customers perceive a hospitality company based on the services delivered by the employees of the hotel (Wirtz and Lovelock, 2016). Employees deliver quality services to the customer when they engage with the organisation and the respective service role. Hence, employee engagement plays a vital role for businesses in operating the business effectively and efficiently.

#### **Benefits of Employee Engagement**

An organisation can enjoy several benefits for the engagement of the employees. These are:

**Enhanced Productivity:** Employees who are highly engaged with an organisation are more dedicated to the organisation. They try to perform their duty efficiently and effectively. Therefore, it improves the productivity of the employee performance because engaged employees believe that their performance is important to the organisation for attaining its goals and objectives. So, they provide maximum efforts for attaining the organisational goal and objectives (Kumar and Pansari, 2013). According to research conducted by Gallup stated that improved employee engagement results from 22% more productivity of the performance of the employee (S and Thomas, 2018).

**Reduced absenteeism:** Employees who are engaged with an organisation are more likely to enjoy their tasks. So they do not want to miss the working days. They are excited about the job they perform for their organisation. So, the absenteeism rate decreases in the organisation that has engaged employees (Finnegan, 2014). Kronos reported that 58% of the employee absenteeism results from the poor engagement of the employees to the organisation.

**Reduced employee turnover:** Employees who are engaged with the organisation are less likely to leave the organisation because they are committed to the task and the organisational objectives (Sharma, Chaudhary and Singh, 2019). According to research conducted by Gallup stated that organisations that had less engaged employees were facing 31% to 51% more employee turnover than the organisation that had more engaged employees (S and Thomas, 2018).

**Lower stress:** Employees who are engaged with the organisation are more likely to manage stress efficiently than the less engaged employees. Engaged employees work for the organisation for a longer time. So, they are the experienced people in the organisation. So, they can absorb the stress easily (Paharia, 2017).

### **Employee Retention**

Employee retention can be defined as the capability of an organisation in preventing the rate of employee turnover (Phillips and Edwards, 2009). Employee retention aims to keep the employee turnover rate at a specific rate. Retention is very important for organisations of hotel businesses. Because skilled human resources are considered as the asset of a hotel organisation. Skilled employees can perform a task more efficiently than unskilled employees. If they leave the organisation, the

organisation may find it very difficult to replace them with skilled workers. Besides, new employees need some time for adjusting to the new environment. Besides, they need some training which is costlier than retaining the current human resources. So, employee retention is important for the hotel company for reducing the costs and maintaining the productivity of the organisation (Numerof and Abrams, 2016).

### **1 to 1 interviews**

1 to 1 interviews are the interviews where the interviewee is some questions about something (Giant, 2019). The questions can be asked to identify the knowledge, experience and personality of the interviewee by the interviewer. These 1 to 1 interviews can be performed online or in person. 1:1 interviews are also used by the organisations to measure the engagement of the employees to the organisation. In 1:1 interviews, managers of an organisation collect performance reviews from the employees of the organisation in individual meetings. 1:1 employee engagement measurement meetings need to be held informally so that the employees can express their honest reviews about the overall environment of the organisation. These meetings are effective for an organisation for enhancing employee engagement. Because employees feel that they are valued and their opinions are counted (Yadav, 2020).

### **Feedback Forms**

In feedback forms employees of the organisation respond by fulfilling survey forms. This feedback form technique is more effective for getting the real engagement scenario of the organisation (Rothwell, Lindholm, Yarrish and Zaballero, 2012). In feedback forms, employees can respond anonymously. Questionnaires are used to collect feedback from the employee about the organisation and the perception of the employees about the organisation and the task of the organisation. This questionnaire can be either close-ended or open-ended. In this feedback form, employees share their feelings and overall satisfaction towards the organisation and the role they perform within the organisation. These feedback forms or surveys are more credible for collecting employee engagement data. Frustrated employees can express their opinions boldly in this method as names do not need to be mentioned (Allen and Turner, 2017).

## **Employee Turnover rate**

Employee turnover rate normally means the rate of employees who quits the organisation during a specific period of time which is generally 1 year. Employee turnover rate can be used by the organisation for understanding the condition of employee engagement as highly engaged employees are usually loyal to the organisation. So, they are not interested to leave the organisation in most cases. For measuring the employee turnover rate, there are some procedures (Phillips and Connell, 2014). These are-

At first the organisation need to calculate the number of employees they had. Then, they need to compute the average number of the employees. Then, they need to measure the number of employees who left the organisation. Then, they need to compute the average number of employees who left the organisation. By multiplying the results with 100 the company can get the rate of turnover. By summing up the monthly data, the company can get the yearly data of employee turnover (Pandey, 2020).

## **Evaluation and Conclusion**

For primary data collection of employee engagement of Hilton Hotels and Resorts, Employee Turnover rate, 1 to 1 interviews and other employee survey or feedback method will be used. Hilton Hotel and Resorts is a multinational hotel chain company. The company has diverse workforce in different countries across the globe. For understanding these diverse workforces, the need to conduct different methods of data collection. For this reason the company will use three different method of employee engagement data collection. 1 to 1 interviews will be conducted in the Hilton Hotels and Resorts which has small number of employees and the manager has a good relationship with the employees. It is a straightforward method of employee engagement data collection. The benefit of this method is that the manager can find out employee engagement related problems easily and take necessary steps to mitigate the problems. 1 to 1 interviews are useful in motivating the employees as well as the collection of data. It assists the manager to build up trusts within the employees by communicating them in person. Besides, the managers can provide some coaching to the employee while collecting the data from the employee. As it is held in informal setting, employees feel comfortable. The

problem of this method is Hilton might not get the clear picture of the employee engagement.

Feedback forms of data collection will be used in the regions where number of employees are large and the employees are not interested to their feelings and experiences openly. As employees are able to share their feedback by hiding their names in the feedback forms, it will enable Hilton Hotel and Resorts to get the genuine data about the company. The organisation will be able to get the clear picture of the employee engagement. The problem of this method is that it might waste the time of Hilton Hotel and Resorts. Employee turnover rate method shows the symptom of employee disengagement. So, it will be helpful Hilton Hotel and Resorts to assume the employee engagement level and employee satisfaction.

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## Appendices

### Gallup's 12 Questions

- 1. Do you know what is expected of you at work?
- 2. Do you have the materials and equipment to do your work right?
- 3. At work, do you have the opportunity to do what you do best every day?
- 4. In the last seven days, have you received recognition or praise for doing good work?
- 5. Does your supervisor, or someone at work, seem to care about you as a person?
- 6. Is there someone at work who encourages your development?
- 7. At work, do your opinions seem to count?
- 8. Does the mission/purpose of your company make you feel your job is important?
- 9. Are your associates (fellow employees) committed to doing quality work?
- 10. Do you have a best friend at work?
- 11. In the last six months, has someone at work talked to you about your progress?
- 12. In the last year, have you had opportunities to learn and grow?

Source: Gallup's Website (2021)