

BMIH4006 Operating Hotel Facilities LEVEL 4

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The importance of employee engagement within the hotel industry.



Definition of Employee Engagement

Employee engagement can be defined as the degree to which employees channel their mental, emotional, and behavioural resources toward the achievement of beneficial organisational results.

Employee engagement (2020)

How do engaged workers look?

- ▶ love their work
- ▶ Give their work more purpose
- ▶ Connect their strengths and position better
 - ▶ Find ways to improve
 - ▶ Perform with care

In conclusion, engaged employees work hard.

The History of employee engagement and its importance

- ▶ In 1990, Boston University professor William Kahn introduced employee engagement.

Employee Satisfaction	Engaged Employee
First, employee satisfaction has a narrow understanding of what impacts an employee	Rave , Remain , Reach
employee satisfaction programs focus on factors like perks and benefits	Add value, better financial health for the company, more productive , suffer less safety incident
employee satisfaction has a limited connection with employees' performance, and, therefore, with the organization's performance	Employee engagement, on the other hand, is vital to organizational performance.

The economics

Highly engaged organizations perform better

21%

Greater profitability
(Gallup)

41%

Reduced absenteeism
(Gallup)

51%

Less turnover
(Gallup)

\$550B

Cost of disengagement
(The Engagement Institute)

42%

Higher stock price growth
(Glint)

35%

Higher Glassdoor scores
(Glint)

12X

Less likely to leave
(Glint)

5X

Higher market cap per empl.
(Glint)

Glint (2020)

In sum, engaged employees are more likely to be more productive, efficient, and motivated to perform (and stay). Why? They feel valued and supported by the organization.

It's a win-win.

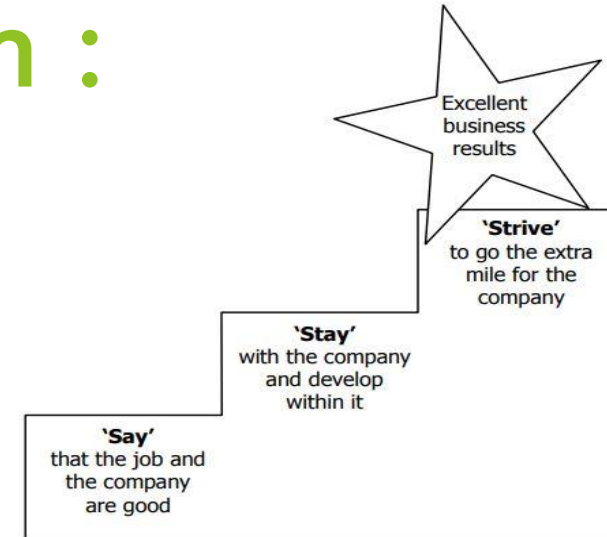
How do employee become engaged ?

- Employee Engagement program :



Employee engagement program :

- Frequent feedback
- Access to employee survey results
- Action

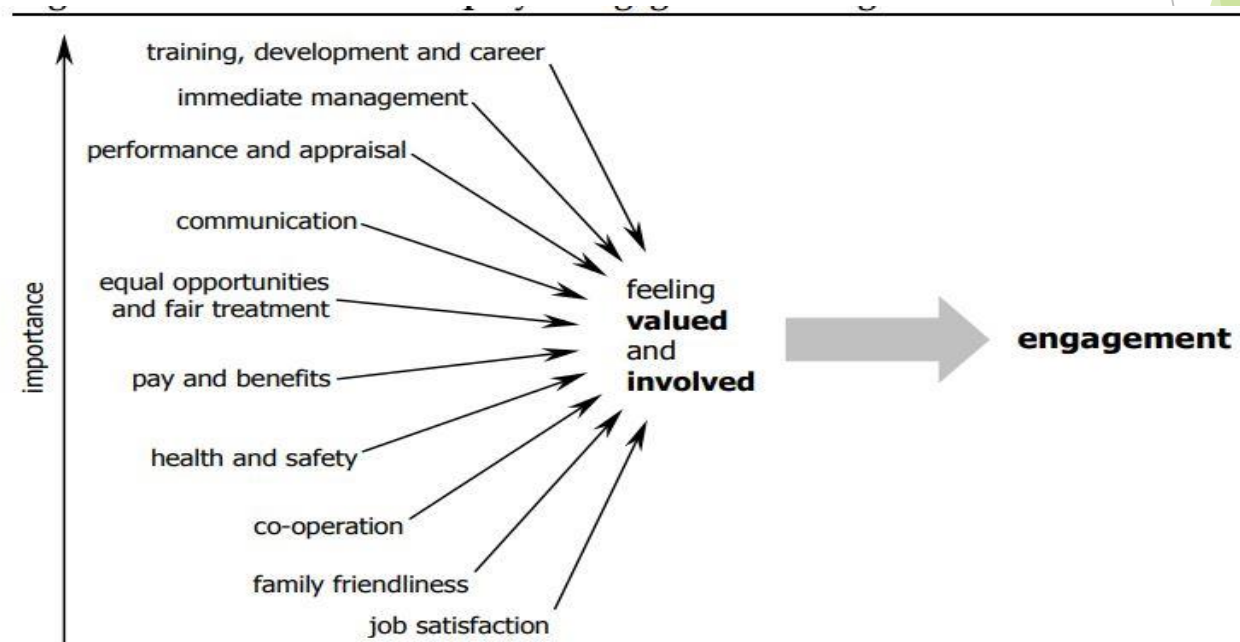


Source: IES, 2003 adapted from the Royal Bank of Scotland and Hewitt Bacon and Woodrow

Robinson, D., Hayday, S. and Perryman, S. (2003)

Factors that tend to Drive employees' engagement:

- Meaningful work
- Career growth
- Empowerment
- Belonging
- Recognition
- Leadership
- Fulfilling work relationships



Source: IES, 2003



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