

BMIH5005

International Hotel Management

Personnel Resourcing and Development

Week 3 – Employee Engagement

HOSPITALITY
AND
TOURISM
MANAGEMENT



Man Geni Addysg Uwch yng Nghymru
Where Higher Education Began in Wales



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Aims

- What is Employee Engagement?
- Maslow's Hierarchy of Needs
- Technology and HR
- Engagement and Wellbeing
- Health Matters

Employee Engagement

- What does the word 'engagement' mean to you?



Employee Engagement

- There are over 50 definitions of Employee Engagement!
- **20,900,000 hits of Google!**
- How people ‘**express themselves physically, cognitively, and emotionally**’ as they interact with their jobs
- A narrower, more specific view that we recommend is that of the Utrecht University group of occupational psychologists which defines ‘work engagement’ as a state of mind in which, rather than being burnt out, employees show:
 - Vigour (energy, resilience and effort).
 - Dedication (for example, enthusiasm, inspiration and pride).
 - Absorption (concentration and being engrossed in one’s work).

29%

Engaged

52%

Not Engaged

19%

Actively
Disengaged



Loyal and psychologically committed. More productive; higher retention.

Productive, but they are not psychologically connected to their company. They miss more workdays; more likely to leave.

Physically present, but psychologically absent. They are unhappy and insist on sharing this unhappiness with others.

**Same boat, different engagement.
Some drive it, some jump off it.**

Who's sinking your boat?



What makes us engaged employees?



- Write in the chat box of what would make you an engaged employee?

What makes employees disengaged?



- Write in the chat box of what would make you a disengaged employee?

Diana Dosik



TED

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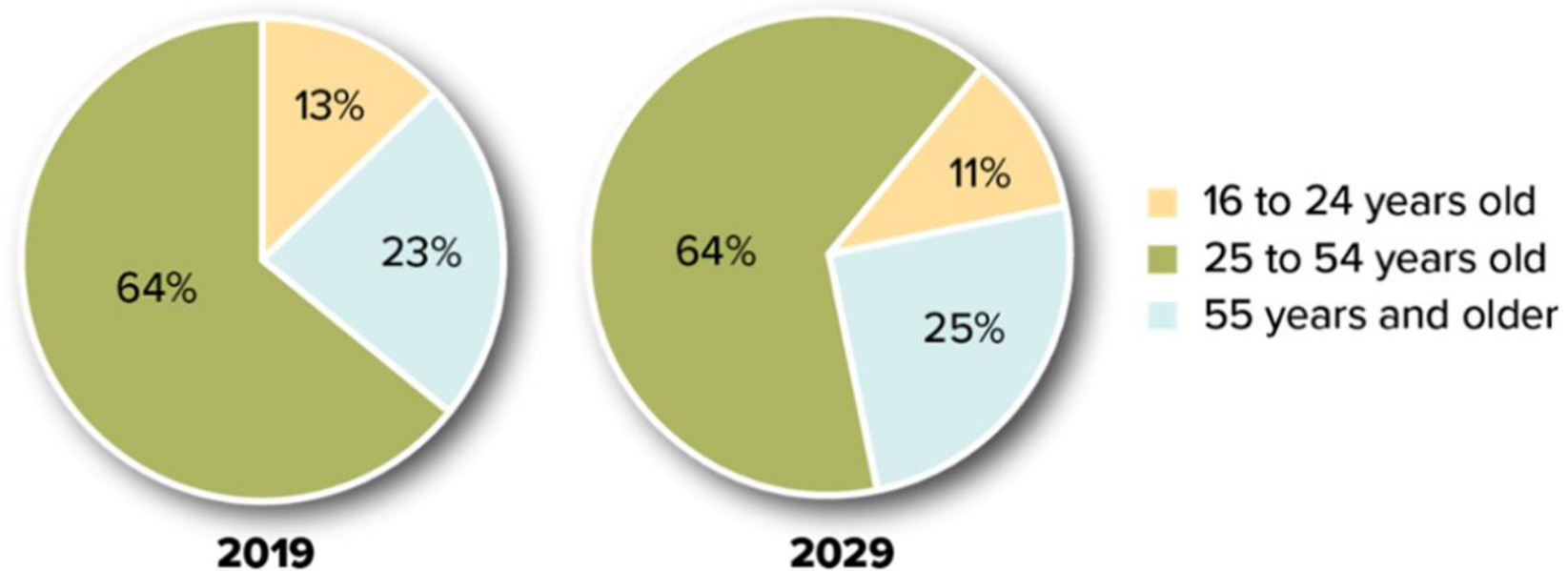


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Cardiff Marriott Engagement

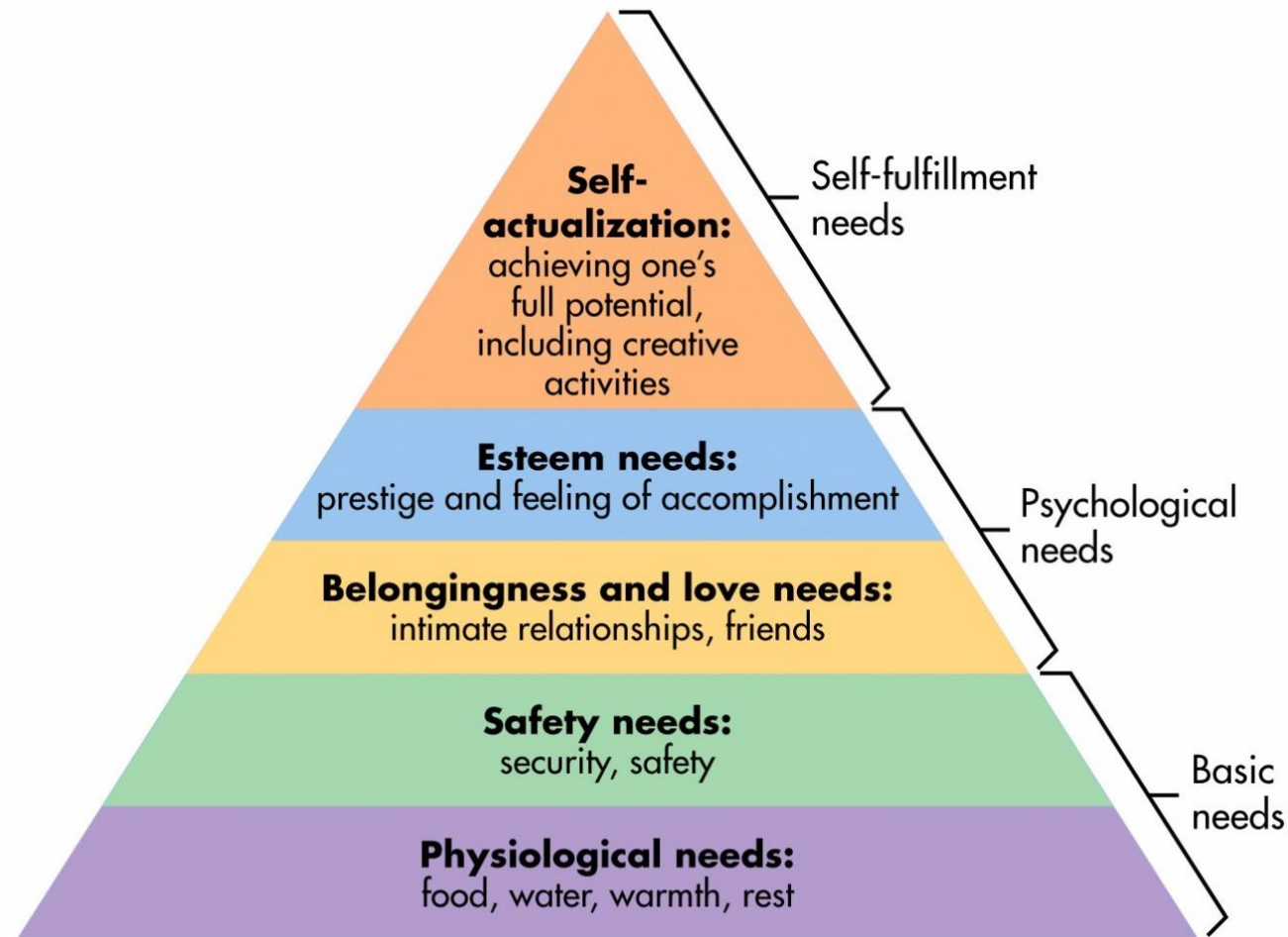
MHR Cardiff Engagement Survey 2019						
Summary Results						
	2019 AEI (Engagement Index)	2019 Leadership Excellence	2019 Personal Growth	2019 Quality of Life at Work	2019 Teamwork	2019 Pay
Overall Hotel Score	80%	88%	86%	90%	96%	73%
Front Office	87%	91%	97%	92%	97%	80%
Restaurant & Bar	88%	96%	89%	89%	94%	81%
Kitchen	95%	87%	91%	95%	96%	81%
Sales	33%	78%	54%	87%	92%	33%
Leisure	57%	70%	71%	63%	96%	57%
Engineering	80%	95%	85%	96%	95%	100%
C&B	60%	87%	70%	88%	100%	40%
Europe Locations 2019						
Green	77 and above					
Clear	70 - 76					
Yellow	62 - 69					
Red	61 or below					

Figure 1.5 Comparison of the Age Distribution of the 2019 and 2029 Labor Forces



• SOURCE: U.S. Bureau of Labor Statistics, "Employment Projections, Civilian Labor Force, by Age, Sex, Race, and Ethnicity," <https://www.bls.gov/emp/tables/civilian-labor-force-summary.htm>, accessed February 13, 2021.

Maslow's Hierarchy of Needs



Exercise : Pick your three attributes that influence your choice of work according to the order of importance.

1. Pay and benefits
2. Form of employment
(Full-Time Part-time....)
3. Work-life balance
4. Job design and nature of work
5. Relationships at work
6. Employee voice
7. Job satisfaction
8. Health and safety
9. Career Prospect
10. Equal opportunities and fair treatment

Good Work Index (CIPD, 2021)

Table 1: Dimensions of good work

Dimension	Areas included
1 Pay and benefits	Subjective feelings regarding pay, employer pension contributions, and other employee benefits.
2 Contracts	Contract type, underemployment, and job security.
3 Work–life balance	Overwork, commuting time, how much work encroaches on personal life and vice versa, and HR provision for flexible working.
4 Job design and the nature of work	Workload or work intensity, autonomy or how empowered people are in their jobs, how well resourced they are to carry out their work, job complexity and how well this matches the person's skills and qualifications, how meaningful people find their work, and development opportunities provided.
5 Relationships at work	Social support and cohesion. The quality of relationships at work, psychological safety, and the quality of people management.
6 Employee voice	Channels and opportunities for feeding views to one's employer and managers' openness to employee views.

IES model of engagement

The IES model, developed in 2003, emphasizes that employees must feel valued and involved to be properly engaged with their employer.

The ten core concepts that lead to feel valued and involved are:

1. Job satisfaction
2. Family-friendliness
3. Cooperation and communication
4. Health and safety
5. Pay
6. Conditions and benefits
7. Equal opportunities and fair treatment
8. Performance and appraisal
9. Immediate management and training
10. Development and career

When those needs are fulfilled, then employees will be engaged.

Employee Engagement Models



Breakout session

Search for other models of
employee engagement

Use your phone...www.menti.com

Go to www.menti.com and use the code 2373 7102

Rank these in order of what's important to you

 Mentimeter

- | | |
|------|--|
| 1st | Pay |
| 2nd | Career Progression |
| 3rd | Extra days off - e.g. more holidays/birthday/duvet day |
| 4th | Bonus |
| 5th | Praise/public acknowledgment/recognition |
| 6th | Strong Leadership |
| 7th | Flexible Working Hours |
| 8th | Weekends off |
| 9th | Benefit scheme i.e. discounts in shops |
| 10th | Job Security |



Technology and HR

Name any jobs replaced by technology?

- [Japan's Robot Hotel - Bing video](#)
- What make the change in HRM?
- What is the pro and cons of the situation?

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Change in the employment relationship

1. Psychological contract

- Psychological contract define an employee expects to contribute to in an employment relationship and what the employer will provide the employee in exchange for those contributions

Change in the employment relationship

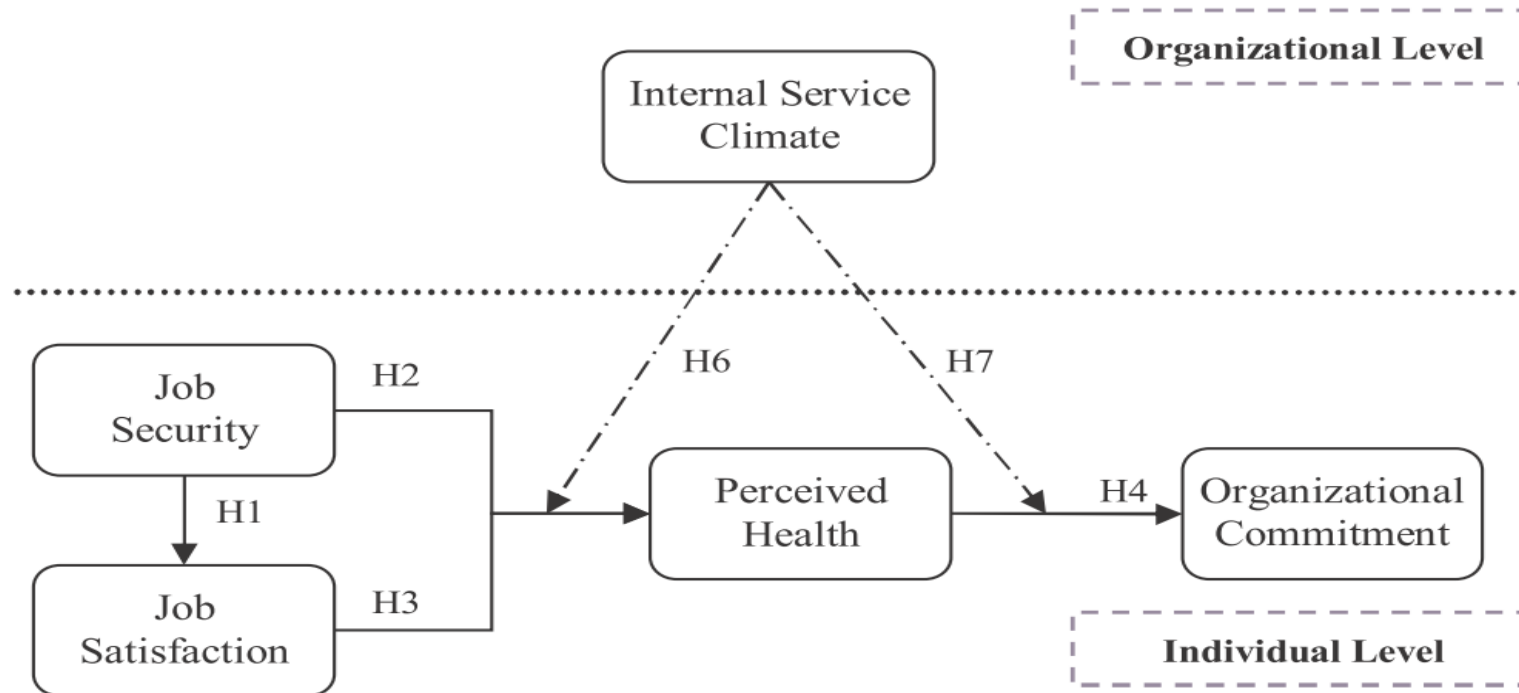
From the organization's perspectives , the key to survival in a fast –changing environment is flexible work schedules and flexible staffing levels

2. Flexible work schedules –working hours and location

3. Flexible staffing levels-Full time Vs Part-time

- Employers once mainly relied on contingent workers to fill administrative jobs, but now turn to contingent work arrangements for technical support and even some professional task

Satisfied employees , more commitment



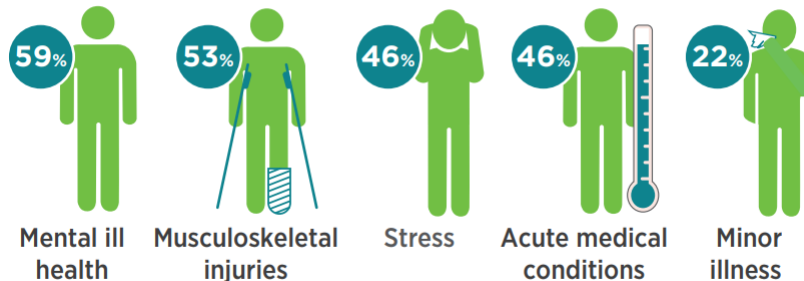
Wong et al., 2019

Engagement and Wellbeing

- “One thing that’s clear in academic literature is that employee engagement is seen as a psychological state experienced by employees. It should be seen as different from job quality, employee behaviour or management action” (CIPD, 2021)

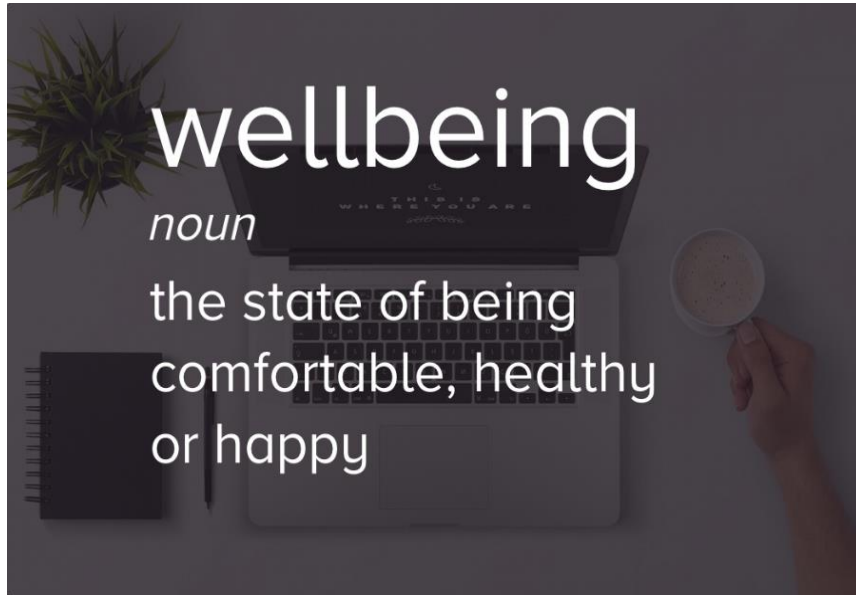
Long-term absence

The most common causes are:



What is wellbeing?

Wellbeing....



Health at Work Matters

- According to the UK Government,

Being in **good work** is better for your health than being **out of work**.
'Good work' is defined as having a safe and secure job with good working hours and conditions, supportive management and opportunities for training and development. (Gov.uk, 2019)

- **Article to Review** - [Health matters: health and work - GOV.UK \(www.gov.uk\)](https://www.gov.uk/health-matters)

Quiz – write in Chat box!

- How many million days of sickness are lost in a year (in the UK)?
- How many million days lost are due to minor illness?
- How many million days lost are due to musculoskeletal problems?
- How many million days lost are due stress, anxiety and depression?

Managing health at work for employers

In the UK, **131 million working days** are lost to sickness absence every year.
Main reasons for sickness absence:



34.3 million days lost

Minor illnesses



28.2 million days lost

Musculoskeletal problems



14.3 million days lost

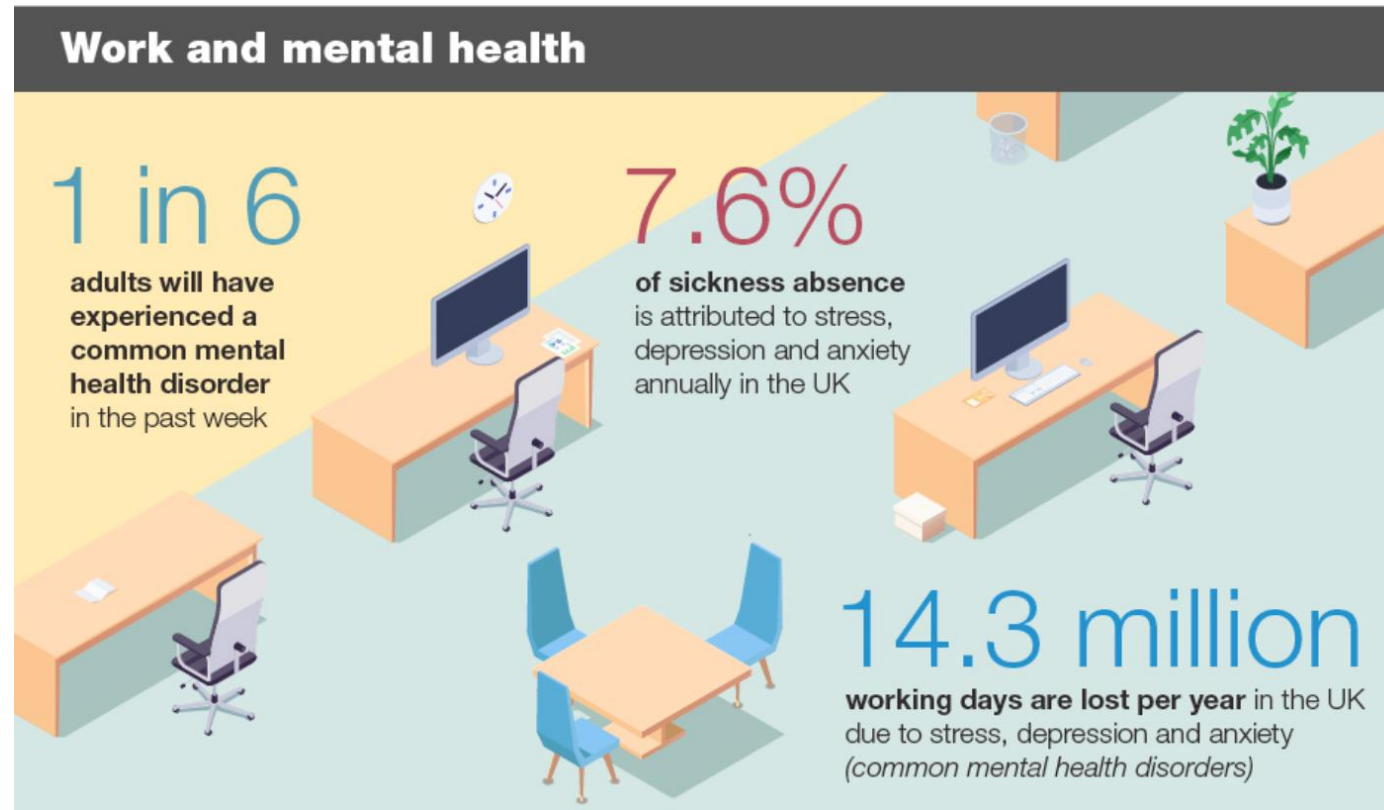
Stress, depression and anxiety



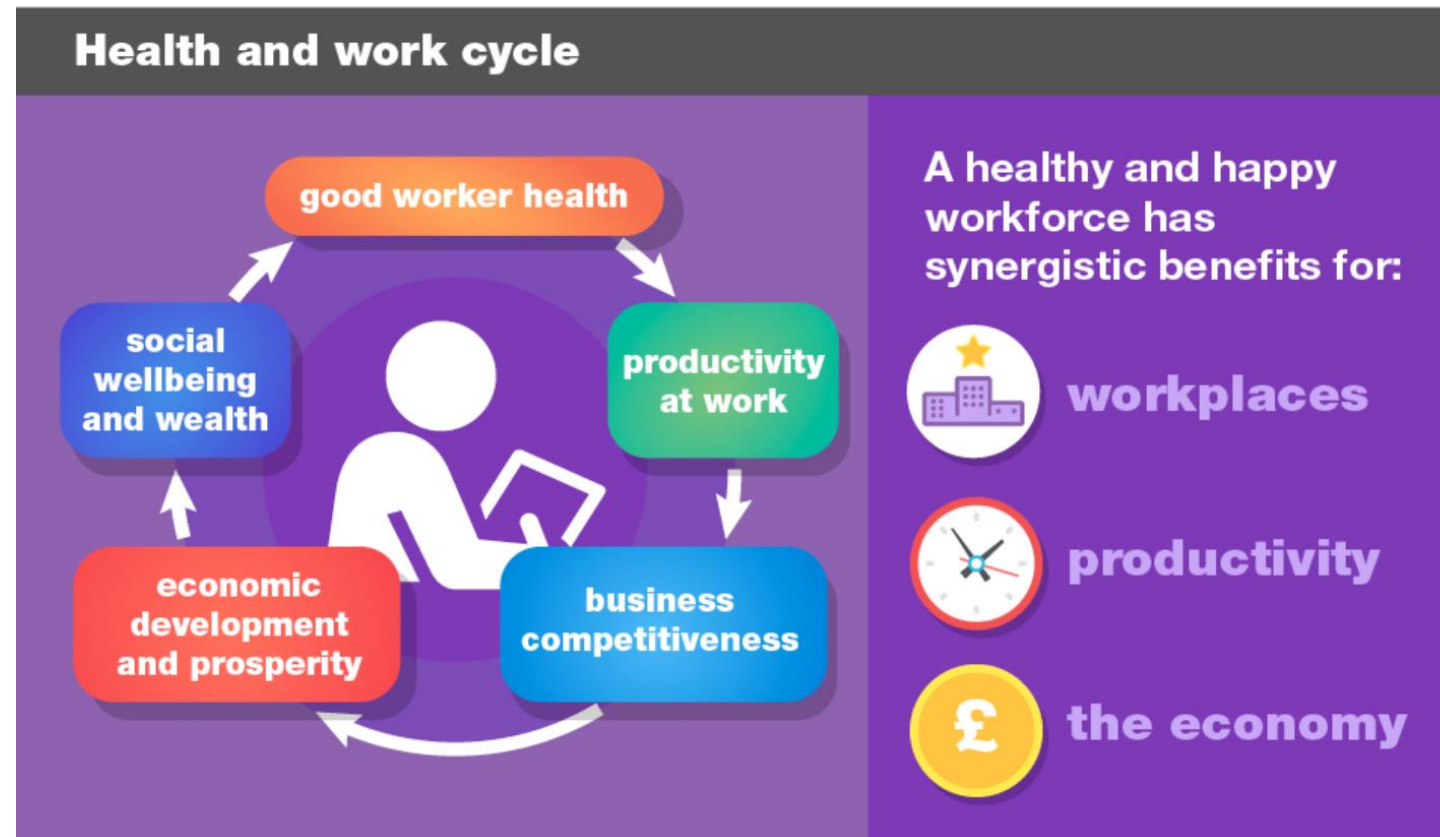
1 in 3

employees with a long-term health condition have **not discussed it** with their employer

Work and mental health



Health and Work Cycle



How do we improve Engagement?

Wellbeing Programmes

Training and Development

Communication

Leadership

Compensation and Benefits



Further Reading

- <https://www.hrmagazine.co.uk/content/features/is-engagement-fact-or-fiction>
- https://www.cipd.co.uk/Images/good-work-index-summary-report-2020-1_tcm18-79211.pdf
- U.S. Bureau of Labor Statistics, “Employment Projections, Civilian Labor Force, by Age, Sex, Race, and Ethnicity,” <https://www.bls.gov/emp/tables/civilian-labor-force-summary.htm>, accessed February 13, 2021.
- Wong, et al. (2021) How the COVID-19 pandemic affected hotel Employee stress: Employee perceptions of occupational stressors and their consequences, International Journal of Hospitality Management, Vol. 93, 2021, 102798, ISSN 0278-4319, <https://doi.org/10.1016/j.ijhm.2020.102798>.

Next Week

- Try to do the information search on the job advertisement. Collect some information on job specifications and job requirements in hotels.



dreamstime.com

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I look forward to seeing you next week. If you have any questions in the meantime, please send an email or on the Teams tile!