

# **Employee Engagement in Radisson Blu**

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## Chapter 1: Introduction

### 1.1. Background of the Study

Examining an organization's resources and competencies, one may determine the distinctiveness of its features and rationalize differences in performance across companies in the similar industry (Barney and Arian, 2001). Therefore, if an organization's human resources are valued, unique, and difficult to imitate, they may lead to higher performance and become a driver of sustainable competitive advantage (Barney and Wright, 1998).

Human resource has always one of the most fundamental elements of any organization (Haslinda, 2009). Employee engagement is one of the key aspects of the human resource of an organization. High degrees of engagement encourage employees to stay with the company, develop consumer loyalty, and boost organizational performance and shareholder value (Budriene, & Diskiene, 2020).

The hospitality sector is primarily a service-oriented sector that places a high value on human resource quality. As a result, one of the most important success criteria in this market is employee engagement.

### 1.2. Background of the industry and the company

The hospitality industry was one of the most important and rapidly developing industries of the worldwide economy (McKercher & Tung, 2015). The hotel business contributed £59.3 billion in GVA to the UK economy in 2019, contributing to roughly 3.0% of overall GDP. The hospitality industry employed 2.38 million workers in the UK as of September 2020, representing 6.9% of overall employment. There were 223,045 hospitality firms in the UK on January, 2020, representing 3.7 percent of all enterprises (Georgina and Niamh, 2021).

Radisson Blu is one of the most well-known brands of the Radisson Hotel Group, one of the world's leading hotel brands. Radisson Blu specializes on offering one-of-a-kind, individualized service in a colorful, modern setting. To reach 100 percent client happiness, Radisson is well-known as a premium brand. The wellness, safety, and privacy of its guests, staff, and owners are the top priorities of this chain's hotels. The hotels' original source of value formation and sustainability is to flourish by boosting their guests' experiences by delivering purposeful, marvellous, and uplifting moments. Radisson Group has more than 1100 hotels worldwide, owned under the nine brands it owns, which are, Radisson

Collection, Radisson Blu, Radisson, Radisson RED, Park Plaza, Park Inn by Radisson and Country Inn & Suites by Radisson (Radisson, 2020).

### **1.3. Statement of problem**

The COVID-19 has had a significant detrimental influence on the hospitality and restaurant industry. A shortage of consumption, commercial restrictions, and other governmental initiatives have all had a negative influence on the hotel industry's earnings. As a consequence, the company's redundancies and staff retention have become key challenges. Moreover, the epidemic has had a significant impact on individuals' work chances. The hotel business in the UK is experiencing a personnel shortage, with job openings at the all high. The hotel industry's vacant position is twice as high as the overall UK economy, according to new numbers released by the Office for National Statistics (ONS), despite the sector adding 122,000 new positions between March and June this year (Audrey Ferrie, 2021). One argument is that workers in other sectors may be able to find higher-paying jobs with less hours worked.

### **1.4. Importance of retaining an engaged workforce**

Employees' active engagement at work, and also the associated physical, cognitive, and emotional components, is based on three variables: job involvement, organizational recognition, and a feeling of the work's significance (Cha, 2007). Employee engagement is influenced by a variety of elements at various levels. On a job level, task aspects, role aspects, and work relationships impact employee engagement. Group and inter-group interactions, management approach and process, and organizational cultures all have an influence at the organizational level. On a personal level, physical energy, emotional energy, uncertainty, and work-life harmony all have an influence (Kahn, 1990).

Emphasizing the following variables may help a company improve employee retention and engagement:

1. Providing proper levels of employee development through training, skills, and learning can lead to workers being more engaged with regard to their jobs and the business (Andrewa and Saudah 2012).

2. A talent management strategy that incorporates career planning, managerial assistance, and incentives may boost employee engagement and reduce turnover (Bhatnagar, 2007).
3. In order to increase employee engagement, leadership in entrepreneurial organizations must be imaginative, forward-thinking, and incorporate employees in their goals (Jyotsna, 2008).
4. Employees must have the sense that the company's principles are straightforward and unambiguous in order to boost employee engagement (Mona, 2013).
5. Employees are more engaged when they work in an atmosphere that values respect. Involvements that extend outside the workplace serve as motivators, helping employees feel valued and thus improving engagement (Robert and Niru, 2009).
6. Employee engagement levels are mirrored in the organization's profile as perceived by the workforce. Organizational citizenship conduct has an impact on employee engagement. 1. Employees think their manager is inspiring, which gives them drive and a sense of belonging to the organization, resulting in better engagement (Albrecht and Manuela, 2011).
7. Employees with a strong feeling of fair treatment are more inclined to respond by becoming more engaged in the business (Alan, 2006).
8. Performance assessments, reward systems, and health and safety provisions have a positive impact on staff engagement, which leads to a positive impact on workplace positivity, which contributes to higher individual performance.
9. Employee personality characteristics, such as family friendly nature, talent acknowledgment, work nature, organization governance, and employee personal characteristics, all have an impact on employee engagement (Chandani, et al., 2016).
10. Employee engagement improves productivity, performance, and absenteeism while also lowering disputes, staff attrition, and increasing employee knowledge and skill (Jindal & Shaikh, 2018).

Because of the two sorts of results that might be obtained, it is critical to keep engaged personnel.

- Individual results include increased motivation, devotion, contentment, loyalty, job security, and performance.
- Business results include greater earnings and performance, enhanced quality, pleased consumers, enhanced retention, and increased revenues.

### 1.5. Research objectives

- a. Learn about the present state of employee involvement in the organization you've chosen.
- a. Recognize methods to boost employee engagement.
- c. Make recommendations on how to keep staff on board and keep them engaged throughout a crisis.

## Chapter 2: Methodologies and Discussion

### 2.1. Research type

The investigation will be carried out using the inductive technique. The researcher will start by obtaining information on the topic of interest. After gathering a vast amount of information, the researcher will seek to gain a deeper understanding of the results. The researcher will then look for patterns in the information and try to come up with ideas to explain issues and solutions (Woiceshyn & Daellenbach, 2018).

### 2.2. Research approach and method

The research will be practical, since the researcher will concentrate on the problems and provide remedies after the existing situation has been identified (Rossman & Wilson, 1985). In order to meet the report's objectives, three approaches will be employed to do the research, case study, and survey.

In this research, a mixed method approach would be adopted since it allows for a more in-depth exploration of the research topic. In this study, the researcher uses both qualitative and quantitative approaches to collect and assess information, incorporate results, and make implications (Doyle, et al., 2009).

The study will take a cross-sectional approach to the subject. A cross-sectional study is a type of observational study that enables for both quantitative and qualitative research to be conducted at the same time. Without modifying the research context, the researchers will collect data about their study volunteers. Researchers will be able to compare a huge number of variables at once (Wang & Cheng, 2020).

### **2.3. Data collection method**

The study's foundational data will be derived from a research survey conducted among JW Marriott workers. Close-ended questions with Likert scales were included in the questionnaire. Moreover, the sample will be built with existing workers at Radisson Blu, which will reflect employee engagement at all other Radisson Blu across the world, as this multinational brand is widely renowned for maintaining identical conditions in all of its properties. Secondary data for the research report will be acquired from a variety of sources, including online surveys of academic papers, research reports, yearly reports from various companies, survey reports, and publications.

#### **2.4.1. Employee Engagement**

Employee engagement at Radisson Blu will be investigated utilizing a research questionnaire survey of the hotel's staff. Furthermore, utilizing a secondary research survey conducted over the internet, theoretical features of employee involvement and techniques to increase it, especially in times of crisis, will be examined.

#### **2.4.2. Benefits of Engagement**

The benefits of employee engagement at Radisson Blu will be achieved by conducting a secondary research survey, in which the researcher will examine Radisson Blu's official papers to determine how employee engagement contributes to the hotel's performance. In addition, an online poll will be used to investigate alternative archive resources.

#### **2.4.3. Employee Retention**

Employee retention, its value, techniques to enhance this component of a business, and other pertinent information will be investigated via a secondary research survey conducted over the internet.

## 2.5. Questionnaire

### Questions about work in your hotel.

|                                                                                                | Strongly agree        | Agree                 | Neutral               | Disagree              | Strongly disagree     |
|------------------------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| I am interested in my job.                                                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I can make good use of my strengths and abilities at work.                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My workload is reasonable.                                                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am satisfied with the shift system (working hours) and over time working system in my hotel. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My job provides me a sense of accomplishment.                                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I have authority to decide how to satisfied customers.                                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I do not feel my work is monotonous.                                                           | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### Questions about your work relationships.

|                                                                                | Strongly agree        | Agree                 | Neutral               | Disagree              | Strongly disagree     |
|--------------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| I have a good relationship with my colleagues.                                 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Communications between departments are good.                                   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor admires and supports me when my work is in some way outstanding. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My supervisor has ability to help me, and I trust him/her.                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### Questions about compensation, benefits, and rewards in your hotel.

|                                                                        | Strongly agree        | Agree                 | Neutral               | Disagree              | Strongly disagree     |
|------------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| The connection between pay and performance is fair and reasonable.     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My salary is reasonable.                                               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am satisfied with my salary.                                         | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Compared to other hotels, salary of my hotel is more attractive.       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| In my department, the system of rewards and punishments is reasonable. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I have more opportunities for promotion, If I work hard.               | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am satisfied with my working meals.                                  | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Staff benefits of my hotel is attractive.                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### Questions about working environment in your hotel.

|                                             | Strongly agree        | Agree                 | Neutral               | Disagree              | Strongly disagree     |
|---------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| I am satisfied with my working environment. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The team spirit in my department is good.   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| My hotel thinks highly of staff safety.     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### Questions about your job satisfaction in general.

|                                                                      | Strongly agree        | Agree                 | Neutral               | Disagree              | Strongly disagree     |
|----------------------------------------------------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Management in my hotel is high quality.                              | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The hotel welcomes our give suggestions to improve hotel management. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am willing to recommend our hotel as an ideal company.             | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Our hotel has a positive future.                                     | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am satisfied to work in my hotel in general.                       | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

### Do you have any recommendations to your hotel management and this survey?

☐ Nope.

☐ Yes.

## Chapter 3: Evaluation and Conclusion

### 3.1. Significance of method proposed

Inductive reasoning begins with concrete world observations and leads to more abstract generalizations and abstractions. When a researcher uses an inductive approach to study, starting with a topic, he or she is more likely to make empirical generalizations and discover early connections. No answers can be found at the start of the inquiry, and the researcher is unclear of the quality and nature of the research findings until it is completed. For qualitative data gathering and processing, the inductive technique is typically more beneficial. For these reasons, this technique was chosen for the project; because the issue is qualitative, the study will be qualitative rather than quantitative, and the findings and recommendations made are yet unknown (Neuman, 2003).

The intended research will also employ a pragmatic technique, which recognizes that there may be individual or many realities that may be objectively studied. Pragmatism is a research paradigm that emphasizes practical solutions to real-world problems. It emerged as a research strategy for more practical researchers (Kaushik and Christine, 2019). It is appropriate for the proposed study since the study's goal is to find explanations and solutions for increasing employee engagement.

The most significant benefit of case studies is that they allow for a thorough review. Case studies, in contrast to a singular picture of an individual gained from a survey response or an interview, capture a diversity of perspectives. By obscuring the goal of a single individual, this provides for a greater understanding of the subject at hand while also lowering the chance of bias. However, one common criticism of case studies is that the findings aren't applicable to other circumstances. In contrast to case study research, studies have shown that when participants are certain that their identity will not be revealed, they are more open with the research team. It's possible that case studies will take a long time to finish. Organizing a large number of interviews, waiting for data, and even putting together focus groups might take a long time (Lauren, 2017). The technique will be case study based since the planned research will look at employee engagement at Radisson Blu. This is appropriate since permission will be given quickly and the time required will be decreased because the international hotel is already prepared to help. Furthermore, by using such an approach, bias will be eliminated.

Primary research will be used to acquire raw data in the form of a survey. Questionnaires will be utilized to collect data. Although the subject and conclusions will be more qualitative in nature, workers will be required to answer a number of questions. A social researcher can use primary research to obtain data that is relevant and appropriate for the study topic at hand. However, it may be a time-consuming and costly technique, especially in large survey studies. The concepts of reliability and validity have long been valued in primary research (Robson, 2001). A survey also aims to draw judgements about a group by examining a sample of that community. This is in contrast to a census, which attempts to collect information from the whole population (Groves et al, 2009). Questionnaire-based research, on the other hand, has been criticized for a number of reasons, and researchers considering it should be aware of the potential downsides. In addition, surveys have been admonished for being superficial and portraying a 'thin' view of the phenomena under investigation (Dörnyei, 2007). As a result, adequate questionnaire design and sample selection are required (Young, 2015).

In addition, secondary research will be used to undertake archive research. Archival research uses primary sources from an archive, a Special Collections library, or another repository. Archival sources include manuscripts, documents, records, artifacts, media recordings, and other materials. This will allow the suggested research to grasp the theoretical elements of the issues, create solutions, and get a more realistic perspective on the subject (Pearce-Moses, 2005). Because secondary research takes less time and is less expensive, it will allow the research to go at a faster rate. Secondary data, on the other hand, is freely available and has been created in the past, which might lead to bias. As a result, the researcher must be conscious of the data's quality.

### **3.2. Conclusion**

The importance of employee participation in the workplace cannot be emphasized, it may be said. Employee engagement emphasizes the importance of employee communication to a business's success. Employees, more than any other element, should be viewed as the most important contributor to a company's competitiveness. Workers and organizations have a symbiotic connection in which they rely on one another to satisfy their needs and achieve their objectives. Thus, it is critical to examine the state of this component of the hotel industry's enterprises and understand how to enhance it, particularly during times of crisis.

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