

Explanatory Research Analysis Between Work Loyalty And Employee Engagement In The Select Hotels & Restaurants Of The North East

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ABSTRACT

This study investigated the association between work loyalty and employee engagement among hotel industry workers in the northeast. It employed a descriptive study design with a questionnaire serving as the main data collection tool. Frequency counting and percent, weighted mean, standard deviation, mann-Whitney test, Kruskal-Wallis test, and spearman rank-order correlation were used to statistically analyze the data. According to the study, workers were content with their pay (Continuation), work environment (Affinity), and the manner they were guided in carrying out their duties (Progress). The majority of employees were dedicated to their jobs because they acknowledged that the company had enormous personal significance for them (Motivation); that they now have no choice but to remain with the company (Allegiance); and that the company earned their devotion (Certitude). When the amount of work loyalty was examined according to civil status, a substantial difference was found. Additionally, when employee involvement was examined concerning educational attainment and work position, a substantial difference was found. Finally, it was discovered that among employees in the northeast hotel industry, there is a highly substantial positive association between Work Loyalty and employee engagement. Aiming to reduce staff turnover, stakeholders in the hotel industry and employees are urged to promote employees' further education and improve management procedures. Legislators and other decision-makers are urged to implement laws and regulations that will benefit and progress workers in the hospitality industry.

Keywords: Hotel Industry Employees, Northeast, Work Loyalty, Work Commitment.

BACKGROUND OF THE STUDY

The success of businesses involved in the hospitality sector depends on the caliber of their staff, who also contribute creatively and provide high-quality service to visitors, clients, and customers. Human interaction is the secret to achieving customer happiness because people will

continue to provide "high-touch" service. To put it another way, businesses involved in the hospitality sector should prioritize their staff members as they are so important to the sector's success or failure. Establishments should be based on requirements that align with the goals of their particular companies (Chen & Chen, 2014). Because hotel staff had to engage with consumers, it is significant

that the hospitality sector is distinct from other sectors. In today's world, employees are crucial to the success of firms. The study of work loyalty is of importance in the hospitality business in particular since employees' commitment, effort, and dedication are crucial for maintaining customer pleasure (Guzman & Nizarez, 2014).

As a business organization, hotels must maintain a low employee turnover rate because their staff is crucial to maintaining client happiness. Employee churn is detrimental to the effectiveness and profitability of a business and results in the loss of several financial and intellectual resources and assets (Holson-Okyae, 2017). The loss of significant corporate assets and resources endangers organizational performance and profitability. To maintain a sufficient workforce and enhance employee engagement, motivation, work loyalty, work commitment, and work environment within the industry, hotel leaders need strategies and policies (Marshall, Mottier, & Lewis, 2016).

Additionally, management can improve employee happiness by implementing efficient managerial and leadership techniques as a means of reducing employee retention, a recurring issue in the hospitality sector. According to academics from around the world, the hotel business has one of the highest rates of employee turnover. When staff leaves, important information is lost, and occasionally, visitors will also leave with them. Hoteliers who actively seek out strategies to keep their staff earn a long-term competitive advantage

THEORETICAL BACKGROUND

The Three-tiered Model of Motivation proposed by C. Alderfer serves as the main foundation for this study (1969). The aforementioned hypothesis, commonly known as the Continuation-Affinity-Progress Theory or the ERG Theory of Motivation, primarily explains the prevalence of work loyalty among employees in the hotel business. Additionally, this study incorporated the Three

(Fernandez & Worasuwan, 2017). The most important factors in guaranteeing staff retention were work loyalty and employee engagement.

India's North East is regarded as one of the country's top tourism destinations. The rise in the number of hotels was brought on by the increased number of tourists traveling to the North East. In addition to the necessity to assure client happiness, the hotel establishment also needed to make sure that experienced staff members were retained. According to a survey, the annual turnover rate for restaurant personnel hit an all-time high of 75% in the first quarter of 2019, making it improbable that nearly three-quarters of restaurant staff will remain in their positions for the full year (McNamara, 2020). Additionally, according to the Philippine Statistics for 2019, the jobs providing lodging and food are some of those with the highest turnover rates, at 1.9, and separation rates, at 4.7. (Mapa, 2020).

The purpose of this study is to investigate the links between work loyalty and employee engagement among North East hotel industry employees. Additionally, it is hoped that by doing this study, businesses that cater to the hospitality industry will be more aware of the importance of ensuring that each of its employees develops a sense of work dedication and loyalty. Employers could create improvements to their human resource initiatives based on this.

Component Model of Organizational Commitment idea proposed by N. Allen and J. P. Meyer (1990).

THREE-TIERED MODEL OF MOTIVATION

The concept of work loyalty is explained by the Three-tiered Model of Motivation. It asserts that human needs advance from continuation to affinity and finally to progress: (1) Continuation needs refer

to all types of physiological and material requirements for maintaining human existence; (2) Affinity needs refer to all wants with a social orientation, and (3) Progress needs to refer to the realization of human potential. According to ERG theory, multiple need levels influence a worker's behavior at once. One can therefore make an effort to meet their requirements for progress even if their needs for related things aren't entirely met. Maslow's needs hierarchy model's satisfaction-progression process is applied by ERG theory, which causes a person's need level to predominate motivation more than other factors. Related needs are prioritized as demands for continuation are met (Wegger et al., 2014).

EMPLOYEE ENGAGEMENT AS AN OUTCOME OF WORK LOYALTY

This study employed a quantitative, descriptive-survey method of research. To accomplish the study's main goal, questionnaires were utilized as the data collection tool. Data were then statistically processed. The respondents were 201 staff members at a group of hotels in the North East, including six (6) hotels and sixteen (16) restaurants. The questionnaire that was the main tool for data collection included three (3) sections that were taken from studies by Angeles et al. (2015), Lee et

The definition of employee engagement as a result of work loyalty is the importance of work concerning an individual's sense of self, which includes job involvement, career commitment, and organizational commitment (Wegger et al., 2014). Thus, employee engagement encompasses the following constructs: motivation commitment, which refers to the employee's emotional behavior, identification, attachment, and involvement with their organization; allegiance commitment, which refers to the employee's commitment based on the value associated with their organization; and certitude commitment, which refers to the employee's responsibility for the job and subsequently motivates them to remain with the same organization.

RESEARCH METHODOLOGY

al. (2017), and Jaron et al. (2015) that produced acceptable results on Cronbach Alpha Analysis. The data were processed using frequency count and percent, weighted mean, standard deviation, Mann-Whitney Test, Kruskal-Wallis Test, and Spearman Rank-Order Correlation. The data were analyzed at a 0.05 level of significance using the Statistical Package for the Social Sciences (SPSS) version 20.0 and the Microsoft Excel Data Analysis ToolPak.

RESULTS

The majority of hotel workers in the North East were female, young, unmarried, fairly educated,

occupying rank-and-file roles, had regular status, and had worked for 0 to 10 years.

Table 1. Summary of Employees' Work Loyalty in Hotel Establishments in North East

| Indicators | Mean | SD | Description |
|------------------------------|------|-------|-------------|
| Continuation | 2.51 | 0.883 | Satisfied |
| Affinity | 2.69 | 0.935 | Satisfied |
| Progress | 2.54 | 0.992 | Satisfied |
| Overall Mean & SD | 2.59 | 0.936 | Satisfied |

Table 1 shows the summary of employees' Work Loyalty in hotel establishments in the North East.

The data pointed out that Affinity garnered the highest mean followed by Continuation and

Progress. The overall mean on this aspect is 2.59 verbally interpreted as “Satisfied”. The result revealed that most of the Hotel industry employees in the North East were satisfied in terms of Affinity, which implies that Hotel industry employees must be in a work environment or organization that can satisfy their socially oriented needs or have a work-life balance.

Nguyen (2017), in support of the result of the study, pointed out that the need for enjoyment and fulfillment in work and at have connotes having a work-life balance. It is also for them to feel engaged and satisfied with the work but still able to enjoy meaningful life to the fullest. Having a work-life balance enable employees to enjoy the

flexibility of work which brings challenging and interesting traits, and a good relationship with their supervisors and colleagues.

Moreover, the workplace or work environment is a composite of the technical environment, human environment, and organizational environment (Nigatu, 2018). In a technical environment, the employees must feel fit in the workplace as they established ideal relationships with peers, others with whom employees relate, team and work groups, interactional issues, the leadership, and management (human environment) as they feel comfortable with systems, procedures, practices, values, and philosophies of the workplace (organizational environment).

Table 2. Summary of Employees’ Employee Engagement in Hotel Establishments in North East

| Indicators | Mean | SD | Description | Interpretation |
|------------------------------|-------------|--------------|--------------|------------------|
| Motivation | 3.09 | 0.736 | Agree | Committed |
| Allegiance | 2.96 | 0.696 | Agree | Committed |
| Certitude | 3.02 | 0.746 | Agree | Committed |
| Overall Mean & SD | 3.07 | 0.727 | Agree | Committed |

Table 2 shows the summary of employees’ Employee Engagement in hotel establishments in the North East. As portrayed in the table, Motivation commitment garnered the highest mean of 3.09, followed by Certitude commitment which had a mean of 3.02 as compared to Allegiance commitment which obtained a mean of 2.96. The overall mean on this aspect is 3.07, which can be verbally described as “Agree”. The findings revealed that Motivation commitment has the highest influence among employees in hotel industry establishments in North East, which implies that employees had high emotional attachment and involvement to the Hotel

establishment and that he or she is identified with the same. Also, employees were considered to be greatly involved in the establishment’s desire to achieve its goal which is profitability and sustainability.

Oyeniyi et al. (2017) asserted that Motivation commitment connotes emotional attachment, identification, and involvement that an employee has with its organization and goals. It is characterized by belief and acceptance of the organization’s goals and values, a willingness to focus effort on helping the organization achieve its goals, and a desire to maintain organizational membership.

Table 3. Test of Difference of Employees’ Work Loyalty

| Job Satisfaction | Civil Status | | |
|---------------------|--------------|----------------|-----------------|
| | H-Value | p-value @ 0.05 | Interpretation |
| Continuation | 6.213 | 0.102 | Not Significant |
| Affinity | 8.888 | 0.034 | Significant |
| Progress | 3.288 | 0.346 | Not Significant |

| | | | |
|----------------|--------------|--------------|--------------------|
| Overall | 9.498 | 0.024 | Significant |
|----------------|--------------|--------------|--------------------|

* p-value < 0.05 level of significance = significant; Fail to accept H₀

Table 3 displays the test of the difference in employees' Work Loyalty as to civil status. Applying the Kruskal-Wallis test, it yielded a p-value lesser than the level of significance which indicates acceptance of the alternative hypothesis stating that there is a significant difference in the level of Work Loyalty among employees of the Hotel industry in the North East when analyzed according to their civil status. Hence, civil status, as a variable, can be used to determine the different levels of Work Loyalty in the Hotel industry. Further, in the conduct of post hoc analysis using Dunn's test, it can be gleaned that there is no significant difference in employees' Work Loyalty in terms of Continuation and Progress as to civil status. But there is a

* p-value > 0.05 level of significance = not significant; Accept H₀

significant difference in employees' Work Loyalty in terms of Affinity as to civil status.

Continuation is universal. Everyone perceives survival as the ultimate importance of an individual's daily life; thus, unmarried and married employees had the same perception of existential needs. In terms of Affinity, married individuals prefer to have a family-supportive work environment. They lean toward improving productivity and at the same time enhancing the quality of work and family life. Thus, this differs from the perception of unmarried individuals. However, the same discernment can be observed as to Progress in both individuals. Overall, a significant difference can be found in the level of Work Loyalty in terms of civil status.

Table 4. Test of Difference of Employees' Employee Engagement

| Work Commitment | Civil Status | | |
|-------------------|--------------|----------------|--------------------|
| | H-Value | p-value @ 0.05 | Interpretation |
| Motivation | 8.512 | 0.078 | Not Significant |
| Allegiance | 11.848 | 0.020 | Significant |
| Certitude | 13.614 | 0.008 | Significant |
| Overall | 0.078 | 0.024 | Significant |

* p-value < 0.05 level of significance = significant; Fail to accept H₀

* p-value > 0.05 level of significance = not significant; Accept H₀

Table 4 presents the test of the difference in employees' Employee Engagement as to educational attainment. Applying the Kruskal-Wallis test, yielded a p-value lesser than the level of significance which indicates acceptance of the alternative hypothesis stating that there is a significant difference in employees' Employee Engagement as to educational attainment. This implies that fairly educated and highly educated employees of the Hotel industry in the North East

had a varying extent of work commitment. Thus, educational attainment, as a variable, can be used to determine the employees' Employee Engagement in hotel industry establishments in North East. Further, in the conduct of post hoc analysis using Dunn's test, it was found that Allegiance commitment among elementary level/graduate is significantly different from HS and College level employees. Also, the Certitude commitment among elementary level/graduate is

significantly different from HS, college level, and degree holder employees. Overall Employee Engagement among elementary level/graduate is significantly different from HS and college level employees.

Education is a strong predictor of commitment (Sikorska, 2015). Adanse et al. (2017) stressed

that people with lower educational levels and qualifications are more committed to their organization, as they rarely change their jobs. On the other hand, Sikorska (2015) revealed in his study that more educated staff members tended to report higher levels of organizational commitment.

Table 5. Test of Difference of Employees' Employee Engagement as to Employment Status

| Work Commitment | Employment Status | | |
|-------------------|-------------------|----------------|--------------------|
| | U-Value | p-value @ 0.05 | Interpretation |
| Motivation | 2627.00 | 0.000 | Significant |
| Allegiance | 3191.50 | 0.012 | Significant |
| Certitude | 2921.50 | 0.001 | Significant |
| Overall | 2842.50 | 0.001 | Significant |

* p-value < 0.05 level of significance = significant; Fail to accept H₀

* p-value > 0.05 level of significance = not significant; Accept H₀

Table 5 shows the test of the difference in employees' Employee Engagement as to employment status. Applying the Mann-Whitney test, yielded a p-value lesser than the level of significance which indicates rejection of the null hypothesis stating that there is no significant difference in work satisfaction among employees of the Hotel industry in the North East when analyzed according to their employment status. This implies that seasonal and permanent employees demonstrate a varying extent of work commitment. Hence, employment status, as a variable, can be used to determine the employees' Employee Engagement in hotel industry establishments in North East. Further, through post hoc analysis using Dunn's test, it was also found that there is a significant difference in work satisfaction as to Motivation, Allegiance, and Certitude among employees of the Hotel industry in the North East when analyzed according to their employment status.

Lee et al. (2017) averred the fact that there is a different degree of Employee Engagement when analyzed as to the status of employment of hotel industry workers. Further, the said study also indicated that nonstandard employees expressed higher Work Loyalty and higher organizational commitment but perceived lower job performance than standard employees did. Work status had no significant moderating effect on the relationships between Work Loyalty, organizational commitment, and job performance. However, the results of the study indicated that supervisors' perceptions of nonstandard employees' Work Loyalty, organizational commitment, and job performance were quite different from those of the nonstandard employees themselves. Adanse et al. (2017) pointed out that work status influences different dimensions of organizational or work commitment. In the study, regular employees were observed to be more committed as compared to seasonal or temporary employees.

Table 6. Relationship between Employees' Work Loyalty and Employee Engagement

| Variables | Means | p-value | p-value @0.05 | Interpretation |
|---------------------------------------------|--------------|---------|---------------|---------------------------------------|
| Job Satisfaction and Work Commitment | 2.56 3.07 | 0.666 | 0.000 | High Positive Correlation/Significant |

*p-value < 0.05 level of significance = significant; Fail to accept Ho

*p-value > 0.05 level of significance = not significant; Accept Ho

Table 6 portrays the relationship between employees' Work Loyalty and Employee Engagement in the Hotel industry in North East. Applying Spearman Rank-Order Correlation and using Cohen et al. (2014) interpretation guide for p-value revealed a high positive and significant relationship between Work Loyalty and Employee Engagement among employees in the Hotel industry in North East. It means that satisfied employees in the Hotel industry in North East were also highly committed to their work. It implies that Work Loyalty is significantly linked to work commitment.

Certitude commitment is the most influential form of organizational commitment, while continuous commitment is the least influential in impacting Work Loyalty (Qureshi, Qureshi, Thebo, Shaikh, Brohi, and Qaiser, 2019). Furthermore, the

CONCLUSION & SUGGESTIONS

The foundation of every successful organization is a committed workforce. Employees that are highly motivated tend to act in ways that are advantageous to the company as they grow content and direct their efforts and talents toward the latter's primary goals. This led to the observation that employees in the hotel business in the North East were content with their pay (Continuation), work environment (Affinity), and the coaching or mentoring they received for their job performance (Progress). Additionally, employees were dedicated to their jobs because they believed that the company had deep personal importance to them (Motivation), that continuing with the

outcomes established a significant positive relationship between Work Loyalty and Employee Engagement of employees in the Hotel industry. In addition, Kumar and Kumar (2016) support the aforementioned result averring the fact that Work Loyalty has been considered an important constituent of organizational commitment, which contributes not only to organizational success and profitability but also to Progress, effectiveness, efficiency, and low employee turnover. It was also observed that there is a cause-and-effect relationship between Work Loyalty and commitment where Work Loyalty is a cause. The study further revealed that dimensions like pay, promotion, workload and support of supervisory staff also affect Work Loyalty and organizational commitment.

company at this time is a necessity as much as a choice (Allegiance), and that the company deserved their devotion (Certitude). Contrary to the conclusions of the majority of studies on this topic, when the level of work loyalty of hotel sector employees in the North East was examined according to civil status, a substantial difference was found. In terms of educational level and work status, there was also a sizable variation in employee engagement.

Moreover, among workers in the hotel industry in the North East, a substantial association between work loyalty and employee engagement exists, correlating with the results of the majority of

studies on this topic. A substantially positive correlation would best depict such a relationship. Work Loyalty is an immediate predicate of devotion to one's job, whereas Employee Engagement is an immediate predicate of intention

To reduce staff turnover and ensure the profitability and sustainability of the establishments, stakeholders and operators in the hotel industry should continue to improve and enhance their management practices, particularly in ensuring that their employees were satisfied. Given that the North East is one of the main tourist destinations in the nation, legislators and

to leave one's job and turnover (Santa Cruz et.al, 2014, Wegger et.al, 2014). The lower the intention to leave the company, the stronger the employee's work dedication and loyalty.

policymakers there would implement laws focusing on human resource interventions like standardized salaries, premiums, and benefits, as well as human development activities like seminars, training, or coaching.

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