Measuring Employee Engagement in Hotels:
Effectiveness of Surveys

HAMK
HÄMEEN AMMATTIKORKEAKOULU
HÄME UNIVERSITY OF APPLIED SCIENCES

Master's thesis

Master of International Business and Entrepreneurship

Visamäki Spring 2016

Arina Kolomiets

HAMK
HÄMEEN AMMATTIKORKEAKOULU
HÄME UNIVERSITY OF APPLIED SCIENCES

VISAMÄKI
Degree Programme in Business Management and Entrepreneuship

Author	Arina Kolomiets	**Year** 2016	

Title of Master's thesis   Measuring Employee Engagement in Hotels: Effectiveness of Surveys

ABSTRACT

The objectives of this thesis are to understand nature of employee engagements, analyse popular theories used to understand this phenomenon and comprehend importance of employee engagement for organization; as well as to analyse Employee Engagement Survey conducted by leading hospitality organization, question its effectiveness and propose suggestion to improve measuring process of employee engagement to ensure live, valid data, thus the managers can understand where their employees stand in terms of engagement

Existing academic and business literature was used to understand psychological and sociological aspects of employee engagement.

Analysed Employee Engagement survey proved many flaws and possibility of skewed results. Improvement suggestions were offered together with insights into future global trends in measuring and analysing employee engagement.

Traditional Employee Engagement surveys provide only snapshot of organizational climate at the time of survey and cannot be used as an index of employee engagement throughout the year. New approaches with close management involvement and help of new technologies should be taken to ensure valid and reliable results.

Keywords   employee engagement, enablement, commitment, employee engagement surveys, organizational climate

Pages   51 p. + appendices 6p.

CONTENTS

1   INTRODUCTION

Employees are the main asset and actually are embodiment of every organization. The brand is represented by its workers. Unhappy employees show their attitudes through their work habits, coworkers interaction, and what is most important customer interactions, as all these interactions are affected by their mood and state of mind. Disengaged employees pull down companies, costing billions of dollars in lost productivity and resulting in much higher turnover rates. (PWC, 2014)

That is why the subject of employee engagement in organizations is becoming popular topic. However, academics have not come to common decision what makes workers engaged and well-performing. Robinson et al. (2004) mentions that "there has been surprisingly little academic and empirical research on a topic that has become so popular". Nevertheless, as the companies are very interested in the subject, online resources are flooded with advice how to boost employee engagement and therefore performance.

Unsatisfied, unmotivated employees effect organization in negative way, as they customers get negative impression, and nowadays customer satisfaction is an ultimate goal of every organization, especially in hospitality, where customer satisfaction results from employee interaction.

Employees are key to organizational success. Some hospitality organizations, especially in luxury segment, believe that additional services or enhancing the menu or investing in decoration will increase customer satisfaction, however first priority should be investing in employees, not the decorations. Highly satisfied and committed employees lead to calculable organizational results such as absenteeism, turnover, customer satisfaction, high performance and many others. But for these results employees need to be more involved in the business and share its value, meaning care about business and be engaged workers.

 As a result, companies are looking for ways to measure the engagement, to understand where they stand. Consequently, diverse surveys and other measurement tools are created by organizations themselves or outside expertise. Thus, the topic of this study has arisen – are employee engagement surveys really help organizational leaders and managers?

1.1   Background of the study

This study deepens the understanding of employee engagement concept, gives explanation of popular theories of employee satisfaction and engagement, clarifies pre-requisites for engagement on a work place, as well as presents various tools used to analyse and measure employee engagement in the organizations. Specifics of hospitality employment is considered as well, however lack of academic research in the field of hospitality workers' engagement is identified. (Saks, 2006)

The empirical part of the paper is based on secondary data withheld from annual Employee Engagement Survey, based on one property within the described organization, with results, compared to global, organizational and same property last year. Managers' and employees' attitudes towards the survey were observed, as well as post-survey behaviour. Due to the fact that the author is employed by the organization, as well as was taking part in two consequent surveys, participant observation is used as research method.

1.2 Objectives and research questions

The presented paper has few objectives, such as:

- Study the theoretic issues related to employee engagement
- Acquire deep understanding about tools used to analyze and measure employee engagement
- Analyze employee engagement research results on real-life hospitality organization example
- Understand the validity and reliability of the research and the possibility of skewed results
- Give suggestions to improve measurements of employee engagement as ongoing process

Thus the research questions can be defined as:

- what is employee engagement
- why is it important for work place in general and in hotels in particular
- what can skew the results
- what changes can be done to current ways of measurement
- what are the new trends in measuring employee engagement

The goal of every organization is to find out what makes each employee engaged. If an organization is truly engaging its employees, the risk of unexpected loss of skilled, experienced and motivated quality workforce is lower.

Employee engagement is maybe the most serious metric for organizations in the 21st century. And that is why other key measures that reflect and drive organizational performance (customer satisfaction, innovation, profitability, productivity, loyalty and quality) are products of engaged committed employees.

However, measuring employee engagement might not give the key to improving performance and attitudes on the job.

1.3   Key concepts

The key concept in this study is employee engagement in its various forms, including job satisfaction. Various approaches of academics and professionals are analysed (Kang, 2014). As well as prerequisites and consequences of employee engagement.

2 THEORIES ON EMPLOYEE SATISFACTION AND ENGAGEMENT

Employee engagement has become recently one of the most discussed topics in management as organizations tend to realize, that human resource is the main asset. However, there is still no universal theory how management can influence employee engagement, as well as there is a lack of critical academic literature.

Although the meaning of engagement at work may seem clear at first, a closer look reveals the unclearness of the concept. As with many other psychological terms, work engagement is easy to recognize in practice yet difficult to define. Kahn (1990) describes employee engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances". The cognitive aspect of employee engagement reflects employees' beliefs about the organization, its managers and leaders, as well as conditions of work. The emotional aspect is about how employees feel about each of those three factors and whether they have positive or negative approaches toward the organization and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to succeed with their roles.

Another approach to study employee engagement is to examine its antithesis – burnout, as burnout involves the loss of engagement with one's job. The Gallup Organization (2004) found important connections employee engagement, customer loyalty, business growth and profitability.

The International Survey Research (ISR) team has similarly found hopeful evidence that organizations can operate on their full potential only if employees and customers are emotionally engaged (ISR 2005).

Whilst employee engagement surveys are now being used by many companies, such as the survey used by the Gallup, it could be claimed that surveys fail to show what kind of actions can be taken to increase employee engagement within the organization. Therefore, organizations should strive not only to measure employee engagement, but also areas within the organization which cause disengagement and dissatisfaction.

A further consideration is that employee surveys should be supported by interviews and contextual analysis in order to gain a more complete view on engagement and how it is being managed within different organizational settings.
Kang (2014) have collected various definitions of employee engagement presented in academic research, consultants and popular literature. Table 1 illustrates development of employee engagement concepts.

Description by Academics	Description by Research Groups
Kahn (1990) The harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.	Bates (2004) An innate human desire to contribute something of value in the workplace.
Maslach, Schaufeli, & Leiter (2001) Job engagement: the opposite end of a continuum between engagement and burnout	Robinson et al. (2004) A positive attitude held by the employee towards the organization and its values.
Rothbard (2001) One's psychological presence in or focus on role activities.	Lockwood (2007) The extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment.
Harter, Schmidt, & Hayes (2002) The individual's involvement and satisfaction with as well as enthusiasm for work.	Furness (2008) how employees relate to their workplace.
Schaufeli, Martinez, Pinto, Salanova, & Bakker (2002) A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.	Snell (2009) Go beyond the confines of their job description, conscious of how their roles drive the business towards its objectives.
Saks (2006) The degree to which an individual is attentive and absorbed in the performance of their roles.	Wiley (2010) The extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary effort to accomplishing tasks important to the achievement of organizational goals.
Koyuncu, Burke, & Fiksenbaum (2006) Engaged workers are energetic, are positively connected to their work and feel they are doing their jobs effectively. It is a persistent and broad affective cognitive state.	Devi (2009) The extent to which an employee puts discretionary effort into his or her work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy.
Macey & Schneider (2008) The notion that employee engagement is a desirable condition, has an organizational purpose, and connotes involvement, commitment, passion, enthusiasm, focused effort, and energy, so it has both attitudinal and behavioral components.	Alarcon & Edwards (2010). A positive affective relationship with one's work. Nolan (2011) Treating your workforce as a workforce of one.

Leiter & Bakker (2010) Work engagement: a positive, fulfilling, affective-motivational state of work-related well-being that can be seen as the antipode of job burnout. Rothbard & Patil (2011) The degrees to which employees are focused on and present in their role.	Williams (2011) The bridge between passiveness and passion. Cengia (2012) How people perceive the organization or job in which they work for.

Table 1. Definitions of employee engagement by academics and research groups (Kang, 2014)

The nature of work engagement proposes that employees bring their full ability, potential and enthusiasm to their job place. The antecedents and consequences of employee engagement were identified by numerous research. Table below (Kang, 2014) lists pre-requisites and results of employees being engaged.

Antecedents of employee engagement	Consequences of employee engagement
• Job characteristics, perceived organizational and supervisor support, and organizational justice (Saks, 2006) • Organizational commitment, job satisfaction, job involvement, coreself evaluations, efficacy, role identity, task/job meaningfulness in terms of person-specific attitudes and balanced resources/demands and psychological safety as of task specific factors (Rothbard & Patil, 2011). • Perceptions of role benefit, job autonomy, and strategic attention (Slatten & Mehmetoglu, 2011) • Trust in one's supervisor and employees trust propensity (Chughatai & Buckley, 2011)	• In-role and extra-role performance, proactivity, adoptivity, creativity (Rothbard & Patil, 2011) • Performance (Salanova et al., 2005) • Career satisfaction (Koyuncu et al., 2006) • Burnout, and health-related problems (Hallberg & Schaufeli, 2006; Koyuncu et al., 2006) • Job satisfaction, organizational commitment, intention to quit, and organizational citizenship behavior (Saks, 2006) • Career commitment and adaptability (Barnes & Collier, 2013)

Table 2. Antecedents and consequences of employee engagement (Kang, 2014)

However, there are few fundamental theories related directly or indirectly to employee engagement in organization, as well as work satisfaction and motivation, therefore examining the phenomenon of employee engagement without analysing the theories presented below would not be complete and comprehensive.

2.1   Maslow's Hierarchy of Needs and Employee Engagement

When thinking about satisfaction whether it job-related or general satisfaction of human needs, Maslow theory comes up as one of the first and most ground-breaking explanation of satisfaction through needs fulfilment.

Maslow's hierarchy of needs is a pyramid of five levels, which are: physiological, safety, social/belongingness, esteem and self-actualization needs (McLeod 2007).

Figure 1. Maslow's Hierarchy of Needs

In order to achieve the top of the pyramid, the previous level has to be fulfilled, meaning to reach self-actualization, self-esteem needs have to be reached, and safety cannot be attained, without food and shelter as ground for physiological needs.

However, Maslow's hierarchy of needs can be also applied in the workplace. Figure below examines employee engagement in relations to hierarchy of needs.
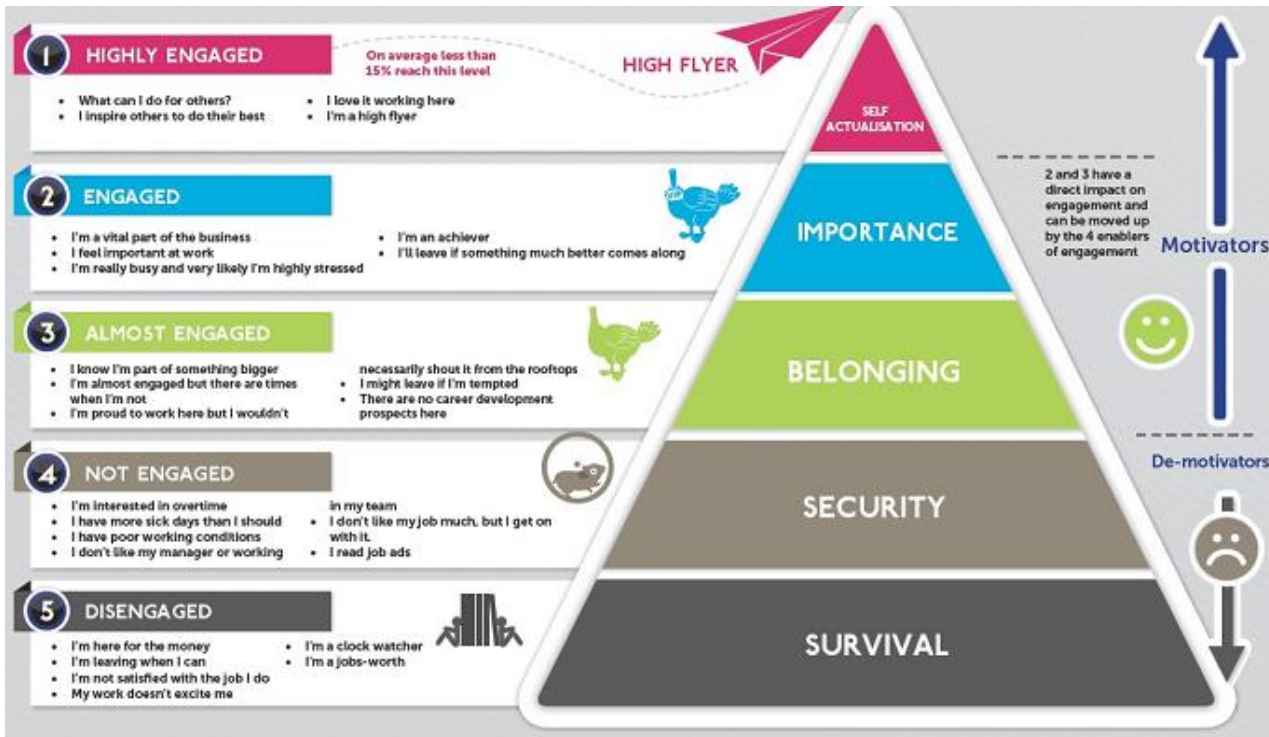
Figure 2. Maslow's Hierarchy of Needs Applied to Employee Engagement (Smith 2014).

In survival needs the employee considers the job as something needed for survival, to pay bills and have financial independence. These employees are disengaged employees, the employees who do not motivate other employees, are working for the money only and are not very satisfied with their jobs. It is impossible to persuade them to put extra effort in the work or to stay overtime. (David 2014).

In security needs level in figure above employees yet have not reached the level of engagement. The disengagement might be caused to job insecurity, meaning fear of losing the job. At the same time, they take more sick days than engaged employees, they are not satisfied with organizational managers, coworkers or team and they are actively looking for other job opportunities (Smith 2014).

According to Smith (2014) Being on the level 3 - social needs the employees are almost engaged. Employees feel being a part of organizations and are proud of what they are doing. These employees start to motivate others. Nevertheless, almost engaged employees will leave for the job opportunity with better career prospects. Level "esteem", explains that employees feel important at work. The step for leaving the company is higher, and they are likely to leave only if something much better is offered.

The top of the pyramid, self-actualization is where highly engaged employees stand. They are fantastic asset for the organization, as they put out their best and inspire their colleagues and therefore create fruitful atmosphere in the whole organization (Smith 2014).

It may seem that Maslow theory applied to work engagement has a very theoretical approach, however if leaders can identify the levels of the pyramid where the employees stand, they can understand what actions can be taken.
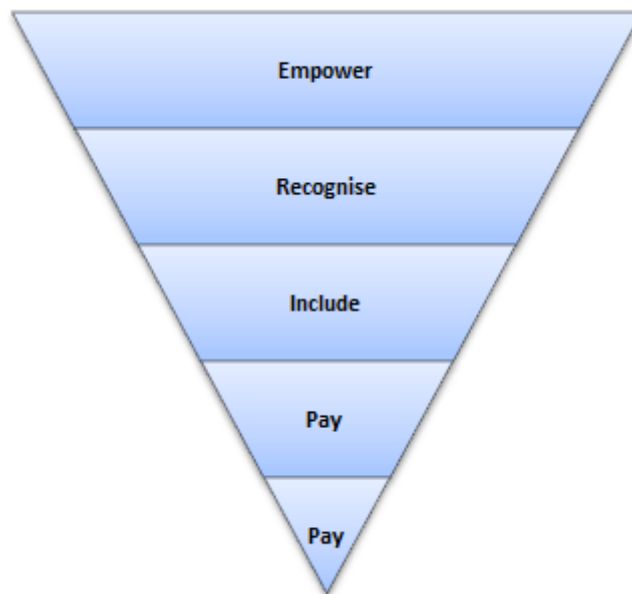
Figure 3. Organization response (MSG)

Organization should align their response towards the position of employee on the pyramid: use monetary reward if employees struggle to survive or feel job-insecure. Create a sense of belonging by including them in organizational activities and engage them in organizational values. Employees' efforts should be recognized on importance stage and empowering is a way to keep employees on top of the pyramid and ensure their self-actualization and, therefore, engagement.

Yakowicz (2014) criticizes the use of Maslow's hierarchy of needs by saying for that "different people are motivated by different things". Currently the employers tend to consider the lower stages of pyramid as the most important – physiological and safety needs – and thus Yakowicz claims that not all people are motivated by money, benefits and job security.
Instead of offering higher pay and increased benefits to employees, he suggests that recognizing the employees' efforts, individual development as well as providing them with interesting and challenging work will bring better results and more engaged employees for the company (Yakowicz 2014).

2.2   Herzberg's Motivation-Hygiene or Two-Factor Theory

Many managers mistakenly think that employee satisfaction can increase employee motivation. This thought was developed by American psychologist Frederick Herzberg into Motivation-Hygiene or so-called Two-Factor Theory. To better understand employee attitudes and motivation, Frederick Herzberg performed studies to determine which factors in an employee's work environment caused satisfaction or dissatisfaction. He published his findings in the 1959 book The Motivation to Work.

Herzberg found that the elements affecting job satisfaction (and therefore motivation) were different from factors leading to job dissatisfaction. Herzberg developed the motivation-hygiene theory to explain these findings. He called the satisfiers motivators and the dissatisfies hygiene factors, where under the term "hygiene" he meant maintenance factors that are necessary to avoid dissatisfaction but that by themselves do not provide satisfaction.

Herzberg reasoned that because the factors causing satisfaction are different from those causing dissatisfaction, the two feelings cannot simply be treated as opposites of one another. The opposite of satisfaction is not dissatisfaction, but rather, no satisfaction. Similarly, the opposite of dissatisfaction is no dissatisfaction. While at first glance this distinction between the two opposites may sound like a play on words, Herzberg argued that there are two distinct human needs portrayed. First, there are physiological needs that can be fulfilled by money, for example, to purchase food and shelter. Second, there is the psychological need to achieve and grow, and this need is fulfilled by activities that cause one to grow. (Rogel 2015)
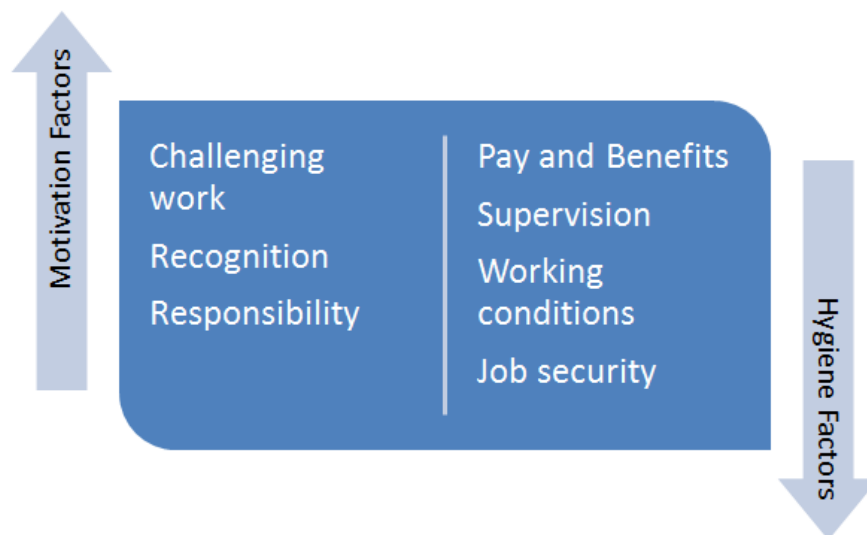

Figure 4. Motivation & Hygiene Factors (Rogel 2015)

Hygiene factors control individual's level of satisfaction with their work and significantly impact staff retention. In case these factors are not, employees tend to experience dissatisfaction with their job and look for opportunities elsewhere. Nevertheless, enhancing or adding hygiene factors will not increase job satisfaction, neither will it affect performance.

Motivation factors impact how an employee performs on the job. In case worker is motivated, he or she strives to perform and do better and invests more of their energy in work. Solely being satisfied (meaning meeting hygiene requirements) does not motivates an employee to work harder. Moreover, an employee can be very motivated but not satisfied with their job. They might find the work exciting and challenging, but if they are concerned too much about job security or think they can be paid more at a different company, they will not be satisfied.

Both mentioned factors are crucial components of employee engagement. Basic hygiene factors must be met to ensure workers are satisfied and retained. An employee has to feel motivated in order to perform at a high level. Hygiene factors are easier to recognize and improve. On the other hand, motivation factors are different for each employee but they can be influenced and controlled by employee's supervisor or superior. Managers and leaders have to understand motivation drivers of their employees and create the environment where employees perform at their best.

According to Herzberg:

• The job should have enough challenge to exploit the full talent of the employee.

• Employees who exhibit growing levels of ability should be given increasing levels of responsibility.

• If a job cannot be designed to use an employee's full capabilities, then the organization needs to analyze whether the task can be given to an employee with a lower level of skills. In case employee's talent or knowledge cannot be fully utilized motivation problems will arise. (Arab British Academy)

Critics of Herzberg's theory debate that the two-factor result is observed due to the fact that it is natural for people to take credit for satisfaction and to blame dissatisfaction on external factors. Furthermore, job satisfaction does not essentially indicate a high level of performance, productivity or motivation.

It is desirable for an organization to have motivated and satisfied employees, as then the employees are likely to be more engaged. More engaged employees mean better productivity, higher sales and happier employees.

2.3   Gallup's 3 Types of Employees

After polling more than 25 million Americans within hundreds of organizations, the 2013 State of the American Workplace Report conducted by Gallup has developed fascinating findings about nature of employee engagement. The results have led Gallup to determine three types of employee engagement level—engaged, disengaged and actively disengaged employees. (Gallup 2014).

Engaged employees are the most desired employees and colleagues for employers and organizations. They are genuinely involved and committed to their jobs, give their best and strive for better performance. They work with passion and care for the organization. Engaged employees are an asset for the organization act as "apostles" encouraging others. Engaged employees are a source of revenue for the organization and are in line with organization's goals. They are also less likely to quit which lowers the employee turnover rate and further decreases hiring costs (Gallup 2014; McKeever 2014; Sanford 2002).

According to Gallup's findings, *disengaged employees* are hard to spot as they try not to attract attention to themselves as much as actively disengaged employees, which will be described below. Nevertheless, disengaged employees are not positive force for organization. Quite often disengaged employees are not genuinely caring about the customers and do not share organizational values. As the main motivator for disengaged employees is monetary reward, meaning salary, quite often they might also take advantage of their position and steal office supplies and cause other minor damage. (Gallup 2014; McKeever 2014; Sanford 2002).

Actively disengaged employees are those employees who do not care at all about the organization. They take more sick leaves, can skip their shifts and resign more often as a result the cost a lot of additional costs for the organization in form of hiring and sick day payments. Actively disengaged employees put as little effort into work as possible, avoiding their direct responsibilities. They also show their disengagement and underrate the work of others, therefore negatively affecting the atmosphere of other employees as well by discouraging them with their attitude (Gallup 2014; McKeever 2014; Sanford 2002).

Gallup measure employee engagement by using Q12survey, which consists of 12 actionable workplace essentials. with proven links to performance results. Gallup spent years conducting thousands of interviews at every level of numerous organizations, in large number of industries, and in several countries. Since Gallup finalized the Q12 question phrasing in the late 1990s, the survey has been applied to more than 25 million employees in 189 different countries and 69 languages. (Gallup 2013)
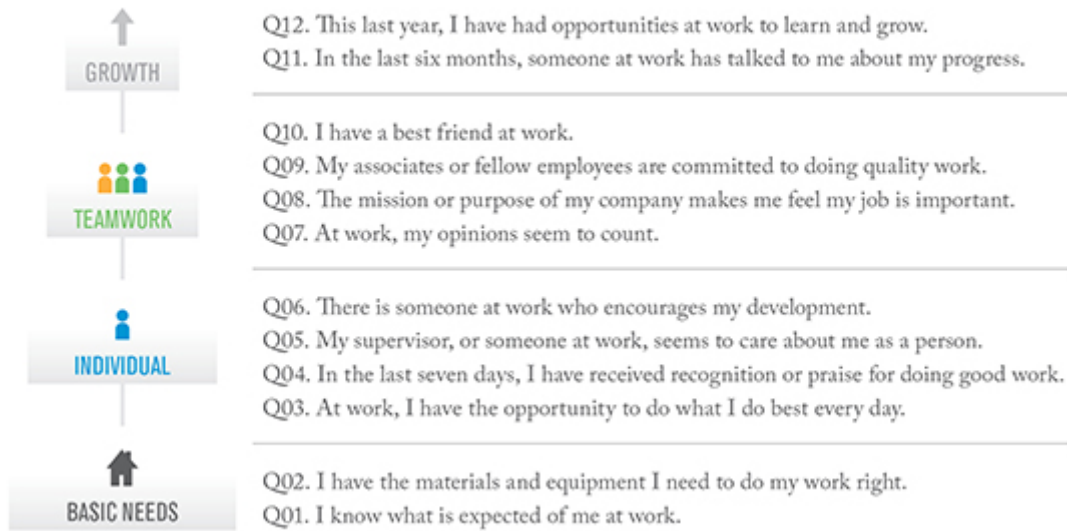
The Q12 statements are as follows:

Figure 5. Gallup Research Questions (Groscurth, 2014)

The current standard is to ask each employee to rate the above statements using six response options (from 5=strongly agree to 1=strongly disagree; the sixth response option — don't know/ does not apply — is unscored). (Harter et al. 2008)

As it can be seen from survey structure, it corresponds to Maslow hierarchy of needs, applied to employee engagement, as questions relate to basic needs, individual and teamwork needs and willingness to grow.

However, this approach is often criticized as Gallup sells the Q12 as an analysis tool and does not disclose actual calculation of engagement percentage. an Engagement Ratio is calculated but never specified this ratio is calculated (e.g., what are the cutoff points on the rating scale that divides respondents to Engaged, Not Engaged and Actively Engaged employees?). Described engagement measure is a measure of employee satisfaction, as the questions focus on the employee's work environment. (Hayes, 2012)

2.4   Utrecht Work Engagement Scale

The Utrecht Work Engagement Scale (UWES) is a scientifically verified self-report questionnaire that is derived from the definition of the three dimensions of work engagement: vigor, dedication and absorption (Schaufeli et al. 2002). The UWES is a widely used measure.

It has been translated into 21 languages and used among various different occupational groups (Schaufeli et al.) The scientific validation and the ability to assess employees' work engagement despite their professional field or occupational group are the most likely reasons for the popularity of the UWES.

Example of UWES questionnaire is presented below:

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the "0" (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

	Almost never	Rarely	Sometimes	Often	Very often	Always
0	1	2	3	4	5	6
Never	A few times a year or less	Once a month or less	A few times a month	Once a week	A few times a week	Every day

vigor	dedication	absobtion
1. At my work, I feel bursting with energy	2. I find the work that I do full of meaning and purpose.	3. Time flies when I'm working
4. At my job, I feel strong and vigorous	5. I am enthusiastic about my job	6. When I am working, I forget everything else around me.
8. When I get up in the morning, I feel like going to work	7. My job inspires me	9. I feel happy when I am working intensely
12. I can continue working for very long periods at a time	10. I am proud of the work that I do	11. I am immersed in my work
15. At my job, I am very resilient, mentally	13. To me, my job is challenging	14. I get carried away when I'm working
17. At my work I always persevere, even when things do not go well		16. It is difficult to detach myself from my job

Table 3. UWES-17 (Schaufeli & Bakker, 2003)

Later the approach was shortened to nine questions.

According to Schaufeli and his colleagues burnout and engagement are opposite concepts; however they should be measured independently with different instruments. Engagement is a optimistic, satisfying, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli and Bakker, 2004).

Vigor is described by high levels of energy and mental flexibility while working, the willingness to invest effort in on work, and persistence with challenges or difficulties. Dedication is characterized by a sense of meaning, interest, inspiration, pride, and challenge. Vigor and dedication are the direct positive opposites of exhaustion and cynicism. The third dimension of engagement is absorption, which was found to be a founding component of engagement in 30 in-depth interviews (Schaufeli et al., 2001). Absorption is characterized by being fully focused and occupied by work, whereby time passes quickly and one has problems with detaching oneself from work.

Based on a theoretical analysis, these researchers have identified underlying dimensions of work-related well-being: (1) activation, ranging from exhaustion to vigor, and (2) identification, ranging from cynicism to dedication. Burnout is characterized by a combination of exhaustion (low activation) and cynicism (low identification), whereas engagement is characterized by vigor (high activation) and dedication (high identification).

2.5   11 Key Factors Affecting the Employee Engagement

Issues like teambuilding, motivation, and empowerment have always been important and engagement is essentially an umbrella concept which pulls all these strands together according to Larkin (2009).

An engaged employee is not only happy in their job though, but translates that satisfaction into higher productivity. They believe in what the business is trying to achieve, are eager to help realize those goals and play an active role in making the company a success.

Larkin (2009) has proposed eleven key factors that have positive effect on employees' engagement. He argues that there is not one right way have all employees engaged as each individual has personal characteristics characters that affect their engagement. However, strong leadership is the key prerequisite for engagement.
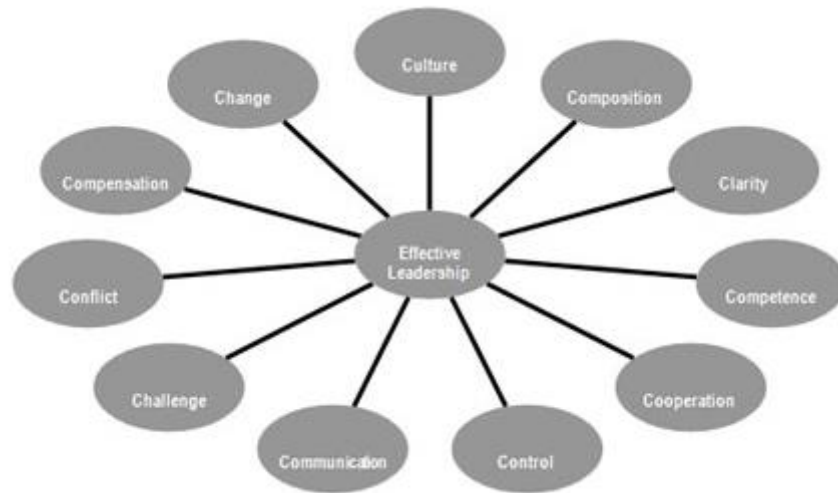
Figure 6. Key factors for employee engagement (Larkin, 2009)

Culture

Culture has a major impact on how the employees feel about their work-place and how engaged they are. In some cultures work is seen more as a place where one gets money to live, and in other cultures work is more bind to personal life and therefore the engagement level is higher as well, there-fore cultural impact is significant when considering employee engagement (Nauert 2010).

Composition

relates to the make-up of teams and all leaders need to pay close attention to how they recruit people into existing teams, as personal leaning towards each other enhances engagement and improves team work (Larkin 2009).

Clarity

The directions an employee receives should be easy to understand, and no conflicting directions should be given. In addition, clarity refers to under-standing of aspirations. Aspiration is the bigger picture, and the better the employee understands the organizations goals and how they personally help to achieve them, the higher the engagement (Ibid).
The Survey Initiatives (2014) survey agrees with Larkin that performance appreciation is important. According to them engagement increases when the employees have an understanding of how their work and effort increases the organizations' performance.

Competence

When employees grow their skills and knowledge at work place they are feeling more engaged. Also, employees performing same job should be possessing same knowledge, otherwise conflict may arise therefore engagement will go down. The Survey Initiatives (2014) survey also lists that employee development is crucial for engagement and employees should be allowed to utilize and enhance their skills.

Cooperation

As cooperative environment is preferred by most workers (Ibid), as bond and trust are built therefore engagement is supported. Also, effective peer relationships lead to highly engaged, productive employees and drives organization performance (Collier Broderick).

Control

Certain control has to be established in order to make sure some employees are not breaking rules and go along with regulations; however, lack of freedom is a dis-engaging factor for many workers.

Communication

Regular, open, two-way communication can eliminate obstacles and help employer and employees achieve common goal. Organizations needs to have open and honest dialogue with employees, as well as individual managers have to send clear and honest message.

Challenge

Providing employees with jobs that are designed to challenge them; that are a good fit with employee's skills, qualifications (Collier Broderick).

Conflict

Constructive conflict, which leads to new ideas and solutions, can be stimulated, but well managed, so that employees feel that they express their opinions or contribute. Destructive conflict, which adds no value should be dealt with by the leader; such conflicts will create a negative atmosphere and employees will not benefit, but feel stressed and demotivated (Larkin 2009).

Compensation

Which also can be referred as pay fairness stimulates employees by implementing reasonable pay linked to performance and also to the type of the company (Collier Broderick).

Change

Change management in organizations affects employee engagement significantly. Small and unnoticeable changes can result in stagnation which destroys engagement, however radical of not well explained change can simply irritate employees and causes them to disengage. (Larkin 2009). Nevertheless, as main factor described by Larkin (2009) is still strong leadership, research also emphasizes that one of the most important leadership issue is **Immediate Manager Working Relationship** (Collier Broderick).

2.6 Applied employee engagement

One of the most interesting aspects of employee engagement is that it can serve as a barometer for the health of the company at large. Companies that engage and empower their workforce are better positioned to anticipate and adapt to changing market conditions. (PWC, 2014)

In the fight for competitive advantage where employees are the differentiator, engaged employees are the eventual goal.

Dale Carnegie conducted research to study functional and emotional points affecting engagement.
Key factors were found and they are:

- Relationship with immediate supervisor
- Belief in senior leadership
- Pride in working for the company (Carnegie, 2012)

It may seem that demographics might have large influence on overall engagement, however, gender, ethnicity and work status (full/part time) do not emerge as critical variables of employee engagement based on Carnegie research.

More engaged workers tend to be:

- Senior management (Senior VP+ level)
- Employed in a large corporation
- Have a college education
- Have higher income (over 50 000 USD annually)
- Under the age of 30, or over 50 (Carnegie, 2012)

Comparatively, demographic and organizational segments currently less engaged or disengaged with their organizations are:

- Middle-aged employees (40-49 years old)
- The most highly educated, i.e., master or doctorate degree
- Lower-level income employees earning less than 50 000 USD annually
- Newer employees, especially those in the organization less than a year
- Client-facing and clerical staffers (ibid)

Carnegie found out, that" caring" manager enhances employee engagement and promotes engaging environment in which employees can perform at the highest possible level.

"Caring" managers and workplace environment

Engaged employees

Employees more committed, dedicated and motivated to make organization a success

Customer engagement

Increase in sales and profit

Increase in stock price

The concept is similar to service profit chain introduced by Heskett et al. (1994). See figure below.
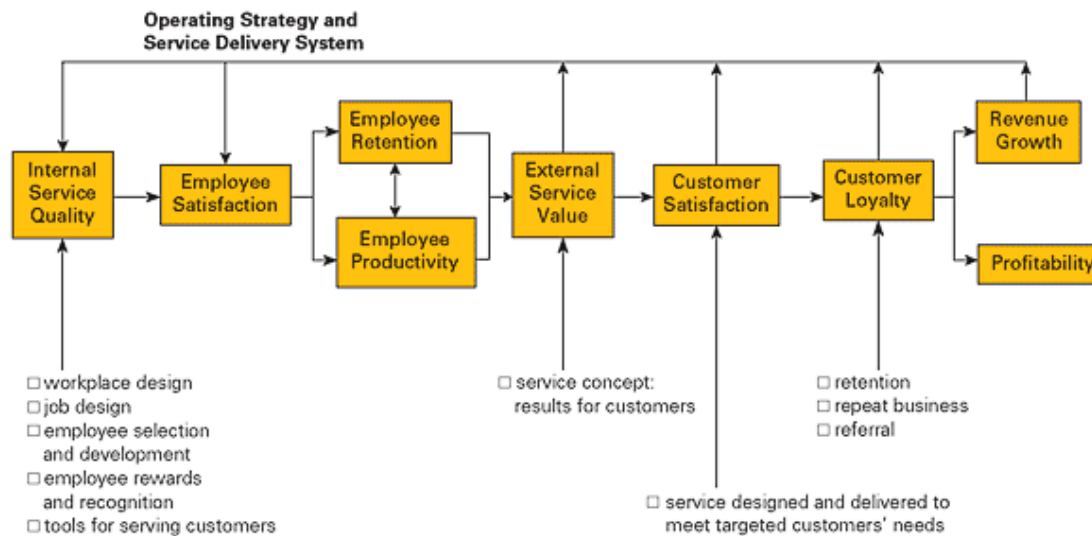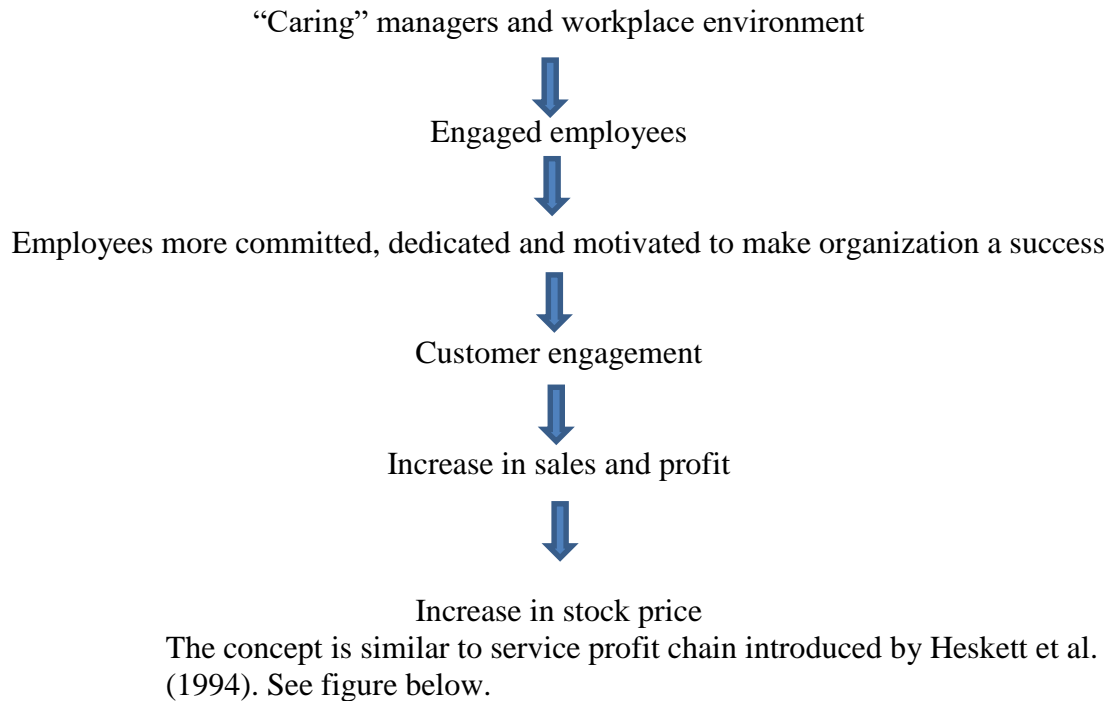
Figure 6. The Links in the Service-Profit Chain (Heskett et. Al, 1994)

According to Heskett et al. (1994) service profit chain shows and explain the connections between profitability, loyalty of the customer, employee satisfaction, loyalty and as a result – productivity.

The chain proves that profit and growth are encouraged mostly by customer loyalty, which a direct outcome of client satisfaction. Customer is satisfied when he the service provided to him brings value, where value is created

and added by satisfied, loyal and productive employees. Policies that empower and enable employees to deliver results to customer lead to employee satisfaction.

In the same paper Heskett (1994) claims that *internal quality* of a working environment contributes most to employee satisfaction. Internal quality is measured by the feelings that employees have toward their jobs, colleagues, and companies.

Another approach proving the relation between employee engagement and improved financial performance of an organization is presented by Towers Perrince (2003).

According to the 2003 Towers Perrin Talent Report, interest of senior management in workers' well-being is the key driver of engagement. When it is a case in organizations, employees feel mutual trust and that they are taken care of. however, challenging work is quite as important as management trust. Next important driver is freedom in job-related decision making. Besides, when employees realize the importance of customer service for the organization, they care whether their company is performing well in that area. This is why customer focus is on the fourth place. Next come career advancement opportunities.

Important drivers are also company's reputation, how colleagues work together as a team, and what kind of resources the employees have in order to perform well in their job, decision-making input and vision of the senior management. Mentioned workplace characteristics help drive employee engagement, and as engagement grows, employees are less likely to leave the company and they have stronger orientation to meet the customer needs. The picture clarifies that the cost of production tends to decrease as employees become more engaged in their work. To rephrase, when an engaged employee focuses on customer service, it gives the customer a reason to return and buy more goods and services. Engaged employees build long-lasting customer loyalty (The Towers Perrin Talent report 2003.)

| Employee Attitudes | Customer Impact | Financial Result |

Drivers of employee engagement:
- Senior management interest
- Challenging work
- Decision-making authority
- Customer focus
- Career advancement
- Company reputation as employer
- Teamwork/collaboration
- Resources
- Decision-making input
- Senior management vision

Employee engagement → Customer focus → Revenue growth

Turnover intention

Cost of goods sold

Sales, general & administrative expense

Operating margin

——— Positive relationship
········· Negative relationship
– – – – Conceptual relationship

Figure 7. Employee attitudes drive financial results (The Towers Perrin Talent report 2003.)

Employees are greatest investment and biggest asset for the organization and therefore should bring the greatest reward.

However even nowadays, in numerous organizations, employees are considered as an asset to be managed rather than as individual personalities who can create the next innovative step for lasting success. Long-term engagement starts with respectable communication between employer and employees as well as among co-workers, fostering a positive working environment.

3   EMPLOYEE ENGAGEMENT IN HOTELS

3.1   Employee engagement and job satisfaction research in hospitality industry

As Saks (2006, p. 600) has stated, "there is a surprising dearth of research on employee engagement in the academic literature". Robinson et al. (2004) have also commented that "there has been surprisingly little academic and empirical research on a topic that has become so popular". This deficiency seems also to be the case within hospitality research.

However, one of the most remarkable studies was conducted in 2005 by Salanova et al. (2005). The mentioned above study examined the mediating role of service climate in the prediction of employee performance and customer loyalty. Contact employees from 114 service units (58 hotel front desks and 56 restaurants) provided information about organizational resources, engagement, and service climate. Furthermore, over 1000 customers from these units provided information on employee performance and customer loyalty. As hospitality in general, and hotel industry in particular is service based, the term "service climate" is applicable to employee as well, as the climate is the atmosphere where the employees are performing. Service climate refers to employees' shared perceptions of the practices, procedures, and behaviors that are rewarded, supported, and expected by the organization with regard to customer service and customer service quality (Schneider et al., 1998).

Slatten and Mehmetoglu (2011) examined the factors influencing hospitality frontline employee engagement. The results revealed that job autonomy, strategic attention, and role benefit were significantly influenced by employee engagement while employee engagement was closely related to innovative behavior. The study has demonstrated the importance for managers of having an engaged workforce. In particular, it is important for managers to notice that engagement is a major driver to innovative behavior. Thus, one general and key practical suggestion from this study is the importance for leaders to measure regularly the engagement of their workforce, meaning surveys.

Park and Gursoy (2012) measured the generational effects of work engagement among U.S. hotel employees. Their study showed that the level of work engagement significantly differed based on the generational membership of the employees. Generational differences also moderated the effects of work engagement on turnover intention.

Barnes and Collier (2013) examined the connection among service climate, job satisfaction, affective commitment, work engagement, career commitment and adaptability among frontline employees. Employee's work engagement subsequently impacts constructs such as career commitment and adaptability. Results suggest that the service firm has some impact on the

level of work engagement between employees dealing directly with the customer. Furthermore, this research highlights the importance of the link between positive emotions and front-of-the house employees' performance.

3.2 Nature of hospitality employment and employee engagement in hotels

The hospitality industry is one of the world's largest and most important industries. Hospitality plays an integral role in building a better working world by connecting global regions across economic, investment and experiential platforms. The impact of hospitality on our global economy is significant; across the world, the travel and tourism industry encompasses 266 million jobs, and contributes 9.5% of gross domestic product (GDP) globally. With travel and tourism sector growth forecast to expand by 3.9% during 2015, the sector will be increasingly recognized as a key driver of economic growth at the local, regional and global level. ("Economic Impact Analysis," World Travel & Tourism Council, 2014.)

However, the hospitality industry has one characteristic that differentiates it from other industries: the high percentage of staff rotation (in the same company and outside of it). In hospitality industry, there is no tangible product, as the hospitality organizations produce only services, therefore experiences, consequently quality of employee-customer interaction becomes significant determinant of service quality and customer satisfaction.
In hospitality organizations service quality and customer satisfaction would depend on the ability, drive and willingness of personnel.

Creating and maintaining a climate that encourages employees to engage more in their work and selecting the right employee to begin with is vital to the hospitality industry.

Employee engagement is crucial for hospitality industry in general and hotel business in particular due to the fact, that engaged employees deliver better business performance and higher level of customer or guest satisfaction. Businesses increasingly recognize the importance of their "brand", especially nowadays when hotel industry is experiencing highest competition that ever, not only from fellow hoteliers, but also from new type of accommodation providers such as AirBnb, couchsurfing etc. Engaged and satisfied employees help promote the brand and support improved customer service levels, meaning customer loyalty.

As many managers in hospitality industry admit, that biggest share of their employees consider their positions as stepping-stones to more prestigious and permanent positions, that is why it is almost impossible to reduce turnover or no amount of effort will reduce turnover or completely engage them during their short employment period (Renk, 2007). Thus, it is practical to ask, whether investing in employee engagement is a meaningful effort in an industry known for low paying, often temporary and stressful positions.

Nevertheless, hospitality leaders understand the importance of employee engagement within industry, despite the nature of industry employment: Karl Fischer, regional Vice President, Human Resources for Marriott International reported that higher employee engagement at Marriott means a 12 percent higher revenue per compensation dollar, and a nine percent higher house profit margin. In addition, says Fischer, employee engagement means nine percent of their guests are less likely to experience a problem and 11 percent are more likely to return to a Marriott property (AH&LA Human Resources Committee, 2007).

Gamal Aziz, CEO of MGM Grand Hotel in Las Vegas with its 5000 rooms and 175$ revenue a year claims that employee engagement is far more profoundly important now. "Employees are willing to give their all when they are well-treated, appreciated. And the ability to unlock that potential is a competitive distinction. It's their decisions, their actions, their attitude that really make the difference. Imagine taking 10,000 employees, and each and every one of them wanting to give more". (Bloomberg, 2009)

According to Bob Kelleher, President and Founder, The Employee Engagement Group, many hospitality companies put the customer on the first place, however, it is the employee, who should be top priority. Hospitality industry is considered unique, considering that in this industry customer's experience entirely depends on how engaged a particular property employees are. (Kelleher)

Hyatt hotels, being excellent example within hotel industry, has realized importance of employee engagement as this hotel group's high employee retention and long is extremely significant in business famous for its high employee turnover. The focus on employee development and promoting from within plays a large part in improving engagement and decreasing turnover. Another interesting practice, connected to engagement, is the empowerment of employees (whom they call associates), to listen carefully to each other and guests, to be able to solve problems and create new solutions, rather than following scripts and scenarios of what to do, making the guest feel special and heard, therefore creating feeling of importance within employees (CMI, 2015).

Very clear image of hotel employees is shown by Zeithaml et al. (2008), who states that employees in service organizations:

- are the service;
- are the organizations in the customers' eyes;
- are the brand;
- are marketers

In an industry like hospitality where there is emphasis on intangible and greater reliance on human resource as the guests' experience is dependent

to a major extent on the quality of service delivered by the employees - employee engagement receives further importance.

Having said the above, it is understandable how crucial employee engagement for companies in general, and particularly for hospitality organizations. Nevertheless, the aim of this paper to understand how the engagement is measured in practice, what tools are used to measure and analyze working climate and how management techniques are perceived by employees and how they result on overall engagement and enablement within strictly customer-oriented business.

3.3 Employee engagement surveys in hospitality

Employee engagement surveys have become a popular tool in modern hotel industry, especially with large corporate brands such as Intercontinental, Rezidor and others.

For instance, IHG conducts EESs annually, as they claim: "Data shows employee engagement has a statistically significant impact on key indicators of hotel performance including RevPAR, Occupancy, Guest Satisfaction, MPI, and RGI." Employee engagement is associated with better performance (IHG).

IHG research showed, that each five-point increase in employee engagement is associated with:

- An increase of up to $0.70 in RevPAR (revenue per available room), as a practical example - in a 200 bed hotel, that could be up to $50,000 additional RevPAR each year

- An increase in occupancy of up to 1% point (ibid)

- Hotels with highly engaged employees typically yield 7% higher GOP

Another engagement initiative introduced be Rezidor hotel group (including such brands as Radisson, Park Inn and others). The program is called "Climate Analysis". (Rezidor)

21.443 employees across Europe, Middle East and Africa participated in the Climate Analysis 2010 (vs. 18.472 in 2009). The evaluation of each hotel's and corporate department's climate saw particularly good results for the main areas "Creativity and Innovation" with a score of 85,2% (83,9% in 2009), "Ethical Standards" (88,3% vs. 87,3%), "Personal Development" (87,4% vs. 86,5%) and "Executive Leadership" (85,7% vs. 84,7%).
The findings tie in with further researches and studies – for example with the recognition as "Most Ethical Company 2010", an award the think tank Ethisphere gave to Rezidor. (ibid)

The Climate Analysis is conducted by Rezidor since 1991 and sees a continuous increase of the Employee Satisfaction Score. The annual survey, using a highly developed and detailed questionnaire, measures the company's working climate on a set of standards, including communication, development opportunities, feedback and appraisal, leadership and company image and culture. The results do not only mirror the current climate, but also are the basis for activity plans in order to further develop and improve internal processes. (ibid)

As it can be seen, hospitality organizations take measuring employee engagement very seriously, as it has become an integral part of HR activities, however

4   RESEARCH FRAMEWORK

4.1   Organization background

The name of the organization is omitted for confidentiality purposes, however, it will not compromise the academic purpose of the paper. The company was founded in 1960s, nowadays it owns and operates a chain of hotels and resorts in North America, Central and South America, Europe, Africa, the Middle East, Asia, and the Pacific. At the moment company can boast 96 locations, however from two to three new properties are opened each year. Over 30000 people are employed by organization and the number is to grow. Some properties are fully owned by the brand, but it acts as a management company for many of its properties. In addition, the company owns residential properties in resort areas.

Listed as one the "best companies to work for" by Fortune and Forbes, company promotes "Golden Rule" – treat others, the way you want to be treated as key philosophy. Nevertheless, due to vast geography and rapid growth, company's greatest challenge to recruit and train the staff up to the standard in new locations, as well as to retain and motivate talent in established properties. As a result, employee engagement measurement and analysis, together with further action plan is extremely important for this organization – to retain employees and achieve customer satisfaction and meet their needs with intuitive and impeccable service.

The analyzed property is located in St.Petersburg, Russia and has 183 rooms and suites, three restaurants, bar, spa, meeting venues and employs over 200 permanent staff. The property was opened in 2013, and employee engagement surveys have started since 2014 on annual basis.

4.2   Employee Engagement Survey

In order to conduct the analysis or organizational climate and in particular employee engagement, an outside expertise was invited. IBM Kenexa creates customized employee engagement surveys for numerous organizations in order to measure key point crucial for each organization in particular, therefore the results are actionable and understandable.

To analyze employee engagement Kenexa introduced High Performance Engagement Model (HPEM). In order to achieve organizational and personal career results highly engaged employees have to be supported by environment that empowers and enables to reach full potential. These two factors – engaged employees and an enabling work environment – are both essential elements of a high performance organization, one that is capable of performing at the highest level. While each factor is critical in and of itself, it is the interaction of these two complementary goals that produces desired results. Interaction between engagement and enablement bring organization to success. (IBM)

The research was conducted in July 2015 as a set of 62 questions with Likert scale answers – five possible values as a response to the statement – strongly disagree, disagree, neither agree nor disagree, agree, strongly agree, as well as two open questions. 249 eligible employees were interviewed within property, where eligibility of employee is defined by length of service in the company, or after the transfer to the property from sister-hotel – after three months of service the employee is considered eligible to participate in Employee Engagement Survey. Interestingly, that properties operating first year after opening are excluded from the survey. Total number of interviews in the company in 2015 stated as 30 769.

Surveys were conducted anonymously, however, Human Resource was able to monitor who have completed the survey and thus report to department heads to encourage employees to take the survey. The Employee Engagement Survey (here and after EES) was considered compulsory. In order to achieve timely response, computers were provided together and employees are encouraged to participate during working hours, however, it is possible to access survey from home computer. Survey period took three days.
Full list of questions together with introduction is presented in Appendix 1. The questions were similar for all properties, but the survey could have been taken in 15 languages.

Employee Engagement Index (here and after EEI) is a main number to be analyzed through research, nevertheless Performance Enablement Index (PEI) is also considered. Thus two key metrics are analyzed – engagement and enablement, where enablement is ability to get job done and engagement is willingness to do the job with pride and enthusiasm.
EEI is a measure of employees' satisfaction, commitment, pride, loyalty, sense of personal responsibility and willingness to be an advocate for the company.

EEI and key drivers of engagement

EEI results and top priorities/key drivers for engagement are shown in report. EEI is a grouping of survey questions specifically designed to measure the engagement of employees. The engagement key drivers which are listed in order of importance, identify the areas that are most likely to influence engagement of organization employees.

The engagement key drivers have been determined by using mathematical analysis. This analysis uses departmental survey data to determine how closely specific attitudes/opinions are related to the engagement of particular work group. These drivers have significant influence on engagement and should be focus for action planning. An improvement in the key drivers' score has great impact on engagement.

PEI

PEI is derived form a combination of survey items focusing on customer service and quality, involvement, training and teamwork. These questions most predictive of customer satisfaction and improved business performance – growth of sales, market share, productivity and profitability. Unlike engagement, performance enablement items are directly actionable, therefore no priority analysis was conducted on PEI.

It is clear, that engagement and enablement are reflecting Herzberg's two factor theory, where enablement corresponds to hygiene factors, and engagement parallels with motivation factors, however on a more advanced level.

To facilitate interpretation, survey items are grouped into topic areas or dimensions. These results are provided to give an overall representation for items with a similar focus. Dimensions are EE, PE, communication, doing unto others, enablement, future/vision, GM (General manager) index, growth and development, guest advocacy, guest centricity, HM (Hotel manager) index, innovation, leadership effectiveness, live-in sync (work-life balance), manager effectiveness, performance management, reward and recognition, survey follow-up, internal partnership index, external partnership index.

Most above and most below sections identify questions with great difference form the norm across the company's properties and may suggest areas for improvement or strengths.

To facilitate the responses Likert chart answers are grouped into three categories as shown below:

strongly agree	agree	neither disagree not agree	disagree	strongly disagree
percent favorable		percent neutral		percent unfavorable

Survey also compares results from previous year within the organization and matches them with global metrics from other industries.
Percentage shown as a final result for the question is a favorable percent, meaning the sum of responses "strongly agree" and "agree" in percent equivalent.

4.3   Research methodology applied in the thesis

The research methods applied in presented thesis is analysis of secondary quantitative data through the prism of participant observation.

As the quantitative data (meaning survey results) was collected and evaluated by Kenexa, the author of the paper reflected on that data, analyzing

results, what can skew them and whether they are interpreted correctly by managers in the organization.

Secondary data analysis is analysis of data that was collected by someone else for another primary purpose. The use of this present data delivers a viable option for researchers who may have limited time and resources. (Johnston, 2014). The major advantages associated with secondary analysis are the cost effectiveness and convenience it provides (Smith, 2008). Since someone else has already collected the data, the researcher does not have to devote financial resources to the collection of data.

When reliable secondary data is available, researchers can gain access to and utilize high quality larger datasets, such as those collected by funded studies or agencies that involve larger samples and contain substantial breadth. The larger samples are more representative of the target population and allow for greater validity and more generalizable findings (ibid).

However, such qualitative method as participant observation was a vital tool. Participant observation always takes place in community settings, in locations believed to have some relevance to the research questions. The method is interesting because the researcher approaches participants in their own environment rather than having the participants come to the researcher. Generally speaking, the researcher engaged in participant observation tries to learn what life is like for an "insider" while remaining, inevitably, an "outsider." (Mack et al, 2005).

Participant observation was crucial for experiencing two consequent surveys by being a respondent, participate in action plan meetings, observe and analyze organizational climate and employees' attitude towards the survey, as well as observe organizational leader's response towards the results.

4.4   Survey results

Employee engagement

Total employee engagement score for the property was determined at 82% with 39% "strongly agree" and 44% "agree" answers, compared to 74% in 2014, with best results within other properties of the organization of 96%. Interestingly, average result through other industries conducted by IBM is 70%.

The analysis was conducted electronically, where score is percent of positive answers – "agree" and "strongly agree", validity and reliability is discussed in suggestion part, as research effectiveness is questionable.

 Key drivers were determined, which influence engagement the most and should be paid attention by managerial team and are presented below.

Priority Items	Focal Manager Team 2015 % Fav	Focal Manager Team 2014 % Fav	Global Hotel Overall 2015% Fav
I believe company has an outstanding future	90	88	89
I feel there is a promising future for me in the company	53	49	76
I have the opportunitites for advancement in the company	63	58	73
I am given a real opportunity to improve my skills at this company	74	75	80
The management at this Hotel shows a commitment to ethical business decisions and conduct	81	75	83
I can see a clear link between my work and the vision of the company	83	77	84
I feel valued as an employee of this company	67	65	80
At this hotel, employeees are recognized for delivering outstanding guest service	73	67	87
I have the training I need to do my job effectively	84	71	85
I am involved in decisions that affect my work	68	67	74

Table 4. Engagement key drivers for the property.

Most above and most below items

Most above item – "The General Manager at this Hotel is committed to providing high-quality products and services to Guests" index 98%, compared to 96% in 2014, being the best in class. The index is significantly higher than IBM Global Norm of 77%, and shows employees trust in property's leader and General Manager leadership and ability to gain employees' respect.

Nevertheless, few items were ranked as most below with significant gap with average score across the company:

Priority Items	% Favorable 2015	% Favorable 2014	Best in company 2015	IBM Global Norm
I feel there is a promising future for me in the company	53	49	87	59
I am able to manage my work responsibilities in a way that allows me to maintain a healthy balance between work and home	54	44	86	71
I feel that I am treated as I expect to be treated	57	61	89	79
I am encouraged to generate new ideas	61	54	88	71
This hotel's efforts in innovation have made an improvement in the overall guest experience	68	72	95	76

Table 5. Most below items

As part of the interpretation, questions were divided into dimensions to have a general picture of the group dynamics and understand which dimensions are required further investigation. Dimension summary is presented in the table below:

Dimension Summary	% Favorable 2015	% Favorable 2014	Best in company 2015	IBM Glob al Nor m
Employee Engagement				
Gobal Hotel Overall	87	87	96	70
St.Petersburg Property	82	74	96	70
Performance Enablement				
Gobal Hotel Overall	88	86	94	73
St.Petersburg Property	90	86	94	73
Communication				
Gobal Hotel Overall	79	78	89	67
St.Petersburg Property	72	66	89	67
Doing Unto Others				
Gobal Hotel Overall	80	79	90	80
St.Petersburg Property	75	56	90	80
Enablement				
Gobal Hotel Overall	78	76	87	72
St.Petersburg Property	75	72	87	72
Future/Vision				
Gobal Hotel Overall	83	82	92	69
St.Petersburg Property	75	71	92	69
General Manager Index				
Gobal Hotel Overall	86	86	93	72
St.Petersburg Property	92	90	93	72
Growth & Development				
Gobal Hotel Overall	80	78	89	65
St.Petersburg Property	76	69	89	65
Guest Advocacy				
Gobal Hotel Overall	90	90	97	81
St.Petersburg Property	94	90	97	81
Guest Centricity				
Gobal Hotel Overall	90	90	96	69
St.Petersburg Property	86	82	96	69
Hotel Manager Index				
Gobal Hotel Overall	81	80	88	-
St.Petersburg Property	68	72	88	-
HRD Index				
Gobal Hotel Overall	85	84	91	-
St.Petersburg Property	76	78	91	-
Innovation				
Gobal Hotel Overall	83	82	92	74

St.Petersburg Property	64	63	92	74
Leadership Effectiveness				
Gobal Hotel Overall	89	88	96	76
St.Petersburg Property	94	89	96	76
Live-In Sync (Work Life Balance)				
Gobal Hotel Overall	78	78	86	68
St.Petersburg Property	58	49	86	68
Manager Effectiveness				
Gobal Hotel Overall	76	75	85	70
St.Petersburg Property	71	70	85	70
Performance Management				
Gobal Hotel Overall	74	73	84	60
St.Petersburg Property	70	65	84	60
Reward & Recognition				
Gobal Hotel Overall	80	78	91	65
St.Petersburg Property	67	65	91	65
Survey follow-up				
Gobal Hotel Overall	76	76	86	64
St.Petersburg Property	69	43	96	64
Internal partneship index				
Gobal Hotel Overall	82	-	89	-
St.Petersburg Property	74	-	89	-

Table 6. Dimension Summary

To facilitate interpretation, survey questions (see Appendix 1) and further answers are grouped into topic areas. These results are provided to give an overall representation for items with similar focus.

Employee engagement dimension

Four questions are associated with employee engagement. As it was previously described, EEI is a measure of employees' satisfaction, commitment, pride, loyalty, sense of personal responsibility and willingness to be an advocate for the company. The results are presented below:

Employee Engagement	% Favorable 2015	% Favorable 2014	Best in company 2015	IBM Global Norm
Overall, I am satisfied with company as a great place to work				
Gobal Hotel Overall	93	93	99	75
St.Petersburg Property	92	87	99	75
I would recommend company as a great place to work				
Gobal Hotel Overall	91	91	98	69
St.Petersburg Property	86	77	98	69
I hardly ever think about leaving company to work for another company				
Gobal Hotel Overall	71	70	88	58
St.Petersburg Property	62	47	88	58
I am proud to work for the company				
Gobal Hotel Overall	93	93	99	78
St.Petersburg Property	89	84	99	78

Table 7. Employee Engagement dimension survey result

2015 EEI is 82, compared to 74 in 2014, with Best in Class 96 and IBM norm 70.

4.5   Result analysis

Cultural aspect

As St.Petersburg property was first hotel of the company to open in Russia in 2013 and second on post-Soviet territory, Russian business culture, as well as "Russian hospitality" was still unknown to the corporate office, as well as organizational culture had yet to be spread and taught to local employees.

Worth mentioning, that great majority of the work force was hired locally due to labor legislation, thus only a dozen of expatriate managers with previous experience from within of organization were hired, mostly as department heads to set up the operational standards and culture.

Setting up new hospitality business in Russia is still challenging, as hospitality industry is still quite new, but quickly developing on Russian market. International hotel brands such as Mariott, Radisson, as well as national brands such as Sokos came to Russian market only after Soviet Union collapse in 1991. The potential of the Russian hospitality market, both foreign and domestic, is just being recognized. Russian educational institutions are beginning to include hospitality courses in the curriculum. However, most

luxury venues are operated by expat managers with line staff being locally recruited, as a result communication issues and cultural issues may appear.

Better understanding of Russian cultural and communication styles is needed when establishing branches of Western companies in Russia, as management styles have to be altered. Russians need high certainty, as well as clear communication, therefore ambiguity is hard to interpret (Michailova, 2000). Control systems have to be explained and how they benefit property operation (Kusluvan, 2003). Successful cooperation between Western managers and Russian employees can be achieved with patience, empathy and integration of Russian culture into operations.

It is interesting to consider Hofstede dimensions, when analyzing group behavior such as engagement at work place, as some issues are acting as cultural pre-requisites.
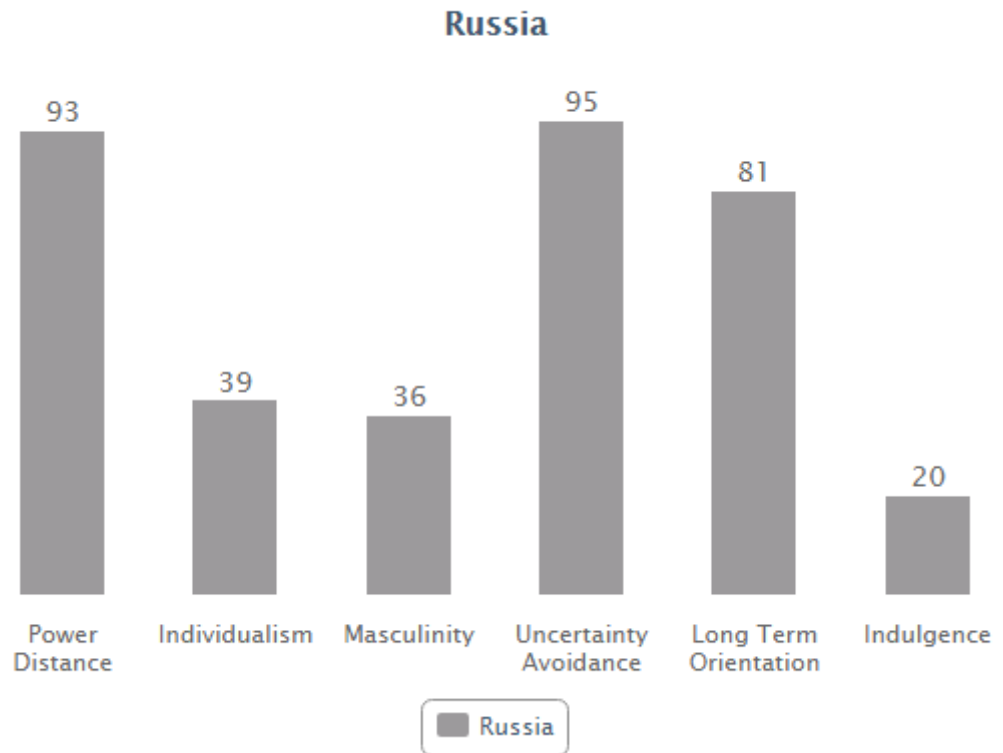

Figure 8. Hofstede cultural dimensions – Russia (geert-hofstede.com)

Some metrics of EES can be paralleled with cultural metrics. As it was already mentioned GM index has one of the highest scores, comparatively Power Distance has a very high score as well, therefore GM status is respected and employees consider central power as more influential and persuasive. The score is higher than IBM norm and insignificantly higher than global hotel score.

Very high Uncertainty Avoidance score of 95 means that Russian employees prefer to have context and background information, workers feel threatened by ambiguous or unknown situations, consequently this dimension can

be linked to low scores in Innovation dimension. One of the most below items is "I feel there is a promising future for me at this company" scored at 53, compared to global 76, proves fatalistic approach which is very common to national culture.

The Restrained nature of Russian culture is easily visible through its very low score of 20. Cultures with a low score in this dimension have a tendency to cynicism and pessimism. At the same time, Russians do not put much emphasis on leisure time and control the gratification of their desires, as a result we can see as one of the most below items "I am able to manage my work responsibilities in a way that allows me to maintain a healthy balance between work and home" – Live-In sync or Work-Life balance score of 54 with global company score of 77, and even IBM norm of 71. Employees take they responsibilities seriously and often stay after hours, as they need to control processes themselves, as a result comes fatigue and work stress, but due to need of control and restrained nature, home and family goes to a second place after work.

As it can be seen, quite a few survey items can be explained by cultural dimensions, however high or low scores should not be taken for granted by management analyzing and creating action plans based on survey score. Positive approach should be taken by leadership in order to take advantage of cultural differences. Innovation should be communicated clearly and broken into multiple minor steps, clear vision of upcoming changes has to be presented to minimize stress of uncertainty avoidance. Restraining culture of employee means their responsible approach towards work, however higher management can use power distance approach to give more free time to the employees and train them to delegate effectively to achieve better work-life balance.

Critics

Nevertheless, numerous suppliers and academics have opinions and some evidence as to why employee engagement fails. Few of the assertions are presented below:

- Companies do not know real wishes of employees
- Organizations do not know how to interpret data from employee surveys or how to act on it.
- Poor setting and communicating expectations that inspire engagement.
- Lack of values that motivate employees to perform at their best.
- Lack of attractive career paths for good performers at all levels.
- Assumption that engagement is driven by managers when in fact it may not be.
- Limited recognition.
- Organizational culture that does not encourage employees to thrive (Galagan, 2015)

Additionally, the costs of measuring employee engagement are quite high. Measuring something does not improve it, and that resources will do a better effect if spent on things that directly impact employees' workplace life (e.g. affordable child care), consequently smaller enterprises cannot invest in measuring tools of employee engagement.

Gallup (2013), being one of the leaders in employee engagement survey claims that some teams and managers were much more engaged than others based on Gallup research. Therefore, Gallup started a study to find out what their most engaged hotels were doing differently from the rest. The goal was to make these properties' best practices a model for the rest of the organization. For best-practice study two focus groups were selected: teams with high engagement and teams with low engagement - using strict criteria:

1. engagement results that place the teams in the top or bottom 10% or 25%
2. outcome metrics or key performance indicators that reflect the company's values
3. a review by company leaders for any outlier information or extenuating circumstances that could skew the data

Gallup has identified focus groups – top performing and lower-performing properties. The top-performing properties had articulated a clear **leadership and vision** statement, and employees at the hotel understood it and acted on it. These properties also excelled at day-to-day operations in four key areas: **culture**, **communication**, **performance management**, and **systems and processes**. (ibid)
It was also determined, that employees from the lower engaged
focus group determined three factors decreasing overall engagement:

1. Employees were encouraged to work only within their functions, which constrained communication.
2. Performance management was weak
3. A "status quo bias" prevailed.

As it can be seen, different focus groups deliver different results, consequently survey results very often can be skewed depending on group dynamics and different respondent group, or different departments can deliver different data, which will be interpreted incorrectly.

Emotional state of an employee at the time of taking the survey skews the data as well. Hospitality industry is stressful and requires emotional interactions with the client, which is not always positive. That is why managers should monitor emotional state before the survey is taken. As survey is compulsory, very often managers rush employees to take it, which creates

feeling of irritation and frustrations. In order to minimize negative emotional impact, length of time given for survey can be increased, so the employees are not paced and can answer questions on a more comfortable time.

5 SUGGESTIONS

5.1 Survey design

Having participated in two consequent surveys, the author of this paper can assert, that Likert scale based responses as shown below

strongly agree	agree	neither disagree not agree	disagree	strongly disagree
percent favorable		percent neutral	percent unfavorable	

Are not accurate measure, as validity of the response can be compromised by emotion, frustrations, laziness (neutral responses can be given in order to avoid spending time on survey as many respondents of marketing surveys do). Individuals taking survey might not be honest and mistrust confidentiality of research.

There has also been research conducted that suggests that the Likert scale responses differ based on culture and nationality (Lee et al., 2002). Therefore comparison with global hotel data might not be relevant measure, however the survey data can be analyzed within cultural groups, for instance: St.Petersburg property can be grouped together with Moscow and Baku properties to clarify is data is skewed by cultural and national difference or it is accurate and applies to particular property appropriately without fallacies based on nationality. As a result, one of the suggestions for improvement would be to group survey results by region of property's location, or select few properties to be compare results to: i.e. if there are multiple properties in the country, they can be added to comparative sub-group.

Survey design might have tendency to fail to measure true attitudes of the respondents. Also, it is not unlikely that peoples' answers will be influences by previous questions, or will heavily concentrate on one response side (agree/disagree). Frequently, people avoid choosing the "extremes" options on the scale, because of the negative implications involved with "extremists", even if an extreme choice would be the most accurate.
To give more actionable results, as well as clearly see employee attitudes and at the same time ease the process of taking survey and make it more personal Likert agreement scale can be changed into descriptive answers corresponding to actual agreement statements.

For example:

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
15. The people I work with cooperate to get the job done.	○	○	○	○	○

Can be turned into:

The people I work with cooperate to get the job done:

- I strongly agree, I feel the value "one team – one goal" is shared among my colleagues
- I agree, my colleagues are quite cooperative
- I neither agree nor disagree, cooperation happens, but sometimes my colleagues concentrate just on their job
- I disagree, my colleagues do not cooperate
- I strongly disagree, my colleagues do not cooperate, no teamwork whatsoever is presented at the work place.

Changing the survey layout will help respondents to find the response similar to their feelings towards the asked issue, and as a result the survey outcome will be more accurate.

Results measurement can be criticized as well. IBM measures the percentage of favorable answers – "strongly agree" and "agree", however there is not distinction between calculation when these answers are given. The survey result shown the distribution as below, i.e.

	Responses	Percent Favorable	Percent Neutral	Percent Unfavorable	% Favorable 2014	% Favorable 2013	FS Best in Class 2014	IBM Global Norm 2014
Guest Advocacy								
24. As a Guest, I would be extremely satisfied with the quality of the products and services I receive.								
Global Hotel Overall	30,625	41	46	8	87%	85%	94%	71%
St. Petersburg	228	31	56	11	87%	--	94%	71%
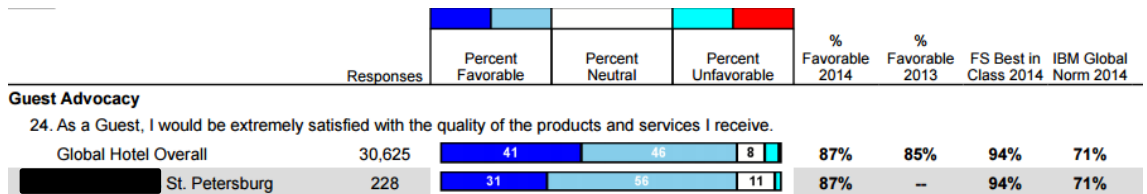
As a score for Guest advocacy dimensions and question "As a guest, I would be extremely satisfied with the quality of the products and services I receive" favorable percentage is 87, with 31% of "strongly agree" responses and 56% of "agree" responses. As an employee is being asked a question, he or she clearly distinguishes between response options and gives meaning to it and stronger emotion when choosing extreme answer.
However, management analyzes the data based on favorable percentage and survey evaluation is designed to show better results.

As survey has 62 agreement scale questions and ends with two open-ended questions, by the time respondent answers to agreement scale part, exhaustion and boredom will prevent the respondent from given open, honest feedback on the questions, which might be the most important and give insights and valuable ideas on enhancing guest and employee experience, improving company as a hospitality business and become a greater place to work (see questions 63-64 in Appendix 1).

More open ended questions can be added to the survey, however it will require a more complex analysis and real meaning can be only understood by managers of the property, on the other hand, employees might consider open-ended questions might compromise the confidentiality.

To summarize suggestions on survey improvement, following issues should be addressed:

- Considering changing survey layout from Likert based agreement scale to response options corresponding to agreement scale, to give clearer vision for the respondents what exactly is meant by response options

- Changing measurement scheme from showing final result as a sum of favorable answers "agree" and "strongly agree" to a different scaling system which will reflect differences within favorable or unfavorable group of responses.

- Shortening number of agreement scale based questions to avoid boredom and fatigue, and increasing number of open-ended questions, as well as placing them in dimensions' sections.

5.2 New trends in employee engagement surveys

As the technology is rapidly changing and evolving, organizations tend to realize, that employee engagement surveys are only providing a snapshot of organizational climate at the time of survey, however this snapshot is being analyzed and work on until the next survey comes.
Since, every organization in terms of employees is live, breathing, constantly moving organism, the traditional surveys do not provide relevant dynamic data.

One of the biggest trends to come is the arrival of pulse tools, feedback apps, and anonymous social networking tools. (Mizne, 2016) These advanced methods for having regular check-ins with employees to understand where they are being challenged will eventually replace annual performance reviews, which provide static data, while the managers are looking for relevant up-to-date temperature of the employee engagement within the organization

Another interesting trend, which is recently growing is to add gamification to various HR processes, for instance, measuring employee engagement on a daily basis. Employees will not get bored as with long 62 questions survey and will be ready to take it monthly, weekly or even more often to ensure the data is relevant and shows constant fluctuations in organizational climate. (Castle, 2016)

Peer-to-peer recognition trend will grow rapidly. New tools are being created to enhance worker experience and empower employees to support their colleagues, making organization employees feel more valued and respected. In especially large companies, it is expected for teammates to become cheerleaders for their peers, urging them forward when senior management may be uninterested or unable to do so on a regular basis. (ibid)

6 CONCLUSION

Employees are embodiment of every organization; they represent the brand, company's values and vision. Hospitality industry, being experience based, producing feelings, emotions and memories, highly relies on motivated, engaged, happy workers to created unforgettable experiences for customers and guests.

Organizations realize the importance of engaged workforce and use different tools to measure its current state. Employee Engagement surveys have become an integral part of HR activities, especially in large hotel chains. Being costly, time consuming and not always appreciated by employees, engagement surveys might not be the smartest investment.

Employee engagement was defined in the paper, as complex, hard to define and measure concept.

This paper shows the importance of employee engagement, its prerequisites and consequences, as well as importance for hospitality industry in particular. Engaged employees lead company to success, support the brand and earn loyalty from customers. Engagement survey of large hotel company was analyzed, based on secondary data retrieved, as well as based on participant observation.

Possibility of skewed results was clearly identified, that is why reliability of analyzed employee engagement survey as a tool measuring engagement is questionable and uncertain. Validity of the survey results is limited to time of conducting the survey.

Suggestions of survey improvement in order to have more reliable and valid data were proposed in projection to current trends in measuring employee engagement, such as mobile applications, gamification, peer-to-peer evaluation.

In conclusion, it should be said, that measuring and analyzing employee engagement must not be limited to annual events, but should be ongoing. Managers should constantly interact with employees, provide leadership support and understand what can be done to improve engagement of particular employee and team as a whole. Peer-to-peer review and support can boost engagement and become a strong base for team work, which is crucial for any business, especially for hotel industry.

SOURCES

AH&LA Human Resources Committee, American Hotel & Lodging Association Human Resources Committee (2007, November). Engaging the employee. Presentation at the International Hotel/Motel & Restaurant Show, New York, NY.

Arab British Academy for Higher Education, Herzberg's Motivation-Hygiene Theory (Two Factor Theory)

Barnes, D. C., & Collier, J. E. (2013). Investing work engagement in the service environment. Journal of Service Marketing, 27(6), 485-499

Byrnes, N. (2009), The Issue: Maintaining Employee Engagement, http://www.bloomberg.com/news/articles/2009-01-16/the-issue-maintaining-employee-engagementbusinessweek-business-news-stock-market-and-financial-advice

Castle, J., (2016), This year in Employee Engagement: 2016 Trends to watch, https://appirio.com/cloud-powered-blog/this-year-in-employee-engagement-2016-trends-to-watch

Collier Broderick. 11 Factors affecting Employee Engagement http://collierbroderick.com/employee-engagement/the-factors-affecting-employee-engagement-2/

David, S. 2014. Make Sure Your Employees' Emotional Needs Are Met. https://hbr.org/2014/07/make-sure-your-employeesemotional-needs-are-met

Galagan, P. (2015). Employee Engagement: An Epic Failure? http://performance-appraisals.org/cgi-bin/links/jump.cgi?ID=10974

Groscurth, C. (2014), Why Your Company Must Be Mission-Driven, Gallup Business Journal. http://www.gallup.com/businessjournal/167633/why-company-mission-driven.aspx

Heskett, J.L., Jones, T.O., Loveman, G.W., Sasser, W.E. &Schelsinger, L.A. (1994), Putting the Service-Profit Chain to Work. Harvard Business Review.

Hofstede, G. H., Cultural dimensions, Accessed at http://www.geert-hofstede.com
IBM, 2014, Employee Engagement Survey Overview

Intercontinental Hotel Group, Owners portal http://owners.org/

ISR (2004) International Survey Research. [Online] Available at: www.isrsurveys.com

Johnston, M.P., Secondary Data Analysis: A Method of which the Time Has Come, Qualitative and Quantitative Methods in Libraries (QQML) 3:619 –626, 2014

Measuring Employee Engagement in Hotels: Effectiveness of Surveys

Kahn, W.A. (1990) 'Psychological conditions of personal engagement and disengagement at work', Academy of Management Journal, Vol 33, pp692-724.

Kelleher, B., 10 Steps of Hotel Employee Engagement to Achieve Customer Satisfaction, http://hotelexecutive.com/business_review/2417/10-steps-of-hotel-employee-engagement-to-achieve-customer-satisfaction

Kusluvan, S. (2003). Managing Employee Attitudes and Behaviors in the Tourism and Hospitality

Larkin, E. 2009. The Challenge of Employee Engagement. http://www.hospitalitynet.org/news/4044076.html

Lee, J.W., Jones, P.S., Yoshimitsu M., Zhang, X.E., (2002). Cultural differences in responses to a likert scale

Mack, N., Woodsong C., MacQueen, K.M., Guest G., Name E., 2005, Qualitative research methods: a data collector's field guide. NC: Family Health International.

McKeever, S. 2014. 3 Types of Employees: How to Spot the Silent Killer. Accessed 16.12.2015   https://www.recruiter.com/i/3-types-of-employees-how-tospot-the-silent-killer/

Michailova, S. (2000). Contrasts in culture: Russian and western perspectives on organizational change. The Academy if management Executive, 14(4), 99-112

Mizne, D., (2016). 7 Fascinating Employee Engagement Trends for 2016, https://www.15five.com/blog/7-employee-engagement-trends-2016/

MSG Experts, Maslow's Hierarchy and Employee Engagement, http://www.managementstudyguide.com/maslows-hierarchy-and-employee-engagement.htm

Nauert, R. 2010. How Different Cultures View Work.
http://www.livescience.com/8484-cultures-view-work.html

Nickson, D. (2007). Human resource management: for the hospitality and tourism industries. Elsevier Ltd.

Park, J., & Gursoy, D. (2012). Generation effects on work engagement among U.S. hotel employees. International Journal of Hospitality Management, 31, 1195-1202

Pwc, The keys to corporate responsibility employee engagement, Corporate responsibility, February 2014

Renk, K. (2007). Employee engagement is good for the bottom line. HR Magazine. http://www.hrmreport.com/pastissue/article.asp?art=271044&issue=216

Rezidor Hotel Group http://www.rezidor.com/phoenix.zhtml?c=205430&p=irol-newsArticle&ID=1522208&highlight=

Robinson, D., Perryman, S. and Hayday, S. (2004), The Drivers of Employee Engagement, Institute for Employment Studies, Brighton

Rogel, C. 2015. Employee Satisfaction vs. Motivation and Employee Engagement. Accessed 30.3.15 https://www.decision-wise.com/employeesatisfaction-vs-motivation-and-employee-engagement/

Saks, A.M. (2006), "Antecedents and consequences of employee engagement", Journal of Managerial Psychology, Vol. 21 No. 7, pp. 600-19

Salanova, M., Agut, S., & Peiró, J. M. (2005). Linking organizational resources and work engagement to employee performance and customer loyalty: The mediation of service climate. Journal of Applied Psychology, 90(6), 1217-1227.

Sanford, B. 2002. The High Cost of Disengaged Employees. Accessed 16.12.2015 http://www.gallup.com/businessjournal/247/the-high-cost-of-disengagedemployees.aspx

Schaufeli, W. B., Salanova, M., Gonzalez-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach Smith, S. 2014. How Maslow's Hierarchy of Needs influences Employee Engagement. Accessed 16.12.2014 http://www.hrzone.com/blogs/employeeengagement-staff-surveys/how-maslow%E2%80%99s-hierarchy-needsinfluences-employee-engagement

Schneider, B., White, S. S., & Paul, M. C. (1998). Linking service climate and customer perceptions of service quality: Test of a causal model. Journal of Applied Psychology, 83, 150–163

Slatten, T. & Mehmetoglu, M. (2011). Antecedents and effects of engaged frontline employees: A study from the hospitality industry. Managing Service Quality, 21(1), 88-107.

Smith, E. (2008). Using secondary data in educational and social research. New York, NY: McGraw-Hill Education.

The Survey Initiatives. 2014. Employee Engagement Surveys – What drives Employee Engagement in your organisation? http://www.surveyinitiative.co.uk/your-survey/engagement-surveys/

The Gallup Organisation Available at: www.gallup.com.

Towers Perrin HR Services, Working Today: Understanding what drives employee engagement, The 2003 Towers Perrin Talent Report

Yakowicz, W. 2014. Deconstructing the Pyramid Theory of Motivation. Accessed 16.12.2015 http://www.inc.com/will-yakowicz/stop-using-maslows-hierarchy-ofneeds-for-business.html

Zeithaml, V.A., Bitner, M.J. and Gremler, D.D. (2008), Service Marketing – Integrating Customer Focus across the firm, McGraw-Hill, New York, NY.

Appendix 1

CASE COMPANY SURVEY QUESTIONS

There is no numbering on the Appendix pages.

English (US)	Français	Italiano	日本語	Español
Русский	العربية	Čeština	Magyar	ภาษาไทย
Türkçe	Bahasa Indonesia	廣東話	简体中文	

Username [   ]

Password [   ]

[Login]

If you need additional assistance please click here.

This IBM web site is restricted to authorized users only. Access is logged and monitored by IBM. The monitoring will not identify individuals completing a survey. Use of the site constitutes consent to monitoring. IBM may immediately suspend or terminate access in the event of suspicious or unauthorized activity. Actual or attempted unauthorized access is subject to civil and/or criminal penalties. Data entered into this web site is transferred to IBM and stored in the U.S.A.

Dear ▮▮▮▮▮▮Employee:

We're delighted that you have chosen to participate in this year's Employee Engagement Survey. As you may know, we regularly conduct engagement surveys in each of our hotels and corporate offices to use as a vital tool to measure and understand the work climate and what motivates our employees to succeed. Your participation in this year's survey is an integral part of this valuable process.

We recognize and are committed to using your feedback to make improvements to our workplace. Your management team will be responsible for using the survey results to make changes that will increase our employees' engagement. Our goal is for every employee to feel confident in recommending ▮▮▮▮ ▮▮▮▮▮Hotels and Resorts ("▮▮▮▮▮▮▮") as a great place to work.

▮▮▮▮▮▮▮ takes your privacy, opinions and feedback seriously. The information that you provide when completing this survey will be kept strictly confidential, both within ▮▮▮▮▮▮ and by our third party vendor, IBM Technology Canada Inc. "IBM". IBM will collect, store and evaluate the information that you provide solely to assess and report the results to ▮▮▮▮▮▮▮ Your Workday ID, password and survey responses will be securely stored on IBM's systems and may be transferred to countries other than your country of residence, including to IBM's servers in the US.

IBM will make the results available to the Human Resources Director, Planning Committee, appropriate Department Head(s) at your hotel, and Corporate Leadership Teams. Only group data, such as data from your department, will be shared with ▮▮▮▮▮▮

Any written comments in the survey will be reported verbatim to ▮▮▮▮▮▮ but will not be provided alongside any additional information that could identify you (unless you include such information in your comments). You should not include any information that identifies yourself or others in either your comments or open-ended question responses. Provided that you follow these guidelines, you will not be identified in the survey results.

By taking part in this survey, you agree that the information that you provide may be used for the purposes described above.

Please click the Continue button below to continue with the survey.

Thank you for your help and participation - your open and honest feedback will allow us to do an even better job of making ▮▮▮▮▮▮the kind of company that you would like it to be.

Yours Sincerely,

▮▮▮▮▮▮▮▮

Executive Vice President Human Resources Global

This engagement survey has 64 questions, including two open-ended questions. You are reminded not to include any information about yourself or other people in either your comments or open-ended question responses. This will ensure that you are not identified in the survey results.

Confidentiality:

All responses to the survey are completely confidential ████████ has contracted with a third-party survey vendor, IBM, to conduct the survey and process the results. No one at ██████████ will see any individual responses unless you include such information in your written comments. Your responses will be combined with others' responses and the results will be reported only for employee groups, or subgroups, that have at least five survey responses. Passwords are required to control the number of surveys taken and to store the survey results in the IBM system.

Survey Instructions:

To complete the survey, respond to each question by by clicking the button next to your choice. You can change your response by selecting a different option button next to the same question.

To advance through the survey, click the Continue button at the bottom of each page. Click the Previous button to return to the previous page(s). To submit your completed survey, click the Submit button on the final page of the survey.

As a reminder, if you encounter any technical issues, please contact the Human Resources Office.

Below are terms you will encounter while completing the survey. Please refer to these definitions when providing your responses.

• Manager: The person to whom you directly report. This is typically the person who conducts your performance review. Although some of you may call this person your Supervisor, we will use the term Manager in this survey.

• Guest: People to whom you directly provide services (internal or external).

• Management: All employees above your immediate manager at your location. Employees who work in a hotel should consider Management to mean Hotel Management, rather than Home Office Management.

• ████████ Hotels & Resorts: Refers to the Company as a whole.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1. Overall, I am satisfied with ████████ as a great place to work.	O	O	O	O	O
2. I would recommend ████████ as a great place to work.	O	O	O	O	O
3. I hardly ever think about leaving ████████ to work for another company.	O	O	O	O	O
4. I am proud to work for ████████	O	O	O	O	O

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
5. I am satisfied with the information I receive about what is going on in ████████ Hotels and Resorts.	O	O	O	O	O
6. I have the information and communication I need to do my job effectively.	O	O	O	O	O
7. In my department, my ideas and suggestions are heard and valued.	O	O	O	O	O
8. If I have a problem, I feel I can discuss it with my manager.	O	O	O	O	O
9. There is open and honest two-way communication at this company.	O	O	O	O	O

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
10. This Hotel provides me with opportunities to help my local community.	O	O	O	O	O
11. I feel that I am treated as I expect to be treated (the Golden Rule).	O	O	O	O	O
12. The management of this Hotel shows a commitment to ethical business decisions and conduct.	O	O	O	O	O
13. I have the resources (e.g., supplies, equipment, technology, etc.) I need to do my job effectively.	O	O	O	O	O
14. I am involved in decisions that affect my work.	O	O	O	O	O

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
15. The people I work with cooperate to get the job done.	○	○	○	○	○
16. I can see a clear link between my work and the vision of ▮▮▮▮ ▮▮▮▮▮	○	○	○	○	○
17. I feel there is a promising future for me at ▮▮▮▮▮	○	○	○	○	○
18. I believe ▮▮▮▮▮ has an outstanding future.	○	○	○	○	○

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
19. I have the training I need to do my job effectively.	○	○	○	○	○
20. I am given a real opportunity to improve my skills at this company.	○	○	○	○	○
21. I have opportunities for advancement at this company.	○	○	○	○	○
22. In my Hotel, colleagues are getting the training and development needed to exceed Guest expectations.	○	○	○	○	○

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
23. As a Guest, I would be extremely satisfied with the quality of the products and services I receive.	○	○	○	○	○
24. I would recommend this Hotel as a great place to stay.	○	○	○	○	○
25. We regularly use Guest feedback to improve our processes.	○	○	○	○	○
26. Guest problems are dealt with quickly.	○	○	○	○	○
27. At this Hotel, employees are recognized for delivering outstanding Guest service.	○	○	○	○	○

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
28. This Hotel's efforts in innovation have made an improvement in the overall Guest experience.	○	○	○	○	○
29. I am encouraged to generate new ideas.	○	○	○	○	○
30. The General Manager has the ability to deal with the challenges we face.	○	○	○	○	○
31. I trust the General Manager of this Hotel.	○	○	○	○	○
32. The General Manager at this Hotel is committed to providing high - quality products and services to Guests.	○	○	○	○	○
33. My Hotel consistently delivers the ▮▮▮▮▮ Core and Service Culture standards.	○	○	○	○	○

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Applicable
34. The Hotel Manager does a good job running this Hotel in the absence of the General Manager.	○	○	○	○	○	○
35. I am comfortable speaking with the Hotel Manager.	○	○	○	○	○	○
36. I am satisfied with the type of information I receive from my Hotel Manager.	○	○	○	○	○	○

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
37. I am satisfied with the type of information I receive from the Director of HR.	○	○	○	○	○
38. I am comfortable speaking with the HR Director.	○	○	○	○	○
39. The HR Department is helpful when I have a problem or a question.	○	○	○	○	○

Measuring Employee Engagement in Hotels: Effectiveness of Surveys

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
40. My immediate manager does a good job at "people management", that is, dealing with the people who work for him/her.	○	○	○	○	○
41. My immediate manager is an outstanding leader.	○	○	○	○	○
42. My immediate manager does a good job at "managing the work", that is, making appropriate work assignments, setting priorities, scheduling, etc.	○	○	○	○	○
43. My immediate manager consistently implements the ▮▮▮ Core and Service Culture standards.	○	○	○	○	○

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
44. I am satisfied that my compensation is competitive.	○	○	○	○	○
45. Promotions go to those who best deserve them.	○	○	○	○	○
46. I receive timely and helpful feedback on my performance.	○	○	○	○	○
47. Employees at all levels in my department/division are held accountable for their performance.	○	○	○	○	○
48. In my Hotel, we set clear performance standards for product/service quality.	○	○	○	○	○

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
49. I feel valued as an employee of this company.	○	○	○	○	○
50. I believe that positive change will happen as a result of this survey.	○	○	○	○	○
51. The results of last year's survey have been communicated to my work group.	○	○	○	○	○
52. I am able to manage my work responsibilities in a way that allows me to maintain a healthy balance between work and home.	○	○	○	○	○
53. I am satisfied that this company promotes the benefits of a healthy lifestyle (i.e., balanced nutrition, wellness and fitness subsidies offered).	○	○	○	○	○

The following questions are about our internal partnership.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree	Not Applicable
54. Sales & Marketing employees show an appropriate sense of responsiveness in their interactions with me.	○	○	○	○	○	○
55. Human Resources employees show an appropriate sense of responsiveness in their interactions with me.	○	○	○	○	○	○
56. Engineering employees show an appropriate sense of responsiveness in their interactions with me.	○	○	○	○	○	○
57. Rooms Division employees show an appropriate sense of responsiveness in their interactions with me.	○	○	○	○	○	○
58. Food & Beverage employees show an appropriate sense of responsiveness in their interactions with me.	○	○	○	○	○	○
59. Golf employees show an appropriate sense of responsiveness in their interactions with me.	○	○	○	○	○	○
60. Residential employees show an appropriate sense of responsiveness in their interactions with me.	○	○	○	○	○	○
61. Spa employees show an appropriate sense of responsiveness in their interactions with me.	○	○	○	○	○	○
62. Finance employees show an appropriate sense of responsiveness in their interactions with me.	○	○	○	○	○	○

63. Please provide any feedback on how we can deliver greater value to our Guests.

Which category best reflects your suggestion? (please select one):

Please Select... ⌄

64. Please provide any feedback on how we can make ▮▮▮▮▮▮ a better place to work.

Which category best reflects your suggestion? (please select one):

Please Select... ⌄

EES ANNOUNCEMENT EXAMPLE 2014

TELL US WHAT YOU THINK!
EMPLOYEE ENGAGEMENT SURVEY

WHO: ALL Employees who have been in their current position for more than 90 days. Our goal is **100%** participation of all those eligible. *Managers have the full list for each department.*

WHY: We want to know how you feel about the leadership as well as your work environment here at the hotel.

WHEN: Sessions are between June 16, 2014– June 20, 2014, Everyday between 7AM to 7PM.

WHERE: The Training Room on the 4th floor is the Designated Survey Area.

HOW: Access the survey online. Login using your Workday Employee ID. Instructions are available and HR Team is here to guide you to find your Workday Employee ID number.

The survey will be available in 13 different languages!

Not comfortable with computers? Don't worry, a member from HR will be there to assist you!

Please be assured the survey is completely confidential & will be sent electronically to Kenexa, to gather results. No personally identifiable information will be made available to Kenexa.

Thank you in advance for your valuable and honest feedback!