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LEVERAGING EMPLOYEE ENGAGEMENT IN THE HOSPITALITY INDUSTRY: A COMPARATIVE STUDY OF INDIAN HOTELS COMPANY LIMITED V/S ITC-HOTELS DIVISION

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ABSTRACT

The foremost emphasis of this research is to discover if employee engagement leads to the competitive advantage in the hospitality industry and to comprehend the significance of Employee Engagement as a Human Resource Initiative. Two hotels have been selected on the basis of judgement sampling, Indian Hotels Company Limited (IHCL) and ITC (Hotels Division). The data was collected through both primary and secondary sources including Surveys, Questionnaires from employees, Internet, references from books, past collection of data from HRD and was tabulated through flow charts, pie charts, bar graphs. The Objectives of the research were; To study the current initiatives that are being adopted by the hotels to engage the employees, To suggest improvements in the current Employee Engagement initiatives, To suggest innovative Employee Engagement initiatives with the needs that will emerge out of the study. Some outcomes of the research were that few employees felt lack of empowerment when their views were overlooked, some also felt the need of improvement of inter departmental and intradepartmental communication, thus resulting in employee disengagement. As such, employee engagement has emerged out as a catalyst for success in business in this dynamic and competitive market place at present.

KEYWORDS

Workplace culture, empowerment, organizational commitment

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INTRODUCTION

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. An engaged employee is enthusiastic and passionate about the work.

There are dissimilarities among attitude, behaviour and outcomes with regards to engagement. An employee might take pride in his task (attitude); speaks high about the company to their clients (behaviour). Outcomes may lead to fewer accident rates, higher productivity, fewer fights, more creativity, lower attrition, etc. These three aspects of engagement reinforce each another.

Authentic values are evident in engaged organisations have which displays an environment of trust and fairness with mutual respect for each other, where commitments – between employers and staff – are well defined and fulfilled.

Though employee engagement leads to enhanced productivity and performance, it cannot be achieved by playing with the emotions and by manipulating employees' commitment. Employees can comprehend these acts quickly which leads to lower morale and disengagement in workplace. By contrast, engaged employees voluntarily offer enhanced effort, not as something extra, but as an integral part of their daily activity at work.

In particular, engagement is a both ways process: organisations take initiative to engage the employee, who has an option to select the level of engagement to offer for the employer. Each strengthens the other.

An engaged employee experiences a blend of job satisfaction, organisational commitment, job involvement and feelings of empowerment. It is a concept that is greater than the sum of its parts.

Though there is a debate regarding the exact meaning of employee engagement there are three things one is sure about: it is definitely measurable; it can be linked with performance; and it changes from poor to great. The important thing is that the employers can make a great impact on people's level of engagement.

NEED FOR STUDY

Recently, **Make in India** initiative is launched by Government of India, to encourage companies to invest in the manufacturing sector in India. It was initiated by Prime Minister, Narendra Modi on 25 September 2014. The main focus is to concentrate on 25 sectors of the economy for job creation and skill development. Tourism and hospitality, which manufactures and delivers quality services for guest satisfaction is instrumental for the Indian economy playing an important role in the development of the image of India. It accounts for around 12.4 per cent of the total employment in India and is one of the most significant amongst these 25 sectors. The tourism and hospitality sector in India is highly optimistic with a significant number of Indian hotel chains starting up their expansion plans.

The policies and changes done by the Government of India have been evident in giving the required thrust to the Indian tourism and hospitality industry and attracting a large number of foreign tourists every year. As such, the Indian players of tourism and hospitality industry demands motivated and dedicated employees as the workforce to delight the domestic as well as foreign guests with their professional skills and create an image of optimism and positivity about Indian brands in the global hospitality marketplace.

In this regard, the present study is an effort to compare two leading Indian hotel brands in respect to the quality of employee engagement efforts taken by the management and the involvement and motivation of the workforce in providing quality guest services.

COMPANY PROFILE

ITC-HOTELS DIVISION

Launched in 1975, **ITC Hotels**, India's premier chain of luxury hotels has become synonymous with Indian hospitality. ITC Hotels pioneered the concept of 'Responsible Luxury' in the hospitality industry, drawing on the strengths of the ITC group exemplary sustainability practices. Responsible Luxury personifies an ethos that integrates world-class green practices with contemporary design elements to deliver the best of luxury in the greenest possible manner.

The Responsible Luxury commitment of ITC Hotels blends elements of nature to deliver a unique value proposition to guests, conscious of their responsibility to be planet positive. Today, these unique interventions have made ITC Hotels the greenest luxury hotel chain in the world with all its ten premium luxury hotels LEED (Leadership in Energy and Environmental Design) Platinum certified.

With over 90 hotels in 67 destinations, **ITC Hotels** has set new standards of excellence in the hotel industry in Accommodation, Cuisine, Environment and Guest Safety.

ITC HOTELS PROPERTIES ARE CLASSIFIED UNDER FOUR DISTINCT BRANDS

ITC Hotels has an exclusive tie-up with Starwood Hotels & Resorts in bringing its premium brand, the '**Luxury Collection**', to India.

ITC Hotels - Luxury Collection is super deluxe and premium hotels located at strategic business and leisure locations. The ten hotels which are part of this collection are: ITC Grand Chola in Chennai, ITC Maurya in Delhi, ITC Maratha in Mumbai, ITC Sonar in Kolkata, ITC Grand Central in Mumbai, ITC Windsor & ITC Gardenia in Bengaluru, ITC Kakatiya in Hyderabad and ITC Mughal in Agra and ITC Rajputana in Jaipur.

WelcomHotels offer five-star hospitality for the discerning business and leisure traveller. Currently there are three hotels under this brand namely, WelcomHotel Rama International Aurangabad, WelcomHotel Vadodara and WelcomHotel Grand Bay Vishakhapatnam. Two other WelcomHotel Sheratons - Sheraton Park Hotel and Towers, Chennai and Sheraton New Delhi offer warm, comforting services to the global traveller and a chance to connect.

Fortune Hotels operates mid-market to upscale properties in the first-class, full-service business hotel segment all over India, in major metros, mini metros, state capitals and business towns, promising business and leisure travelers a wide choice of destinations and accommodation.

WelcomHeritage brings together a chain of palaces, forts, havelis and resorts that offer a unique experience. WelcomHeritage endeavours to preserve ancient royal homes and the historical Indian grandeur and opulence for the future Indian generations. WelcomHeritage provides a fine range of hotel services inside these architectural legacies present across India.

ITC Hotels has established that if provided with an opportunity to work and become self-sufficient, people who are differently-able can significantly contribute to the workplace, families and the community. **ITC Hotels** has taken a positive step in this direction by employing people who are differently-able across its hotels. **ITC Hotels** believes that everyone should be treated with sensitivity and empathy. The models it has created have been effective and have succeeded in sensitising other employees to the needs of those differently-able. Keeping in mind their specific skills, many differently able have been employed in diverse functions like housekeeping, teleworking, and bakery and as musicians. Special badges for the visually impaired, whistles for hearing impaired employees to communicate in an emergency and sign language classes for the staff to communicate with them are just a few examples of how **ITC Hotels** has created an atmosphere of sensitivity and caring.

INDIAN HOTELS COMPANY LIMITED

The Indian Hotels Company (IHCL) and its subsidiaries, collectively known as Taj Hotels Resorts and Palaces, is one of Asia's largest and finest groups of hotels. Incorporated by the founder of the Tata group, Jamsetji Tata, the company opened its first property, the Taj Mahal Palace, in Bombay in 1903. The Taj, a symbol of Indian hospitality, completed its centenary year in 2003.

Taj Hotels Resorts and Palaces comprises 93 hotels in 53 locations, including 25 Ginger hotels across India, with an additional 16 international hotels in the Maldives, Malaysia, Australia, UK, US, Bhutan, Sri Lanka, Africa and the Middle East. From world-renowned landmarks to modern business hotels, idyllic beach resorts to authentic grand palaces, each Taj hotel offers an unrivalled fusion of warm Indian hospitality, world-class service and modern luxury.

The most significant additions to the Taj portfolio have been The Pierre, the iconic landmark hotel on New York's Fifth Avenue, the Taj Cape Town in South Africa and the latest Taj Falaknuma Palace in Hyderabad.

Taj also encompasses a unique set of iconic properties rooted in history and tradition that deliver truly unforgettable experiences, a collection of outstanding properties with strong heritage hotels or palaces which offer something more than great physical product and exceptional service. This group is defined by the emotional and unique equity of its iconic properties that are authentic, non- replicable with great potential to create memories and stories.

TAJ HOTELS RESORTS AND PALACES PROPERTIES ARE CLASSIFIED UNDER SIX DISTINCT BRANDS

Taj (luxury full-service hotels, resorts and palaces) is the flagship brand for the world's most discerning travellers seeking authentic experiences given that luxury is a way of life to which they are accustomed. Spanning world-renowned landmarks, modern business hotels, idyllic beach resorts, authentic Rajput palaces and rustic safari lodges, each Taj hotel reinterprets the tradition of hospitality in a refreshingly modern way to create unique experiences and lifelong memories.

Taj Exotica is the resort and spa brand found in the most exotic and relaxing locales of the world. The properties are defined by the privacy and intimacy they provide. The hotels are clearly differentiated by their product philosophy and service design. They are centred on high end accommodation, intimacy and an environment that allows its guest unrivalled comfort and privacy.

Vivanta by Taj Hotels & Resorts span options for the work-hard-play-hard traveller across metropolitan cities, other commercially important centers as well as some of the best-loved vacation spots. Stylish & sophisticated, Vivanta by Taj delivers premium hotel experiences with imagination, energy & efficiency. It's the flavour of contemporary luxury, laced with cool informality and the charming Taj hospitality. Created for the cosmopolitan global traveller and bon vivant, Vivanta by Taj Hotels & Resorts create experiences that will amuse, invigorate & inspire you

The Gateway Hotel (upscale/mid-market full service hotels and resorts) is a pan-India network of hotels and resorts that offers business and leisure travellers a hotel designed, keeping the modern nomad in mind. At the Gateway Hotel, we believe in keeping things simple. This is why; the hotels are divided into 7 simple zones- Stay, Hangout, Meet, Work, Workout, Unwind and Explore.

Ginger (economy hotels) is IHCL's revolutionary concept in hospitality for the value segment. Intelligently designed facilities, consistency and affordability are hallmarks of this brand targeted at travellers who value simplicity and self-service.

Taj Safaris are wildlife lodges that allow travellers to experience the unparalleled beauty of the Indian jungle amidst luxurious surroundings. They offer India's first and only wildlife luxury lodge circuit. Taj Safaris provide guests with the ultimate, interpretive, wild life experience based on a proven sustainable ecotourism model.

REVIEW OF LITREATURE

September 24, 2013: How 24,000 Employees Worldwide Keep One Brand Promise

Taj Hotels Resorts and Palaces couldn't make things more challenging for itself if it tried. Hospitality is always a tough industry, but in addition to running more than 100 hotels around the world, Taj rents luxury jets, provides travel services, and has an air catering business. Maintaining a brand identity and consistent service standards can be tricky for any company, but Taj must do this on land, on water, and in the sky with 24,000 people, every minute of every day.

Today, almost every important hotel brand is entering India in a big way. Our old assumptions are being challenged.

Taj has overcome difficulties with a few strategic commitments. It's committed to engagement, which helps its 24,000 employees deliver the brand promise to thousands of customers every day. It's committed to well-being, which keeps employees healthy, happy, and engaged. And it's committed to delighting customers, whether they are princes or paupers. It's an approach that works, as you'll see in the following conversation with H.N. Shrinivas, senior vice president of human resources at Taj.

-- Interviewed by Jennifer Robison (Gallup's Business Journal)

April 3, 2013: 32 Companies That Understand and Live Employee Engagement

It is now commonplace to conduct employee engagement surveys in companies around the world. Many companies approach engagement as an annual event -- they see it as something to list on their website to help with recruiting, or simply as a score they need to improve each year.

The leaders of these companies should remember, though, that when they integrate employee engagement into everything they do, it becomes a powerful tool that drives real business outcomes, things like lower absenteeism, higher productivity, and higher profitability. Concentrating an organization's efforts on employee engagement isn't just about creating an engaged workforce, it's about what that engaged workforce allows your company to do.

Gallup recognizes the exceptional work of organizations each year for their understanding that employee engagement drives real business outcomes, and for mastering how to engage their workforces, by presenting them with the Gallup Great Workplace Award. This year, we would like to recognize 32 distinguished organizations as recipients of the Gallup Great Workplace Award.

Gallup Great Workplace Award winners span the globe and represent all facets of business from healthcare to hospitality, retail to manufacturing, and banks to insurance. These award winners average a ratio of engaged employees to actively disengaged employees that is more than five times the ratio in the U.S. and more than 20 times the ratio of workforces globally.

Indian Hotels Company Limited (four-time winner)

-- *Kerry Garman*

(The Gallup Blog)

August 10, 2012

Employee Recognition: 5 Keys from Taj Hotels Resorts

Employee recognition—making people feel appreciated—is one of the key activators of employee engagement. In fact, in my book *Employee Engagement 2.0* I show how recognition is a top three creator of **Workplace Superheroes**, along with the drivers Growth and Trust. Many best practices for recognition can be gleaned from a company that many in the west are unfamiliar with, Taj Hotels Resorts and Palaces, which operates 93 luxury hotels across India and 16 other hotels in other parts of the world. Even with so many locations, and over 13,000 employees, the Taj still continues to deliver unprecedented levels of service to its guests.

An interesting article in *Harvard Business Review*, *The Ordinary Heroes of the Taj*, links the Taj's employee service training to their heroic performance during more than one terrorist incident. Although linking service and rewards practices to performance during crisis seems a bit specious, the article does give a glimpse of just how Taj Hotels makes their employees feel appreciated.

1. **Expressions of gratitude must come from immediate supervisors**, who are central to determining how employees feel about the company. This bears out the old saying suggesting that people join companies, but leave managers.
2. **The timing of the recognition is usually more important** than the reward itself. A verbal "thank you" at the time of exceptional work is better than a financial thank you six months later.
3. **The Taj Group created a Special Thanks and Recognition System (STARS)** that links customer delight to employee rewards. The important point here is that **they have a system for thanking employees ongoing**.
4. Employees accumulate points throughout the year for compliments from guests, **compliments from colleagues**, and their own suggestions. Appreciation from one's peers can be more powerful than praise from management.
5. **At the end of each day, a STARS committee reviews all nominations and suggestions.** At the end of *each day*. Wow! That keeps the momentum going.

-- *Kevin Kruse*

(Forbes)

December 12, 2011

ITC Hotels bags 'Best Employer' National Award

The Government of India, Ministry of Social Justice and Empowerment has conferred ITC Hotels with the 2011 'Best Employer' National Award for Empowerment of Persons with Disabilities. The award was presented by Minister of Social Justice and Empowerment, Mukul Wasnik, in recognition of ITC's philosophy of an 'equal opportunities' employer in keeping with its policy to ensure respect for Human's Rights and Prevention of Discrimination at Workplace. Dipak Haksar, COO, ITC Hotels received the award at a ceremony held at Vigyan Bhawan in New Delhi recently.

ITC Hotels' human resources approach, in keeping with ITC's core values, promotes diversity and offers equality of opportunity to all employees fostering meritocracy in the organisation.

It acknowledges that every individual brings a different and unique set of perspectives and capabilities to the team. A discrimination-free workplace for employees provides the environment in which diverse talents can bloom and be nurtured. This is achieved by ensuring that a non-discrimination policy and practice is embedded across the Company in line with corporate principles and benchmarked business practices.

ITC's Hotels Division has created a unique value proposition redefining the fine art of Indian hospitality. ITC Hotels has pioneered the concept of 'Responsible Luxury' blending world class green practices with contemporary design elements to deliver the best in luxury in the greenest possible manner with 'eco-embedded' products and 'eco easy' services.

-- *Team*

(The Hotel Times)

November 28, 2011

What made these hotels 2011's Best Places to Work in India?

This year, Great Places to Work in India Survey 2011 positioned three global hotel brands in its list of finest places to work for. The names included The Marriott International, The Oberoi Group which operates under the Oberoi and Trident brands in several cities in India and across the world. In view of the augmented list of 50 best places to work world over, up from 25 around 2003, Marriott International flawlessly maintained its resolute ranking at number 5 in the Survey this year, which is coincidentally the same position it notched in 2007 in a list of 29 companies. The other two stalwarts ranked at 33 and 45 respectively. Every year, Great Places to Work Institute conducts a global research based on data from more than 10 million employees in 45 countries representing over 5,500 organizations of varying sizes, industries and structures to dig out the best places to work for. It precisely "measures the behaviours and the environment that forms the underpinning of world's most desirable workplaces and successful businesses."

Notably, each year, a number of brands appear and disappear from the list, courtesy the precise and uncompromising parameters of judgment of the survey.

RESEARCH METHODOLOGY

Judgement sampling has been used as these two hotels happens to be the reputed ones in Private Sector in Delhi and at the same time it involves the choice of subjects which are most advantageously placed or in the best position to provide the information required. In both these hotels, exploratory study was conducted whereby the employees of the executive band and below and management of the executive band and above were interviewed. Also, the respondents of the survey have carefully chosen as they could reasonably be expected to have expert knowledge by virtue of having gone through the experience of employee engagement themselves and might perhaps be able to provide good data or information to the study. We understand that Judgement sampling may curtail the generalizability of the finding due to the fact that we are using a sample of experts who are conveniently available to us. However, it is the only viable sampling method for obtaining the type of information that is required from very specific pockets of people who are very knowledgeable and understand the Primary Data.

Data Collection

Both Primary & Secondary methods of data collection were used:

- **Primary Data**

Primary data was collected through an unbiased, undisguised structured questionnaire which was administered to the employees and management of both the hotels for the purpose of getting the information.

• Secondary Data

Secondary data was collected through reference with books, journals and internet which has been used to a large extent. Apart from that, some newspaper and magazine articles also provided great help for the said purpose.

STATISTICAL TOOLS USED

The data collected were tabulated and interpreted with the help of tools that are used in data analysis such as, pie charts, bar diagrams, percentages, tables etc.

DATA ANALYSIS AND INTERPRETATION

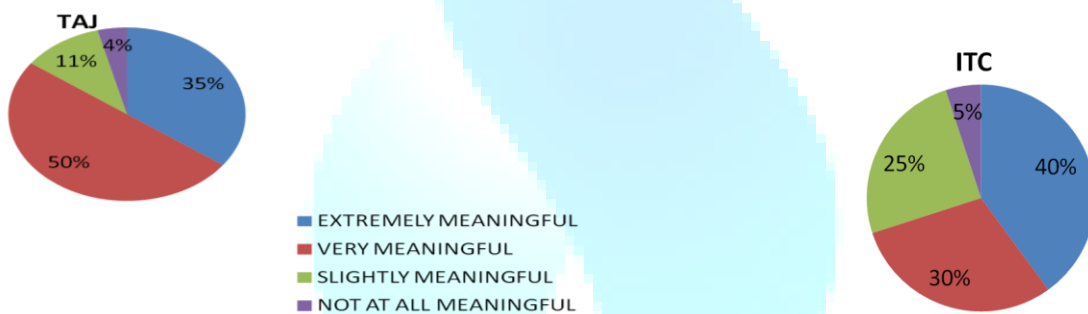
The sample employees of both the organizations were at first asked to give their views on the meaningfulness of their work. The response suggested that the employees of Taj find their job as more meaningful than the employees of ITC.

FIGURE 1



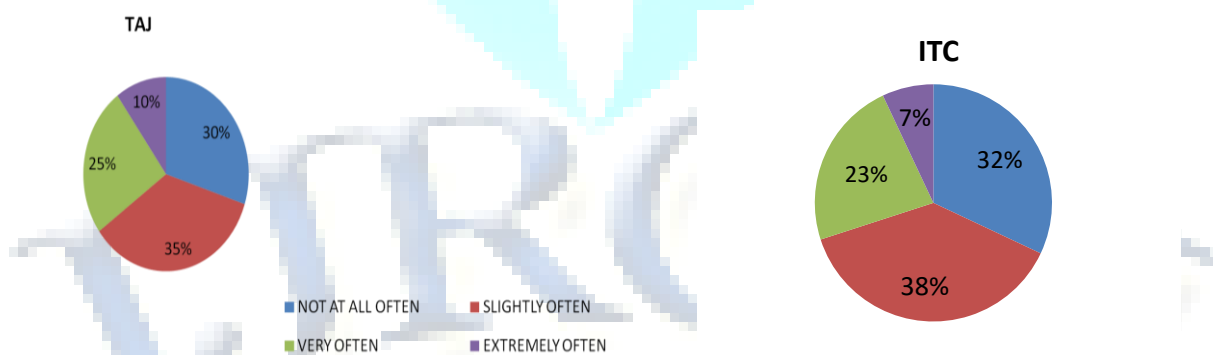
Then employees of both the hotels were asked to provide their response for the extent to which they find their work challenging. The response provided by the sample suggested that both the organizations almost take equal efforts in providing challenges at the workplace.

FIGURE 2



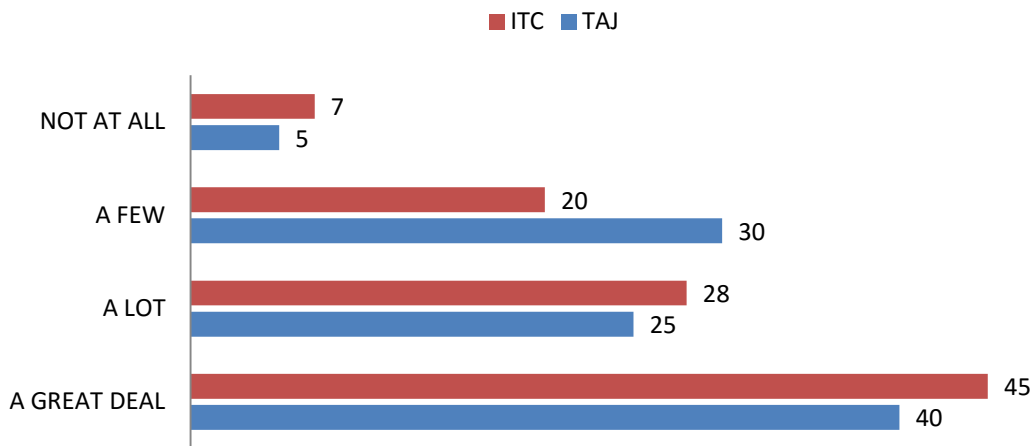
Then the employees were asked about the extent of stress felt in their job in a typical week. The results of the respondents suggest that the employees of Taj were more stressed than the employees of ITC.

FIGURE 3



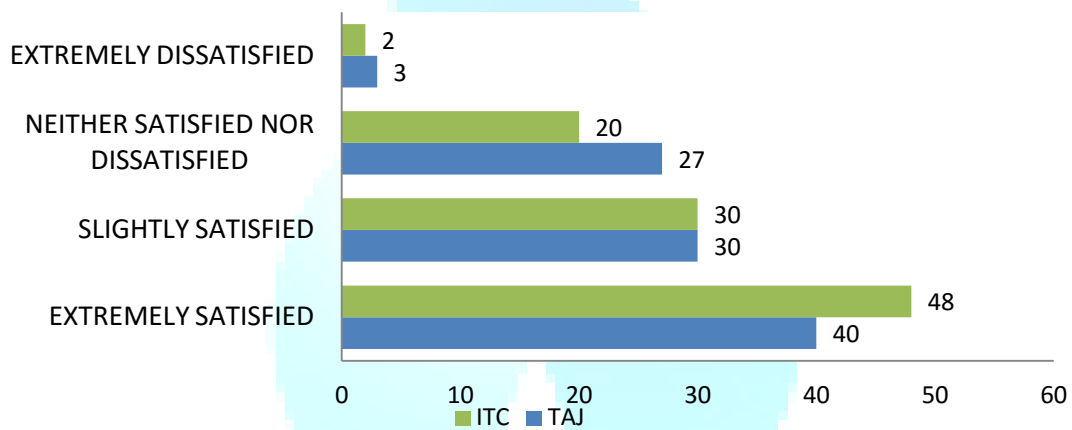
Next, the employees of both the hotel were asked about the opportunities given to them to be promoted at the work. The response to this question suggests that the employees of ITC are given better opportunities to be promoted at their workplace than the employees of Taj.

FIGURE 4



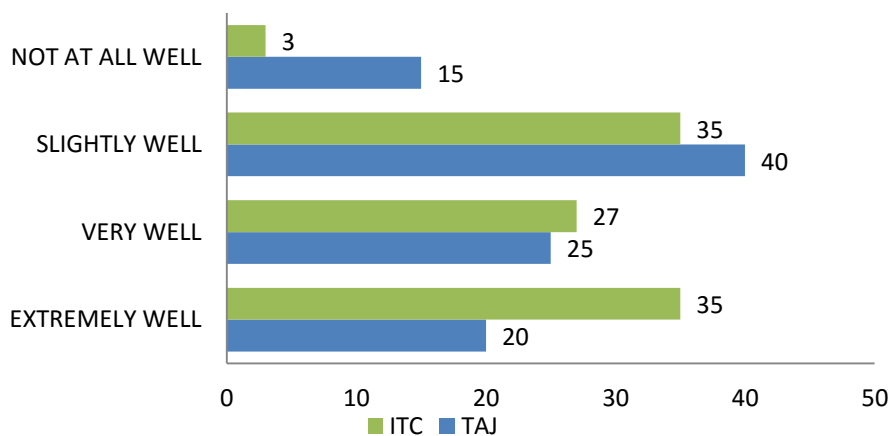
The respondents were then offered to give their views on the employee benefits in terms of their level of satisfaction. It was again seen that the employees of Hotel ITC are more satisfied than their counterparts in Hotel Taj.

FIGURE 5



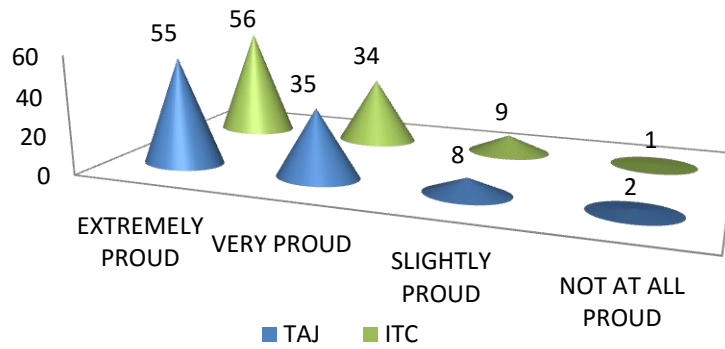
It was then asked to the respondents of both the hotels to put forward their opinions about the salary they get for the work done. Here again, the employees of ITC are far superior in considering that they are very happy with the amount paid to them for their work.

FIGURE 6



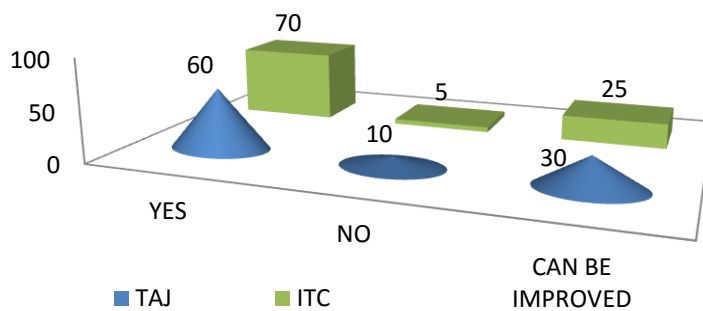
Then, the sample employees of both the hotels were required to give their suggestions regarding the pride they carry about their employers' brand. Here, employees of both Taj and ITC feel almost equally proud about the brand of their respective employer.

FIGURE 7



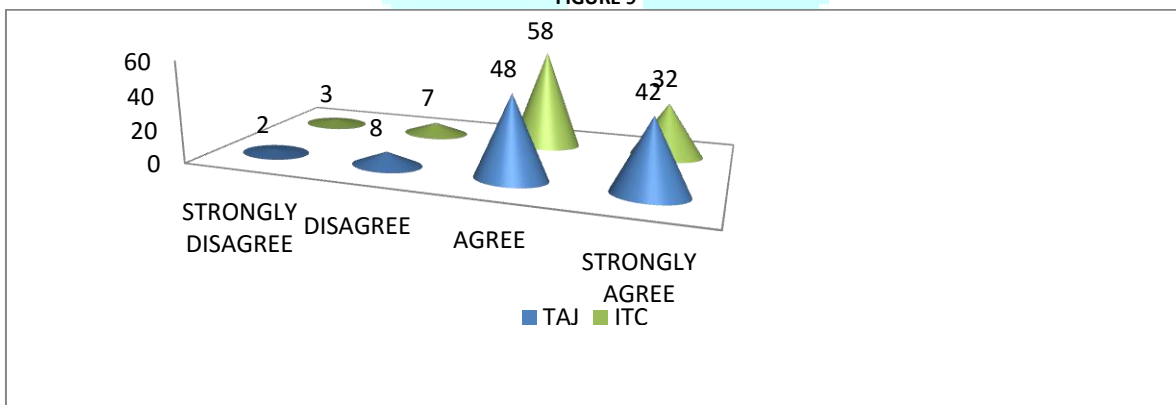
The employees of both the hotels were then asked about their opinion about the culture at workplace. The responses by the sample show that the employees of ITC believe that there is more emphasis on maintaining proper culture at the workplace than the employees at Taj. However, more employees at Taj feel that the culture at workplace can be improved for better employee engagement.

FIGURE 8



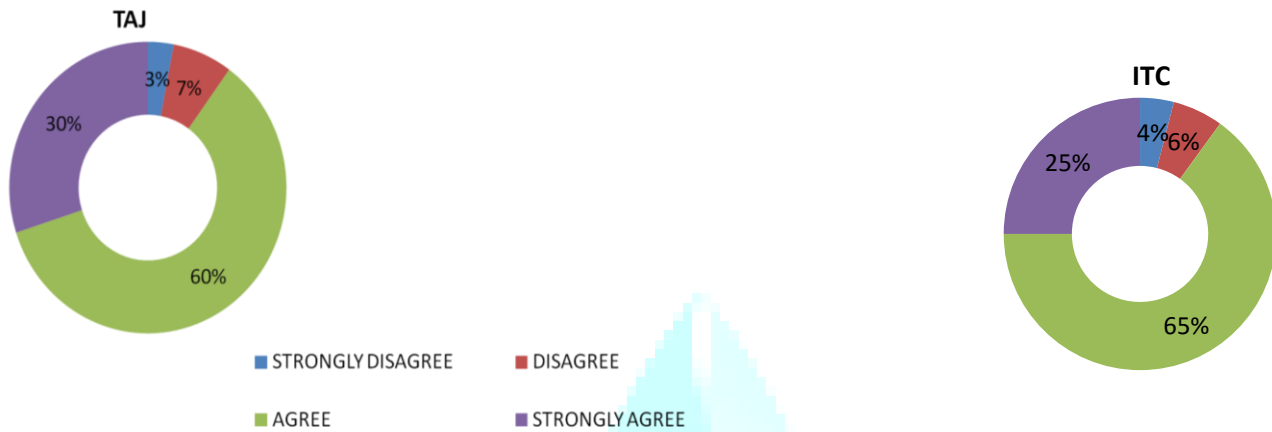
The respondents at the hotels were solicited to provide their views on their dedication towards diversity and inclusiveness in their respective hotels. It is observed that the respondents suggest that both the hotels are almost pay equal focus on diversity and inclusiveness.

FIGURE 9



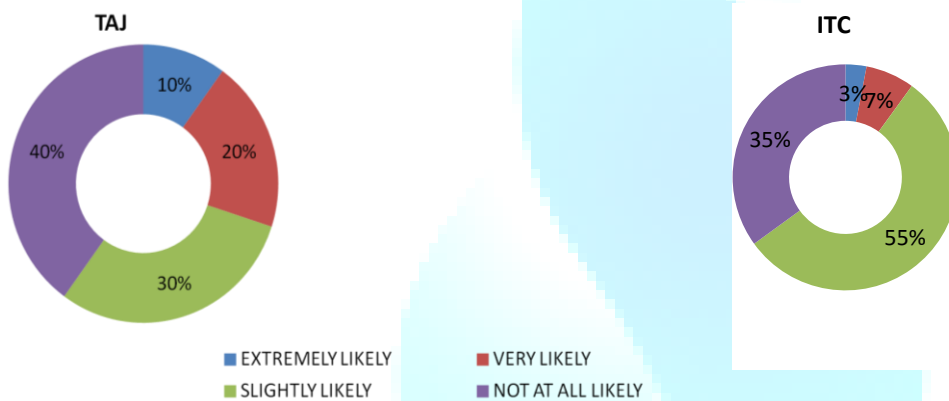
The views of the employees of both the hotels were then drawn on the recognition of strong job performance by the management. It was again suggested by the sample that both the organisations have similar orientation towards recognition of strong job performance.

FIGURE 10



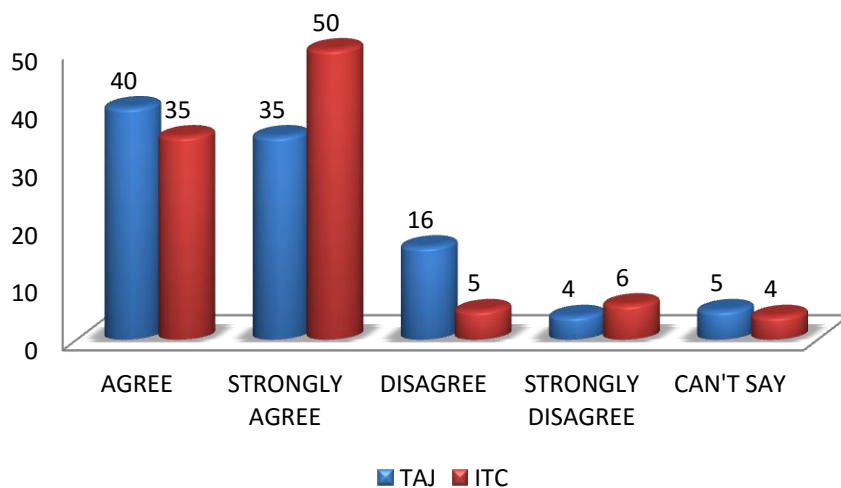
The following question solicited to the employees of both the organization about their tendency to look for another job outside their respective organizations. The response suggest that the employees of ITC are more loyal to their organization as compared to Taj and has less tendency to look for another job as compared to their counterparts at Taj.

FIGURE 11



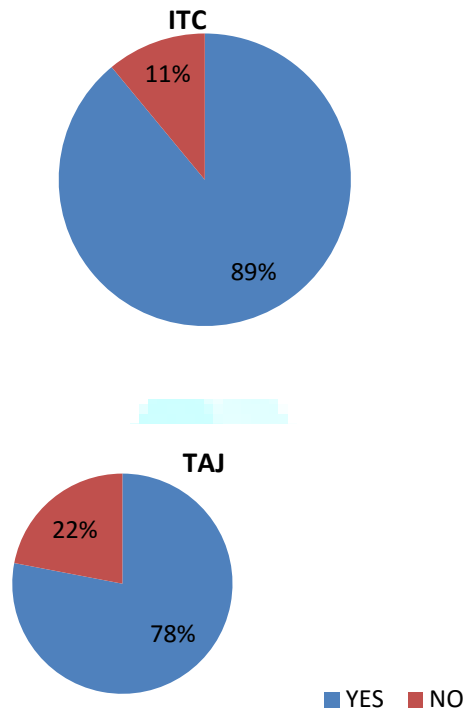
At the same time, a sample from the management of both the hotels was also interviewed with the help of a questionnaire. At first, the sample was asked about their satisfaction with the current initiatives taken by them for employee engagement. The respondents suggest that the management of ITC is more convinced with the initiatives taken than that of th management of Taj.

FIGURE 12



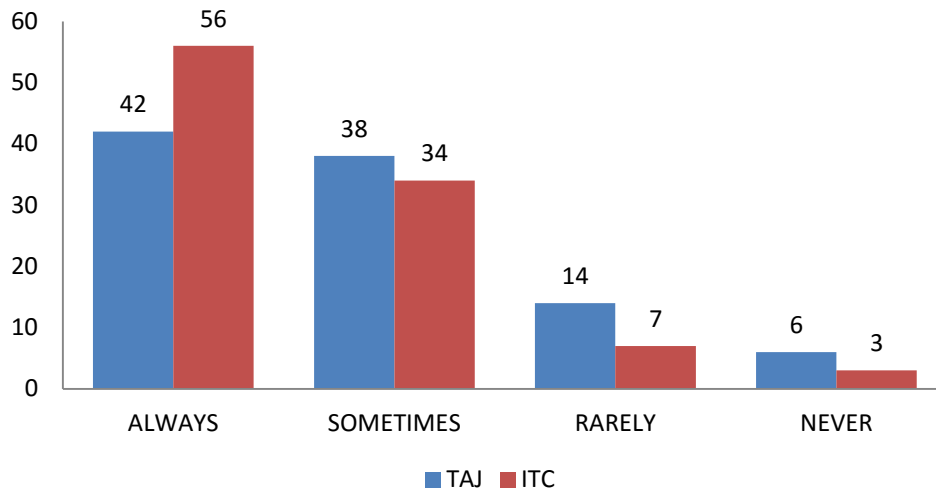
Then the management of both the organizations was enquired about the changes in current initiatives to increase employee engagement. The respondents from the management suggest that the management of ITC is more dynamic and flexible in making changes to their initiatives as compared to that of Taj.

FIGURE 13

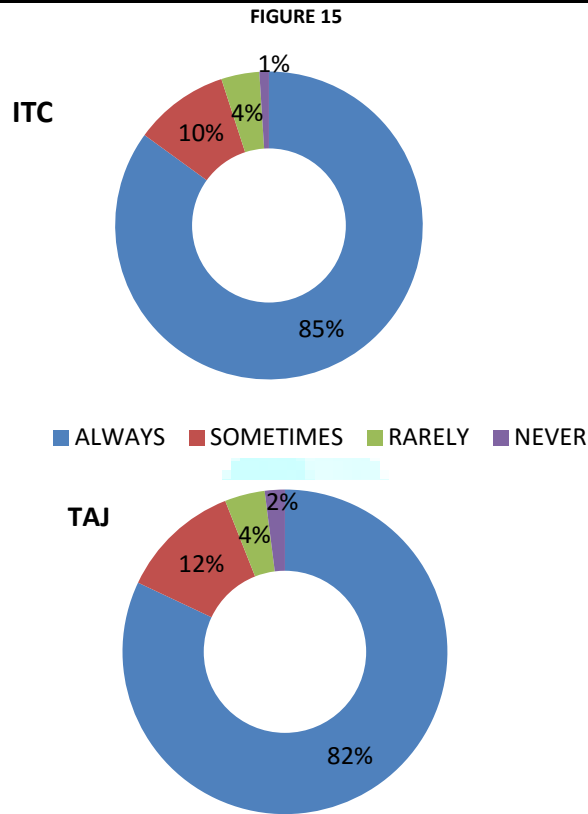


Then the management of both the hotels was asked about the involvement of employees in deciding the current initiatives for employee engagement. It was again suggested that the management of ITC are more keen to involve their employees in deciding the current initiatives for their engagement.

FIGURE 14



Again the management of both the hotels were enquired about rewarding their employees for exceeding the guest expectations. Again, the responses suggest the management of ITC is more inclined to rewarding employees than that of Taj.



At the end, the management of both the organisations was asked whether employee engagement provide more work efficiency. Again, the management of ITC was found to be more confident about the fact that employee engagement does increase the work efficiency of people in the organization.

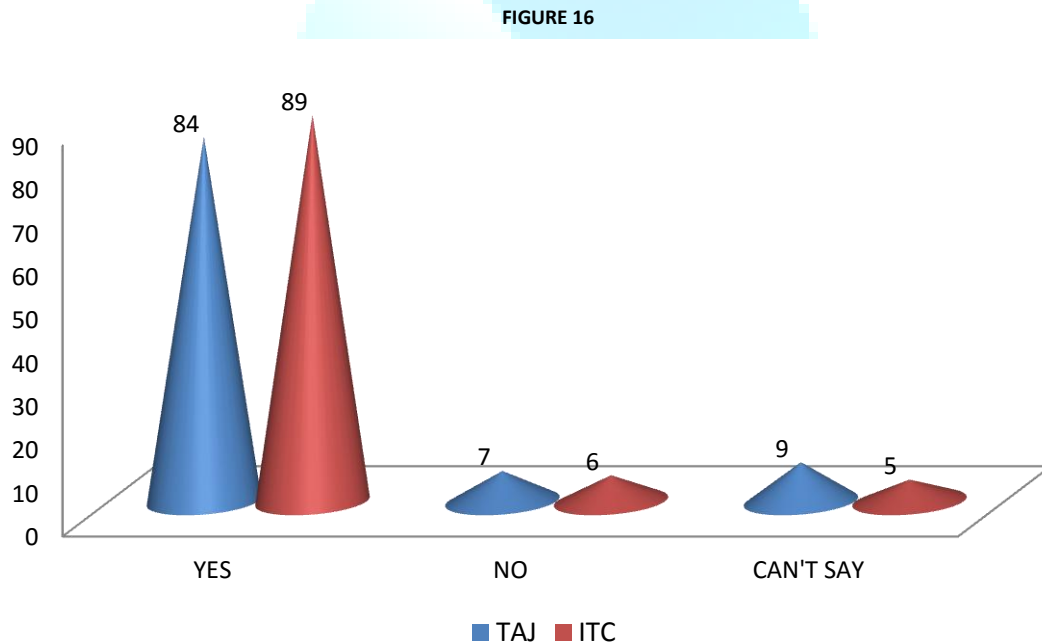
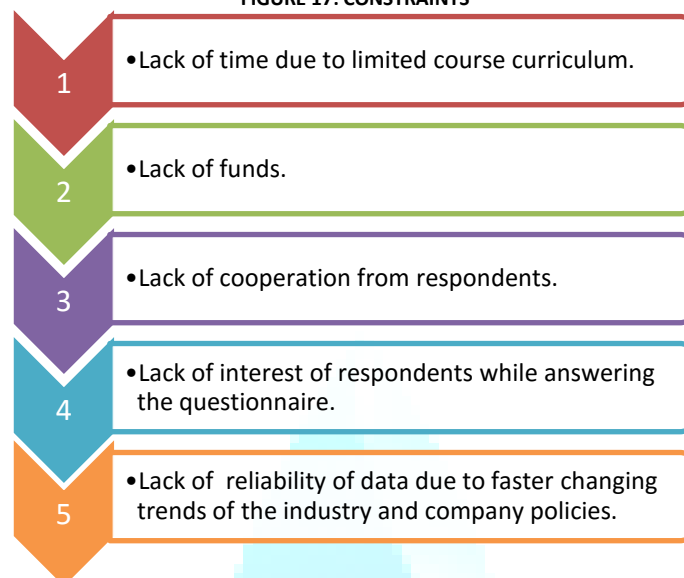


FIGURE 17: CONSTRAINTS



CONCLUSION

As Per the above observations and analysis it seems that most of the Employees of **ITC-Hotels Division and IHCL** are engaged in their work except few Employees who are Not Engaged and few who are Nearly engaged. Those few can be changed to an Engaged Employee by their supervisors by proper planning whereas in IHCL, employees are less engaged as compared to ITC-Hotels Divisions. This could be because the initiatives taken by IHCL are not completely appreciated by the employees and hence have a scope of improvement. Management should conduct surveys within the departments for the employees taking their suggestions and resulting in improved employee engagement and employee's efficiency. Employee Engagement is the buzz word term for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts in the organizations in many ways.

Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as the employee acts as the powerful contributors to a company's competitive position.

Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

SUGGESTIONS AND RECOMMENDATIONS

- There should be regular meetings between Management and Supervisors with the employees to suggest how they can develop with the growth of the company which could encompass their standard of living, family issues, etc.
- Differences between the management and employees may be minimised by increasing engagement practices. Organising sporting events, music concerts and get togethers could assist in achieving the said purpose.
- Those employees who feel low of being dis-engaged can be encouraged to be more participative where they can be realised that their positive ideas and views are precious for the organisation growth.
- At ITC-Hotels Division, the employee recognition awards were more than IHCL. Therefore, IHCL can introduce more employee recognition awards or other employee recognition for enhanced employee engagement.

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QUESTIONNAIRE 1**(To be filled in by the employees)**

- | | |
|---------------------|--------------------|
| Name: | Department: |
| Designation: | Company: |
- 1. How meaningful is your work?**
 - Extremely meaningful
 - Slightly meaningful
 - Very meaningful
 - Not at all meaningful
 - 2. How challenging is your job?**
 - Extremely challenging
 - Slightly challenging
 - Very challenging
 - Not at all challenging
 - 3. In a typical week, how often do you feel stressed at work?**
 - Extremely often
 - Slightly often
 - Very often
 - Not at all often
 - 4. How many opportunities do you have to get promoted where you work?**
 - A great deal
 - A few
 - A lot
 - None at all
 - 5. Are you satisfied with your employee benefits, neither satisfied nor dissatisfied with them, or dissatisfied with them?**
 - Extremely satisfied
 - Neither satisfied nor dissatisfied
 - Slightly satisfied
 - Extremely dissatisfied
 - 6. How well are you paid for the work you do?**
 - Extremely well
 - Slightly well
 - Very well
 - Not at all well
 - 7. How proud are you of your employer's brand?**
 - Extremely proud
 - Slightly proud
 - Very proud
 - Not at all proud
 - 8. Are you satisfied with the culture of your workplace?**
 - Yes
 - Can be Improved
 - No
 - 9. My organization is dedicated to diversity and inclusiveness.**
 - Strongly Disagree
 - Agree
 - Disagree
 - Strongly Agree
 - 10. Management within my organization recognizes strong job performance.**
 - Strongly Disagree
 - Agree
 - Disagree
 - Strongly Agree
 - 11. How likely are you to look for another job outside the company?**
 - Extremely likely
 - Slightly likely
 - Very likely
 - Not at all likely

QUESTIONNAIRE 2**(To be filled in by the management)**

- | | |
|---------------------|--------------------|
| Name: | Department: |
| Designation: | Company: |
- 1. Are your employees satisfied by the current initiatives taken by the management for employee engagement?**
 - Agree
 - Strongly Disagree
 - Can't Say
 - Strongly Agree
 - Disagree
 - 2. Is management making any changes in the current initiatives to increase employee engagement?**
 - Yes
 - No
 - 3. Do you seek for employee's suggestion while adopting new initiatives for employee engagement?**
 - Always
 - Rarely
 - Sometimes
 - Never
 - 4. Do you reward your employees for any special contribution they make towards exceeding guest expectations?**
 - Always
 - Rarely
 - Sometimes
 - Never
 - 5. Does employee engagement increases the work efficiency of employees in your organization?**
 - Yes
 - Can't Say
 - No

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Thanking you profoundly

Academically yours

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