



## Drivers of Employee Engagement in Hospitality Industry: A Correlational Study at the Bayleaf Hotels

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**Abstract.** The hospitality industry is considered as one of the fastest growing businesses in the Philippines. It was severely affected during the height of COVID 19 pandemic but has now been positively recovering after the relaxation of restrictions. The study measured the level of employee engagement of The Bayleaf Hotels and determined the drivers that influence their level of engagement. Further, it determined the relationship among hotel employee engagement, drivers of engagement and intention to quit. A survey has been conducted employing the total number of regular hotel employees of 111 as respondents. The researchers applied t-test and one-way analysis of variance (ANOVA) to understand the relationship between employee engagement and demographic characteristics. Pearson correlations were used to analyze the relationship between the levels of engagement, engagement drivers and intention to quit. Findings showed that the employees' engagement level of The Bayleaf Hotel was significantly high which indicated that the company was able to create an enriching work experience for their employees. Findings also reveal that guest contact variable is a significant predictor of employee intention to quit. Pearson correlation result shows that there is a significant inverse relationship between employee engagement and intention to quit. Results of the study will help the Hotel Managers to understand the levels and correlation of the variables and make recommendations and decisions in increasing Human Resource effectiveness yielding to profitability and sustainability of The Bayleaf Hotels.

**Keywords:** *employee engagement, drivers of engagement, intention to quit*

## INTRODUCTION

Employee engagement has become a critical driver of performance and retention for tourism and hospitality organizations. It is important for and an essential element in the success of organizations (Nada Al Mehrzi, 2016) particularly in the labor-intensive hospitality industry. The effort of the organization to discern how to keep them engaged is not just a whim. Employee engagement significantly affect productivity, loyalty and retention as well as a key link to customer satisfaction (Latasri, O., Kavina, L., 2017; Stein et al., 2021) thus, organizations promoting employee engagement will achieve organizational goals effectively (Shahid, 2019). Encouraging the employees to be proactive motivates them to make valuable contributions to the company. In return, management should give recognition to their efforts that will yield to an increase level of productivity and performance. This study seeks to



measure the level of employee engagement of The Bayleaf Hotels and determine its drivers that influence their level of engagement. Further, it seeks to determine the relationship among hotel employee engagement, drivers of engagement and intention to quit. Understanding the drivers foster increased levels of employee engagement that yields to profitability and promotes company sustainability.

Kahn (1990) highlighted the multifaceted nature of employee engagement and its importance in fostering a productive and motivated workforce. He described employee engagement as the “harnessing of organizations members’ selves to their work roles” where people employ and express themselves physically, cognitively, and emotionally during role performance. Schaufeli et al (2002) described engaged employees as one who can deal well with the demands of their job. They define work engagement “as a positive, fulfilling, work related state of mind that is characterized by vigor, dedication and absorption”. According to Seal, Sarupia and Piramanayagam (2020), the employees are the major stakeholder who could make a difference between a happy and dissatisfied customer.

There are numerous studies on employee engagement as it becomes a high priority in both public and private organizations (Bhalla, 2018). It has been proven to be a significant driver of both performance and retention in many studies. Practitioners and researchers widely acknowledge that work engagement is a top priority in business organizations (Nikolova et al., 2019). In the article of Al Mehrzi & Singh (2016), he mentioned that employee engagement is an essential element in the success of organizations. This was corroborated in the study of Odiaka, 2016 wherein he stated in his study that employee engagement creates a culture where people in the workplace feel they help the company achieve its mission, execute its strategy, and generate important business results. As employees reached their level of engagement, it radiates to their work with an output of a happy customer. This was confirmed in the article of Franziska Purkert, 2016 wherein findings of her study showed that employees become productive, work hard, and make customer service fulfilling when they have high engagement in the company.

### ***The Bayleaf Hotels***

The Bayleaf Hotels in Intramuros and Cavite offers a unique blend of contemporary luxury, historical charm, and unmatched convenience and is consistent recipient of Trip Advisor’s Travelers’ Choice Award since its opening in 2011. The Bayleaf Hotel Cavite is a 4-star hotel located along Governors Drive, General Trias, Cavite with 148 rooms, a grand ballroom that can accommodate up to 350 guests, 4 meeting rooms, an exclusive lounge, and a boardroom. The Bayleaf Intramuros is in the historic walled city of Intramuros. It is the only boutique hotel in the heart of the famous heritage site Intramuros. It has 57 guest rooms, several function rooms for events, the famous Skydeck view bar and restaurant and 9 spoons restaurant. The Bayleaf Hotel properties are designed for business and leisure. It combines contemporary luxury, sweeping convenience and affluent history with genuine Filipino hospitality. The Bayleaf Hotel is also a prime choice for business meetings and celebrations (The Bayleaf Hotel, n.d.). The Bayleaf Hotels management was very supportive in coming up with this study. They wanted to determine the level of engagement of their 111 regular

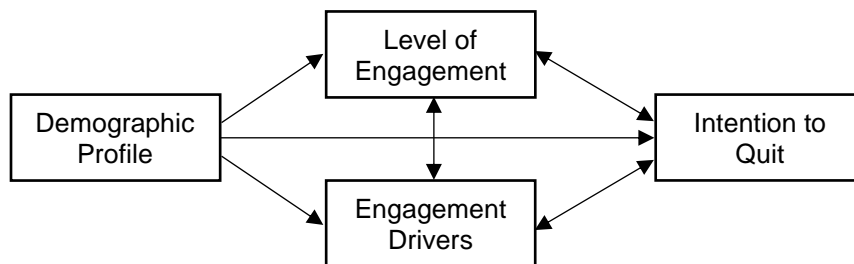


employees as well as understand the drivers of engagement impacting their employee's performance and retention.

## Research Framework

William Kahn Theory of Employee Engagement denotes the degree to which a person shows self-preference in job tasks to promote connections between self and job, which can increase role performance through cognitive, emotional, and physical self-investment (Kahn, 1990). Kahn's theory can be applied in The Bayleaf Hotels since it helps create a better work culture, reduce staff turnover, increase productivity, build better work and customer relationships, and impact profits for the company. Employees use their efforts, both physical and mental, as they go about their jobs with increase feelings of confidence and maximize their output (physical engagement), workshops to include staff in the values and strategies of the organization and what employees need to deliver in their performance (cognitive engagement) and develop management program that use coaching and active listening (emotional engagement).

The proponents identified the primary predictors, namely demographic profile, employee engagement, and engagement drivers. Furthermore, they defined a number of enablers for each predictor that were necessary in determining the employees' intention to quit. Further, the researchers employed the correlation to analyze if there is a significant relationship of the demographic profile between the levels of engagement, engagement drivers and intention to quit of the respondents.



**Figure 1.** *Conceptual Framework*

The framework above shows the relation of variables to one another and the effect of each variable to level of engagement, engagement drivers and intention to quit.

## Research Hypotheses

1. There is no significant difference in the level of engagement in terms of demographic profile.
2. There is no significant difference in the engagement drivers in terms of demographic profile.
3. There is no significant difference in the level of intention to quit in terms of demographic profile



4. There is a significant inverse relationship in the level of engagement with intention to quit.
5. There is no significant relationship in the level of engagement with engagement drivers
6. There is no significant relationship in the engagement drivers with intention to quit.

## **METHODS**

This study made use of a combination of descriptive, non-parametric and correlational research design. It employed descriptive research design by gathering data through survey to assess the respondents' over-all level of employee engagement of The Bayleaf Hotels and determine the important employee engagement drivers as perceived by the hotel employees.

Due to the relaxation of the Inter-Agency Task Force for the Management of Emerging Infectious Diseases (IATF), but with strict compliance on health protocols, the researchers were able to conduct a face-to-face survey to 111 respondents comprising of regular employees from The Bayleaf Hotels. The Bayleafs Hotel Management decided to focus only on regular employees to determine their levels of job satisfaction and engagement.

There are five stages in which the process has undergone. The first stage of the research study involves the initial drafting of the survey questionnaire. The researchers used the modified survey of Julianne S. Rigg of Purdue University. The researchers distributed the survey questionnaire to regular employees of The Bayleaf Hotels. The questionnaires were divided into four (4) sections, the first part measures the demographic and socio-economic profile of the respondents. The second part of the questionnaire measures the level of satisfaction. The third part is the employee engagement drivers, and the last part is the intention to quit.

After the initial drafting process, further development and revisions based on the comments of the consultant was considered. After the questionnaires are approved and validated, the questionnaire was distributed to the respondents using an informed consent to ensure the respondents' confidentiality, privacy, and anonymity. This is to consider the ethical issues throughout the execution of the research. Similarly, respondents are not subject to data falsification, manipulation, or deception in this study. The researchers ensured that the data acquired from the target respondents were precise and unbiased as required by the ethical guidelines governing the study. Lastly, the retrieved questionnaires are tabulated, analyzed, computed and interpreted. A statistician guided the researchers in the data presentation, analysis and interpretation.

The researchers applied t-test, one-way analysis of variance (ANOVA), and Pearson correlations approach to assess the levels of engagement, engagement drivers and intention to quit. Conclusions was drawn based on those findings and developed a strategy to enhance employee engagement, and productivity at The Bayleaf Hotels. The study determined the level of employee engagement at The Bayleaf Hotels and the important employee engagement drivers as perceived by the hotel employees and the relationship among hotel employee engagement, drivers of engagement and intention to quit.



## RESULTS

The first objective of the study is to assess the engagement levels of Bayleaf Hotels employees. Results are summarized in a tabular form and were interpreted accordingly. The table below shows the assessment of the respondents' Level of Engagement. The weighted mean ranged from 3.29 to 4.77 which had an overall mean of 4.37 while the standard deviation ranged from 0.53 to 1.31 concluding the overall standard deviation of 0.82, translating to the overall verbal interpretation as "Always". The engagement level was measured using a 5-point Likert scale with interpretation from 1= Never to 5 = Always. On average, this means that Bayleaf Hotel employees are moderately to highly engaged in their work.

**Table 1. Mean Ranking for Level of Engagement Mean Ranking for Levels of Engagement**

Questions	Weighted Mean	Standard Deviation
I am proud of the work that I do	4.77	0.53
I am deeply involved in my work	4.70	0.61
At my work I never give up, even when things do not go well	4.64	0.72
I find the work that I do full of meaning and purpose	4.61	0.62
I am enthusiastic about my job	4.60	0.68
My job inspires me	4.58	0.76
At my job, I feel strong and vigorous	4.57	0.66
Time flies when I'm working	4.54	0.81
To me, my job is challenging	4.52	0.75
When I get up in the morning, I feel like going to work	4.48	0.80
I feel happy when I am working intensely	4.47	0.77
At my work, I feel bursting with energy	4.45	0.78
I can continue working for very long periods at a time	4.38	0.92
At my job, I am very resistant, mentally	4.05	1.01
I get carried away when I'm working	3.91	1.07
It is difficult to detach myself from my job	3.80	1.20
When I am working, I forget everything else around me	3.29	1.31
<b>Overall Weighted Mean</b>	<b>4.37</b>	
<b>Overall Standard deviation</b>	<b>0.82</b>	

The second objective of the study is to assess the respondent's level of importance in terms of engagement drivers. Engagement drivers were rated on a 5-point Likert scale from 1 = Strongly Disagree to 5 = Strongly Agree. The weighted mean ranged from 4.36 to 4.91 which had an overall mean of 4.75 while the standard deviation ranged from 0.32 to 0.76 concluding



the overall standard deviation of 0.46, translating to the overall verbal interpretation as “Strongly Agree”. The results revealed high means on the drivers of engagement indicating that these drivers are important to employees for them to be engaged in their work. The top driver of engagement includes organizational benefits, good working conditions, fairness and justice, meaningful and valuable work and developmental opportunities.

**Table 2.** *Mean Ranking for Engagement Drivers*

Questions	Mean Ranking	Standard Deviation
It is important that my organization provides benefits (e.g., Health benefits)	4.91	0.32
Good working conditions are important to me in the workplace	4.88	0.32
It is important that my organization treats employees with fairness and justice	4.87	0.33
I need work that has meaning and value	4.86	0.34
The opportunity to develop in the organization is important to me	4.86	0.38
It is important to have adequate and beneficial training	4.86	0.35
Support from my immediate supervisor is very important to me on the job	4.85	0.36
Communication with senior managers is very important to me at my job	4.84	0.37
Support from my co-worker is important to me	4.82	0.43
I value strong leadership from my direct supervisor and others	4.81	0.42
I value the importance of performance feedback	4.77	0.45
I need to have flexibility in my job	4.74	0.52
I really appreciate being rewarded and recognized for work done	4.74	0.50
Job security is important to me	4.73	0.49
Higher wages and salary are important to me	4.66	0.63
It is important that I have variety in the task that I perform	4.59	0.62
It is important for me to feel that I am in control of my job	4.40	0.75
I need to feel like I have authority to make decisions	4.36	0.76
<b>Overall Weighted Mean</b>	<b>4.75</b>	
<b>Overall Standard Deviation</b>	<b>0.46</b>	

**Ho1.** There is no significant difference in the level of engagement in terms of demographic profile?





The results of the study indicate that there is a significant difference between the level of engagement questions in terms of the following demographic profile namely, (a) age; (b) sex; (c) income; (d) educational attainment, and (e) guest contact. Data analysis shows that age has significant association with the respondents' level of engagements. Indicator statement, "I get carried away when I'm working" got the highest p-value of .002, while indicators stating, "When I get up in the morning, I feel like going to work," and "At my job, I feel strong and vigorous," followed with p-values of .003 and .01 respectively. Such results indicate that respondents' age influence their overall work engagement as shown by the abovementioned statements. Result indicates that sex has significant association with the respondents' level of engagements. The following indicators received a p-value of .000 which indicates absolute significance, such as, "I am enthusiastic about my job," "When I get up in the morning, I feel like going to work," "I am proud of the work that I do," and "To me, my job is challenging." Indicator stating, "At my job, I feel strong and vigorous" got a p-value of .001 and indicator stating, "At my work I never give up, even when things do not go well" got a p-value of .015. Result also shows that income has significant relationship with the respondents' level of engagement. Indicator statement, "When I am working, I forget everything else around me," got the highest p-value of .02 while indicator stating, "I find the work that I do full of meaning and purpose" got a p-value of .046. This finding suggests an employees' income or compensation would influence level of engagement. Data analysis indicates that educational attainment has significant association with level of engagement. Indicator statement, "To me, my job is challenging," got the highest p-value of .013. Indicators stating, "When I am working, I forget everything else around me," and "I can continue working for very long periods at a time" got p-values of .035 and .045 respectively. This finding implies that employees tend to feel engaged with their work with the presence of tasks that challenges their capability to deliver an exemplary output. Result suggests that location has significant association with level of engagement. This is shown by indicator stating, "I am deeply involved in my work," got the highest p-value of .011 followed by statement "To me, my job is challenging," with a p-value of .023. Indicator stating, "Time flies when I'm working," got a p-value of .026 and indicator statement, "When I get up in the morning, I feel like going to work," got a p-value of .03. Such result suggests that engagement at work varies significantly by location. Data analysis suggests that guest contact has significant association with level of engagement, which is shown by indicator statement, "I am deeply involved in my work," with a p-value of .001. This finding suggests that employees display engagement at work when they feel that they are deeply involved on their tasks, especially on job roles that has high exposure with clients.

**Table 3.** *Levels of Engagement in Terms of Demographic Profile*

Demographic Indicator	Probability Value
<b>Age</b>	
I get carried away when I'm working.	0.002
When I get up in the morning, I feel like going to work.	0.003
At my job, I feel strong and vigorous	0.01
<b>Sex</b>	
I am enthusiastic about my job	0.000



When I get up in the morning, I feel like going to work.	0.000
I am proud of the work that I do.	0.000
To me, my job is challenging.	0.000
At my job, I feel strong and vigorous.	0.001
At my work I never give up, even when things do not go well	0.015
<b>Income</b>	
When I am working, I forget everything else around me.	0.02
I find the work that I do full of meaning and purpose.	0.046
<b>Educational Attainment</b>	
To me, my job is challenging.	0.013
When I am working, I forget everything else around me.	0.035
I can continue working for very long periods at a time.	0.045
<b>Location</b>	
I am deeply involved in my work.	0.011
To me, my job is challenging.	0.023
Time flies when I'm working.	0.026
When I get up in the morning, I feel like going to work.	0.03
<b>Guest Contact</b>	
I am deeply involved in my work.	0.001

**Ho2.** There is no significant difference in the engagement drivers in terms of demographic profile.

The findings of the study suggest that there is a significant difference between engagement drivers in terms of the respondents' demographic profile namely, (a) age; (b) sex; (c) income (d) educational attainment; (e) location; and; (e) guest contact. Data analysis shows that age has significant association with the respondents' engagement drivers. Indicator statement, "It is important to have adequate and beneficial training" got the highest p-value of .015, while indicators stating, "It is important for me to feel that I am in control of my job," and "Communication with senior managers is very important to me at my job," followed with p-values of .03 and .045, respectively. Such results indicate that age matters in terms of employees' perception about their employers, and their job. Results also revealed that sex has significant association with the respondents' engagement drivers. The following indicators received a p-value of .000 which connotes complete significance, such as, "I really appreciate being rewarded and recognized for work done," "It is important that my organization treats employees with fairness and justice," "Communication with senior managers is very important to me at my job," and "It is important to have adequate and beneficial training." Indicator stating, "It is important that my organization provides benefits





(e.g., Health benefits)" got a p-value of .017 and indicator stating, "I need work that has meaning and value" got a p-value of .03, while statement "I need to feel like I have authority to make decisions," received a p-value of .044. The numerous indicators that yielded significant findings for the sociodemographic profile pertaining to sex suggests that employees' gender play a vital role in influencing drivers of engagement. Moreover, the study also suggests that engagement drivers have various impact depending on the sex of the worker. Data analysis indicates that educational attainment has significant association with engagement drivers. Indicator statement, "I need to feel like I have authority to make decisions," got the highest p-value of .018, while indicators stating, "It is important for me to feel that I am in control of my job," got a p-value of .03. This finding implies that employees' engagement intensifies whenever workers gain autonomy to decide on their own.

The findings also show that respondents' length of stay or years of service in the organization has significant relationship with engagement driver. This is shown by indicator statements, "Good working conditions are important to me in the workplace" ( $p = 0.003$ ), "Communication with senior managers is very important to me at my job" ( $p = 0.005$ ), "It is important to have adequate and beneficial training" ( $p = 0.006$ ), and "Support from my immediate supervisor is very important to me on the job" ( $p = 0.04$ ). This implies that employees perceived the importance of a good working environment and agreeable working relationship with their managers to gain engagement at work. According to Ryba (2020), there are differences in employee engagement across tenure groups. New employees usually start off highly engaged and steadily after some years of service turn down to a low point, and then for a second time engagement increases with a longer service tenure. The tenure curve appears as a U-shaped graph, demonstrating how an employee's engagement changes over time.

Every employee differs on their needs concerning engagement drivers and can also change over time. The Bayleaf Hotel employee's engagement is driven by employees' desire for "benefits" (e.g., Health benefits); "good working conditions"; and "fairness and justice". These are the top drivers of engagement which the hotel management should focus and actively look forward to fulfilling employee's expectations. This will create an effect on the performance of employee that drive them to increased productivity and allow the organization to achieve higher levels of output.

**Table 4.** *Engagement Drivers in Terms of Demographic Profile*

Demographic Indicator		Probability Value
<b>Age</b>		
It is important to have adequate and beneficial training.		0.015
It is important for me to feel that I am in control of my job.		0.03
Communication with senior managers is very important to me at my job.		0.045
<b>Sex</b>		
I really appreciate being rewarded and recognized for work done.		0.000
It is important that my organization treats employees with fairness and justice		0.000



Communication with senior managers is very important to me at my job	0.000
It is important to have adequate and beneficial training.	0.000
It is important that my organization provides benefits (e.g., Health benefits)	0.017
I need work that has meaning and value.	0.03
I need to feel like I have authority to make decisions.	0.044
<b>Educational Attainment</b>	
I need to feel like I have authority to make decisions.	0.018
It is important for me to feel that I am in control of my job.	0.03
<b>Length of Service</b>	
Good working conditions are important to me in the workplace.	0.003
Communication with senior managers is very important to me at my job.	0.005
It is important to have adequate and beneficial training.	0.006
Support from my immediate supervisor is very important to me on the job.	0.04
<b>Location</b>	
Support from my co-worker is important to me.	0.001
I value the importance of performance feedback.	0.048
<b>Guest Contact</b>	
Higher wages and salary are important to me.	0.006
I need work that has meaning and value.	0.029
Support from my immediate supervisor is very important to me on the job	0.037

**Note:** Significant at less than 0.05 value.

**Ho3.** There is no significant difference in the level of intention to quit in terms of demographic profile.

Demographic characteristics have been widely studied as predictor of intention to quit (Rigg, 2012) (Hayes, 2015) (Le et. al, 2016) (McCarthy et al., 2020) (Musawer, 2021). Findings of the study reveal that intention to quit question “I see myself working for this organization for one year or more” have seen to have significant difference in terms of guest contact with p-value below .05 as shown in the table below. High guest contact employees see themselves working longer in the organization than low guest contact workers. T-test results, indicates that among the demographic profile, guest contact variable is the only significant predictor of employee intention to quit their job. This is supported by the study of BlessingWhite Research (2013) Global Workforce Study which suggest that workers in departments with high guest contact were more engaged while employees from departments with repetitive and routine activities are less engaged. Consistent with the findings is Dr. Rigg, et al. (2014) study on Employee Engagement in Jamaican Hotels which found significant difference in levels of engagement between high-guest contact and low-guest contact employees.



**Table 5. Independent Sample T-test for Guest Contact**

Questions	Guest Contact	Mean	Standard Deviation	Standard Error Mean	Sig.
I am considering to resign from my job.	Low Guest Contact	2.058	0.895	0.124	0.477
	High Guest Contact	2.322	0.880	0.115	
I often think of looking for a new job at another company.	Low Guest Contact	2.173	1.004	0.139	0.880
	High Guest Contact	2.508	0.935	0.122	
I see myself working for this organization for one year or more	Low Guest Contact	3.654	1.186	0.165	0.029
	High Guest Contact	4.102	0.885	0.115	

**Ho4.** There is a significant inverse relationship in the level of engagement with intention to quit.

The Pearson correlation result showed that employee engagement is a significant negative predictor of employee's intention to quit. Bayleaf Hotel employees reported a high level of engagement with an overall weighted mean of 4.37 and an overall standard deviation of 0.82 translating to the overall verbal interpretation as "Always". A sample negative correlation between level of engagement and intention to quit is presented below. Following the inverse relationship on employee engagement and intention to quit, Bayleaf employees are less likely to consider leaving their jobs. Findings of the study was consistent with numerous research which found negative association between employee engagement and intention to quit. Higher engaged employees demonstrate low intention to leave their jobs (Reissová & Papay, 2021).

**Table 6. Correlation Between Intention to Quit and Levels of Engagement Questions**

Intention to Quit	Pearson Correlation	Sig. (2-tailed)
I am considering resigning from my job.	-.382**	0.000
I often think of looking for a new job at another company.	-.404**	0.000
I see myself working for this organization for one year or more.	.198*	0.037

\*\*Correlation is significant at the 0.01 level (2-tailed)

\*Correlation is significant at the 0.05 level (2-tailed)

**Ho5.** There is no significant relationship in the level of engagement with engagement drivers.

Results showed that there is a significant relationship in the level of engagement with engagement drivers on certain, selective, and specific aspects / areas. Jobs that are high in



job characteristics are more meaningful and are more likely to engage employees; If employees feel supported by their superiors and their organization are more likely to experience high levels of engagement; and recognized and rewarded for one's accomplishment and treats people fairly contribute to engagement (Saks 2006; cited by Riggio and Johnson in their eBook "Introduction to Industrial / Organizational Psychology).

**Ho6.** There is no significant relationship in the engagement drivers with intention to quit.

Results yield that there is a significant relationship between selective engagement drivers with certain intention to quit variables. The correlation between engagement drivers with intention to quit is negative / inverse (Rusyandi, 2015). There is, however, nil significance with the variable "I am considering to resign from my job" with all engagement driver (Saks, 2006).

## **DISCUSSION**

The result of the study reflected the current employee engagement level and the important drivers of engagement in Bayleaf Hotels Manila and Cavite. Understanding the different engagement levels and engagement drivers among Bayleaf Hotels employees can help the hotel management to tailor engagement strategies to enhance employee commitment and productivity. Nilsiri (2010) mentioned in his study the importance of measuring employee engagement as a strategy in improving productivity and attaining business objectives. Bayleaf Hotels achieved a high level of engagement as most employees consistently responded positively to engagement related items. This high level of engagement is reflected on the employee's commitment to providing excellent service. This is affirmed in the study of Sadige (2014) stating that if the employee working in the hospitality sector is engaged towards the job, they will provide better hospitality to the guest.

Numerous studies have looked on the association of demographic characteristics and level of engagement. Engagement level among Bayleaf Hotel employees differs across age, gender, income, educational attainment, location and guest contact. This is supported by the study of Rana and Chopra (2019) which mentioned the inverse association between age and employee engagement describing that engagement levels to be highest with employees of younger age and lower with the older employees. Robin Roberts (2020) however found older employees more dedicated and engaged than younger counterpart. Thus, age is important factor in overall work engagement (Sharma and Rajpu, 2020; Gallup, 2020; Riggs, 2014; Blessing White, 2011; Simpson, 2009). Various researchers also outlined mixed outcome of relationship between gender and employee engagement. Some studies found that the engagement level of female employees tends to be higher than their male counterparts (Sharma and Rajpu, 2020). Schaufeli and Bakker (2003) on the other hand, found males to be slightly more engaged than females. In the case of Bayleaf Hotels, male hotel employees perceive more organizational support because they value more structured labor and service procedures. This may support the perception that men perform better on average certain tasks at the Bayleaf Hotels. The findings of the study also suggest that an individual's income



or compensation would influence one's dedication and focus. Gallup (2020) stated that money matters and all workers want to be paid competitively. The study also indicates some relationship between educational attainment and level of engagement. Employee engagement increased as educational levels increased (Riggs, et al, 2012). Employees tend to feel engaged with their work with the presence of tasks that challenges their capability. Roponen, et al (2018) also mentioned that those who had better educational attainment were also more likely to be engaged at work. Results also suggest that location has significant association with level of engagement. Employee engagement varies significantly by location, many of whom keep a close eye on where they're based to optimize work-life balance. Results showed that The Bayleaf Cavite employees are more engaged than the employees of The Bayleaf Intramuros. Lastly, the study revealed that guest contact has significant association with level of engagement. These findings suggest that high-guest contact jobs report higher levels of engagement than those who work in low exposure with customers. Grossman (2022) stated that frontline employees know their customer's best since they interact with customers every single day and they have first-hand insights from these interactions. They are more often passionate about their work and this energy is likely to leave a positive impression on the client.

The study measured and analyzed the engagement drivers as a strong strategic compass in determining the top drivers of engagement for Bayleaf Hotels. Understanding the drivers of engagement will help hotel management identify where should efforts be focused to improve employee engagement. The findings of the study suggests that every employee differs on their needs concerning engagement drivers and can also change over time. The top drivers of engagement among employees of Bayleaf Hotels includes organizational benefits, good working conditions, and fairness and justice. The findings of the study suggest that there is a significant difference between engagement drivers in terms of the respondents' demographic profile namely, (a) age; (b) sex; (c) educational attainment; (d) length of service; (e) location, and (f) guest contact. The result of this paper corroborates with the findings of Iddagoda, Anunradha, et.al, 2017, that employee engagement is expected to play a pivotal role in human resource management.

Demographic characteristics of employee have been found as predictor of intention to quit in many studies (Hayes, O'Brien-Pallas, Duffield, Shamian, Buchan, Hughes, Laschinger and North (2012). The present study in Bayleaf Hotels revealed that employees with low guest contact had a higher intention to quit than high guest contact workers. This is supported by the study of Blessings White (2011) Global Workforce Study which suggest that workers in departments who were closest to strategy, decision-making, and customer relations were more engaged while employees from departments with repetitive and routine activities are less engaged. Consistent with the findings is Dr. Riggs, et al. (2014) study on Employee Engagement in Jamaican Hotels which found significant difference in levels of engagement between high-guest contact and low-guest contact employees. Dr. Riggs concludes that the back of the house employees may receive less recognition and feedback compared to front of the house employees. These "distant" employees may feel neglected and thus less engaged.



Drivers with correlation to level of engagement are defined possessing social characteristics, articulating and providing clear lines of superior – subordinate relationships, and job-related autonomy, variety and flexibility. Thus, consistent presence of these drivers in the workplace coupled with a strong support to recognize and actualize the prescribed behaviors can further increase the level of engagement from its current state.

## **Conclusions**

Companies in the hospitality industry must keep their employees continuously engaged to attain high productivity and better services. Focusing on the current engagement drivers and addressing the evolving needs of Bayleaf Hotel employees will ensure sustained engagement and lower turnover intentions. Crucial to the hotel management is the continuous effort to understand the drivers of engagement and correlation to the levels of engagement and intention to quit to keep employees motivated and satisfied. Result of the study provides practical guidance to the Human Resource Department to enhance further the engagement strategies and intensify current engagement drivers of Bayleaf Hotel employees. The identified drivers with correlation to level of engagement must be sustained in terms of its presence, promotion, and continuing practice from among employees of the Bayleaf hotels. Focusing on the drivers where they will have the greatest impact will increase the level of engagement and better organizational outcomes. On the other hand, the absence or decrease of the level of these drivers could push disengagement and increase the degree of intention to quit among employees.

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