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# A Study on Employee Engagement Program in Full Service Hotel

You Han
*University of Nevada, Las Vegas*

A STUDY ON EMPLOYEE ENGAGEMENT PROGRAM IN

FULL SERVICE HOTEL

by


You Han

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**PART ONE**

**Introduction**

Under the influence of globalization, expansions of hospitality firms frequently take place in potential challenging multicultural environments. Beginning in 2010, hotel companies such as Marriott and Four Seasons have continuously launched new hotel projects worldwide and shown increased sales, despite the negative influences from recent financial crisis .The success of these and similar companies can be attributed to different variables, but highly effective human resources systems designed to increase employee engagement should be one of the primary reasons (Tracey et al., 2014).

The hospitality industry, as part of the world economy's service sector, emphasizes strongly on service quality and performances. In order to enhance employee performances, hotel businesses strive to maximize their human capital through improving the level of engagement. Employee engagement is defined as empowering employees to their work roles and allowing employees to fully express themselves physically, cognitively, and emotionally during role performance (Kahn, 1990). The level of engagement has proven to impact on customer satisfaction, customer loyalty, productivity, profitability, and employee turnover (Harter, Schmidt, & Hayes, 2002). Also, Gallup research (2013) reported the positive linkage between higher employee engagement and higher earnings per share (EPS). Thus, employee engagement in hotel businesses is an important component that deserves attention from every level of management.

**Purpose Statement**

The purpose of this professional paper is to develop an employee engagement

program in a full service hotel located in greater Salt Lake area.

## Objectives

This paper examines current literature to explore antecedents and consequences of employee engagement. Secondly, it examines engagement programs in full service hotels to provide better understanding and identify gaps for program design. Finally, it proposes steps to formulate an engagement program and create an example of engagement program in a full service hotel.

## Justification

Employee disengagement has becoming a severe issue in hospitality industry. Gallup Research (2013) revealed that out of 32,000 employees working full – time for larger and mid – sized firms, only 35% were higher engagement in their jobs. In particular, engagement level among customer services employees are under the lowest engagement level categories. Harter, Schmidt, and Hayes (2002) recognized engagement level is associated with business outcomes. When compared with industries competitors, companies with higher percentage of engaged employees show higher earnings per share (EPS) (Ott, 2007).

Through reviewing the current literature, this research aims to identify variable that it can provide practical guidance on formulating effective methods to improve engagement level in hotel businesses.

## Rationale

There are gaps between engagement programs currently applied in full service hotels and antecedents from literature that influence engagement levels.

**Constraints**

The literature examined for this research explores employee engagement from all business segments. Because of the unique nature of hospitality industry, where it experiences higher turnover rates and service orientated settings, the findings could not be generalized to hospitality industry. In order to successfully implement the program in the full service hotel, it also requires cost analysis associated with program implementation, which is not addressed in this paper. In addition, the research does not collect primary date that it cannot prove causal relationship.

**PART TWO**

**Literature Review**

The literature review of this paper will include two parts. The first segment will look at the definition of employee engagement, antecedents and consequences of engagement to set the background of this study. Secondly, the review will examine employee engagement programs in full service hotels to provide insights for future improvements.

**Definition of Employee Engagement**

The earliest definition of employee engagement can trace back to Kahn (1990). His research has been recognized as one of the most influential studies of engagement and set the milestone for future studies. He applied motivational theories and conceptualized employee engagement from Maslow's hierarchy of needs. He defined engagement as the simultaneous employment and expression of a person's preferred self in task behaviors that can promote connections with others and active full role performances. Further, he reported employee engagement as harnessing employees to their work roles, and allowing employees to express themselves physically, cognitively, and emotionally during role performances (Kahn, 1990).

Kahn (1990) proposed that engagement or disengagement at work was associated with three psychological conditions: meaningfulness, safety, and availability. Meaningfulness was considered as a feeling of significance an employee possessed from work, and feedback received from the organization. His emphasis of meaningfulness paralleled Herzberg's theory that autonomy in being, recognition of self and work, and meaningful understandings were factors to increase an employee's intrinsic willingness to engage in work (Latham & Ernst, 2006). Safety was the ability to show one's self without fear or negative consequences to self

- image, status or career. Availability was the sense of owning physical, emotional, or psychological recourses to personally engage at a particular moment (Kahn, 1990).

Based on Kahn's interpretations of engagement, Rothbard (2001) suggested that engagement in role connects to one's psychological presence or focus of role activities. He also proposed that attention and absorption are two components of engagement. Attention stands for cognitive availability and the amount of time employees prefer to spend thinking about a role. Absorption refers to the intensity of one's focus on a role and being engrossed in a role. However, the two components differ as attention is considered as an intangible resource allocated in multiple ways and absorption is an inner motivation without emotional aspects. The two components are also intertwined because of their motivational constructs (Rothbard, 2001).

Schaufeli, Salanova, Bakker, and Gonzales-Roma (2002) defined employee engagement as the positive, affective psychological work - related state of mind with three dimensions: vigor, dedication, and absorption. Vigor was characterized by high levels of energy and mental resilience at work, willingness to invest effort in one's work, and persistence while facing difficulties. Dedication was characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge. It indicates a stronger involvement than usual level of identification. The final dimension of engagement, absorption, was characterized by being fully concentrated and deeply engrossed that times passes quickly and employees hardly detach from work (Schaufeli et al., 2002).

More recently, Macey, Schneider, Barbera, and Young (2009) defined engagement as a sense of purpose with focused energy, personal initiative, adaptability, effort, and persistence

toward organizational goals. They reported that employee engagement consisted of engagement feelings and engagement behaviors. Engagement feelings are sense of urgency, focus, intensity, and enthusiasm, and engagement behaviors are persistence, proactivity, role expansion, and adaptability (Macey et al., 2009).

## Antecedents of Employee Engagement

### Burn Out

Job burnout is a psychological syndrome, which contains three key dimensions: exhaustion, cynicism, and inefficacy (Maslach, Schaufeli, & Leiter, 2001). Employee experience exhaustion when emotional demands of work exceed their capacity to perform services. As a result, employees would distance themselves emotionally and cognitively from work to cope with the workload. Cynicism is an attempt to distance themself from customers by ignoring customers' needs and providing depersonalized services. Inefficacy is a reduced personal accomplishment when feeling exhausted or less motivated. Job burnout as an erosion of engagement indirectly reflects dimensions of engagement (Maslach & Leiter, 1997). From this perspective, engagement is characterized by energy, involvement, and efficacy. When employees become less engaged with an organization, energy turns into exhaustion, involvement turns into cynicism, and efficacy turns into ineffectiveness (Maslach et al., 2001).

Burnout research explored six areas of work - life behaviors that lead to burnout: workload, control, rewards and recognition, community and social support, and perceived fairness and values. As an opposite concept of burnout, engagement similarly shares these six areas of work - life behaviors but focused on the positive states. These positive behaviors

impact level of engagement. They are considered as antecedents of engagement, including a sustainable workload, feelings of choice and control, appropriate recognition and rewards, a supportive work community, fairness and justice, and meaningful and valued work (Maslach et al., 2001).

**Job Demands - Resources (JD - R)**

The job demands - resources (JD - R) divided working environments into two categories: job demands and job resources (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Job demands require both cognitive and emotional efforts from an employee and have significant costs in terms of physical, psychological, social and organizational aspects of a job. Job demands may not necessarily result in negative impacts, yet may cause excessive stresses while meeting those demands in need of intensive efforts. Job resources are collaborative powers extracted from interpersonal and social relations of an organization and the nature of work itself (Bakker & Demerouti, 2007). Job resources consist of internal resources influencing by job design, and external resources that include setting achievable work goals, reducing job demands in terms of physiological and psychological costs, and encouraging personal growth and development (Demerouti et al., 2001).

These interactions between job demands and job resources are important for the development of engagement. Excessive job demands can easily lead to exhaustion. A lack of resources complicates job demands and further results in withdrawal behavior or disengagement (Demerouti et al., 2001). In order to stimulate higher engagement and higher performances, organization needs to support job resources and balance job demands

**Engagement and Meaningfulness**

Kahn (1990) identified that meaningfulness, safety, and availability were positively correlated with engagement, and recognized meaningfulness affecting engagement the most. May, Gilson, and Harter (2004) pointed out predictors of each variables. Job enrichment and role fit were positive predictors of meaningfulness, rewarding coworker and supportive supervisor relations were positive predictors of safety as opposed to adherence to co - worker norms and self - consciousness being negative predictors. Resources were positive predictor of psychological availability, whereas, participation in outside activities being the negative predictor.

Further, Holbeche and Springett (2003) explored the correlation between meaningfulness and engagement. They argued that employees' perception of meaning in the workplace determine their levels of engagement, and ultimately affect their performance. The highest levels of engagement can be achieved through a shared goal between organization and individuals as to create emotional attachments from employees and to inspire personal aspirations. Employees constantly strive to search meaningfulness from their workplace. Unless organizations emphasize the sense of meaning and cultivate the culture of the organization, employees are more likely to leave the organization (Holbeche & Springett, 2003).

**Other Engagement Variables**

Purcell (2003) researched several factors to increase employee engagement. For example, communications between management and employees reflect employees' involvement and influence engagement level. This kind of communications includes whether

employee can receive information on financial performances and identification of personal attributions to overall business objectives.

Robinson, Perryman, and Hayday (2004) proposed other key variables relevant to employee engagement. Those variables included belief in the organization, attempt to achieve excellence, understanding of business content and the bigger picture, being respected and providing help to colleagues, willingness to go the extra mile, and keeping up with developments in the field. Aiming to create an engaging environment, organization should focus on rewarding positive endeavors in order to improve level of engagement.

## Consequences of Employee Engagement

### Individual - Level Outcomes

Social Exchange Theory (SET) argues that interactions between parties who are in a state of reciprocal interdependence stimulate obligations and these types of relationships would develop into a loyal commitment as long as both parties follow certain rules of exchange. Based on social exchange theory, employee tends to develop a trusting and loyal relationship with the organization if organization continuously invests in its human capital. This trusting and loyal relationship will turn into a mutual commitment if both parties are abided by the exchange rules (Cropanzano, 2005).

From employee's perspective, engagement is a concept related to employee well - being and work behaviors (Maslach et al., 2001; Sonnentag, 2003). First, engagement is a positive experience itself for employees and this experience leads to good health, happiness, and excitements (Sonnentag, 2003). In addition, engagement has impacted on helping

individual find positive outcomes from stressful work environment (Britt, Adler, & Bartone, 2001).

**Organizational - Level Outcomes**

Rothbard (2001) explored that engagement is positively associated with organizational commitment and can affect employee performance. This type of commitments builds not only in - role proactive behaviors (Sonnentag, 2003), but also extra - role behaviors such as organizational citizenship (Rich, LePine, & Crawford, 2010). Proactive behaviors are internal thrives to improve work methods and to develop skills needing for fulfilling future job demands. For example, searching for learning opportunities and engagement in current learning activities are considered as proactive behaviors (Sonnentag, 2003). Engagement contributes to organizational citizenship by fostering a social and psychological environment that engaged employees are more willing to participate in acts relating to organizational citizenship behaviors (Rich et al., 2010).

Harter, Schmidt, and Hayes (2002)'s meta-analysis identified that employee engagement also has impacts on customer satisfaction, customer loyalty, productivity, and profitability, yet negatively impacts employee turnover. Harter et al. (2002) recognized that engagement influence business outcomes, such as productivity and profitability. The linkage between engagement and business outcomes was also confirmed by Gallup research. Gallup research (2013) revealed that higher workplace engagement predicts higher earnings per share (EPS) among publicly traded businesses. When compared with industry competitors at the company level, organizations with more than four engaged employees, experienced 2.6

times more growth in EPS than did organizations with a ratio of slightly less than one

engaged workers (Ott, 2007).

## Employee Engagement Practices in Full Services Hotels

Hotels can break down into three main categories: full - service hotels, select - service

hotels and limited - service hotels. These three types of hotel settings differ in budgetary and

amenity -related differences. Limited - service hotels have lower room rates because these

hotels cater to budget - conscious travelers. Whereas, full - service hotels demand a larger

staff and facilities to accommodate guests with more luxurious amenities needs. Full - service

hotels cater to more conference and business - type travelers. Typically, full - service hotel

like a Marriott or Hilton offers its guest services such as bed turn - down, newspaper delivery,

security guards, wake - up calls, room service and a shuttle to and from an airport or other

nearby attractions. Limited - service hotel generally offers few services ("Full - Service",

2015).

STR Global defines full service hotels as generally mid - price, upscale or luxury

hotels with a restaurant, lounge facilities and meeting space. Full service hotels offer

minimum service levels, bell service, and room service (STR Global, 2015). Full - service

hotels have at least one cocktail lounge and restaurant, and other facilities like spas and

banquet rooms, dry cleaning and 24 - hour valet service ("Full - Service", 2015).

### Employee Engagement Programs

In general, full service hotels have realized the importance of human capital in

differentiating themselves. These hotels consistently develop new practices and implement

programs to improve level of engagement within their organization. In search of literature

regarding employee engagement programs applied in full service hotels, four areas will be examined: employee communication, performance management, recognition and benefits, and corporate social responsibility.

**Employee communication.**

Kahn (1992) proposed communications as one of antecedents to influence employee engagement. MacLeod and Clarke (2009) also considered communication as a significant factor of engagement to increase employee performances. The effectiveness of communication, especially internal communication, directly decides whether engagement or disengagement occurs (Bakker, Albrecht, & Leiter, 2011). Hotel organizations strive to address issues of internal communications through setting up well - designed internal communication programs. Well - designed internal communication programs can successfully express values of the organization, as well as connect employees with business objectives.

Hotel organizations establish employee communication channels as a bridge between employees and management. At Wynn Las Vegas/ Encore, the company creates an employee communication channel called The WIRE, which is a forward thinking, cutting edge employee intranet and is designated to provide important information employees need. This channel is accessible from work or home to read featured articles, news and alerts, to find exclusive savings through the employee discount program, to share great stories, and to review all company policies and procedures. Apart from initiating the intranet, Wynn Las Vegas/ Encore forms an employee communication team in charge of distributing weekly

news to each department as a supplement to enhance communication channel (Wynn Las

Vegas/ Encore, 2014).

**Performance management.**

London, Mone, and Scott (2004) suggested that organizations can build and maintain

high levels of engagement through effective performance management. Performance

management consists of a sequence of procedures: performance agreement/ goal setting,

performance facilitation, and performance appraisal and feedback (Gruman & Saks, 2011).

Hotel organizations have examined these procedures and come up with programs to integrate

performance management**.**

*Goal setting.*

Goal setting is characterized by identifying specific purpose or objective. Goal setting

has two dimensions: individual goals and organizational goals. Goal setting relates to

engagement as an intermediary to fulfill engagement feelings and to stimulate energy, focus,

and intensity (Macey et al., 2009). Hotel organizations concentrate on creating organizational

goals that parallel individual goals and building strategies to effectively convey

organizational goals because employees are more engaged in task when organizational goals

match with personal goals (Gruman & Saks, 2011).

Wynn Las Vegas/Encore sets an example by creating values and promises to define

who they are and what they do, then setting up a platform called story telling program to

enhance understandings. The story telling program is designed to show what their core values

and Wynn promises look like in action and is a vital part of the company's culture. The

storytelling program encourages employee to take that extra step to share the moment where

employee has done something that absolutely exceeds expectations (Wynn Las Vegas/ Encore, 2014).

### *Performance facilitation.*

Performance facilitation is to provide resources needed to help employees achieve best performances. In the stage of performance facilitation, the primary focus is to identify resources that enable employees to experience meaningfulness, safety, and availability. One way to provide resources needed is through training development, and opportunities to grow (Gruman & Saks, 2011).

Four Seasons training and development programs implicitly define the practical meaning of resources. At Four Seasons, each learning activity aims to have an impact on the guest experience and support the culture of the company. By investing in and committing to effective training at all levels, they build competence and confidence in employees, thus enabling the organization to sustain a competitive advantage in service excellence, thereby creating a learning organization (Four Seasons Hotel & Resort, 2015).

There are three types of training programs developed for each type of employment. The introductory training is to help all new employees begin their careers at four seasons. Each will attend a three-module introductory training program over a period of 90 days to learn corporate culture and to familiarize them with their work environment. Following the successful completion of the probationary period, new employees receive a complimentary experience at the hotel so they are able to appreciate the Four Seasons experience through the eyes of guests. Non - management staff encouraged to attend standards training program to continually improve their specialized skills and are given opportunities to develop a career

with Four Seasons through skills training and ongoing product training. This program focuses on teaching employees various skills, standards, and safety practices relevant to their positions (Four Seasons Hotel & Resort, 2015).

Four Seasons has long recognized the need to promote people from within and to have programs designed to thoughtfully and strategically develop a workforce of high - performing managers worldwide. The STEPS program is designed to enhance the leadership skills of new managers and supervisors, and develop their abilities to manage themselves and their teams in the workplace. The program has six sequential modules that focus on different aspects of leadership in the Four Seasons context. Each module is designed to provide training in essential business skills that are deemed necessary for success at Four Seasons. Each year, managers receive a development plan to help them achieve their performance goals. The plan is tailored to each manager's needs, and can include some or all of the following: development experiences and assignment, guidance and mentorship, self - direct learning, management development programme (MDP), on - line learning initiatives (Four Seasons Hotel & Resort, 2015).

### *Appraisal and feedback.*

Appraisal and feedback for employee performances are key components of performance management. Performance appraisals relate to engagement by conducting engagement appraisals. As performance appraisals allow management to assess which performance objectives have been accomplished, engagement appraisals demonstrate the development of engagement behaviors. Positive feedback motivates employees and improves

engagement by forming the socio - emotional climate in the organization (Gruman & Saks, 2011).

Caesars Entertainment manages individual engagement performance using a three-part performance engagement appraisal review cycle. The setting expectations segment of the cycle focuses on writing measurable objectives that are in alignment with their strategic goals. The mid-year review focuses on performance feedback and development. The annual review examines accomplishments for the entire year and results in a final rating that is liked to merit-based salary increases and bonus pay for eligible associates. Caesars pay for results program is designed to recognize and reward outstanding performers in every part of the organization (Caesars Entertainment Corporation, 2001).

Performance engagement appraisal helps employees fulfill commitment to customers. This feedback improves skills, creates confidence and is the basis for practice of paying for results. Non-managerial employees and supervisors receive personalized formal feedback at least twice a year to let them know how well they are performing. These reviews are combined to determine the annual merit increase. Supervisors are evaluated when they have been in their position for one year or on April 1. Managers are evaluated in the first quarter of each calendar year; those who earn a merit increase receive it effective April 1. Overall, employees who consistently exceed expectations can look forward to a higher evaluation and pay increases (Caesars Entertainment Corporation, 2001).

**Recognition and benefits**

Employee's perceived value of benefits from the organization influences the level of engagement (Kahn, 1990). As discussed previously, lack of rewards and recognition can

directly lead to burnout (Maslach et al., 2001). Social exchange theory also implicated that employee felt obligated to input with higher level of engagement while receiving rewards and recognition from their organization (Cropanzano, 2005). Hotel organizations are able to create a positive working environment that motivates and inspires employees to engage by implementing effective reward and recognition programs.

Wynn Las Vegas/ Encore (2014) have an entire department, employee services, dedicated to serving employees. Employees can enjoy holiday celebrations, fun events throughout the year, contests and prizes, as well as the opportunity to participate in customized programs ranging from popular employee football contest to free, onsite flu shots. Various benefits programs including employee assistance program, educational assistance, and lifeline fund program are also launched by the organization to compensate employee's hard work.

**Corporate social responsibility (CSR)**

A strong correlation between employees' commitment to their organization and how employees perceive organizations social responsibility has been proved by several studies (Brammer, Millington, & Rayton, 2007). A survey carried out by Sirota Survey Intelligence (2007) has also explored the linkage between employee engagement and organization social responsibility. Among 1.6 million employees in 70 countries, employees working at organizations, which commit to social responsibility, are more engagement than employees working for organizations without social responsibility commitment, because employees, at social responsibility oriented organizational settings, believe their employers are interested in their well - being and hold favorable perceptions of their management's integrity.

There are various activities associated with corporate social responsibility (CSR), such as, corporate volunteerism, supporting employees to mentor schoolchildren, and care for the homeless, elderly, or disadvantaged. From operational aspect, green business initiatives allow employees to engage in sustainable supply chain and demonstrate social responsibility on the job. Global service programs provide employees opportunities to travel to emerging markets and work with local management to address economic, social, and environmental challenges (Mirvis, 2012).

Las Vegas Sands Corporation is deeply committed to making positive change by creating global corporate citizenship program. The organization desires to give back to the community and supports a variety of charitable causes. Las Vegas Sands Corporation develops sands care program, which combines partnerships, charitable giving and team member volunteerism including clean the world, sands hospitality education, sands give - back bank, sands works in the community, and sands Eco 360 in the community. Las Vegas Sands Corporation has partnered with Clean the World since 2011 to support its mission to deliver recycled soap to areas around the world vulnerable to life - threatening hygiene - related diseases. In 2014, Las Vegas Sands begins a five - year commitment of $ 7 million to the William F. Harrah College of Hotel Administration at the University of Nevada, Las Vegas (UNLV) to develop a professional and executive education program. Sands Eco 360 extends sustainability leadership to local communities through: contributions to local organization, volunteer activities, and support for initiatives that reduce impact on the environment (Las Vegas Sands Corporation, 2015)

At Wynn Las Vegas/ Encore, the organization claims themselves as members of the Las Vegas community and is influenced daily by its growth, challenges, and needs. Because they are connected to the city, the company is committed to giving whenever it can, including providing avenues for employees to give. WECONNECT is the company's official employee volunteer program. Through this program, Wynn resorts organize and promote volunteer opportunities with growing list of non-profit community partners (Wynn Las Vegas/ Encore, 2014).

Additionally, MGM Resorts International is not only concerned with providing an unforgettable experience for guests, but also want to foster the growth and development for college students' professional career. The organization initiates college programs to allow students to take internships at the company or to apply its management - training program to expand students' professional network and knowledge (MGM Resorts International, 2015).

**Summary**

After reviewing antecedents and consequences of employee engagement, the importance of engagement has been identified. The literature further examined current practices and procedures implemented in full service hotels. By comparing current employee engagement programs with antecedents influencing engagement from previous research, several factors failed to be addressed that allows potential development for engagement improvement practices. Chapter three focus on proposing strategies to improve employee engagement.

**PART THREE**

**Introduction**

Part three will focus on engagement program design developed in a full service hotel, based on findings proposed from part one and part two. Part one analyzed the current situation of engagement level and strengthened the importance of employee engagement in hospitality organizations. In the end, part one demonstrated the practical value of conducting research regarding this subject. Part two further explored previous literature to conclude the definition of engagement and to identify antecedents and consequences of engagement. Part two also examined various engagement programs which are currently applied in full service hotels to get a better understanding of program development.

**Employee Engagement Program**

A full service hotel in this research is limited to an upscale hotel in U.S. with average of 200 to 300 rooms that has at least one cocktail lounge, restaurant, and other facilities like spas and banquets rooms. There are seven steps to initiate the engagement program, each of which will be discussed.

**Set Up Strategic Objectives**

Strategic objectives function as guiding principles to navigate the operational direction of the entire hotel. Firstly, engagement improvement should be recognized among the executive and management teams and be also incorporated as one of its strategic objectives. Each department determines its principles or regulations based on practices to accommodate this objective. Each manager should discuss with their team, allocate employee's role in achieving the target objective, and make each employees as part of the plan.

**Identify Goals for Engagement Program**

The program requires its own objectives in order to assess effectiveness. Based on

consequences of employee engagement, these objectives are associated with work behaviors,

customer satisfaction, customer loyalty, productivity, profitability and employee turnover

(Harter, Schmidt, & Hayes, 2002). For example:

- Work behaviors: employees are searching for learning opportunities and engagement

  in current learning activities.

- Customer satisfaction: customers are satisfied with overall service quality and

  customer complaints are reduced.

- Customer loyalty: customer repeated visitation are significantly increased

- Profitability: higher workplace engagement predicts higher earnings per share (EPS).

- Employee turnover: employee engagement negatively impacts employee turnover rate.

  Overall employee turnover rate should be reduced.

**Determine Program Contents**

In order to determine program contents, there are five procedures that need to be

followed: create a performance management system, link incentive compensation to the

outcomes of performance management, conduct career planning, make managers accountable,

and cultivate corporate social responsibility (CSR).

**Create a performance management system.**

Performance management and development system needs to be set up that is capability

for monthly feedback. A successful performance management system includes not only

performance appraisal but also regular interactive communication, which involves

departmental communication and organizational communication. For departmental communication, line managers or supervisors are required to give feedback to employees how well they had performed relative to performance targets by the end of each month. Afterwards, managers assist employees in identifying gaps in performance and providing guidance to progress. For organizational communication, the management team should inform employees of business performances through intranet or other company communicational channels, the goal of which is to form a concept that performances from each employee is contributing to the overall company's performances.

**Link incentive compensation to the outcomes of performance management.**

The effectiveness of performance management can be maximized if incentive compensation is linked to the outcomes. Incentive compensation normally includes salary increment, bonus, or other compensation consequence. However, compensation goes beyond monetary incentives. Recognition also plays an important role in rewarding employees. Employee of The Month, Best Employee of The Year, Thank you note from senior management, and employee recognition events are all good forms to delivery recognition.

**Conduct career planning.**

A career planning program can be created by human resources personnel, where it advises employees with succession plans that base on merits instead of whom someone knows.   A career planning program should connect employees with positive view of the future of the organization and provide clear and promising direction from a motivational perspective. In the meantime, employees are responsible for managing their own careers and improve their skillset. Accordingly, organization is encouraged to offer development

opportunities for growth and development.

**Make managers accountable.**

Line managers in the effort largely influence the success of engaging employees. If there exists a blurry line between engagement program and the concerns of line managers, managers will find them tied up with daily responsibilities and are less involved with the program. Therefore, managers should be held accountable for engagement. Organization suggests manager to view engagement not as tools provided for them to accomplish core business objectives but as HR - orientated activities to improve employees' morale. Managers need to sit down with employees at least for 15 minutes each month, to review performance, to do a quick updates, and to record progress.

**Cultivate corporate social responsibility (CSR).**

The incorporation of CSR with organization's mission statement can assist organization to make positive difference and long - standing commitment to giving back. The positive difference formulate positive working environment built on a value of giving. Further, an organization's sense of responsibility towards environment and community cultivates employee's pride of being part of the organization.

**Select Appropriate Methods**

Human resources personnel, along with senior executive team, should determine time and execution procedures of the program. The implementation channels range from new employees orientation, on - going existing employees training, hotel mission and vision statements identification, and departmental principles setup. The content can be delivered through case studies, project work, and team building exercises.

- Case study: make a business case for engaging employees and identify the
  connections    between engagement and business outcomes for organization's leaders

- Project work: assign project internal coordinators, alone with external consultants to
  constantly communicate the engagement results throughout the organization

- Team building exercises: develop team building exercises that tailor to the
  organization to improve employees' interpersonal skills and problem solving skills

**Measure Engagement Effectiveness**

The effectiveness of the program can be measured through employee engagement

survey results. The survey design should combine key initiatives offered to its employees

with program objectives that promote more actionable results. Prior to launching the program,

the same engagement survey should be conducted for comparison analysis. The survey

results are being used not only for ongoing improvements but also for understanding the work

environment factors impacting program objectives.

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**An Example of Engagement Practices**

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An example of engagement practices in an upscale full service hotel, a recycling

program, will be created and specific procedures are detailed out. The hotel in this particular

practice is named as X hotel, where it is located in the greater Salt Lake area, with a total 240

rooms. X hotel opened up in the year of 2011 and has a range from 288 to 480 employees.

The main goal of the recycling program is to preserve resources, conserve energy, and save

costs. In order to implement the program within the hotel, a recycling action plan has to be

generated.

**Form Recycling Committee**

Establish a waste management committee with at least one member selected from each department in the hotel and recruit a recycling committee coordinator to facilitate the communication among difference departments. Senior management is responsible for overseeing the committee and providing fully support for this initiative.

**Set Up Waste Reduction Goals**

Based on requirements from Utah Department of Administrative services for environmental quality, solid and hazardous waste (2015), overall goals for the first year of the program are reducing waste production by 10 percent, reuse 10 percent of the waste discarded, and recycle 50 percent of the waste.

**Purchase Recycling Supplies**

Firstly, in order to reduce wastes, the hotel should considering buying recyclable supplies. These following items are made with recycled materials:

- Official stationery supplies (for example: copier, computer paper, postcards and business cards)

- Housekeeping toiletry supplies (for example: facial tissue, toilet paper, paper towels, and napkins)

- Construction materials and carpeting

**Design In House Collection and Storage System**

Consult the local waste hauler or recycling services provider for establishing storage system. The separation and collection of recyclable wastes need to include into daily operations and simplify the process to make it easy to conduct.

- Guest rooms

  Provide a recycle bin in each guest room and put a recycling container near elevators

  in each hallway

- Offices

  Each employee is given a small container besides the desk for recycling products.

- Restaurants and Lounges

  Separate recycle bins need to be provided for glass, aluminum, and plastic containers.

  Food wastes from kitchen and grease or oil should all be separated for recycling

  service.

**Train Employees and Create Actionable Procedures**

Committee members are responsible for creating recyclable policies, which can

incorporate with regular work operations. Some of the policies are:

- Use double sided while coping

- Install dispensing system for shampoo and soap in hotel guest rooms

- Reuse torn linens as cleaning rags

- Select low - maintenance landscape facility

In the meantime, departmental managers are responsible for educating their employees

about recycling procedures. Employees, especially housekeepers and kitchen staff, need to

receive training on how to collect and store recyclable wastes.

**Conclusion**

In order for organization to successfully implement an engagement program,

communications constantly and consistently at every step are extremely crucial. The entire

human resources systems that operate within the organization require aligning with the strategic direction. Meanwhile, engagement program calls for fullest supports from management to make every manager accountable. This trust in top management leaders will foster positive and supportive relationships that ensure the execution of the program. Overall, engagement improvement is a long term project.

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