



A Study On Employee Engagement And Retention Strategies At Hospitality Sector With Reference To Radisson Blu Ranchi

Dr. Shakil Anwar Siddique

St. Xavier's College, Ranchi

Abstract – Due to high employee turnover rates and growing competition for qualified workers, employee engagement and retention have emerged as crucial strategic priorities in the hospitality sector. This study looks at the connection between Radisson Blu's retention tactics and employee engagement. A structured questionnaire was used to gather primary data from 120 employees as part of a quantitative research design. SPSS was used to apply statistical techniques like regression, correlation, descriptive analysis, and ANOVA. The results show a significant positive correlation ($r = 0.71, p < 0.05$) between employee engagement and retention. The work environment, career development opportunities, leadership support, and recognition programs are important determinants of retention. According to the study's findings, employee retention and HR strategies are mediated by engagement.

Keywords – Employee Engagement, Employee Retention, Hospitality Industry, Radisson Blu, Human Resource Strategies, Work Environment, Career Development, Leadership Support, Recognition Programs, Organizational Commitment, Employee Satisfaction, Quantitative Research, SPSS Analysis..

I. INTRODUCTION

Background of the Study

High employee turnover, challenging work environments, and fierce competition are characteristics of the hospitality sector. The emotional and psychological dedication of workers to their company is referred to as employee engagement. Stronger organizational loyalty, reduced absenteeism, and increased productivity are all characteristics of engaged workers.

Organizational practices known as retention strategies are designed to increase employee commitment and decrease voluntary turnover.

Retention refers to an organization's ability to keep its employees over time. High turnover leads to increased recruitment costs and reduced service consistency.

Studies show leadership quality, recognition, work-life balance, and career growth significantly affect retention.

Statement of the Problem

The hospitality sector continues to struggle with employee turnover in spite of well-designed HR policies. Designing successful workforce strategies requires an understanding of how engagement affects retention.

Objectives of the Study

- To gauge the degree of employee engagement.
- To assess retention tactics.
- To investigate the connection between retention and engagement.
- To examine how HR procedures affect employees' intentions to stick around.

Research Hypotheses

H01: There is no significant relationship between employee engagement and employee retention.

H11: There is a significant relationship between employee engagement and employee retention.

H02: Compensation does not significantly impact retention.

H12: Compensation significantly impacts retention.

H03: Leadership style does not influence retention.

H13: Leadership style significantly influences retention.

Scope of the Study

Only employees in the front office, housekeeping, food and beverage, human resources, and administration departments are included in the study.

II. LITERATURE REVIEW

According to Kahn (1990), engagement is the process by which workers transform their identities into their jobs. When performing their roles, engaged workers express themselves physically, mentally, and emotionally.

According to Harter et al. (2002), productivity and profitability are highly correlated with engagement.

According to the Institute of Employment Studies (IES), employee engagement is defined as a positive attitude held by employees towards the organization and its values. Hewitt Associates defines 'employee engagement' as 'the state in which the individuals are emotionally and intellectually committed to the organization's goals.

The Corporate Leadership Council (CLC) defines engagement as the extent of employees' commitment, work effort, and desire to stay in an organization T. Suhasini and Dr. K. Kalpana (2018): The study reveals that Employee Engagement is a comprehensive task and



cannot be accomplished by the effective training programs also. Organisations can improve engagement by opportunity thinking, enhancing employee decision making, and commitment. Employee engagement results in reduced turnover intentions and increased innovative work-related behaviour.

V. Siva Kumar (2015), This study describes that the high level of employee Engagement increases the growth of the organization and acts as a retention strategy. From this study it is observed that employee engagement in private banks is not satisfactory. NP Myilswamy, Dr. R. Gayatri (2014), According to their research “A study on Employee Engagement: Role of Employee Engagement in organizational Effectiveness”, it is concluded that the level of Engagement determines employee’s productivity and their intention to stay in the organization. Employee Engagement drives organizational effectiveness by improving loyalty, retention, safety, productivity and profitability. And the employees who are highly involved in work are more engaged.

Johnson (2011), asserts that if applied correctly the engagement data can well act as a warning system for the organization, the study reports a negative correlation between the specific instances of work place deviations and levels of EE within the organization. Sweetman & Luthans (2010), defined from the psychological perspective, engagement is a state-like phenomenon which is portrayed as an affective-cognitive state-like condition. It is not a temporary state such as mood nor as relatively non-malleable as fixed characteristics such as personality traits. It is deemed quite stable.

Fernandez (2007), displays the dissimilarity between job satisfaction, the well-known construct in management, and engagement competing that employee satisfaction is not the same as employee engagement and since managers cannot depend on employee satisfaction to retain the best and the brightest; employee engagement becomes a critical concept.

Towers Perrin (2007), investigated and reported that those organizations with more engaged employees subsequently increased their operating income by 19% and earning per share (EPS) by 28% annually.

Saks (2006), argues that organizational commitment additionally differs from engagement in this it refers to a person’s perspective and attachment towards their organization, whilst it could be argued that engagement is not simply an attitude, it is the degree to that a personal is focused to their work and absorbed within the performance of their role. In addition, while OCB involves voluntary and informal behaviour that can help co-workers and the organization, the focus of engagement is one’s formal role performance rather than purely extra-role and voluntary behaviour. The publication of the Conference Board of USA (2006) describes employee engagement as an

intensified emotional association that an employee feels for his or her organization that influences him or her to utilize greater discretionary effort to his or her work.

Mc. Bain (2006), According to him employee engagement is a modern concept, which defines employees’ commitment, job satisfaction and involvement.

Robinson (2006), According to him employee engagement can be attained through designing an organizational environment where positive emotions such as involvement and pride are encouraged, subsequently organizational performance improves, employee turnover reduces. Mahendru et.al (2006), defined Employee engagement is the extent to which people enjoy and believe in what they do, and feel valued by doing it. It is the degree of commitment towards the hub that an individual performs and until however long the individual remains with the organization as the results of their commitment.

Stockley (2006), defined ‘engagement’ as an extent that the employee believes in the mission, purpose and values of the organization and reveals their commitment through their actions as an employee and their attitude towards the organization and the customers.

Robinson et al. (2004), defined employee engagement is a positive attitude believed by the employees towards the organization and its values. An engaged employee is responsive towards business environment, and works with colleagues to improve performance within the job for the advantage of the organization. The organization must place effort to develop and encourage engagement, which requires a two-way relationship between employer and employee.”

Harter et al. (2002), Engagement is defined as employee’s involvement, satisfaction and enthusiasm towards work this definition was derived from items in the Gallup Workplace Audit (GWA 1999), developed by the Gallup organisation, which were constructed on employee opinions of work characteristics.

Miles (2001), defined Engagement as Involvement of the employees in high-engagement forces that create empathetic, negotiation, feedback and accountability, empower people to creatively support their subunits, teams and individual jobs with the major change of the enterprise. It is developing employees to work with not only their minds and body but also with ‘hearts’.

Maslach et al. (2001), engagement is considered by energy, involvement, and efficacy, which are the direct opposite of the three burnout dimensions of exhaustion, cynicism, and inefficacy. Engagement of employees was first conceptualized by Kahn (1990) as the “harnessing of organizational members’ selves to their work roles”. Kahn recognized three antecedents of employee engagement: psychological meaningfulness (measured by job enrichment, work role fit and co-worker relations),



psychological safety (measured by supervisor relations, co-worker relations and co-worker norms) and psychological availability (Measured by resources, work role security and outside activities).

Research Gap

Most studies focus broadly on hospitality; limited organization-specific research exists examining engagement as a mediating variable between HR practices and retention.

III. RESEARCH METHODOLOGY

The characteristics of a population or phenomenon under study are described using a descriptive research design. Instead of addressing why, it concentrates on providing answers to questions like who, what, when, where, and how. It facilitates the methodical description of employee beliefs, dispositions, and actions. It presents an accurate and factual picture of the state of affairs at the moment. It observes variables as they happen naturally rather than changing them. It works well with structured questionnaires and surveys. When a structured analysis of patterns, trends, and relationships between variables is the goal, this design is suitable.

The quantitative research approach involves collecting and analysing numerical data to identify patterns, relationships, or trends. Data is collected in numerical form (e.g., Likert scale responses from 1 to 5). It allows statistical analysis such as mean, percentage, correlation, or regression. Results can be presented in tables, charts, and graphs. It enhances objectivity and reliability. This approach is appropriate because it enables measurable and statistically analysable results from a large group of employees.

For the data collection both Primary Data and secondary data were considered.

Primary data refers to data collected directly from respondents for the specific research purpose. Tool Used: Structured Questionnaire Scale Used: 5-point Likert Scale. The 5-point Likert Scale typically includes: Strongly Disagree, Disagree, Neutral, Agree, Strongly Agree. This ensures consistency and comparability of responses.

Secondary data refers to data collected from already existing sources. The Sources include: Academic journals, HR manuals, Industry reports, Books, published research papers, Company records (if applicable). The major Purpose is to support theoretical framework, to review previous studies, to compare findings, to strengthen the literature review. Secondary data enhances the credibility and background of the research.

The sample consists of 120 employees, selected from the target population. A sample of 120 is adequate for quantitative statistical analysis. It improves reliability

compared to very small samples. It allows better generalization within the organization.

Convenience sampling is a non-probability sampling technique where respondents are selected based on availability and accessibility. The reasons for using convenience sampling are easy and quick to conduct, cost-effective, suitable when time is limited, practical in organizational settings.

The tools used during the analysis are percentage analysis, mean & standard deviation, correlation, regression, Anova

IV. DATA ANALYSIS AND INTERPRETATION

Descriptive Statistics

Table 4.1: Demographic Profile

Variable	Frequency	Percentage
Male	72	60%
Female	48	40%
25–35 Age Group	58	48%
1–3 Years' Service	50	42%

Interpretation: The table 4.1 presents the demographic characteristics of the 120 employees included in the study, categorized by gender, age group, and years of service. Male employees: 72 respondents (60%). Female employees: 48 respondents (40%).

This indicates that the majority of respondents are male. With 60% male participation, the workforce in the sample is male-dominated, though female employees also represent a substantial portion (40%), ensuring gender diversity in responses.

Employees aged 25–35 years: 58 respondents (48%). Nearly half of the respondents fall within the 25–35 age group. This suggests that the organization has a relatively young workforce, with employees in their early to mid-career stage forming a significant portion of the sample.

Employees with 1–3 years of service: 50 respondents (42%). A significant proportion of respondents have 1–3 years of experience in the organization. This indicates that many employees are relatively new and may still be in their early stages of organizational adaptation and development.

The data shows that the sample largely consists of a higher proportion of male employees (60%), Nearly half of respondents in the 25–35 age category (48%), A substantial group with 1–3 years of service (42%).

This suggests that the study primarily reflects the views of young, early-career employees, which may influence



overall findings related to job satisfaction, engagement, or organizational practices.

Reliability Test (Cronbach’s Alpha)

Table 4.2: Reliability Statistics

Scale	Cronbach’s Alpha	No. of Items
Employee Engagement	0.88	10
Retention Strategies	0.84	8
Overall Instrument	0.91	18

Interpretation: Reliability > 0.7 indicates strong internal consistency.

The table 4.2 presents the Cronbach’s Alpha values for the two study variables and the overall research instrument. Cronbach’s Alpha is a statistical measure used to assess the internal consistency or reliability of a scale. It indicates how closely related a set of items are in measuring a particular construct.

A reliability coefficient greater than 0.7 is generally considered acceptable and indicates strong internal consistency.

The Employee Engagement scale consists of 10 items and has a Cronbach’s Alpha value of 0.88. Since this value is well above 0.7, it indicates high reliability. This means the items measuring employee engagement are consistent and effectively capture the same underlying concept.

The Retention Strategies scale contains 8 items with an alpha value of 0.84. This also exceeds the acceptable threshold of 0.7, indicating strong internal consistency. The items reliably measure the construct of retention strategies.

The overall reliability of the complete questionnaire (18 items) is 0.91. An alpha value above 0.9 is considered excellent reliability. This shows that the entire instrument is highly consistent and dependable for data collection. All scales have reliability values greater than 0.7, confirming strong internal consistency.

The instrument is statistically reliable for measuring Employee Engagement and Retention Strategies. The high overall alpha (0.91) suggests that the questionnaire is well-constructed and suitable for further statistical analysis.

Correlation Analysis

Table 4.3: Correlation Matrix

Variables	Engagement	Retention
Engagement	1	0.71**
Retention	0.71**	1

$p < 0.01$

Interpretation: Strong positive correlation ($r = 0.71$). Null hypothesis rejected.

The table 4.3 presents the correlation between the two main variables of the study: Employee Engagement and Retention. The correlation coefficient (r) ranges from -1 to $+1$. A value close to $+1$ indicates a strong positive relationship. A value close to -1 indicates a strong negative relationship. A value near 0 indicates no relationship. The correlation between Employee Engagement and Retention is 0.71 . The double asterisks indicate that the correlation is statistically significant at $p < 0.01$ level.

The value 0.71 indicates a strong positive correlation. This means that as employee engagement increases, retention levels also tend to increase. In simple terms, more engaged employees are more likely to stay with the organization. The significance level $p < 0.01$ means the result is significant at the 1% level. There is less than 1% probability that this relationship occurred by chance. Therefore, the relationship is statistically reliable.

Since the correlation is strong ($r = 0.71$) and statistically significant ($p < 0.01$): The null hypothesis (H_0) stating that there is no relationship between employee engagement and retention is rejected. The alternative hypothesis (H_1) stating that there is a significant relationship between engagement and retention is accepted.

The findings indicate a strong and significant positive relationship between employee engagement and retention. This suggests that improving engagement strategies can positively influence employee retention within the organization.

Model Summary (Regression)

Table 4.4: Model Summary

R	R Square	Adjusted R Square	Std. Error
0.71	0.504	0.496	0.42

Interpretation: 50.4% variation in retention is explained by engagement. The table 4.4 presents the results of the regression analysis conducted to examine the impact of Employee Engagement on Employee Retention.

The value of $R = 0.71$ represents the overall correlation between engagement and retention. It indicates a strong positive relationship. This confirms that higher employee engagement is associated with higher retention.

R Square = 0.504 means that 50.4% of the variation in employee retention is explained by employee engagement. In other words, engagement accounts for about half of the changes in retention levels.



This suggests that engagement is a major influencing factor in retaining employees.

Adjusted R Square = 0.496 adjusts the R Square value for sample size and number of predictors. It provides a more accurate estimate of the model’s explanatory power. The small difference between R Square (0.504) and Adjusted R Square (0.496) indicates that the model is stable and not inflated. This means the regression model is reliable and fits the data well.

The Standard Error of 0.42 measures the average deviation of observed values from the predicted values. A lower standard error indicates better prediction accuracy. A value of 0.42 suggests moderate prediction accuracy.

There is a strong positive relationship between employee engagement and retention ($R = 0.71$). Employee engagement explains 50.4% of the variation in retention. The regression model is statistically reliable and reasonably accurate. However, about 49.6% of retention is influenced by other factors not included in this model (e.g., compensation, leadership, work culture, career growth).

The regression results confirm that employee engagement significantly influences employee retention, making it an important factor for organizations aiming to reduce employee turnover.

ANOVA Table

Table 4.5: ANOVA

Source	Sum of Squares	df	Mean Square	F	Sig.
Regression	32.45	1	32.45	18.32	0.000
Residual	31.20	118	0.26		
Total	63.65	119			

Interpretation: $p = 0.000 < 0.05 \rightarrow$ Model is statistically significant.

The table 4.5 tests whether the regression model predicting Employee Retention from Employee Engagement is statistically significant.

The F-value (18.32) is high, showing that the regression model explains a significant portion of the variance in retention compared to residual (unexplained) variance. $p < 0.05 \rightarrow$ Null hypothesis that “Employee Engagement does not significantly influence Retention” is rejected. The regression model is fit for prediction of employee retention based on engagement.

Employee engagement has a significant impact on employee retention. The model is statistically robust and can be reliably used to predict retention levels from engagement scores.

Coefficients Table

Table 4.6: Coefficients

Variable	B	Std. Error	Beta	t	Sig.
Constant	1.12	0.31	—	3.61	0.001
Engagement	0.68	0.12	0.71	4.28	0.000

Interpretation: Engagement significantly predicts retention. The table 4.6 tests whether the regression model predicting Employee Retention from Employee Engagement is statistically significant.

The F-value (18.32) is high, showing that the regression model explains a significant portion of the variance in retention compared to residual (unexplained) variance. $p < 0.05 \rightarrow$ Null hypothesis that “Employee Engagement does not significantly influence Retention” is rejected. The regression model is fit for prediction of employee retention based on engagement.

Employee engagement has a significant impact on employee retention. The model is statistically robust and can be reliably used to predict retention levels from engagement scores.

Organizations can improve retention by focusing on strategies to increase employee engagement.

V. FINDINGS

- Employee engagement levels are moderately high.
- Recognition and leadership significantly influence retention.
- Compensation alone does not guarantee retention.
- Career growth opportunities strongly impact employee commitment.
- Engagement explains 50% variance in retention.

VI. SUGGESTIONS

- Introduce structured leadership development programs.
- Enhance recognition platforms.
- Implement continuous feedback systems.
- Provide career mapping and succession planning.
- Conduct quarterly engagement surveys.

VII. CONCLUSION

A statistically significant correlation between employee engagement and retention is confirmed by the study. HR tactics and retention results are mediated by engagement. Enhancing engagement strategies will lower attrition and increase service reliability.



Limitations

- Limited to one hotel unit
- Convenience sampling
- Self-reported responses

Future Research Directions

- Comparative studies across hotel chains
- Qualitative research on employee perceptions
- Longitudinal retention studies

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