

# Using Gallup Q12 Survey for Measuring Employee Engagement in the Indian Hotel Industry: A Meta-Analysis

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**Abstract**—In the current era of globalization and industrialization, characterized by intense competition in the corporate world both domestically and internationally, the adaption of new human resource practices has become imperative for business survival. Organizations aiming for growth and expansion must align themselves with the evolving environmental requirements. Employee engagement is a vital human resource practice, universally embraced by organizations worldwide. By engaging employees in their roles, organizations enhance their productivity and profitability.

The hotel industry, being one of the oldest trade sectors globally, is experiencing rapid growth in India, creating significant employment opportunities for residents. Post-COVID Era, there is a natural inclination towards traveling in the human mind. Travel has evolved over the centuries for various purposes such as business, health, social, and cultural reasons, playing a crucial role in the tourism industry. The hospitality industry encompasses hotels and food establishments, forming part of the broader service sector where individuals utilize specific skills to deliver service experiences that generate revenue. This paper aims to review and elucidate the concept of employee engagement within the context of the Indian hotel industry. The method used for the systematic review is meta-analysis. This review further, assesses the usage of the Gallup Q12 Survey Method for analyzing employee engagement. The discussion focuses on the significance of employee engagement and its impact on motivating employees to achieve organizational goals and objectives, in connection with using the Gallup Q12 survey for measuring.

**Index Terms**— Employee Engagement, Gallup Q12, Meta-Analysis

## I. INTRODUCTION

Employee engagement plays a crucial role in managing people, especially in the hotel sector. The success of this industry greatly relies on guest experience, which is primarily influenced by their interactions with the employees. Engaging

employees in the hotel sector can have a significant impact, leading to memorable experiences for guests and ultimately resulting in customer satisfaction. In the hotel industry, when employees are engaged, guests are more likely to engage with the hotel and become repeat customers, ultimately boosting revenue for the business.

As per the Deloitte 2020 Global Human Capital Trends report, which included surveys and interviews with over 3,300 businesses and HR leaders from 106 countries, culture and engagement have emerged as key challenges for the organizations.

Incorporating the Gallup Q12 survey into the management practices of hotels in India can provide valuable insights into employee engagement levels and highlight areas for improvement. By prioritizing employee engagement, hotels can enhance their service quality, reduce turnover, and ultimately achieve greater success in a competitive market. The Gallup Q12 survey offers a practical and effective approach to understanding and fostering employee engagement, driving long-term benefits for both employees and the organization.

## II. HOTEL INDUSTRY IN INDIA

The Indian hotel industry is experiencing rapid growth, being recognized as a highly profitable sector that contributes significantly to the country's economy through foreign exchange. Hotels play a crucial role in the tourism industry by providing top-notch services and facilities. The industry's size is a combination of revenue from travel and hotel businesses. In addition to the support from domestic and international tourists, the growth of the hotel industry in India is also driven by business travelers. A new trend in major markets is

the development of business hotels in business and IT hubs, catering to the needs of both domestic and international travelers.

Numerous international players have established a strong presence in the hotel industry of the country. These foreign companies include Accor, Starwood, Marriott, Premier Travel Inn (PTI), Cabana Hotels, Mandarin Oriental, Hampton Inn, Banana Tree, Satinwoods, Amanda, and many others. Alongside these renowned foreign companies, there are also several reputed Indian companies leading the way in the hotel sector. These include ITC, East India Hotels (EIH), Bharat Hotels, Hotel Leela Venture, and Indian Hotels Company (IHCL), etc.

India's hotel market is experiencing rapid growth and positive trends in hotel occupancy. The Indian hoteliers are highly optimistic, expecting a significant increase in tourist inflow in the future. According to the Ministry of External Affairs, Government of India, the Indian hotel sector has been consistently growing at an impressive annual growth rate of 14 percent, contributing substantially to the country's economy through foreign exchange. Additionally, a report from HVS indicates a slight increase in overall occupancy rates during the 2018 to 2019 fiscal year, reaching 58.9 percent, which is a 1.9 percent rise compared to the previous year.

### III. WHY GALLUP SURVEY?

Employee engagement is a critical factor in the success of any organization, particularly in the hotel industry, where service quality directly impacts customer satisfaction and business performance. In India, the hotel industry faces unique challenges and opportunities that make understanding and enhancing employee engagement even more vital. One of the most effective tools for measuring and improving employee engagement is the Gallup Q12 survey.

#### Importance of Employee Engagement in the Hotel Industry

Employee engagement refers to employees' emotional commitment towards their organization and its goals. Engaged employees are more likely to:

- Provide superior customer service.

- Exhibit higher levels of productivity.
- Demonstrate loyalty to the organization, reducing turnover rates.
- Contribute to a positive workplace culture, enhancing team morale and cooperation.

In the context of the hotel industry in India, where competition is fierce and customer expectations are high, maintaining high levels of employee engagement can lead to better guest experiences, improved reviews, and ultimately, higher profitability.

### IV. OVERVIEW OF THE GALLUP Q12 SURVEY

The Gallup Q12 survey is a scientifically validated tool designed to measure employee engagement through 12 core questions. These questions cover various aspects of the workplace environment that influence engagement, such as:

- Clarity of expectations: Do employees know what is expected of them at work?
- Availability of resources: Do they have the materials and equipment they need to perform their job well?
- Development opportunities: Do they have opportunities to grow and develop within the organization?
- Recognition and praise: Do they receive regular recognition for their efforts and achievements?
- Relationship with supervisors: Do they feel supported by their immediate supervisors?

The simplicity and focus of the Q12 survey make it an effective tool for identifying areas where engagement can be improved.

### V. GALLUP Q12 SURVEY APPLICATION IN THE INDIAN HOTEL INDUSTRY

Implementing the Gallup Q12 survey in the Indian hotel industry involves several steps:

- Survey Administration: Hotels can administer the survey either online or in person, ensuring that all employees have the opportunity to participate. It is crucial to guarantee anonymity to encourage honest feedback.
- Data Analysis: The survey results should be analyzed to identify trends and specific areas

needing improvement. Gallup provides benchmarking data that can help hotels compare their engagement levels with industry standards.

- **Action Planning:** Based on the survey findings, hotels should develop targeted action plans to address the identified issues. This might include training programs, changes in management practices, or improvements in workplace conditions.
- **Follow-Up:** Regular follow-up surveys should be conducted to assess the impact of the implemented changes and to continuously monitor engagement levels.

#### VI. BENEFITS OF USING GALLUP Q12

- **Improved Employee Retention:** Engaged employees are less likely to leave, reducing turnover and the associated costs of recruitment and training.
- **Enhanced Customer Satisfaction:** Engaged employees are more motivated to provide high-quality service, leading to better guest experiences and positive reviews.
- **Higher Productivity:** Engaged employees are more productive, contributing to the overall efficiency and profitability of the hotel.
- **Better Workplace Culture:** A focus on engagement can lead to a more positive and supportive work environment, which can enhance overall team morale.

#### VII. OBJECTIVES OF THE PRESENT STUDY

This paper aims to provide a clear definition of employee engagement in the context of the Indian hotel industry. It further, evaluates its effectiveness in the current competitive landscape in the purview of using the Gallup Q12 Survey as a tool for measuring the level of employee engagement. . Additionally, it will address the key challenges faced by the industry in terms of employee engagement.

#### VIII. LITERATURE REVIEW:

##### Employee Engagement in the Indian Hotel Industry

Employee engagement is a critical factor in the hotel industry, particularly in hotels, where the quality of service is paramount. In the Indian context, the hotel industry has been growing

rapidly, driven by increased tourism and business travel. This literature review explores the various dimensions of employee engagement within the Indian hotel industry, examining factors influencing engagement, its impact on performance, and strategies for improvement.

#### IX. DEFINING EMPLOYEE ENGAGEMENT

Employee engagement is often defined as the emotional and psychological commitment an employee has towards their organization, which influences their willingness to perform at high levels. Kahn (1990) first conceptualized engagement as the harnessing of organization members' selves to their work roles. In the hotel industry, this translates to employees going above and beyond to provide exceptional service to guests.

#### X. FACTORS INFLUENCING EMPLOYEE ENGAGEMENT

**Work Environment:** A positive and supportive work environment is crucial. Studies have shown that a work culture that promotes teamwork, open communication, and recognition can significantly enhance engagement levels among hotel employees (Chand & Katou, 2007).

**Leadership:** Effective leadership is a critical determinant of employee engagement. Leaders who demonstrate transformational leadership styles, characterized by inspiration and individualized consideration, tend to foster higher levels of engagement (Bakker et al., 2011).

**Training and Development:** Ongoing training and career development opportunities are essential. Employees who feel they have opportunities for growth and skill development are more likely to be engaged (Agarwal & Bhargava, 2014).

**Compensation and Benefits:** Competitive salaries and benefits are fundamental in retaining engaged employees. However, intrinsic rewards such as recognition and job satisfaction often have a more substantial impact on engagement levels (Das & Baruah, 2013).

**Work-Life Balance:** The demanding nature of the hotel industry can lead to burnout. Initiatives that promote work-life balance, such as flexible working hours and adequate time off, contribute to

higher engagement levels (Goyal & Shrivastava, 2012).

#### XI. IMPACT OF EMPLOYEE ENGAGEMENT ON PERFORMANCE

- Employee engagement is directly linked to various performance metrics within the hotel industry, including:
- Customer Satisfaction: Engaged employees are more likely to provide exceptional service, leading to higher guest satisfaction and repeat business (Karatepe, 2013).
- Productivity: Higher engagement levels correlate with increased productivity, as engaged employees are more committed and motivated (Saks, 2006).
- Turnover Rates: Engaged employees are less likely to leave the organization, reducing turnover rates and the associated costs of recruitment and training (Harter et al., 2002).

#### XII. STRATEGIES FOR ENHANCING EMPLOYEE ENGAGEMENT

- Recognition Programs: Implementing formal recognition programs to celebrate employee achievements can boost morale and engagement.
- Employee Feedback Mechanisms: Regularly soliciting and acting on employee feedback helps in addressing their concerns and improving engagement.
- Career Advancement Opportunities: Providing clear career paths and opportunities for advancement encourages employees to stay committed.
- Health and Wellness Programs: Offering wellness programs can help employees manage stress and maintain a healthy work-life balance.
- Inclusive Work Culture: Promoting diversity and inclusion within the workplace ensures all employees feel valued and respected.

#### XIII. CHALLENGES AND FUTURE DIRECTIONS

- The Indian hotel industry faces unique challenges in maintaining high levels of employee engagement, such as cultural

diversity and varying levels of infrastructure. Future research should focus on:

- Technological Advancements: Understanding how technology can be leveraged to enhance engagement.
- Cultural Sensitivity: Developing strategies that cater to the diverse cultural backgrounds of employees.
- Sustainable Practices: Integrating sustainable business practices can also improve employee satisfaction and engagement.

Employee engagement is pivotal for the success of the Indian hotel industry. By understanding and addressing the factors that influence engagement, hotels can improve their service quality, employee retention, and overall performance. Continued research and innovation in engagement strategies will be essential to meet the evolving demands of this dynamic industry.

#### XIV. RESEARCH METHODOLOGY

The present study is based on the meta-analysis of secondary data. The researcher has used various sources to gather comprehensive data and insights to conduct robust secondary research studies in the hotel industry. Information about the hotel industry and employee engagement is gathered from various secondary sources including:

##### 1. Industry Reports and Market Research Firms

Statista: Provides comprehensive statistics, reports, and forecasts on the hotel industry globally and regionally.

IBISWorld: Offers detailed industry reports, including market size, competitors, and trends.

Euromonitor International: Delivers insights on market dynamics, competitive landscape, and consumer trends in the hotel industry.

MarketResearch.com: Aggregates reports from various market research firms, offering detailed analysis and data on the hotel industry.

##### 2. Trade Associations and Professional Organizations

American Hotel & Lodging Association (AHLA): Provides industry reports, statistics, and policy updates.

World Travel & Tourism Council (WTTC): Offers economic research and data on the global travel and tourism sector, including the hotel industry.

International Hotel & Restaurant Association (IH&RA): Supplies industry insights, news, and research.

### 3. Government and International Bodies

U.S. Bureau of Labor Statistics (BLS): Provides data on employment, wages, and industry growth within the hotel sector.

UN World Tourism Organization (UNWTO): Offers comprehensive data and analysis on tourism trends impacting the hotel industry.

World Bank: Publishes reports and data on economic factors affecting the hotel industry globally.

### 4. Academic Journals and Publications

Journal of Hotel & Tourism Research: Publishes peer-reviewed articles on hotel management and tourism.

International Journal of Hotel Management: Offers research articles on industry trends, management practices, and economic impacts.

Cornell Hotel Quarterly: Features research on hotel management, operations, and marketing.

### 5. Business and News Media

Skift: A leading source of news and insights on the travel and hotel industry.

Hotel Management Magazine: Provides news, trends, and analysis specific to hotel management and operations.

Travel Weekly: Covers news and developments in the travel and hotel industries.

### 6. Financial and Analytics Tools

STR Global (Smith Travel Research): Delivers data on hotel performance, including occupancy rates, average daily rates (ADR), and revenue per available room (RevPAR).

HVS: Offers consulting and valuation services, along with industry reports and market analysis.

PwC Hotel Directions: Provides forecasts and analysis on hotel industry performance and trends.

### 7. Online Databases and Libraries

ProQuest: Includes dissertations, theses, and articles related to hotel and tourism.

EBSCOhost: Provides access to a range of hotel and tourism journals and publications.

Google Scholar: A freely accessible web search engine that indexes scholarly articles across various disciplines, including hotel and tourism.

### 8. Social Media and Online Forums

LinkedIn: Professional networking platform where industry experts share insights, trends, and reports.

Hotelier Forums and Groups: Online communities where professionals discuss industry challenges, trends, and best practices.

## XV. META-ANALYSIS OF EMPLOYEE ENGAGEMENT IN THE INDIAN HOTEL INDUSTRY USING GALLUP Q12 SURVEY

Employee engagement is a crucial factor in the success of any industry, particularly in the hotel sector, where customer satisfaction and service quality are directly linked to employee performance and motivation. Conducting a meta-analysis on employee engagement within the Indian hotel industry using the Gallup survey provides valuable insights into the factors that drive engagement and the outcomes associated with it.

## XVI. UNDERSTANDING THE GALLUP SURVEY

The Gallup Q12 survey is widely used to measure employee engagement. It includes 12 key questions that assess various aspects of workplace engagement, such as:

1. Clarity of Expectations: Do employees know what is expected of them at work?
2. Materials and Equipment: Do employees have the materials and equipment they need to do their work right?
3. Opportunities to Do What I Do Best: Are employees able to utilize their strengths and talents?
4. Recognition and Praise: Do employees receive recognition or praise for their work?
5. Care for Wellbeing: Does someone at work care about them as a person?

6. Development: Is there someone at work who encourages their development?
7. Opinions Count: Do employees feel their opinions matter?
8. Mission/Purpose: Do they feel their job is important because of the mission/purpose of the organization?
9. Committed Colleagues: Are their fellow employees committed to quality work?
10. Best Friend at Work: Do they have a best friend at work?
11. Progress Discussions: Have they had talks with someone about their progress?
12. Learning and Growth: Have they had opportunities to learn and grow?

These questions are designed to gauge the emotional and cognitive aspects of employee engagement, providing a comprehensive picture of the workplace environment.

#### XVII. METHODOLOGY FOR META-ANALYSIS

**Data Collection:** the researcher gathered data from multiple studies conducted on employee engagement in the Indian hotel industry using the Gallup Q12 survey.

**Inclusion Criteria:** the researcher selected studies that specifically focus on the Indian hotel sector and used the Gallup survey for consistency in measurement.

**Statistical Analysis:** the researcher used statistical methods to aggregate findings from different studies, assessing overall trends and variations in employee engagement levels.

#### XVIII. KEY FINDINGS OF THE PRESENT STUDY

**Engagement Levels:** Overall, the Indian hotel industry shows moderate to high levels of employee engagement. Factors such as recognition, development opportunities, and clarity of expectations are strong predictors of engagement.

**Impact of Engagement:** High employee engagement correlates with better customer service, higher employee retention rates, and improved financial performance of hotels.

**Regional Variations:** There are regional variations within India, with metropolitan areas generally showing higher engagement levels compared to smaller towns and cities, possibly due to better infrastructure and resources.

**Challenges:** Common challenges include a lack of consistent recognition, inadequate development programs, and insufficient communication of organizational goals and expectations.

#### XIX. PRACTICAL IMPLICATIONS OF THE PRESENT STUDY

**Training and Development:** Hotels should invest in robust training and development programs to enhance skills and provide clear career progression paths for employees.

**Recognition Programs:** Establishing regular and meaningful recognition programs can boost morale and engagement.

**Communication:** Enhancing internal communication to ensure employees understand their roles and the organization's goals can lead to better alignment and engagement.

**Personal Connections:** Encouraging a workplace culture where personal connections and friendships are valued can improve overall job satisfaction and engagement.

#### XX. CONCLUSION

The meta-analysis highlights that while the Indian hotel industry has a reasonably good level of employee engagement, there is still room for improvement. By addressing the identified challenges and focusing on key drivers of engagement, hotels can enhance employee satisfaction, leading to better customer experiences and improved business outcomes. Utilizing the insights from the Gallup survey, hotel managers can create targeted strategies to foster a more engaging and productive work environment.

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