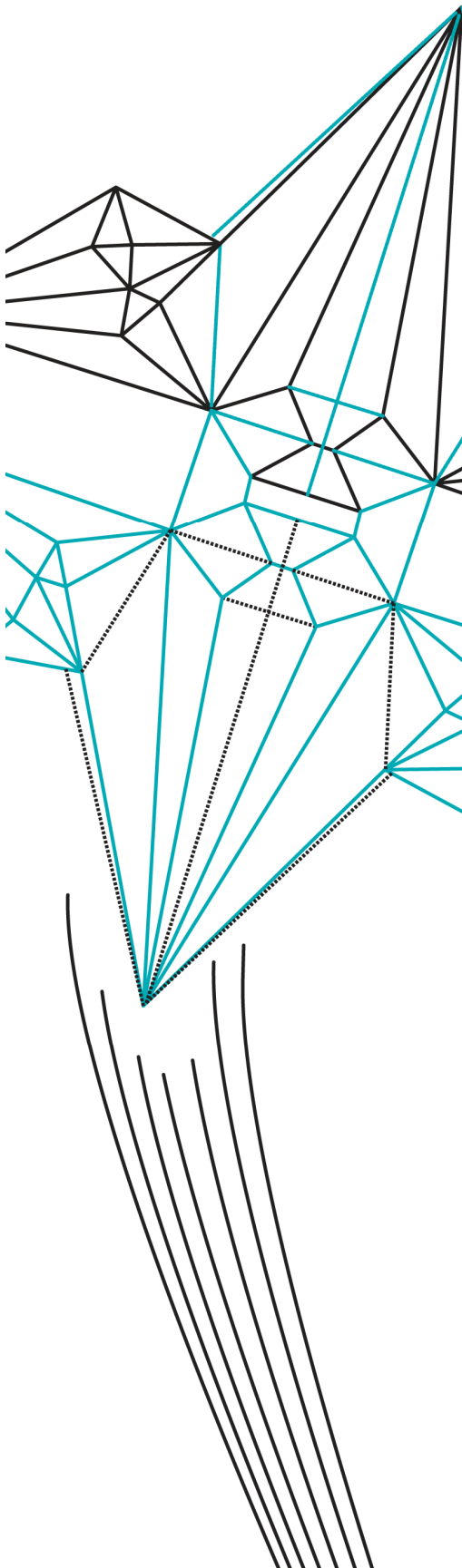


MASTER THESIS



# ESTABLISHING EMPLOYEE ENGAGEMENT WITHIN A DUTCH HOTEL

Milou M.P. Habraken

SCHOOL OF MANAGEMENT & GOVERNANCE  
MSC BUSINESS ADMINISTRATION

**EXAMINATION COMMITTEE**

Dr. Ir. J. de Leede  
Prof. Dr. C.P.M. Wilderom

UNIVERSITY OF TWENTE.

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## **Preface**

This research report has been written to finish my Master Business Administration, track service management, at the University of Twente. With great pleasure I conducted my research at hotel X and would therefore like to thank the organisation, and its employees, for their participation and hospitality.

Further I would like to express my gratitude to Dr. J. de Leede for his support, valuable advice and critical comments during the research process. Thanks also go to Prof. Dr. C.P.M. Wilderom for believing in the assignment, making this research possible, and for the insights that she provided during the green-light appointment.

Milou Habraken

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## Summary

This research focuses on the emerging construct of employee engagement within a Dutch hotel. Recently, a new management has taken over the running of the hotel under study; launching with them a new look and fresh approach towards the business. Building on the already implemented changes, management now strives to create an organisation which is engaged; where the employees are satisfied, passionate and proud of working for the organisation and therefore willing to invest discretionary effort. To help with the establishment of an engaged workforce, in other words employee engagement, the management of hotel X wants to carry out a research among its staff. Therefore, besides the objective to discover the important drivers of employee engagement, a second aim of the study is to obtain an employee perspective on the discovered variables. The final research objective is to determine the associations between the variables under study and the employee engagement construct. From the aforementioned text, the following central research question is formulated:

*How to establish engaged employees at hotel X?*

To answer the proposed research question a literature study is conducted to first of all define the term employee engagement. By so doing an understanding of what the topic of the paper implies is provided. Secondly, literature models as well as models developed by consulting organisations are analyzed for the identification of the general antecedents (drivers) of employee engagement. Since the term employee engagement is still a relative recent construct both viewpoints are examined so as to gain insights and obtain contributions from practice, in addition to the academic data. The studied literature models are the Job Demands-Resource (JD-R) model and Alan M. Saks model. The examined consulting models on the other hand originate from the following three organisations: Aon Hewitt, Burke and the Institute for Employment Studies (IES).

The gathered antecedents to employee engagement however provided a too long a list to be able to investigate them all. Therefore semi structure interviews are carried out to find out which antecedents of employee engagement are important to hotel X. This process resulted in the decision to study the following antecedents of engagement: *social climate, supervisor relationship, the job characteristics autonomy & skill variety, organisational goal information, organisation wide information, own work information, organisational goal participation, organisation wide participation, own work participation, learning opportunities, career opportunities, service vision, customer treatment and innovative climate.*

Since the focus of study 2 is to obtain an employee perspective, insights are gained, via an online questionnaire, on how employees at hotel X currently experience the above mentioned antecedents and what their wishes or suggestions considering these variables are. By performing a correlation analysis on the acquired data, information is obtained on whether associations exist between the term employee engagement and the antecedents under study. The results of the correlation analysis indicated that the following antecedents have a significant, weak to moderate, positive association with the employee engagement construct: *social climate, supervisor relationship, the job characteristic skill variety, organisational goal information, organisation wide information, own work information, service vision and innovative climate.*

To establish engaged employees at hotel X the above mentioned antecedents should receive attention. However, the findings from the correlation analysis also demonstrated that the remaining seven variables are indirectly associated with the variable employee engagement. Making them of higher importance to the establishment of employee engagement than when no associations would have been found. Based on this conclusion several recommendations are given to the hotel under study. These recommendations contain the following:

Management is recommended to implement improvements in the distribution of information, for the survey results showed that an overarching problem within this issue is the lack of enough and clear information and communication. Further management is recommended to solve the existing imperfections concerning the amount of skill variety. Besides management, immediate supervisors and also the employees are advised to devote more attention to the amount of recognition that people receive from each other. Additionally management as well as immediate supervisors are advised to become more aware of the relationships that exist among staff. Regarding the innovative climate the given advice towards management is to keep up the good work. However, improvements are still possible and addressing them would be recommended considering the current economic situation. Management is further recommended to improve the aspiration of providing quality service among its employees, especially within students and weekend forces. Finally, due to the indirect associations that are found management is also advised to address existing problems within these variables.

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# 1. Introduction

In this chapter several aspects are addressed to give insights into the setting and starting point of this research. To provide an understanding of the research setting, general information about the hotel industry and the company itself, hotel X, are presented in section 1.1. In section 1.2 a description of the research motive is given. Thereafter, the research objectives and the research question are formulated in section 1.3. The relevance of this research is discussed in section 1.4 and finally the outline of this thesis is discussed in section 1.5.

## 1.1 Research setting

Hotel X, a former textile family estate, became property of a management and investment company in 1995. Over the years, the mansion and its 14 acres of land transformed into the four star hotel it is now known for; run, since November 1, 2010, by a new management. The hotel offers 17 junior rooms, 43 royal rooms, 2 junior suits and 2 royal suits as well as the following facilities: restaurant / vineyard / wellness centre with indoor pool, sauna, Turkish bath and rooms for various beauty treatments / rooms for business or private meetings and events / 2 tennis courts. The property provides many reasons for a visit and regardless of the reason for the stay guests will always be surrounded by personal attention, comfort and luxury. Further, the hotel is located in Twente, the Netherlands, and is positioned among beautiful forestry nature, giving guests the feeling of being far away from civilization.

### 1.1.1 Hotel sector in the Netherlands

In the Netherlands, the term 'hotel' can only be used by lodging accommodations having at least a one star classification (Hoogendoorn & Lardenoye, 2011). The classification process is conducted by the Nederlandse Hotel Classificatie (NHC); classifying each hotel into one of the five star categories based on basic and optional standards (Hotelsterren, n.d.). In 2011, the majority of the 2,192 hotels in the Netherlands, comprising 94,927 rooms, belonged to the three and four star segment; table 1.

Research on the chain degree in the Dutch hotel market, conducted by Hoogendoorn & Lardenoye (2011), indicated that 30 national and 20 international hotel chains (appendix A) are active in the Netherlands; together providing a total of 559 hotels and 57,814 rooms. When the hotels related to a hotel chain are compared with the total number of classified hotels the result shows that 26% of the hotels in the Netherlands are tied to a hotel chain. However, comparing the number of room's results in a chain degree up to 61%. Thus, of all the Dutch hotel rooms only 39% are still independent of an overarching chain, a number which is significantly lower than the European average (63% independent - chain degree of 37%); table 2.

**Table 1: Composition hotel market 2011**

Source: HINC; Bedrijfschap Horeca & Catering (2012)

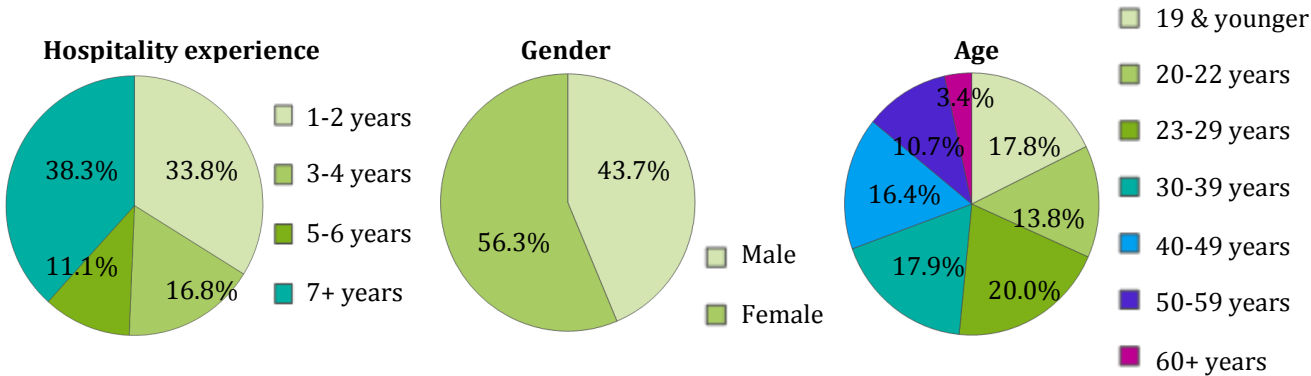
	# Hotels	# Rooms
5*	24	4,824
4*	524	48,508
3*	980	32,015
2*	443	7,052
1*	221	2,528
1-5*	2,192	94,927

**Table 2: Chain degree 2011**

Source: Hoogendoorn & Lardenoye (2011) & Otus Analytics (2012)

	# Hotels		# Rooms	
	Dutch	EU	Dutch	EU
Chain hotel market	559	15,860	57,814	1,985,000
Hotel market	2,192	-	94,927	5,400,000
Chain degree	26%	-	61%	37%

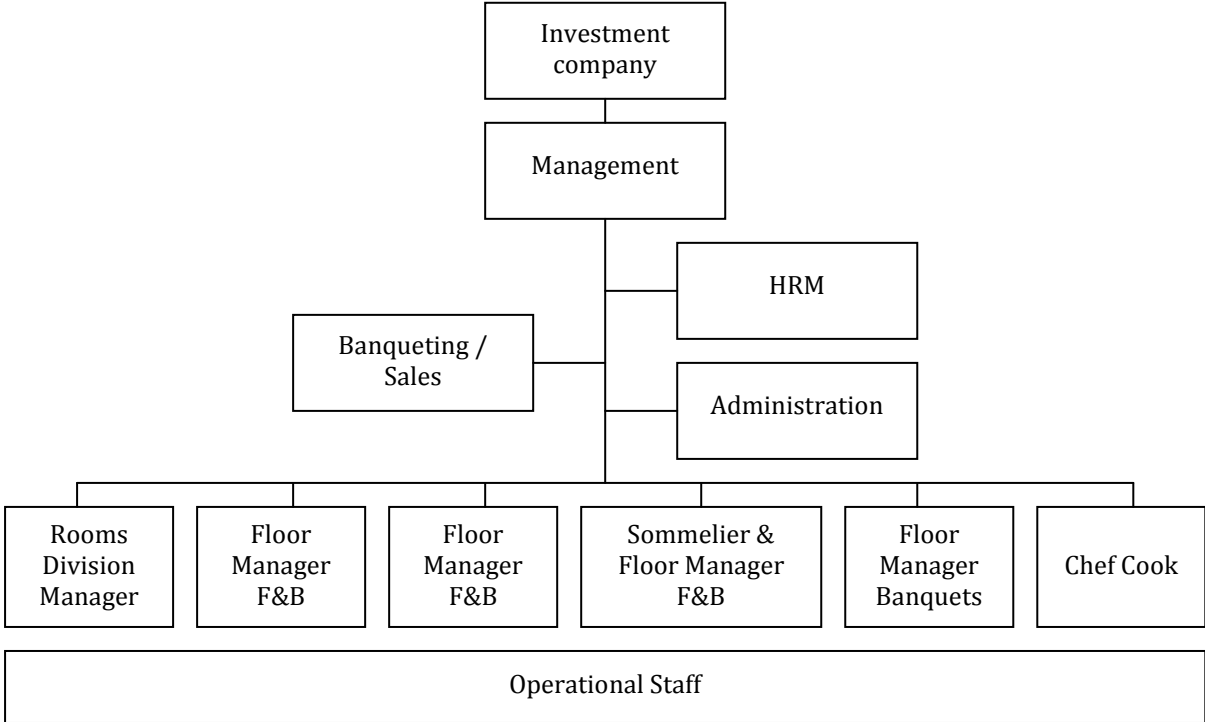
Looking at the workforce, the Dutch hotel sector counted 62,970 employees (on payroll) in 2011. Given the fact that women dominate the service sector in Europe (International Labour Office, 2011) it is not surprising that the majority of the 62,970 Dutch hotel sector employees are female (56.3%). Beside the majority of females most of the 62,970 employees working in the hotel sector have a hospitality experience of 4 years or less (50.6%). Finally, the majority of the workforce within hotels in the Netherlands is 23 to 29 years old. However, the other age groups, except the 60+ group, do not deviate far from the 23-29 age group percentage; figure 1.



**Figure 1: Hospitality experience, gender and age of Dutch hotel sector employees (on payroll) in 2011**  
*Source: HINC – Bedrijfschap Horeca & Catering (2012)*

1.1.2 Organisational structure of hotel X

Considering the high chain degree, compared to the European average, within the Dutch hotel industry, the company under study in the present research still holds a unique position. Although the company belongs to a management and investment company, it can operate and function more independently compared to hotels belonging to a hotel chain.



**Figure 2: Organisational chart of hotel X**  
*Source: Information from the organisation*

As the organisational chart of hotel X shows (figure 2), the company is owned by the investment company but managed by the new management. Figure 2 further indicates that, besides the common human resource, food & beverage, finance and sales department, the typical hotel department of housekeeping is absent in the hotel under study. This is due to the fact that the housekeeping components are being outsourced to an external company; during the conducted research the decision to convert the housekeeping department into an internal department was made and implemented.

## **1.2 Research motive**

Since the new management took over the running of hotel X many changes have taken place. For instance, the existing Anglo-Saxon appearance, with its Scottish check pattern and paintings of fox hunts and horse races, had to make room for a new style. As a result, hotel and meeting rooms, the lounge and the restaurant have been renovated so that it provides an ambiance that is pure and authentic, radiates warmth and security and is relaxing. Besides the physical aspects, the new management also adapted the core values of the company; introducing concepts such as 'casual', 'domestic' and 'warmth'. To build on the already implemented changes, conducted to launch a new and fresh approach towards the business of hotel X, the new management now strives to create an organisation which is engaged; where the employees are satisfied, passionate and proud of working for the organisation and therefore willing to invest discretionary effort.

The description of the current goal of the new management corresponds with the construct of *employee engagement* (see section 2.1 for a detailed explanation and definition of the term). The term employee engagement has only recently emerged as a topic of interest, however, in a variety of academic disciplines increases of scholarly interest in the construct are reported, leading to an intensification of conversations, discussions and research on employee engagement (Shuck & Reio, 2011). The rise of the term employee engagement is not surprising given the fact that many studies have found positive relationships between employee engagement and important business outcomes. Shuck & Reio (2011), based on different authors, for example mention that fully engaged employees are more customer focused, productive, less likely to turnover, demonstrate higher levels of affective commitment and discretionary effort and generate significantly higher levels of revenue and therefore contribute considerably to gaining and sustaining competitive advantage. Markos & Sridevi (2010) state that studies have found positive relationships between employee engagement and the following organisational performance outcomes: employee retention, productivity, profitability, customer loyalty and safety. Markos & Sridevi (2010, p.92) also mention that "researches also indicate that the more engaged employees are, the more likely their employer is to exceed the industry revenue growth". Further, Wefald, Reichard & Serrano's (2011, p.533) study results show that "employees with high levels of engagement in their work are more likely to be committed to the organisation, satisfied with their job and perform at higher levels than those who have low levels of work engagement". From these research results it is obvious that employee engagement matters.

To help with the establishment of a satisfied, passionate and proud workforce, in other words employee engagement, the management of hotel X wants to conduct a research among its staff. Since creating an organisation with satisfied, passionate and proud employees won't work without the sincere dedication and performance of the employees, acquiring knowledge from the employees and, involving them in the change process is a wise move. Or as Kotter &

Schlesinger (2008, p.135) state “when change initiators believe they do not have all the information they need to design and implement a change, or when they need the wholehearted commitment of others to do so, involving others makes very good sense”. Further, Hayes (2010, p.203) mentions that “[...] participation and involvement can also produce better decisions because of the wider input and can help sustain the change once implemented because of a greater sense of ownership”.

### **1.3 Research objectives & research questions**

As mentioned in section 1.2, the new management of hotel X strives to create an organisation which is engaged; where the employees are satisfied, passionate and proud of working for the organisation and therefore willing to invest discretionary effort. Therefore the central research question in this research is:

*How to establish engaged employees at hotel X?*

To help achieve this goal the research, described in this paper, deals with the topic of employee engagement. The first objective of the research is to discover the important antecedents of employee engagement. A second objective is to obtain an employee perspective on the discovered antecedents as well as determine the associations between those variables and the employee engagement construct. To aid the answering of the above listed main question and the execution of the stated objectives the following sub questions are formulated:

1. How is the employee engagement construct defined?
2. What are the general antecedents of employee engagement?
3. Which antecedents are identified by the employees of hotel X?
4. How do the employees currently experience the identified antecedents?
5. Which adjustments or changes are necessary?

### **1.4 Relevance of the research**

The conducted research is based on social relevance as well as scientific relevance which will both be described in this section.

#### **1.4.1 Social relevance**

Numerous studies identify the positive results between employee engagement and important business outcomes (Markos & Sridevi, 2010; Shuck & Reio, 2011; Wefald, Reichard & Serrano, 2011). Considering these benefits, the fact that the management of the organisation under study wants to establish an engaged workforce makes sense.

The present study aims to provide the company with recommendations to assist the creation of an engaged workforce by investigating the antecedents of employee engagement and the employee’s perception of them. The results thus helps the hotel in their goal of creating an organisation which is engaged; where the employees are satisfied, passionate and proud of working for the organisation and therefore willing to invest discretionary effort.

### 1.4.2 Scientific relevance

As previously mentioned the term employee engagement has only recently emerged as a topic of interest, leading to the still non existents of a universal definition for the construct of employee engagement (Serrano & Reichard, 2011; Shuck & Reio, 2011). This paper will not add to the current discussion on the definition of employee engagement but provides insights into the antecedents of the construct within the, scarcely studied, setting of the Dutch hotel industry.

Since, as stated before, the term employee engagement is positively linked to many organisational performance outcomes, creating an engaged workforce is something that each organisation should consider especially within the hard working and customer centred world of the hotel industry. The results of this research can therefore be used for further investigation or development of the antecedents of employee engagement in other hotels or other business sectors.

### **1.5 Outline of the thesis**

The following chapter presents a literature study to provide insights in the term employee engagement and identify its antecedents. In chapter 3 the research design, research methodology and data analysis will be discussed. Chapter 4 contains the results from both study 1, the qualitative part, as well as study 2, the quantitative part of the research. In chapter 5 an answer will be given to the main research question and recommendations will be provided. Chapter 5 ends with a brief section in which future opportunities will be addressed and a section on the limitations of this research.

## 2. Literature study

As was visible in the previous chapter, various research results clearly indicate that employee engagement matters. In order to develop an engaged workforce and, hence, gain the benefits, it is important to find out what the antecedents to employee engagement are. This chapter therefore aims to identify which factors are, generally, positively related to employee engagement.

### 2.1 Employee engagement

Before determining the factors that are positively related to employee engagement, first of all, the term employee engagement will be defined. Providing an understanding of what the topic of the paper implies.

For the term employee engagement, no universal definition exists yet, as can be concluded from the following statements: “given the relative recency of the construct, researchers have not yet agreed on a single definition or model” (Serrano & Reichard, 2011, p.177), “as is the case with most constructs in the early phases of development, employee engagement lacks a certain level of consistency in definition and application across fields” (Shuck & Reio, 2011, p.420).

According to Shuck & Wollard (2010, p.93-94) “the first mention of employee engagement in the academic literature comes from Kahn’s conceptualization”. In 1990, William Kahn, with his work on personal engagement and disengagement at work, was the first to tackle the engagement construct and bring it into the workplace (Serrano & Reichard, 2011). He conceptualized that personal engagement at work occurs when one is able to express their preferred self; “personal engagement is the simultaneous employment and expression of a person’s “preferred self” in task behaviours that promote connections to work and to others, personal presence (cognitive, emotional and physical), and active, full role performances” (Kahn, 1990, p.700). The three components that Kahn mentions, cognitive, emotional and physical, are currently still applied in explaining the engagement term. May, Gilson & Harter (2004) for example measured engagement by distinguishing between a cognitive component (e.g. “performing my job is so absorbing that I forget about everything else”) an emotional component (e.g. “I really put my heart into my job”) and a physical component (e.g. “I exert a lot of energy performing my job”) (Bakker, Hakanen, Demerouti & Xanthopoulou, 2007). Further, Saks (2006, p.602) defines engagement as “a distinct and unique construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance” and Shuck & Reio (2011) offer a conceptual framework that suggests that the engagement construct consists of the previous mentioned facets. Cognitive engagement is here described as “revolving around how an employee thinks about and understands his or her job, company, and culture and represents his or her intellectual commitment to the organisation”, emotional engagement as “revolving around the emotional bond one feels toward his or her place of work and represents a willingness to involve personal resources such as pride, belief and knowledge” and behavioural engagement is understood as “increased levels of discretionary effort” (Shuck & Reio, 2011, p.422-423).

Another view on engagement is related to research on workplace burnout. Maslach & Leiter (1997) for instance assume that engagement is “characterized by energy, involvement, and efficacy which are considered the direct opposites of the three burnout dimensions exhaustion, cynicism, and lack of professional efficacy, respectively” (Schaufeli, Salanova, González-Romá & Bakker, 2002, p.73). Schaufeli et al. (2002, p.74) however, consider burnout and engagement as

independent constructs (not opposite of the same continuum); defining engagement as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption”. “Vigor is characterized by high levels of energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence even in the face of difficulties [...] dedication is characterized by a sense of significance, enthusiasm, inspiration, pride, and challenge [...] absorption, is characterized by being fully concentrated and deeply engrossed in one’s work, whereby time passes quickly and one has difficulties with detaching oneself from work” (Schaufeli et al., 2002, p.74-75).

Further, other authors define the construct of engagement as follows: “employee engagement refers to the individual’s involvement and satisfaction with as well as enthusiasm for work” (Harter, Schmidt & Hayes, 2002; in Shuck & Wollard, 2010, p.96) and Czarnowsky (2008) defines engaged employees as “employees who are mentally and emotionally invested in their work and in contributing to their employer’s success” (Shuck & Wollard, 2010, p.97).

Besides the non existence of a clear definition for employee engagement in academic literature, the lack of a universal definition also exists among consulting organisations in the human resource area (Markos & Sridevi, 2010, p.90):

- Perrin’s Global Workforce Study (2003) uses the definition “employees’ willingness and ability to help their company succeed, largely by providing discretionary effort on a sustainable basis.”
- Robinson, Perryman & Hayday (2004, Institute for Employment Studies) define employee engagement as “a positive attitude held by the employee towards the organisation and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organisation. The organisation must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.”
- Gallup organisation defines employee engagement as “the involvement with and enthusiasm for work”.
- Aon Hewitt defines engagement as “the state of emotional and intellectual involvement that motivates employees to do their best work”; they represent the term in a model depicted in figure 3 (Aon Hewitt, 2012, p.5)



**Figure 3: Aon Hewitt’s engagement model**

*Source: Aon Hewitt (2012)*

Despite the many variations in the definition of (employee) engagement, commonalities within the previous outlined work do exist. For example, Macey & Schneider (2008) suggest that, regardless of the source, all definitions of engagement in essence depict the term as “a ‘desirable condition’ that has an organisational purpose and ‘connotes involvement, commitment, passion, enthusiasm, focused effort and energy, so it has both attitudinal and behavioural components’” (Robertson-Smith & Markwick, 2009, p.15). Also, although the labels of the engagement components differ (cognitive, emotional and physical/behavioural versus vigor, dedication and absorption), similarities within the operationalization of the components are present (Bakker et al., 2007). Finally, Shuck & Wollard (2010), through the process of synthesizing definitions, understanding the historical contexts, and conceptual frameworks of employee engagement, propose an emergent definition of employee engagement: “an individual employee’s cognitive, emotional, and behavioural state directed toward desired organisational outcomes” (Shuck & Wollard, 2010, p.103).

## **2.2 Uniqueness of the construct**

Questions have been raised over whether or not employee engagement is a unique concept, or just a rebranding of existing constructs. Therefore this section will explore the overlap between employee engagement and the concepts of job satisfaction, commitment, job involvement and organisational citizenship behaviour (OCB).

### 2.2.1 Job satisfaction

Job satisfaction, or employee satisfaction, can quite simply be defined as “how content or satisfied employees are with their jobs” (CustomInsight, 2013). While some authors equate employee engagement with employee satisfaction many others suggest that engagement is broader than, or even distinct from, satisfaction (Robertson-Smith & Markwick, 2009).

Koscec (2003) for instance claims that “satisfaction is a passive employee state, whilst engagement is an active state”, corresponding to this Perelman (2007) claims that “the difference lies in the exertion of discretionary effort, suggesting that a satisfied employee will not go the extra mile to get the job done, whilst an engaged employee doesn’t think twice before pulling out all of the stops” (Robertson-Smith & Markwick, 2009, p.49-50). The consulting company Gallup proposes the following connection between engagement and satisfaction: ‘employee engagement may be the ultimate expression of employee satisfaction’. However, Gallup also indicates a clear distinction for they argue that “satisfaction is often not directly related to performance and business outcomes, whilst engagement can predict satisfaction and other business outcomes” (Robertson-Smith & Markwick, 2009, p.49). Further, Macey & Schneider (2008) indicate that “although someone may be satisfied with their job, this does not necessarily mean they are engaged (Robertson-Smith & Markwick, 2009, p.50).

### 2.2.2 Commitment and job involvement

Simply put commitment can be viewed in terms of feelings of obligation or emotional attachment. The term can however also be viewed as a multidimensional construct consisting, according to O’Mally (2000), of the following five factors: affiliative-, associative-, moral-, affective- and structural commitment (Robinson, Perryman & Hayday, 2004). Job involvement on the other hand refers to “the psychological and emotional extent to which you participate in your work, profession and company beyond simply punching in, performing your task and punching out” (Houston Chronicle, 2013).



A study conducted by Hallberg & Schaufeli (2006), to determine whether a measure of work engagement could discriminate against measures of job involvement and organisational commitment, found that the mentioned concepts represent three distinct constructs and reflect different aspect of work attachment (Robertson-Smith & Markwick, 2009). Robertson-Smith & Markwick (2009) conclude that “overall, findings from existing research suggest that organisational commitment and job involvement may be encapsulated within the concept of engagement, and may result from engagement. Alternatively, engagement may share some characteristics of organisational commitment and job involvement, but have distinct elements such as the emotional and physical elements that are not found in job involvement, and the absorption and self-expression lacking in organisational commitment” (Robertson-Smith & Markwick, 2009, p.51).

### 2.2.3 Organisational citizenship behaviour (OCB)

Many different forms of organisational citizenship behaviour (OCB) have been defined. Podsakoff et al. (2000), in their review of the subject, detail 30 behaviours which are classified into seven themes: helping behaviour, sportsmanship, organisational loyalty, organisational compliance, individual initiative, civic virtue and self-development (Robinson, Perryman & Hayday, 2004, p.42-43). Regarding the link between employee engagement and OCB, Robertson-Smith & Markwick (2009, p.51) mention that “there is a very strong relationship between OCB and engagement, with both focusing upon going the extra mile beyond what is expected”.

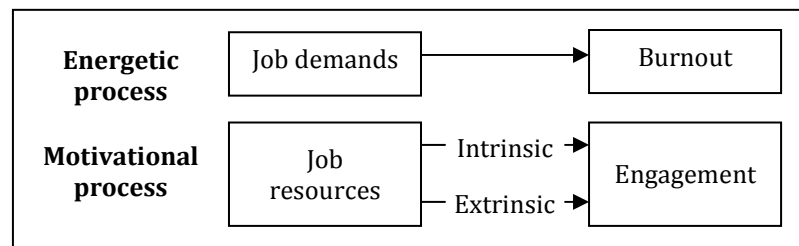
## **2.3 Engagement models**

For identifying the general antecedents of employee engagement, literature models as well as models developed by consulting organisations will be analyzed. Since the employee engagement construct is still relative recent, both literature and consulting models will be examined so as to gain insights and obtain contributions from practice, in addition to the academic data.

### 2.3.1. Literature

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

The Job Demands-Resources (JD-R) model originates from research on workplace burnout and proposes two processes: job demands lead to burnout, the energetic process, and job resources lead to engagement, the motivational process; figure 4



**Figure 4: JD-R model**

Based on Demerouti et al. (2001) and Schaufeli & Bakker (2004a)

(Demerouti, Bakker, Nachreiner & Schaufeli, 2001; Schaufeli & Bakker, 2004a). The variables job demands and job resources are respectively defined as “those physical, social or organisational aspects of the job that require sustained physical or mental effort and are therefore associated with certain physiological and psychological costs” and “those physical, psychological, social or organisational aspects of the job that may do any of the following: (a) be functional in achieving work goals; (b) reduce job demands at the associated physiological and psychological costs; (c) stimulate personal growth and development” (Demerouti et al., 2001). Subsequently, the energetic process implies a process “of overtaxing and wearing out in which high job demands exhaust the employee’s energy backup” (Schaufeli & Bakker, 2004a, p.296) while the second

process, which is motivational in nature, assumes that job resources have motivational potential and lead to engagement. The motivational process, further, operates through two different channels, for job resources may either play an intrinsic or an extrinsic motivational role. According to Schaufeli & Bakker (2004a) job resources play an intrinsic motivational role because they fulfil basic human needs and play an extrinsic motivational role because they are instrumental in achieving work goals. So, “in either case, be it through the satisfaction of basic needs or through the achievement of work goals, the outcome is positive and engagement [...] is likely to occur” (Schaufeli & Bakker, 2004a, p.298).

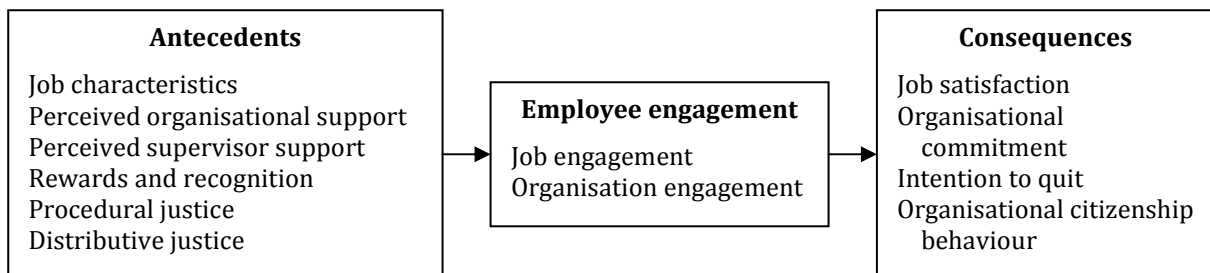
In accordance with the motivational process, several studies have shown a positive relationship between job resources and engagement; each providing the, sought after, antecedents to employee engagement through their conceptualisation of the term ‘job resources’. Within the Job Demands-Resources (JD-R) model, the motivational process therefore identifies the general drivers of employee engagement. Demerouti et al. (2001), for example, conducted a study among employees from three different occupational fields: human services (teachers and nurses), industry (assembly line workers in manufacturing industries and photo prints and control room operators from the chemical industry) and transport (air traffic controllers). The results of the study indicate that the following job resources are negatively related with disengagement: performance feedback, rewards, job control, participation, job security and supervisor support. Further, Schaufeli & Bakker (2004a), found evidence for a positive relationship between three job resources (performance feedback, social support and supervisory coaching) and engagement among employees from four different Dutch service organisations: an insurance company, a pension fund company, an Occupational Health and Safety Service and a home-care institution. Hakanen, Bakker & Schaufeli (2006) replicated Schaufeli & Bakker’s (2004a) study among a sample of over 2000 Finnish teachers. The results from this study “showed that job control, information, supervisory support, innovative climate and social climate were all related positively to engagement” (Bakker, Schaufeli, Leiter & Taris, 2008, p.191). Bakker et al. (2008, p.191-192) also reports the results of the following studies:

- In a sample of women managers and professionals employed by a large Turkish bank, Koyuncu, Burke & Fiksenbaum (2006) examined potential antecedents and consequences of engagement. Results showed that particularly job control, rewards and recognition and value fit were significant predictors of engagement.
- Mauno, Kinnunen & Ruokolainen (2007) conducted a 2-year longitudinal study to investigate the antecedents of engagement among Finnish health care personnel. The results indicate that job control and organisation-based self-esteem proved to be the best lagged predictors of engagement.
- Schaufeli, Bakker & Van Rhenen’s (2009) study among managers and executives of a Dutch telecom company showed that, after controlling for baseline engagement, increases in social support, autonomy, opportunities to learn & develop and performance feedback were positive predictors of Time 2 engagement.

#### *Alan M. Saks model*

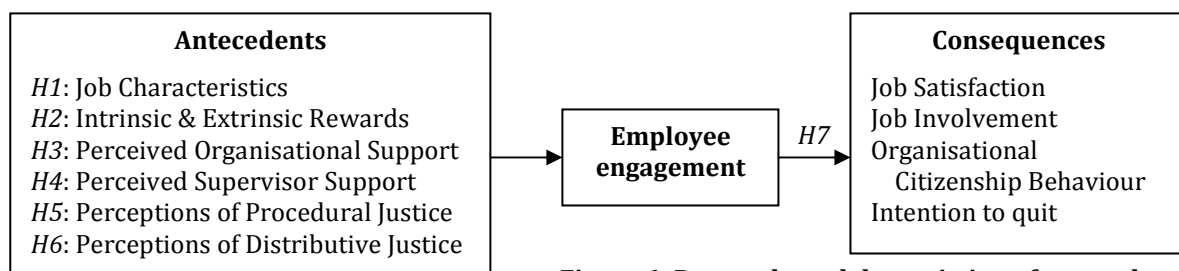
According to Shuck & Wollard (2010, p.97), the study conducted by Saks was the “first explicit research to test antecedents and consequences to employee engagement in the academic literature”. In contrary to the Job Demands-Resources (JD-R) model, Saks model specifically focuses on the construct of employee engagement instead of looking at the construct through a burnout perspective. Saks model even distinguishes between two types of employee

engagement: job engagement and organisation engagement. Based on the work of Kahn (1990), which states that meaningfulness, safety and availability are associated with engagement, and the work of Maslach, Schaufeli & Leiter (2001), where workload, control, rewards and recognition, community and social support, perceived fairness and values lead to engagement, Saks (2006) identifies the following potential antecedents of engagement: job characteristics (autonomy, task identity, skill variety, task significance and feedback), perceived organisational support, perceived supervisory support, rewards & recognition, procedural justice and distributive justice; figure 5.



**Figure 5: A model of the antecedents and consequences of employee engagement**  
Source: Saks (2006)

To test the model depicted in figure 5, Saks conducted a study among 102 employees working in a variety of jobs and organisations. The study results indicate that job characteristics and organisational support are significant predictors of employee engagement and procedural justice approached significance. A research performed by Ram & Prabhakar (2011) among 310 respondents from the Jordanian hotel studied a relative similar model (figure 6). However, all the antecedent hypotheses from Ram & Prabhakar's (2011) study are accepted; thus these results do confirm the positive effect of job characteristics, intrinsic & extrinsic rewards, perceived organisational support, perceived supervisor support, perceptions of procedural justice and distributive justice on employee engagement.



**Figure 6: Research model, consisting of antecedents and consequences of employee engagement**  
Source: Ram & Prabhakar (2011)

### 2.3.2. Consulting organisations

When considering the antecedents of the employee engagement construct, consulting organisations may not be ignored for, according to Markos & Sridevi (2010, p.90), "most references relate employee engagement to survey houses and consultancies". Indeed, many consulting organisations are active within the employee engagement construct, as the long list, in Robertson-Smith & Markwick (2009) paper, of engagement definitions by such institutions illustrates. Robertson-Smith & Markwick (2009, p.11) even go so far as stating that "the majority of definitions of employee engagement are found in the consultancy literature". Therefore the

work of consulting organisations is important and will also be looked at in the search for the, general, antecedents of employee engagement.

Unfortunately, however, not all consulting organisations offer a clear framework or model of engagement drivers. Therefore this paper views the work of three institutions (Aon Hewitt, Burke and the Institute for Employment Studies) which do present a model that displays the antecedents that can potentially drive employee engagement.

### *Aon Hewitt*

Aon Hewitt is part of the bigger Aon plc group and claims to be “among the world’s top global human capital and management consulting firms, providing a complete array of consulting, outsourcing and insurance brokerage services” (Aon Fact Sheet, 2012; About Aon, 2013).

Besides the individual state of engagement, presented in figure 3, Aon Hewitt’s engagement model also examines organisational antecedents, which is a critical part of Aon Hewitt’s model for “understanding an organization’s engagement level is of little value without knowing what actions will be most effective in increasing engagement” (Aon Hewitt, 2012, p.6). Therefore Aon Hewitt’s employee engagement model, “tested and validated by over 15 years of research on millions of employees across a variety of companies and industries and across Asia Pacific, Europe, Latin America and North America”, further shows that there are 22 organisational antecedents (six categories) that can potentially drive an individual’s engagement; figure 7 (Aon Hewitt, 2012, p.6). A key assumption that Aon Hewitt’s engagement model proposes is the fact that the defined engagement drivers are interrelated. The drivers thus do not operate in isolation, as is depicted in figure 7 by the connecting lines.



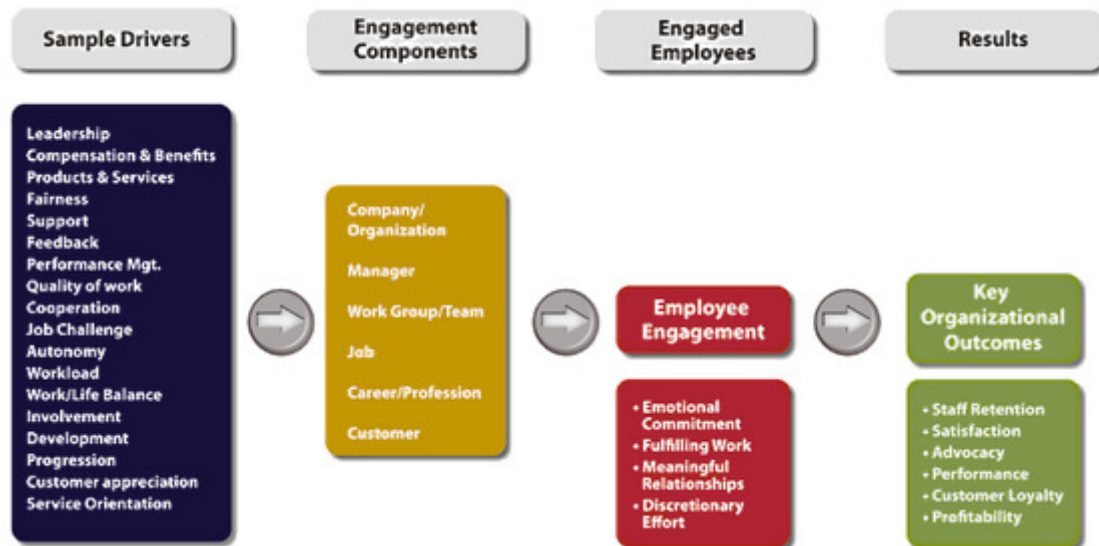
**Figure 7: Aon Hewitt's engagement drivers**

*Source: Aon Hewitt (2012)*

### *Burke*

Burke claims to be “one of the premier international research and consulting firms in the world” and is 100% employee owned (About Burke, 2011). Since the early 1990’s the company has been conducting employee research, moving the focus, in accordance with the trend, from satisfaction to commitment to engagement (EERM, 2011). In the year 2000 the company even formed the employee engagement and retention management practice area. Burke’s employee engagement and retention management practices are “aimed at better understanding, enriching, and continually building our knowledge of employee engagement and retention” (Employee engagement, 2012). The fact that one of the company’s primary areas is employee engagement and retention seems to indicate that the topic of employee engagement receives specific

attention at Burke's. Through extensive research using qualitative as well as quantitative assessment methods, the company identified the top influencers of engagement and developed Burke's engagement model which comprises six components: company, manager, work group/team, job, career and customers (Employee engagement model, 2011). Besides the six engagement components, Burke's engagement model also shows various sample drivers of employee engagement; figure 8. The model mentions the term sample drivers, instead of drivers, for the company states that "our research shows that the drivers of engagement vary across industry and organisation and even within organisation by function, job type and individual employee characteristics such as job tenure" (Employee engagement model, 2011).



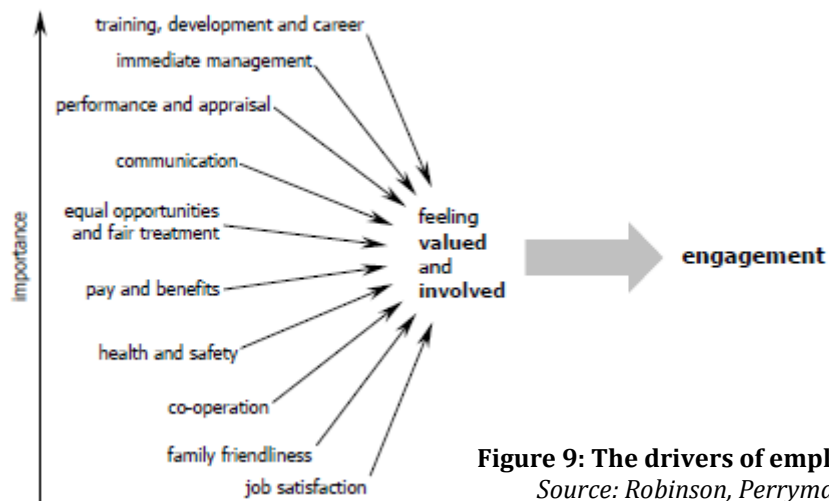
**Figure 8: Burke's engagement model**  
 Source: Employee engagement model (2011)

*Institute for Employment Studies (IES)*

Since its establishment in 1969, the Institute for Employment Studies (IES) has, according to their website, become "the UK's leading independent centre for research and evidence-based consultancy in employment, labour market and human resource policy and practice" (About IES, 2013). The Institute for Employment Studies (IES) is a not-for-profit organisation, with its activities being funded through research and consultancy commissions and its corporate membership programme (About IES, 2013).

Robinson, Perryman & Hayday's (2004) IES report 408, based on a study performed among 14 organisations within the National Health Service (NHS) which included all major employee types, indicates that feeling valued and involved is the key driver of engagement. Feeling valued and involved further consists of several key components; figure 9. These components "give a pointer to organisations towards those aspects of working life that require serious attention if engagements levels are to be maintained or improved" (Robinson, Perryman & Hayday, 2004, p.22-23). The last key component, job satisfaction, will however not be considered as a driver of employee engagement since this research views the factor as a consequence of employee engagement (Wefald, Reichard & Serrano, 2011).

Consistent with the previous analyzed company (Burke), Robinson, Perryman & Hayday (2004, p.23) mention that "the components of feeling valued and involved, and the relative strength of each driver, are likely to vary depending on the organisation. In addition, different employee groups within one organisation will probably have a slightly different set of drivers".



**Figure 9: The drivers of employee engagement**  
 Source: Robinson, Perryman & Hayday (2004)

## 2.4 Conclusion

This chapter showed that researchers have not yet agreed on a single definition for the construct of employee engagement, nor do the various consulting organisations offer a clear definition. Macey & Schneider (2008) however suggested that, regardless of the source, all definitions of engagement in essence depict the term as “a ‘desirable condition’ that has an organisational purpose and ‘connotes involvement, commitment, passion, enthusiasm, focused effort and energy, so it has both attitudinal and behavioural components’” (Robertson-Smith & Markwick, 2009, p.15). Macey & Schneider (2008) also suggested that “the state of engagement is a blend of job satisfaction, organisational commitment, job involvement and feelings of empowerment, a concept that is greater than the sum of its parts” (Robertson-Smith & Markwick, 2009, p.52). Summarizing the discussion on the uniqueness of the employee engagement construct quite well. Further, Shuck & Wollard (2010, p.92) conducted a literature review with as expected outcome of the research to “identify the seminal works and empirical research and to then synthesize the many working definitions of employee engagement into a more widely useful and applicable definition”. Therefore, this paper will adopt Shuck & Wollard’s (2010, p.103) definition of employee engagement to define and explain the construct:

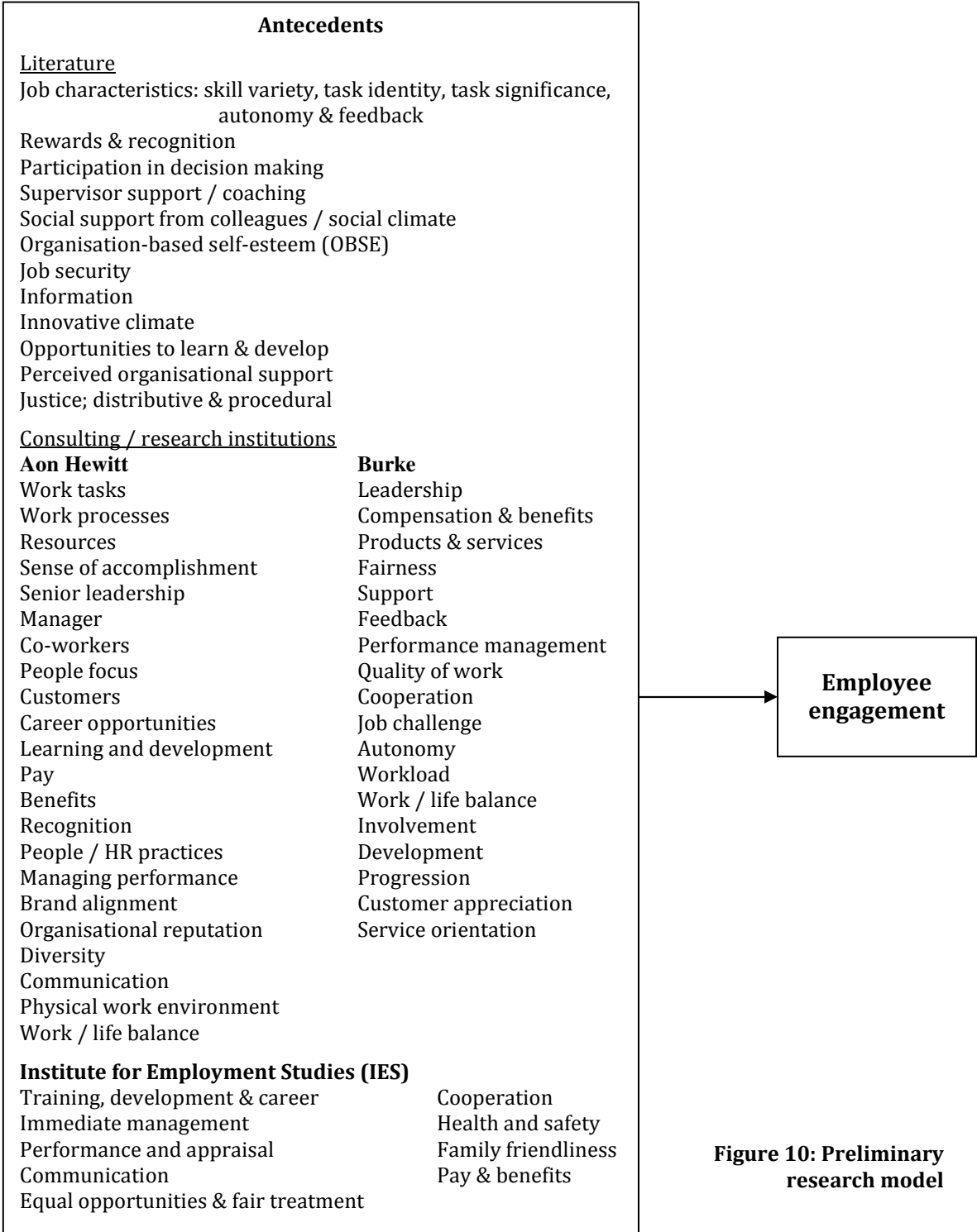
*“An individual employee’s cognitive, emotional, and behavioural state directed toward desired organisational outcomes”*

For identifying the general antecedents of employee engagement, the chapter analyzed models originating from the academic world as well as models developed by consulting organisations. Both viewpoints were taken into account so as to gain insights and obtain contributions from practice, in addition to the academic data. The examined literature models, the Job Demands-Resource (JD-R) model and Alan M. Saks model, together provided a list of antecedents to employee engagement (figure 10). The operationalisation of these antecedents can be found in appendix B. The noted examples in appendix B are obtained from the studied papers (Demerouti et al., 2001; Schaufeli & Bakker, 2004a; Hakanen, Bakker & Schaufeli, 2006; Saks, 2006; Mauno, Kinnunen & Ruokolainen, 2007; Schaufeli, Bakker & Van Rhenen, 2009).

The selection of consulting organisations to be studied for this research was based on the offering of a framework or model of engagement drivers. The three institutions that presented a clear model displaying the antecedents that can potentially drive employee engagement were Aon Hewitt, Burke and the Institute for Employment Studies. The antecedents deriving from these models are depicted in figure 10. Unfortunately, most of the drivers of employee

engagement, proposed by the consulting firms, have no available definition. The operationalisation of the few defined drivers can be found in appendix B. Besides the antecedents, the key contribution originating from studying the consulting models is the notion that the drivers of employee engagement are likely to vary across industry, organisation and even different employee groups within one organisation (e.g. function, job type, job tenure).

The gathered antecedents to employee engagement are depicted in figure 10. It however is a too long a list to be able to investigate them all. Therefore interviews will be held to find out which antecedents are important to hotel X and hence relevant to be studied. Figure 10 is thus a preliminary research model; for the final research model see section 4.2.



**Figure 10: Preliminary research model**

### **3. Methodology**

Babbie (2007), in his chapter on research design, states that the three most common purposes of research are exploration, description and explanation. The purpose of this research is to explore the antecedents of employee engagement among the employees at hotel X as well as the employee's current experience of the identified drivers so as to offer recommendations for establishing employee engagement.

This chapter describes the research methodology that is applied to collect the data in order to answer the proposed central research question within this inquiry. The chapter further mentions the approaches used for the analysis of the data.

#### **3.1 Research approach**

To answer the main research question, 'how to establish engaged employees at hotel X?', several sub questions were formulated in chapter 1. A literature study was conducted to investigate the meaning of the employee engagement construct and the general antecedent of this construct; sub question 1 & 2. To investigate which antecedents are identified by the employees of hotel X and how the employees currently experience the identified antecedents (respectively sub question 3 & 4) the research makes use of the qualitative as well as the quantitative research method. Babbie (2007, p.9) defines qualitative analysis as "the nonnumerical examination and interpretation of observations for the purpose of discovering underlying meanings and patterns of relationships" and quantitative analysis as "the numerical representation and manipulation of observations for the purpose of describing and explaining the phenomena that those observations reflect". In this research, both methods are used since a qualitative method is suited for gathering in depth information, required for sub question three, while the quantitative method is a more useful way to discover how a large group of people view and experience a particular issue, required to answer sub question four.

#### **3.2 Study 1**

As mentioned above the qualitative method is applied to answer the sub question of 'which antecedents are identified by the employees of hotel X'? The answers provide insights into the important factors and, in so doing, help limit the aspects for the quantitative part of the research to those that are relevant to the hotel under study. Here the selection process of the respondents and the research instrument used for study 1 will be discussed.

##### 3.2.1 Selection of respondents

In order to find out the important antecedents to employee engagement for the employees at hotel X a purposeful sample was obtained from all the in-house employees at the company. Such a sample was used since, according to Patton (1990, p.169), "the logic and power of purposeful sampling lies in selecting information-rich cases for study in depth. Information-rich cases are those from which one can learn a great deal about issues of central importance to the purpose of the research". Patton (1990) mentions different strategies for purposefully selecting information-rich cases of which the maximum variation strategy was used in this research. The maximum variation strategy aims at "capturing and describing the central themes or principal outcomes that cut across a great deal of participant or program variation" and turns heterogeneity within small samples into a strength by applying the following logic "any common patterns that emerge from great variation are of particular interest and value in capturing the core experiences and central, shared aspects or impacts of a program (Patton, 1990, p.172).



Since the literature study pointed out that the antecedents of employee engagement are likely to vary across *function, job type* and individual employee characteristics such as *job tenure* these three characteristics, along with age and gender, were identified for constructing the sample. Due to time constraints ten respondents employed at hotel X, who differ from each other on the mentioned characteristics, were selected. The selected respondents were invited by email for an interview; in the email a brief explanation of the research and interview goal was included. Further, a supervisor and, currently present, trouble-shooter from the outsourced housekeeping department were interviewed together. Even though housekeeping is outsourced<sup>1</sup>, a regular group of cleaners works at hotel X, increasing the importance of their engagement.

### 3.2.2 Research instrument

According to DiCicco-Bloom & Crabtree (2006), interviews are among the most known strategies for the collection of qualitative data. The researchers argue that when a research involves testing predefined hypotheses, often a very structured interviewing format can be used in which the questions and analyses are standardised. However, when a research involves the exploration of perceptions and meanings to gain a better understanding a more qualitative form of interviewing is required. This argument fits Britten's (1995) distinction between three main types of qualitative interviews: structured-, semi structured- and in depth interviews. Within this part of the research, semi structured interviews were conducted to explore the identified drivers of employee engagement for the employees at hotel X. DiCicco-Bloom & Crabtree (2006) mention that semi-structured interviews are the most widely used type of interview format for qualitative inquiries and state that semi-structured interviews "are usually scheduled in advance at a designated time and location outside of everyday events" and "are generally organised around a set of predetermined open-ended questions, with other questions emerging from the dialogue between interviewer and interviewee / s" (DiCicco-Bloom & Crabtree, 2006, p.315). Britten (1995, p.251) defines this type of interview as "conducted on the basis of a loose structure consisting of open ended questions that define the area to be explored, at least initially, and from which the interviewer or interviewee may diverge in order to pursue an idea in more detail". As Britten's (1995) and DiCicco-Bloom & Crabtree's (2006) definitions indicate, semi structured interviews are conducted with a loose set of open ended questions from which the interviewer or interviewee may deviate and other questions may emerge. Or as Babbie (2007, p.306) states "unlike a survey, a qualitative interview is an interaction between an interviewer and a respondent in which the interviewer has a general plan of inquiry, including the topics to be covered, but not a set of questions that must be asked with particular words and in a particular order". The set of open ended questions (interview protocol) used for this research can be found in Appendix C.

### **3.3 Study 2**

The quantitative method is applied to answer the sub question of 'how do the employees currently experience the identified antecedents'? Here the selection process of the respondents and the research instrument used for study 2 will be discussed.

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<sup>1</sup> Note: during the interviews it was not yet known that the housekeeping department would be converted into an internal department.

### 3.3.1 Selection of respondents

In order to find out how the employee's at hotel X currently experience the identified antecedents, the entire in-house population was asked to participate in the quantitative part of the research. A total population sample was used since the total population size is relatively small; the organisation comprises of 61 in-house employees. The in-house personnel were approached through an email asking to fill in the online version of the questionnaire. To make sure the in-house personnel would not view the email as spam, the email was send to the HR employee who forwarded it. Further, an email from management, stating the importance of completing the survey, and two reminder emails were send. Table 3 presents the demographic information of the eight-three employees who responded.

Beside the in-house employees, employees from the external housekeeping department were also approached to participate in the quantitative part of the research. However, after repetitive reminders still none of the questionnaires were completed. Together with the fact that the company decided to convert housekeeping into an in-house department, resulting in changes, it was chosen to omit the participation of the housekeeping personal from study 2 of this research.

**Table 3: Demographic data**

Demographic variables	Frecuency	Percentage
Gender		
Female	22	57.9
Male	16	42.1
Age		
20 and under	6	15.8
20-29 years	11	28.9
30-39 years	9	23.7
40-49 years	4	10.5
50-59 years	5	13.2
60 and above	3	7.9
Years of service		
Less than 1 year	8	21.1
1-2 years	10	26.3
3-5 years	6	15.8
6-10 years	7	18.4
10 years or more	7	18.4
Employment		
Fulltime	11	28.9
Part-time	27	71.1

### 3.3.2 Research instrument

According to Babbie (2007) surveys are a very old research technique in which, typically, the researcher selects a sample of respondents who are administered a standardized questionnaire. Within this part of the research a cross-sectional survey was used to determine employee's current perspective on the following antecedents: 'social climate', 'supervisor relationship', the job characteristics 'autonomy' and 'skill variety', 'organisational goal information', 'organisation wide information', 'own work information', 'organisational goal participation', 'organisation wide participation', 'own work participation', 'learning opportunities', 'career opportunities', 'service vision', 'customer treatment' and 'innovative climate' (see chapter 4 for more data on the interview results).

Both the *social climate* variable as well as the *supervisor relationship* variable were measured by nine items from the Vragenlijst Beleving en Beoordeling van de Arbeid (VBBA) developed by Van Veldhoven and Meijman (2000). Items were scored on a four-point frequency scale, ranging from 'always' (0) to 'never' (3). The scores for the fourth, sixth and ninth item, in both scales, need to be reversed. Scale scores for both variables were measured by the following formula (Veldhoven, Meijman, Broersen & Fortuin, 2002):

$$\text{Scale score} = \frac{\text{Number of points}}{3 \times \text{number of items answered}} \times 100$$

**Figure 11: Formula scale score**

Since the social climate scale includes the item "in your work, do you feel appreciated by your colleagues?" and the supervisor relationship scale includes the item "in your work, do you feel appreciated by your superior?" the identified antecedent *recognition* will, in current research, be covered through the variables 'social climate' and 'supervisor relationship'. It will thus not be included as a separate variable.

The job characteristics *autonomy* and *skill variety* were measured by two items from the Job Diagnostic Survey (JDS) developed by Hackman and Oldman (1974); one item corresponding to the autonomy and the other to the skill variety. Participants indicated the amount of both characteristics using seven point anchors ranging from 'very little' (1) to 'very much' (7).

Assessment of the information variables are as follows. The *organisational goal information* variable was measured by five items from the Organizational Climate Measure, OCM (Patterson, West, Shackleton, Dawson, Lawthom, Maitlis, Robinson & Wallace, 2005). Items were scored on a four-point scale ranging from 'definitely false' (1) to 'definitely true' (4). The scores for the third item need to be reversed. Here the scale score is the sum of the points scored for each item. The *organisation-wide information* variable was measured through three items from the Voice Climate Survey (VCS) developed by the Voice Project group (Langford, 2009). Items were scored on a five-point agreement scale ranging from 'strongly disagree' (1) to 'strongly agree' (5). Again, the scale score is the sum of the points scored for each item. Lastly, the *own work information* variable was measured by seven items from the VBBA scale. Items were scored on a four-point frequency scale, ranging from 'always' (0) to 'never' (3). The formula to measure this variables scale score is presented in figure 11.

Since the 'own work information' measure includes inter alia the items "does your work provide you with direct feedback on how well you are doing your work" and "does your superior inform you about how well you are doing your work" the identified antecedent *feedback* will, in current research, be covered through the variable 'own work information'. It will thus not be included as a separate variable.

The variable *learning opportunities* as well as the variable *career opportunities* were measured through a three items scale from the VCS scale. Items were scored on a five-point agreement scale ranging from 'strongly disagree' (1) to 'strongly agree' (5). For both variables the scale score is the sum of the points scored for each item. Further, the variable *service vision* was measured by three items from the SERV\*OR scale (Lytle, Hom & Mokwa, 1998) while the variable *customer treatment* was measured by four items from the SERV\*OR scale. Items from both variables were scored on a five-point agreement scale ranging from 'strongly disagree' (1) to 'strongly agree' (5). Scale scores for both these variables are also measured by adding up the points from each item.

The following three variables *organisational goal participation*, *organisation wide participation* and *own work participation* were measured by using the Influence-Power-Continuum, IPC (Heller, 2003). Each variable was measured by one item with a six point continuum, ranging from 'I am not involved at all' (1) to 'I decide on my own' (6).

The *innovative climate* was measured by six items from the OCM scale. Items were scored on a four-point scale ranging from 'definitely false' (1) to 'definitely true' (4). Once again the scale score is the sum of the points scored for each item.

Finally, the employee engagement definition within this paper states "*an individual employee's cognitive, emotional, and behavioural state directed toward desired organisational outcomes*" (Shuck & Wollard, 2010, p.103). Therefore, to measure the term, it would seem logical to use the Job Engagement Scale (JES) for it has a physical, emotional and cognitive element. However, Drake (2012) mentions that though the JES and the Utrecht Work Engagement Scale (UWES) "capture the engagement construct differently, they each capture three components: an affective, component, a behavioural or physical component, and a cognitive based component" (Drake, 2012, 27). Since the UWES has both a Dutch and a short version the term *employee engagement* was measured by nine items from the short form of the Utrechtse Bevlogenheid Schaal (UBES). Besides the time benefits, the choice for the short version was also based on the fact that Schaufeli & Bakker (2004b) state that when one is interested in the employee engagement construct as such, not the different dimensions, the short version should be used. Participants indicated how often each item applied to them using seven point anchors ranging from 'never' (0) to 'daily' (6). Here the scale score is computed by adding the scores of the scale and dividing the sum by the number of items involved (Schaufeli & Bakker, 2003).

The internal consistency scores for each measure are presented in table 4. Since all alpha's present scores above .73, it can be concluded that reliable scales were used.

**Table 4: Internal consistency scores**

Variable	Test	Cronbach's $\alpha$ (N)
Social Climate	VBBA (relationships with colleagues)	.737 (37)
Supervisor relationship	VBBA (relationships with your supervisor)	.858 (37)
Organisational goal information	OCM (clarity of organisational goals)	.773 (38)
Organisation wide information	VCS (cross-unit cooperation)	.750 (38)
Own work information	VBBA (information)	.838 (36)
Learning opportunities	VCS (learning & development)	.734 (38)
Career opportunities	VCS (career opportunities)	.774 (38)
Service vision	SERV*OR (service vision)	.758 (37)
Customer treatment	SERV*OR (customer treatment)	.900 (38)
Innovative climate	OCM (innovation & flexibility)	.733 (38)
Employee engagement	UBES	.960 (37)

The developed survey also made use of the importance scale, ranging from 'very important' to 'very unimportant', to measure the importance of certain items. Further, the survey included questions related to demographics of the respondents and open ended questions so employees could express any suggestions or wishes. The developed survey can be found in Appendix D.

### 3.4 Data analysis

No matter the data, "*analysis and interpretation are required to bring order and understanding*" (Taylor-Powell & Renner, 2003, p.1). Therefore this section will mention the analysis approaches which have been used in this research.

### 3.4.1 Study 1

Since the interviews were recorded with a voice recorder, with permission of the interviewees, it allowed for the creation of a word for word transcript of the conversation. Due to the objective of the interviews, to find out which antecedents are important to hotel X and thus relevant for the research, the narrative data in the transcript was categorized using preset categories. Preset categories provide “direction for what you look for in the data. You identify the themes before you categorize the data, and search the data for text that matches the themes” (Taylor-Powell & Renner, 2003, p.3). The preset categories that were used are the antecedents to employee engagement mentioned in figure 10. Subsequently, all the information pertaining to one category was bundled together and the identified antecedents were put in order of the number of unique respondents that referred to a certain category. These counts provided a rough estimate of the importance of each identified antecedent (Taylor-Powell & Renner, 2003). However, emergent categories were also used. “This approach allows the categories to emerge from the data. Categories are defined after you have worked with the data or as a result of working with the data” (Taylor-Powell & Renner, 2003, p.3). Since quite a few respondents indicated that someone’s personality and the location of an organisation are important, these factors were added in the results as well.

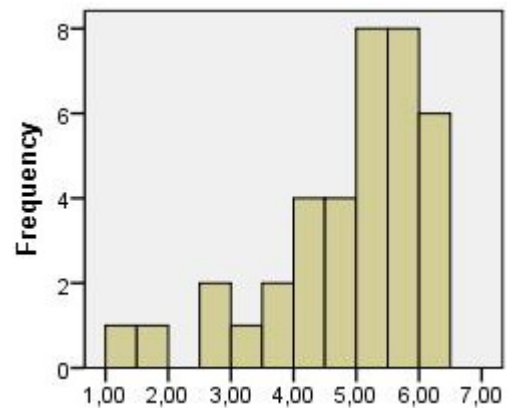
### 3.4.2 Study 2

#### *Correlation analysis*

To measure if correlations exist between employee engagement and the antecedents under study, the Spearman’s rank-order correlation method was used. “The Spearman’s rank-order correlation is the nonparametric version of the Pearson product-moment correlation [...] it measures the strength of association between two ranked variables” (Laerd statistics Spearman, 2013). The Spearman correlation measurement, instead of the Pearson correlation measurement, was chosen since the gathered data does not meet the necessary Pearson assumptions: “1. the variables must be either interval or ratio measurements, 2. the variables must be approximately normally distributed, 3. there is a linear relationship between the two variables, 4. outliers are either kept to a minimum or are removed entirely and 5. there is homoscedasticity of the data” (Laerd statistics Pearson, 2013).

The main problem lies in the requirement of a bivariate normality; checked, in practice, by requiring both the variables to be individually normally distributed (Statstutor, n.d.). The presence of a normal distribution was assessed through the use of the Shapiro-Wilk test for, according to Razali & Wah (2011, p.32), it is “the most powerful test for all types of distribution and sample sizes”. Given the fact that the term employee engagement, the central construct, is not normally distributed (the p-value of the Shapiro-Wilk test is below 0.05; see also figure 11) it can be concluded that the second assumption does not hold.

The presence of a linear relationship, outliers and homoscedasticity were assessed through the use of scatter plots. The created scatter plots of some of the variables showed imperfections regarding the linear relationship and homoscedasticity. Further, removing the existing outliers would not have been an option since it reduces the already tiny sample size. This causes problems meeting the third, fourth and fifth assumption.



**Figure 12: Histogram of the employee engagement construct**

### *Regression analysis*

A correlation analysis can however only establish the strength of the association between two variables; it cannot determine a cause-and-effect relationship. For testing the assumption that employee engagement can be predicted based on the used antecedents, a regression analysis is more suitable. To be able to perform a regression analysis the data must however meet certain assumptions in order for the regression analysis to give a valid result. According to Osborne & Waters (2002), four assumptions of multiple regression that are not robust to violation are the assumptions of linearity, homoscedasticity, reliability of measurement and normality ("highly skewed or kurtotic variables, or variables with substantial outliers"; Osborne & Waters, 2002). As mentioned above, the central construct is not normally distributed, imperfections regarding the linear relationship and homoscedasticity are present in some variables and removing the existing outliers is not an option since it further reduces the already tiny sample size. Since three of the four assumptions are not met it was chosen to not run a regression analysis. Performing the analysis would have led to results which might not be trustworthy; and working with untrustworthy data is never preferable.

## 4. Research findings

Section 4.1 of this chapter presents the findings of study 1, the conducted interviews. The final research model, displaying the relevant antecedents to be studied, is shown in section 4.2. This chapter further presents the results from study 2, the questionnaire, in section 4.3.

### 4.1 Study 1 results

Although the literature and consultancy study in chapter two concluded with a long list of antecedents for employee engagement the results from the interviews, held among ten employees of hotel X, reduced the amount of antecedents to be studied mainly to drivers which are obtained from literature papers. The original interview results are presented in appendix E.

The most frequently mentioned factor by the interview respondents was the existence of a pleasant working atmosphere among colleagues; in short the collegiality. Examples of given responses are: *'get along with everyone and to be able to ask other colleagues for support or help'* and *'really go for it together, prepared to do something for another and to be able to talk to a person about something'*. These answers correspond with the detected antecedent 'social support from colleagues / social climate'. A second often mentioned factor is the feeling of being appreciated, receiving acknowledgment and the existence of personal interest in each other. Examples of given replies are: *'feel appreciated for what you do for the company, e.g. a compliment or an enthusiastic reaction'*, *'acknowledgment for what you do for sometimes quite a lot is asked of us'* and *'what I find important is a personal approach. When I return from vacation everyone knows I'm back or if I had a special event people inquire me about it'*. These responses correspond with the discovered antecedent 'rewards & recognition', however only with regard to the recognition or nonfinancial part of the antecedent. Considering the financial part, none of the respondents indicated that financial rewards were important drivers of employee engagement. When money came up it even had a negative content; *'bonuses are not a driver'* and *'it is not just about the money'*.

Further, the identified antecedent 'information' was cited. Employees at hotel X find it important that information regarding management goals and vision, activities of other departments and work related issues are communicated. As can be concluded from the following statements: *'the provision of information is important for it would be nice to be aware of things. To be informed about everything, not just work related things but also things applicable to the entire organisation'*, *'good communication from management, e.g. what they expect and envision; the direction of management goals and vision'* and *'communication between different departments. How they are doing and what they are doing'*. Besides receiving information the possibility to individually contribute something, in other words participate, is also deemed important; given examples are *'not something imposed on by a person or department but something which is discussed together. People should have a say'* and *'involve people, for if people are involved you also get the most engagement from them'*. These answers correspond with the detected antecedent 'participation in decision making'

A given response that addressed the identified antecedent 'supervisor support / coaching' is *'that when supervisor sees that you're struggling with something, if you need a helping hand, tools will be made available to make things easier'*. Further, the following replies demonstrate the importance of the discovered antecedent 'feedback': *'an occasional talk in which the strengths and weaknesses are discussed is better than letting us muddle along and not say anything while things are not going well. It's nice to hear what can be improved for that way you can learn from*

*mistakes or certain situations' and 'assessment and performance appraisals are a good way to show your involvement as an employer; to let me know how I'm doing and what they think of me. So receive some feedback on performance'.*

Surprisingly someone's personality is also mentioned as an important factor contributing to employee engagement. Since an organisation can not alter the personality of its employees the factor will not be included in current research. The factor personality will however be discussed in more detail in chapter 5.

The antecedent 'opportunities to learn and develop' was referred to through statements as: *'I'm someone who likes challenges, what to grow and become better', 'new challenges, opportunities to learn and grow are also important for it keeps you interested in the job, makes you enjoy the work more and be more involved' and 'the career opportunities offered to me. If I had not gotten that chance I would not have stay so long'.* While an example of given answers for the antecedent 'innovative climate' is: *'now with the new director, who has great ideas, a fresh approach is adopted. Director really tries to be a surprising hotel which I feel at home in. It's very nice that now not just the beaten tracks are followed'.*

Responses related to respectively the job characteristic 'skill variety' and the job characteristic 'autonomy' are as follows: *'variety contributes but also being able to decide on your own when to do what work and how I approach the work', 'I especially enjoy the variety', 'they leave it up to use to give our own interpretation' and 'I have freedom in my work, within certain limits. The given freedom stimulates to pay more attention to things and it just makes you feel better'.*

The 'location' of an organisation emerged as a new, not yet identified or studied, antecedent to employee engagement. For the organisation under study, relocation is however not a feasible option. Along with the fact that the responses considering the factor 'location' were all positive it is decided that the location of the organisation will not be included in the questionnaire.

Also the 'reputation' of the company was indicated as an antecedent to employee engagement. Provided answers however seem to suggest a different reputation perspective compared with Aon Hewitt's organisational reputation driver; "employees' perception that the organization is regarded as a good place to work by those outside the organization" (Aon Hewitt, 2012, p.20). The replies focus more on the reputation the organisation has among its guests rather than the reputation of being regarded as a good place to work; which does make sense given the fact that the company under study is a service organisation. Since a guest's opinion of the company can not be measured through the employees this factor will not be included in the questionnaire. Though, from consulting multiple review websites it can be concluded that the reputation of hotel X is very good (Zoover a 9.0 based on 103 reviews; Booking.com a 8.9 based on 201 reviews; Hotelspecials.nl a 8.5 based on 111 reviews).

Finally, the last factor refers to the detected antecedent 'service orientation'. Although Burke does not provide a definition for the term, Lytle, Hom & Mokwa (1998) define service orientation as "an organization-wide embracement of a basic set of relatively enduring organizational policies, practices and procedures intended to support and reward service-giving behaviours that create and deliver service excellence" (Lytle, Hom & Mokwa, 1998, p.459). This corresponds with the given responses of making sure to please the guests; e.g. *'the contact with guest is also very important, you need to make sure they have everything they want. Guest-oriented work, customer focus'.*



#### 4.1.1 Housekeeping

The interview results related to the housekeeping indicate that the department is concerned with, and has the intention to create employees that feel not only proud of the work done but also feel proud of the fact that they work for hotel X. Currently, however the employees often feel that they are less than and are not a part of the hotel staff; they are subdued when employees from the hotel X walk by.

To try to encourage engagement the following factors were mentioned. One factor which was stated in particular was the respect and acknowledgment towards the housekeeping employees. It was said that a compliment does so much more. Further, the creation of a unity between the in-house and outsourced employees was found to be important. Another raised aspect, related to the previous factor, is to be given the opportunity to participate in elements which are arranged for the in-house employees. A given example was the possibility to join last years Christmas diner. People see each other in another way, not in work cloths, at such events which also talks differently. This might be one reason why the housekeeping employees currently do not make use of the open lunchroom. Finally it was mentioned that the encouragement for engagement does not only have to come from the hotel under study but also from the housekeeping department itself. By, for instance, addressing the employees own insecurity and creating stability; for in the past four to five years there have been fourteen different supervisors.

#### 4.1.2 Conclusion

The conducted interviews provided the desired information; namely the relevant antecedents of employee engagement to be incorporated into the questionnaire. Since housekeeping is soon going to be an in-house department, making the mentioned factors irrelevant, its interview results will no longer be used in the rest of the research. The antecedents which will be included in study 2 are briefly discussed below.

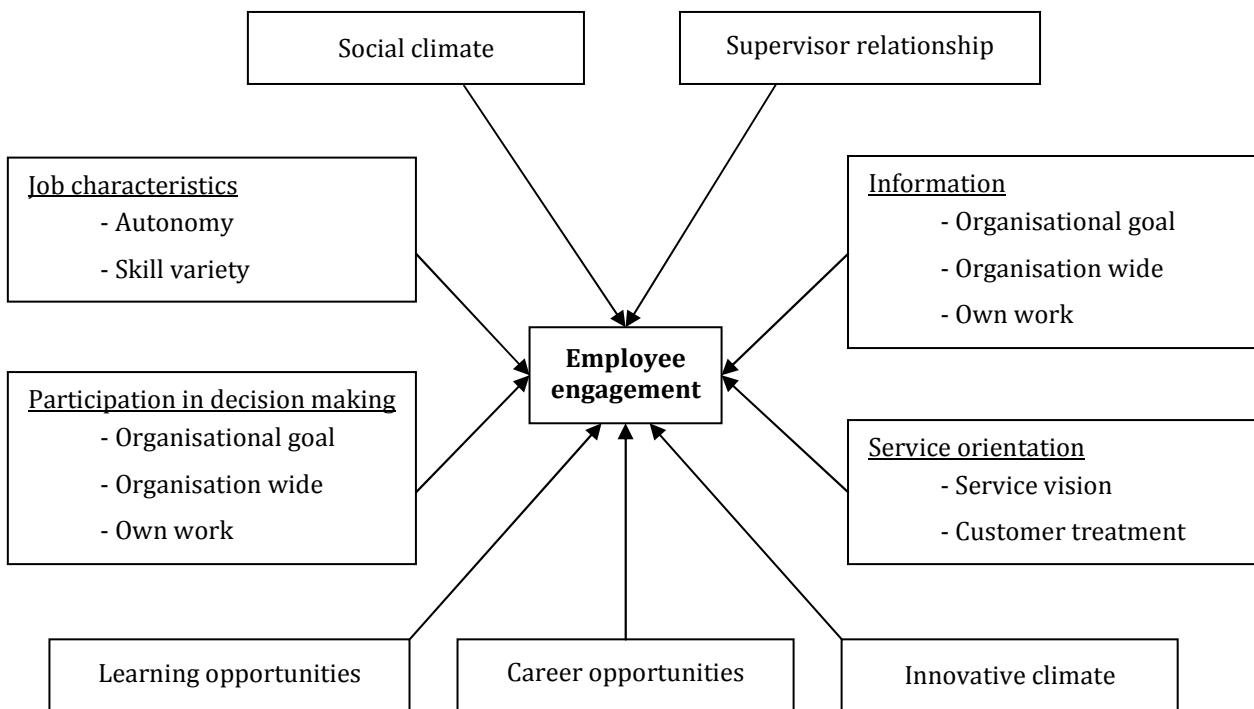
Within current research the detected antecedent 'social support from colleagues / social climate' will be given the title 'social climate'. Further, a broader perspective will be applied to the 'supervisor support / coaching' antecedent for current research not only examines the offered support but enlarges the scope by looking into the variable 'supervisor relationship'. Since the variables 'social climate' and 'supervisor relationship' address the element of appreciation, the detected antecedent 'recognition' will, in current research, be covered through these two variables. It will thus not be included as a separate variable.

Of all the possible job characteristics only the variables 'autonomy' and 'skill variety' will be studied. While, due to the presence of various topics, the identified antecedent 'information' is expanded to include three different variables: 'organisational goal information', 'organisation wide information' and 'own work information'. Since the variable 'own work information' already incorporates gaining job performance information, the feedback variable will, in current research, be covered by the variable 'own work information'. It will thus not be included as a separate variable. The expansion used for the information antecedent will also be applied for the antecedent 'participation in decision making', it thus includes the following three variables: 'organisational goal-', 'organisation wide-' and 'own work participation'.

The detected antecedent 'opportunities to learn and develop' will be split up into two different variables so as to separate the variable 'learning opportunities' from the variable 'career opportunities'. Further, the antecedent 'service orientation' will comprise the following two variables; 'service vision' and 'customer treatment'. Finally, the title of the antecedent 'innovative climate' will be kept the same.

## 4.2 Final research model

As mentioned in section 2.4 the antecedents to employee engagement, deriving from the literature and consulting study, provided a too long a list to be able to investigate them all. Therefore interviews were held to reduce the amount of antecedent to those which are relevant to hotel X. Based on the above made conclusion of the interview results the final research model can be depicted as follows (figure 13).



**Figure 13: Final research model**

## 4.3 Study 2 results

The results from the conducted questionnaire will be presented in this section, beginning with the outcomes of the formulated questions<sup>2</sup>. Following, the outcomes from the correlation analysis will be given. In appendix F the full list of the given suggestions can be found as well as the graphs which are not presented in the text. Since 38 out of 61 respondents filled in the survey the presented results will be based on a response rate of 62.3%<sup>3</sup>. Although the response rate is above 50% a higher rate was hoped for given the small sample size. Some employees indicated that the reason for not filling in the survey was due to privacy concerns or delaying. It is however unknown if these reasons hold true for other non-respondents. A factor which could also have played a role for instance is the length of the survey.

<sup>2</sup> Results pertaining to the social climate variable towards the external employees will only be presented in appendix F and are excluded from the rest of the paper. This decision was made based on the fact that the external housekeeping department will soon disappear, making the results no longer relevant.

<sup>3</sup> Note: due to missing values, the results to some questions are based on a lower amount of respondents.

### 4.3.1 Questions asked

Most of the items within the social climate variable, figure 14, display positive outcomes. Even when asked if enough is currently done to create a good social climate, 95% of the respondents answer with a yes. The findings that stand out are related to the conflict, unpleasant occurrences and recognition item. Nearly 40% of the respondents indicated that conflicts and unpleasant events among colleagues sometimes happen and a negative difference is visible between the mentioned importance of receiving recognition from colleagues and the actual recognition received. Suggestions or wishes regarding the social climate variable can be found in appendix F.

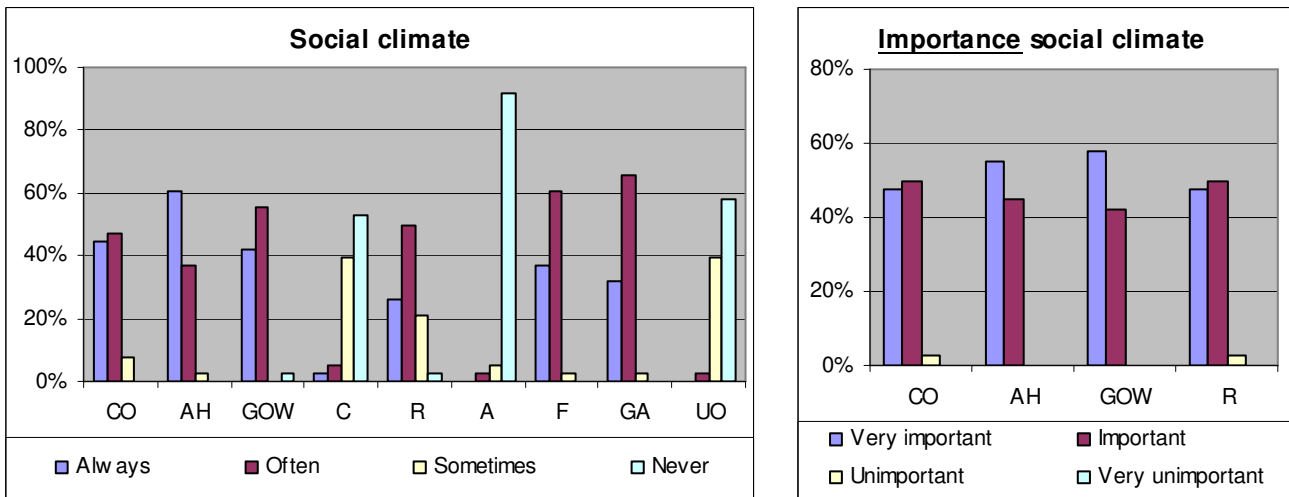


Figure 14: Survey results for the variable 'social climate'

Note: Abbreviations represent items within the social climate scale; CO=count on, AH=ask help, GOW=get on well, C=conflicts, R=recognition, A=aggression, F=friendliness, GA=good atmosphere & UO=unpleasant occurrences

Within the supervisor relationship variable, figure 15, most items also display positive outcomes. When asked if enough is currently done to create good supervisor relationships the percentage of respondents who answered with a yes is even 97%. However, again the conflict, unpleasant occurrences and recognition items cause problems. Roughly 20% of the respondents indicated that conflicts and unpleasant occurrences with their immediate supervisor sometimes happen and a negative difference is visible between the mentioned importance of receiving recognition from the immediate supervisor and the actual recognition received. Given suggestions, appendix F, support the last mentioned finding by stating that recognition needs to be made more visible.

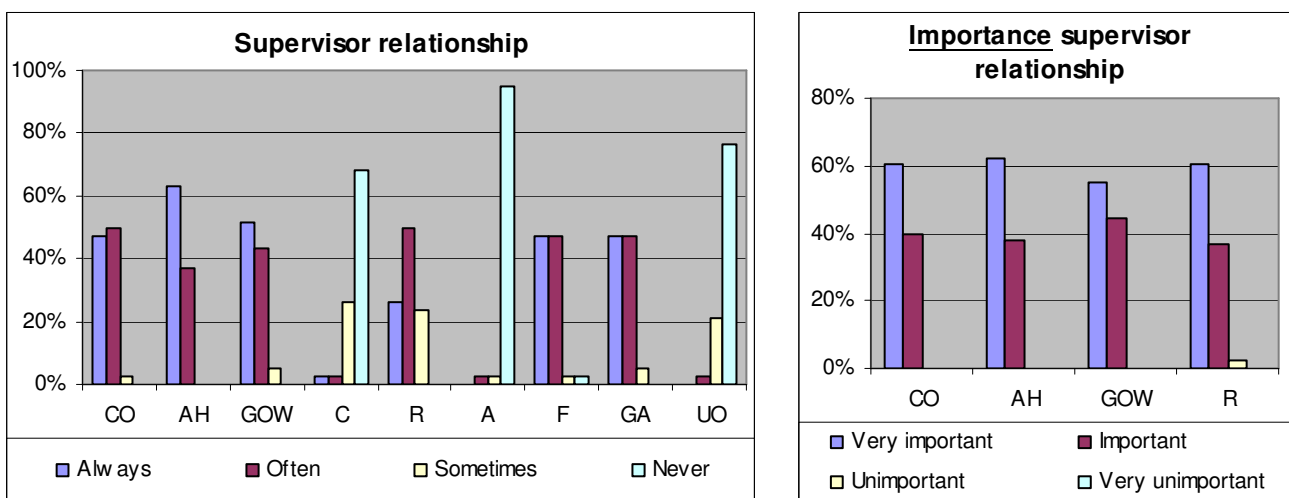
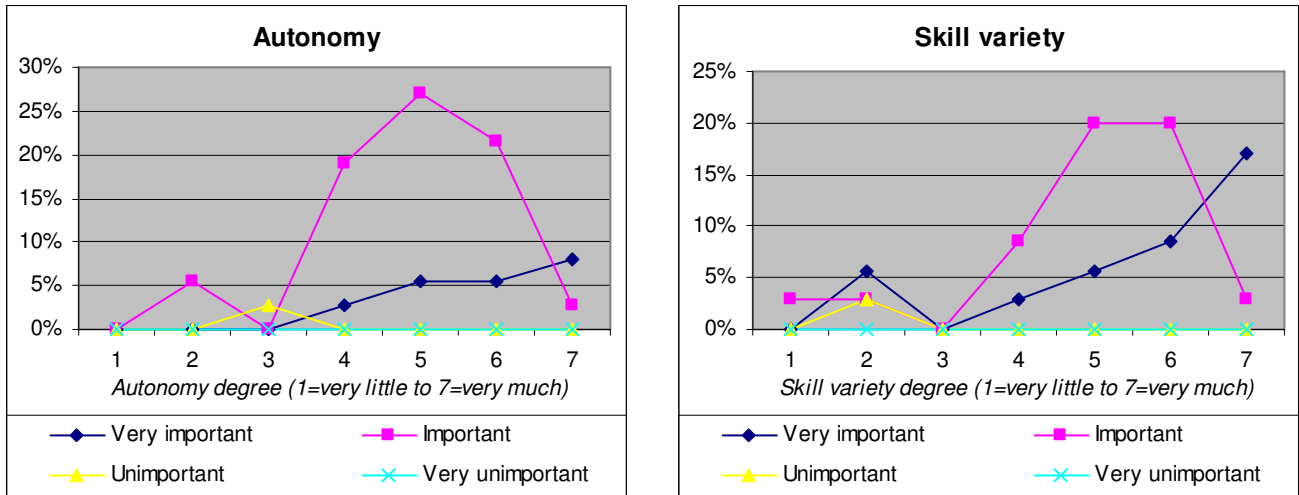


Figure 15: Survey results for the variable 'supervisor relationship'

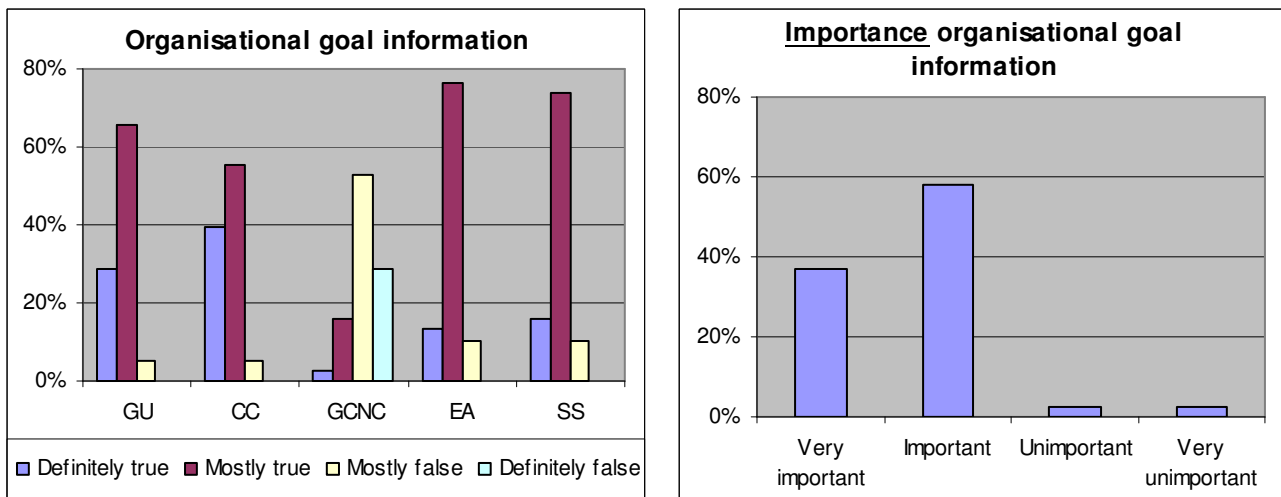
Note: Abbreviations represent items within the social climate scale; CO=count on, AH=ask help, GOW=get on well, C=conflicts, R=recognition, A=aggression, F=friendliness, GA=good atmosphere & UO=unpleasant occurrences

For the job characteristic variables autonomy and skill variety, figure 16, the right sides of the graphs show positive results; high autonomy or skill variety scores with high scores on importance. Striking results though lie in the fact that 5% of the respondents indicate having little autonomy while stating the presence of autonomy is important to them. This percentage is even worse for the skill variety variable. Here 12% of the respondents indicate having little skill variety while stating the presence of variety is (very) important to them.



**Figure 16: Survey results for the job characteristic variables 'autonomy' & 'skill variety'**

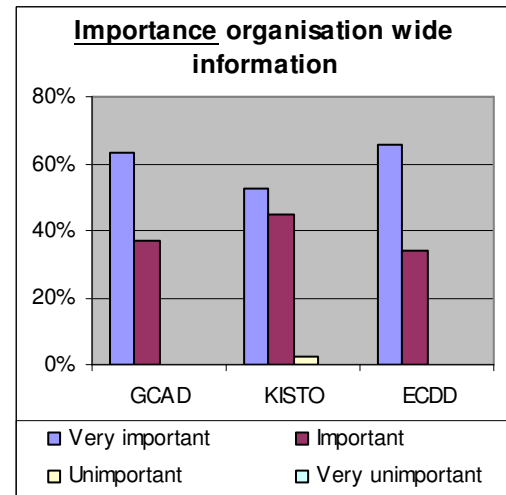
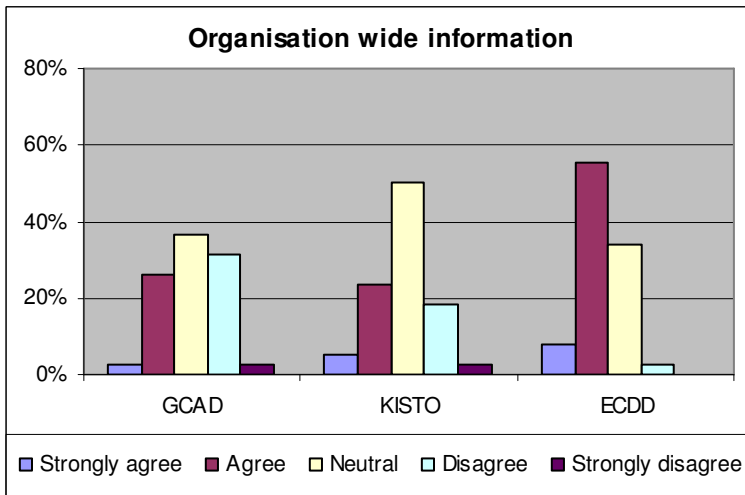
Notable findings for the three information variables will be discussed next. Regarding the organisational goal information variable, figure 17, the outcomes of the five items mainly display positive results. Which is essential since a large majority, 95%, of the respondents find it important to be kept informed about the future plans and direction of the organisation.



**Figure 17: Survey results for the variable 'organisational goal information'**

Note: Abbreviations represent items within the organisational goal information scale; GU=good understanding, CC=clear communication, GCNC=goals company not clear, EA=everyone is aware & SS=strong sense

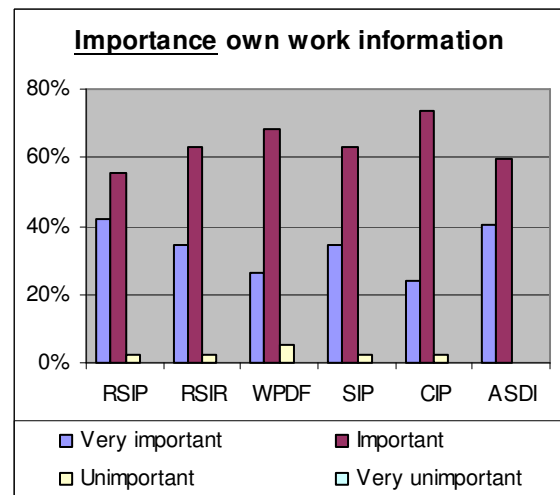
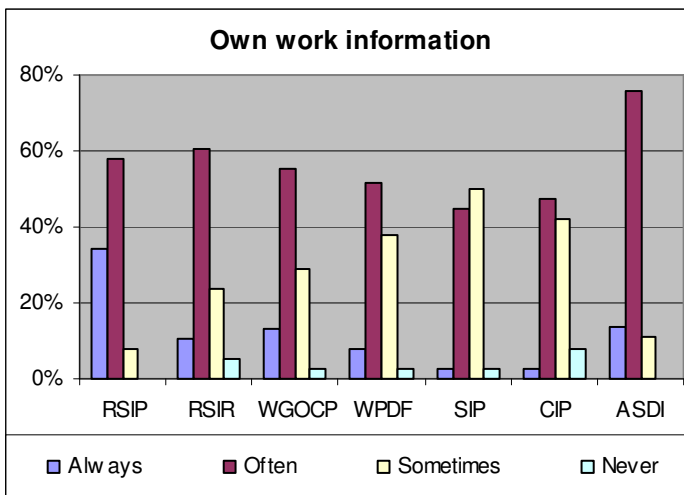
The results for the organisation wide information variable, figure 18, are not so good. The items 'there is good communication across all sections of this organisation' and 'knowledge and information are shared throughout this organisation' present quite negative differences between the importance of the item and the actual agreement with the item. As regard to the item 'there is cooperation between different sections in this organisation', the negative difference is less severe compared to those of the previous two items.



**Figure 17: Survey results for the variable 'organisation wide information'**

Note: Abbreviations represent items within the organisation wide information scale; GCAD=good communication across departments, KISTO=knowledge & information sharing throughout organisation & ECDD=existence cooperation between different departments

Negative discrepancies also exist for items within the own work information variable, figure 19. The items that score high on the sometimes scale while indicated as being (very) important are: 'does your superior inform you about how well you are doing your work', 'do your colleagues inform you about how well you are doing your work', 'does your work provide you with direct feedback on how well you are doing your work', 'does your work give you the opportunity to check on how well you are doing your work' and 'do you receive sufficient information on the results of your work'.



**Figure 19: Survey results for the variable 'own work information'**

Note: Abbreviations represent items within the own work information scale; RSIP=receive sufficient information on purpose, RSIR=receive sufficient information on results, WGOCP=work gives opportunity to check performance, WPDF=work provides direct feedback, SIP=superior informs on performance, CIP=colleagues inform on performance & ASDI=access to sufficient data & information

Finally, some of the results of the three information variables are backed up by the suggestion section, appendix F. For instance, it is said that it would be preferred if employees were informed better and on a more regular basis and that the feedback could be clearer and done more often.

The results for the three variables within the participation in decision making category, figure 20, show that almost 50% of the respondents want more participation in decisions related to the organisational goal. This percentage also applies to organisation wide related decisions. Further, 37% of the respondents want more participation in decisions related to their own work. The mentioned suggestion, appendix F, corresponds to these results for it states that it would be nice to be more involved and that personal opinions were heard.

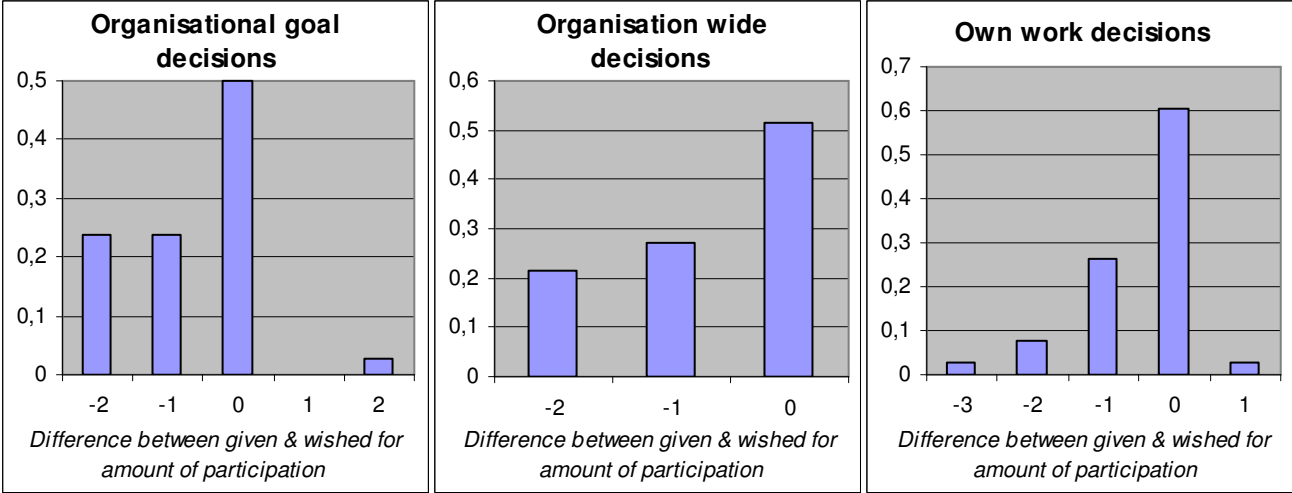


Figure 19: Survey results for the variables ‘organisational goal participation’, ‘organisation wide participation’ & ‘own work participation’

Within the learning opportunities variable, figure 21, the outcomes of all three the items are not good. A striking result is that the item ‘when people start in new jobs here they are given enough guidance and training’ scores higher on importance than the item ‘there is a commitment to ongoing training and development of staff’, while scoring significantly lower on the actual agreement with the item.

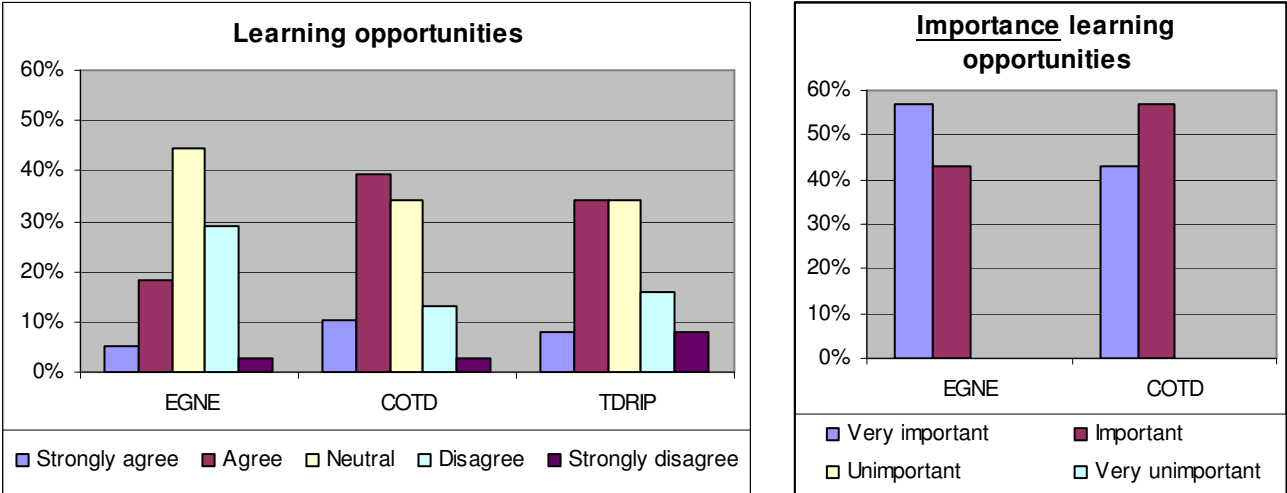
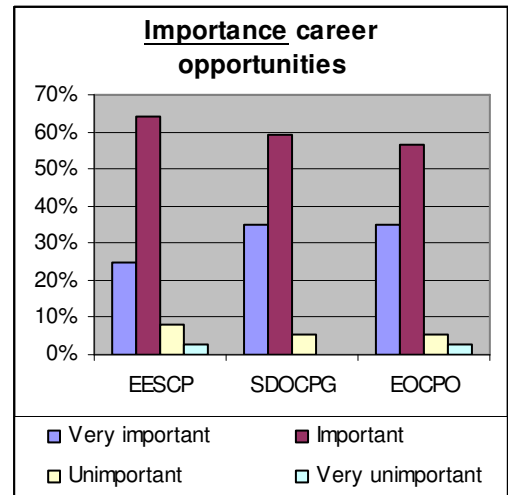
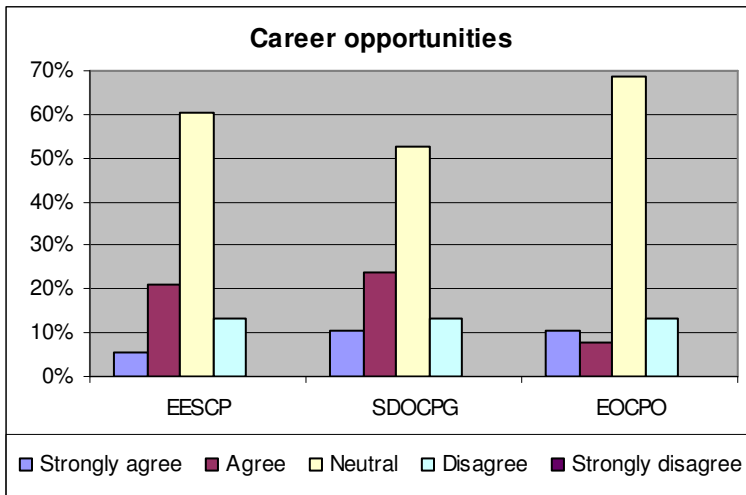


Figure 21: Survey results for the variable ‘learning opportunities’

Note: Abbreviations represent items within the learning opportunities scale; EGNE=enough guidance for new employees, COTD=commitment to ongoing training & development & TDRIP=training & development received improved performance

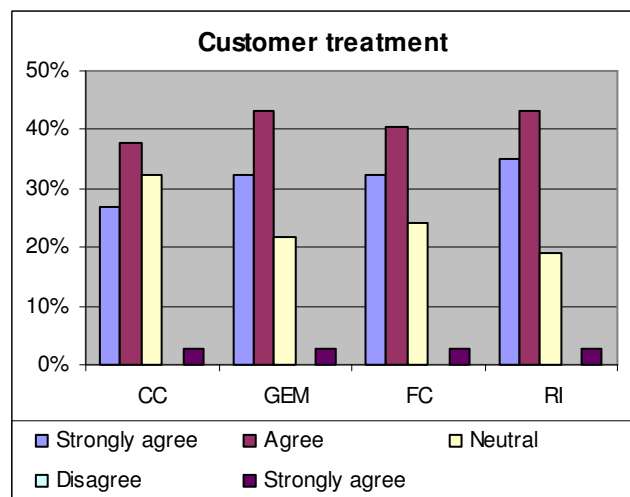
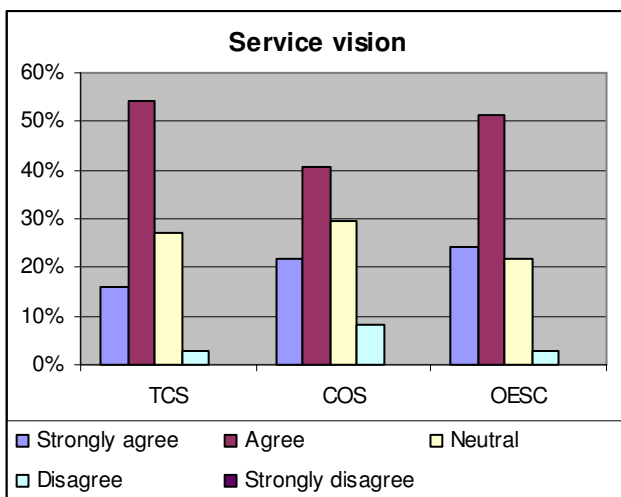
Outcomes for the career opportunities variable, figure 22, on the other hand presents a very neutral result on all three of the items. A given suggestion, appendix F, however indicates that it would be preferred if employees were given more opportunities to fill internal job offerings.



**Figure 22: Survey results for the variable 'career opportunities'**

Note: Abbreviations represent items within the career opportunities scale; EESCP=enough effort is spent on career planning, SDOCPG=skill development opportunities for career progression are given & EOCPO=enough opportunities for career process within the organisation

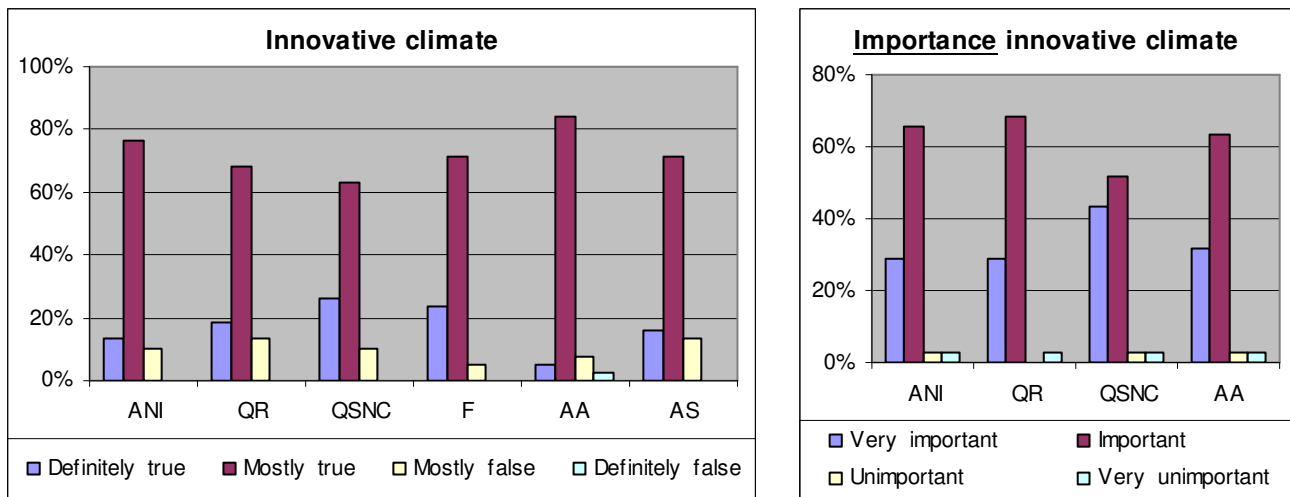
Findings for the two variables within the service orientation category will now be discussed. The items for the service vision variable, figure 23, display positive outcomes. However the neutral scores are quite high and disagreement viewpoints are present. The items for the customer treatment variable, figure 22 display positive outcomes as well. Nevertheless on all the items 3% of the respondents answered with a strongly disagree and again the neutral scores are quite high. The suggestion section, appendix F, also indicates that the service orientation category could use improvements. For instance, it is mentioned that especially students and weekend forces could use some more service orientation guidance.



**Figure 23: Survey results for the variables 'service vision' & 'customer treatment'**

Note: Abbreviations representing items within the service vision scale; TCS=true commitment to service, COS=customers are opportunities to serve & OESC=organisation exists to serve customers. Abbreviations representing items within the customer treatment scale; CC=customer care, GEM=go extra mile, FC=friendlier than competitors, RI=reducing inconveniences

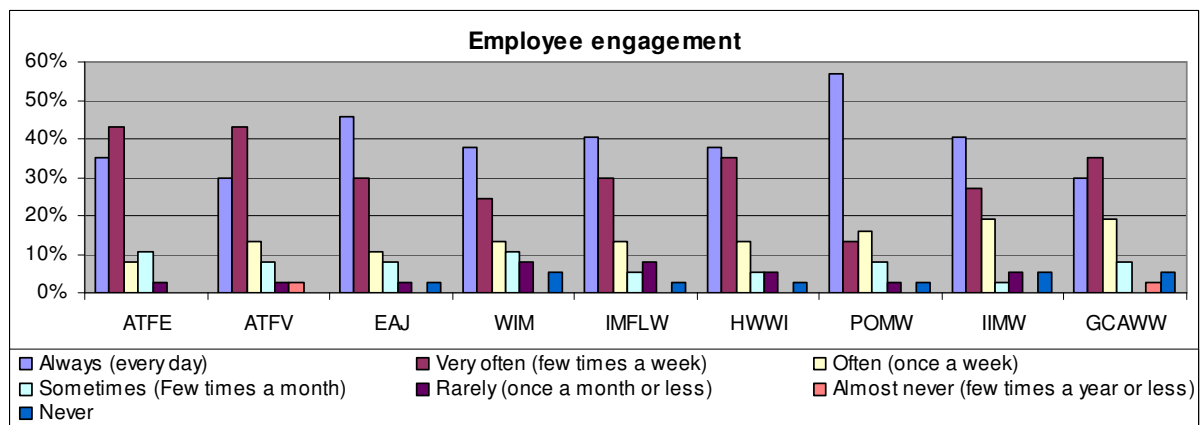
A positive image is visible regarding the innovative climate variable, figure 24, for the outcomes mainly display good results. Even when asked if enough is currently done to create an innovative climate, 92% of the respondents answer with a yes. Suggestions regarding the innovative climate variable can be found in appendix F.



**Figure 24: Survey results for the variable 'innovative climate'**

Note: Abbreviations represent items within the innovative climate scale; ANI=acceptance new ideas, QR=quick to respond, QSNC=quick to spot need for change, F=flexibility, AA=availability assistance & AS=always searching

Finally the results for the employee engagement variable will be mentioned. As figure 25 depicts, the outcomes are very positive. Summing the three best options (always, very often and often) provides the following percentages: 'at my work, I feel bursting with energy' (86%) / 'at my job, I feel strong and vigorous' (86%) / 'I am enthusiastic about my job' (86%) / 'my job inspires me' (76%) / 'when I get up in the morning, I feel like going to work' (84%) / 'I feel happy when I am working intensely' (86%) / 'I am proud of the work that I do'(87%) / 'I am immersed in my work'(86%) / 'I get carried away when I'm working'(84%).



**Figure 25: Survey results for the variable 'employee engagement'**

Note: Abbreviations represent items within the engagement scale; ATFE=at work feel energetic, ATFV=at work feel vigorous, EAJ=enthusiastic about job, WIM=work inspires me, IMFLW=in morning feel like working, HWWI=happy when working intensely, POMW=proud of my work, IIMW=immersed in my work & GCAWW=get carried away when working

Further, when a distinction is made between front office (e.g. reception, beauty, & reservations/sales/banqueting) and back office (e.g. administration, technical support & kitchen) personnel hardly any difference is visible in their employee engagement means (respectively 4.89 and 4.70; appendix F). Indicating that the positive employee engagement results are present within the entire hotel under study, not just for instance the employees who have contact with the guests.



#### 4.3.2 Correlation analysis

To investigate whether associations exist between the independent variables within the research and the variable employee engagement, correlations were measured with the Spearman's correlation coefficient ( $r_s$ ). "The Spearman correlation coefficient can take values from +1 to -1. A  $r_s$  of +1 indicates a perfect association of ranks, a  $r_s$  of zero indicates no association between ranks and a  $r_s$  of -1 indicates a perfect negative association of ranks. The closer  $r_s$  is to zero, the weaker the association between the ranks" (Laerd statistics Spearman, 2013). The results for the correlation analysis are presented in table 5; on the next page.

The outcomes indicate that the following variables have significant, weak to moderate, positive associations with the employee engagement construct: *social climate*, *supervisor relationship*, *skill variety*, *organisational goal information*, *organisation wide information*, *own work information*, *service vision* and *innovative climate*. However, table 5 also shows that, for the remaining variables, indirect associations with the employee engagement construct are present. The autonomy variable for instance has a significant, weak positive association with the variable skill variety. The skill variety variable, subsequently, has a significant, moderate positive association with the variable employee engagement. So, the autonomy variable has an indirect impact on employee engagement. Diagrams for all the indirect associations can be found in appendix G.

#### 4.3.3 Summary

Ninety five percent of the respondents mentioned that 'enough is currently done to create a good social climate' and 97% stated that 'enough is currently done to create good supervisor relationships'. Nevertheless, within both variables, the results for the conflict, unpleasant occurrences and recognition item are not as satisfactory as those from the other items. Considering the two job characteristic variables, a striking result was that imperfections exist between the given importance of the presence of autonomy and skill variety and the actual amounts available. Findings regarding the three information variables varied. The organisational goal information variable mainly displayed positive outcomes while the outcomes for the other two variables are not as positive. The three participation variables on the other hand displayed matching results. On all three variables, respondents indicated wanting more involvement.

Within the learning opportunities variable, the items did not display good results. Outcomes for the career opportunities variable however presented very neutral results. Findings for both the service vision as well as the customer treatment variable displayed positive outcomes. Although the neutral scores are quite high and small amounts of disagreement viewpoints are present. A positive image was visible regarding the innovative climate variable since the results mainly showed positive outcomes; 92% of the respondents even mentioned that 'enough is currently done to create an innovative climate'. Finally, the scores of the employee engagement construct showed a very positive result indicating that the initial position for establishing employee engagement is remarkably good.

The findings from the correlation analysis demonstrated that the variables social climate, supervisor relationship, skill variety, organisational goal information, organisation wide information, own work information, service vision and innovative climate have significant, weak to moderate, positive associations with the employee engagement construct. However, the findings also demonstrated that the remaining seven variables are indirectly associated with the variable employee engagement.

**Table 5: Results of the Spearman rank-order correlation**

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

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

	1.	2.	3.	4.	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.	15.	16.
1. Social Climate	-															
2. Supervisor Relationship	<b>,690**</b>	-														
3. Autonomy	<b>,327*</b>	,221	-													
4. Skill Variety	,298	<b>,374*</b>	<b>,381*</b>	-												
5. Org. Goal Information	<b>,414**</b>	<b>,525**</b>	,274	,260	-											
6. Org. Wide Information	,275	<b>,371*</b>	<b>,408*</b>	,188	<b>,370*</b>	-										
7. Own Work Information	<b>,336*</b>	,154	<b>,359*</b>	<b>,348*</b>	<b>,416**</b>	<b>,422**</b>	-									
8. Learning Opportunities	,197	,155	,105	-,083	,078	<b>,374*</b>	,059	-								
9. Career Opportunities	,284	<b>,322*</b>	,086	,321	-,085	<b>,359*</b>	,078	<b>,475**</b>	-							
10. Service Vision	,290	<b>,378*</b>	,022	<b>,408*</b>	,247	,207	,304	,108	,230	-						
11 Customer Treatment	,278	,226	-,017	,049	,100	,213	,239	,193	,180	<b>,566**</b>	-					
12. Org. Goal Participation	,038	,212	,195	<b>,405*</b>	,131	,119	,242	,096	<b>,363*</b>	,064	,083	-				
13. Org. Wide Participation	,054	,223	,297	<b>,442**</b>	,183	,184	,260	,152	<b>,356*</b>	,099	,099	<b>,903**</b>	-			
14. Own Work Participation	,240	,226	,312	<b>,543**</b>	,207	,200	<b>,360*</b>	,159	<b>,366*</b>	,286	,170	<b>,629**</b>	<b>,665**</b>	-		
15. Innovative Climate	<b>,355*</b>	,261	,191	,264	<b>,387*</b>	<b>,364*</b>	,268	,256	,155	,301	,314	-,033	-,042	,044	-	
16. Employee Engagement	<b>,367*</b>	<b>,496**</b>	,199	<b>,581**</b>	<b>,543**</b>	<b>,380*</b>	<b>,407*</b>	-,007	,124	<b>,381*</b>	,156	,071	,149	,167	<b>,383*</b>	-

Note: the variables 'social climate', 'supervisor relationship' and 'own work information' rate positive results with a low score and negative results with a high score. However the other variables rate in the opposite direction. Therefore, to prevent interpreting errors, the ratings of the variables 'social climate', 'supervisor relationship' and 'own work information' have been reversed for the correlation analysis.

## 5. Conclusion, recommendations, opportunities & limitations

This chapter provides an answer to the proposed main research question. Section 5.2 discusses future opportunities while section 5.3 describes the limitations of the conducted research.

### 5.1 Conclusion & recommendations

In order to help create employee engagement within the hotel under study the following main research question was formulated:

*'How to establish engaged employees at hotel X?'*

A literature study and semi structured interviews were carried out to identify which antecedents of employee engagement exist and are relevant for the company. This process resulted in the decision to study the following variables: *social climate, supervisor relationship, autonomy, skill variety, organisational goal information, organisation wide information, own work information, organisational goal participation, organisation wide participation, own work participation, learning opportunities, career opportunities, service vision, customer treatment and innovative climate*. Since the focus of study 2 was to obtain an employee perspective, insights were gained, via an online questionnaire, on how employees at hotel X currently experience the above mentioned antecedents and what their wishes or suggestions considering these variables are. By performing a correlation analysis on the acquired data, information was obtained on whether associations exist between the term employee engagement and the antecedents under study<sup>4</sup>. The results of the correlation analysis indicated that the following antecedents have a significant, positive association with the employee engagement construct: *social climate, supervisor relationship, skill variety, organisational goal information, organisation wide information, own work information, service vision and innovative climate*. To establish engaged employees at hotel X these antecedents should receive attention. However, the findings from the correlation analysis also demonstrated that the remaining seven variables are indirectly associated with the variable employee engagement. Making them of higher importance to the establishment of employee engagement than when no associations would have been found. Recommendations towards hotel X that derive from the made conclusion will now be mentioned.

1. Firstly, management is recommended to implement improvements in the distribution of information, for the survey results showed that an overarching problem within this topic is the lack of enough and clear information and communication.

Some employees are still unaware of the aims, long-term plans and future direction of the company and find that it is not clearly communicated to everyone. As management, creating clarity of the organizational goals among staff is thus advised. The results further indicate an absence of good communication and sharing of knowledge and information throughout the organisation. Therefore management is advised to look into this, together with supervisors and maybe even some employees, to try to find the cause of the problem and develop solutions. In addition, employees wish to receive more and clearer feedback on their work. So management should instruct the supervisors, and surprisingly also the direct colleagues, to work on this. Finally, management needs to inform its staff better on planned changes and innovations, for employees are not satisfied to have to find things out via magazines.

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<sup>4</sup> Performing a regression analysis, in addition to the correlation analysis, would have been preferred for it can test the assumption that employee engagement can be predicted based on the used antecedents. However the acquired data did not lend itself for a regression analysis so further research, to test causality, is advised.

2. A second recommendation to management is to solve the existing imperfections concerning the amount of skill variety. The results namely indicate that some respondents mentioned having little skill variety while stating the presence of variety is (very) important to them. Since the problem centres on jobs with little skill variety a solution could be to increase the amount of variety for those employees performing the same routine things over and over again. One way to achieve this is through job rotation; a technique in which employees are moved between two or more jobs to expose them to different experiences and a wider variety of skills. Another option is to enabling the employees in question to establish as much direct relationships with the guests as possible; because of the necessity to develop and exercise interpersonal skills the skill variety often increases.

3. Besides management, immediate supervisors and also the employees are advised to devote more attention to the amount of recognition that people receive from each other. Especially the visibility of the given appreciation is of utmost importance. For far too many respondents rated the item 'in your work, do you feel appreciated by your colleagues / superior' with a sometimes or never. One possibility to achieve improved employee recognition is to, recurrently, encourage supervisors and employees to spontaneously recognize co-workers for their efforts. Another solution is to offer supervisors a training in which the importance of recognition is address and/or tools, methods and practices for praising employees are provided. Further, nowadays even free mobile apps, like iAppreciate, Sparcet and Globoforce Mobile, exist to make it even easier to give praise and acknowledgement for work well done (Mobile apps, 2013).

4. Additionally, the results show that conflicts and unpleasant occurrences take place between employees themselves and between employees and supervisors. Therefore management as well as supervisors are advised to become more aware of the relationships that exist among staff. Only when conflicts and unpleasant occurrences are noticed, can they be resolved. To assist with the creation of closer bonds between each other a responded suggested planning teambuilding sessions with mixed departments or letting employees work at other departments for a day or so. Further, implementing the concept of 'trying to treat co-workers as you would do guest' might also be a useful option.

5. Regarding the innovative climate the given advice towards management is to keep up the good work. However, improvements are still possible and addressing them would not be a dumb choice considering the current economic situation. Due to the ongoing crisis, organisations need to be more flexible and able to find creative ways to survive; requiring a good innovative climate. With regard to the implementation of new ideas, the company does need to keep in mind, as a given suggestion also mentioned, that changing too many things at once can be counterproductive.

6. The disagreement and neutral scores on the service vision variable are pretty high for such an important factor in the hospitality industry. The core function of organisations within this sector namely is to provide quality services towards customers. Management is therefore recommended to improve the aspiration of providing quality service among its employees, especially within students and weekend forces.

Although the customer treatment variable did not show a direct association with the engagement construct, the above stated recommendation also applies to this category. For, considering the core function of organisations within the hospitality industry, the way customers are treated can be viewed as an important factor as well.

7. Due to the indirect associations that were found, the variables autonomy, organisational goal participation, organisation wide participation, own work participation, learning opportunities, career opportunities and customer treatment also become important to the establishment of employee engagement at hotel X. So besides the already mentioned recommendation for the customer treatment variable, management is finally advised to address existing problems within the remaining six variables.

## 5.2 Future opportunities

- Although the personality construct was not included in the questionnaire, due to the difficulty for the organisation to alter it, the results from the conducted interviews did show that someone's personality was deemed an important factor contributing to employee engagement. Recent literature seems to agree with this for Wefald, Reichard & Serrano (2011, p.524) state the following "specifically, we predict that the concept of engagement is an important, thus far missing, link between personality and work outcomes. In other words, employees with certain types of personality are predisposed to be more or less engaged with their work [...]". The outcome from Wefald, Reichard & Serrano's (2011) study confirms their prediction. The authors report that the result is an important finding for managers seeking to develop an engaged organisation as it "suggest that certain personality types are more likely than others to be engaged [...]" (Wefald, Reichard & Serrano, 2011, p.534).

Based on Wefald, Reichard & Serrano (2011) findings as well as the results from current research, it is recommended that future recruitment practices at hotel X emphasize the personality of an individual. Further, considering the fact that the results from the research conducted in this paper correspond to the findings of one of the few literature studies on personality and engagement, future research towards the relationship between personality and employee engagement is recommended.

- The distributed survey contained questions related to biographical factors and work-related factors resulting in the possibility to examine if these factors affect the level of employee engagement. For, according to Robinson, Perryman & Hayday (2004, p.x) "engagement levels can vary in association with a variety of personal and job characteristics". The results from the study conducted in this paper show that both age and the length of service have a significant, positive association with the employee engagement construct; respectively  $r_s 0,601^{**}$  and  $r_s 0,340^{*5}$ . Indicating that engagement levels go up as the employees get older and the length of service increases. Both these results however, contradict Robinson, Perryman & Hayday's (2004) findings. Further, women, fulltime employees and employees with a managerial position appear slightly more engaged than men, part-time employees and employees without a managerial position. The visible differences are however not significant. For the gender topic these results correspond to Robinson, Perryman & Hayday's (2004) work, however the authors do find a significant difference between full-timers and part-timers contradicting the results from this study.

Due to the many contradictions that have been found, it is recommended to conduct further research on the relationship of biographical- and work-related factors on engagement.

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<sup>5</sup> \*\*. Correlation is significant at the 0.01 level (2-tailed)

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

- One given suggestion mentioned that, besides promoting the excellent kitchen, more attention could be given on promoting the lovely, idyllic, characteristic, historical and monumental building along with its environment and the special events hosted on the beautiful meadow. For, according to the respondent, such a magnificent company should always be booked for at least 80%. Another suggestion stated that the current location of the cloakroom is not logical; a better position would be between the main entrance and the lounge. That suggestion also mentioned that it would be a good idea to ask the old or visual impaired if they are able to read the menu in the twilight of the pretty lounge; if not, a mini/magnifying lamp could be offered to them. These respondents have put time and effort into formulating useful suggestions and it is therefore recommended that the company look into these options.
- Within the results from the correlation analysis it is surprisingly striking that the three variables with the strongest employee engagement associations are linked to three different organisational levels. The organisational goal information variable namely is an organisational / strategic level variable while the supervisor relationship variable is a departmental / middle management level variable and finally skill variety is more a task related variable. This striking finding suggests that all levels of an organisation should participate in the establishment of employee engagement. No research yet addresses this phenomenon, it therefore provides opportunities for future research
- Section 1.4.2 mentioned that creating an engaged workforce is something that each organisation, especially within the hard working and customer centred world of the hotel industry, should consider. Therefore the issue which will be discussed here is the level of generalization of the research results towards the entire hotel sector. Since the conducted research focused on one small hotel, not tied to a hotel chain, in the east of the Netherlands the generalizability of the results is unfortunately quite low. Due to their size, large hotels often have a more formal structure while hotels belonging to a hotel chain have to deal with, for instance, the presence of many regulations on how things need to be executed; this ensures the similarity of each hotel in the chain. In addition, the east of the Netherlands is a more rural area compared to the west of the Netherlands where major cities and a busy airport are located. These differences impact the antecedents under study and in so doing possibly change the findings. Raising the following questions: do the features from the examined hotel (small, independent, rural location) create the relations that have been found and, considering hotels outside the Netherlands what would be the impact of a different culture on the relationship? Further, to what extent do the features from the examined hotel influence the results from the interviews; for Burke and the Institute for Employment Studies (IES) mentioned that drivers of employee engagement do vary across organisations.
- The final research model, depicted in section 4.2, illustrates the antecedents of employee engagement under study within this research. To assist future research on employee engagement the most important drivers of engagement, based on the conducted literature study, consulting study, interviews and correlation analysis, will be presented here. The variables which certainly should be considered, when performing a research including the predictors of employee engagement, are those related to: social climate, supervisor relationship, information/communication, the job characteristics autonomy & skill variety, learning & career opportunities and participation in decision making. All of these variables namely have direct or indirect associations with the engagement construct and are mentioned in the literature study, consulting study as well as the interviews. The innovative climate and service orientation variables are also crucial drivers due to the direct or indirect association

with the engagement construct and the fact that they are mentioned in the interviews and either the literature study or the consulting study. Furthermore the recognition and feedback variable, although not included as separate variables within current research, form important predictors since they appear in the literature- & consulting study as well as the interviews. Finally, the following three variables should also be considered as relevant antecedents: personality, justice/fair treatment and financial compensation. These three variables are namely present in the literature study and either the consulting study or the interviews.

### **5.3 Research limitations**

- As stated before the conducted research focused on a small, independent hotel located in the east of the Netherlands. The setting of the study is thus very specific making the results very useful for the hotel under study but making the generalization of the results to other hotels / settings difficult. The degree to which findings can be generalized to the whole population must also be lowered since, during the study, housekeeping has been transferred to an in-house department adding roughly 20 new people to the total population whose viewpoints have not been taken into account. Further, the average response rate (62.3%) causes generalization issues for it is unknown whether the non-respondents differ from those who did respond.
- A cross-sectional design has been used within this research which implies that the dependent variable (employee engagement) and all the independent variables (the antecedents under study) were measured at the same time. It is therefore not possible to detect causal relationships between the research variables. The fact that a regression analysis could not be performed adds to the uncertainty regarding the issue of causality. If a longitudinal design had been possible this would have been preferred for it allows the measurement of causal relationships.
- Since the study took place in the Netherlands the conducted questionnaire was formulated in Dutch. Therefore, the scales of twelve of the sixteen variables (VBBA & UBES are already in Dutch) had to be translated from English to Dutch. To retain reliability and validity, applying translation methods such as (multiple) backward translations would have been preferred. Due to time constraints such methods were unfortunately not possible.
- Another limitation concerns the fact that only an online questionnaire was used to measure how employees experienced the identified antecedents. Common method bias may thus have influenced some of the results. Implementing a second measurement method, e.g. interviews, would thus have been desirable. However time constraints and a minimum intrusion on the employees (some already participated with the interview and the survey) prevented the implementation of a second method.

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## Appendix A: Dutch hotel chain offerings (Ketenhotelaabod, 2011)

Keten	Beschikbare merken	Merken in Nederland (NL)	Hotels in NL	Kamers in NL
AC Restaurants & Hotels	AC	AC	2	124
Hotels onder merk Tulip Inn			5	443
			7	567
Amadore Hotels en Restaurants	Amadore	Amadore	3	158
Hotels onder merk Best Western			1	47
			4	205
Amrâth Hôtels & Restaurants	Amrâth	Amrâth	13	1,164
Hotels onder merken Tulip Inn en Mercure			3	179
			16	1,343
Bastion Hotel Groep	Bastion	Bastion	28	2,506
Hotel onder merk Best Western			2	245
			30	2,751
Bilderberg	Bilderberg	Bilderberg	18	1,725
Hotel onder merk Crowne Plaze			1	141
			19	1,866
Bonheur Horeca Groep	X	X	2	61
Camille Oostwegel ChâteauHotels & -Restaurants	X	X	3	206
Centre Hotels	X	X	5	203
Chagall Hotels & Restaurants	X	X	2	377
Hotel onder merk Hampshire			1	96
			3	473
citizenM Hotels	citizenM	citizenM	2	445
Conscious Hotels	Conscious	Conscious	2	115
DuneHotels	Dune	Dune	3	85
Dutch Hotel Partners (met merk Holiday Inn Express)	X	X	2	366
EMB hotels	X	X	3	206
European Hotel Management	Apollo Hotels & Resorts	Apollo Hotels & Resorts	6	450
Hotels onder merken Best Western, Crowne Plaze, Golden Tulip, Holiday Inn en Wyndham			5	717
			11	1,167
Events Company	X	X	1	20
Fletcher Hotels	Fletcher	Fletcher	48	2,245
Golden Green Hotel Groep (met merken Golden Tulip en Tulip Inn)	X	X	5	294
Hajé Hotels en Restaurants	Hajé	Hajé	4	110
Hampshire Hospitality	Hampshire	Hampshire	24	1,363
	Hampshire Classic	Hampshire Classic	16	685
	Hampshire Eden	Hampshire Eden	16	1,781
	Hampshire Inn	Hampshire Inn	9	469
Hotel onder merk Holiday Inn	X	X	1	199
			66	4,497
Hennie van der Most	X	X	2	314
Hospitality Company Hoscom	X	X	6	596
Inntel Hotels	Inntel	Inntel	4	636
La Bergère Group	Qbic	Qbic	1	35
	Townhouse	Townhouse	1	69
	X	X	1	13
			3	117
Postillion Hotels	Postillion	Postillion	6	554
Regardz	Regardz	Regardz	4	425
Sandton Hotels	Sandton	Sandton	14	761
Symphony Hotels	X	X	5	150
Van der Valk Hotels en Restaurants	Van der Valk	Van der Valk	59	7,767
WestCord Hotels	WestCord	WestCord	13	1,395
<b>Totaal herkomts NL (30)</b>	<b>23</b>	<b>23</b>	<b>326</b>	<b>27,213</b>

Accor	Adagio	X	0	0
	All Seasons/ibis Styles	All Seasons/ibis Styles	1	44
	Etap/ibis <i>budget</i>	Etap/ibis <i>budget</i>	1	118
	hotelF1	X	0	0
	Formule 1/ibis <i>budget</i>	Formule 1/ibis <i>budget</i>	2	125
	ibis	Ibis	11	2,084
	Mercure	Mercure	12	1,449
	Grand Mercure	X	0	0
	MGallery	MGallery	1	148
	Motel6	X	0	0
	Novotel	Novotel	9	1,782
	Orbis	X	0	0
	Pullman	Pullman	1	313
	Sofitel	Sofitel	1	182
	Studio6	X	0	0
	Suite Novotel	X	0	0
	Thalassa sea & spa	X	0	0
			39	6,245
Best Western	Best Western	Best Western	45	3,092
	Best Western Premier	Best Western Premier	1	192
			46	3,284
Carlson Hotels Worldwide / Rezidor Hotel Group	Country Inns & Suites by Carlson	X	0	0
	Park Inn by Radisson	X	0	0
	Park Plaza	Park Plaza	4	666
	Radisson	Radisson	2	522
			6	1,188
Carlton Hotel Collection	Carlton	Carlton	6	835
	X	X	1	51
			7	886
Chic & Basic	Chic & Basic	Chic & Basic	1	25
Dorint Hotels & Resorts	Dorint	Dorint	1	442
easyHotel	easyHotel	easyHotel	1	80
Fairmont Raffles Hotels International	Raffles Hotels & Resorts	X	0	0
	Fairmont Hotels & Resorts	X	0	0
	Swissôtel Hotels & Resorts	Swissôtel Hotels & Resorts	1	109
			1	109
Group Du Louvre	Campanile	Campanile	14	910
	Crillon	X	0	0
	Concorde Hotels & Resorts	X	0	0
	Golden Tulip	Golden Tulip	31	2,479
	Kyriad	X	0	0
	Kyriad Prestige	X	0	0
	Première Classe	Première Classe	1	67
	Royal Tulip	X	0	0
	Tulip Inn	Tulip Inn	17	1,205
			63	4,661
Hilton Hotels	Conrad Hotels	X	0	0
	Doubletree by Hilton	Doubletree by Hilton	1	553
	Embassy Suites Hotels	X	0	0
	Hampton Inn and Hampton Inn & Suites	X	0	0
	Hilton Hotels	Hilton	5	1,085
	Hilton Garden Inn	X	0	0
	Home2 Suites by Hilton	X	0	0
	Homewood Suites by Hilton	X	0	0
	Waldorf Astoria Hotels & Resorts	X	0	0
			6	1,638
InterContinental Hotels Group	Candlewood Suites	X	0	0
	Crowne Plaza Hotels & Resorts	Crowne Plaza Hotels & Resorts	5	954
	Holiday Inn	Holiday Inn Hotels	4	801
	Holiday Inn Express	Holiday Inn Express	3	428
	Hotel Indigo	X	0	0
	InterContinental Hotels & Resorts	InterContinental Hotels & Resorts	1	79
	Staybridge Suites	X	0	0

			13	2,262
Marriott International	AC Hotels by Marriott	X	0	0
	Autograph Collection	X	0	0
	Bulgari Hotels & Resorts	X	0	0
	Courtyard by Marriott	Courtyard by Marriott	1	148
	EDITION Hotels	X	0	0
	ExecuStay	X	0	0
	Fairfield Inn & Suites by Marriott	X	0	0
	Grand Residences by Marriott	X	0	0
	JW Marriott Hotels & Resorts	X	0	0
	Marriott Executive Apartments	X	0	0
	Marriott Hotels & Resorts	Marriott Hotels & Resorts	1	392
	Renaissance Hotels	Renaissance Hotels	1	402
	Residence Inn by Marriott	X	0	0
	SpringHill Suites by Marriott	X	0	0
	Ritz-Carlton	X	0	0
	TownPlace Suites by Marriott	X	0	0
			3	942
Mövenpick Hotels & Resorts	Mövenpick	Mövenpick	3	625
NH Hoteles	Hesperia	X	0	0
	NH	NH	35	6,544
	NH Resorts	X	0	0
			35	6,544
Okura Hotels & Resorts	Okura	Okura	1	315
Scandic	Scandic	Scandic	1	96
Starwood	Aloft	X	0	0
	Element	X	0	0
	Four Points by Sheraton	X	0	0
	Le Méridien	X	0	0
	Sheraton	Sheraton	1	406
	St. Regis	X	0	0
	The Luxury Collection	The Luxury Collection	2	322
	Westin	X	0	0
	W Hotels	X	0	0
			3	728
Steigenberger Hotels & Resorts	Steigenberger Hotels & Resorts	Steigenberger Hotels & Resorts	1	255
	InterCity Hotels	X	0	0
			1	255
Wyndham Hotel Group	Wyndham Hotels & Resorts	Wyndham Hotels & Resorts	1	219
	Wyndham Grand Collection	X	0	0
	Wyndham Garden	X	0	0
	Tryp	X	0	0
	Wingate by Windham	X	0	0
	Hawthorn Suites by Windham	X	0	0
	Dream Hotels	X	0	0
	Ramada Worldwide	X	0	0
	Night	X	0	0
	Days Inn	X	0	0
	Super 8	X	0	0
	Baymont Inn & Suites	X	0	0
	Microtel Inns & Suites	X	0	0
	Howard Johnson	X	0	0
	Travelodge	X	0	0
	Knights Inn	X	0	0
			1	219
Yotel	Yotel	Yotel	1	57
<b>Totaal herkomst buiten NL (20)</b>	<b>105</b>	<b>40</b>	<b>233</b>	<b>30,601</b>
<b>Totaal herkomst NL en buiten NL (50)</b>	<b>128</b>	<b>63</b>	<b>559</b>	<b>57,814</b>

## Appendix B: Operationalisations

### From literature

#### **Job characteristics**

*Skill variety*: “the degree to which a job requires a variety of different activities in carrying out the work, involving the use of a number of different skills and talents of the person” (Fataurochman, 1997, p.1);

- e.g. To what extent does the job require you to do many different things at work, using a variety of your skills and talents?

*Task identity*: “the degree to which the job requires completion of a whole, identifiable piece of work. That is, doing a job from beginning to end with visible outcome” (Fataurochman, 1997, p.1);

- e.g. Is the job a complete piece of work that has an obvious beginning and end? Or is it only a small part of the overall piece of work, which is finished by other people or by automatic machines?

*Task significance*: “the degree to which the job has a substantial impact on the lives of other people, whether those people are in the immediate organisation or in the world at large” (Fataurochman, 1997, p.1);

- e.g. Are the results of your work likely to significantly affect the lives or well-being of other people?

*Autonomy (job control)*: “the degree to which the job provides substantial freedom, independence and discretion to the individual in scheduling the work and in determining the procedure to be used in carrying it out” (Fataurochman, 1997, p.2);

- e.g. To what extent does your job permit you to decide on your own how to go about doing the work?
- e.g. I can decide myself how to perform my work
- e.g. To what extent are you able to influence matters related to the work in your job
- e.g. Do you have freedom in carrying out your work activities
- Having decision-making latitude over one’s work and skill discretion at work<sup>6</sup>

*Job feedback*: “the degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his/her performance” (Fataurochman, 1997, p.2);

- e.g. To what extent does doing the job itself provide you with information about your work performance?
- e.g. To what extent do managers or co-workers let you know how well you are doing on your job?
- e.g. I get enough feedback about the quality of my performance
- e.g. I receive sufficient information about the goal of my work
- e.g. Does your work provide you with direct feedback on how well you are doing your work

#### **Rewards & recognition**

*Extrinsic*: “are the tangible rewards mostly of a financial nature such as pay raises, bonuses, and benefits, given to employees” (Ram & Prabhakar, 2011, p.50)

*Intrinsic*: “are psychological rewards that employees get from doing meaningful work and performing it well” (Ram & Prabhakar, 2011, p.50);

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<sup>6</sup> “The latitude an employee has in deciding the order in which tasks are done and the pace of work [...] and the amount of influence an employee has on the following issues at work: how the job gets done, how she/he goes about getting the job done; how much she/he is able to vary his/her work; and how much choice she/he has over the methods used to do the job” (Mauno, Kinnunen & Ruokolainen, 2007, p.158).

- e.g. My performance is rewarded properly
- e.g. Participants were asked to indicate the extent to which they receive various outcomes for performing their job well: pay raise, promotion, some form of public recognition (e.g. employee of the month), a reward or token of appreciation (e.g. lunch), praise from supervisor, respect from people you work with...

### **Participation in decision making**

- e.g. Only the management decides what everybody has to do

### **Supervisor support / coaching**

- e.g. My supervisor keeps distance from his/her employees
- e.g. Does your supervisor provide help and support when needed
- e.g. My supervisor cares about my opinions
- e.g. My work supervisor really cares about my well-being.
- e.g. My supervisor strongly considers my goals and values.
- e.g. My supervisor uses his/her influence to help me solve my problems at work (2)

### **Social support from colleagues / social climate**

- e.g. Can you ask your colleagues for help if necessary
- e.g. If necessary, can you ask your colleagues for help
- e.g. Do you think the social climate in your workplace is comfortable and relaxed (2)

### **Organisation-based self-esteem (OBSE)**

“High OBSE employees perceive themselves as valuable, meaningful, effectual and worthy in their organizations” (Mauno, Kinnunen & Ruokolainen, 2007, p.155);

- e.g. I count, am taken seriously, am important and am valuable around here

### **Job security**

- e.g. The threat of losing this job is very low

### **Information**

- e.g. Do you think that the management shares enough job-related information with the personnel in your organisation

### **Innovative climate**

- e.g. In our organization we continuously make improvements concerning our jobs

### **Opportunities to learn and to develop**

- e.g. Do you learn new things in your work

### **Perceived organisational support**

“Refers to a general belief that one’s organization values their contribution and cares about their well-being” (Ram & Prabhakar, 2011, p.51);

- e.g. My organization really cares about my well-being
- e.g. My organization strongly considers my goals and values
- e.g. My organization cares about my opinions
- e.g. My organization is willing to help me if I need a special favour
- e.g. Help is available from my organization when I have a problem
- e.g. My organization would forgive a honest mistake on my part

### **Justice**

*Distributive*: “pertains to one’s perception of the fairness of decision outcomes” (Saks, 2006, p.606) / “deals with the ends achieved (what the decisions are) or the content of fairness” (Ram & Prabhakar, 2011, p.51);



- e.g. Do the outcomes you receive reflect the effort you have put into your work?
- e.g. Are the outcomes you receive appropriate for the work you have completed?
- e.g. Do your outcomes reflect what you have contributed to the organization?
- e.g. Are your outcomes justified given your performance?

*Procedural*: “refers to the perceived fairness of the means and processes used to determine the amount and distribution of resources” (Saks, 2006, p.606) / “is related to the means used to achieve those ends (how decisions are made) or the process of fairness” (Ram & Prabhakar, 2011, p.51);

- e.g. Have you been able to express your views and feelings during those procedures?
- e.g. Have you had influence over the outcomes arrived at by those procedures?
- e.g. Have those procedures been applied consistently?
- e.g. Have those procedures been free of bias?
- e.g. Have those procedures been based on accurate information?
- e.g. Have you been able to appeal the outcomes arrived at by those procedures?
- e.g. Have those procedures upheld ethical and moral standards?

### From consulting organisations

#### **Aon’s Career Opportunities**

“Employees’ perceptions of a favourable set of circumstances for their future in the organization, including growth and advancement and including perceptions of the processes and fairness of decisions regarding employees’ opportunities” (Aon Hewitt, 2012, p.20)

#### **Aon’s Recognition**

“Employees’ perceptions of the acknowledgement and favourable notices they receive from others for their contributions and accomplishments in their work” (Aon Hewitt, 2012, p.20)

#### **Aon’s Organization Reputation**

“Employees’ perception that the organization is regarded as a good place to work by those outside the organization” (Aon Hewitt, 2012, p.20)

#### **Aon’s Communication (practices)**

“The extent to which communication is effective across the organization; often includes the perception that employees have the information they need to do their jobs well” (Aon Hewitt, 2012, p.20)

#### **Aon’s Managing Performance**

“Employees’ perceptions that the organization’s formal performance management processes provide feedback and guidance to improve performance” (Aon Hewitt, 2012, p.20)

#### **Aon’s Pay**

“Employees’ perceptions of the appropriateness of their pay, relative to their performance and contributions; pay can be defined to refer to both fixed and variable pay” (Aon Hewitt, 2012, p.20)

#### **Aon’s Brand Alignment**

“The consistency between the promises an organization makes to its employees about working at that organization and the employee work experience” (Aon Hewitt, 2012, p.20)

#### **People/HR Practices**

“Employees’ perceptions of the extent to which a company’s formal policies and informal practices create a positive work environment” (Aon Hewitt, 2012, p.20)

## Appendix C: Interview protocol

- Korte introductie van interviewer (verwijzing naar verstuurde uitnodigingsmail)  
*Short introduction of interviewer (reference to sent email invitation)*
  - o Naam / *Name*
  - o Opleiding / *Education*
  - o Omschrijving van de opdracht / *Description of the research*
  - o Uitleg begrip betrokkenheid / *Explanation of the term employee engagement*
  
- Korte introductie van geïnterviewde  
*Short introduction of interviewee*
  - o Leeftijd / *Age*
  - o Dienstjaren / *Tenure*
  - o Functie / *Function*
  - o Inhoud werk / *Content of work*
  
- Redenen voor werkzaamheid  
*Employment reasons*
  - o Waarom bent u bij dit bedrijf komen werken? /  
*Why did you choose to come and work for this company?*
  - o Als langer in dienst ook: Waarom blijft u bij dit bedrijf werken? /  
*If longer in service also: Why do you remain working here?*
  
- Factoren voor betrokkenheid/ *Antecedents to employee engagement*
  - o Kunt u aangeven welke factoren voor u van invloed zijn op de betrokkenheid?  
*Could you specify what factors have an impact on employee engagement?*
  - o Kunt u aangeven waarom de genoemde factoren volgens u van invloed zijn?  
*Could you explain why you think these factors have an impact on employee engagement?*
  
- Heeft u nog vragen? / *Do you have any questions?*

## Appendix D: Survey

Deze enquête is gemaakt voor mijn afstudeeronderzoek, die zich richt op de betrokkenheid van medewerkers bij het bedrijf (bevlogenheid). De enquête zal, naast demografische aspecten, ingaan op de volgende onderwerpen: relatie met collega's, relatie met directe leiding, baankenmerken, groei mogelijkheden, inspraak, informatie voorziening, innovatie klimaat, service oriëntatie en werkbeleving.

Het is belangrijk dat u de vragen goed doorleest en uw eigen mening geeft door steeds het best passende antwoord in te vullen. De vragen hebben als doel om te achterhalen in hoeverre boven genoemde onderwerpen binnen hotel X aanwezig zijn. Ook wordt er gevraagd naar de belangrijkheid van bepaalde aspecten en is er ruimte om suggesties en wensen te uiten.

Als u deze enquête in wilt vullen stel ik dat zeer op prijs. De enquête zal ongeveer 15 minuten van uw tijd vragen. De antwoorden die u geeft blijven anoniem.

Milou Habraken

### Demografische gegevens

1. Geslacht (omcirkel wat van toepassing is)

Man    Vrouw

2. Leeftijd (omcirkel wat van toepassing is)

Jonger dan 20 jaar    20-29 jaar    30-39 jaar    40-49 jaar    50-59    60 jaar of ouder

3. Aantal dienstjaren binnen hotel X \_\_\_\_\_

4. Heeft u een leidinggevende functie? (omcirkel wat van toepassing is)

Ja    Nee

5. Voor welke afdeling werkt u? \_\_\_\_\_

6. Wat voor soort contract heeft u? (omcirkel wat van toepassing is)

Vaste aanstelling    Tijdelijke aanstelling    Anders, nl. \_\_\_\_\_

7. Wat is de omvang van uw dienstverband? (omcirkel wat van toepassing is)

Fulltime    Parttime

## Relatie met collega's

8. De volgende punten hebben betrekking op de werksfeer. Wilt u aangeven hoe vaak ieder punt op u van toepassing is als u kijkt naar de IN-HOUSE MEDEWERKERS? Steeds het best passende antwoord invullen.

	<i>Altijd</i>	<i>Vaak</i>	<i>Soms</i>	<i>Nooit</i>
- Kunt u op uw collega's rekenen wanneer u het in uw werk wat moeilijk krijgt?	_____	_____	_____	_____
- Kunt u als dat nodig is uw collega's om hulp vragen?	_____	_____	_____	_____
- Is uw verstandhouding met uw collega's goed?	_____	_____	_____	_____
- Heeft u conflicten met uw collega's?	_____	_____	_____	_____
- Voelt u zich in uw werk gewaardeerd door uw collega's?	_____	_____	_____	_____
- Heeft u te maken met agressie van uw collega's?	_____	_____	_____	_____
- Zijn uw collega's vriendelijk tegen u?	_____	_____	_____	_____
- Heerst er tussen u en uw collega's een prettige sfeer?	_____	_____	_____	_____
- Doen zich tussen u en uw collega's vervelende gebeurtenissen voor?	_____	_____	_____	_____

9. De volgende punten hebben betrekking op de werksfeer. Wilt u aangeven hoe vaak ieder punt op u van toepassing is als u kijkt naar de EXTERNE MEDEWERKERS? Steeds het best passende antwoord invullen.

	<i>Altijd</i>	<i>Vaak</i>	<i>Soms</i>	<i>Nooit</i>
- Kunt u op uw collega's rekenen wanneer u het in uw werk wat moeilijk krijgt?	_____	_____	_____	_____
- Kunt u als dat nodig is uw collega's om hulp vragen?	_____	_____	_____	_____
- Is uw verstandhouding met uw collega's goed?	_____	_____	_____	_____
- Heeft u conflicten met uw collega's?	_____	_____	_____	_____
- Voelt u zich in uw werk gewaardeerd door uw collega's?	_____	_____	_____	_____
- Heeft u te maken met agressie van uw collega's?	_____	_____	_____	_____
- Zijn uw collega's vriendelijk tegen u?	_____	_____	_____	_____
- Heerst er tussen u en uw collega's een prettige sfeer?	_____	_____	_____	_____
- Doen zich tussen u en uw collega's vervelende gebeurtenissen voor?	_____	_____	_____	_____

10. Wilt u aangeven hoe belangrijk de aanwezigheid van ieder punt voor u is als u kijkt naar de IN-HOUSE medewerkers? Steeds het best passende antwoord invullen.

	_____	_____	_____	_____
	Zeer belangrijk (ZB)	Belangrijk (B)	Onbelangrijk (O)	Zeer onbelangrijk (ZO)
- Het kunnen rekenen op collega's wanneer u het in uw werk wat moeilijk krijgt	_____	_____	_____	_____
- Het kunnen vragen van hulp aan uw collega's	_____	_____	_____	_____
- Het hebben van een goede verstandhouding met uw collega's	_____	_____	_____	_____
- Het gewaardeerd voelen door uw collega's	_____	_____	_____	_____

11. Wilt u aangeven hoe belangrijk de aanwezigheid van ieder punt voor u is als u kijkt naar de EXTERNE medewerkers? Steeds het best passende antwoord invullen.

	Zeer belangrijk (ZB)	Belangrijk (B)	Onbelangrijk (O)	Zeer onbelangrijk (ZO)
- Het kunnen rekenen op collega's wanneer u het in uw werk wat moeilijk krijgt				
- Het kunnen vragen van hulp aan uw collega's				
- Het hebben van een goede verstandhouding met uw collega's				
- Het gewaardeerd voelen door uw collega's				

12. Wordt er momenteel voldoende geregeld om een goede werksfeer onder alle medewerkers, zowel in-house als extern, te creëren? (omcirkel wat van toepassing is)

Ja      Nee

13. Heeft u, gezien de werksfeer, nog suggesties of wensen? \_\_\_\_\_

### Relatie met directe leiding

14. De volgende punten hebben betrekking op de relatie met uw directe leiding. Wilt u aangeven hoe vaak ieder punt op u van toepassing is door steeds het best passende antwoord in te vullen?

	<i>Altijd</i>	<i>Vaak</i>	<i>Soms</i>	<i>Nooit</i>
- Kunt u op uw directe leiding rekenen wanneer u het in uw werk wat moeilijk krijgt?				
- Kunt u als dat nodig is uw directe leiding om hulp vragen?				
- Is uw verstandhouding met uw direct leiding goed?				
- Heeft u conflicten met uw directe leiding?				
- Voelt u zich in uw werk gewaardeerd door uw directe leiding?				
- Heeft u te maken met agressie van uw directe leiding?				
- Is uw directe leiding vriendelijk tegen u?				
- Heerst er tussen u en uw directe leiding een prettige sfeer?				
- Doen zich tussen u en uw directe leiding vervelende gebeurtenissen voor?				

15. Wilt u aangeven hoe belangrijk de aanwezigheid van ieder punt voor u is door steeds het best passende antwoord in te vullen?

	Zeer belangrijk (ZB)	Belangrijk (B)	Onbelangrijk (O)	Zeer onbelangrijk (ZO)
- Het kunnen rekenen op uw directe leiding wanneer u het in uw werk wat moeilijk krijgt				
- Het kunnen vragen van hulp aan uw directe leiding				
- Het hebben van een goede verstandhouding met uw directe leiding				
- Het gewaardeerd voelen door uw directe leiding				

16. Wordt er momenteel voldoende geregeld om een goede relatie met uw directe leiding te creëren? (omcirkel wat van toepassing is)

Ja      Nee

17. Heeft u, gezien de relatie met uw directe leiding, nog suggesties of wensen? \_\_\_\_\_

### Baankenmerken

18. Hoeveel autonomie is er in uw werk? Dat wil zeggen, in hoeverre laat uw baan het toe om zelf te beslissen over hoe u uw werk aanpakt? (omcirkel wat het meest van toepassing is)

1	2	3	4	5	6	7
Zeer weinig, het werk geeft me bijna geen persoonlijke zeggenschap over hoe & wanneer het werk wordt gedaan						Heel veel, het werk geeft mij bijna volledige verantwoordelijkheid om te beslissen hoe & wanneer het werk wordt gedaan

19. Hoeveel variatie is er in uw werk? Dat wil zeggen, in hoeverre vereist de baan van u om veel verschillende dingen te doen, met behulp van een verscheidenheid aan uw vaardigheden en talenten? (omcirkel wat het meest van toepassing is)

1	2	3	4	5	6	7
Zeer weinig, het werk vereist van me om dezelfde routinematige dingen steeds opnieuw te doen						Heel veel, het werk vereist van me om veel verschillende dingen te doen met behulp van een aantal verschillende vaardigheden en talenten

20. Wilt u aangeven hoe belangrijk de aanwezigheid van ieder punt voor u is door steeds het best passende antwoord in te vullen?

Zeer belangrijk (ZB)	Belangrijk (B)	Onbelangrijk (O)	Zeer onbelangrijk (ZO)
----------------------	----------------	------------------	------------------------

- Het hebben van autonomie in uw werk \_\_\_\_\_
- Het hebben van variatie in uw werk \_\_\_\_\_

21. Heeft u, gezien de autonomie en variatie in u werk, nog suggesties of wensen? \_\_\_\_\_

### Groei mogelijkheden

22. De volgende punten hebben betrekking op uw leermogelijkheden. Wilt u aangeven hoe vaak ieder punt op u van toepassing is door steeds het best passende antwoord in te vullen?

Zeer mee oneens (ZMO)	Mee oneens (MO)	Neutraal (N)	Mee eens (ME)	Zeer mee eens (ZME)
-----------------------	-----------------	--------------	---------------	---------------------

- Wanneer mensen hier beginnen in een nieuwe baan krijgen ze genoeg begeleiding en training \_\_\_\_\_
- Er is toewijding voor voortdurende training en ontwikkeling van medewerkers \_\_\_\_\_
- De training en ontwikkeling die ik heb ontvangen heeft mijn prestaties verbeterd \_\_\_\_\_

**23.** Wilt u aangeven hoe belangrijk de aanwezigheid van ieder punt voor u is door steeds het best passende antwoord in te vullen?

	Zeer belangrijk (ZB)	Belangrijk (B)	Onbelangrijk (O)	Zeer onbelangrijk (ZO)
- Het ontvangen van genoeg begeleiding aan het begin van een nieuwe baan				_____
- De aanwezigheid van toewijding voor voortdurende training en ontwikkeling				_____

**24.** De volgende punten hebben betrekking op uw loopbaanmogelijkheden. Wilt u aangeven hoe vaak ieder punt op u van toepassing is door steeds het best passende antwoord in te vullen?

	Zeer mee oneens (ZMO)	Mee oneens (MO)	Neutraal (N)	Mee eens (ME)	Zeer mee eens (ZME)
- Er wordt genoeg tijd en moeite besteed aan loopbaanplanning					_____
- Ik krijg kansen aangeboden om vaardigheden te ontwikkelen die nodig zijn voor loopbaanontwikkeling					_____
- Er zijn genoeg carrièremogelijkheden / mogelijkheden om mij te ontwikkelen binnen de organisatie (lees hier hotel X)					_____

**25.** Wilt u aangeven hoe belangrijk de aanwezigheid van ieder punt voor u is door steeds het best passende antwoord in te vullen?

	Zeer belangrijk (ZB)	Belangrijk (B)	Onbelangrijk (O)	Zeer onbelangrijk (ZO)
- Het feit dat er genoeg tijd en moeite besteed wordt aan loopbaanplanning				_____
- Het krijgen van kansen om vaardigheden voor loopbaanontwikkeling te ontwikkelen				_____
- De aanwezigheid van genoeg carrièremogelijkheden / mogelijkheden om mij te ontwikkelen binnen de organisatie (lees hier hotel X)				_____

**26.** Heeft u, gezien de leer- en loopbaanmogelijkheden, nog suggesties of wensen? \_\_\_\_\_

### Inspraak

**27.** De volgende punten hebben betrekking op de hoeveelheid betrokkenheid die u HEEFT binnen hotel X. Wilt u bij elk punt steeds het best passende antwoord in vullen?

Ik ben helemaal niet betrokken	Ik ben op voorhand geïnformeerd over de kwestie	Ik kan mijn mening geven	Er wordt rekening gehouden met mijn mening	Ik kan met gelijk gewicht deelnemen	Ik maak zelf de besluiten
1	2	3	4	5	6
- Besluiten gerelateerd aan de doelstelling en visie					_____
- Besluiten gerelateerd aan organisatie brede zaken					_____
- Besluiten gerelateerd aan uw eigen werk					_____

**28.** De volgende punten hebben betrekking op de hoeveelheid betrokkenheid die u ZOU WILLEN HEBBEN binnen hotel X. Wilt u bij elk punt steeds het best passende antwoord invullen?

Ik ben helemaal niet betrokken	Ik ben op voorhand geïnformeerd over de kwestie	Ik kan mijn mening geven	Er wordt rekening gehouden met mijn mening	Ik kan met gelijk gewicht deelnemen	Ik maak zelf de besluiten
1	2	3	4	5	6

- Besluiten gerelateerd aan de doelstelling en visie \_\_\_\_\_
- Besluiten gerelateerd aan organisatie brede zaken \_\_\_\_\_
- Besluiten gerelateerd aan uw eigen werk \_\_\_\_\_

**29.** Heeft u, gezien de hoeveelheid inspraak bij besluiten, nog suggesties of wensen? \_\_\_\_\_

### **Informatie voorziening**

**30.** De volgende punten hebben betrekking op informatie omtrent de DOELSTELLING & VISIE binnen hotel X. Wilt u aangeven hoe vaak ieder punt op u van toepassing is door steeds het best passende antwoord in te vullen?

Beslist onjuist (BO)	Grotendeels onjuist (GO)	Grotendeels waar (GW)	Beslist waar (BW)
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- Mensen hebben een goed beeld van wat de organisatie probeert te doen \_\_\_\_\_
- De toekomstige richting van het bedrijf is duidelijk gecommuniceerd naar iedereen \_\_\_\_\_
- Mensen weten niet goed wat de doelstellingen van het bedrijf zijn \_\_\_\_\_
- Iedereen die hier werkt is op de hoogte van de lange termijn plannen en de richting van dit bedrijf \_\_\_\_\_
- Er is een sterk besef van waar het bedrijf naar toe gaat \_\_\_\_\_

**31.** Wilt u aangeven hoe belangrijk de aanwezigheid van het op de hoogte zijn van de lange termijn plannen en richting van hotel X voor u is door het best passende antwoord in te vullen? (omcirkel wat het meest van toepassing is)

Zeer belangrijk	Belangrijk	Onbelangrijk	Zeer onbelangrijk
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**32.** De volgende punten hebben betrekking op informatie omtrent ORGANISATIE BREDE ZAKEN binnen hotel X. Wilt u aangeven hoe vaak ieder punt op u van toepassing is door steeds het best passende antwoord in te vullen?

Zeer mee oneens (ZMO)	Mee oneens (MO)	Neutraal (N)	Mee eens (ME)	Zeer mee eens (ZME)
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- Er is goede communicatie aanwezig tussen alle afdelingen van deze organisatie \_\_\_\_\_
- Kennis en informatie worden gedeeld door de gehele organisatie \_\_\_\_\_
- Er is samenwerking tussen de verschillende afdelingen in deze organisatie \_\_\_\_\_



**33.** Wilt u aangeven hoe belangrijk de aanwezigheid van ieder punt voor u is door steeds het best passende antwoord in te vullen?

	Zeer belangrijk (ZB)	Belangrijk (B)	Onbelangrijk (O)	Zeer onbelangrijk (ZO)
- De aanwezigheid van goede communicatie tussen alle afdelingen				_____
- Het feit dat kennis en informatie wordt gedeeld door de gehele organisatie				_____
- De aanwezigheid van samenwerking tussen de verschillende afdelingen				_____

**34.** De volgende vragen hebben betrekking op informatie omtrent uw EIGEN WERKZAAMHEDEN. Wilt u aangeven hoe vaak iedere vraag op u van toepassing is door steeds het best passende antwoord in te vullen?

	<i>Altijd</i>	<i>Vaak</i>	<i>Soms</i>	<i>Nooit</i>
- Krijgt u voldoende informatie over het doel van uw werk?	_____	_____	_____	_____
- Krijgt u voldoende informatie over het resultaat van uw werk?	_____	_____	_____	_____
- Biedt uw werk mogelijkheden om erachter te komen hoe goed u uw werk doet?	_____	_____	_____	_____
- Biedt uw werk rechtstreeks informatie over hoe goed u uw werk doet?	_____	_____	_____	_____
- Geeft uw directe leiding u informatie over hoe goed u uw werk doet?	_____	_____	_____	_____
- Geven uw collega's u informatie over hoe goed u uw werk doet?	_____	_____	_____	_____
- Kunt u in uw werk beschikken over voldoende gegevens en informatie?	_____	_____	_____	_____

**35.** Wilt u aangeven hoe belangrijk de aanwezigheid van ieder punt voor u is door steeds het best passende antwoord in te vullen?

	Zeer belangrijk (ZB)	Belangrijk (B)	Onbelangrijk (O)	Zeer onbelangrijk (ZO)
- Het krijgen van voldoende informatie over het doel van uw werk				_____
- Het krijgen van voldoende informatie over het resultaat van uw werk				_____
- Het ontvangen van informatie over hoe goed u uw werk doet, via uw directe leiding				_____
- Het ontvangen van informatie over hoe goed u uw werk doet, via uw collega's				_____
- Het ontvangen van informatie over hoe goed u uw werk doet, via het werk zelf				_____
- Het in uw werk beschikken over voldoende gegevens en informatie				_____

**36.** Heeft u, gezien het de informatie voorziening, nog suggesties of wensen? \_\_\_\_\_

## Innovatieklimaat

37. De volgende punten hebben betrekking op het innovatieklimaat binnen hotel X. Wilt u aangeven in hoeverre u het eens bent met ieder punt door steeds het best passende antwoord in te vullen?

Beslist onjuist (BO)      Grotendeels onjuist (GO)      Grotendeels waar (GW)      Beslist waar (BW)

- Nieuwe ideeën worden hier gemakkelijk geaccepteerd \_\_\_\_\_
- Dit bedrijf reageert snel wanneer er veranderingen moet worden aangebracht \_\_\_\_\_
- Het management hier is snel in het herkennen van de noodzaak om dingen anders te doen \_\_\_\_\_
- Deze organisatie is zeer flexibel; het kan de procedures snel veranderen om aan nieuwe voorwaarde te voldoen en om problemen op te lossen die zich voordoen \_\_\_\_\_
- Ondersteuning bij de ontwikkeling van nieuwe ideeën zijn direct beschikbaar \_\_\_\_\_
- Mensen in deze organisatie zijn altijd op zoek naar nieuwe manieren van kijken naar problemen \_\_\_\_\_

38. Wilt u aangeven hoe belangrijk de aanwezigheid van ieder punt voor u is door steeds het best passende antwoord in te vullen?

Zeer belangrijk (ZB)      Belangrijk (B)      Onbelangrijk (O)      Zeer onbelangrijk (ZO)

- Een gemakkelijke acceptatie van nieuwe ideeën \_\_\_\_\_
- Een snelle reactie wanneer veranderingen moeten worden aangebracht \_\_\_\_\_
- Een snelle herkenning van de noodzaak om dingen anders te doen \_\_\_\_\_
- Een directe beschikbaarheid van ondersteuning bij de ontwikkeling van nieuwe ideeën \_\_\_\_\_

39. Wordt er momenteel voldoende geregeld om een innovatief klimaat te creëren? (omcirkel wat van toepassing is)

Ja      Nee

40. Heeft u, gezien het innovatieklimaat, nog suggesties of wensen? \_\_\_\_\_

## Service oriëntatie

41. De volgende punten hebben betrekking op de houding richting de dienstverlening die er binnen hotel X is. Wilt u aangeven in hoeverre u het eens bent met ieder punt door steeds het best passende antwoord in te vullen?

Zeer mee oneens (ZMO)      Mee oneens (MO)      Neutraal (N)      Mee eens (ME)      Zeer mee eens (ZME)

- Er is een oprechte toewijding aan dienstverlening, niet alleen schijn \_\_\_\_\_
- Gasten worden gezien als kansen om te bedienen in plaats van als bron van inkomsten \_\_\_\_\_
- Men gelooft dat in de basis, de organisatie bestaat om de behoeftes van gasten te bedienen \_\_\_\_\_

42. De volgende punten hebben betrekking op hoe gasten behandeld worden binnen hotel X. Wilt u aangeven in hoeverre u het eens bent met ieder punt door steeds het best passende antwoord in te vullen?

---

Zeer mee oneens (ZMO) Mee oneens (MO) Neutraal (N) Mee eens (ME) Zeer mee eens (ZME)

---

- Werknemers zorgen voor klanten zoals ze zelf verzorgd zouden willen worden \_\_\_\_\_
- Medewerkers doen een stapje extra voor de gasten \_\_\_\_\_
- Wij zijn merkbaar vriendelijker en hoffelijker dan onze concurrenten \_\_\_\_\_
- Medewerkers doen hun uiterste best om gasten zo min mogelijk overlast te bezorgen \_\_\_\_\_

43. Heeft u, gezien de service oriëntatie, nog suggesties of wensen? \_\_\_\_\_

### Werkbeleving

44. Tot slot, de volgende punten hebben betrekking op hoe u uw werk beleeft en hoe u zich daarbij voelt. Wilt u aangeven hoe vaak ieder punt op u van toepassing is door steeds het best passende antwoord in te vullen?

	Sporadisch	Af en toe	Regelmatig	Dikwijls	Zeer dikwijls	Altijd
0	1	2	3	4	5	6
Nooit	Een paar keer per jaar of minder	Eens per maand of minder	Een paar keer per maand	Eens per week	Een paar keer per week	Dagelijks

---

- Op mijn werk bruis ik van energie \_\_\_\_\_
- Als ik werk voel ik me fit en sterk \_\_\_\_\_
- Ik ben enthousiast over mijn baan \_\_\_\_\_
- Mijn werk inspireert mij \_\_\_\_\_
- Als ik 's morgens op sta heb ik zin om aan het werk te gaan \_\_\_\_\_
- Wanneer ik heel intensief aan het werk ben, voel ik mij gelukkig \_\_\_\_\_
- Ik ben trots op het werk dat ik doe \_\_\_\_\_
- Ik ga helemaal op in mijn werk \_\_\_\_\_
- Mijn werk brengt mij in vervoering \_\_\_\_\_

**Hartelijk dank voor de moeite die u genomen hebt om de vragen te beantwoorden**

## Appendix E: Study 1 results

<p><b>1</b> <b>Social support from colleagues / Social climate</b></p>	<p>1. Onderlinge werksfeer onder de afdelingen en de collega's; als dit niet goed dan ook minder plezier in werk</p> <p>2. Om prettige werksfeer te creëren; dat doe je met zijn alle. Toch plezierig te houden</p> <p>3. Denk zeker wel dat het een factor is die meespeelt. Collegialiteit, dat je er echt samen met elkaar voor gaat en wat voor elkaar over hebt, elkaar dingen kunt zeggen, iemand ergens over kunt aanspreken. Moet open werk verhouding zijn</p> <p>4. Het leuk moet hebben onderling met collega's. Collegialiteit, met iedereen goed kunt vinden en ondersteuning, hulp kunt vragen bij andere collega's</p> <p>5. Een goede verstandhouding met elkaar, voor elkaar iets over hebben; collegialiteit, samen werken. Is wel zo prettig werken en is echt wel ding dat ik heel belangrijk vind</p> <p>6. De band met je collega's; op elkaar kunnen vertrouwen, samenwerking tussen de collega's dat je daar van elkaar op aan kan</p> <p>7. Als de sfeer goed is, dat zegt al genoeg. Collegialiteit, leuk met elkaar omgaan en elkaar geen verwijten maken ook niet achter je rug om; gewoon to the point, face to face, openheid. Niet dat achterbakse gedoe. Als je ergens niet mee eens bent gewoon zeggen, rustig met elkaar praten. In overleg kun je alles</p> <p>8. Zorgen dat de sfeer goed is; dat is gewoon heel belangrijk. Kijk als jij een goed voedingsklimaat hebt dan is het ook veel makkelijker om iedereen erbij te betrekken. Soort collegialiteit; dat je voor elkaar en met elkaar wat wil doen</p> <p>9. Het met elkaar, het met collega's heel goed houdt en hebt. Als dat goed is is de betrokkenheid ook goed. Goede werksfeer en het luisteren naar je medewerkers</p>
<p><b>2</b> <b>Recognition</b></p>	<p>1. Gewaardeerd voelen voor hetgeen wat je doet voor het bedrijf, bv. een compliment of enthousiaste reactie van werkgever; 'jongens goed gedaan'. Dat het gesignaleerd wordt. En oprechte betrokkenheid van de werkgever; gevoel dat het gemeend is</p> <p>2. Ook erg belangrijk dat je positieve feedback krijgt en daar in gewaardeerd wordt; moet af toe horen dat ik goed bezig ben</p> <p>3. Stukje waardering van collega's maar ook van directie. Prettig dat als je een tijd hebt gewerkt gezegd wordt 'he fijn dat het zo goed gaat of gasten tevreden zijn'. Erkenning voor wat je doet want wordt soms best veel van je gevraagd</p> <p>4. Stuk waardering ook belangrijk voor de betrokkenheid; beetje erkenning voor het werk dat je doet. Van oude directie nooit een complimentje gehad, van 'dat doe je goed ofzo'. En ook informerend, 'hoe is het'; betrokkenheid</p> <p>5. Wat ik heel belangrijk vindt is het persoonlijke; ook vanuit de werkgever. Als ik terug kom van vakantie dan weten ze dat ik weer terug kom of als ik iets bijzonders heb gehad wordt daar naar gevraagd. Plus de personeelsfeesten. Dat je wordt gewaardeerd</p> <p>6. De betrokkenheid naar elkaar is gewoon heel persoonlijk. De interesse die je hebt, kijk met bepaalde zaken die zowel prive als zakelijk gebeuren altijd toch terugkoppeling; naar vraag, idee of omstandigheid 'goh het ziet er mooi uit' en hoe het met me gaat. Waardering voor je werk; absoluut</p> <p>7. Stuk waardering en erkenning voor het werk? "Ik vindt van wel"</p> <p>8. Aanwezigheid van waardering heel belangrijk</p>
<p><b>3</b> <b>Information &amp;</b></p>	<p>1. De communicatie stijl die de directie hanteert; manier waarop doelen, visie gecommuniceerd wordt naar leidinggevende. Die kunnen dat dan weer vertalen naar hun werkvloer. De manier van, waarop informatie door de werkgever verstrekt wordt brengt soort ketting reactie op gang</p>

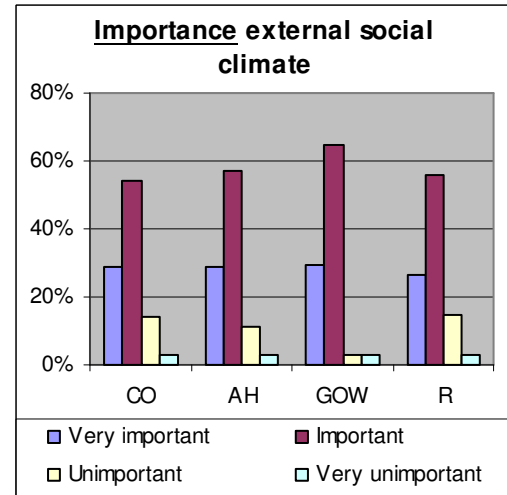
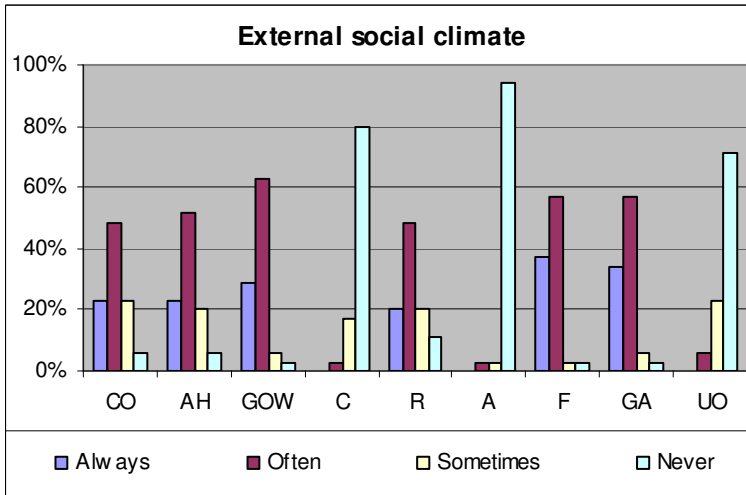
<p><b>Participation in decision making</b></p>	<p>2. Goede communicatie van directie, wat er verwacht wordt, waar zij naar toe gaan in hun doel / visie en daar dan ook een stuk inbreng (gezien eigen werk) in kunnen hebben. Geïnformeerd zijn over hoe en wat in dit komend jaar gaat gebeuren. Communicatie van zowel directie als collega's: als er wat is, overleg het met elkaar want dan loopt het makkelijker. Niet later zeggen hadden we dit of dat maar gedaan of hadden ze mij maar eerst gevraagd</p>
	<p>3. Duidelijk gecommuniceerd wat ze voor ogen hebben (maar toch wel weer aan ons laten om daar soms zelf een eigen invulling aan te geven); laten ons heel vrij in en bij betrokken</p>
	<p>4. De informatie die verstrekt wordt is belangrijk; zou het wel prettig vinden om van dingen op de hoogte te zijn; geïnformeerd bent over van alles in het bedrijf. Niet alleen werk gerelateerd maar ook dingen die voor gehele organisatie gelden</p>
	<p>5. Communicatie van directie; zoals hun het zien, zo hopen hun dat het ook uitgevoerd wordt dus belangrijk dat je daar wat vanaf weet en een mening over mag hebben. Maar ook communicatie tussen verschillende en eigen afdeling. Meegedeeld wordt hoe het nu eigenlijk gaat, wat er allemaal gaande is en waar iedereen mee bezig is (hoe rest van hotel vaart); hierdoor, krijg je meer zicht en leuk om te horen waar hun mee bezig zijn</p>
	<p>6. Mensen erbij te betrekken; als je de mensen erbij betreft krijg je ook de meeste betrokkenheid van de mensen zelf. Door informatie te geven, van dingen die er spelen maar ook doelstelling van directie; hoe zij ertegen aan kijken. Als jij weet hoe directie erover denkt dan kun jij ook jezelf daaraan toetsen of je daar in mee wilt gaan. Ook informatie van andere afdelingen.</p>
	<p>7. Niet directief toegewezen krijgt ik wil dat je het zo en zo doet. Iedereen moet er ook achter staan met wat er besloten wordt. Dat de medewerker de kans krijgt van goh dat is een leuk idee of daar kan ik wel dit of dit in bijdragen. Niet een opgelegd iets is van een persoon of een afdeling maar dat we het met elkaar over hebben; ook samen ons idee wordt. Mensen moeten inspraak hebben, weten wat er speelt</p>
<p><b>4A Supervisor support / coaching &amp; Feedback</b></p>	<p>1. Dat er geïnvesteerd in je wordt; wordt mee bedoelt dat als werkgever ziet dat je ergens moeite mee hebt, vast in loopt, als je een helpende hand nodig hebt dat er tools aangedragen worden waardoor het makkelijker wordt</p>
	<p>2. Goede begeleiding vooral aan het begin; van hoe moet en wat moet er allemaal gebeuren. Ook of je iets goed doet of niet</p>
	<p>3. Af en toe een gesprek waar + als - wordt uitgesproken, beter dan dat ze je laten aanmodderen en gaat niet goed maar zeggen niets. Heel prettig om soms te horen van misschien had je dat zo of zo kunnen doen, dat je daar ook uit leert uit bepaalde situaties</p>
	<p>4. Kritiek moet er ook zijn; vindt ik wel. Dat is dan vaak opbouwend</p> <p>5. Beoordelings- en functioneringsgesprekken vindt ik altijd mooie momenten om je betrokkenheid te tonen als werkgever; om eens te laten horen van 'he hoe gaat het nu', wat vinden wij nu van jou. Dus stukje feedback op performance</p>
<p><b>4B Personality</b></p>	<p>1. Ook stukje innerlijke, persoonlijkheid; plichtsbesef, verantwoordelijkheid. Als je ergens werkt dan ga je ervoor</p>
	<p>2. Stukje betrokkenheid denk de mensen die hier werken iedereen heeft dat ook, is iets wat je denk ik vanuit de wieg mee hebt gekregen. Moet in je genen zitten</p>
	<p>3. Op de eerste plaats de betrokkenheid heel dicht bij jezelf moet zoeken</p>
	<p>4. Is ook de houding en de instelling van mensen zelf, hoe ze in hun werk staan. Ga jij met negatieve houding naar je werk of ben jij negatief over heel veel dingen. Als jij er zo tegen aan kijkt, met die mensen zul je ook heel weinig verder komen</p>

	5. Het zit in je of het zit niet in je. Je kunt het mensen niet aan leren, je ziet het of je ziet het niet, is heel persoonlijk. Nogmaals je doet het of je doet het niet en anders moet je hier niet gaan werken. Moet hard voor de zaak hebben; daardoor let je ook op
<b>5A Opportunities to learn and develop</b>	1. Carriere / doorgroeimogelijkheden binnen het bedrijf. Stukje stimulance. Investeren in toekomst binnen de organisatie
	2. De doorgroeimogelijkheden die mij geboden zijn. Als ik die kans niet had gekregen had ik niet zo lang hier gezeten
	3. Nieuwe uitdagingen, mogelijkheden om te leren en te groeien ook belangrijk; elk keer nog weer nieuwe dingen leer en nieuwe dingen mag doen. Daardoor blijf je enthousiast voor het werk en is iets waardoor ik mijn werk leuker ga vinden en meer betrokken bij blijf
	4. Ik ben iemand die van uitdagingen houd, graag verder, hoger en beter wil. Wil graag groeien
<b>5B Innovative climate</b>	1. Het wordt alleen steeds mooier, dat is ook het mooi van het proces. Directie zitten in bepaald proces en als werknemer ga je daarin mee, dus je ziet het ook steeds meer verbeteren; meer structuur krijgen. Dat is wel heel leuk om daar onderdeel van uit te maken
	2. Nu met nieuwe management die geweldig ideeën hebben, frisse wind er door doen en proberen echt een verrassend hotel te zijn, voel ik me in thuis. Heel leuk dat ze houden van anders dan de gebaande wegen
	3. Moesten we kijken, wat zie je daar aan dingen die je zelf ook hier kunt gebruiken of wat kunnen we zelf verbeteren of wat vindt je daar dat toch niet zo is als hier. En dat zijn van die dingen dat is wel leuk. Hoe hun het deden leer je ook weer van
	4. Het werk dat steeds groeit en uitbreid en steeds met nieuwe ideeën komt. Dat sprak me heel erg aan
<b>5C Job characteristics: autonomy &amp; skill variety</b>	1. Variatie draagt bij maar ook zelf invulling te geven wanneer ik welke werk doe en hoe ik het aanpak
	2. ... toch wel weer aan ons laten om daar soms zelf een eigen invulling aan te geven; laten ons heel vrij in...
	3. Vooral dat het zo afwisselend is vindt ik heel erg fijn
	4. Ik heb de vrijheid in mijn werk; vrijheid wel binnen bepaalde normen. Door vrijheid wordt je ook gestimuleerd om overal dingen op te letten en aandacht aan te besteden. Voelt je gewoon lekkerder
<b>5D Location</b>	1. Maakt voor mij wel uit waar een bedrijf staat; hoe mooi het hier ligt, elke dag een stukje vakantie als je hiernaar toe rijdt
	2. Alleen al de ligging
	3. De ambiance, de ligging, de uitstraling van het hotel
	4. Ligging; het imposante, als jij aankomt, vooral nu met de sneeuw, vindt ik heel indrukwekkend. Wat bedrijf aan buitenkant uitstraalt
<b>6A Reputation</b>	1. Ook reputatie van het bedrijf, hotel X is natuurlijk heel erg bekend en staat goed aangeschreven. Dat vindt ik ook wel belangrijk. Dat je trots bent op hetgeen dat je binnen hotel X werkt en dat met elkaar ook uitstraalt. Hoe staat het bedrijf bekend in de regio. Werk liever binnen een bedrijf dat goed bekend staat
	2. Reputatie van hotel onder de gasten maakt het plaatje wel compleet. Maakt wel dat ik trots ben. Als je nu op Zoover ook ziet, een 8.9, zoek ze maar op Zoover ze zijn bijna niet te vinden die scores; dat is gewoon mega, mega top gaaf dat wij dat hier met elkaar doen, zijn wij wel onderdeel van
<b>6B Service orientation</b>	1. Die tevreden gast, daar doe je het voor. Hun tevredenheid daar haal je ook weer voldoening uit
	2. Contact met de gasten vindt ik ook heel belangrijk, hun naar de zin maken. Gastgericht werken; klanten focus

## Appendix F: Study 2 results

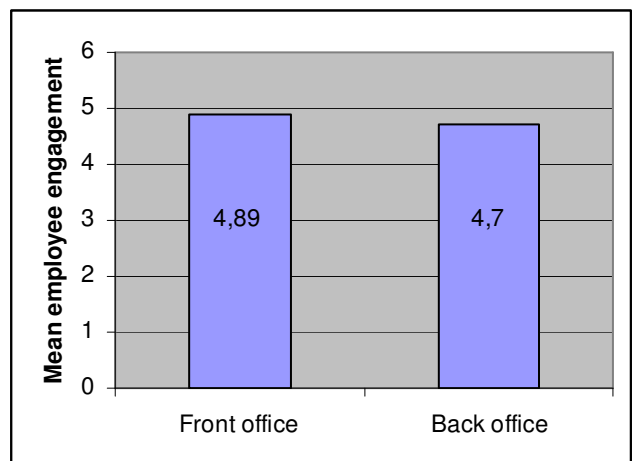
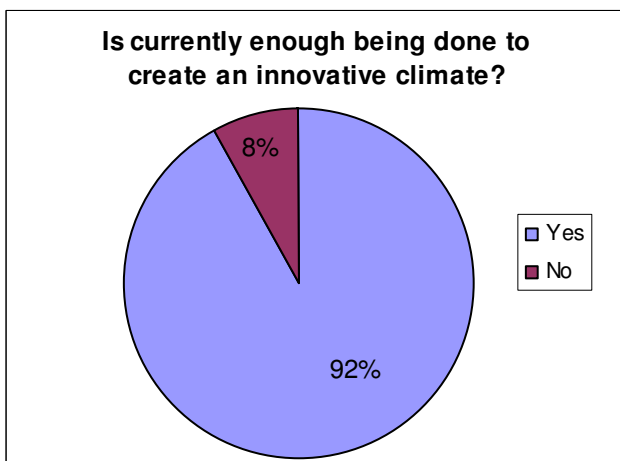
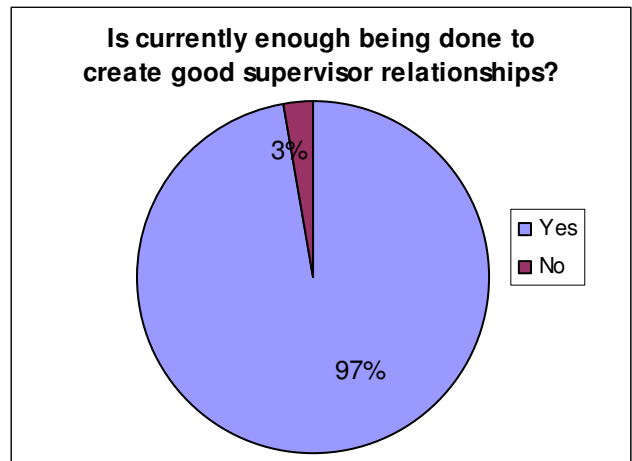
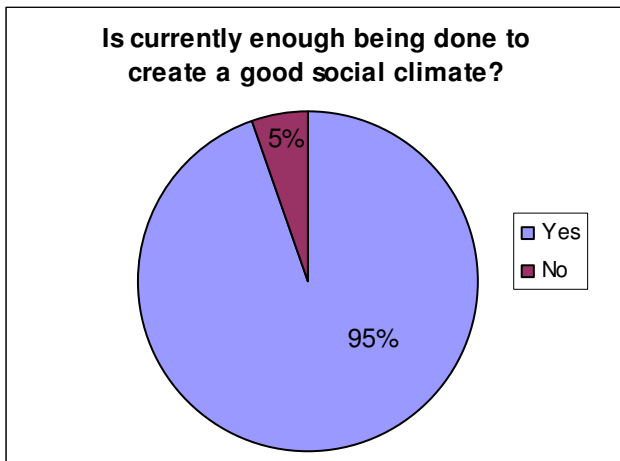
Relevant results from the suggestion section

<b>Social climate</b>	<p>Misschien een keer een teambuildings sessie zoals bijvoorbeeld een vlot bouwen met gemengde afdelingen om elkaar ook op een andere manier te leren kennen en zo een betere en hechtere band te creëren. Of gewoon een keer op een andere afdeling te werken</p> <p>Misschien wat meer openheid tussen chef de rangs en medewerkers bediening over veranderingen</p> <p>Debrasseren strakker regelen, iedereen MOET dit korrekt doen</p>
<b>Supervisor relationship</b>	<p>Ik weet dat de waardering er wel is, maar zou dit graag wat meer willen merken. Bijvoorbeeld door er even bij stil te staan, of het te benoemen</p> <p>Er word te weinig gemeld als iets heel goed ging, maar er word wel gelijk melding gemaakt als het niet goed gaat. Een compliment is wel eens op zijn plaats, maar gebeurt helaas te weinig</p>
<b>Learn &amp; career opportunities</b>	<p>Vacatures eerst proberen intern in te vullen, deze mensen kennen het bedrijf en zijn wellicht wel geïnteresseerd in een carrièreswitch! Vaak (bijna altijd) worden vacatures opgevuld door mensen van buitenaf</p>
<b>Participation in decision making category</b>	<p>Soms worden er besluiten genomen die onder mijn verantwoording horen. Het zou prettig zijn als ik betrokken word en naar mijn mening wordt geluisterd. Ik ben van mening dat ik hier een belangrijke bijdrage in kan leveren</p>
<b>Information category</b>	<p>Zou fijn zijn om alle medewerkers met meer regelmaat goed te informeren</p> <p>Meer structuur aanbrengen in de communicatie</p> <p>Meerdere keren feedback, duidelijker, zodat je weet je waar je staat en waar je je kunt verbeteren</p>
<b>Innovative climate</b>	<p>Soms wordt vergeten om iedereen goed te informeren. Medewerkers komen moeten soms in de bladen iets lezen. Dit verdient aandacht</p> <p>Soms teveel veranderingen in één keer, waardoor soms een verandering niet het juiste effect heeft</p> <p>Niet alleen de uitmuntende keuken en het goede wijntje verkopen, maar er is duidelijk meer aandacht mogelijk om aan iedere passant ook dat prachtige, idyllische, karakteristieke, historische, monumentale (enz) pand te verkopen, samen met de omgeving en elke afzonderlijke boom. Vertel veel over de historie, haar bewoners, de bouw, de huidige eigenaren en de verschillende bestemmingen in het verleden. Je kunt er zelfs een bibliotheek vestigen aangaande het bijzondere gebouw. Hoeveel gas en stroom verstoekt men in de winter, het aantal airco's enz, waarmee je tevens het prijskaartje aanvaardbaar maakt. Vertel ook over de bijzondere evenementen die er werden verzorgd op die mooie weiden (circus, overijsselse jeugd concerten, haringparty enz.). Hoeveel personeel en welke kwalifikaties. Welke scores op lijstjes als: mooiste terras, beste restaurant enz. Ligt nog veel werk vooral in de PR. Zo'n prachtig bedrijf zou altijd voor 80% bezet moeten zijn</p> <p>VIPS aanpassen, er moet altijd teveel worden gewijzigd wat zeer veel tijd kost</p>
<b>Service orientation category</b>	<p>Met name weekendkrachten/studenten aandacht geven om dit te versterken</p> <p>Kapstok/garderobe in de loopbaan van hoofdingang naar lounge en niet aan de totaal andere (linker)zijde, niet erg logisch! Gasten komen met de mantel in de lounge en moeten dan teruglopen. Gasten willen graag oog kunnen houden op hun bezit. Is het voor de oudere, slechtziende gast ook een idee, de vraag te stellen of hij/zij de menukaart kan lezen in de schemer van de mooie lounge om vervolgens een minilampje/loepplampje aan te bieden. Wel onderscheidend in ieder geval</p> <p>Dat sommige medewerkers toch iets meer vanuit het oogpunt van de gast mogen kijken. Meer meedenken met de gast</p>



**Survey results for the external social climate variable**

Note: Abbreviations represent items within the social climate scale; CO=count on, AH=ask help, GOW=get on well, C=conflicts, R=recognition, A=aggression, F=friendliness, GA=good atmosphere & UO=unpleasant occurrences





# Appendix G: Correlation links

