

Impact of Reward, Recognition and Welfare on Employee Engagement

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Abstract *The objective of study was to analysis the impact of rewards, recognition and welfare on employee engagement and to identify most contributing rewards recognition and welfare determinants on employee engagement in hotels of Tricity comprising of Chandigarh, Panchkula and Mohali. Data was collected from the employees of hotels which were approved from Ministry of Tourism, India (MOT). A regression model comprising of eleven determinants predictors explained 83% variation in employee engagement among employees of Chandigarh hotels. It was also significant to discover that reward, recognition and welfare has positive impact on employee engagement and out of fifteen identified reward, recognition and welfare determinants eleven were identified as most contributing towards employee engagement. Hence, it can be inferred that if rewards, recognition and welfare resources offered to employee then there would be a corresponding change in employee engagement. It means the better the rewards, recognition and welfare, the higher the levels of employee engagement and possibly therefore, the greater the levels of performance and productivity.*

Keywords: *Employee Engagement, Hotel, Reward, Recognition, Welfare, Hotel*

INTRODUCTION

Tourism and hotel industry has shown steep growth in recent past and same has resulted in demand of skilled employees. More important has become attracting and retaining talent in such a large industry. Recent years have shown inclination of academicians and industry leaders in employee engagement and hotel industry is not an exception. Rewards, welfare and recognition are useful tools for improving employee's engagement (Rehman, Khan & Lashari, 2010). According to Zigon, 1998 rewards as "something that increases the frequency of an employee action" The Herzberg (1959) theory also encircles the idea that rewards enhances employee motivation and that lead to job satisfaction. There can be different forms of rewards, organisations can offer to employees such as financial, non-financial and psychological benefits (Bratton & Gold, 2003). Rewards play a pivotal role in improving the employee's motivation as well performance and can be financial (such as commission, incentives, gifts etc.) as well as non-financial

rewards (such as praise, awards, recognition etc.) which should be given on regular basis (Imran et al., 2014; Nantha, 2013, Ajila & Abiola, 2004; Allen & Kilmann, 2001). Brun & Dugas, 2002 has defined recognition as tool to acknowledge the performance of employee based on true feedback. They emphasized on recognizing the sincerity and performance of employees. Furthermore, besides rewards and recognition, welfare measures have proven to be having significant role in satisfaction, motivation and retention of every business with hotel industry being no exception. It is imperative on the part of employers to provide welfare facilities to employees (such as housing facilities, retirement benefits, medical facilities, educational benefits and so on) for enhancing their morale, better productivity and long term engagement with organisation (Odeku & Odeku, 2015; Patro & Raghunath, 2018; Lalitha & Priyanka, 2014). So welfare is related with comfort, facilities, amenities and varius services offered to the employees (Markos & Sridevi, 2010). Rewards, recognition and welfare contribute positively in employee engagement (Kayes & Jorden-Evans, 2003). And lot many

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researchers have found positive relationship of employee engagement and organisational performance such as financial performance, customer satisfaction, employee motivation and satisfaction, improved productivity, organizational success, reduced employee turnover and quality in service (Bates, 2004; Baumruk, 2004; Evenson, 2014; Harter, Schmidt, Killan & Agrawal, 2009; Hicks, O'Reilly & Bahr, 2014; Pawar & Ranga, 2020; Richman, 2006; Schaufeli, 2013). By engaging employees' leaders of companies can maintain profitability (Kortmann et al., 2014). Effective employee engagement strategies have a positive effect on performance of employees and overall performance of the organization (Mann & Darby, 2014). Moreover, disengaged employees could lower the productivity and so the financial performances of organizations (Purcell, 2014). In the present competitive market, organisations need to make changes in their reward and welfare measures to cut down turnover rates of employees with adequate knowledge and skills. The inadequate practices like poor benefits and incentives, unsuitable pay structure, no career ladder and supervisory issues can raise to high turnover ratio (Nyaga, 2015; Robyn & Du Preez, 2013; Scott et al., 2012). Organizational rewards and workplace trust have been found to lead to an increase in work engagement (Engelbrecht, Heine & Mahembe, 2014; Sundaray, 2011; Thirapatsakun, Kuntonbutr & Mechinda, 2014; Victor & Hoole, 2017). Management can play a vital role in engaging employees with right use of rewards and recognition that will result in positive environment and enhance satisfaction and performance of employees. Even participation in routine discussion and policy making has proven in increased empowerment of employees. Employees are found to be engaged in hotel properties providing appropriate rewards, recognizing and welfare measures. As every individual employee tend to have his or her own set of motivations, therefore it becomes imperative for the every hotel property to choose right rewards in accordance to each employee's need (Bustamam, Teng & Abdullah, 2014). The present study is an attempt to understand the impact of reward, recognition and welfare measures on employee engagement in hotels, as very few studies in this regard have been conducted in this region.

LITERATURE REVIEW

The review of literature of this study understands the importance and impact of organisational rewards, recognition, welfare measures on employee engagement. The remainder of the literature review states the impact of rewards, recognition and welfare

Organisational Rewards, Recognition and Welfare Measures

Rewards are often used to enhance motivation or performance that increases work engagement (Ram & Prabhaker, 2011).

Number of studies has found a positive relationship between organisational rewards and work engagement (Hulkko-Nyman et al., 2014; Jacobs et al., 2014; Sanhari, 2014; Yahya, Isa & Johari, 2012). In same vein, when employees receive rewards and recognition for exerted efforts in their job participate in fair exchange by responding with enhanced work engagement (Gujral & Jain, 2013; Ram & Prabhakar, 2011; Waqas & Saleem, 2014). Similarly, Pruden (2012) highlighted that an employee is rewarded and recognised for eliciting desired behavior and for achieving exemplary results. Luncheons, plaques or gift certificate may be given as monetary recognition, but money is not considered to recognize performance (Gale, 2002). Mesepy (2016) during their study of PT. Bank Sulut indicated that the variables of reward and recognition are capable in influencing employee engagement. Susan (2012) found that employee satisfaction is key to employee engagement and engaged employees perform remarkably well in their job. Further, Baqir et al. (2020) revealed that reward and recognition and supervisor support are found to engage employees for better performance. Stating employee's engagement could improve through reward and recognition and supervisor support. Moreover, successful organisations know the usage of rewards and recognition, to get valuable work done from employees effectively and efficiently and employee satisfaction is seen enhancing employee performance (Wiscombe, 2002; Andrew & Kent, 2007). Employees can be engaged by implementing employee welfare and safety measures (Purushothaman, Krishnamurthy & Murugan, 2016). Furthermore, Bharathi and Padmaja (2018) in their study of LIC employees found that employee welfare activities lead to employee engagement. Similarly, Jha and Nair (2018) indicated that welfare programs have a positive impact on the employee engagement attributes of IT sector. Chiang and Birtch (2008) observed that various rewards especially non-financial rewards are being used increasing by hospitality industry in order to enhance their performance and satisfaction level. Rajan and Pragadish (2018) in their study on five hotels in Chennai found that employee recognition programs (such as the best employee of the month, champion of the quarter awards and annual day awards) are importance factors impacting the employee's performance and behavior at their workplace.

Impact on Employee Engagement

The term employee engagement was first used by Kahn in the year 1990. Employee engagement plays a significant role in maintaining organisational overall performance and survival in this competitive world (Bates, 2004; Breevaart et al., 2013; Evenson, 2014; Farndale & Murrer, 2015). Organisations with highly engaged employees experience increased profits, customer satisfaction, employee satisfaction and motivation, employee productivity

and reduced turnover (Ahmetoglu, Harding, Akhtar & Chamorro-Premuzic, 2015; Baumruk, 2004; Carter, 2015; Cooper-Thomas et al., 2014; Hicks, O'Reilly & Bahr, 2014; Pawar & Ranga, 2020; Vandenabeele, 2014). Taufek, Zulkifle & Sharif (2016) found positive relationship between reward system and work engagement. In same vein, rewards and recognition has found significant correlation between rewards, recognition and normative commitment (Srivastava & Bansal, 2016). Maslach et al. (2001) opined that job engagement is associated with several areas like fairness and justice, appropriate recognition and reward, feelings of choice and control, sustainable workload, supportive work community, fairness and justice, and valued work. Priya & Raman (2020) in their study revealed that factors like welfare facilities, salary, bonus, health condition, recognition of labour influence the morale and productivity of employees. Rai et al (2018) in their study on sales associates of northern India found that rewards and recognition programs have positive influence on the employee engagement. One of the challenges before corporate world is employee engagement and short-term cost cutting practices adopted by organisations are not successful in longer run (McCuiston & DeLucenay, 2010). Osborne and Hammoud (2017) findings indicated that rewards, recognition, empowering employees and building a bond between leaders and employees could create growth potential for the organisation. In another study done on telecommunication company rewards, work environment and work-life balance were found to be influencing employee engagement differently (Mohda, Shaha & Zailana 2016). Engaged employees are found to be more committed and have high involvement in organisation and certainly lead to better performance with high values (Anitha, 2014). Similarly, Bakker and Bal (2010) opined that engaged employees tend to perform better in their jobs as compared to other employees. Sadiqe (2014) asserted that Indian hospitality industry need use various ways for employee engagement in order to provide better services. Rajan and Jayaraman (2018) in their study on 5 stars hotels of Chennai found that hotels should have proper implementation of employee engagement activities in order to keep a check on the employee turnover.

METHODOLOGY

The study was aimed at conducting a survey to analysis the impact of Reward, recognition and welfare on employee engagement in hotels of Tricity comprising of Chandigarh, Panchkula and Mohali. For this study responses were solicited only from Ministry of Tourism (MOT), Government of India approved hotels (3 star to 5 star deluxe) running in the study area. The list of hotels was taken from website of Chandigarh Tourism, CITCO and also from Hotel and Restaurant Association Directory as on July 2018. From these sources total 37 hotels were found appropriate for this

present study. Out of total seven were 5 star hotels, 13 were 4 star hotels and 17 were 3 star hotels constituted the units of population under study. A convenience sampling method was employed to obtain responses from employees working in these hotels at managerial, supervisory and operational level using a sample of 176 respondents. The data were analyzed using the Statistical Package for Social Sciences (SPSS) and descriptive statistics were used to profile the respondents and to analysis the impact of Reward, recognition and welfare on employee engagement. A structured questionnaire was developed for the research study. Closed ended question was asked in questionnaire. To reduce the cognitive burden of respondents and to avoid the volatility and subjectivity closed ended questionnaires are considered best (Holyk, 2008). The questionnaire consisted three parts. Part I of questionnaire contained 15 questions related with existing reward, recognition and welfare practices in the hotel. Part two contained the 6 questions related with work engagement and part three related with demographic profile of respondents. The scale obtained both as verbal description as well as in numbers i.e., "5 represented Strongly Agree" "4 represented Agree" "3 represented Neutral" "2 represented Disagree" or "1 represented Strongly Disagree". Questionnaires were sent to 250 employees working in the hotels of the study area. All those who reverted and whose response were complete and valid constituted the part of Sample as the sampling procedure followed for the study is convenient sampling method. Out of 250 employees 200 reverted. And out of it, 176 were complete responses and thus selected as sample.

ANALYSIS OF DATA

Demographic profile is presented in Table 1, the gender composition of the participants was 69 females (39.2%) and 107 males (60.8%). The largest represented age group was respondents who were among the 25-35 year-old age group (24.2%) and lowest were among the 46-55 year-old age group. The largest number of respondents in this study, 114 (64.8%) were married and 86 of the respondents were having an income between 15,000-30,000 (48.8%). Many of the respondents held a post graduate degree, 96 (54.5%), while 80 (45.5%) were graduates.

Descriptive Statistics Determinants Contributing most Positively towards Employee Engagement

On the basis of the review of literature 15 determinants explaining reward, recognition and welfare and six employee engagement determinants were identified. The descriptive statistics are presented in the Table 2. For most of the determinants of reward, recognition and welfare had above average mean values which suggested that employees satisfied with most of the employee engagement

determinants. Out of all employees were found highly satisfied with 'recognition in company (mean = 4.24, SD = .766), followed by 'Transportation Facilities' (mean = 4.21, SD = .545), 'Bonus and tips' (mean = 4.20, SD = .480), 'Employee development initiatives' (mean = 4.05, SD = .765), 'recreational facilities for employees (mean = 4.01, SD = 9.89), 'delegation of responsibility (mean = 4.01, SD = 1.022), 'Yearly increments (mean = 3.63, SD = .809), 'Incentive and rewards' (mean = 3.36, SD = .756), 'Medical Benefits' (mean = 3.44, SD = .899), 'Delegation of Authority' (mean = 3.08, SD = .877), 'Participation in decision making' (mean = 3.05, SD = 1.460), 'Wages' (mean = 3.01, SD = 1.025). However, employees were found dissatisfied with three determinants such as 'flexible schedules' (mean = 2.13, SD = .974), 'Children Allowance' (mean = 2.35, SD = .558), 'Retirement Benefits' (mean = 2.00, SD = .568).

Reliability Test Impact of Rewards, Recognition and Welfare on Employee Engagement

The variables of the study were subjected to a reliability test to check consistency of the scale. In this study, the value of Cronbach's Alpha (α) shows overall reliability. According to Kline (1999) and Field (2013), a value of .7 is regarded as an acceptable value for Cronbach's Alpha (α) as values lower than this can indicate an unreliable scale. The Cronbach's α value for the variables in this study was .783 which is equal to the acceptable value of .7 and this shows that the scale used for this study is consistent and reliable.

MULTIPLE REGRESSION ANALYSIS FOR IMPACTS OF REWARDS, RECOGNITION AND WELFARE ON EMPLOYEE ENGAGEMENT AMONG HOTEL EMPLOYEES

The objective was to identify impact of reward, recognition and welfare on employee engagement and also to identify most significant determinants which contribute positively in enhancing employee engagement. For this purpose multiple regression analysis was conducted.

Assumptions of Multiple Regression Analysis

A stepwise forward multiple linear regression analysis was performed to test the hypothesis H_0 , i.e. Impact of reward, recognition & employees welfare on employee engagement. Before applying multiple linear regression, the data was required to pass through for various assumptions. These

assumptions dealt with outliers, random normal distribution error, linearity of data, homoscedasticity, multi-collinearity of data, independent errors, and non-zero variances.

Under primary assumption standard residuals was analysed to check the outliers. If the minimum value of standard residuals is observed equal or below -2.58 at 99% confidence level and the maximum value is equal to or above 2.58, then the data contains outliers. On the basis of the results (Table 1), it can be stated that the data contained no outliers (Std. Residual Minimum = -2.043 and Std. Residual Maximum = 2.283).

Table 1: Residual Statistics of Stepwise Multiple Regression between Most Positively Contributing Determinants of Employees Engagement

| | Minimum | Maximum | Mean | Std. Deviation | N |
|----------------------|---------|---------|------|----------------|-----|
| Predicted Value | 2.61 | 4.70 | 3.50 | .427 | 176 |
| Std. Predicted Value | -2.210 | 2.628 | .000 | .780 | 176 |
| Residual | -.154 | .157 | .000 | .367 | 176 |
| Std. Residual | -2.043 | 2.283 | .000 | .925 | 176 |

Dependent Variable: Employee Engagement

The data was checked for normal distributed residuals, homoscedasticity and linearity assumptions. Histogram and Normal Probability Plot (P-P plot) of Regression Standardized Residual were analyzed for Normal Distributed Residuals. The histogram of standardised residuals was found to be symmetrical and bell-shaped indicating that the residual distribution was normal (Fig. 1). Similarly, the P-P plot of standardised residuals was also observed and it was found that the dots lied almost along the diagonal line which showed that the residuals were normally distributed (Fig. 2). Moreover, to meet the assumptions of homoscedasticity and linearity the scatter plot was also observed. The scatter plot of standardized predicted values against standardized residual values was found to be an almost flat line as suggested by random dots lined around the line of confidence level. This showed that the data fulfilled the assumptions of homoscedasticity and linearity (Fig. 3).

Further, the assumption of collinearity was assessed to see if the assumptions for regression were met. For this, first the Correlation Matrix was checked and noncontributing employee's engagement correlated high with each other and for all contributing to employee engagement, r was $< .9$. Similarly, Variance Inflation Factor (VIF) and Tolerance Statistics were also examined to assess multicollinearity. Our

assumption of multicollinearity is not met when the value of largest VIF is more than 10 and Tolerance is less than 0.2. For the current study, VIF values for all 11 contributing tourism impacts were less than 10 and tolerance values were above 0.2. Also, the data met the assumption of non-zero variances as predictors do not have variance of 0. Thus, multicollinearity was not found to be a concern for this study and met this assumption of regression analysis as well (Table 2).

Next, Durbin-Watson test was checked to examine if adjusted residuals are correlated or uncorrelated (i.e., independent of errors). This Durbin Watson test assesses the lack of auto-correlation assumption. If the test statistic (*d*) is close to 2, residuals are uncorrelated and the assumption of independent errors is met. For the present study, Durbin-Watson was found to be 2.092 and thus met the assumption of independent errors (Table 3). Therefore, the data of the present study fulfilled all the assumptions and confirmed that it is reliable to conduct multiple regression analysis.

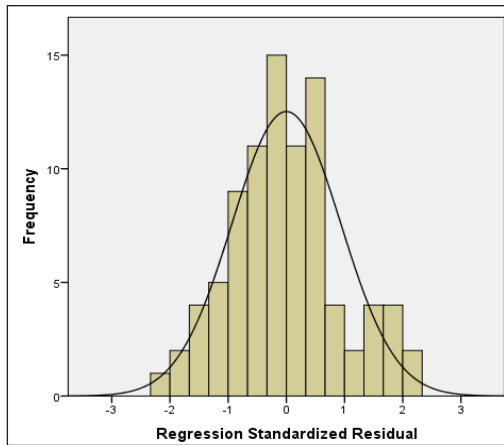


Fig. 1: Histogram of Normally Distributed Residual

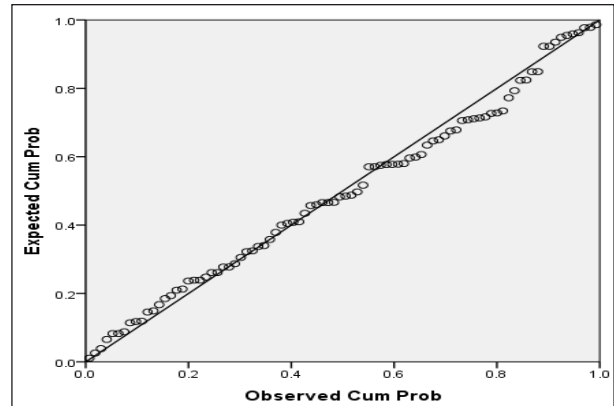


Fig. 2: Normal P-P Plot of Regression Standardized Residual

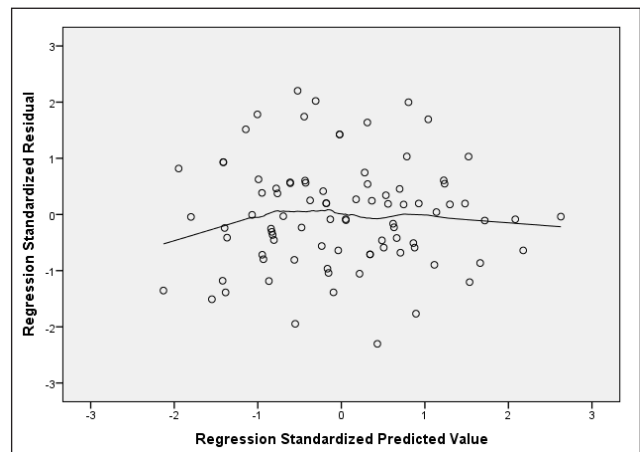


Fig. 3: Scatterplot of Standardized Predicted Values against Standardized Residual

Table 2: Colinearity Diagnostics for Stepwise Mutple Regression Analysis between Employee Engagement Determinants and Employees Engagement

| Positive Impact Variables | N | Mean | Std. Deviation | Variance | Tolerance | VIF |
|---------------------------------------|-----|------|----------------|----------|-----------|-------|
| Wages | 176 | 3.01 | 1.025 | 1.073 | .617 | 1.933 |
| Bonus and tips | 176 | 4.20 | .480 | .326 | .718 | 2.286 |
| Yearly increments | 176 | 3.63 | .809 | .726 | .588 | 1.354 |
| Recognition in company | 176 | 4.24 | .766 | .642 | .673 | 1.708 |
| Incentive and rewards | 176 | 3.36 | .756 | .632 | .635 | 1.645 |
| Delegation of Responsibility | 176 | 4.01 | 1.022 | 1.032 | .754 | 1.533 |
| Delegation of Authority | 176 | 3.08 | .877 | .845 | .631 | 1.486 |
| Transportation Facilities | 176 | 4.21 | .545 | .351 | .833 | 1.467 |
| Flexible Schedules | 176 | 2.13 | .974 | .954 | .628 | 1.545 |
| Participation in decision making | 176 | 3.05 | 1.460 | 1.024 | .648 | 1.576 |
| Children Allowance | 176 | 2.35 | .558 | .637 | .663 | 1.541 |
| Recreational facilities for employees | 176 | 4.01 | 9.89 | 8.78 | .755 | 1.456 |
| Medical Benefits | 176 | 3.44 | .899 | 7.86 | .877 | 1.345 |
| Retirement Benefits | 176 | 2.00 | .568 | .657 | .578 | 1.455 |
| Employee development initiatives | 176 | 4.05 | .765 | .684 | .875 | 1.009 |

Stepwise Forward Multiple Regression Analysis to Identify the Most Positively Contributing Determinant on Employee's Engagement

Results of stepwise forward regression identified following eleven models (Determinants of Employee Engagement)

contributing towards employees' engagement. The effect of these models was observed by examining the R square value from the model summary table. The 11th model was expressed by following equation.

$$\text{Model 11- } Y_e = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + b_5x_5 + b_6x_6 + b_7x_7 + b_8x_8 + b_9x_9 + b_{10}x_{10} + b_{11}x_{11}$$

Table 3: Model Summary and ANOVA for Stepwise Regression Analysis for Most Contributing Determinant of Employee Engagement

| Model | R | R Square | Adjusted R Square | Durbin-Watson | Regression (SS _M) | Residual (SS _R) | Df | F | Sig. |
|-------|------|----------|-------------------|---------------|-------------------------------|-----------------------------|--------|---------|------|
| 1. | .574 | .355 | .353 | | 7.650 | 7.555 | 1,174 | 61.572 | .000 |
| 2. | .690 | .524 | .520 | | 9.778 | 5.674 | 2,173 | 74.637 | .000 |
| 3. | .759 | .638 | .632 | | 12.339 | 3.251 | 3,172 | 80.461 | .000 |
| 4. | .801 | .713 | .705 | | 12.940 | 2.836 | 4,171 | 88.486 | .000 |
| 5. | .879 | .860 | .855 | | 13.880 | 2.214 | 5,170 | 91.894 | .000 |
| 6. | .860 | .878 | .869 | | 13.948 | 1.784 | 6,169 | 95.749 | .000 |
| 7. | .846 | .840 | .837 | | 14.147 | 1.437 | 7,168 | 101.473 | .000 |
| 8. | .867 | .845 | .840 | | 14.450 | 1.138 | 8,167 | 116.346 | .000 |
| 9. | .871 | .834 | .830 | | 14.742 | .788 | 9,166 | 149.162 | .000 |
| 10. | .882 | .879 | .867 | | 15.006 | .678 | 10,165 | 191.685 | .000 |
| 11. | .897 | .885 | .872 | 2.092 | 15.467 | .467 | 11,164 | 274.562 | .000 |

Note Y_e = Employee Engagement ; a = Constant (Coefficient of Intercept); b_1X_1 = Regression Coefficient salary and wages b_2X_2 = Regression Coefficient recognition in company; b_3X_3 = Regression Coefficient retirement benefits b_4X_4 = Regression Coefficient delegation of responsibility ; b_5X_5 = Regression coefficient regular increments; b_6X_6 = Regression Coefficients incentives and rewards; b_7X_7 = Regression coefficient medical benefits; b_8X_8 = Regression coefficient delegation of authority; b_9X_9 = Regression Coefficient participation in decision; $b_{10}X_{10}$ = Regression Coefficient employee development initiatives; $b_{11}X_{11}$ = Regression Coefficient recreational facilities.

A close study of Table 3 concluded that 11th regression model ($R^2 = .885$), which include eleven predictors, explained the largest impact i.e., 88 per cent of predictor determinants on employee's engagement in organisation.

Next aim was to test whether the model is significant fit of the data overall. To test the significance of the regression model sum of squares of mean (SS_M), sum of squares of residual (SS_R), F -ratio, df and probability value of all models are given in Table 3. All the regression models explain a significant amount of the variation in the outcome variable (engagement of employees). However, in the 11th model SS_M value is largest as compared to other ten models and SS_R value is smallest as compared to other ten models. This implies that 11th regression model of impacts of tourism has made a big improvement in prediction of the outcome variable i.e. employee engagement and explained a significant amount of variance in engagement of the employees, $F(11, 164) = 274.5$, $p < .001$, $R^2 = .885$, $R^2_{\text{Adjusted}} = .872$.

Further to understand the individual contribution of predictors of employee engagement (outcome) for the 11th regression model, unstandardized b value along with significance value of t were taken into consideration. As the unstandardized b values of all predictors are positive

indicating positive relationship between reward, recognition and employee welfare and employee engagement. The analysis shows that in this model all the predictor are significantly predicting the outcome. 'retirement benefits [$b = .074$, $t(175) = 7.115$, $p < .005$]; 'recognition in company' [$b = .092$, $t(175) = 9.736$, $p < .005$], participation in decision [$b = .071$, $t(175) = 6.963$, $p < .005$], delegation of responsibility [$b = .089$, $t(175) = 7.664$, $p < .005$], medical benefits [$b = .086$, $t(175) = 9.663$, $p < .005$], delegation of responsibility [$b = .082$, $t(175) = 9.427$, $p < .005$], recreational facilities [$b = .081$, $t(175) = 7.096$, $p < .005$], salary and wages [$b = .092$, $t(175) = 10.543$, $p < .005$], incentives and rewards [$b = .083$, $t(175) = 8.473$, $p < .005$], delegation of authority [$b = .068$, $t(175) = 8.339$, $p < .005$], employee development initiatives [$b = .079$, $t(175) = 7.259$, $p < .005$] all are significantly contributing towards employee engagement in organisation (Table 4).

Next to have a better insight into the 'importance' of each individual driver predictor in the model, standardized beta values (labelled as Beta, β) are taken into consideration. The analysis inferred that in the regression model, 'salary and wages ($\beta = .255$), followed by 'recognition in company ($\beta = .232$) are the most important contributing employee

engagement determinants followed by delegation of responsibility ($\beta = .210$), followed by retirement benefits ($\beta = .200$), followed by delegation of responsibility ($\beta = .186$), followed medical benefits ($\beta = .180$), incentives and rewards ($\beta = .172$), followed by delegation of authority ($\beta = .160$), participation in decision ($\beta = .136$), employee development initiatives ($\beta = .123$), recreational facilities ($\beta = .120$).

Table 4: Predicators of Employees Engagement

| Model | B | Std. Error | Beta | P |
|----------------------------------|------|------------|------|------|
| Constant | .341 | .085 | | .000 |
| Retirement Benefits | .074 | .016 | .200 | .000 |
| Recognition in Company | .092 | .049 | .232 | .000 |
| Participation in Decision | .071 | .019 | .136 | .000 |
| Delegation of Responsibility | .089 | .023 | .210 | .000 |
| Medical Benefits | .086 | .032 | .180 | .000 |
| Delegation of Responsibility | .082 | .008 | .186 | .000 |
| Recreational Facilities | .081 | .018 | .120 | .000 |
| Salary and Wages | .092 | .022 | .255 | .000 |
| Incentives and Rewards | .083 | .007 | .172 | .000 |
| Delegation of Authority | .068 | .016 | .160 | .000 |
| Employee Development Initiatives | .079 | .012 | .123 | .000 |

RESULTS

Null Hypothesis (H_0): Rewards, recognition and employee welfare no impact on employee engagement in organisation.

The results of the Stepwise Forward Multiple Regression analysis indicated that out of 15 rewards, recognition and employee welfare determinants eleven determinants have positive impact on employee engagement. A regression model comprising of eleven positive determinants explained 83% variation in contributing employee engagement. Hence, H_0 was not accepted i.e., and H_1 was accepted i.e. rewards, recognition and employee welfare practices impact positively on employee engagement in hotels.

RESEARCH LIMITATION/FUTURE RESEARCHES

This present research is on Hotels of Tricity. Present study analysed the impact of rewards, recognition and welfare on employee's engagement. In future focus will be on to see the impact of employee engagement on organisational performance and efforts would be to suggest a model for industry to enhance employee engagement and for better organisational performance.

CONCLUSION

The present study emphasised on the importance of rewards, recognition and welfare in hotel industry in this competitive world. Present study has found that keeping employees satisfied, motivated and engaged through appropriate rewards, recognition and welfare measures such as; retirement benefits, recognition in company, participation in decision, delegation of responsibility, medical benefits, delegation of responsibility, recreational facilities, salary and wages, incentives and rewards, delegation of authority and employee development initiatives have a positive impact on employee engagement in hotels of Tricity. Study also identified three most important determinants of employee's engagement. Wages and salary followed by recognition in company and delegation of responsibilities have come out most important top three determinants having positive impact of employee engagement in hotels of Tricity. Better these factors are refined and management seriously brings them to practice would certainly enhance employee engagement in organisation, as employees will have sense of belongingness, sense of fulfilment and they will be more concerned with the image of the organisation. Many researchers have opined that employee's engagement will have positive impact on performance of organisation with improved productivity, sales growth, customer and employee satisfaction and better profitability.

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