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# **A STUDY ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT WITH SPECIAL REFERENCE TO THE NOVOTEL IBIS CHENNAI**

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## **ABSTRACT :**

This study looks into the elements that influence employee engagement and organizational commitment at Novotel Ibis, a major player in the hotel industry. The study investigates the relationship between communication efficacy, leadership styles, training program effectiveness, and work performance satisfaction using a comprehensive analysis of survey responses from employees at various levels and departments. Key findings show that, while communication methods are typically good, there is room for improvement to meet the different demands of employees. Furthermore, individualized training programs based on employees' experience levels and job functions have been highlighted as critical for increasing job performance satisfaction. Furthermore, the study emphasizes the critical role of leadership in developing employee motivation, engagement, and commitment, highlighting the need to cultivate supportive and empowering leadership styles. Furthermore, recommendations are made to improve organizational methods, such as implementing regular feedback channels, collaborative decision-making procedures, and continual review. By applying these guidelines, Novotel Ibis may establish a positive work environment that promotes employee satisfaction, engagement, and long-term commitment, hence increasing organizational performance in the competitive hospitality industry.

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## **Introduction :**

Employee engagement and organizational commitment are critical to corporate success and long-term viability. In today's corporate landscape, creating a work atmosphere that encourages these characteristics has become critical. This study investigates the complex dynamics of employee engagement and organisational commitment, with a particular emphasis on the famed Novotel Ibis. Novotel Ibis, a well-known hospitality company, presents an intriguing setting for studying how employee engagement promotes organizational commitment and adds to overall performance. As organizations attempt to manage the difficulties of the modern workforce, understanding the dynamics of employee engagement and organizational commitment becomes critical for long-term success and competitive advantage.

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## **Statement of the Problem**

The study on employee engagement and organisational commitment at Novotel Ibis was inspired by a recognised gap in understanding the specific dynamics of the workplace.

Issues such as unclear leadership influence, communication inefficiencies, staff retention, and unidentified areas affecting employee satisfaction and commitment are clear. The lack of a detailed analysis impedes Novotel Ibis' capacity to optimize its organizational structure and preserve a competitive advantage in the hospitality industry. This study attempts to address these challenges by providing insights into the underlying causes of potential problems and practical solutions to build a healthy work environment, increase employee engagement, and strengthen organizational commitment at Novotel Ibis.

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## **Objectives of the study**

- To investigate the association between communication effectiveness and employee satisfaction at Novotel Ibis.
- To examine the impact of leadership styles on employee engagement and commitment at Novotel Ibis.
- To analyze the relationship between training program effectiveness and job performance satisfaction among Novotel Ibis employees.

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## **Review of Literature**

Fleming & Asplund (2017), Where Employee Engagement Happens: reveal that employee engagement is the ability to capture the heads, hearts, and souls of your employees to instill an intrinsic desire and passion for excellence". Baumruk & Gorman (2016), Why managers are crucial to increasing

engagement: found that the Engaged employee consistently demonstrates three general behaviors that improve organizational performance: They are Say, Stay and Strive.

Hallberg & Schaufeli (2016), "Same same" but different: Can work engagement be discriminated from job involvement and organizational commitment? found that the study aimed to investigate whether work engagement (measured by the Utrecht Work Engagement Scale; UWES) could be empirically separated from job involvement and organizational commitment.

Kumar, V., & Pansari, A. (2015), Measuring the benefits of employee engagement: proved that employee engagement is a "soft index" that affects organizational performance, and it is related to the five major indicators of organizational performance—productivity, profitability, customer loyalty, employee retention, and security.

## Research Methodology

This study has used a deductive design. The total population is 132 in the study area. The Convenience Sampling Method is used for the survey. This study considers the respondents working in Novotel Ibis Chennai. The online websites, journals, and books are referred to for secondary data collection. The questionnaire consists of twenty-four questions.

## Results and Discussion

There are demographic analyses and relationships between two variable analyses.

**Table No.1: Demographic Details**

Sl. No.	Demographic Details	Frequency	Percentage	
1.	Designation	Assistant Manager	1	.8
		Associate	56	42.4
		CDP	5	3.8
		Commis 1	8	6.1
		Commis 2	6	4.5
		Contract	2	1.5
		DCDP	4	3.0
		Executive	13	9.8
		Guest Passion	3	2.3
		Head of the Department	4	3.0
		Intern	14	10.6
		Manager	2	1.5
		Outlet Manager	1	.8
		Team Leader	13	9.8
2.	Years of Experience	1-5 years	63	47.7
		6-10 years	9	6.8
		Above 10 years	2	1.5
		Less than 1 year	58	43.9
3.	Age Group	25-35	38	28.8
		36-45	21	15.9
		46-55	8	6.1
		Over 55	5	3.8
		Under 25	60	45.5
4.	Department of Work	Culinary	31	23.5
		Food & Beverage	22	16.7
		Front Office	47	35.6
		Housekeeping	24	18.2
		Sales & Marketing	4	3.0
		Talent & Culture	4	3.0
5.	Educational Qualification	Bachelor's Degree	81	61.4
		Diploma/ Certificate	29	22.0
		High School or Equivalent	13	9.8
		Master's Degree	9	6.8

The above table shows the demographic details. This study selects Designation, Years of Experience, Age Group, Department of Work, and Educational Qualification to collect the details about the respondent's demographic details. There are fourteen classifications for Designation. The above table value shows 0.8% of the respondents are at Assistant Manager level, about 42.4% of the respondents are at Associate level, about 3.8% of the respondents are CDP, about 6.1% of the respondents are at Commis 1 level, about 4.5% of the respondents are at Commis 2 level, about 1.5% of the respondents are at Contractors, about 3% of the respondents are at DCDP, about 9.8% of the respondents are at Executive level, about 2.3% of the

respondents are at Guest Passion level, about 3% of the respondents are at Head of the Department level, about 10.6% of the respondents are Interns, about 1.5% of the respondents are at Manager level, about .8% of the respondents are Outlet Manager, about 9.8% of the respondents are in Team Leader Level. The Years of Experience is classified into four options. About 43.9% of the respondents have an experience of less than 1 year, 47.7% of the respondents have an experience of 1-5 years, 6.8% of the respondents have an experience of 6-10 years, and 1.5 % of the respondents have an experience of above 10 years. The Age Group has been classified into five options. From the above table, About 45.5% of the respondents are under the age of 25 years of age, about 28.8% of the respondents are between the ages of 25 to 35 years of age, about 15.9% of the respondents are between the ages of 36 to 45 years of age, about 6.1% of the respondents are between the age of 46 to 55 years of age, about 3.8% of the respondents are over 55 years of age. The Department of Work has classified it into six options. About 35.6% of the respondents are in front office, 23.5% of the respondents are in culinary, 18.2% of the respondents are in housekeeping, 16.7% of the respondents are in food and beverage, 3% of the respondents are in sales and marketing and 3% in Talent & Culture department. The Educational Qualification is classified into four options. From the above table, About 9.8% of the respondents are in high school or equivalent, 22% of the respondents have a finished diploma/certificate, 61.4% of the respondents are Bachelor's Degree, and 6.8% of the respondents have a Master's Degree.

## Findings

- The survey shows that 12.1% of respondents are very dissatisfied with the communication channels at Novotel Ibis, while 41.7% are satisfied and 25.8% are very satisfied.
- The survey shows that 14.4% of respondents rarely receive important information from management, 6.8% never, and 20.5% sometimes.
- The majority rate management's responsiveness as excellent, 33.3% very good, 18.9% good, 12.9% fair, and 9.1% poor.
- The survey reveals that 34.1% of respondents have excellent clarity of communication regarding company goals and objectives, with 31.1% stating it impacts overall job satisfaction.
- The majority of respondents feel motivated by the leadership within Novotel Ibis, with 27.3% agreeing that it contributes to fostering commitment among employees.
- The majority also feel confident in the decision-making abilities of supervisors or managers.
- The survey also shows that 40.2% of respondents believe supervisors' leadership style influences motivation and engagement at work positively, while 44.7% find it neutral.
- The majority of respondents feel confident in the decision-making abilities of supervisors or managers.
- The survey also suggests that training programs for managers, regular feedback mechanisms, recognition and rewards for employee engagement, and encouraging participative decision-making are recommended. However, 15.9% of respondents feel ineffective in these areas.
- The survey also highlights the need for more practical hands-on training, better alignment with job responsibilities, enhanced follow-up support after training, and more engaging delivery methods.
- However, 19.7% of respondents face challenges in transferring theoretical knowledge to practical application, while 21.2% face time constraints or competing priorities.
- Related feedback from employees, collaboration with department heads, needs assessments, and customizing training content are also suggested.
- The survey also indicates a preference for leadership development programs, cross-training opportunities, soft skills workshops, and mentorship programs.

**Table No.2: Correlation Analysis**

### Relation between the frequent information from the management and the satisfaction level of the communication at Novotel Ibis

Null Hypothesis (H0): Effective communication practices within Novotel Ibis are not significantly associated with higher levels of employee satisfaction.

Alternative Hypothesis (H1): Effective communication practices within Novotel Ibis are significantly associated with higher levels of employee satisfaction.

Correlations			
		CommunicationEffectivenessSatisfaction	FrequencyOfMessagesFromManagement
CommunicationEffectivenessSatisfaction	Pearson Correlation	1	-.137
	Sig. (2-tailed)		.117
	N	132	132
FrequencyOfMessagesFromManagement	Pearson Correlation	-.137	1
	Sig. (2-tailed)	.117	
	N	132	132

From the above table, it is understood that the significance is at .117 levels, which is greater than the specified significance level of 0.05. Hence, the null hypothesis (H0) is accepted and Effective communication practices within Novotel Ibis are not significantly associated with higher levels of employee satisfaction.

**Table No.3: Chi-Square Test****Relation between the leadership approach and the feeling of motivation and engagement by the leadership at Novotel Ibis**

Null Hypothesis (H0): Different leadership styles within Novotel Ibis have no significant impact on both employee engagement and organizational commitment.

Alternative Hypothesis (H1): Different leadership styles within Novotel Ibis have a significant impact on both employee engagement and organizational commitment.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	35.708 <sup>a</sup>	16	.003
Likelihood Ratio	36.834	16	.002
Linear-by-Linear Association	.314	1	.575
N of Valid Cases	132		

a. 13 cells (52.0%) have expected count less than 5. The minimum expected count is 1.87.

As per the table, it is inferred that the P value is 0.003. The minimum expected count is 1.87. thus, null hypothesis is rejected and Different leadership styles within Novotel Ibis have a significant impact on both employee engagement and organizational commitment.

**Table No.4: Chi-Square Test****Association between the level of effectiveness in the training programs and the impact on job performance and satisfaction**

Null Hypothesis (H0): There is no positive correlation between effective training programs and increased job performance satisfaction among Novotel Ibis employees

Alternative Hypothesis (H1): There is a positive correlation between effective training programs and increased job performance satisfaction among Novotel Ibis employees.

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	15.788 <sup>a</sup>	8	.046
Likelihood Ratio	19.447	8	.013
Linear-by-Linear Association	.681	1	.409
N of Valid Cases	132		

a. 4 cells (26.7%) have expected count less than 5. The minimum expected count is 2.86.

From the above table is inferred that the significance value .046 is not greater than 0.05 for the null hypothesis is rejected. There is a positive correlation between effective training programs and increased job performance satisfaction among Novotel Ibis employees.

**Conclusion :**

The study conducted at Novotel Ibis throws light on several crucial factors influencing employee satisfaction, engagement, and organisational commitment in the hotel industry. The findings show that, while communication channels are generally good, there is potential for development to meet the varying demands of employees at various hierarchical levels and divisions. Furthermore, the study emphasises the need of tailoring training programmes to employees' various experience levels and job positions in order to improve job performance satisfaction. Furthermore, it emphasizes the importance of leadership in creating employee motivation, engagement, and commitment, emphasizing the need for leadership development activities that promote supportive and empowering leadership styles. Furthermore, the study emphasises the importance of regular feedback mechanisms, collaborative decision-making processes, and ongoing evaluation in ensuring the efficacy of organizational practices. By implementing the recommendations based on these findings, Novotel Ibis may create a pleasant work environment that promotes employee satisfaction, engagement, and long-term commitment, supporting organizational success in the competitive hospitality industry.

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