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## **Role of Strategic Employee Engagement on Organizational Performance of Hotel Industry in Rwanda A Case of Hotel Des Mille Collines**

**Grace Achieng Mathias Ochola**

Student, Jomo Kenyatta University of Agriculture and Technology, Rwanda

**Dr. Kule Warren Julius**

Lecturer, Jomo Kenyatta University of Agriculture and Technology, Rwanda

**Dr. Jaya Shukla**

Lecturer, Jomo Kenyatta University of Agriculture and Technology, Rwanda

### **Abstract:**

*The general objective of this study was to establish factors influencing community participation in community based projects in Rwanda. The target population for the study was 140 community members of Karongi 12 and Karongi 13 areas, situated in Karongi District of Rwanda. A sample size of one hundred and three (103) respondents was selected to provide the needed information for the study. Simple random sampling method was adopted in selecting the respondents. Primary data was collected using self-administered close-ended questionnaires. Data collected was edited and analyzed using SPSS. The findings indicated that lack of project committee accountability, failure to attend project meetings, illiteracy, failure to involve community during project planning were among factors that affected community participation. The study concluded that proper and timely communication, trust among community members, inclusiveness and community awareness has the potential to increase the level of community participation in the project. The study recommends that the community should be made aware of the need to participate and support the project to its success. Also due to a vibrant local leadership administration, community based projects can be sustainable if these leaders get integrated to project leadership*

**Keywords:** Community, community based project, community participation

## **1. Introduction**

### **1.1. Background of the Study**

Globally the level of employee engagement is gradually increasing. Lazonick (2014) argues that the level of employee engagement had moved up by 1% from 61% to 62% by 2014. Large companies operating in the world's largest markets have been found to engage employee less than those of companies in other parts of the world. The financial implications of an engaged workforce are significant. A survey carried by Aon Hewitt (2013) at Aon Hewitt Top Companies revealed consistent, statistically significant relationships between higher levels of employee engagement and financial performance. Further the study found that a 5% increase in employee engagement was linked to a 3% increase in revenue growth of the companies in the subsequent year.

Managing people in a way that could lead to improved performance in any given organization has become an interesting area in which researchers are investing most of their time (Huselid 2002). Human resource and human resource practices plays a major role in the success of any business or organization. Organizations need human capital to transform their resources into profit. Every activity that a business may plan to do to maximize profit or to remain competitive, required people. In this regard human resource becomes the most important resource an organization can think of acquiring and retaining (Nzuve, 2010). Causes of failure or success in most businesses has been found to be human related (Mamoria and Gankar, 2003). According to Cole (2002) employees has a great potential to lead a business to a realization of great profit and competitive advantage. Likewise, they can negatively affect the performance of a business to an extent that the business is closed down. Human resource managers can tap the full potential of their employees through engaging them at various levels of operation.

Currently the competition in almost all spheres of business has increased. This has changed the nature of work and the diversity of workforce and has become a great concern for many employers. Most employers fear to loss the potential in their employees to competitors. As a result, employers have implemented a number of strategies in the workplace in an effort to retain valuable employees. In today's business world focus have moved from a scientific view of employees which argues that a worker is motivated primarily by economic gain to a human resource approach which states that in addition to monetary rewards employees are also

motivated by certain social and psychological factors like full appreciation for work done, job security, recognition, working conditions and career advancement opportunities (Armstrong, 2006). The human resources approach calls for organizations to view employees as their most valuable assets and investments that must be valued, managed and developed effectively (Khan et al., 2010). Implementation of strategies meant to keep employees loyal and satisfied could be an effective method through which organizations can learn to work with employees harmoniously. Different employee engagement strategies (Babb & Meyer, 2005) can be adopted by organization to make employees willingly want to give their best for the good of the organization. According to Robinson et al, (2004) engaged employee goes an extra mile, believes in and identifies with the organization, wants to work to make things better, understands the business context and the bigger picture and respects and helps colleagues. Alfes et al, (2010) stated that engaged employees perform better, are more innovative than others, are more likely to want to stay with the employer, enjoy greater levels of personal wellbeing and perceive their work load to be more sustainable than others. Employee engagement is manifested in positive attitudes (for example job satisfaction, organizational commitment and identification with the organization) and behavior (low labor turn over and absence and high citizenship behavior) on the part of employees, and evidence of perceptions of trust, fairness and a positive exchange within a psychological contract where two way promises and commitment are fulfilled (Guest, 2009). Employee performance helps an organization get better results hence customer satisfaction and increased profits. It also helps to align the individual objectives to organizational objectives and encourages them to uphold corporate core values, enables expectations to be defined and agreed in terms of role responsibilities and accountabilities (expected to do) skills (expected to have) and behaviors' (expected to be), provides opportunities for them to identify their own goals and develop their skills and competencies (Armstrong, 2012).

The Hôtel des Mille Collines, was opened in 1973, and was made famous three decades later by the film "Hotel Rwanda" as a place of refuge during the Rwandan genocide in 1994. It is committed to reconstructing the Rwandan society and supporting the advancing the nation's cultural heritage. Many upcoming talents in Rwanda get support from the hotel in kind of a platform to showcase their skills. Currently the hotel is committed to various activities which help the employee to remain committed to their work. Among these activities trainings are conducted regularly in a bid to enhance employee's performance. Retreats and workshops are also part of the hotel undertakings to improve bonding between employees and the management

### *1.2. Statement of the Problem*

Employee engagement is a good tool to help every organization to strive to gain competitive advantage over the others. The maximum prosperity of both employees and employer is usually seen in relation to performance and productivity (Landen, 1982). The hotel industry is a labour intensive industry. Over 40% of the total costs of running hotels are made up of wages and salaries and hence the importance of an engaged workforce (Orla Byrnes, 2014). Lots of studies have been done on ways of increasing employee performance but despite this, employee engagement is still complex in many organizations. Managements employ management practices and strategies that exclude employees from daily running of the organization and employee engagement is suppressed.

Employee engagement is particularly important in the hotel industry where long-standing issues persist around staff retention, talent management, status and recognition. Dankbaar (1997) stated that employee engagement and performance are two sides of the same coin; hence the issue of performance is therefore significant in that an employee's well-being on the job grants them certain power, status, dignity and a feeling of well achievement leading to organizational performance.

Hotel des Mille collines like other companies has put into place a conducive working environment to ensure that the employees are well equipped with all it takes to perform optimally. The hotel has ensured that good ergonomic factors are put into place, the employees are trained and equipped comfortably for each individual needs. The right policies are put into place to ensure that the management offers support to the staff as required. Despite all these measures put into place the hotel is faced with issues concerning employee engagement raring from lack of commitment, lack of ownership, lack of involvement in various hotel undertakings among others. Hence organizational performance has not been fully achieved.

According to an employ survey done by UNICEF in 2011, staff members continually perform below the expected standards due to numerous complaints regarding the management style, remuneration, motivation and high stress levels. The survey noted that organization support is also an important tool to strengthen employee work performance. Employer should always be reminded that if their "main engine" is to leave working alone without any support or supervision, their performance became less thus affecting their engagement and morale in running their daily chores. It's with this regard that the researcher wanted to establish the effect of employee engagement on performance of hotel industry in Rwanda.

However, to the researcher's knowledge, none of the local studies have looked into the effects of employee engagement on performance of Hotel Industry in Rwanda. Hence the study aimed to bridge the gap by establishing the effect of employee engagement and performance in the service industry with specific reference to Hotel des Mille collines; hence the research question; "what is the effect of employee engagement on performance at Hotel des Mille collines?"

### *1.3. Objectives of the Study*

The study was guided by the following objectives

- i. To establish the relationship between employee engagement and performance of Hotels in Rwanda
- ii. To access the effect of employee involvement on performance of Hotels in Rwanda
- iii. To determine the effect of employee empowerment on performance of Hotels in Rwanda
- iv. To establish the effect of delegation on performance of Hotels in Rwanda

## 2. Literature Review

### 2.1. Employee Engagement

Currently employee engagement has become a major concern for human resource management and a top business priority for employers. In this age where business environment is rapidly changing, business managers know that having a high-performing workforce is essential for growth and survival of their business. Further, they understand that working with a highly engaged workforce is the driving force for increasing innovation, productivity and employee's loyalty and performance while reducing costs related to hiring and retention in highly competitive talent markets (Townsend and Gebhardt, 2002). Different researchers in the area of human resource define the term employee engagement differently. It is therefore evident there is employee engagement cannot be defined by a single definition. According to Robinson et al., (2004), employee engagement is defined as a positive attitude possessed by the employee towards an organization and its value. Nitin (2007) argues that employee's engagement involves motivating employees to give their best in their working area and to put their full potential in a way that propel their organization forward. The task of creating an environment and culture that natures and is friendly to employee engagement is within the organization. Organizations have to go an extra mile to full develop and implement the policy of employee engagement but the advantages thereafter are what it needs to survive. Engaged employees brings to the organization a competitive advantage since they will willingly and consistently deliver beyond what their employers expect (Harter et al., 2002). According to Endres and Mancheno-Smoak (2008), Organizations has the opportunity to yield full benefits of high performance and productivity and citizenship behavior through investing in innovative strategies. However, they must pay attention to employee engagement and remain commitment thereafter

### 2.2. Employee Engagement Strategies

Ensuring opportunity for employees to undertake various relevant trainings, having procedures and systems within the organization that allows for employee development, treating employees with dignity and addressing their needs, having clear channels of communication and enhancing a friendly working environment are among the strategies of employee's engagement (Woodruffe, 2006). Effective implementation and management of these employee engagement strategies has the potential to yield positive outcomes such as high performance, low absenteeism and customer satisfaction (Woodruffe, 2006). Different researchers in different studies have reported statistically significant relationship between employee engagement and organizational outcomes such as productivity (Endres and Mancheno-Smoak, 2008), employee retention and satisfaction as well as customer satisfaction (Schaufeli & Bakker, 2004). From the literature, it is evident that most of the employee engagement strategies are non-financial in nature. This implies that businesses and organizations whose human resource management is committed to employee engagement as a strategy of improving performance and remaining competitive can do so with less cost. Human resource managers should however not ignore the financial aspect and the effect that rewards and compensation could have on employees' performance (Buckingham and Coffman, 2005).

### 2.3. Conceptual Framework

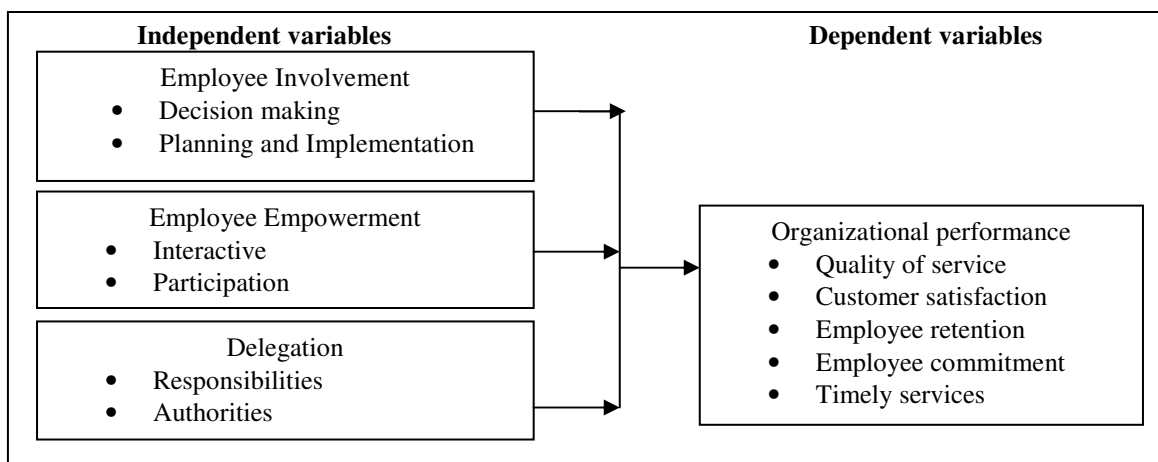


Figure 1: Conceptual framework

#### 2.3.1. Employee Involvement

According to Catherine et al., (2013) there is a direct correlation between how involved employees are in the decision making in their department or team and their overall morale, motivation, and satisfaction with their jobs. Companies and departments who have a higher level of employee involvement in decision making show higher levels of employee motivation and satisfaction.

Buckingham and Coffman, (2005) argues that involving employees in the decision making of your company or department has many benefits to both company and employee. They posit that employees feel they are a valued part of the company. When associates are involved in the decision making, they feel that people in ownership and management positions value them as a significant contributor to the team's success. When people feel valued, they will usually raise their level of effort and commitment to ensure the department's or company's success. Additionally, morale and motivation is higher in organizations where associates are involved in the department

or company's decision making. When people are involved in the decision making, they know they make a difference to the department's or company's success. When people know they make a difference, they find it easier to be motivated and satisfied with their job (Catherine et al., 2013)

Nink (2011) posit that "satisfaction" with the workplace alone is not enough to make employees feel completely involved in the organization. An employee who is satisfied with his salary or the amount of annual leave is not necessarily, of his own free will, going to lend full support to his employer and his employer's goals. Literatures have shown that employees can be satisfied and yet still be indifferent. There is more value in optimizing the work environment, thereby increasing emotional engagement to the organization by rigorously fulfilling employees' core needs and expectations. The stronger the engagement, the more likely it is that the employee will act in the interests of the employer and the more engaged employees there are, the more productive the organization will be. According to Bhatla (2011) employees who are involved in some form of planning within the organization tend to own the process and hence get committed to implement what he took part in planning

### 2.3.2. Employee Empowerment

Employee empowerment involves giving employees the authority to make decisions about their jobs. Empowered employees may be given the authority to decide work schedules, productivity goals, and even daily priorities. The more employees feel like they have the authority to make decisions about how their work is done, the more engaged they become in their work and company. Empowerment leads to greater collaboration and sharing of ideas. It can also lead to productivity gains and increased performance. Employee engagement suffers if employees don't have the authority to do their jobs to the best of their abilities (Slåtten and Mehmetoglu, 2011). Employee engagement describes how committed and energized employees are about their jobs. Because empowerment is only a component of engagement, an employee can be entirely empowered without being engaged. To achieve employee engagement an organization needs some level of empowerment, but employee empowerment alone does not ensure employee engagement (Saks, 2006).

### 2.3.3. Delegation

Effective delegation is an essential component of a manager's responsibility. It is an important leadership skill for improving the efficiency and motivation of employees as well as keeping them engaged (Heller, 1998). Delegating responsibility is a powerful statement to employees about how much they are trusted and how competent and valued they are considered to be to the company. Managers that delegate are likely to foster the formation of high quality relationship with their subordinates characterized by mutual trust, respect and loyalty; in turn subordinates experiencing trust and respect are likely to reciprocate by strengthening and encouraging the superior (Graen and Uhl-Bien, 1995). As such, delegation can be viewed as a mechanism that builds and nourishes superior-subordinate relationships. Delegated responsibility sends signals of trust and competence (Leanna, 2001) to the subordinate contributing to the social bonding within the organization

## **3. Research Methodology**

### *3.1. Research Design*

The study had adopted a descriptive research design. Quantitative research collects data in the form of numbers and uses statistical types of data analysis (Blanche et al., 2006)

### *3.2. Target Population*

Polit and Hungler (1999) define a population as the totality of all subjects that conform to set of specifications, comprising the entire group of persons that is of interest to the researcher and to whom the research results can be generalized. According to the human resource manager Hôtel des Mille Collines had 120 employees who formed the population for the study.

### *3.3. Sample Size*

A total of 92 employees had constituted the sample size for this study. The sample size was statistically calculated using Solvin's formula  $(n) = N/1 + N(e)^2$

### *3.4. Sampling Technique and Procedure*

According to Dencombe (2007), sampling procedure defines the rules that specified how the system calculated the sample size and it contained information about the valuation of an inspection characteristic during results recording. Simple random sampling technique was used in selecting samples. According to Ross (1999) the researcher started by making a complete list of the population from which to select the samples. Each name of the employee had then been assigned a number after which the numbers were placed in a container and mixed thoroughly. The researcher had to pick the numbers one by one without repayment until 92 samples are obtained

### *3.5. Research Instruments*

According to Seaman (1991) research instruments refer to a document used to collect data such as questionnaires, tests, structured interview schedules and checklists. A self-designed questionnaire on employee engagement was used as a data collection tool. It was used to collect information regarding the perceived effect of employees' engagement strategies on performance of the hotel. It was then distributed to the study participants by the researcher herself and the respondents were asked to state the extent to which they

agreed or disagreed with the statement using a 5-point Likert scale. The Likert scale ranging from (1) Strongly Disagree to (5) strongly Agree were used to measure the statements. Interview guide was then used to collect data from managers and supervisors.

### 3.6. Reliability and Validity of Research Instrument

#### 3.6.1. Reliability

Reliability is a measure of the degree to which a research instrument yields consistent result or data after repeated test under similar conditions (Mugenda & Mugenda, 2003). Cronbach's alpha reliability coefficient was used to test for reliability. This coefficient ranged between 0 and 1 and the closer Cronbach's alpha coefficient is to 1 the greater the reliability of the research instrument (Carmines & Zeller 1997).

#### 3.6.2. Validity

Validity determines whether the research truly measures that it was intended to measure or how truthful the research results are (Joppe, 2000). It refers to whether the operational definition of a variable actually reflected the true theoretical meaning of a concept (Martyn, 2009). The study applied a construct validity test divided the number of valid cases and total number of cases and multiplied by 100. This ensured the submitted draft of questionnaire to the supervisors for review and recommendations.

### 3.7. Data Analysis and Presentation

Descriptive statistics was conducted through descriptive analysis to generate frequencies, percentages, means and std. deviation. Inferential statistics specifically regression analysis was used to determine the relationship between the variables. Qualitative data collected through interviews then was organized into themes and then analyzed appropriately. Thematic analysis involved reviewing data, make notes and then sort it into categories (Gibbs 2007). SPSS was used for the data analysis. Study findings were presented using tables.

The study employed Regression analysis to determine the extent of change in organization performance that was explained by the study variables. The following multiple regression model was used in the study

$$Y' = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where,

$Y'$  Indicate the organization performance as  $a, b_1, b_2, b_3$  are constants.  $X_1, X_2, X_3$  Are the independent variables i.e. employee involvement, empowerment and Delegation  
 $e$ - is the random error term

## 4. Research Findings and Discussion

### 4.1. Demographic Information

#### 4.1.1. Distribution of Gender of Respondents

The study sought to determine the distribution of gender among the study samples. The study findings revealed that majority of the study participants were male while female participants constituted 40 % of the study sample as indicated by figure 2. This indicates that the hotel offered employment opportunity to both male and female. However male employees were the majority.

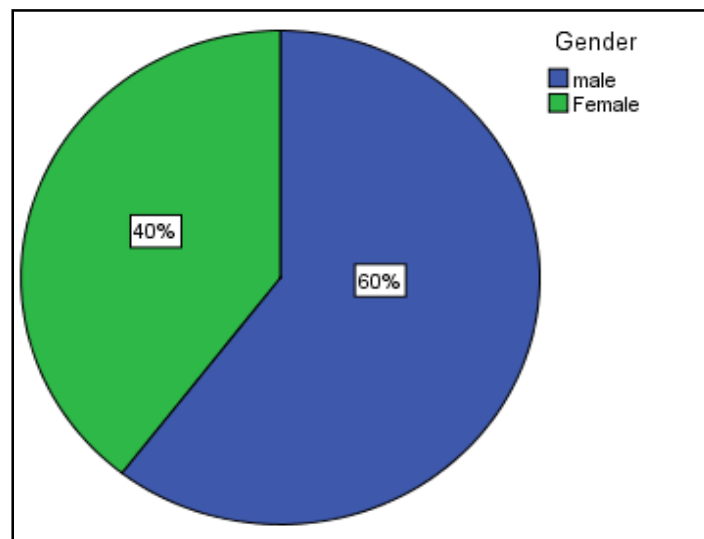


Figure 2: Gender distribution

#### 4.1.2. Age of Respondent

The study further sought to establish the distribution of age of the respondents. Data collected under age were presented in the table 1

Age Group	Frequency	Percent (%)
<30 years	21	25
31-40 years	45	52
41-50	20	23
Total	86	100.0

Table 1: Age distribution of Respondents

Table 2 indicate that majority 52% of the respondents were aged between 31-40years, 25% of the respondents were aged below 30 years, 23% of the respondents were aged between 41-50 years. The finding therefore implies that majority of the employees of Hotel des Mille collines in Rwanda are aged between 31-40 years of age. This implies that the hotel work force is majorly composed of young adults. This being a busy sector implies that employees between 31 to 40 years are best suited for delivering timely services to customers and for their flexibility.

#### 4.1.3. Level of Education and Years of working with Hotel des Mille colines

Education Level	Frequency	Percentage (%)
Secondary level	38	44
University level	48	56
Total	86	100
Years of Working with Hotel des Mille Collines		
< 2years	14	16
2-5 years	45	52
>5 years	27	32
Total	86	100

Table 2: Distribution of Education level and years of working with the hotel

The study also sought to determine the highest level of the education attained by the respondents. Table 3 shows that majority (56%) of the respondents had university education, 44% had secondary education. From the findings, it is clear that majority of the respondents had adequate education that is required to enhance quality services to the clients and improve hotel performance. Additionally, the study collected data on years' respondents had worked on the hotel. Table 3 indicates that majority (52%) of the respondents have worked with the hotel for a period between 2-5 years, 32% of the respondents have worked with the hotel for a period of more than 5 years while 16 % of the respondents have worked with the hotel for a period less than 2 years.

#### 4.2. Employee Engagement

The respondents were given statements pertaining to employee engagement. They were asked to respond by indicating yes/no to agree or differ with the statement.

Statement	Yes	No
Do you think there is employee engagement in your hotel?	32 (37%)	54 (63%)
Do you think that employee engagement positively affects the performance of any organization?	84 (98%)	2 (2%)
Do you feel engaged?	40 (47%)	46 (53%)
Is employee's engagement the priority of your hotel	19 (22%)	67 (78%)
Employees are well aware of their roles and responsibilities in the hotel	80 (93%)	6 (7%)
Do you think engaged employees can perform better that unengaged ones?	84 (98%)	2 (2%)
Do you think that employee involvement would enhance employee engagement	81 (94%)	5(6%)
In your opinion do you think delegation would enhance employee engagement in your hotel?	69 (80%)	17 (20%)

Table 3: Distribution of responses on Employee engagement

Table 4 indicate that majority (63%) of the respondents felt that there was no employee engagement in the hotel while 37% felt that there was engagement. Further, the study showed that 98% of the respondent believed that employee engagement positively affects organization performance while 2% felt that engagement could not affect performance of organization. Majority (53%) of the respondents stated that they did not feel engaged while 47% felt engaged in the hotel. Additionally, majority (78%) of the respondents stated that employees' engagement was not the priority of their hotel and only 22% felt that engagement was the priority of their hotel. The study also showed that 93% felt that employees were well aware of their roles and responsibilities in the hotel as opposed to 7% of the respondents. Majority (98%) believed that engaged employees could perform better that unengaged ones while 2 % did not

think that there would be any difference. Ninety-four percent of the respondents felt that employee involvement would enhance employee engagement in the hotel while 6% felt it would not.

This analysis implies that most of the employees were contented with the level of engagement in the hotel. Also the analysis implied that employees did not feel engaged although they felt that being engaged could result to better performance. The hotel management did not consider employee engagement as a priority and therefore the hotel might experience unsatisfactory employee performance

#### 4.3. Employee Involvement

##### 4.3.1. Involvement in Decision Making

The respondents were given statements pertaining to employee involvement in decision making in the hotel. They were asked to indicate the extent to which they agreed or disagreed with the statements.

Statement	SA %	A %	NS%	D%	SD%
There is employee involvement in decision making in your hotel		21(24%)		42(49%)	23(27%)
Being involved in decision making would makes employee feel engaged	57(66%)	23(27%)	6(7%)		
Your supervisor seeks your opinion in making decisions that impact your department		11(13%)		29(34%)	46(53%)
Your supervisor puts your ideas or suggestions to use		30(35%)		34(40%)	22(25%)
Being involved in decision making would make employee more committed to work	52(61%)	19(22%)	15(17%)		

Table 4: Distribution of responses on employee involvement in decision making  
SA= Strongly Agree, A=Agree, NS=Not sure, D=Disagree, SD=Strongly Disagree

Table 5 indicates that 24% of the respondents agreed with the statement that there was employee involvement in decision making in the hotel, 49% disagreed while 27% strongly disagreed with the statement. Majority (66%) of the respondents strongly agreed with the statement that being involved in decision making would make employee feel engaged, 27% just agreed while 6% were not sure of the statement. The study findings also showed that 53% of the respondents strongly disagreed with the statement that their supervisor sought their opinion in making decisions that impact their department 34% just disagreed while 13% just agreed with the statement. Thirty-five percent of the respondents just agreed with the statement that their supervisor puts their ideas or suggestions to use, 40% disagreed while 25% strongly disagreed. Majority (61%) strongly agreed with the statement that being involved in decision making would make employees more committed to work, 22% just agreed while 17% were not sure of the statement.

This analysis implies that although employees were not being involved in decision making in the hotel they felt that being involved would make them more committed and productive. Also supervisors did not seek employee's opinion in making decisions that impacted employee's department. This might make the employee feel left out and unrecognized leading to low morale at work hence poor performance

##### 4.3.2. Involvement in Planning

Statement	Yes	No
Are the employees involved in planning in your hotel?	25 (29%)	61 (71%)
Do you think that involving employees in planning processes would make them feel more engaged?	73 (85%)	13 (15%)
Does the organization provide chance for you to be part of planning team?	33(38%)	53 (62%)
Have you ever taken part in any form of planning within the hotel?	43 (48%)	45 (52%)
Do you think that being involved in planning could improve your level of commitment?	59 (69%)	27 (31%)
Does your manager involve non manager employees in hotel planning processes?	33 (38%)	53 (62%)
Do you think that failure to involve employees in planning could affect their performance?	70(81%)	16 (19%)

Table 5: Distribution of responses on involvement in planning

Table 6 indicate 71% of the respondents felt that employees in the hotel were not involved in planning while 29% felt they were involved. Majority (85%) of respondents believed that that involving employees in planning processes would make them feel more engaged while 15% felt that it would not. Sixty-two percent of respondents stated that the hotel provided them with a chance to be part of planning team while 32% stated that a chance was not provided. The study findings also showed that 48% of the study respondents had ever taken part in some form of planning within the hotel while 52% indicated to never take part. Majority (62%) of the respondents stated that their managers does not involve non manager employees in hotel planning processes while 38% indicated that non manager employees were involved in planning. Eighty-one percent of respondents felt that failure to involve employees in planning could affect their performance while 19% did not feel so.

This analysis implies that the level to which employees are involved in planning processes in the hotel is unsatisfactory. This would affect the commitment of the employee and hence the performance of the hotel. Bhatla (2011) argues that involving employees in planning leads to commitment as they implement the processes they planned

#### 4.4. Empowerment

The study sought to establish the level of employee empowerment at Hôtel des Mille Collines and how it relates to performance of the hotel

Statement	SA	A	NS	D	SD
There is empowerment of employees in your hotel		33(38%)	36(42%)		17(20%)
Empowered employees feel more engaged	13(15%)	73(85%)			
Your hotel management is committed in inspiring employees		21(24%)	7(8%)	31(36%)	27(32%)
Your hotel management view empowerment as a method of ensuring employee engagement		25(29%)	37(43%)	24(28%)	
There are trainings offered to employees to improve on their skills	48(56%)	38(44%)			

Table 6: Distribution of responses on employee empowerment  
SA= Strongly Agree, A=Agree, NS=Not sure, D=Disagree, SD= Strongly disagree

Table 7 indicate that 38% of the respondents agreed with the statement that there was empowerment of employees in the hotel, majority (42%) were not sure of the statement while 205 strongly disagreed with the statement. Majority (85%) agreed with the statement that empowered employees feel more engaged while 15% strongly agreed with the statement. The findings also indicated that 24% of the respondents agreed with the statement that the hotel management was committed to inspiring employees, 8% were not sure, 36% disagreed, while 32% strongly disagreed with the statement. Twenty-nine percent of the respondents agreed with the statement that hotel management viewed empowerment as a method of ensuring employee engagement, 43% were not sure while 28% disagreed with the statement. Majority (56%) strongly agreed with the statement that there were trainings offered to employees to improve on their skills while 4% just agreed with the statement.

The analysis implies that employee empowerment by the hotel was not felt by all employees and yet others were not aware if there were empowerment opportunities. The level of hotel management commitment to employee empowerment was not felt by most of the employees. It is therefore implies that employees were not empowered which might affect their performance and that of the hotel.

#### 4.5. Delegation

Table 8 indicate that majority (74%) of the respondents stated that the hotel managers and supervisors did not practice delegation of responsibilities to employees while 26% felt that there was delegation. The table also shows that 67% of the respondents would feel engaged if some authorities were delegated to them while 33% would not feel engaged. Majority 74% stated that their supervisors did not assign them some roles while 26% stated that some roles were assigned to them

Statement	Yes	No
Your hotel managers and supervisors practice delegation of responsibilities to employees	22 (26%)	64 (74%)
You would feel engaged if some authorities are entrusted to you	58 (67%)	28 (33%)
Your supervisor assigns some roles to you	22 (26%)	64 (74%)
Your hotel management view delegation as a method of ensuring employee engagement	8 (9%)	78 (91%)
Entrusting of responsibilities to employees make them more committed and responsible	63 (73%)	23 (27%)

Table 7: Distribution of responses on delegation

Ninety-one percent felt that the hotel management did not view delegation as a method of ensuring employee engagement as opposed to 9%.Majority (73%) felt that entrusting some responsibilities to employees would make them more committed and responsible while 27% felt that such would not make employees committed. The analysis imply that delegation would enhance employee's engagement in the hotel however the level of delegation was not satisfactory

#### 4.6. Engagement Strategies

The study further sought to determine the methods used by the hotel management to ensure that employees were engaged. The engagement strategies provided by the respondents are indicated in figure 2

The figure indicates that 20% of the respondents stated provision of promotion opportunity, 24% stated having open channels of communication, 37% stated giving of contracts and provision of medical insurance (19%) as the strategies used by the hotel management to ensure employee engagement. This implies that provision of promotion opportunity to employee, having open channels of communication; giving contracts and medical insurance to employees were the strategies being used by the hotel to ensure employee engagement.



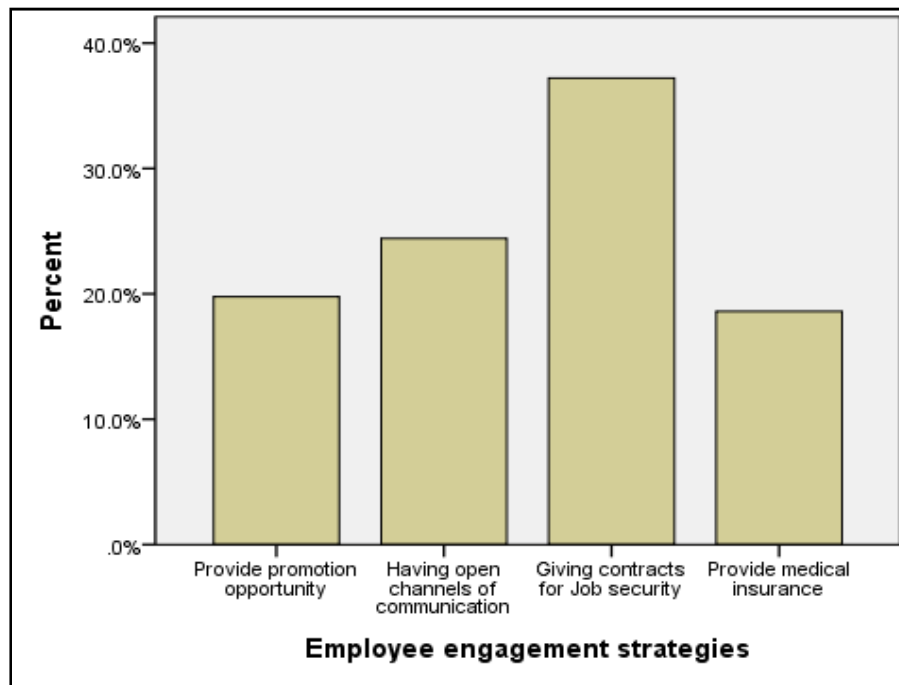


Figure 3: Engagement strategies

These findings are consistent with Robinson *et al.* (2004) and Woodruffe (2006) who identified maintaining open channels of communication as best strategies to keep employees engaged among others. Bakar (2013) argued that assuring employees of their job security and ensuring employee’s growth and development enhances employee engagement. This is in agreement with the findings of this study. AbuKhalifeh and Ahmad (2013) posited that offering incentives such as medical cover, rewards for job well done would help an organization to keep employees engaged and committed to their work. This is in agreement with this study.

Statement	Great extent %	Moderate extent %	Less extent %
To what extent do you involve non- manager employee on decision making within the hotel?	11 (13%)	50 (58%)	25 (29%)
To what extent do you involve non- manager employee on planning processes within the hotel?	5 (6%)	52 (60%)	29 (34%)
To what extent to you delegate some of your responsibilities to other employees?		55 (64%)	31 (36%)

Table 8: Extent of employee involvement and delegation

Table 9 shows that 13% of the respondents stated that non- manager employee was involved in decision making within the hotel to a greater extent, 58% indicated to a moderate extent while 29% of the respondents indicated to a less extent. Majority (60%) of the respondents indicated that non- manager employee were involved to a moderate extent in planning processes within the hotel, 34% indicated to a less extent while only 6% felt that the involvement was to a great extent. The findings also indicate that 64% of the respondents felt that managers and supervisors delegate some of their responsibilities to other employees to a moderate extent while 36% indicated that delegation was done only to a less extent. The findings imply that hotel management does not embrace delegation as a strategy for engaging employee for better performance of the hotel. Heller, 1998 argues that delegation enhances efficiency and motivation of employee which in turn help improve employee’s performance. According to Leanna (2001) delegated responsibility sends signals of trust and competence to the subordinate, contributing to the social bonding within the organization as well as enhancing employee engagement.

4.7. Regression Analysis

Regression analysis was done to determine the relationship between employee engagement and organization performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.542 <sup>a</sup>	.294	.268	.130

a. Predictors: (Constant), Employee empowerment, Employee Involvement, Delegation

Table 9 : Model Summary

Table 10 shows that the coefficient of determination R square is 0.294 and R is 0.542 at 0.05 significant level. The coefficient of determination indicates that 29.4% of the variation in the dependent variable (hotel performance) is explained by the independent variables (Employee empowerment, Employee Involvement, Delegation).

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.575 <sup>a</sup>	3	.192	11.388	.000 <sup>b</sup>
	Residual	1.379	82	.017		
	Total	1.953	85			
a. Dependent Variable: Performance of Organization						
b. Predictors: (Constant), Employee empowerment, Employee Involvement, Delegation						

Table 10: ANOVA<sup>a</sup>

Table 11 presents the results of Analysis of Variance (ANOVA) on employee engagement versus organization performance. The ANOVA results for regression coefficient indicate that the significance of the F is 0.00 which is less than 0.05. This implies that there is a positive significant relationship between employee engagement and performance and that the model is a good fit for the data

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.791	.081		9.719	.000
	Employee Involvement	.102	.024	.187	2.317	.000
	Employee empowerment	.156	.040	.371	4.934	.000
	Delegation	.146	.031	.217	3.192	.024
a. Dependent Variable: Performance of Organization						

Table 12: Coefficients<sup>a</sup>

The study also sought to determine the relationship between employee engagement and organization performance. Regression analysis was conducted to assist estimate the relationship. The study adopted the following regression model to depict the expected relationship between employee engagement and organization performance

$$Y' = a + b_1X_1 + b_2X_2 + b_3X_3 + e$$

Where,

$Y'$  Indicate the organization performance as  $a, b_1, b_2, b_3$  are constants.  $X_1, X_2, X_3$  are the independent variables i.e. employee involvement, empowerment and delegation

$e$ - is the random error term

Fitting the coefficients to the model the following regression equation was generated;

$Y = 0.791 + 0.102$  (Employee Involvement)  $+ 0.156$  (Employee empowerment)  $+ 0.146$  (Delegation). The regression equation revealed that for every unit increase in the level of employee involvement, a 0.102 unit increase in performance is predicted, holding all other variables constant. Likewise, a unit increase in employee empowerment lead to increase in hotel performance by a factor of 0.156, holding all other variables constant. Further, for every unit increase in the level of delegation, a 0.146 unit increase in performance is predicted, holding all other variables constant. The p-values for all variables were less than 0.05 indicating that all the variables were statistically significant in influencing performance of hotels in Rwanda.

## 5. Summary, Conclusions and Recommendations

### 5.1. Summary

The objective of the study was to determine the effect of employee engagement on performance of hotels in Rwanda. The study employed a descriptive research design and used questionnaire to collect primary data from employee of Hotel des Millie Collines. The study based its findings on the data from 86 responses which is 93% of the total 92 respondents issued with questionnaire. The study considered the hotel performance as dependent variable and employee involvement, empowerment and delegation as its independent variables.

The study found that both male and female formed the labor force for the hotel although male employees were more than female employees. Majority of the employees were found to be in the age group of 31-40 years with the age group of 41-50 having the least number of employees. Further the study revealed that majority of the employees had attained university education with the secondary level of education being the lowest academic achievement among the hotel employees. The largest percentage of the employees had worked in the hotel for a period between 2-5 years. A considerable number of employees (32%) had worked for more than 5 years. Most employees felt that there was no employee engagement in the hotel while few felt that there was engagement. Majority of the employees believed that employee engagement positively affects organization performance. A large number of respondents stated that they did not feel engaged while few felt engaged. The study also found that majority of the respondents felt that employees' engagement was not the priority of your hotel although some did. The study also revealed that employees were well aware of their roles and responsibilities in the hotel. majority of the respondents did not believe that there was employee involvement in decision making in the hotel. Majority of the respondents felt that being involved in decision making would make employee feel engaged. The

study findings also found that most of the employees indicated that their supervisor did not seek their opinion in making decisions that impact their departments. Majority of the employees felt that being involved in decision making would make employees more committed to work. The study further found that majority of respondents believed that that involving employees in planning processes would make them feel more engaged. Most of the respondents further stated that the hotel provided them with a chance to be part of planning team while a fair percentage stated that chance was not provided. The study findings also showed that few respondents had ever taken part in some form of planning within the hotel while most employees indicated to never take part. Majority of the respondents stated that their managers did not involve non manager employees in hotel planning processes with only few employees indicating that while non manager employees were involved in planning.

The findings indicated that majority of the respondents stated that the hotel managers and supervisors did delegate responsibilities to employees while few felt that there was delegation. Also findings showed that most of the employees would feel engaged if some authorities were delegated to them while a fair percentage would not feel engaged. Majority of employees stated that their supervisors did not assign them some roles while few stated that some roles were assigned to them. Majority of the respondents felt that hotel management did not view delegation as a method of ensuring employee engagement. Majority of the respondents felt that entrusting some responsibilities to employees would make them more committed and responsible.

Provision of promotion opportunity, having open channels of communication, giving of contracts and provision of medical insurance were the strategies used by the hotel management to ensure employee engagement. Majority of respondents indicated that non-manager employee were involved in decision making within the hotel to a moderate extent while few of the respondents felt that involvement was to a less extent. Majority of the respondents likewise indicated that non- manager employees were involved to a moderate extent in planning processes within the hotel. Majority of respondents felt that managers and supervisors delegated some of their responsibilities to other employees to a moderate extent.

Regression analysis showed that the coefficient of determination R square is 0.294 and R is 0.542 at 0.05 significant level. The coefficient of determination indicates that 29.4% of the variation in the dependent variable (hotel performance) is explained by the independent variables (Employee empowerment, Employee Involvement, Delegation). The ANOVA results for regression coefficient indicate that the significance of the F is 0.00 which is less than 0.05. This indicated that the model is a good fit for predicting the effect of employee engagement on organization performance

### *5.2. Conclusions*

Basing on the summary of the findings of this research the following conclusions were drawn in line with the specific objectives. The study concluded that there is a positive and significant relationship between employee engagement and organization performance. Therefore, Rwandan hotels including Hotel des Mille Collins can realize better performance through employee engagement. Regarding the effect of employee involvement on performance of Hotels in Rwanda, the study concluded that employee involvement has the potential to positively influence hotel performance. This is supported by positive relationship indicated by the regression analysis. Also the study concluded that involving employees in decision making and in planning processes within the hotel enhances employee engagement. Supervisors were not seeking employee's opinion in making decisions that impacted employee's department. Regarding the effect of employee empowerment on performance of Hotels in Rwanda, the study concluded that employee empowerment improves the performance of employees and hence that of the entire hotel. Empowered employees feel more engaged than those not empowered it is therefore a strategy that can be exploited by hotels in Rwanda to enhance employees engagement and hence performance. Additionally, training as a method of empowering employees, leads to improvement of employee's skills. The study also concluded that the level of employee empowerment in hotel des Mille Collins was not satisfactory. In establishing the effect of delegation on performance of Hotels in Rwanda, the study concluded that delegation is a factor that improves performance of an organization. This conclusion is supported by the regression analysis. Delegating some responsibilities to the employees enhances engagement and commitment which results to better performance. The study also concluded that hotel des Mille Collins did not embrace delegation as a strategy of ensuring employee engagement

### *5.3. Recommendation*

With the evidence of a positive and significant relationship between employee engagement and organization performance, the study recommends that hotels and other organizations and firms that are yet to engage employees to embrace full employee engagement for improved performance. Further the study recommends that Organizations including the hotel industry in Rwanda should embark on employee involvement in their quest for improved performance. Additionally, involving employees in decision making and in planning processes within organizations should be part of organization strategies for employee engagement.

The study recommends that supervisors and managers should seek employee's opinion in making decisions that would impact employee's department and the organization as well. This would help to increase engagement and enhance good working environment resulting to improved performance. Also hotels in Rwanda and any other organizations should accord employee empowerment priority as a viable strategy for ensuring employee empowerment.

Based on the summary, conclusions and recommendations, the study suggests that further studies should be done on factors influencing employee engagement. This was to shed more light into the causes for employee's disengagements.

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