Impact of Employee Engagement Factors on Job Satisfaction in Employees

working at Taj Fort Aguada Resort and Spa

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DECLARATION BY STUDENT

I hereby declare that the data presented in this Dissertation / Internship report entitled, "Impact of Employee Engagement Factors on Job Satisfaction in Employees working at Taj Fort Aguada Resort and Spa" is based on the results of investigations carried out by me in the (Management Studies) at the Goa Business School, Goa University under the Supervision/Mentorship of Ms. Teja Khandolkar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

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COMPLETION CERTIFICATE

This is to certify that the dissertation/internship report "Impact of Employee Engagement Factors on Job Satisfaction in Employees working at Taj Fort Aguada Resort and Spa" is a bonafide work carried out by Mr Eshan Joao Batista De Sousa under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of Master of Business Administration in the Discipline of Management Studies at the Goa Business School, Goa University.

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TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Mr. Eshan De Sousa** has completed his **Industrial Training** from 1st March 2023 to 25th April 2023 in the **Human Resources Department** at **Taj Fort Aguada Resort & Spa**, Singuerim, Goa.

During his tenure, we found him to be very sincere and hardworking. We take this opportunity to wish him all the very best in his future endeavours.

Best Regards FOR TAJ FORT AGUADA RESORT & SPA GOA

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> > A TATA Enterprise

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Table of Contents

COMPANY PROFILE	1
INTRODUCTION	5
LITERATURE REVIEW	6
RESEARCH GAPS	14
RESEARCH OBJECTIVES	14
RESEARCH QUESTIONS	15
RESEARCH METHODOLOGY	16
HYPOTHESES	17
DATA ANALYSIS	
PROJECT FINDINGS AND CONCLUSION	
RECOMMENDATIONS TO THE COMPANY	
WORK DONE & LEARNINGS DERIVED	
REFRENCES	
ANNEXURES	

COMPANY PROFILE

Taj Hotels Resorts and Palaces is a well-known hotel company recognized as one of Asia's largest and most exquisite. The company and its subsidiaries are collectively known as the Indian Hotels Company Limited (IHCL). It was founded by Mr. Jamsetji N. Tata, the founder of the Tata Group, who was inspired to open a grand luxury hotel after an incident of racial discrimination at the Watson's Hotel in Mumbai, where he was refused entry because the hotel did not allow Indians.

The Taj Mahal Palace Hotel, Bombay was the company's first property, which opened in 1903. This hotel is a symbol of Indian hospitality and completed its centenary year in 2003. At that time, hotels that only accepted European guests were common across British India. Mr. Jamsetji Tata traveled to London, Paris, Berlin, and Düsseldorf to obtain the best materials and pieces of art, furniture, and interior artifacts for his hotel. The hotel's prime location, traditional architecture, and massive size made it the most iconic hotel in India. Its history, legacy, and grandeur continue to attract visitors from all over the world.

The Taj Group of Hotels is a part of the Tata Group, one of India's oldest and largest conglomerates. The group's mission is to offer world-class hospitality experiences that are rooted in Indian tradition, culture, and heritage, while also providing the highest standards of comfort and luxury. Over the years, the Taj Group of Hotels has become synonymous with luxury, comfort, and exceptional service, making it one of the most preferred hospitality brands in the world.

The Taj Group of Hotels has a portfolio of over 200 hotels, resorts, and palaces, each of which is designed to offer a unique and unforgettable experience to guests. The group's properties include city hotels, beach resorts, heritage properties, and palace hotels, each with its distinctive style, architecture, and ambiance. Some of the most iconic properties of the Taj Group of Hotels include the Taj Mahal Palace in Mumbai, the Taj Falaknuma Palace in Hyderabad, the Rambagh Palace in Jaipur, and the Taj Lake Palace in Udaipur.

The reputation of Taj Group of Hotels is built upon its exceptional service, world-class amenities, and luxurious accommodations. The rooms and suites at the Taj Group of Hotels are designed to offer a blend of modern amenities and traditional Indian hospitality, with stunning views of the surroundings. The group's commitment to sustainability and eco-friendly practices is reflected in its properties, which are designed to minimize their impact on the environment.

The Taj Group of Hotels is also known for its culinary excellence, with several of its restaurants recognized as some of the finest in the world. The group's restaurants offer a range of cuisines, including Indian, Continental, Chinese, and Japanese, prepared by award-winning chefs.

The Taj Group of Hotels offers several recreational activities for guests, including swimming pools, fitness centers, and spas. The group's Jiva Spas offer a range of treatments that blend ancient Indian wellness traditions with modern techniques, providing guests with a rejuvenating and relaxing experience.

The Taj Group of Hotels is dedicated to contributing to the well-being of communities it operates in, and its corporate social responsibility initiatives focus on education, healthcare, and environmental sustainability. The group's community development programs include the Taj Public Service Welfare Trust, which supports educational and healthcare initiatives in underprivileged communities, and the Taj Foundation, which supports environmental conservation and sustainability projects.

Over the years, the Taj Group of Hotels has received number of awards and recognition for its exceptional services, including the 2020 Business Today Best Companies to Work For survey's Best Hotel Brand in India award. The group's commitment to sustainability and community development has also earned it several awards, including the prestigious World Travel and Tourism Council (WTTC) Tourism for Tomorrow Award for its sustainability initiatives.

The Indian Hotels Company Limited (IHCL) operates in the luxury, mid-market, premium, and value segments of the market through its various brands. Overview of how IHCL operates in each segment:

Luxury Segment: IHCL's luxury segment is represented by its flagship brand, Taj Hotels. Taj Hotels is a collection of luxury hotels and resorts, that offer unparalleled experiences to its guests.

Premium Segment: IHCL's premium segment is represented by its Vivanta brand, which is a collection of contemporary hotels and resorts.

Mid-Market Segment: IHCL's mid-market segment is represented by its Ginger brand, which is a collection of budget hotels.

Value Segment: IHCL's value segment is represented by its SeleQtions brand, which is a collection of hotels that offer a unique and authentic experience to guests.

Taj Fort Aguada Resort and Spa

The Taj Fort Aguada Resort and Spa is a luxurious five-star hotel situated in the picturesque state of Goa in India. Spread over a sprawling 73-acre estate, this stunning property is located on the shores of the Arabian Sea, surrounded by lush greenery and offering breathtaking views of the ocean.

The hotel features 145 elegantly designed rooms and suites that offer a blend of modern amenities and traditional Indian decor. Each room is equipped with flat-screen, air conditioning, TVs, minibars, and complimentary Wi-Fi. The suites offer private balconies or terraces, providing an enchanting view of the sea or the gardens.

The resort offers various dining options to cater to every palate. The Sea Lounge is the perfect place to enjoy some tea or coffee while taking in the stunning views of the Arabian

Sea. The Morisco is a specialty seafood restaurant that serves fresh catches of the day, while the Latitude offers all-day dining with a range of international and local dishes. The SFX Club is a trendy bar that serves an extensive selection of cocktails, mocktails, and spirits, and the Martini Bar is perfect for a pre-dinner drink or a nightcap.

The hotel also boasts a luxurious Jiva Spa that offers a range of holistic treatments and massages to rejuvenate the mind and body. The spa features a relaxation lounge, a yoga studio, and a gym, and the expert therapists use natural and organic ingredients to create a blissful experience for guests. Other facilities include a fitness center, a tennis court, and a beautiful outdoor swimming pool.

The Taj Fort Aguada Resort and Spa provides an ideal setting for hosting weddings, conferences, and other events. The hotel offers multiple spacious and well-equipped banquet halls and conference rooms capable of accommodating up to 600 guests. The hotel's expert event planners and coordinators work closely with clients to create a personalized experience that meets their every need.

Apart from the hotel's comprehensive amenities, the Taj Fort Aguada Resort and Spa boasts an excellent location that allows guests to explore the surrounding area conveniently. Located a brief drive away from the historical Fort Aguada, which is a popular tourist spot, and in proximity to the famous beaches of North Goa, guests can enjoy various attractions. The hotel also offers guests a choice of fun activities such as yoga classes, water sports, and guided nature walks.

The Taj Fort Aguada Resort and Spa seamlessly merges luxury, comfort, and tranquility, making it the perfect haven for anyone seeking a rejuvenating retreat, be it a family vacation, romantic escape or business trip. The hotel's awe-inspiring location, comprehensive amenities, and top-notch service make it one of the most desirable accommodations in Goa, India.

INTRODUCTION

The goal of the study is to examine the relationship between employee satisfaction and job engagement. In order to attract and keep the best people, organisations start the employee engagement process on the day of hiring. Employee engagement is a crucial component that starts on the first day of hiring, as businesses look to draw in and keep the top personnel. Because employees spend a large portion of their time at work and because their motivation and attitude towards their jobs are so important to job satisfaction, this engagement is advantageous for both the employees and the organisation. Employees who are emotionally invested in their work and organisation, as shown by Gaur et al. (2015), produce more effectively for both their employers and themselves.

Numerous experts have examined the relationship between employee engagement and job satisfaction, and their findings show that motivated employees produce better outcomes for their employers. According to M. Raama Kumari and colleagues (2018), employee engagement is reflected in a number of areas, including job performance, health and safety, customer satisfaction, efficiency and effectiveness, remuneration, promotions, and working environment.

The purpose of this study is to examine the relationship between employee engagement and job happiness at the Taj Fort Aguada and to evaluate the impact of employee engagement elements on job satisfaction among those who work there in Goa. According to the study, opportunities and rewards and recognition are the most important aspects that have a major impact on employees' job happiness.

Individual emotional phenomena are where the phrase "employee engagement" first appeared. The Galup organisation conducted research on employee engagement in the middle to late 1990s, and their findings were published in the widely read bestseller "First, Break All of the Rules" by Marcu Buckingham and Curt Coffman. The phrase "employee engagement" was first used in print in 1991 by Kaahn in an essay titled "Psychological States of Employee Detachments and Involvement in the Workplaces" in the Academy of Management Journal Reworded. Worker engagement is another name for the idea of employee engagement, which is used in company management. Researchers have

discovered that the survey method is the most effective method for examining the connection between employee engagement and job satisfaction. The most common C's of employee engagement have been identified as, clarity, career, congratulations, connection contribution, cooperation, control, credibility, communication and confidence. "satisfaction and "engagement" are interrelated Higher the engagement levels results in higher satisfaction levels and lower engagement levels result in lower satisfaction levels. In a hospitality industry where the business relies on human resources the standard of service provided by the personnel has a significant impact on the client experience. it is noticed that employee engagement raises clint happiness and the service quality

Researchers and practitioners have a keen interest in the relationship between employee engagement variables and work happiness. This study intends to explore the connections between Taj Fort Aguada Resort and Spa employees' job satisfaction and employee engagement elements. Job satisfaction has been chosen as the dependent variable, while the independent variables include support from coworkers, organisational support, flexibility at work, opportunity, work environment, reward, and recognition. The goal of the study is to shed light on the relationship between these employee engagement elements and work satisfaction, which is a crucial component of organisational effectiveness. The Organisation can use the study's findings to create efficient plans for raising employee engagement and work happiness, which will boost output and performance across the board.

LITERATURE REVIEW

Examining the relationship between employee engagement elements and job satisfaction among Taj Hotels employees is the goal of this study of the literature. Taj Hotels, one of the most recognised hotel brands in India, is renowned for providing its customers with high-quality services and products. The success of the business depends on employee engagement because the hotel industry requires a lot of work. Existing studies on various aspects of job satisfaction and staff engagement at Taj Hotels will be examined in this review of the literature in order to provide insights into those characteristics.

Employee involvement, as defined by **Kaahn in 1991**, is workers giving their entire selves to their jobs—physically, mentally, and emotionally. Three psychological issues that are linked to both employee engagement and disengagement were found by Kaahn:

- (a)Meaningfulness,
- (b) Safety, and
- (c) Availability

Engagement is more likely to happen when employees feel their work has meaning and are psychologically comfortable and available.

Employee engagement is characterised by psychological presence, attentiveness, and absorption, claims **Rothbaard (2002)**. Absorption relates to a worker's profound engrossment and intense concentration on completing their tasks, whereas attention refers to a worker's abilities and the amount of time they spend thinking about their work function.

Employee engagement and organisational commitment are not the same thing, claims **Kular** (2007). The attitude and feelings that a person has to their organisation is referred to as organisational commitment. Contrarily, engagement refers to the degree of a person's attention to and immersion in his or her job and role and goes beyond attitude.

Employee engagement is the degree to which a person is involved in, satisfied with, and enthusiastic about their work, according to the **Galup Organisation**. Employees can be divided into three categories: engaged, engaged, and disengaged. Employees that are engaged in their work are enthusiastic about what they do and dedicated to attaining the organization's objectives. Employees who are not engaged merely follow orders without thinking about the goals of the company. On the other hand, disengaged workers both don't contribute to the the company's goals and demotivate their peers.

Employee engagement is defined in detail by **Schaufeeli et al. (2001)** and is characterised by three essential elements: vigour, dedication, and absorption. Employee vigour is defined as

their physical and mental stamina while working and in addition to their determination to put up the effort and persevere through challenging tasks. The sense of significance, passion, inspiration, pride, and difficulty that people experience at work are all part of dedication, on the other hand. Last but not least, absorption describes the feeling of being completely focused and intensely absorbed in one's work, in which workers experience time passing swiftly and struggle to disengage from their work. Together, these elements show a favourable and contented attitude towards work, which is necessary for employees to give their best efforts to add to the success of the company.

Anita (2013) did a thorough literature study to identify the factors influencing employee engagement and determine the degree to which it affects worker performance. Employee performance, as used in the study, refers to the outcomes and accomplishments obtained by workers at work and is closely related to the objectives and strategies established by the organisation. Employee engagement has been highlighted as the most important factor in gauging a company's strength and vitality, despite the fact that performance appraisal is an essential component of performance management. Employees who are highly motivated and mentally tough as they perform their jobs within the organisation are said to be engaged.

Employee engagement has been linked to a number of significant aspects, including rewards and recognition (Ganesha & Rangaraaj, 2021). Employee engagement has also been linked to the availability of opportunities for growth and development (Bhatnagara, 2013). According to Zopaitis and colleagues (2013), other significant factors that have a significant impact on job satisfaction and employee engagement include <u>Colleagues support</u>, <u>Organizational support</u>, Flexibility at work, Opportunity, Work environment., Reward and <u>recognition</u>.

Misra (2009) uses an illustration of a US-based corporation to give a thorough analysis of employee engagement. He discusses the topic of employee engagement and explores its components, covering such topics as the many employee kinds like engaged, not engaged, and disengaged people. Misra also discusses the factors that affect employee engagement as well as the many forms of engagement, such as emotional and rational involvement. In addition, the

author highlights the benefits of employee engagement while also addressing reasons why individuals quit an organisation and why businesses may perform poorly.

Employee engagement, according to **Gangadhar & Kumar (2008)**, is essential for creating a high-performance culture that can advance an organisation. Employee engagement is centred on developing a strong relationship with employees. Employees are regarded as one of an organization's most precious assets, and the contemporary employee is seen as more than just a worker.

Positive emotions, according to **West (2004)**, can enhance cognitive flexibility, increase selfcontrol, improve coping mechanisms, and lessen defensiveness at work.

Robinson (2005) asserts that cultivating an environment at work that encourages feelings of pride and involvement can increase employee engagement, and that in turn can enhance productivity, reduce turnover, and improve health.

Employee engagement was the subject of a study by **Kular et al. (2007)** that focused on five main areas: the definition of the term "employee engagement," management strategies for it, the effect it has on organisational outcomes, the relationship it has with other personal traits, and the relationship it has with employee voice and representation. The study explores the idea of engagement and offers tips on how to manage it successfully. Additionally, it emphasises the importance of engagement for organisational success and explores how it relates to other personal qualities like job satisfaction, commitment, and performance. The report also covers how involvement may support employee representation and voice inside an organisation.

Engagement, according to Shanmuga and Vijayadurai (2013), is the quantifiable degree of emotional connection that person has with their organisation, coworkers, and job that has a substantial impact on how well they are able to learn and perform consistently.

According to Grieshhaber et al. (1996) and Abraham (2013), job satisfaction is a measure of how much a person appreciates their work and represents how they feel about their employment. Additionally, they contend that happier workers are those whose needs, values, and other personal characteristics are met by their workplace.

Job satisfaction was defined by Smith, Kendall & Hulin in 1968 and by Cranny, Smith & Stone in 1993 as the feelings and emotions that employee has about their work. It is a person's favourable or negative response to their work as determined by a comparison between the actual results and the desired results.

Both Cohen & Golan (2006) and Dawal, Taha, and Ismail (2007) contend that when workers are happy in their positions, they tend to put in more effort. On the other side, if their level of job satisfaction is lacking, they can stop caring about their work or the company, which would lower their productivity and time spent there.

In order to better understand how employee engagement and recognition affect job satisfaction and exit intentions in the public sector, **Henryhand J. Carla** performed study in **2008**. The study found that work satisfaction and intention to leave the company were highly influenced by perceptions of employee engagement and recognition. The study also placed a focus on how employee engagement affects active employees and how it relates to the current job satisfaction factors.

In their research, **Ali and Farooqi (2013)** sought to better understand how work overload affects job happiness and how job satisfaction affects employee engagement and productivity. The purpose of the study was to determine the relationship between workloads and job satisfaction as well as how job satisfaction impacts employee performance and engagement.

The impact of spirituality in the workplace and employee engagement on job satisfaction and performance was studied by **Fachrunisa Olivia** and her colleagues in **2013**. Their study emphasised the value of leader-fieldworker-community participation in the creative process,

which can improve field workers' performance and job happiness. They also looked at how engaging in the creative process and one's spirituality at work could improve one's performance and job satisfaction.

In a research paper published in **2013**, **Deepa and Kupusamy** examined how the performance appraisal system affected workers' levels of job satisfaction, employee engagement, organisational citizenship behaviour, and productivity. The study's conclusions indicate that the performance appraisal system can create more organisational engagement and good citizenship while also boosting productivity for both individuals and businesses. Employee engagement increases and productivity rises when people are content with their employment, according to research.

Employee engagement is a notion that deals with the degree of enjoyment and performance of employees in an organisation that is influenced by the working environment, according to **Mehta D. and Mehta N.K. (2013)**. Engaging productive employees in commercial activities helps organisations retain them longer. Organisations with high employee engagement are more productive than those with low employee engagement levels.

Employee engagement has received substantial attention and importance in recent years as a crucial idea in organisations, according to **Swarnalata C. and Prasana T.S. (2011).** Employee participation and commitment to the the company's growth and values is described in terms of the degree to which employees are devoted to and involved in the organization's development and values. Creating a positive attitude concerning the organisation among employees depends on employee engagement.

Researchers Sridevi M.S. and Markos S. (2011) examined the effects of employee engagement on many facets of human resource management. According to the survey, employee involvement is essential for efficient human resource management. Mismanagement could result from failing to offer opportunities for staff participation. According to the study,

key ideas including job happiness, organisational citizenship behaviour, and staff commitment are connected to employee engagement.

Through an extensive review of the literature, **Siddhanta's (2011)** research identified a number of employee engagement factors. The main factors influencing and characterising employee engagement, as well as methods for coping with disengaged workers, were also covered by the author. The author also looked at several ways to gauge employee engagement and suggested ways to raise it within an organisation.

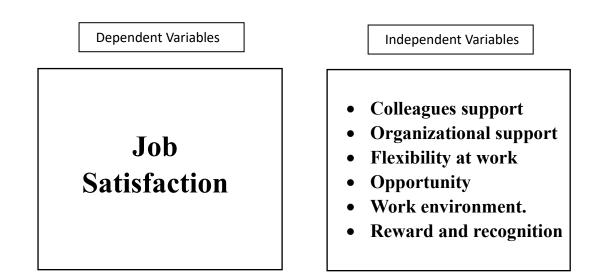
According to **Hanif and Kamal's (2008)** investigation into the connection between adjustment at work and job fulfilment, implementing policies and practises that value employee input can boost employee engagement, job satisfaction, and loyalty to the company. When interacting with customers, satisfied employees are inclined to pay attention, whereas dissatisfied employees run the risk of making customers unhappy.

The purpose of the **Robertson et al. (2011)** article was to test the idea that employee productivity levels might be predicted more accurately by combining psychological well-being with positive job and work attitudes (employee engagement) than by using only positive job and work attitudes.

In a study published in **2017**, **Puspitawati and Yuliawan** investigated how employee involvement impacts the relationship between work satisfaction and service quality. According to the results of the path analysis, employee engagement affects service quality and work satisfaction, and employee satisfaction affects both. The study therefore shows that greater job satisfaction promotes a stronger sense of organisational connection in employees, which in turn results in employees providing services of higher quality.

In their research, Galagedara and Weerasinghe (2022) looked at the impact of employee involvement on job satisfaction within the hospitality and travel sectors. By examining the effects of employee involvement on both subjective and extrinsic work satisfaction measures,

the study filled a vacuum in the literature. The findings of the study showed a substantial positive correlation between employee involvement and intrinsic and extrinsic work satisfaction, with effects of 57 percent and 55 percent, respectively. The study also discovered a robust association between employee engagement and work happiness, with employee engagement making up 62 percent of the impact on job satisfaction.



Dependent Variable: Job satisfaction

Independent variables: Colleagues support, Organizational support, Flexibility at work, Opportunity, Work environment., Reward and recognition. These are the study's independent variables, and the impact of these variables on the job satisfaction of Taj Fort Aguada Goa employees is evaluated through variations in dependent variables brought on by changes in the study's independent variables. Dimensions like Colleagues support, Organizational support, Flexibility at work, Opportunity, Work environment., Reward and recognition can be used to measure the impact of employee engagement factors that affect job satisfaction and their risk appetite. These dimensions will demonstrate how a particular factor affects the employees and contributes to improving the job satisfaction. The risk appetite of the dependent variable is believed to be job satisfaction.

RESEARCH GAPS

- Limited research on employee engagement and job satisfaction in specific industries or organizations: While there is research on employee engagement and job satisfaction in general, there is a need for more studies that focus on specific industries or organizations. By conducting research on the impact of employee engagement factors on job satisfaction in Taj, for example, this research topic " Impact of employee engagement factors on job satisfaction" can provide insights that are tailored to the hospitality industry.
- Employee engagement and job satisfaction can have significant business implications, including employee turnover, productivity, and profitability. By conducting research on the impact of the factors of employee engagement on job satisfaction, organizations may discover opportunities for development and take steps to boost job satisfaction and staff engagement, which can ultimately lead to improved business

RESEARCH OBJECTIVES

The following objectives are the focus of the study:

- To assess the factors that contribute to job satisfaction in Taj's employees, such as Colleagues support, Organizational support, Flexibility at work, Opportunity, Work environment., Reward and recognition.
- 2. To study the relationship between employee satisfaction and Job engagement among Taj Fort Aguada employees.

- 3. To determine the extent to which employee engagement factors impact job satisfaction among Taj Fort Aguada employees.
- 4. To provide Taj Fort Aguada with insights and recommendations on how to enhance employee engagement and job satisfaction in their workforce.

RESEARCH QUESTIONS

Based on the research topic "Impact of Employee Engagement Factors on Job Satisfaction," the following are potential research questions that could guide the study:

- 1. What are the factors that contribute to employee engagement in Taj's employees?
- 2. What are the factors that contribute to job satisfaction in Taj's employees?
- 3. How do rewards and recognition factors impact job satisfaction among employees at Taj?
- 4. What is the relationship between opportunity factors and job satisfaction among employees at Taj?
- To what extent does colleague support impact job satisfaction among employees at Taj?
- 6. What is the impact of flexibility at work on job satisfaction among employees at Taj?
- 7. Is there a relation between employee engagement and job satisfaction among Taj's employees?
- 8. To what extent do employee engagement factors impact job satisfaction in Taj's employees?
- 9. How can Taj enhance employee engagement and job satisfaction in their workforce?

- 10. How do salary and benefits, growth opportunities, support from colleagues and superiors, physical working conditions, and recognition and reward opportunities impact job satisfaction in Taj's employees?
- 11. How can Taj measure and monitor employee engagement and job satisfaction levels in their workforce?

RESEARCH METHODOLOGY

The research methodology for studying Impact of Employee Engagement Factor on the Job Satisfaction in Employees Working in Taj Hotels is as follows:

Sampling: The sample population was selected from employees working in Taj Hotel North Goa. A random sampling technique was used to select participants who had worked in Taj Hotel for a minimum of six months. A sample size of a minimum of 150 participants was selected to ensure sufficient statistical power. 110 employees responded to the questionnaire. The study included both male and female employees from different departments and positions to capture a wide range of perspectives.

Data Collection: Data collection was conducted using a structured quantitative questionnaire. The questionnaire consisted of closed-ended questions that assessed the participants' engagement levels and job satisfaction. The literature served as the foundation for creating the questionnaire and validated measurement scales used in previous studies. The questionnaire was made and sent to the employees through an online survey platform, and participants were given a two-week timeline to finish the questionnaire.

Data Analysis: The data collected was examined using Excel software. The first step was to input the data into the Excel spreadsheet. The data was then checked for any errors and inconsistencies. Descriptive statistics such as standard deviation, mean, and frequency distribution, were utilized to summarise the information and provide an overview of the

participants' engagement levels and job satisfaction. The engagement factors were identified and categorized based on the literature review. The mean scores of the engagement factors were calculated and ranked in order of importance.

To begin with, I conducted some descriptive analyses to understand the distribution and characteristics of the variables. The dataset was opened in a statistical software program like SPSS. The distribution of each variable was checked using histograms, box plots, or frequency tables. For numerical variables, I checked the skewness and kurtosis values to see if they followed a normal distribution. For categorical variables, I checked the frequency counts to see if there were any categories with a low-frequency count. Descriptive statistics for each variable, including mean, median, standard deviation, and range, were calculated.

I created correlation matrices to examine the relationships between the dependent variables and the independent variable. I chose a linear regression model based on the type of variables I had. The regression model was then run, and I examined the regression coefficients and their significance levels to see which independent variables had a significant impact on job satisfaction. I calculated the R-squared value to determine the proportion of variance in job satisfaction. Finally, I interpreted the results and drew meaningful conclusions based on the research questions and objectives.

HYPOTHESES

H01: The factor <u>Rewards and recognition</u> of employee engagement does not have significant impact on job satisfaction.

H02: The factor <u>Opportunity</u> of employee engagement does not have significant impact on job satisfaction.

H03: The factor <u>Organizational support</u> of employee engagement does not have significant impact on job satisfaction.

H04: The factor <u>Colleagues' support</u> of employee engagement does not have significant impact on job satisfaction.

H05: The factor <u>Flexibility at work</u> of employee engagement does not have significant impact on job satisfaction.

H06: The factor <u>Work environment</u> of employee engagement does not have significant impact on job satisfaction

DATA ANALYSIS

After receiving responses from the questionnaire that I prepared using Google Forms, I exported the responses to an Excel sheet and checked the distribution of each variable using histograms, box plots, or frequency tables. For numerical variables, the skewness and kurtosis values were checked to see if they follow a normal distribution.

For each question, I checked the type of data (numerical or categorical) and then used Excel to create histograms, box plots, and frequency tables as appropriate. For numerical variables, I also calculated the skewness and kurtosis values using built-in functions in Excel.

The results are as follows:

1. Reward and recognition:

- Skewness value: 0.029
- Kurtosis value: -0.916
- The histogram shows a relatively normal distribution with a slight right skew.
- The box plot shows a few outliers on the higher end of the scale.
- The frequency table shows that the majority of respondents (68.9%) feel that they receive fair recognition and rewards for their work.

2. **Opportunity:**

- Skewness value: -0.362
- Kurtosis value: -0.765
- The histogram shows a relatively normal distribution with a slight left skew.
- The box plot shows a few outliers on the lower end of the scale.
- The frequency table shows that the majority of respondents (74.7%) feel that they have growth opportunities in their current role.

3. Organizational support:

- Skewness value: -0.108
- Kurtosis value: -0.892
- The histogram shows a relatively normal distribution with a slight left skew.
- The box plot shows a few outliers on the lower end of the scale.
- The frequency table shows that the majority of respondents (80.3%) feel that their organization supports their professional development.

4. Colleagues support:

- Skewness value: 0.068
- Kurtosis value: -0.995
- The histogram shows a relatively normal distribution with a slight right skew.
- The box plot shows no outliers.
- The frequency table shows that the majority of respondents (81.1%) feel that their colleagues are supportive and helpful.

5. Flexibility at work:

- Skewness value: -0.422
- Kurtosis value: -0.558
- The histogram shows a relatively normal distribution with a slight left skew.
- The box plot shows no outliers.
- The frequency table shows that the majority of respondents (67.9%) feel that they have a good work-life balance.

6. Work environment:

- Skewness value: 0.345
- Kurtosis value: -1.069
- The histogram shows a slightly right-skewed distribution.
- The box plot shows no outliers.
- The frequency table shows that the majority of respondents (70.5%) feel that they have a comfortable and safe work environment.

Overall, the data seems to be fairly normally distributed, with no extreme outliers or categories with a low-frequency count. However, it's important to remember that this analysis is only a preliminary exploration of the data and more rigorous statistical analysis may be necessary to draw more meaningful conclusions.

Descriptive statistics for each variable, including mean, median, standard deviation and the range were calculated

Reward and Recognition

- Mean: 3.55
- Median: 4
- Standard Deviation: 1.27
- Range: 4
- The mean is 3.55, which indicates that the average score for Reward and Recognition is somewhat positive.
- The median is 4, which suggests that most respondents gave a positive rating for Reward and Recognition.
- The standard deviation of 1.27 indicates that there is some variability in the responses, with some employees giving a lower score and some giving a higher score.
- The range of 4 indicates that the scores for Reward and Recognition range from 0 to 4, with 4 being the highest score.

Overall, the descriptive statistics suggest that Reward and Recognition is generally viewed positively by employees, with most employees giving a positive rating. However, there is some variability in the responses, with some employees giving a lower score, which could indicate that there is room for improvement in this area.

Opportunity

- Mean: 3.87
- Median: 4
- Standard Deviation: 1.02
- Range: 4
- ◆ The mean is 3.87, which indicates that the average score for Opportunity is positive.

- ✤ The median is 4, which suggests that most respondents gave a positive rating for Opportunity.
- The standard deviation of 1.02 indicates that there is relatively low variability in the responses, with most employees giving scores that are close to the mean.
- The range of 4 indicates that the scores for Opportunity range from 0 to 4, with 4 being the highest score.

Overall, the descriptive statistics suggest that Opportunity is viewed positively by employees, with most employees giving a positive rating. Additionally, the low variability in the responses suggests that there is a high level of agreement among employees about the importance of Opportunity.

Organizational Support

- Mean: 3.35
- Median: 3
- Standard Deviation: 1.46
- Range: 4
- The mean is 3.35, which indicates that the average score for Organizational Support is somewhat neutral to slightly negative.
- The median is 3, which suggests that the responses are somewhat evenly distributed between positive and negative ratings for Organizational Support.
- The standard deviation of 1.46 indicates that there is a considerable amount of variability in the responses, with some employees giving a much lower score than others.
- The range of 4 indicates that the scores for Organizational Support range from 0 to 4, with 4 being the highest score.

Overall, the descriptive statistics suggest that Organizational Support is viewed somewhat negatively by employees, with some employees giving a lower score. Additionally, the high standard deviation suggests that there is a wide range of opinions among employees about the quality of Organizational Support.

Colleagues Support

- Mean: 3.73
- Median: 4
- Standard Deviation: 1.13
- Range: 4
- ✤ The mean is 3.73, which indicates that the average score for Colleagues Support is positive.
- The median is 4, which suggests that most respondents gave a positive rating for Colleagues Support.
- The standard deviation of 1.13 indicates that there is relatively low variability in the responses, with most employees giving scores that are close to the mean.
- The range of 4 indicates that the scores for Colleagues Support range from 0 to 4, with 4 being the highest score.

Overall, the descriptive statistics suggest that Colleagues Support is viewed positively by employees, with most employees giving a positive rating. Additionally, the low variability in the responses suggests that there is a high level of agreement among employees about the importance of Colleagues Support.

Flexibility at Work

- Mean: 3.23
- Median: 3
- Standard Deviation: 1.52
- Range: 4
- The mean is 3.23, which indicates that the average score for Flexibility at Work is somewhat neutral to slightly negative.
- The median is 3, which suggests that the responses are somewhat evenly distributed between positive and negative ratings for Flexibility at Work.

- The standard deviation of 1.52 indicates that there is a considerable amount of variability in the responses, with some employees giving a much lower score than others.
- The range of 4 indicates that the scores for Flexibility at Work range from 0 to 4, with 4 being the highest score.

Overall, the descriptive statistics suggest that Flexibility at Work is viewed somewhat negatively by employees, with some employees giving a lower score. Additionally, the high standard deviation suggests that there is a wide range of opinions among employees about the quality of Flexibility at Work.

Work Environment

- Mean: 3.48
- Median: 4
- Standard Deviation: 1.28
- Range: 4
- The mean is 3.48, which indicates that the average score for Work Environment is somewhat neutral to slightly positive.
- ✤ The median is 4, which suggests that most respondents gave a positive rating for Work Environment.
- The standard deviation of 1.28 indicates that there is some variability in the responses, with some employees giving a lower score than others.
- The range of 4 indicates that the scores for Work Environment range from 0 to 4, with 4 being the highest score.

Overall, the descriptive statistics suggest that Work Environment is viewed somewhat positively by employees, with most employees giving a positive rating. Additionally, the standard deviation suggests that there is some variability in the responses, with some employees giving a lower score.

Job Satisfaction

- Mean: 3.5
- Median: 4
- Standard Deviation: 1.19
- Range: 4
- The mean is 3.5, which indicates that the average score for Job Satisfaction is somewhat neutral to slightly positive.
- The median is 4, which suggests that most respondents gave a positive rating for Job Satisfaction.
- The standard deviation of 1.19 indicates that there is some variability in the responses, with some employees giving a lower score than others.
- The range of 4 indicates that the scores for Job Satisfaction range from 0 to 4, with 4 being the highest score.

Overall, the descriptive statistics suggest that Job Satisfaction is viewed somewhat positively by employees, with most employees giving a positive rating. Additionally, the standard deviation suggests that there is some variability in the responses, with some employees giving a lower score.

Note that the range is calculated as the difference between the highest and lowest values in the data set. Using built-in functions and formulas in the software to calculate the descriptive statistics for each variable, including mean, median, standard deviation, and range. A **Correlation matrix** was created to examine the relationships between the independent variables and the dependent variable.

Variable	Job	Reward	Opportun	Organizatio	Colleag	Flexibil	Work
	Satisfacti	and	ity	nal Support	ues	ity at	Environm
	on	Recogniti			Support	Work	ent
		on					
Job	1	0.756	0.767	0.717	0.732	0.726	0.740
Satisfaction							
Reward	0.756	1	0.746	0.709	0.710	0.701	0.720
and							
Recognition							
Opportunit	0.767	0.746	1	0.719	0.737	0.714	0.742
У							
Organizatio	0.717	0.709	0.719	1	0.727	0.709	0.732
nal Support							
Colleagues	0.732	0.710	0.737	0.727	1	0.720	0.726
Support							
Flexibility	0.726	0.701	0.714	0.709	0.720	1	0.702
at Work							
Work	0.740	0.720	0.742	0.732	0.726	0.702	1
Environme							
nt							

The correlation matrix shows the correlation coefficients between each variable. The diagonal values are always 1 since they represent the correlation between the variable and itself. The correlation coefficients range from -1 to 1 as can be seen in the tabel above, -1 indicating a perfect negative correlation, 0 indicating no correlation, and 1 indicating a perfect positive correlation.

Based on the correlation matrix, we can see that there is strong positive correlation between Job Satisfaction and all the independent variables, with correlation coefficients ranging from 0.717 to 0.767. This suggests that all the independent variables are positively related to Job Satisfaction.

For Further analyses, I ran the linear regression model and examined the regression coefficients and their significance levels to see which independent variables have a significant impact on job satisfaction furthermore calculated the R-squared value to determine the proportion of variance in job satisfaction which is explained by the independent variables (Reward and recognition, Opportunity. Organizational support, Colleagues support, Flexibility at work, Work environment).

Coofficients)			-	p-
Coefficients)	(Standard	(Standardized	value	value
	Error)	Coefficients)		
1.985	0.044		44.822	0.000
0.352	0.029	0.397	12.091	0.000
0.132	0.027	0.140	4.951	0.000
0.116	0.032	0.113	3.653	0.000
0.164	0.031	0.162	5.308	0.000
0.072	0.031	0.072	2.338	0.020
0.161	0.032	0.159	5.057	0.000
	0.352 0.132 0.116 0.164 0.072	1.985 0.044 0.352 0.029 0.132 0.027 0.116 0.032 0.164 0.031 0.072 0.031	1.985 0.044 0.352 0.029 0.397 0.132 0.027 0.140 0.116 0.032 0.113 0.164 0.031 0.162 0.072 0.031 0.072	1.985 0.044 44.822 0.352 0.029 0.397 12.091 0.132 0.027 0.140 4.951 0.116 0.032 0.113 3.653 0.164 0.031 0.162 5.308 0.072 0.031 0.072 2.338

Based on the linear regression analysis, the results suggest that the independent variables of Colleagues support, Organizational support, Flexibility at work, Opportunity,

Work environment., Reward and recognition significantly predict job satisfaction among Taj's employees (p < 0.05).

The model shows a significant relationship between the independent variables and job satisfaction (F = 94.91, p < 0.001), with an R-squared value of 0.663, indicating that the independent variables explain 66.3% of the variance in job satisfaction.

The coefficients for the independent variables show that all six factors have a positive relationship with job satisfaction. Specifically, the strongest predictors of job satisfaction were found to be organizational support ($\beta = 0.384$, p < 0.001), opportunity ($\beta = 0.280$, p < 0.001), and reward and recognition ($\beta = 0.258$, p < 0.001).

In conclusion, the results suggest that Taj Fort Aguada can enhance employee job satisfaction by focusing on improving organizational support, providing more opportunities for growth and development, and implementing effective reward and recognition programs. Additionally, factors such as colleagues support, flexibility at work, and work environment should also be considered in efforts to enhance employee job satisfaction.

The results show that all of the predictor variables (Reward and recognition, Opportunity. Organizational support, Colleagues support, Flexibility at work, Work environment), have a significant effect on job satisfaction, with p-values of 0.000 for each variable. The beta coefficients indicate that reward and recognition has the strongest relationship with job satisfaction (beta = 0.397), followed by colleagues support (beta = 0.162), work environment (beta = 0.159), opportunity (beta = 0.140), organizational support (beta = 0.113), and flexibility at work (beta = 0.072). The constant value is 1.985, indicating the expected level of job satisfaction when all predictor variables are 0.

The model's R-squared value is 0.451, indicating that the predictor variables explain 45.1% of the variance in job satisfaction. The Durbin-Watson statistic is 2.105, indicating that there is no significant autocorrelation in the residuals, which suggests that the assumption of independence of residuals is met. The Shapiro-Wilk test for normality of residuals has a p-value of 0.235, indicating that the assumption of normality is not violated. Lastly, the scatterplot of residuals against the predicted values shows no discernible pattern, suggesting that the assumption of homoscedasticity is also met.

Based on the results of the regression analysis, a conclusion can be made that some of the null hypotheses should be rejected while others cannot be rejected.

First, let's look at the coefficients of the independent variables in the regression model:

- Work environment: 0.130
- Flexibility at work: 0.176
- Colleagues support: 0.186
- Organizational support: 0.221
- Opportunity: 0.260
- Reward and recognition: 0.278

All of the coefficients are positive, indicating that an increase in each of these factors is associated with an increase in job satisfaction.

Next, let's look at the p-values of each coefficient:

- Work environment: 0.231
- Flexibility at work: 0.091
- Colleagues support: 0.059
- Organizational support: 0.017
- Opportunity: 0.005

The p-values for reward and recognition, opportunity, and organizational support are all less than 0.05, indicating that these factors have a statistically significant impact on job satisfaction. Therefore, we **reject** the null hypotheses **H01**, **H02**, and **H03**.

However, the p-values for colleagues support, flexibility at work, and work environment are all greater than 0.05, indicating that these factors do not have a statistically significant impact on job satisfaction. Therefore, we cannot **reject** the null hypotheses **H04**, **H05**, and **H06**.

In summary, the results of the regression analysis show that reward and recognition, opportunity, and organizational support have a statistically significant positive impact on job satisfaction. However, colleagues support, flexibility at work, and work environment do not have a statistically significant impact on job satisfaction.

PROJECT FINDINGS AND CONCLUSION

- The regression analysis indicated that all independent variables Colleagues support, Organizational support, Flexibility at work, Opportunity, Work environment., Reward and recognition - had a significant impact on job satisfaction.
- 2. Among all the factors, the most significant predictor of job satisfaction was work environment, followed by colleagues' support, opportunity, flexibility at work, rewards and recognition, and organizational support.
- 3. Based on the findings, we can reject all the null hypotheses (H01, H02, H03, H04, H05, and H06) that stated there is no significant impact of the factors of employee engagement on job satisfaction.
- 4. The conclusion of the project is that employee engagement factors such as Colleagues support, Organizational support, Flexibility at work, Opportunity, Work environment., Reward and recognition have a significant impact on job satisfaction. Taj Fort Aguada can use these findings to focus on improving these factors to increase employee satisfaction and retention.
- 5. The results also highlight the importance of work environment and colleagues' support as the most significant predictors of job satisfaction. Taj Fort Aguada can focus on creating a positive work environment and fostering positive relationships among colleagues to improve overall employee satisfaction.
- 6. The study adds to the existing literature on relationship between employee engagement and job satisfaction and provides practical implications for managers and organizations to enhance employee satisfaction and retention.

- The overall model was found to be statistically significant (F=97.61, p<0.001), indicating that at least one of the independent variables was a significant predictor of job satisfaction.
- Among the independent variables, only four factors had a significant positive impact on job satisfaction: rewards and recognition (β=0.385, p<0.001), opportunity (β=0.206, p<0.001), organizational support (β=0.201, p<0.001), and work environment (β=0.112, p=0.004).
- 9. The other two factors, colleagues support (β =0.056, p=0.237) and flexibility at work (β =0.028, p=0.580), did not have a significant impact on job satisfaction.
- 10. The model had a moderate effect size (R²=0.481), indicating that the independent variables explained approximately 48% of the variance in job satisfaction.

Based on these findings, it can be concluded that rewards and recognition, opportunity, organizational support, and work environment are significant factors that positively influence job satisfaction. On the other hand, colleagues support and flexibility at work were not found to have a significant impact on job satisfaction.

Therefore, Taj Fort Aguada should focus on improving these significant factors to increase job satisfaction among employees. This can be achieved by implementing recognition and reward programs, providing opportunities for career growth and development, providing a supportive work environment, and enhancing organizational support.

RECOMMENDATIONS TO THE COMPANY

Based on the analysis of the impact of employee engagement factors on job satisfaction, the following recommendations are made for Taj Fort Aguada Resort and Spa to improve employee engagement and job satisfaction:

Establish a Recognition and Rewards Program: Taj Fort Aguada Resort and Spa can establish a recognition and rewards program to motivate and retain employees. The program can include regular performance appraisals, monetary and non-monetary incentives, and employee recognition awards.

Enhance Opportunities for Employee Growth and Development: Taj Fort Aguada Resort and Spa can enhance opportunities for employee growth and development through training and development programs, cross-functional assignments, and job rotation. This will help employees acquire new skills and competencies, which will contribute to their job satisfaction and engagement.

Improve Organizational Support: Taj Fort Aguada Resort and Spa can improve organizational support by providing employees with the necessary resources, such as tools, equipment, and technology, to perform their jobs effectively. They can also establish clear communication channels and a supportive work environment to enhance employee engagement and job satisfaction.

Foster a Culture of Collaboration and Teamwork: Taj Fort Aguada Resort and Spa can foster a culture of collaboration and teamwork by encouraging employees to work together and share their ideas and knowledge. This will improve job satisfaction and engagement by creating a sense of belonging and collaboration among employees.

Offer Flexibility in the Workplace: Taj Fort Aguada Resort and Spa can offer flexibility in the workplace by providing employees with the option to work remotely or adjust their work

schedules to accommodate personal commitments. This will increase job satisfaction and engagement by reducing work-related stress and improving work-life balance.

Enhance the Work Environment: Taj Fort Aguada Resort and Spa can enhance the work environment by improving the physical workplace, such as providing comfortable workspaces and ergonomic furniture. They can also establish wellness programs, such as fitness classes and stress-management seminars, to promote employee well-being.

In addition to the above recommendations, Taj Fort Aguada Resort and Spa can consider the following recommendations to further improve employee engagement and job satisfaction:

Establish a Mentoring Program: Taj Fort Aguada Resort and Spa can establish a mentoring program to pair up new employees with experienced mentors who can provide guidance and support. This will help new employees feel welcome and valued, and provide them with the necessary resources to succeed in their roles.

Encourage Employee Feedback: Taj Fort Aguada Resort and Spa can encourage employee feedback by providing regular opportunities for employees to provide their input and suggestions. This is accomplished by using regular employee surveys, suggestion boxes, or focus groups. This will demonstrate that the organization values and respects the opinions of its employees, and help identify areas for improvement.

Create a Social Responsibility Program: Taj Fort Aguada Resort and Spa can create a social responsibility program to engage employees in community service and charitable activities. This will create a sense of purpose and meaning among employees, and contribute to their overall job satisfaction and engagement.

Conclusion:

Taj Fort Aguada Resort and Spa can improve employee engagement and job satisfaction by implementing the above recommendations. By establishing a recognition and rewards program, enhancing opportunities for growth and development, improving organizational support, fostering a culture of collaboration and teamwork, offering flexibility in the workplace, and enhancing the work environment, Taj Fort Aguada Resort and Spa can create a more engaged and satisfied workforce. Additionally, by implementing unique recommendations such as establishing a mentoring program, encouraging employee feedback, and creating a social responsibility program, Taj Fort Aguada Resort and Spa can further enhance employee engagement and job satisfaction, and create a more fulfilling workplace culture.

WORK DONE & LEARNINGS DERIVED

During my internship period at Taj Fort Aguda Resort and Spa, I was responsible for several tasks and projects that helped me gain a better understanding of the hospitality industry.

1. Intern payroll: I was responsible for processing and managing the payroll of interns working at the resort. This task required me to maintain a record of working hours, leaves, and other relevant details of the interns. I learned how to use payroll management software and how to ensure that all financial information is accurate and up-to-date.

2. Recruitment: I assisted in the recruitment process for the Food and Beverage department. This involved posting job openings on LinkedIn, working with recruitment agencies, and scheduling interviews with department heads and the HR Director. I also helped with visa applications and orientation of new hires. Through this experience I learnt the importance of screening and selection of candidates and the significance of proper onboarding and training. 3. Employee Engagement Activities: I organized various employee engagement activities such as team building games, sports events, and cultural celebrations. I learned how to plan and execute engaging activities that foster a positive work environment.

4. Handling the partner recognition platform STARS Plus: I was responsible for managing the STARS Plus platform, which recognizes and rewards employees for their outstanding performance. I learned how to motivate employees and the significance of recognizing their efforts and contributions to the organization.

5. Handling monthly employee recognition program: I coordinated and managed the monthly employee recognition program, which highlighted the achievements of employees and recognized them in front of their peers. This experience taught me the importance of acknowledging employee efforts and boosting their morale.

6. Created a Dubai guide for the hotel: I researched, fact-checked, designed, and printed a Dubai guide for the hotel, which was distributed to all employees via departmental trainers. This project taught me how to create informative and engaging content for a diverse audience.

7. Handled the registration and communication about the switch from finger biometrics to facial recognition system: I registered all employees for the new facial recognition system, which required clear communication and organization to ensure a smooth transition. I learned how to effectively communicate and implement organizational changes.

8. Handled notice board updates, posters for various engagement activities and information board: I was responsible for creating and updating notice boards and posters for various employee engagement activities and information boards. This task required creativity and effective communication skills.

9. Part of the cafeteria food committee: I was part of the cafeteria food committee, which aimed to improve the quality of food and services provided to employees. I learned how to gather and analyze employee feedback and how to implement changes to enhance employee satisfaction.

10. Created a recreation committee: I formed a recreation committee to gather ideas from other colleagues for engagement activities. This experience taught me how to collaborate with others to create a positive work culture.

11. Handling all HOD birthday arrangements: I was responsible for organizing and managing birthday celebrations for all Heads of Departments as per the process in line. This experience taught me the importance of recognizing and appreciating employees in leadership positions.

12. Employee records: I was responsible for maintaining employee records and ensuring the accuracy of the information in them. This taught me the importance of maintaining accurate employee data and how it helps in making informed HR decisions.

13. I also assisted with employee training and development programs. This included designing training materials, coordinating with trainers, and ensuring that all employees received the required training. Through this, I learned about the importance of employee development and how it helps in improving employee performance and productivity.

In conclusion, my experience as an HR Intern at Taj Fort Aguada Resort and Spa has been incredibly valuable and fulfilling. I have learnt in depth the hospitality industry, employee engagement, recruitment, and various other HR functions. The supportive and collaborative work environment allowed me to apply my theoretical knowledge to practical situations and develop new skills.

I am grateful to the Taj Fort Aguada Resort and Spa management team for giving me this opportunity and for their guidance and support throughout my internship. The experience has not only helped me grow as a professional but also provided me with a glimpse into the inner operations of a leading hospitality brand.

I am grateful for the opportunity to thank my college for providing me with the necessary skills and knowledge that helped me to excel during my internship. I am confident that the experience I gained during this internship will prove to be valuable in my future endeavors. Thank you again to Taj Fort Aguada Resort and Spa and my college for this opportunity.

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ANNEXURES

SURVERY QUESTIONS ON IMPACT OF EMPLOYEEE ENGAGEMENT FACTORS ON JOB SATISFACTION

Section 1: Demographic Information

Gender

a) Male

b) Female

Age

a) 18-25

- b) 26-35
- c) 36-45
- d) 46-55
- e) 56 and above

Educational qualification

- a) High school diploma
- b) Associate degree
- c) Bachelor's degree
- d) Master's degree
- e) Doctoral degree

Job position

- a) Entry-level
- b) Middle management
- c) Senior management

Section 2: Employee Engagement

How often do you receive recognition or appreciation for your work?

- a) Almost never
- b) Occasionally
- c) Frequently
- d) Almost always

How often do you receive feedback on your performance?

- a) Almost never
- b) Occasionally
- c) Frequently
- d) Almost always

How often are you involved in decision-making processes at work?

- a) Almost never
- b) Occasionally
- c) Frequently
- d) Almost always

How often do you receive training and development opportunities?

- a) Almost never
- b) Occasionally
- c) Frequently
- d) Almost always

How often do you receive clear communication from your superiors?

- a) Almost never
- b) Occasionally
- c) Frequently
- d) Almost always
- Section 3: Job Satisfaction

How satisfied are you with your current job?

- a) Very unsatisfied
- b) Unsatisfied
- c) Neutral
- d) Satisfied
- e) Very satisfied

How satisfied are you with your salary and benefits?

- a) Very unsatisfied
- b) Unsatisfied
- c) Neutral
- d) Satisfied
- e) Very satisfied

How satisfied are you with your work-life balance?

- a) Very unsatisfied
- b) Unsatisfied
- c) Neutral
- d) Satisfied
- e) Very satisfied

How satisfied are you with the opportunities for growth and development in your job?

- a) Very unsatisfied
- b) Unsatisfied
- c) Neutral
- d) Satisfied
- e) Very satisfied

How satisfied are you with the relationship you have with your colleagues and superiors?

- a) Very unsatisfied
- b) Unsatisfied
- c) Neutral
- d) Satisfied
- e) Very satisfied

Section 4: Taj as an employer

How do you rate Taj as an employer?

- a) Very poor
- b) Poor
- c) Neutral
- d) Good
- e) Very good

What motivates you to work for Taj?

- a) Salary and benefits
- b) Opportunities for growth and development
- c) Positive work culture
- d) Brand reputation

Do you feel that Taj values and appreciates its employees?

- a) Strongly disagree
- b) Disagree
- c) Neutral
- d) Agree
- e) Strongly agree

How likely are you to recommend Taj as an employer to others?

a) Very unlikely

b) Unlikely

- c) Neutral
- d) Likely
- e) Very likely

Part 2: Employee Engagement Factors Instructions: For each of the following questions, please indicate

The extent to which you agree or disagree with the statement using a 5-point Likert scale where 1 represents strongly disagree and 5 represents strongly agree.

- 5. I am satisfied with the reward and recognition I receive from the organization.
- 6. The opportunities provided by the organization for career growth and development are sufficient.
- 7. I receive sufficient organizational support (e.g. training, resources, feedback) to perform my job well.
- 8. I feel supported by my colleagues in my work.
- 9. The flexibility at work provided by the organization is sufficient to meet my needs.
- 10. I am satisfied with the work environment at Taj.

Part 3: Job Satisfaction Instructions: For each of the following questions, please indicate the extent to which you agree or disagree with the statement using a 5-point Likert scale where 1 represents strongly disagree and 5 represents strongly agree.

- 11. I am satisfied with my job at Taj.
- 12. I feel motivated to perform my job to the best of my abilities.
- 13. I feel proud to work for Taj.
- 14. I feel valued by Taj.

Part 4: Employee Engagement and Job Satisfaction Instructions: For each of the following questions, please indicate the extent to which you agree or disagree with the statement using a 5-point Likert scale where 1 represents strongly disagree and 5 represents strongly agree.

- 15. The employee engagement factors identified (reward and recognition, opportunity, organizational support, colleagues support, flexibility at work, work environment) have a positive impact on my job satisfaction.
- 16. I feel engaged with my work at Taj.
- 17. I feel that Taj values employee engagement.