A PROJECT REPORT ON

Employee Engagement at Club Mahindra

Submitted By:

Name: Lenon Fernandes

Roll No: 1917

Goa Business School

Goa University

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DECLARATION

I, the student of M.B.A. Part II of Goa Business School, Goa University, hereby declare that the project entitled "**Employee Engagement at Club Mahindra**" has been prepared by me towards partial fulfillment of the degree of Master of Business Administration under the guidance of my faculty guide Ms. Priyanka U. Naik. This project is neither in full nor in part has previously formed the basis for the award of any other degree of either this University or any other University.

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Name: Lenon Fernandes

Roll No.: 1917

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I would like to take the opportunity to thank and express my deep sense of gratitude to my faculty mentor Ms. Priyanka U. Naik. I am greatly indebted to her for providing her valuable guidance at all stages of the study, her advice, constructive suggestions, positive and supportive attitude and continuous encouragement, without which it would have not been possible to complete the project. At last I am thankful to all my teachers and friends who have been always helping and encouraging me throughout the year. I have no valuable words to express my thanks for the support I received from every person.

Name: Lenon Fernandes

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1. A BRIEF NOTE ON THE COMPANY

1.1 An Overview of MHRIL (Club Mahindra Emerald Palms)

Club Mahindra operates over 100+ resorts in India and overseas destinations and is affiliated with over 4,500 RCI resorts. It is the world's largest vacation ownership brand outside the United States (US).

Mahindra Holidays & Resorts India Ltd. (MHRIL), a part of Leisure and Hospitality sector of the Mahindra Group, offers quality family holidays primarily through vacation ownership memberships and brings to the industry values such as reliability, trust and customer satisfaction. Started in 1996, the company's flagship brand 'Club Mahindra Holidays', today has a fast-growing customer base of over 250,000 members and 100+ resorts at some of the most exotic locations in India and abroad. In the year 1998, the company opened its first resort at Munnar. Its next resort was opened in Goa in 1999. At present, the company operates more than 90 resorts. Mahindra Holidays & Resorts India Limited is part of the USD 20.7 billion multinational Mahindra Group. With over 250,000 employees in 100+ countries across the globe, the group is also among India's top ten industrial houses with interests in aerospace, aftermarket, agribusiness, automotive, components, consulting services, defense, energy, farm equipment, finance and insurance, industrial equipment, information technology, leisure and hospitality, logistics, real estate, retail, and two wheelers.

Over the last decade, MHRIL has established itself as a market leader in the family holiday business. The company has followed a two-pronged strategy- rapidly increasing its bouquet of resorts to provide more variety in holidaying options and enhancing its service levels to its members to provide delight at every point of interaction. All MHRIL resorts are totally geared to cater to a variety of holiday needs and experiences in all areas of operation, from housekeeping to food & beverage to holiday activities.

2. A BRIEF NOTE ON STRATEGIC ANALYSIS

2.1 <u>SWOT Analysis</u>

I. Strengths

Club Mahindra has an astounding list of holiday options. The company endeavors to add new and lesser known locations to its list for those who crave to travel beyond the boundaries of the Indian Subcontinent, Club Mahindra has International destinations too. Singapore, Thailand, Malaysia, and Dubai are popular choices for International Vacationers. In Finland, Club Mahindra has its presence with clubs like Caribia, Salla and the beautiful Holiday club Saimaa on the banks of the famous Finland river.

The common facet across all the properties of Club Mahindra is the Superior service quality. The entire experience of a holiday is further enhanced with the ever friendly staff. In today's fast-paced world people have become increasingly finicky about the experience and are willing to dish out more for a seamless holiday trip. Club Mahindra staff are courteous and are always ready to lend a helping hand. Here, the brand has gone an extra mile and focused on curating custom holiday experiences depending on the member option, the property, the time of the year, etc. This is a distinguishing feature that sets it apart from its competitors.

II. Weaknesses

One bone of contention among club Mahindra members has been the inconsistent booking policies. For the different tiers of membership there exist different guidelines. For some of the popular properties, the booking is to be done a whole 6 months prior. This is inconvenient to a lot of members as sudden changes in the travel plan or last-minute changes cannot be accommodated suitably. The company has been working on regulating this and making it more feasible for members.

III. Opportunities

i) Programs for foreigners

The incredible India program and other initiatives have paved the way for numerous foreigners to visit our country. Tourism is rapidly on the rise. Club Mahindra has high brand recall owing to its successful advertisement campaigns. This can very well be leveraged to create custom trips and tour packages for Internationals. Popular tourist destinations like Ashawati, and Kampong, can be combined with a sightseeing tour to create a custom package. Most recently Club Mahindra has joined hands with TripXOXO to create unique and fulfilling travel experiences. Furthermore, Club Mahindra has invested a larger share in its Finland Properties and has also inked a deal to start operations in Sri Lanka.

ii) Domestic Travel on the rise

A lot of Indians have come to the realization that India has numerous scenic havens. Traveling within one's budget has taken a new meaning altogether. Club Mahindra offers memberships – Purple, Red, White, and Blue with Blue being the basic pocket-friendly option and the purple package includes all features. The basic membership feature – Blue consists of two features – travel during monsoon season and travel when the resorts are not fully occupied. National holidays, festivals, vacations, special times of the year are exclusive options offered as an upgrade to the membership.

IV. Threats

Competitors like Sterling Resorts and Clubyellowz are not major threats to Club Mahindra's membership pie. In fact, as per recent reports, Sterling Resorts revenue was close to 5 % the revenue of Club Mahindra. Clubyellowz another competitor generates about 0.3 % of the revenue of Club Mahindra.

While these may not be major threats to Club Mahindra's foothold, the steady influx of International Holiday Giants may cause a few flutters. Another reason for the alarm bells is the rise and rise of players like Oyo. Oyo is not a holiday package provider per se but with the recent funding, it is only growing from strength to strength. Oyo is a budget-friendly option for the middle-income traveler who is looking for a no-frills travel experience. Apart from all this one persistent factor is the political and economic scenario in the country. A stable government and healthy market factors will always contribute to the increase in members.

2.2 <u>VRIN Analysis</u>

VRIN, which stands for "Valuable, Rare, Inimitable and Non-Substitutable", is a framework which was developed by Birger Wernerfelt in the 1980s, and it offers a powerful way to evaluate your value proposition in light of the competition.

I. Valuable –

Club Mahindra Membership seems to be a tailor-made solution for today's time-poor, value-conscious consumers. In the concept of vacation ownership, what is important to know is that Club Mahindra Emerald Palms pays equal attention to the service standards as their resort location and amenities. In fact, the service would be on par with the standards of a star hotel. For instance, from the start to the end of your stay, guests are attended to by a dedicated host. Requests for specific requirements pertaining to travel, food, sightseeing and other interests are taken and arranged for even prior to their holiday. The most important point is that the CMEP resort actually prompt guests to do what every vacationer must do – relax. All the services and amenities focus on this. There is a dedicated host who attends to every need of the guests. The children are well entertained at Happy Hub, the kids' activity centre at CMEP resort, so that their parents can actually have some time to themselves. The property is a safe space and always buzzing with other families. Kids are happy to get quality time with their grandparents – playing board games and other activities.

II. Rare –

Some of life's greatest moments are created on a vacation. With Club Mahindra, guests can not only choose from a wide array of destinations, they can also find the membership plan which is right for them and their family. CMEP are not among those who believe that one size fits all. The resort, the experiences and the staff are trained to customise every moment - making holiday magical for the guests. The same thought is also extended towards Club Mahindra membership fees & plans. Club Mahindra membership allows the guests to choose their preferred travel season. CMEP offers 4 types of membership – Club Mahindra Purple Season Membership, Club Mahindra Red Season Membership, Club Mahindra White Season Membership, Club Mahindra Blue Season Membership.

III. Inimitable –

Club Mahindra Holidays always seeks to build its property in a place where guests can relax, enjoy and be adventurous. CMEP is always dedicated to use its resources to provide the guests with a happy, magical and relaxing holiday.

IV. Non-Substitutability –

CMEP is always finding new innovative ways that can better their own ideas hence it cannot be imitated by other upcoming or existing companies that easily, but even if they tried it won't be cheaper, faster and/or more reliable.

2.3 Porter's Five Force Analysis

I. Competition in the Industry

The rivalry in the hotel industry is intense because the cost of product differentiation and switching costs are low. And the business growth required is greater than the rate at which the business is growing. In an industry such as this where there is a high capital cost the pressure to sell the capacity by price cutting is high (except at weekends and holidays) and the competition becomes intense.

II. Potential of New Entrants into the Industry

The hotel industry globally is characterized by high capital costs i.e. the total cost that is required to project a commercially operable status. The hotel has to make sure that the high capital cost is gaining its worth in the form of output and the resources are used to it utmost potential. The existing hotel chains have an advantage over local entrepreneurs in this industry as afar the brand image and customer loyalty are concerned. The new entrants have to be conscious about target market and quality service. As the hotels run on product differentiation, the entrants have to invest in the innovation of the services that are provided to the customers. Tariffs are determined on the basis of differentiation in location management and guest ratios. The new entrants will be at disadvantage as the best locations are limited in the metropolitan cities.

III. Power of Suppliers

The power of suppliers over hotel industry is relatively low. The hotel industry is only subjected to the power of the labor, trained staff and personnel and the industry has a huge demand of them. Hotels are not subjected to the bargaining power of suppliers and it has low and indirect pressure on their competitiveness. In order to be in the leading league a hotel has to maintain a cost advantage over its rivals and be innovative about differentiating itself in its own strategic group.

IV. Power of Buyers

When the concentration of the buyers is higher than the market players then the industry is subjected to the high power of buyers. In hotel industry such is the case. Certain groups of buyers exercise power over the hotel industry when the purchasing of hotel rooms in bulk is required. These groups include tour operators, domestic and international airlines and convention organizers and participants. Where business travelers are concerned the differentiation becomes significant and the hotels are under pressure to keep their brand unique. On the other hand when leisure travelers and tourists are taken into consideration, the hotels have to compete in prices.

V. Threat of Substitute Products

The threat of the substitutes in hotel industry is relatively low. Except in the times of recession the hotel industry can thrive without the threat. However people looking for cheap accommodation can easily opt to live in hostels, motels or with relatives. This market is price sensitive and the hotel's target audience becomes the cost conscious people. However, in case of accommodating large group of people like travelling groups and business travelers the hotel doesn't face a threat of substitute however it faces competition of differentiation

2.4 <u>PESTLE Analysis</u>

I. Political Factors

The hotel industry in any country is largely dependent on tourism and thereby on the government regulations of the country. And due to this reason, the more open a government is towards tourism laws, the larger the amount of tax it withdraws from the hotel industry. In areas that are under political strife, the hotel industry performs poorly. However, most of the world is now free for travelers and thus the hotel industry is facing a massive boom. Many governments are still carrying out policies that benefit their hotel industry. But a recent factor that has posed as a threat to this industry is terrorist attacks in high profile hotels. This is something that world governments must pay immediate attention to. Otherwise, open borders and a welcoming political nature helps the growth of the hotel industry.

II. Economic Factors

Any major economic change massively affects the hotel industry. A large part of this industry is composed of luxury hotels. Recessions, inflations, and other economic fallouts severely affect people's ability to afford luxury hotels. But at the same time, they also lead to a higher demand for budget hotels thereby increasing certain verticals of this industry. Foreign exchange rates are another economic factor that affects the ability of foreign travelers to employ hotel services. But since the general global expenditure scale is on a rise more people are being able to travel and make use of the hotel industry. Developing countries must concentrate on growing their budget hotel industry to welcome more foreign guests and expand their economy.

III. Socio-cultural Factors

The current generation has shown a strong trend towards traveling. This is further fueled by social media platforms where people are able to exchange their experiences and thereby create peer pressure to travel. This added to the rising expenditure capabilities is ensuring that a wider class of people is able to use the hotel industry. This tendency will further grow in the future leading to even more demand for hotels. Hotels are also becoming more accepting of different classes of people and are ensuring they are better equipped to serve the necessities.

Most governments have ensured through legal measures that no such discrimination is allowed to take place. Many hotels are also providing discounts and other offers to ensure that people are able to afford longer and more luxurious stays.

IV. Technological Factors

Hotels have become more and more technology-friendly in recent times. Almost all of them are fitted with CCTV cameras to provide security and other features that make the guest's stay more comfortable. Wi-Fi services, lifts, intercoms, etc. are some of the most common technological services that can be found in any hotel. Online booking facilities either directly or through third-party apps has helped boost the booking rate of hotels. Guests from other countries are now able to book a hotel with the touch of a button. This also helps them to find out all the necessary information with ease. The ability of guests to write reviews has also ensured that hotels provide better services and no act of discrimination takes place.

V. Legal Factors

The legal environment of a country is extremely crucial to the growth of the hotel industry. Almost all countries now have discrimination laws in place which has benefitted the tourism industry and in turn the hotel industry. Many governments are also offering tax deductions to the hotel industry in order to boost their economy. There are also compliances that all hotels need to meet. These include safety and health laws among others. Hotels are also becoming stricter in terms of the identification before allowing a guest to use their facilities. This is considered to be progressive keeping in mind the rise of crime and terrorism across the world.

VI. Environmental Factors

Hotels are now being put under a lot of pressure by both governments and environmental activists to ensure a minimal carbon footprint. Since this industry uses a massive amount of disposable items it can be the cause of serious environmental concerns. Various international hotel chains are shifting towards more biodegradable items to counter the climate crisis. Hotels that are still continuing to use environmentally harmful materials are facing a downfall in demand.

3. PROJECT QUESTIONS

To understand the levels of employee engagement we first need to understand the different factors related to employee engagement, 'How many employees are committed to the organization?' 'What is the level of commitment towards the organization? How many employees feel motivated?' 'Do employees have a sense of purpose and passion for their work and organization?' Different employees have different factors that keep them motivated, but 'What are the motivating factors for these employees at work?' 'Is it compensation and additional benefits?' or 'Is it the work environment and culture of the organization?' or 'Is the vision and leadership of the organization?'

To understand employees' views we need to know what they feel as well. Are they happy with the organizations' culture? If not, then why? Is there something that needs to be changed? How can the management improve their employee experience? What are the employees expecting from the management?

4. PROJECT METHODOLOGY

The Employee Engagement survey was administered to 30 employees who are below supervisory level to measure their level of engagement at the organization. Questions framed are based on WorkTango model. Respondents were asked to rate statements on a five point scale ranging from "Strongly Agree" to "Strongly Disagree". They were also asked to add their comments or give suggestions. The data was collected through online survey as it is the most cost-effective in comparison to other mediums. Random sampling technique was used for the collection of data.

The questions were structured in a manner that behavior factors like promoter & inspiration and attitude factors like pride & loyalty can be measured. WorkTango offers a 25-question model that focuses on key drivers. WorkTango's engagement drivers are leadership, work environment, goals & alignment, job satisfaction, growth, total rewards, teamwork & collaboration. The WorkTango questionnaire model enables to understand what influences employee engagement. For every employee, each factor will have a unique influence on that employee's engagement level based on their personal values.

Data Sources

i) Primary Data are the raw facts collected from the respondents through structured questionnaire.

ii) Secondary Data was collected through journals, reports, books.

About The WorkTango Employee Engagement Model:

The WorkTango Employee Engagement Model has three major components towards helping organizations measure and understand how to positively impact employee engagement:

I.   Engagement Index: a collection of questions to measure the attitudes and behaviors which define engaged employees.

II. Engagement Factors**:** indices to support an understanding of the major factors that contribute to employee engagement.

III. Employee Voice**:** supports a deeper understanding of employee engagement through employee comments.

I. <u>Engagement Index</u> - Measuring employee engagement offers insight into the state of mind employees at a particular time. The focus of the Engagement Index is to understand overall employee sentiment, which is separate from asking questions to understand what influences employee engagement. WorkTango views employee engagement from the perspective of behaviours and attitudes. There are distinct differences between the behaviors and attitudes of employees versus the positive outcomes of those behaviors.

- Behaviors – the way in which one acts or conducts oneself.
- Attitudes – the underlying sensation, beliefs and values that can impact behaviors and decision making

The Engagement Index looks to unfold the pride and commitment an employee feels for their role and organization that results in positive outcomes. Given the complexity of measuring Employee Engagement, the WorkTango approach uses multiple statements (forming an index) to ensure accuracy. The Engagement Index focuses on four key components:

BEHAVIOR MEASURES	<u>PROMOTER</u>: the concept of promoting something is defined by helping something flourish and publicizing someone's satisfaction. Measuring whether an employee would recommend the organization as a place to work focuses on an action-oriented behavior of whether they are satisfied with their work experience and willing to promote it.	*STATEMENT:* I would recommend this organization as a great place to work.
	<u>INSPIRATION</u>: inspiration involves admiration for something and a process of being stimulated to do something. Understanding an employee's inspiration and motivation to go above and beyond at work supports an understanding of employee behaviors focused in a positive direction to support the organization.	*STATEMENT:* My organization inspires me to give my very best at work.
ATTITUDE MEASURES	<u>PRIDE</u>: pride is the feeling of pleasure and satisfaction to something that a person feels closely connected with. Measuring an employee's attitude towards their satisfaction and connection to an organization is an important factor in the current state of an employee's engagement.	*STATEMENT:* I am proud to work for our organization.

	LOYALTY: loyalty is a feeling of support or duty towards something. This measurement focuses on the attitude around a desire for the employee to be part of the organization moving forward.	*STATEMENT:* I intend to be working at this organization a year from now.

Calculating the behavior measures:

First, the responses to all the statements related to behavior is calculated under each category separately from strongly agree to strongly disagree. For example, under behavior measures statements like "I would recommend this organization as a great place to work" (promoter) and "My organization inspires me to give my very best at work" (inspiration) have 5 and 7 respondents that strongly agree to the respective statements,

$$(\text{Strongly Agree}) \; 5 + 7 = 12.$$

Then, the total response is divided by the number of statements considered under behavior measures,

$$12 / 2 \text{ (since number of statements considered were 2)} = 6.$$

Next, the value that we get (6) is divided by the total number of respondents (30) which is then divide by 100 to get the percentage of employee behavior in the organization,

$$6 / 30 * 100 = 20\%$$

This means that 20% of the employees in the organization have very strong or very positive behavior at work. In this manner, both the behavior measures as well as attitude measures are calculated.

II. Engagement factors - Engagement Factors are the key elements of the workplace that support building an environment of engaged employees. The WorkTango Engagement Drivers enable organization to understand what influences employee engagement and

diagnose potential causes of disengagement. Similar to the Engagement Index, each factor is measured through multiple statements to form an index. For every employee, each factor will have a unique impact on that employee's engagement level based on their personal values.

III. <u>Employee voice</u> - WorkTango's Methodology includes open-ended questions to further understand employee sentiment and provide context to support action. Employee comments are an important part of a holistic Employee Engagement methodology. There are two types of employee voice:

i. Satisfaction/Dissatisfaction – quantitatively measuring whether employees are satisfied or not based on the statements in the survey.

ii. Participative Management – the reasoning and context towards levels of satisfaction.

5. PROJECT OBJECTIVES

The objectives of the study are:

i. To measure the employee engagement levels.
ii. To measure employees' commitment, motivation, sense of purpose and passion for their work and organization.
iii. To find out the motivating factors for employees at work.
iv. To understand employee views, attitudes and perceptions about the organization.

6. PROJECT DATA ANALYSIS

The Employee Engagement Survey was administered to 30 employees. In total 30 responses were received. This gives an overall response rate of 100%. Respondents were asked to rate statements on a five point scale ranging from "Strongly Agree" to "Strongly Disagree". The overall response rate was 100%. This is a very good response rate despite the fact that the survey was administered to only 30 employees. It suggests employees' willingness to contribute ideas and suggestions, and their trust in the confidentiality of the feedback process.

Analysis of respondents

The following chart shows the distribution of responses:
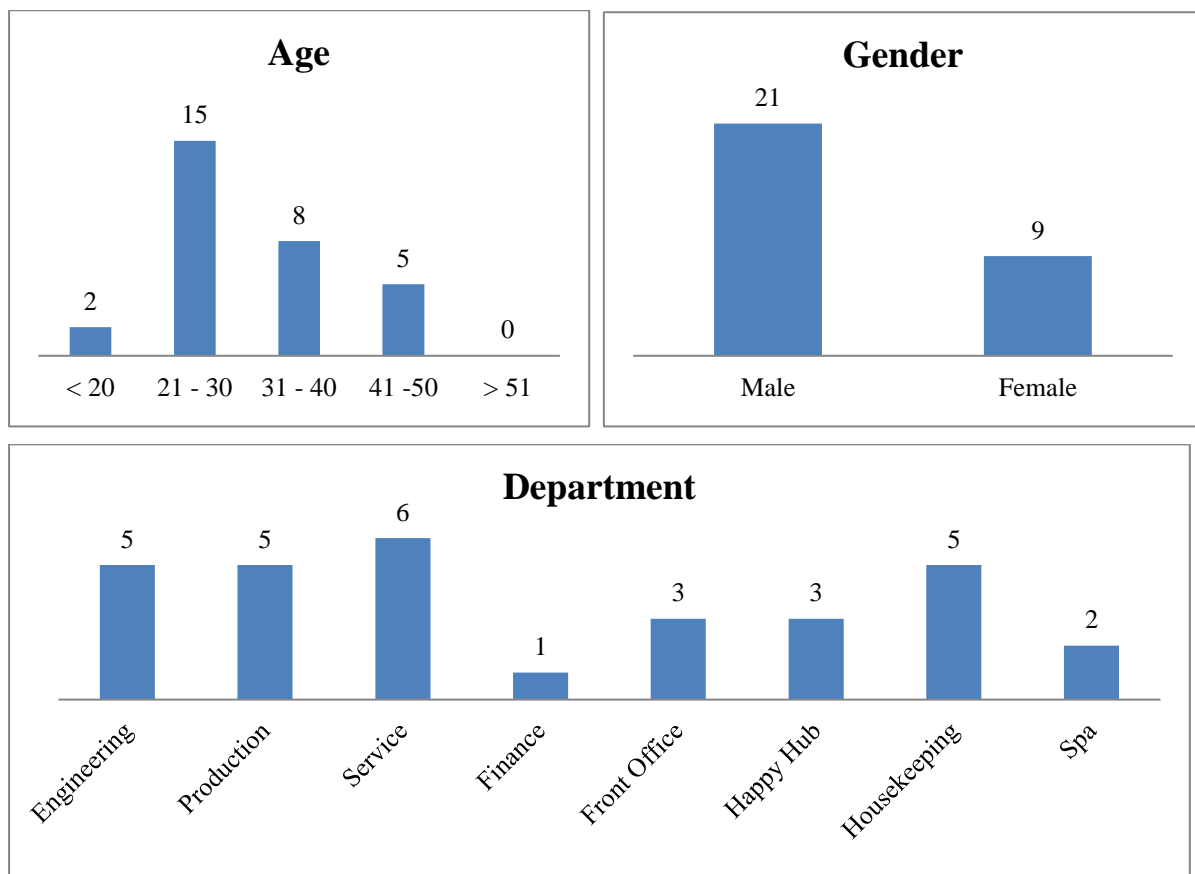
50% of the respondents belong to the age group of 21 – 30 years. Besides, there are 8 respondents from age group of 31 – 40 years, 5 respondents are between 41 – 50 years and only 2 respondents below the age of 20. The highest responses received are from male category with 70% of the respondents being male, with only 30% female respondents. Most responses received are from the service department – 6 and the least being from the finance department with only 1. Departments such as engineering, production and housekeeping have

5 respondents each, while front office and happy hub with 3 respondents and only 2 respondents from spa department.

Engagement Index chart:
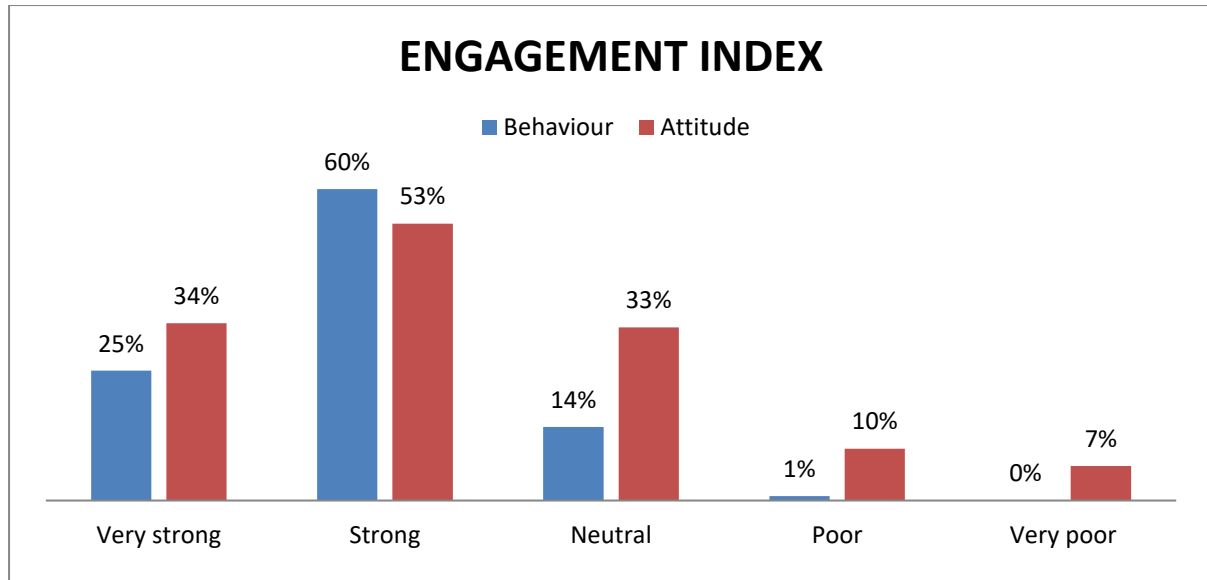
The above chart shows the distribution of behavior and attitude of employees in the company on a scale of very strong to very poor. The survey revealed that the majority of those completing the questionnaire responded positively to the statements relating to behavior and attitude. The chart indicates that 60% respondents have strong behavior and 53% have strong attitude towards the company. The survey contained a collection of statements which were designed to measure the attitudes and behaviors which defined how many respondents, were engaged, passively engaged or disengaged. Engaged employees typically deliver significantly higher levels of performance, provide superior customer service and are more likely to indulge in 'pro social' behaviors in support of colleagues. They exhibit greater levels of gratification in being associated with an organization (Pride), are more likely to stay (Loyalty), are prepared to recommend the organization to close friends, have a strong emotional bond with the organization; and are more likely to put in extra effort to help the organization.
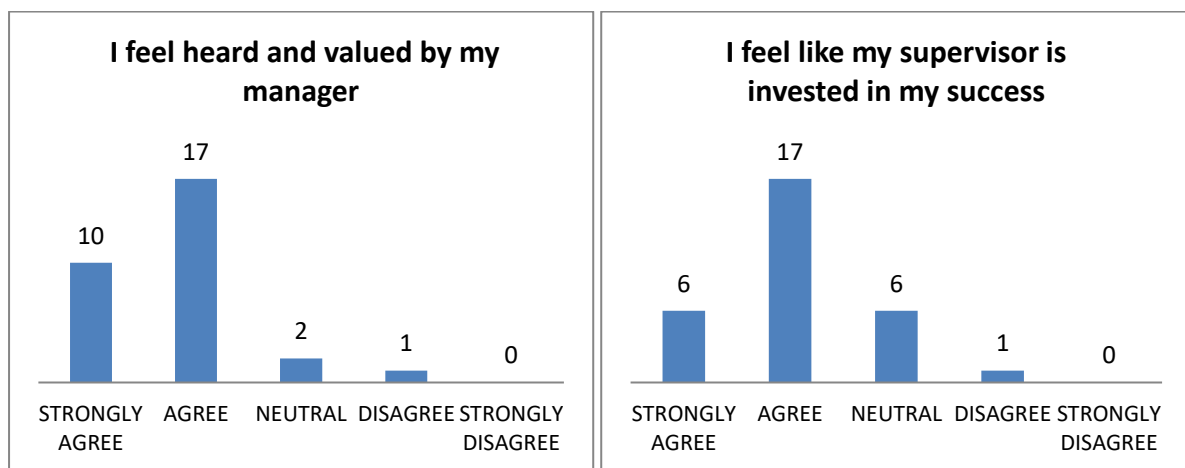
Passively engaged employees are 'comfortable' - they think that the organization is an 'OK place to be' but they are only likely to produce performance levels that are at best average. This group may also be the greatest resistors to change.

Disengaged employees have little interest in the organization or their work and are likely to look to leave at the earliest opportunity. At best they 'mark time' and do as little as possible; at worst they can be highly disruptive and publicly critical of the organization.

Similar to the Engagement Index, each factor is measured through multiple statements to form an index. For every employee, each factor will have a unique impact on that employee's engagement level based on their personal values.

Engagement Factors

(i) Leadership:

I feel heard and valued by my manager

Category	Count
STRONGLY AGREE	10
AGREE	17
NEUTRAL	2
DISAGREE	1
STRONGLY DISAGREE	0

I feel like my supervisor is invested in my success

Category	Count
STRONGLY AGREE	6
AGREE	17
NEUTRAL	6
DISAGREE	1
STRONGLY DISAGREE	0

Out of 30 employees, 27 agree that they are heard and valued by their manager whereas 2 are not sure and 1 disagrees with the statement. 23 employees feel that their supervisor is invested in their success while 1 employee disagrees and the other 6 are neutral about the statement. The leadership factor of the organization's management seems good even though there are few employees that are not sure or disagree with this factor.

(ii) Work Environment:

I will recommend CMEP as great place to work

Category	Count
STRONGLY AGREE	5
AGREE	13
NEUTRAL	12
DISAGREE	0
STRONGLY DISAGREE	0

CMEP's culture fosters a comfortable, supportive work environment

Category	Count
STRONGLY AGREE	11
AGREE	18
NEUTRAL	1
DISAGREE	0
STRONGLY DISAGREE	0
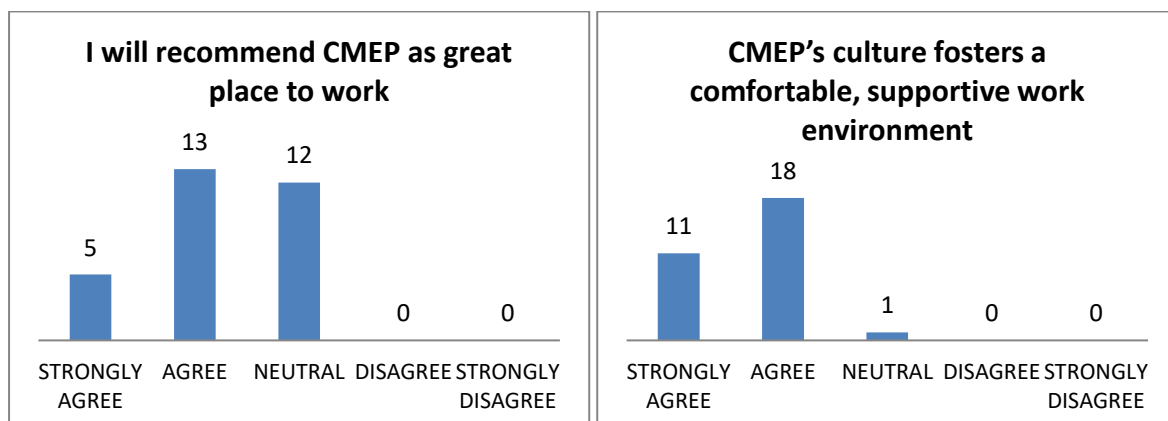
More than 50% employees recommend CMEP as a great place to work. 97% of employees are happy with the organizations culture and supportive work environment. Therefore, the work environment factor of the organization is good.

(iii) Goals and Alignment:

CMEP's vision and values inspire me

STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
9	20	1	0	0

I have the tools needed to maximize my potential here

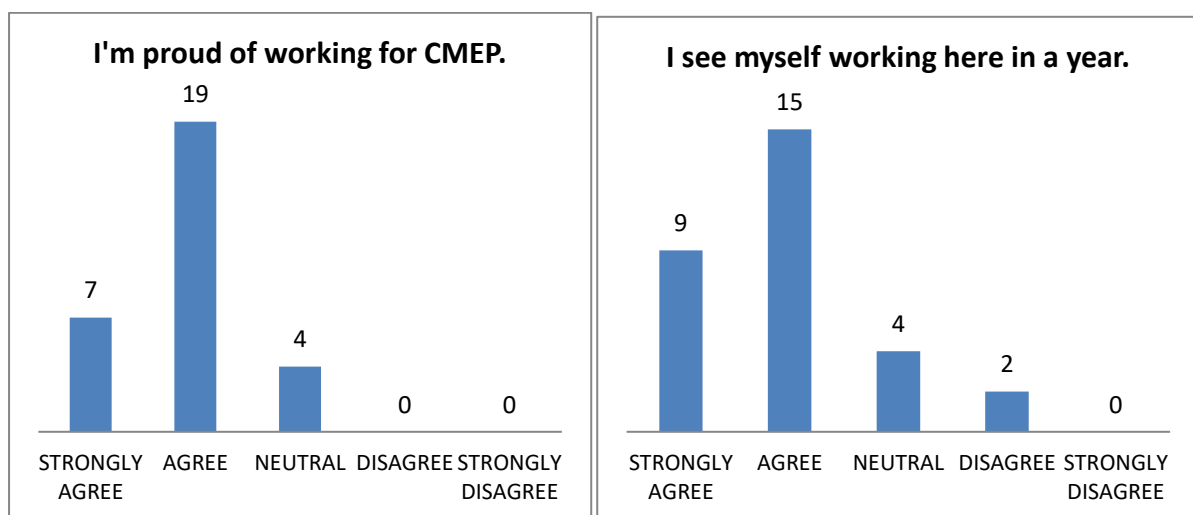| STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
9	18	2	1	0
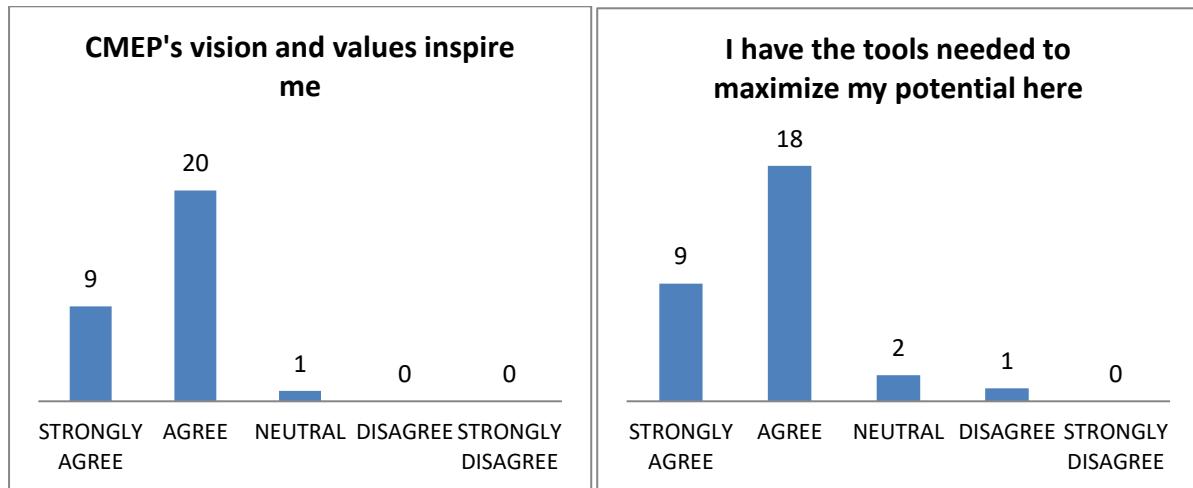
Almost all employees agree that CMEP's vision and values inspire them with goals set and they also believe that the tools to reach the goals are also provided besides an exception of a few employees.

(iv) Job Satisfaction:

I'm proud of working for CMEP.

STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
7	19	4	0	0

I see myself working here in a year.

STRONGLY AGREE	AGREE	NEUTRAL	DISAGREE	STRONGLY DISAGREE
9	15	4	2	0

More than 80% employees feel a sense of pride while working for this organization. 80% see themselves working here while 13% are unsure about their future and 6% likely to leave the organization.

(v) Growth:

I see a path for career advancement at CMEP

STRONGLY AGREE	8
AGREE	17
NEUTRAL	4
DISAGREE	1
STRONGLY DISAGREE	0

I feel I have professional growth opportunities at CMEP

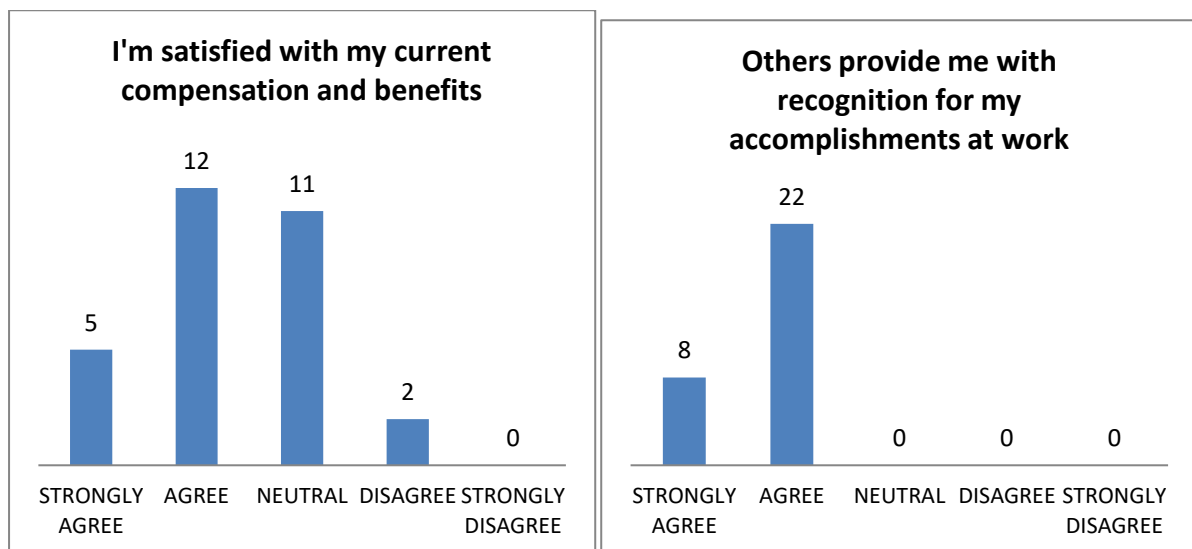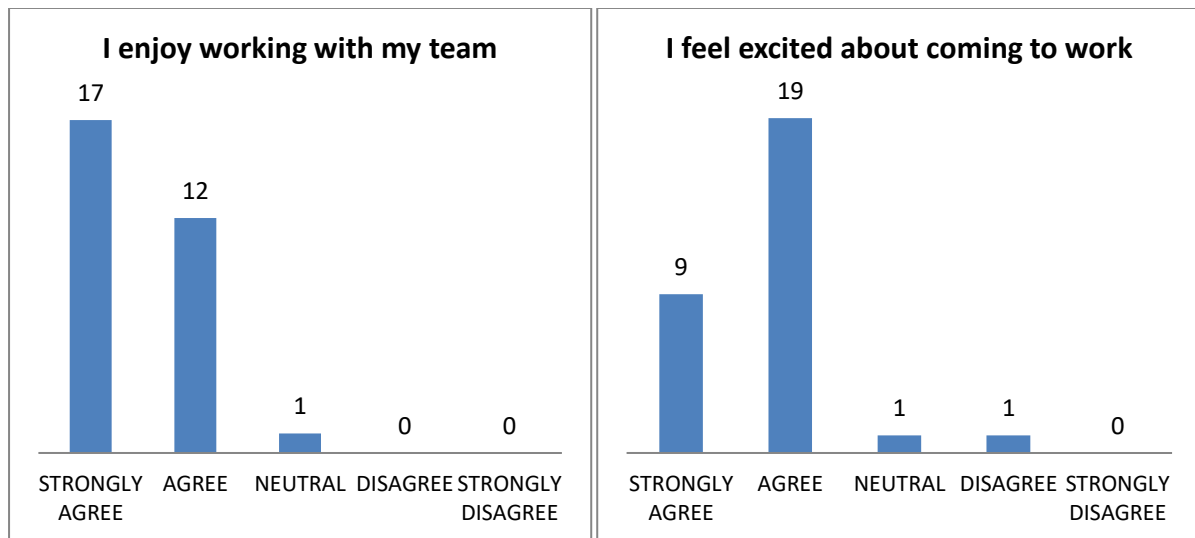|	
STRONGLY AGREE	8
AGREE	16
NEUTRAL	6
DISAGREE	0
STRONGLY DISAGREE	0
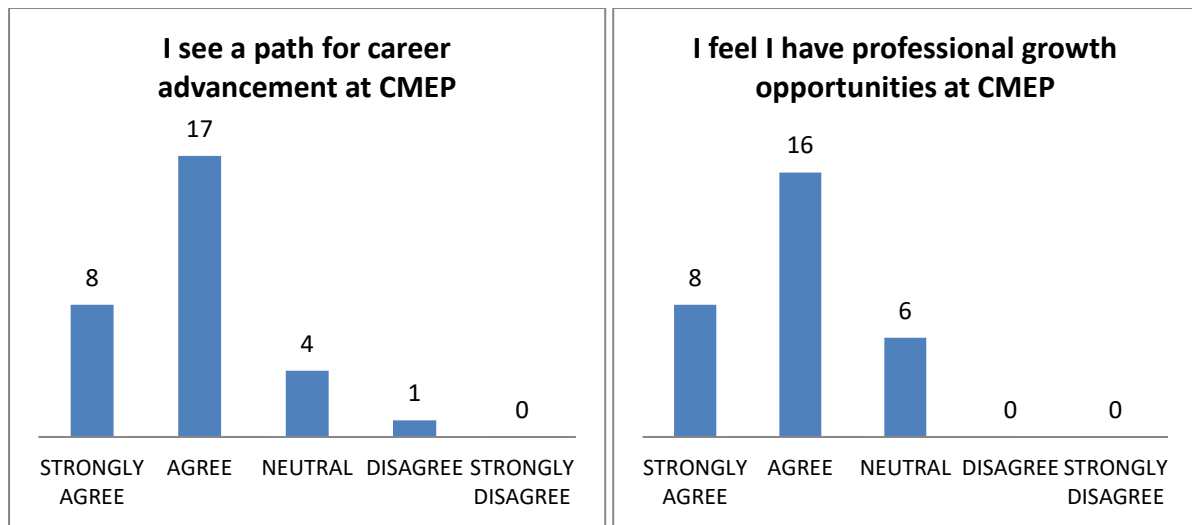
A majority of employees see a path for career advancement and professional growth which means there is good growth opportunities for employees in this organization.

(vi) Total Rewards:

I'm satisfied with my current compensation and benefits

STRONGLY AGREE	5
AGREE	12
NEUTRAL	11
DISAGREE	2
STRONGLY DISAGREE	0

Others provide me with recognition for my accomplishments at work

STRONGLY AGREE	8
AGREE	22
NEUTRAL	0
DISAGREE	0
STRONGLY DISAGREE	0

While all employees agree that they are recognized for their accomplishment and work, 36% employees are having doubts about their salary while 7% of employees feel they should be paid more.

(vii) Teamwork and collaboration:

I enjoy working with my team	I feel excited about coming to work
STRONGLY AGREE: 17, AGREE: 12, NEUTRAL: 1, DISAGREE: 0, STRONGLY DISAGREE: 0	STRONGLY AGREE: 9, AGREE: 19, NEUTRAL: 1, DISAGREE: 1, STRONGLY DISAGREE: 0

More than 90% employees enjoy working with their team which could also be motivating factor for employees as more than 90% of employees also feel excited about coming to work.

7. PROJECT DATA FINDINGS

- It is found that the majority of the respondents (95%) are happy with their team and teamwork.
- Most of the respondents accepted that the teamwork is the way to accomplish the task.
- It is found that the successful engagement area is teamwork.
- A few respondents feel that their work should be recognized more often.
- Although most of respondents are happy with their salary, it is found that 7% of respondents feel they should get an increment.
- It is also found that the majority of the respondents are more than satisfied with the work environment, culture and values of the company.
- Majority of the respondents are satisfied in their involvement level.
- It is found that the absenteeism is at low level.

8. CONCLUSION

Employee engagement surveys are a crucial part of creating an engaged workforce. Yet, they are also not the be-all, end-all of what the organization should be doing to engage employees. Continually connecting and talking to employees about engagement-related issues, keeping a pulse on their feelings about work, making engagement part of your organizational culture, and having leaders that truly understand how they play a role in employee engagement are also equally as critical to creating an engaged workforce.

Employee engagement is a challenging activity of human resource management. Most of the organizations are trying to maintain a good accomplishment between the employee and employer. The research reveals that majority of the respondents come under satisfied level of engagement and the company also trying to increase the engagement of the employees. These engaged employees are committed to their work and to their organization most of the time.

Some of the employees were found to be passively engaged. These types of employees come to work regularly, and do what is asked of them within the scope of their responsibilities. The few two or three employees fall under the category of disengaged. Employees under this category are disinterested in their work and are unhappy with their organization.

The aim of conducting an employee engagement survey was to find out the levels of engagement but also the factors that actually drive employees to perform their best and also the ones that can put them off. Therefore it is understood from this study that culture, work environment and teamwork are the motivating factors for almost all employees in this particular organization with the remaining few employees opting for monetary factor as a more important factor than other.

9. RECOMMENDATION TO THE COMPANY

- There is good percentage of engaged employees in the organization but there is room for improvement to reduce the percentage of passively engaged and disengaged employees.

- Even though teamwork is a successful engagement area, the organization can concentrate more on the areas like motivation, job satisfaction and others by providing more knowledge about the company and management through training sessions while also communicating and inviting feedback.

- Some employees (whose names will not be mentioned as a matter of confidentiality) have suggested providing better lunch for them. I recommend this suggestion of theirs to the organization because in a study it has been proved that good, tasty food can boost employee mood and performance.

- Communication development activity is identified as a successful engagement technique. If the management concentrates more on communicating the company's goals, values, mission and culture to the employees, there is high chance of increasing employees' level of motivation and overall the engagement.

10. LEARNING DERIVED

A famous quote by one Richard Branson, the founder of the Virgin Group once said, "Take care of your employees, and they'll take care of your business." This is one of the important statements that I am taking away from this internship period. In a resort like Club Mahindra Emerald Palms, customer satisfaction and customer service are keys to success. Hence, employee engagement plays a vital role in this organization.

I was given the project to oversee the employee engagement of the organization. I also assisted with engagement surveys conducted by organization. At such a diverse hotel, I could learn how to deliver good service to our multilingual staff when they needed assistance in not just English but also Hindi, Konkani and sometimes even Marathi.

I was able to work with many people from different states all over India. This was such a culturally diverse place to work and that made the experience all the more educational. One of the things I learnt was that HR is more than just hiring and firing. I have a better appreciation for the valuable role that HR plays in an organization especially in engagement and customer service in the hospitality industry.

During my internship, I –

- Completed all tasks given to me, also the task related to Townhall meetings which involved scheduling a date, circulating supporting information, making necessary arrangements, creating PowerPoint presentations, etc.
- Carried out activities for employees
- Planned and executed activities, trainings and other programs for the staff.
- Created a HR activity planner for the year 2021-22
- Administered on-boarding process including processing background checks, new hire orientations and collecting/organizing new hire paperwork while also arranging accommodation for new hire.
- Assisted HR in preparing, collecting and updating monthly training data for all the departments.
- Updating the database with names and details of the employees using excel.
- Updating and regularizing employees' attendance.

An internship is a learning experience and during this period I have not only learned the basics of work life but also the soft skills required for a brighter professional career. I learned to work as a team without focusing entirely on myself. I also developed patience in situations when there is disagreement with another member of the team. This internship introduced me to real-life work problems and hence developed my problem-solving skills. Being adaptive to the work surroundings is one of the soft skills I have learnt. I also improved my communication skills during my internship. This internship experience made me more responsible and accountable for what decisions I make and how I execute what has been allocated to me. I also learnt to manage my time better by maintaining a balance between my work and personal life, without harming any of them.

Soft skills are equally important as hard skills, if not more but this internship gave me an excellent opportunity to gain new skills, especially when it comes to working and communicating with people from different states and cultures. This internship helped me boost my confidence at work place.

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ANNEXURE

EMPLOYEE ENGAGEMENT SURVEY

Name:

Department:

Designation:

Which of the following age groups do you belong?	<20	21 - 30	31 - 40	41 - 50	>50
Which of the following categories best describes your monthly income?	< 10k	Rs. 10k - Rs 20k			> 20k

Please indicate the extent to which you agree or disagree with each of the following statements. Please CIRCLE the number in the boxes provided on a 5 point scale from Strongly Disagree to Strongly Agree with : **1-Strongly Disagree**, **2-Disagree**, **3-Neutral** (neither agree nor disagree), **4-Agree** and **5-Strongly Agree.**

1. I'm proud to work for CMEP.	1	2	3	4	5
2. I would recommend CMEP as a great place to work.	1	2	3	4	5
3. I feel excited about coming to work.	1	2	3	4	5
4. I'm satisfied with my current compensation and benefits.	1	2	3	4	5
5. I enjoy working with my team.	1	2	3	4	5
6. I find my work for CMEP meaningful.	1	2	3	4	5
7. CMEP's vision and values inspire me.	1	2	3	4	5
8. Others provide me with recognition for my accomplishments at work.	1	2	3	4	5
9. I feel like my manager is invested in my success.	1	2	3	4	5
10. I feel heard and valued by my manager.	1	2	3	4	5
11. CMEP's culture fosters a comfortable, supportive work environment.	1	2	3	4	5
12. I see myself working here in a year.	1	2	3	4	5
13. My work challenges me and aids my development.	1	2	3	4	5
14. I see a path for career advancement at CMEP.	1	2	3	4	5
15. I have the tools needed to maximize my potential here.	1	2	3	4	5

16. I feel I have professional growth opportunities at CMEP.	1	2	3	4	5
17. I have recently thought about leaving CMEP.	1	2	3	4	5
18. There are problems with CMEP's culture.	1	2	3	4	5

19. I have recently thought about leaving CMEP. If yes, why?

_____

20. What practices does the management need to change?

_____

21. Are there any problems with CMEP's culture? If yes, mention.

_____

22. How can the management help improve your engagement at work?

_____

23. Is there anything else you would like to share that you find important to your employee experience here at CMEP?

_____