

Organization Management influencing employee engagement in the hotel industry in Henan, China

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Abstract

This study examines the impact of Organization Management on employee engagement in the hotel industry in Henan, China. With the rapid growth of the hospitality sector and increasing reliance on digital transformation, employee engagement has become a critical factor in ensuring service quality, operational efficiency, and business sustainability. The research analyzes the influence of personal factors such as age, gender, and marital status on employee engagement and evaluates how Organization Management, including planning, organizing, leading, and controlling, contribute to workforce motivation and satisfaction. The study employs a quantitative research approach, utilizing a structured questionnaire distributed to 384 hotel employees in managerial positions. Data analysis, including t-tests, ANOVA, and multiple regression, reveals that while gender and marital status do not significantly impact engagement levels, age differences are a determining factor, with younger employees reporting lower engagement. Furthermore, Organization Management play a significant role in employee engagement, with leadership having the strongest influence. Based on these findings, the study recommends enhancing leadership development programs, implementing employee engagement initiatives, improving work environments, leveraging data-driven HR strategies, and investing in technology and training. These measures are expected to improve employee satisfaction, reduce turnover rates, and enhance customer service, ultimately strengthening the competitive position of hotels in Henan.

Keywords: Employee Engagement, Organization Management, Hotel Industry, Henan China

Background and Statement of the problem

The hotel industry in Henan, China, has seen significant transformation, particularly in recent years. The region has experienced rapid development in the tourism and hospitality sectors, driven by the expanding domestic travel market and increasing technological adoption (Abdinabievna, 2021). As the younger generation gains purchasing power, there has been a noticeable shift toward tech-enabled, customer-centric experiences, such as AI-driven bright rooms and facial recognition check-ins. Before the pandemic, Henan's hospitality sector was part of a booming trend where hotels began focusing more on modernizing their offerings to meet the needs of a digitally savvy clientele. However, the pandemic did affect the region's hotel industry, with a decline in international tourism and hotel bookings in early 2020. Agarwal et al., (2023) recovery has been underway, especially with increased domestic travel following the easing of COVID restrictions. The industry is now growing again, particularly with strong demand for mid-range and luxury hotels, as both business and leisure travel rebound. Online booking platforms has surged, with hotels increasingly relying on digital tools to attract guests and improve service delivery (Ekawarna, 2022). In summary, Henan's hotel industry is adapting to local and international trends, emphasizing on modernization, customer service, and technology integration, setting the stage for future growth as tourism continues to recover. (Mordor Intelligence, 2023) The work of hotel employees is crucial for ensuring smooth operations, customer satisfaction, and the overall success of the business. Hotel staff's roles directly influence the guest experience, which is key to the hotel's reputation and profitability. (Gunawan et al., 2024). (1) Guest Experience: The quality of service provided by hotel employees has a significant impact on guest satisfaction. Courteous, efficient, and knowledgeable staff can make a positive impression, leading to repeat customers and positive reviews, which are essential in the highly competitive hospitality industry (2) Operational Efficiency: Hotel staff plays a vital role in maintaining the day-to-day operations of a hotel, from front desk personnel and housekeeping to restaurant staff and management. Their ability to work seamlessly together ensures the hotel runs smoothly, helping to optimize resources, minimize

costs, and enhance service delivery (3) Brand Reputation: Employees often serve as the face of the hotel, and their behavior and performance contribute directly to the hotel's brand identity. A hotel's reputation can rise or fall based on how staff interact with guests, handle complaints, and go the extra mile to meet customer needs (4) Revenue Generation: Well-trained and motivated employees contribute to revenue generation through upselling services, improving occupancy rates, and delivering high-quality services that enhance the overall value proposition of the hotel. (5) In conclusion, the performance and dedication of hotel employees are vital not only for daily operations but also for long-term business sustainability, ensuring that the hotel remains competitive in a growing market. (Mordor Intelligence, 2023) Based on the literature review mentioned above, the researcher is interested in studying Organization Management influencing employee engagement in the hotel industry in Henan, China., include: (Heriyanto et al., 2022) (1) Improved Organizational Performance: Understanding the factors that drive employee engagement can help hotels enhance overall performance by creating a more motivated, satisfied, and productive workforce. Engaged employees are more likely to deliver high-quality customer service, directly affecting guest satisfaction and loyalty. (2) Employee Retention: High levels of employee engagement can contribute to reduced turnover rates. By identifying the factors that enhance engagement, hotel management can create strategies to improve job satisfaction, ultimately reducing the costs associated with recruitment and training. (3) Enhanced Customer Experience: When employees are engaged, they are more committed to providing exceptional service. This leads to a better guest experience, which is critical in the competitive hotel industry. Satisfied customers are likelier to return and recommend the hotel to others, boosting business growth. (4) Strategic HR Management: The study can provide valuable insights for human resource management in the hotel sector. It can guide the development of policies and practices to improve work environments, job satisfaction, and organizational culture, which ultimately benefit both employees and the business. (Hongjie et al., 2025).

In summary, this research can offer actionable insights to improve employee engagement, leading to enhanced performance, reduced turnover, better customer service, and a stronger competitive position for hotels in Henan.

Objective

1. To study personal factors, the level of employee engagement in the hotel industry in Henan, China.
2. To compare the differences employee engagement in the hotel industry in Henan, China.
3. To examine the influence of employee engagement in the hotel industry in Henan, China.

Expected benefits

1. Understanding the Factors Affecting Employee Engagement

The research helps identify the factors influencing employee engagement in the hotel industry, such as the work environment, managerial support, or career development opportunities. This knowledge can be used to improve employee management effectively.

2. Developing Human Resource Management Strategies

The research findings can assist hotel managers in developing human resource management strategies focused on building employee engagement and satisfaction, which can lead to increased productivity and reduced turnover rates.

3. Enhancing Customer Experience

Highly engaged employees tend to provide higher quality service, positively impacting the customer experience. This research helps hotels build a committed and dedicated workforce, which increases customer satisfaction and enhances the hotel's reputation in the long term.

Conceptual Framework

1. Independent variables include:

- 1.1 Personal factors, including gender, age, marital status, education level, and monthly income.
- 1.2 The researcher applied the Organization Management of Bartol & Martin (2003) in this study, which includes: (1) Planning, (2) Organizing, (3) Leading, and (4) Controlling.

2. Dependent variables include:

The researcher applied the employee engagement framework of Masjhoer et al., (2024) in this study, which includes: (1) Participation in decision-making, (2) Participation in operations, (3) Participation in benefits, and (4) Participation in monitoring and evaluation.

Conceptual framework

This research study on Organization Management influencing employee engagement in the hotel industry in Henan, China, involved a review of relevant documents and studies. The researchers applied the concept which can be used as a framework for this study, as follows:

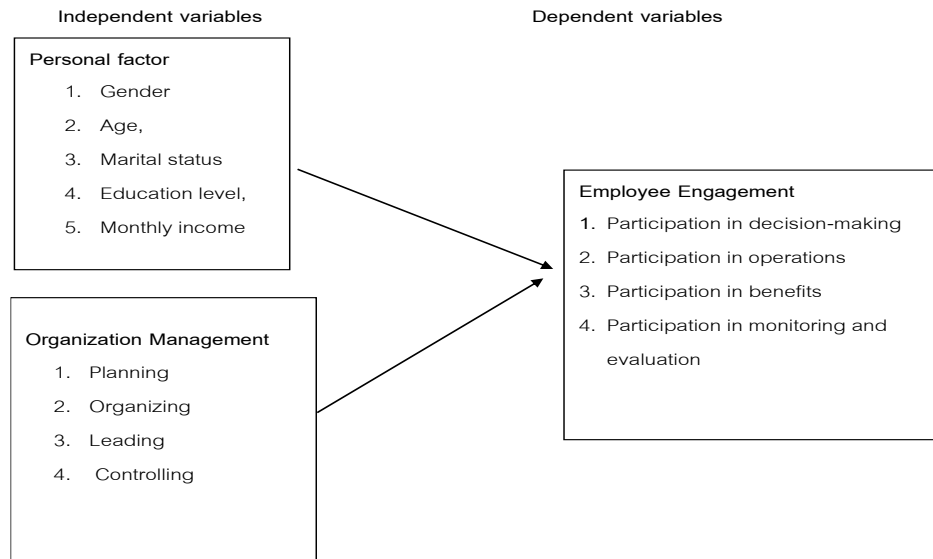


Figure 1: Research Conceptual Framework

Research Methodology

Population and Sample

1. Population

The population used in this study consists of managers and employees working in the hotel industry in Henan, China, totaling 23,765,000 individuals. National Bureau of Statistics of China (2025)

2. Sample

The researchers determined the sample size using the ready-made sampling table of Krejci and Morgan (1970) at a 95% confidence level. The sample selection method was simple random sampling, choosing 400 people, and the survey was distributed only to individuals at the managerial level or higher, with one person per hotel industry in Henan, China

3. Research Instruments

The data collection instrument used in this study was a questionnaire designed by the researcher. The questionnaire was developed based on the study of relevant concepts, theories, and research findings. It was divided into three sections as follows:

Section 1: Questions related to the personal factors of the respondents, including: 1. Gender 2. Age, 3. Marital status 4. Education level, 5. Monthly income

Section 2: Questions regarding that the researcher applied the Organization Management framework of Bartol & Martin (1997) in this study, which includes:

Section 3: Questions about the level that the researcher applied the employee engagement framework of Cohen, J.M. & Uphoff, N.T. (1986) in this study, which includes

1. Participation in decision-making
2. Participation in operations
3. Participation in benefits
4. Participation in monitoring and evaluation

Instrument Validity

The researcher submitted the questionnaire to three experts and specialists for review to assess its content validity. The validity was determined by calculating the Index of Item-Objective Congruence (IOC), which measures the alignment between each question and the research objectives, as well as the alignment with the definitions of specific term. (Hambleton, R.K. ,1984). The following formula was used:

$$IOC = \frac{\sum R}{N}$$

where IOC : Index of Item-Objective Congruence between the question and the definition.
 $\sum R$: Total scores assigned by the experts.
 N : Number of experts.

The scoring criteria for the IOC system, as provided by each expert, are as follows:

+1: Confident that the question aligns with the specific definition.

0: Uncertain whether the question aligns with the specific definition.

-1: Confident that the question does not align with the specific definition.

An IOC score below 0.6 an IOC score was excluded unless revised and improved according to the experts' recommendations (Hambleton, 1984).

Instrument Reliability

To determine the reliability of the questionnaire, the researcher used the version of the questionnaire that had been validated for content validity by experts and specialists. The validated questionnaire was then tested (Try-out) with 30 individuals whose job characteristics were like those of the sample group (but who were not part of the sample group). The data obtained from the try-out was used to calculate Cronbach's Alpha Coefficient (α -Coefficient) for reliability measurement (Hambleton, 1984).

$$\alpha = \frac{n}{n-1} \left[1 - \frac{\sum S_i^2}{S^2} \right]$$

where α : represents the reliability coefficient.
 n : represents the number of items in the instrument.
 S_i^2 : represents the variance of each item.
 S^2 : represents the variance of the entire instrument.

Data Collection Methods

1. The researcher collected data by distributing questionnaires to the sample group through an online format. the sample selection method was simple random sampling, choosing 400 people, and the survey was distributed only to individuals at the managerial level or higher, with one person per one hotel industry in Henan, China

2. The researcher reviewed all the returned questionnaires.

3. The researcher then gathered all the completed questionnaires for data analysis to calculate the relevant statistics.

Statistics Used for Data Analysis

In this study, the researcher analyzed the data collected from the returned questionnaires using statistical software. A significance level of 0.05 was set, and the following statistics were used for data analysis: Frequency and Percentage: These were used to analyze basic personal factors, such as:

1. Frequency and Percentage: These were used to analyze basic personal factors, such as: 1.1 Gender 1.2 Age, 1.3 Marital status 1.4 Education level 1.5 Monthly income

2. Mean (Average) and Standard Deviation (S.D.): These were used to analyze the level of opinions regarding the factors of Organization Management and The Employee Engagement factor

3. Comparing Opinion Levels Between Genders or Variables with Two Categories: This was tested using the independent t-test.

4. Comparing Opinions Between Age, Marital Status, Education Level, Monthly Income, or Variables with More Than Two Categories: This was tested using One-way ANOVA (F-test). The researcher conducted pairwise comparisons using the Scheffé method when the test results showed significant statistical differences.

5. The analysis of Organization Management influencing employee engagement in the hotel industry in Henan, China. Using statistics can be structured as follows: Multiple Regression.

Research Results

1. Personal Factors and Employee Engagement Levels in the Hotel Industry in Henan, China

Table 1 Descriptive Statistics of Personal Factors

Variable		Frequency (n=400)	Percentage (%)
Gender	Male	190	47.5%
	Female	210	52.5%
Age Group	18-25	72	18.%
	26-35	152	39.%
	36-45	98	25.%
	46 and above	78	19.%
Marital Status	Single	164	41%
	Married	236	59%

Explanation: Table 1 presents the demographic composition of the respondents. The sample consists of 47.5% males and 52.5% females. The majority of respondents are within the 26-35 age range (39%), followed by the 36-45 age group (25%). Regarding marital status, 59% of respondents are married.

2. Comparison of Employee Engagement Levels

Table 2 Independent t-test Analysis by Gender

Gender	Mean Employee Engagement Score	Standard Deviation (SD)	t-value	p-value
Male	3.87	0.62	1.34	0.182
Female	3.92	0.58		

Explanation: The independent t-test results indicate no statistically significant difference in employee engagement levels between males and females ($p > 0.05$). Both genders exhibit similar levels of engagement.

Table 3 One-Way ANOVA of Employee Engagement by Age Group

Age Group	Mean Employee Engagement Score	Standard Deviation (SD)	F-value	p-value
18-25	3.72	0.59	4.12	0.007*
26-35	3.95	0.61		
36-45	3.91	0.57		
46+	3.88	0.60		

Explanation: The one-way ANOVA results indicate a significant difference in employee engagement scores across different age groups ($p < 0.05$). Post-hoc tests (Scheffé method) suggest that younger employees (18-25) report lower engagement levels compared to older employees.

3. Influence of Strategic Management on Employee Engagement

Explanation: The multiple regression analysis shows that all strategic management factors (planning, organizing, leading, and controlling) have a significant positive influence on employee engagement ($p < 0.05$). The R-squared value of 0.67 indicates that 67% of the variance in employee engagement can be explained by these factors, highlighting the importance of strategic management in fostering engagement in the hotel industry.

Table 4 Multiple Regression Analysis of Strategic Management Process on Employee Engagement

Independent Variable	Beta Coefficient (β)	Standard Error	t-value	p-value
Planning	0.32	0.05	6.40	0.000*
Organizing	0.28	0.04	7.02	0.000*
Leading	0.35	0.06	5.83	0.000*
Controlling	0.26	0.05	5.20	0.000*
R-Squared	0.67			
F-value	32.18			0.000*

Discussions

The study finds that personal factors such as age significantly influence employee engagement, while gender and marital status do not. Additionally, Organization Management significantly impact employee engagement, with "leading" having the strongest effect. These findings suggest that hotels in Henan should focus on improving strategic management processes to enhance employee engagement and overall organizational performance.

Recommendations

1. Enhance Leadership Development: Since leadership has the strongest influence on employee engagement, hotel managers should undergo leadership training to improve communication, motivation, and decision-making skills.
2. Implement Employee Engagement Programs: Hotels should create engagement programs such as team-building activities, recognition awards, and career development opportunities to improve job satisfaction and retention.
3. Improve Work Environment: Providing a comfortable and supportive work environment, including flexible work schedules and mental health support, can enhance employee engagement.
4. Utilize Data-Driven HR Strategies: Hotels should collect and analyze employee feedback regularly to tailor engagement strategies that align with workforce needs.
5. Encourage Employee Participation: Employees should be given opportunities to participate in decision-making, ensuring they feel valued and connected to the hotel's success.
6. Invest in Technology and Training: As digital tools are becoming more relevant in the hotel industry, investing in AI-driven services and training employees on new technologies can boost engagement and operational efficiency.

By implementing these recommendations, hotels in Henan can foster a more engaged workforce, leading to better customer experiences, improved employee retention, and overall business growth.

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