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**POSTIZANJE ZADOVOLJSTVA I LOJALNOSTI GOSTA UTJECANJEM  
ANGAŽMANA ZAPOSLENIKA NA POSLOVNE REZULTATE: PRIMJER  
HOTELA S PET ZVJEZDICA U JUŽNOJ INDIJI****ATTAINING GUEST SATISFACTION AND LOYALTY THROUGH  
INFLUENCE OF EMPLOYEE ENGAGEMENT ON BUSINESS  
PERFORMANCE: CASE OF FIVE-STAR HOTELS IN SOUTH INDIA**

**SAŽETAK:** Glavni cilj ove studije je analizirati i razumjeti poveznice između angažmana zaposlenika, kvalitete usluga i poslovnih rezultata u luksuznim hotelima diljem južne Indije. U istraživanje je bio uključeno 350 ispitanika, a koristile su se kvalitativne metode (korelacijsko-regresijska analiza). Ciljana publika se sastojala od klijenata i osoblja luksuznih hotela u južnoj Indiji. Dobiveni rezultati su otkrili da angažman osoblja i kvaliteta usluga imaju znatno povoljniji utjecaj na komercijalni uspjeh u poslovima luksuznih hotela južne Indije. Praktične implikacije ukazuju na činjenicu da investiranje u programe osposobljavanja zaposlenika izravno utječe na kvalitetu usluga te potiče lančane reakcije koje poboljšavaju uspjeh tvrtki. Ono što je novo i vrijedno u rezultatima ove studije su djelotvorni uvidi koje bi ona mogla pružiti u cilju poboljšanja inicijativa za angažman osoblja, kvalitete usluga i uspjeha luksuznih hotela na jugu Indije.

**Ključne riječi:** angažman zaposlenika, poslovni rezultati, kvaliteta usluga, industrija luksuznih hotela

**ABSTRACT:** The major goal of this study is to analyse and comprehend the linkages between employee engagement, service quality, and business performance at luxury hotels throughout South India. The approach used in this study included a sample of 350 respondents from various premium hotels. This study uses quantitative research methodologies – the Correlation Regression analysis. This study's target audience consisted of clients and staff of South Indian premium hotels. The findings reveal that staff engagement and service quality have a considerable beneficial impact on the commercial success of South India's luxury hotel businesses. The practical implications show that investments in employee engagement programs have a direct impact on service quality and start a chain reaction that improves corporate success. The novelty and worth of this study results are the actionable insights that it may provide to improve staff engagement initiatives, service quality, and company success in South India's luxury hotels.

**Keywords:** employee engagement, business performance, service quality, luxury hotel industry

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## 1. UVOD

Luksuzni hoteli glavni su pružatelji usluga, smještaja i pogodnosti u stalno mijenjajućem okruženju ugostiteljstva. Uspjeh luksuznih hotela ovisi ne samo o vidljivim sastavnim dijelovima izvrsne ponude i usluga, već i o nematerijalnim čimbenicima kvalitete usluga. Angažman osoblja hotela koje ima ulogu ambasadora na prvoj crti ključan je za pružanje vrhunskih usluga. Kako ugostiteljstvo postaje sve konkurentnije, luksuzni hoteli moraju naći načine za privlačenje i zadržavanje sofisticiranih posjetitelja. Istraživanje odnosa između angažmana osoblja i kvalitete usluga pruža uvid u komercijalni uspjeh luksuznih hotela u tom ambijentu. Razumijevanje složenog međudjelovanja ovih elemenata iznimno je važno za luksuzne hotele koji se nadaju uspjeti u svijetu u kojem se očekivanja potrošača stalno mijenjaju.

U postojećoj literaturi nedostaje informacija o međusobnom djelovanju između angažmana osoblja i kvalitete usluga i njihovoj važnosti za poslovanje luksuznih hotela. Dok su mnoge studije odvojeno istraživale te značajke, malo ih je promatralo složenu dinamiku koja povezuje angažman osoblja, izvrsno usluživanje i, posljedično tomu, njihov utjecaj na uspjeh poslovanja kompanije u posjedu luksuznog hotela. Ova studija ima za cilj premostiti taj jaz istraživanjem odnosa i osvjetljavanjem mogućnosti koje luksuznim hotelima mogu osigurati trajnu uspješnost. Također pruža korisne uvide u ugostiteljski menadžment, ponašanje organizacija i komercijalni uspjeh.

Istraživačka pitanja:

1. Kakav je odnos kvalitete usluga i angažmana zaposlenika u luksuznim hotelima?
2. Kako utječe angažman zaposlenika na komercijalni uspjeh luksuznih hotela?
3. Kakav je utjecaj kvalitete usluga na komercijalni uspjeh luksuznih hotela?

## 1. INTRODUCTION

Luxury hotels are the primary providers of services, lodging, and amenities in the ever-changing hospitality sector environment. Their success depends not only on the visible components of excellent facilities and services, but also on the intangible factors of service quality. The involvement of hotel staff, who function as the establishment's front-line ambassadors, is critical to providing great service. As the hospitality industry grows more competitive, luxury hotels must find ways to attract and retain sophisticated visitors. Exploring the relationship between staff engagement and service quality provides insight into the commercial success of luxury hotels in this setting. Understanding their complicated interaction is crucial for luxury hotels eager to thrive and survive in the world where consumer expectations are always shifting.

The relevance of staff engagement and service quality on company performance creates a vacuum in the existing literature about their interconnectedness in luxury hotels. While many studies have looked at these characteristics separately, few have explored the complex dynamics that connect staff engagement, exceptional service delivery, and the resultant influence on luxury hotel company success. This study aims to close this gap by investigating relationships and shedding light on the possibilities that might push luxury hotels to long-term success. It provides useful insights into hospitality management, organizational behaviour, and commercial success.

Research questions:

1. What is the relationship between the quality of service and employee engagement in luxury hotels?
2. How does employee engagement affect the commercial success of luxury hotels?
3. How does service quality affect the commercial success of luxury hotels?

Ovo istraživanje nosi implikacije za mnoge raznovrsne dionike u ugostiteljskom poslovanju. Rezultati će hotelskim menadžerima i djelatnicima ponuditi konkretne uvide u načine unapređenja angažiranja osoblja, kvalitete usluga i uspješnosti kompanije. U znanstvenom smislu, studija doprinosi literaturi obradom glavnog jaza u znanju i postavljanjem temelja za buduća istraživanja ove sve popularnije teme za menadžment u ugostiteljstvu. Istraživanje je usredotočeno na mali broj luksuznih hotela u geografski malom području, što je ograničilo mogućnosti poopćavanja rezultata.

## 2. PREGLED LITERATURE

Okosnica ovog istraživanja se temelji na detaljnom ispitivanju postojeće literature o temama menadžmenta osoblja i kvalitete usluga u luksuznim hotelima. U ovom odlomku ponudit će se sinteza relevantnih teorija, modela, i empirijskih istraživanja kako bi se stvorio teorijski okvir za razumijevanje međudjelovanja između ovih glavnih čimbenika.

Angažman zaposlenika je multidimenzionalan pojam koji obuhvaća zaposlenikovo emotivno, kognitivno i bihevioralno zalaganje za svoju kompaniju. U hotelijerstvu, gdje je ključna kvaliteta usluge, angažirano osoblje omogućuje nezaboravne doživljaje posjetitelja. Postoji nekoliko modela angažiranosti, poput onih Gallupa Q12 i Kahna, kojima se proučavaju elementi i uzroci angažmana zaposlenika.

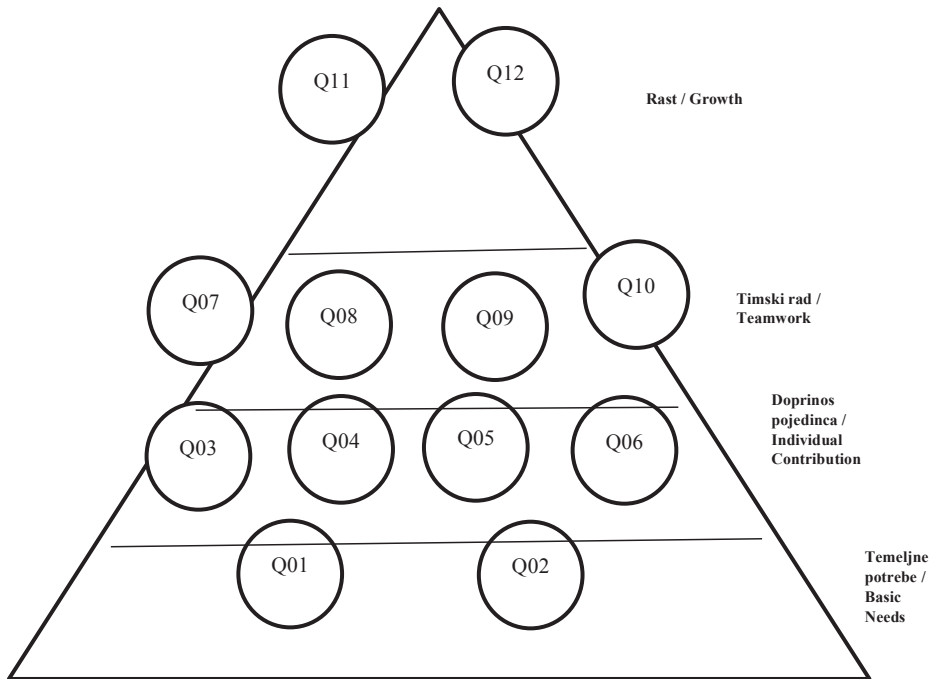
This study has implications for a variety of stakeholders in the hotel business. The findings can provide luxury hotel managers and practitioners with concrete insights to improve staff engagement methods, service quality, and company success. Academically, this study contributes to the literature by addressing a major knowledge gap and laying the groundwork for future research in the rapidly developing subject of hospitality management. The study was concentrated on a small number of premium hotels in a narrow geographic location, restricting the generalizability of the findings.

## 2. LITERATURE REVIEW

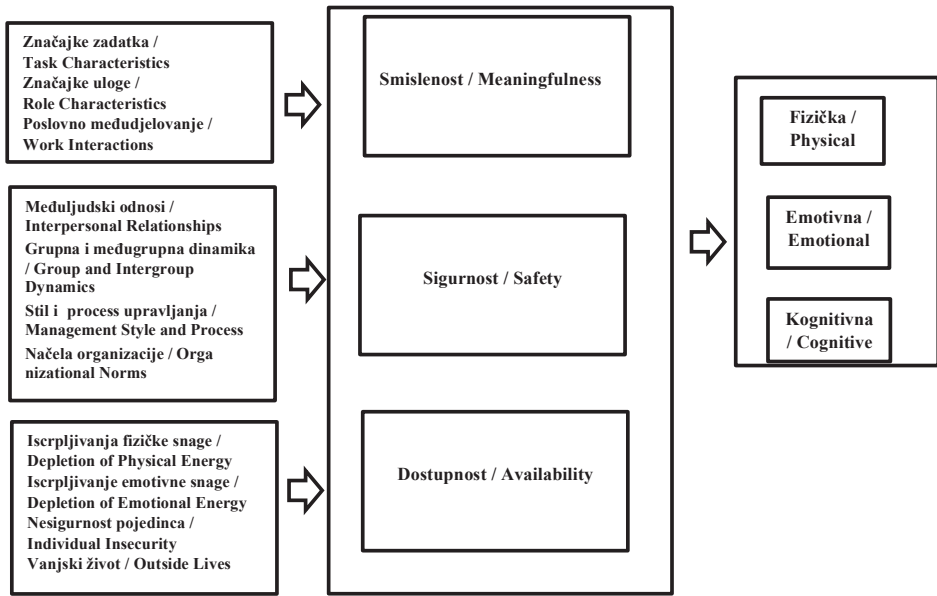
The cornerstone of this research is a detailed examination of the existing literature on staff engagement and service quality in luxury hotels. This section will synthesise pertinent theories, models, and empirical investigations to create a theoretical framework for understanding the interactions between these crucial factors.

Employee engagement is a multidimensional notion that includes an employee's emotional, cognitive, and behavioural commitment to their company. In the hotel sector, where service quality is critical, engaged staff help to create memorable visitor experiences. Several engagement models, such as those by Gallup Q12 and Kahn, give frameworks for studying the components and causes of employee engagement.

*Slika 1: Gallupov Model angažiranosti zaposlenika / Figure 1: Gallup's Employee Engagement Model*



*Slika 2: Kahnov Model angažiranosti zaposlenika iz 1990 / Figure 2: Kahn's 1990 Model of Employee-Engagement*



Studije su pokazale učinak angažiranih zaposlenika na zadovoljstvo i uspjeh organizacije u ugostiteljstvu (Kumar, 2017). Uspjeh sektora luksuznih hotela uvelike ovisi o kvaliteti usluga budući da posjetitelji imaju visoka očekivanja savršenosti. Model SERVQUAL (Parasuraman *et al.*, 1985) precizira glavne kvalitete usluga poput pouzdanosti, brze reakcije, sigurnosti, razumijevanja situacije, opipljivosti. Luksuzni hoteli se razlikuju po iznimnosti svojih usluga, individualiziranoj pozornosti i jedinstvenim doživljajima koji se pamte. Pillai *et al.* (2024) tvrde da kvaliteta usluga u velikoj mjeri ima veliki utjecaj na klijente u vrhunskom ugostiteljstvu.

Karim *et al.* (2024) tvrde da kompanije koje imaju više razine zadovoljstva klijenata izazivaju konkurenciju s obzirom na to da zadovoljstvo klijenata postaje sve relevantnije u njihovom diferenciranju. Kvaliteta usluga je razlika između potreba klijenata i kvalitete pružene usluge. Kod ocjenjivanja kvalitete usluga i mjerenja ukupnog zadovoljstva klijenata potrebno je evaluirati ukupne poslovne rezultate svih jedinica unutar sustava (Goyal i Kar, 2019). Na primjer, neadekvatna kvaliteta telekomunikacijske mreže može prouzročiti negativne stavove prema kompanijama za mobilnu telefoniju, što opet dovodi do rasta žalbi na njihove usluge. Loše mrežne usluge mogu prouzročiti nezadovoljstvo kod korisnika mobilnih telefona pa neki mogu potražiti alternativne pružatelje usluga. Stoga, održavanje visoke kvalitete mreže je najvažnije za mobilne operatere koji žele zadržati zadovoljne klijente i smanjiti reklamacije.

Ukupni rezultati poslovanja su konkretan indikator koji mjeri cjelokupno zdravlje i uspješnost. Mnogi elementi utječu na ekonomski uspjeh poslovanja u hotelijerstvu, a to mogu biti stvaranje prihoda, upravljanje troškovima i lojalnost klijenata. Mnoge studije, poput one autora Ali *et al.* (2021) istraživale su implikacije zahtjeva klijenata za zadovoljstvom i kvalitetom usluga u hotelima te su naglasile izravnu poveznicu iz-

Studies by Kumar (2017) have demonstrated the effect of engaged employees on satisfaction and organizational success in the hospitality industry. The success of the luxury hotel sector is heavily dependent on service quality, as visitors have lofty expectations of perfection. The SERVQUAL design, developed by Parasuraman *et al.* (1985) specifies critical service qualities such as dependability, responsiveness, assurance, empathy, and tangibility. Luxury hotels distinguish themselves by delivering exceptional service, individualized attention, and unique and memorable experiences. Pillai *et al.* (2024) found that service quality has a substantial influence on clients in the premium hospitality industry.

According to Karim *et al.* (2024), companies with high customer satisfaction levels are challenging their competition as customer happiness becomes increasingly important in differentiating themselves. Service quality is the difference between customer needs and service company performance. One must evaluate the network's whole business performance when assessing service quality and gauging overall customer contentment (Goyal and Kar, 2019). For example inadequate network quality can cause customer unhappiness with mobile phone carriers, leading to an increase in complaints against them. Poor network services can cause dissatisfaction among mobile phone users, leading some to seek alternatives. As a result, maintaining high network quality is critical for mobile carriers to sustain customer happiness and reduce complaints.

Overall business performance is a concrete indicator that measures an organization's overall health and success. Many elements impact economic business performance in the hotel sector, such as revenue creation, cost management, and client loyalty. Numerous studies, like Ali *et al.* (2021), have investigated the implications of customer satisfaction demands and service quality in hotels, stressing the direct link between pleasant guest experiences and success. Serra-Cantallops *et al.*

među pozitivnih iskustava gostiju i uspjeha. Serra-Cantalops *et al.* (2020) pokazali su da kvaliteta usluga igra važnu funkciju s tim u vezi. Postoji nedostatak razumijevanja o tomu kako se ove dinamike odvijaju u posebnim ambijentima luksuznih hotela. Ova studija pruža mogućnosti za razvoj osnovanih teorija i empirijskih podataka, a predloženi okvir omogućava sustavne temelje za provođenje empirijskih istraživanja i nudi korisne uvide u područje menadžmenta u ugostiteljstvu.

Angažiranost zaposlenika je bitno u konceptualnom okviru, koji se opisuje kao emotivna, kognitivna i bihavioralna predanost firmi (Kahn, 1990). U luksuznom hotelijerstvu, gdje je pružanje vrhunske usluge kritično, angažirani radnici su motivirajuća snaga koja potiče stvaranje nezaboravnih doživljaja klijenata. Prema Gallupovom modelu Q12 i Kahnovom modelu angažiranosti, taj okvir tvrdi da angažirani zaposlenici pozitivno doprinose izvanrednoj usluzi te tako uspostavljaju prve veze u namjeravanom umrežavanju. Prema konceptualnom okviru, veći angažman zaposlenika ima izravan utjecaj na parametre kvalitete usluga. Singh i Sihag (2023) tvrde da će zaposlenici koji su angažirani i motivirani zbog svoje predanosti poslu vjerojatnije pokrenuti inicijativu za poboljšanje pouzdanosti, brze reakcije i opće kvalitete pružanja usluga. Prema drugim autorima koji su proučavali uspjeh uslužnih djelatnosti (Aftab *et al.*, 2022), konceptualni okvir može poslužiti kao poveznica između angažmana osoblja i ukupnih rezultata kompanije u luksuznim hotelima. Ideja je da angažirano osoblje doprinosi većoj kvaliteti usluga, što poboljšava zadovoljstvo posjetitelja, lojalnost i ukupan uspjeh poslovanja.

To je u skladu je s navodima Aburayya *et al.* (2020) te se sugerira da je kvaliteta usluga važna za odnos između zaposlenika i klijenata. Prema konceptualnom okviru percipirana kvaliteta usluga ima izravan utjecaj na zadovoljstvo i lojalnost posjetitelja (Hein, 2024). Gosti koji dobiju izvanredne usluge vjerojat-

(2020) showed that service quality plays an important moderating function in this connection. There is a lack of understanding of how these dynamics play out in the specific setting of luxury hotels. This study allows for the development of the established theories and empirical data and this framework provides a systematic foundation for guiding empirical research and giving useful insights to the field of hospitality management.

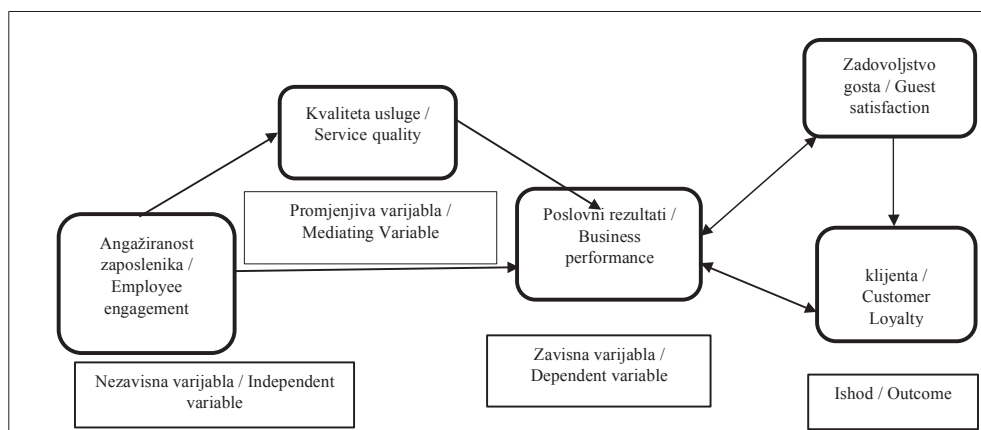
Employee engagement is important to the conceptual framework, described as employees' emotional, cognitive, and behavioural commitment to their firm (Kahn, 1990). In the luxury hotel industry, where providing outstanding service is critical, engaged workers are the driving force behind generating unforgettable client experiences. Following the Gallup Q12 model and Kahn's engagement model, the framework suggests that the engaged employees contribute positively to providing exceptional service and establishing the first link in the intended network. The conceptual framework argues that increased employee engagement has a direct impact on service quality parameters. As per Singh and Sihag (2023), employees that are engaged and driven by their commitment to the business are more likely to demonstrate actions that improve the reliability, responsiveness, and overall quality of service delivery. Building on the service business's success (Aftab *et al.*, 2022), the conceptual framework provides quality of service as a link between staff engagement and overall company performance in luxury hotels. The concept is that engaged staff contribute to higher service quality, which improves visitor pleasure, loyalty, and overall business performance.

This idea is consistent with the setting of Aburayya *et al.* (2020) and suggests that quality of service is an important relationship between employees and customers. The conceptual framework suggests that perceived service quality has a direct influence on visitor pleasure and loyalty by Hein (2024). Guests who get outstanding service are more

nije će izraziti zadovoljstvo o svom boravku i razviti osjećaj lojalnosti prema tom luksuznom hotelu. Okvir se zasniva na poznatim modelima zadovoljstva i lojalnosti potrošača u literaturi o ugostiteljstvu (Pillai *et al.*, 2024) u kojoj se naglašava važnost kvalitete usluga za poticanje ugodnih iskustava posjetitelja i njihove posljedične lojalnosti. Konceptualni okvir daje poslovne rezultate koji se odražavaju na ukupan uspjeh i održivost luksuznih hotela (Rane *et al.*, 2023). Zadovoljstvo i lojalnost gosta kao posljedica kvalitete usluga imaju cilj polučiti veći prihod, povratak gostiju i povoljan marketing usmenom predajom (Rahayu, 2018).

likely to express happiness with their stay and create a sense of loyalty to the luxury hotel. The framework is based on known customer satisfaction and loyalty models in the hospitality literature Pillai *et al.* (2024) which reinforces the importance of service quality in driving pleasant visitor experiences and consequent loyalty. The conceptual framework yields business performance that reflects the total success and sustainability of luxury hotels (Rane *et al.*, 2023). Guest satisfaction and loyalty, as impacted by service quality, are intended to result in greater revenue, repeat business, and favourable word-of-mouth marketing (Rahayu, 2018).

**Slika 3: Konceptualni SEM model / Figure 3: Conceptual SEM model**



#### Hipoteze:

H1: Angažiranost zaposlenika (nezavisna varijabla) pozitivno i izravno utječe na kvalitetu usluga (posredničku varijablu) u luksuznim hotelima.

H2: Kvaliteta usluga usko je povezana s angažmanom zaposlenika i rezultatima poslovanja (zavisna varijabla) u luksuznim hotelima.

H3: Kvaliteta usluga pozitivno utječe na poslovne rezultate.

H4: Poslovni rezultati pozitivno utječu na zadovoljstvo potrošača.

#### Hypotheses:

H1: Employee engagement (Independent variable) positively and directly impacts service quality (mediating variable) in luxury hotels.

H2: Quality of services mediates the relationship between employee engagement and business performance (dependent variable) in luxury hotels.

H3: Service quality affects positively business performance.

H4: Business performance affects positively customer satisfaction.

H5: Poslovni rezultati pozitivno utječu na lojalnost potrošača.

Konceptualni okvir ove studije daje potpunu i integriranu sliku poveznica između angažiranosti, kvalitete usluga i komercijalnog uspjeha u luksuznim hotelima te se postavljaju temelji za empirijsko testiranje i utvrđuje sustavna metoda za analiziranje dinamike djelatnosti luksuznih hotela. U sljedećem praktičnom dijelu pokušat će se validirati i razviti spomenuti konceptualni okvir putem pažljive analize i interpretacije prikupljenih podataka.

### 3. METODOLOGIJA

U studiji su se koristili kvantitativni alati za postizanje potpunog razumijevanja složenih međusobnih odnosa i utjecaja koji se razmatraju. To omogućava trijangulaciju kojom se povećava valjanost i temeljitost uz iskorištavanje prednosti statističke analize (Turner *et al.*, 2016b). Trijangulacija povećava sveukupnu vjerodostojnost i pouzdanost zahvaljujući potpunijem razumijevanju fenomena koji se proučavaju. Za prikupljanje podataka korišten je instrument kvantitativne analize (Churchill i Iacobucci, 2006), a za istraživanje je upotrijebljena opisna metoda poprečnog presjeka. Ispitanici uključeni u istraživanje bili su klijenti i zaposlenici odabranih hotela u kategoriji pet zvjezdica u južnoj Indiji između siječnja i svibnja 2024. godine. Tehnika uzorkovanja odabrana za analizu podataka bila je neprobabilističko namjerno uzorkovanje uz strukturirani intervju kao istraživački alat. Spomenuti ključni konstrukti su mjereni na Likertovoj ljestvici od 1 (čvrsto se ne slažem) do 5 (čvrsto se slažem). Ukupno 500 odgovora prikupljeno je izravno preko platforme Google Docs od potencijalnih gostiju i zaposlenika hotela s pet zvjezdica u južnoj Indiji.

Nakon provjere podataka, ostalo je 320 valjanih odgovora za daljnju analizu ispitivanja za mjerenje posredničkog utjecaja mode-

H5: Business performance positively affects customer loyalty.

The conceptual framework offered in this part offers a complete and integrated view of the linkages between engagement, service quality, and commercial success in luxury hotels. It lays the groundwork for empirical testing and provides a systematic method to analysing the dynamics of premium hotel activities. The next practical portion will attempt to validate and develop the conceptual framework by careful analysis and interpretation of the collected data.

### 3. METHODOLOGY

The study used quantitative tools to get a full understanding of the complex interactions under consideration. This approach allows for triangulation, which increases the study's validity and depth by harnessing the strengths of quantitative statistical analysis (Turner *et al.*, 2016b). Triangulation improves the study's overall credibility and dependability by offering a more complete grasp of the phenomena under investigation. Quantitative Survey instrument was deployed for data collection (Churchill and Iacobucci, 2006). Research type used was Descriptive research (Cross-sectional). The population for the research were customers and employees of the selected five-star hotels in South India. Time frame for data collection was from January to May 2024. The sampling type used for the data analysis was Non-Probability Purposive Sampling and a Structured Questionnaire as the research tool. The key constructs were measured using Five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A total of 500 responses were collected from the potential customers and employees of five-star hotels in South India directly and via Google Docs.

After data screening, 320 valid responses were observed and included in the study using the mediating impact of SERVQUAL

la SERVQUAL. U toj analizi koristile su se sljedeće dimenzije: opipljivost, pouzdanost, brza reakcija, sigurnost i empatija.

### Kvantitativna analiza

Kvantitativna faza uključuje provođenje anketa kako bi se prikupili numerički podaci o angažmanu zaposlenika, kvaliteti usluga i poslovnom uspjehu. Postupak prikupljanja podataka odnosio se na slanje elektroničke ankete određenim sudionicima (klijentima i zaposlenicima). Sudionici su dobili limitirano vrijeme za ispunjavanje anketa i podsjetnike kako bi se povećala stopa odaziva. Anketa je sadržavala pitanja na temu demografije, angažiranosti osoblja, percepcije o kvaliteti usluga te parametrima uspješnosti kompanije. U hotelijerstvu se široko koriste mjerenja prema testovima Gallup Q12 za angažiranost zaposlenika, SERVQUAL za kvalitetu usluga i poslovne rezultate. S obzirom na demografsku sliku ciljanih ispitanika ona uključuje klijente i zaposlenike na svim razinama luksuznih hotela, tj. one koji su u izravnom kontaktu s gostima, menadžere i direktore. Kako bi se osiguralo sudjelovanje članova različitih organizacijskih razina korišten je postupak stratificiranog slučajnog uzorka. Ankete su provedene elektronski za lakši pristup i brzinu prikupljanja podataka, a odgovori i mišljenja ispitanika gradirani su na Likertovoj ljestvici od 1 do 5 („čvrsto se ne slažem“, „ne slažem se“, „nemam stav“, „slažem se“ i „čvrsto se slažem“) radi kvantitativne analize.

Napravljena je deskriptivna statistika i provedena analiza. Za testiranje hipoteza i određivanje snage i pravca poveznica među varijablama korištena je inferencijalna statistika. Kako bi se dobile povratne informacije o angažmanu osoblja, provedeni su dubinski intervjui s ključnim dionicima poput menadžera hotela, direktora i gostiju. Sudionici među zaposlenicima su izabrani namjernim uzorkovanjem, a polustrukturirani intervjui su provedeni tako da omogućuje fleksibilnost i istraže nove teme.

measures. The dimensions that were used in the analysis are tangibility, reliability, responsiveness, assurance, and empathy.

### Quantitative Analysis

The quantitative phase involves conducting surveys to gather numerical data on employee engagement, service quality, and business success. The collecting process included disseminating the electronic survey to the specified participants (customers and employees). Participants were given a specific time to finish the survey, and reminders were provided to increase response rates. The poll includes questions on demographics, staff engagement, service quality perceptions, and company performance metrics. The Gallup Q12 for employee engagement, SERVQUAL for service quality, and business performance measures are all widely utilized in the hotel industry. Customers and employees at all levels of luxury hotels, including front-line staff, managers, and executives, make up the target demographic. A stratified random sample procedure was used to assure participation from various organizational levels. The survey was done electronically to improve accessibility and speed up data gathering. Respondents' opinions and sentiments were captured using 5-point Likert scales ranging from "Strongly disagree," "Disagree," "Neutral," "Agree," and "Strongly Agree," allowing for quantitative analysis.

Descriptive statistics were created and analysed. Inferential statistics, such as correlation and regression analysis, were used to test the hypotheses and determine the strength and direction of links between variables. To receive a set of feedback regarding the employee engagement, in-depth interviews with the key stakeholders, including hotel managers, executives, and guests were conducted. Purposive sampling was employed to select the employee participants and semi-structured interviews were led, allowing for flexibility, and exploring emergent themes.

4. REZULTATI I RASPRAVA

Deskriptivna statistika

Prema podacima dobivenim deskriptivnom statistikom na uzorku od 350 ispitanika analizirano je osam čimbenika i pet hotela s pet zvjezdica u južnoj Indiji. Ova statistika je uključila i mjere centralne tendencije poput srednje vrijednosti, varijancu, i standardnu devijaciju.

Tablica 1: Podaci prikupljeni u luksuznim hotelima u južnoj Indiji

| Naziv hotela          | Grad          | Broj sudionika |
|-----------------------|---------------|----------------|
| Discovery Houseboat   | Kerala        | 65             |
| Kumarakom Lake Resort | Kumarakom     | 58             |
| La Villa              | Puducherry    | 30             |
| Marari Beach Resort   | Mararikulam   | 50             |
| Rajakkad Estate       | Dindigul      | 15             |
| Taj Connemara         | Chennai       | 60             |
| Taj Fisherman's Cove  | Mahabalipuram | 72             |

Napravljena je analiza svih prikupljenih podataka. Među sudionicima je bilo 25 direktora, 70 menadžera hotela, 88 izvršnih i 167 gostiju od kojih su 252 ili 72% muškarci i 98 ili 28% žene. S obzirom na dobne skupine 38% ispitanika bilo je iz grupe od 25 do 45 godina starosti, 47% od 46 do 66 godina starosti, 15% od 67 godina na više. Prema stupnju obrazovanja svi ispitanici su bili podijeljeni u skupine: visoka ili sveučilišna naobrazba, srednja škola, osnovna škola i bez škole pa je tako 133 ili 38% ispitanika imalo magisterij, 70 ili 20% bilo prvostupnika, 52 ili 14,85% završilo srednjoškolsko obrazovanje, 56 ili 16% ih je imalo završenu osnovnu školu, a 39 ili 11,14% ih je izjavilo da nemaju formalno obrazovanje

4. RESULTS AND DISCUSSION

Descriptive Statistics

The given data include descriptive statistics for a sample of 350 respondents across eight factors and several five-star hotels in Southern India. These statistics include measures of central tendency such as the mean, variance, and standard deviation.

Table 1: Data collected from the luxury hotels in South India

| Hotel Names           | City          | Number of participants |
|-----------------------|---------------|------------------------|
| Discovery Houseboat   | Kerala        | 65                     |
| Kumarakom Lake Resort | Kumarakom     | 58                     |
| La Villa              | Puducherry    | 30                     |
| Marari Beach Resort   | Mararikulam   | 50                     |
| Rajakkad Estate       | Dindigul      | 15                     |
| Taj Connemara         | Chennai       | 60                     |
| Taj Fisherman's Cove  | Mahabalipuram | 72                     |

From the data collected, the analysis was done. There were 25 shareholders, 70 hotel managers, 88 executives and 167 guests as our participants. There were 252 males and 98 females, making up 72% and 28% of the total, respectively. Regarding their ages 38% of the respondents were between 25 and 45, 47% were between 46 and 66, and 15% were 67 and above. As for the degree of education, the respondents were categorized into the following groups: tertiary or college/university, secondary, primary, and non-schooling. Thus, 133 or 38% had Master's degrees, 70 or 20% had under-graduate degrees, 52 or 14.85% completed secondary education, 56 or 16% were considered elementary school graduates, and 39 or 11.14% reported no education.

S obzirom na prihode, 47% ispitanika je mjesečno zarađivalo \$12000 i više, zarada 33% njih je bila između \$6000 i \$12000, a 20% imalo je prihode manje od \$6000 mjesečno. U pogledu bračnog stanja, 12% nije dalo nikakvu informaciju, 47% je bilo ožejeno, 11% je bilo razvedeno, 20% je bilo neudatih/neoženjenih, a 10% je bilo udovica/udovaca.

Čak je 168 ili 48% ispitanika posjetilo hotele zbog poslovnih razloga, 126 ili 36% ih je došlo zbog zabave, a 56 ili 16% je kombiniralo posao i zabavu. S obzirom na porijeklo 80% ispitanika potječe iz Indije, a 20% je bilo međunarodnih gostiju.

### Korelacija

Angažman ( $r = 0,261$ ) – Korelacija između angažmana osoblja i poslovnog uspjeha pokazala se umjereno pozitivnom te tako jasno ukazuje na povoljan odnos između te dvije varijable. Više razine angažmana u kontekstu organizacije upućuju na veliku predanost i angažiranost te potiču razvoj okoline koja vodi k unaprijeđenju usluga i poslovnih rezultata. Ova korelacija naglašava važnost poticanja angažiranosti osoblja i gostiju kao strateškog pristupa za organizacije koje žele ojačati svoje ukupne uslužne djelatnosti.

Sigurnost ( $r = 0,148$ ) – Nasuprot tomu, korelacija između sigurnosti i poslovnih rezultata je slabo pozitivna, tj. povezanost je niskog intenziteta, ali ipak vrijedna pažnje. Ovime se implicira da više razine sigurnosti s obzirom na pouzdanje i povjerenje potrošača, mogu predviđati bolje rezultate u pružanju usluga. Organizacije mogu shvatiti ovu korelaciju kao znak da sigurnost njihovih uslužnih interakcija igra važnu ulogu u utjecanju na sveukupne poslovne rezultate.

Brze reakcije ( $r = 0,174$ ) – Korelacija brzih reakcija i poslovnog uspjeha je slabo pozitivna, što znači da je poveznica između te dvije varijable labava. Time se sugerira da organizacije koje naglašavaju brze reakcije

There were 47% respondents whose monthly incomes was \$12000 and above, 33% with \$6000 - \$12000 monthly income and 20% with less than \$6000 monthly income. Concerning marital status, 12% did not supply any information; 47% were married, 11% were divorced, 20% were single, and 10% were widows.

As many as 168 respondents (48%) visited the hotels for business purposes, 126 (36%) visited for leisure purpose and 56 (16%) them combined business with leisure ("bleisure"). With regard to nationality, 80% participants were from India while 20% were international visitors.

### Correlation

Engagement ( $r = 0.261$ ) – The correlation between engagement and business performance emerges as moderately positive, indicating a discernible and favourable relationship between the two variables. Higher levels of engagement within an organizational context are suggestive of increased commitment and involvement, fostering an environment conducive to improved service and business performance. This underscores the importance of cultivating engaged employees and customers as a strategic approach with organizations aiming to enhance their overall service delivery.

Assurance ( $r = 0.148$ ) – The correlation between assurance and business performance is weakly positive, signifying a milder yet still noteworthy association. This suggests that higher levels of assurance about the confidence and trust instilled in customers, may predict improved service business performance. Organizations can interpret this correlation as an indication that the assurance of their service interactions plays a key role in the overall business performance.

Responsiveness ( $r = 0.174$ ) – The correlation between responsiveness and business performance is weakly positive, implying a mild association between the two variables.

svojih uslužnih interakcija mogu očekivati samo djelomično povoljne rezultate svog uslužnog poslovanja. Pravovremena i učinkovita reakcija na potrebe i probleme potrošača doprinose pozitivnom doživljaju usluge, što je u skladu s umjerenom korelacijom dobivenom u ovoj analizi.

Pouzdanost ( $r = 0,147$ ) – Korelacija između pouzdanosti i poslovnih rezultata je također slabo pozitivna, što pokazuje labavu povezanost. Više razine pouzdanosti davanja usluga, koje obilježavaju dosljednost i vjerodostojnost, mogu predvidjeti poboljšanje ukupnih poslovnih rezultata. Organizacije koje se bore dostići izvrsnost trebale bi razmisliti o ulozi pouzdanosti u uspješnosti svojih usluga, a time i o umjerenom utjecaju prema dobivenoj korelaciji.

Opipljivost ( $r = 0,067$ ) – Korelacija opipljivosti s poslovnim rezultatima je vrlo slabo pozitivna, što upućuje na skoro zanemarljivu povezanost. Opipljivost, koja predstavlja fizičke ili konkretne aspekte isporuke usluge, nije jak prediktor unaprijeđenih rezultata uslužnog poslovanja. Iako je bitna za određene industrijske grane, ova analiza sugerira da elementi opipljivosti sami po sebi možda nemaju značajan utjecaj na ukupnu kvalitetu rezultata uslužnog poslovanja.

Kvaliteta ( $r = 0,021$ ) – Korelacija između kvalitete i poslovnih rezultata je vrlo slabo pozitivna, što ukazuje na skoro nepostojeću povezanost. U ovom kontekstu, kvaliteta obuhvaća ukupnu izvrsnost i superiornost pružanja usluga. Zanimljivo je da je analiza pokazala da percipirana kvaliteta usluga možda ne predviđa bolje rezultate uslužnog poslovanja, što naglašava potrebu organizacija da se detaljnije pozabave složenijim aspektima osim same kvalitete.

Odnos između angažmana i uspjeha kompanije je možda značajan (što su pokazali rezultati regresije), ali to sastavnice modela SERVQUAL (kvaliteta usluge) nisu dovoljno jasno dokazale kao što je vidljivo iz slabih korelacija. Meritum ove analize sažet je u Tablici 2:

This suggests that organizations that emphasize responsiveness in their service interactions may experience slightly improved service business performance. Timely and efficient responses to customer needs and concerns contribute to a positive service experience, aligning with the modest correlation observed in this analysis.

Reliability ( $r = 0.147$ ) – The correlation between reliability and business performance is also weakly positive, indicating a mild association. Higher levels of reliability in service delivery, characterized by consistency and dependability, may predict improved overall business performance. Organizations striving for excellence should consider the role of reliability in the success of their services, albeit with a moderate impact according to the observed correlation.

Tangibility ( $r = 0.067$ ) – Moving to tangibility, the correlation with business performance is very weakly positive, signifying an almost negligible association. Tangibility, representing the physical or concrete aspects of service delivery, does not strongly predict improved service business performance. While essential in certain industries, this analysis suggests that tangible elements alone may not impact significantly the overall quality of service business performance.

Quality ( $r = 0.021$ ) – The correlation between quality and business performance is very weakly positive, indicating an almost non-existent association. Quality, in this context, encompasses the overall excellence and superiority of service provision. Surprisingly, the analysis suggests that the perceived quality of service may not strongly predict improved service business performance, highlighting the need for organizations to delve into more nuanced aspects beyond quality alone.

There may be a significant relationship between engagement and company success (which is supported by the regression findings), but it is not adequately mediated by SERVQUAL (service quality) components, as seen by the weak correlations. The gist of this analysis is summarized in Table 2:

**Tablica 2: Korelacijska analiza**

| <b>Varijable</b>   | <b>Testovi</b>  | <b>Anga-<br/>žman</b> | <b>Sigur-<br/>nost</b> | <b>Brzina<br/>reakcije</b> | <b>Pouzda-<br/>nost</b> | <b>Opiplji-<br/>vost</b> | <b>Rezul-<br/>tati</b> | <b>Kvali-<br/>teta</b> |
|--------------------|-----------------|-----------------------|------------------------|----------------------------|-------------------------|--------------------------|------------------------|------------------------|
| Angažman           | Pearson         |                       |                        |                            |                         |                          |                        |                        |
|                    | Correlation     | 1                     | 0,195                  | 0,070                      | 0,013                   | 0,227                    | 0,261                  | 0,139                  |
|                    | Sig. (2 tailed) |                       | 0,174                  | 0,630                      | 0,929                   | 0,112                    | 0,067                  | 0,337                  |
|                    | N               | 50                    | 50                     | 50                         | 50                      | 50                       | 50                     | 50                     |
| Sigurnost          | Pearson         |                       |                        |                            |                         |                          |                        |                        |
|                    | Correlation     | 0,195                 | 1                      | 0,255                      | 0,267                   | 0,191                    | 0,148                  | 0,238                  |
|                    | Sig. (2 tailed) | 0,174                 |                        | 0,074                      | 0,061                   | 0,184                    | 0,304                  | 0,095                  |
|                    | N               | 50                    | 50                     | 50                         | 50                      | 50                       | 50                     | 50                     |
| Brzina<br>reakcije | Pearson         |                       |                        |                            |                         |                          |                        |                        |
|                    | Correlation     | 0,070                 | 0,255                  | 1                          | 0,149                   | 0,126                    | 0,174                  | 0,246                  |
|                    | Sig. (2 tailed) | 0,630                 | 0,074                  |                            | 0,301                   | 0,385                    | 0,228                  | 0,085                  |
|                    | N               | 50                    | 50                     | 50                         | 50                      | 50                       | 50                     | 50                     |
| Pouzdanost         | Pearson         |                       |                        |                            |                         |                          |                        |                        |
|                    | Correlation     | 0,013                 | 0,267                  | 0,149                      | 1                       | 0,139                    | 0,147                  | 0,107                  |
|                    | Sig. (2 tailed) | 0,929                 | 0,061                  | 0,301                      |                         | 0,355                    | 0,310                  | 0,461                  |
|                    | N               | 50                    | 50                     | 50                         | 50                      | 50                       | 50                     | 50                     |
| Opipljivost        | Pearson         |                       |                        |                            |                         |                          |                        |                        |
|                    | Correlation     | 0,227                 | 0,191                  | 0,126                      | 0,139                   | 1                        | 0,067                  | 0,157                  |
|                    | Sig. (2 tailed) | 0,112                 | 0,184                  | 0,385                      | 0,335                   |                          | 0,646                  | 0,276                  |
|                    | N               | 50                    | 50                     | 50                         | 50                      | 50                       | 50                     | 50                     |
| Rezultati          | Pearson         |                       |                        |                            |                         |                          |                        |                        |
|                    | Correlation     | 0,261                 | 0,148                  | 0,174                      | 0,147                   | 0,067                    | 1                      | 0,021                  |
|                    | Sig. (2 tailed) | 0,067                 | 0,304                  | 0,228                      | 0,310                   | 0,646                    |                        | 0,884                  |
|                    | N               | 50                    | 50                     | 50                         | 50                      | 50                       | 50                     | 50                     |
| Kvaliteta          | Pearson         |                       |                        |                            |                         |                          |                        |                        |
|                    | Correlation     | 0,139                 | 0,238                  | 0,246                      | 0,107                   | 0,157                    | 0,021                  | 1                      |
|                    | Sig. (2 tailed) | 0,337                 | 0,095                  | 0,085                      | 0,461                   | 0,276                    | 0,884                  |                        |
|                    | N               | 350                   | 350                    | 350                        | 350                     | 350                      | 350                    | 350                    |

Table 2: Correlation Analysis

| Variables           | Tests           | Engage-<br>ment | Assur-<br>ance | Respon-<br>siveness | Reli-<br>ability | Tangi-<br>bility | Perfor-<br>mance | Quality |
|---------------------|-----------------|-----------------|----------------|---------------------|------------------|------------------|------------------|---------|
| Engagement          | Pearson         |                 |                |                     |                  |                  |                  |         |
|                     | Correlation     | 1               | .195           | .070                | .013             | .227             | .261             | .139    |
|                     | Sig. (2 tailed) |                 | .174           | .630                | .929             | .112             | .067             | .337    |
|                     | N               | 50              | 50             | 50                  | 50               | 50               | 50               | 50      |
| Assurance           | Pearson         |                 |                |                     |                  |                  |                  |         |
|                     | Correlation     | .195            | 1              | .255                | .267             | .191             | .148             | .238    |
|                     | Sig. (2 tailed) | .174            |                | .074                | .061             | .184             | .304             | .095    |
|                     | N               | 50              | 50             | 50                  | 50               | 50               | 50               | 50      |
| Responsive-<br>ness | Pearson         |                 |                |                     |                  |                  |                  |         |
|                     | Correlation     | .070            | .255           | 1                   | .149             | .126             | .174             | .246    |
|                     | Sig. (2 tailed) | .630            | .074           |                     | .301             | .385             | .228             | .085    |
|                     | N               | 50              | 50             | 50                  | 50               | 50               | 50               | 50      |
| Reliability         | Pearson         |                 |                |                     |                  |                  |                  |         |
|                     | Correlation     | .013            | .267           | .149                | 1                | .139             | .147             | .107    |
|                     | Sig. (2 tailed) | .929            | .061           | .301                |                  | .355             | .310             | .461    |
|                     | N               | 50              | 50             | 50                  | 50               | 50               | 50               | 50      |
| Tangibility         | Pearson         |                 |                |                     |                  |                  |                  |         |
|                     | Correlation     | .227            | .191           | .126                | .139             | 1                | .067             | .157    |
|                     | Sig. (2 tailed) | .112            | .184           | .385                | .335             |                  | .646             | .276    |
|                     | N               | 50              | 50             | 50                  | 50               | 50               | 50               | 50      |
| Performance         | Pearson         |                 |                |                     |                  |                  |                  |         |
|                     | Correlation     | .261            | .148           | .174                | .147             | .067             | 1                | .021    |
|                     | Sig. (2 tailed) | .067            | .304           | .228                | .310             | .646             |                  | .884    |
|                     | N               | 50              | 50             | 50                  | 50               | 50               | 50               | 50      |
| Quality             | Pearson         |                 |                |                     |                  |                  |                  |         |
|                     | Correlation     | .139            | .238           | .246                | .107             | .157             | .021             | 1       |
|                     | Sig. (2 tailed) | .337            | .095           | .085                | .461             | .276             | .884             |         |
|                     | N               | 350             | 350            | 350                 | 350              | 350              | 350              | 350     |

### Regresijska analiza

Na poslovnu uspješnost utječu angažman, sigurnost, brze reakcije, pouzdanost, opipljivost i kvaliteta, kao što je vidljivo iz analize multiple regresije u Tablici 3.

### Regression analysis

Customer business performance is impacted by engagement, assurance, responsiveness, reliability, tangibility, and quality, as seen in the multiple regression analysis below.

**Tablica 3: Regresijska analiza****Koeficijenti**

| Model           | Nestandardizirani koeficijenti |            | Standardizirani koeficijenti | t      | Sig.      |
|-----------------|--------------------------------|------------|------------------------------|--------|-----------|
|                 | B                              | Std. Error | Beta                         |        |           |
| (Konstanta)     |                                |            |                              |        |           |
| Angažman        | 53,602                         | 10,913     |                              | 4,912  | 0,000     |
| Sigurnost       | 0,654                          | 0,346      | 0,288                        | 1,886  | 0,066     |
| Brzina reakcije | 0,005                          | 0,083      | 0,011                        | 0,065  | 0,370,949 |
| Pouzdanost      | 0,815                          | 0,899      | 0,143                        | 0,907  | 0,0503    |
| Opipljivost     | -0,080                         | 0,118      | -0,102                       | -0,676 | 0,373     |
| Kvaliteta       | -0,24                          | 0,098      | -0,038                       | -0,247 | 0,0806    |

a. Zavisna varijabla: Poslovni rezultati

Regresijska jednadžba

Poslovna uspješnost = 53,602 + 0,654 angažman + 0,005 sigurnost + 0,815 brzina reakcije – 0,08 pouzdanost + 0,324 opipljivost – 0,024 kvaliteta

**Table 3: Regression Analysis****Coefficients**

| Model          | Unstandardized Coefficients |            | Standardized Coefficients | t     | Sig.     |
|----------------|-----------------------------|------------|---------------------------|-------|----------|
|                | B                           | Std. Error | Beta                      |       |          |
| (Constant)     |                             |            |                           |       |          |
| Engagement     | 53.602                      | 10.913     |                           | 4.912 | .000     |
| Assurance      | .654                        | .346       | .288                      | 1.886 | .066     |
| Responsiveness | .005                        | .083       | .011                      | .065  | .370.949 |
| Reliability    | .815                        | .899       | .143                      | .907  | .0503    |
| Tangibility    | -.080                       | .118       | -.102                     | -.676 | .373     |
| Quality        | -0.24                       | .098       | -.038                     | -.247 | .0806    |

a. Dependent Variable: Business performance

Regression equation

Business performance=53.602 + 0.654 engagement + 0.005 assurance + 0.815 responsiveness - 0.08 reliability + 0.324 tangibility - 0.024 quality

Razina poslovne uspješnosti je 53,6 jedinica. Ako angažiranost poraste za jedan, poslovna uspješnost se poveća za 0,654, sigurnost za 0,005, brzina reakcije za 0,815, pouzdanost za 0,08, opipljivost za 0,324, i kapital za 0,024 jedinica. Tablica pokazuje da je R na kvadrat, mjere odnosa između poslovnih rezultata klijenta i drugih čimbenika

The business performance level is 53.6 units. If engagement increases by one, business performance increases by 0.654, assurance by 0.005, responsiveness by 0.815, reliability by 0.08, tangibility by 0.324, and equity by 0.024 units. The table tells us that R squared, a measure of the relationship between customer business performance and

0,712, što ukazuje na pozitivnu povezanost. Kvaliteta usluga prilagođena za konstrukte pouzdanosti i sigurnosti vidljiva je na regresijskom modelu.

## 5. RASPRAVA

Presudni elementi u svakoj organizaciji su angažman zaposlenika i kvaliteta usluga, jer se po njima određuju tržišna pozicija i poslovni rezultati. Gore izneseni podaci pokazuju da na zadovoljstvo klijenta utječu razni čimbenici i da su svi povezani. Kompanija mora vrednovati angažman, sigurnost, brzinu reakcije, opipljivost i sveukupnu izvrsnost usluga. Regresijska analiza pokazuje da svi parametri utječu na rezultate luksuznih hotela u vezi osiguravanja telekomunikacijskih veza. Stoga je ocjenjivanje kvalitete usluga ključno za postizanje najboljeg mogućeg doživljaja klijenata.

Ovo istraživanje je u skladu s prethodnima koja također naglašavaju presudnu važnost angažiranog osoblja za isporuku izvrsnih usluga (Ghlichlee i Bayat, 2021) i (Puspitawati i Yuliawan, 2019). Empirijski dokazi potvrđuju i kvantificiraju te odnose u jedinstvenom kontekstu luksuznog ugostiteljstva.

Angažirani djelatnici koje motiviraju posvećenost i entuzijazam ponašat će se tako da se kvaliteta usluga poboljšava (Ho *et al.*, 2009). Rezultati naglašavaju potrebu korištenja tehnika strateškog upravljanja ljudskim resursima kako bi se pojačao angažman zaposlenika. Budući da se luksuzni hoteli žele diferencirati svojim vrhunskim uslugama, održavanje angažmana svih zaposlenika je presudno u doseganju toga cilja (Chen i Peng, 2019).

Rezultati ove studije empirijski dokazuju posredničku funkciju kvalitete usluga u poveznici između angažmana zaposlenika i korporativnih rezultata. Ovaj zaključak je u skladu s lancem kvalitete usluga (Oakland i Oakland, 1998) i naglašava međusobnu povezanost zadovoljstva osoblja, zadovolj-

other factors, is 0.712, indicating a positive connection. The service quality moderated by reliability and assurance constructs as can be seen from the regression model.

## 5. DISCUSSION

Employee engagement and service quality are critical components of every organization as they assist a company determine its market position and business performance. The data presented above demonstrates that a variety of factors impact client business performance and that they are linked. The company must evaluate involvement, assurance, responsiveness, dependability, tangibility, and overall service excellence. The regression study demonstrates that all the parameters influence the performance of luxury hotels in terms of network service. Therefore, assessing service quality is crucial to ensuring that clients have the greatest possible experience.

This research resonates with prior literature, stressing the critical importance of engaged staff in delivering exceptional service (Ghlichlee and Bayat, 2021) and (Puspitawati and Yuliawan, 2019). The empirical evidence substantiates and quantifies this relationship within the unique context of luxury hospitality.

Engaged personnel, motivated by dedication and enthusiasm, will display behaviours that improve service quality (Ho *et al.*, 2009). The findings highlight the necessity of strategic human resource management techniques for increasing employee engagement. As luxury hotels want to differentiate themselves via great service, maintaining an engaged workforce is critical to attaining that aim (Chen and Peng, 2019).

The study's findings empirically support the mediating function of service quality in the link between employee engagement and corporate performance. This conclusion is consistent with the service-quality chain

stva korisnika i cjelokupnog uspjeha. Put luksuznih hotela od angažiranog osoblja do izvrsne kvalitete usluga ključan je za velika ostvarenja (Kusuma, 2021). Ovo ima praktičnu primjenu za menadžere luksuznih hotela te implicira da ulaganje u programe za osposobljavanje osoblja ima neposredan utjecaj na kvalitetu usluga i izravno pokreće korporativni uspjeh (Riyanto *et al.*, 2021). Luksuzni hoteli koji prioritiziraju izvrsnost usluga mogu proizvesti lančanu reakciju koja se ogleda u zadovoljstvu gosta, lojalnosti i uspješnosti (Sadhale, 2023).

U intervjuima su otkriveni elementi oblikovanja veza koje se istražuju i pokazalo se da je organizacijska kultura glavni pokretač motivacije koja povoljnom i podržavajućom kulturom unaprjeđuje angažman zaposlenika i kvalitetu usluga (Tran, 2023). Također je naglašen značaj stilova vodstva, posebice transformacijskog vodstva, kao katalizator povećanog angažmana zaposlenika pa posljedično i većih očekivanja kvalitete usluga (Decuypere i Schaufeli, 2019).

Ovi rezultati daju detaljne informacije o konetkstualnim aspektima koji utječu na međusobne odnose u luksuznim hotelima. Značaj integracije korporacijske kulture i stilova vodstva uz posebne potrebe industrije luksuznih hotela tako postaje jasnijim. Od menadžera se očekuje njegovanje klime poticajne za angažman osoblja koja se smatra strateški bitnom za osiguranje izvanrednih usluga (Taneja *et al.*, 2015).

Prethodne su studije provedene u raznim hotelima i analizirale su svaku od individualnih varijabli. Međutim, ovo istraživanje je obuhvatilo hotele s pet zvjezdica u južnoj Indiji koji nisu prije bili proučavani pa kompilacija varijabli daje iscrpan uvid, što ovu studiju čini novom i jedinstvenom.

(Oakland & Oakland, 1998), highlighting the interconnection of staff happiness, customer satisfaction, and overall success. Luxury hotels' route from engaged staff to exceptional service quality is key to great outcomes (Kusuma, 2021). This idea has practical applications for luxury hotel management. It implies that expenditures in employee engagement training programs have a direct impact on service quality and initiate a chain reaction that improves corporate success (Riyanto *et al.*, 2021). Luxury hotels that prioritize service excellence may produce a ripple effect that reflects guest pleasure, loyalty, and success (Sadhale, 2023).

Interviews revealed the moderating elements that shape the connections under inquiry. Organizational culture emerged as a key driver, with a favourable and supportive culture improving employee engagement and service quality. (Tran, 2023). The significance of leadership styles, particularly transformational leadership, was also highlighted as a catalyst for increasing staff engagement and, as a result, raising service quality expectations (Decuypere and Schaufeli, 2019).

These results provide a detailed knowledge of the contextual aspects that influence interactions in luxury hotels. The significance of integrating corporate culture and leadership styles with the specific needs of the luxury hotel industry becomes clear. Managers are expected to foster an environment that encourages and fosters employee engagement, viewing it as a strategic essential for providing outstanding service (Taneja *et al.*, 2015).

The previous studies were carried out in different hotels and analysed each of the individual variables. However, this investigation encompassed the five-star hotels in South India that had not been studied before and the compilation of the variables to provide an in-depth insight, which makes the present study novel and unique.

## 6. ZAKLJUČAK

Namjera ovog istraživanja bila je proučiti višeznačne odnose između angažmana zaposlenika i kvalitete usluga na uspješnost kompanije u luksuznim hotelima. Provedena je detaljna evaluacija literature, izrađen je potpun konceptualni okvir i primijenjena je metodologija kvantitativnog istraživanja. Analiza podataka je pokazala različite rezultate o razmatranim odnosima. U kvantitativnom dijelu su rezultati ankete djelatnika u luksuznim hotelima na različitim razinama dali mjerljive dokaze povoljnog odnosa između angažmana zaposlenika i percipirane kvalitete usluga. Nadalje, statističke analize su potvrdile da kvaliteta usluga ima posredničku funkciju u određivanju poslovnih rezultata.

Opširni intervjui s glavnim dioničarima, menadžerima i direktorima rezultirali su slojevitim informacijama o kontekstualnim čimbenicima koji oblikuju angažman zaposlenika, ostvarivanje kvalitete usluga i ishode. Podaci su upotpunili i obogatili kvantitativne rezultate te otkrili utjecaj složenosti organizacijske kulture, stilova vodstva i konkurencije u toj djelatnosti. Ukratko, angažman zaposlenika jako utječe na sveukupne poslovne rezultate određenih luksuznih hotela. Moguće je da postoji relevantna veza između angažmana i poslovnih rezultata (to su također naglasili rezultati regresijske analize), iako to, kao što je vidljivo iz slabih korelacija, konstrukti SERVQUAL (kvaliteta usluga) nisu dovoljno otkrili. Kvalitetu usluga su moderirali konstrukti pouzdanosti i osiguranja.

### Praktične implikacije

Rezultati ovog istraživanja imaju praktične implikacije za menadžere luksuznih hotela i stručnjake koji se trude optimizirati poslovne rezultate organizacije. Prvo, najvažnije je njegovati angažman zaposlenika

## 6. CONCLUSION

This study set out to investigate the multifaceted relationships between employee engagement and service quality on company success in luxury hotels. The inquiry was conducted through a thorough evaluation of the literature, the development of a complete conceptual framework, and the implementation of quantitative research methodology. The results of the data analysis gave diverse insights into the relationships under consideration. In the quantitative phase, survey results from workers at various levels of luxury hotels offered quantifiable evidence of a favourable relationship between employee engagement and perceived service quality. Furthermore, statistical investigations confirmed that service quality has a mediating function in determining business performance.

In-depth interviews with key shareholders, managers and executives, offered a nuanced understanding of the contextual factors shaping employee engagement, service quality delivery, and outcomes. The data complemented and enriched the quantitative findings, unravelling the intricacies of organizational culture, leadership styles, and industry competition as influential moderators. In summary, employee engagement has a strong impact on the overall business performance of the selected luxury hotels. There might be a relevant link between engagement business performance (it is also underlined by the regression results), but not well mediated by SERVQUAL (service quality) constructs, as can be seen from the weak correlations. The service quality is moderated by reliability and assurance constructs.

### Practical Implications

The findings of this research carry practical implications for luxury hotel managers and practitioners striving to optimize organizational business performance. Firstly,

kako bi se osigurala vrhunska kvaliteta usluga. Jačanje motivacije zaposlenika, priznanja i stručno usavršavanje može povećati angažman te polučiti viši standard isporuke usluga (Mekoth *et al.*, 2022).

Drugo, identificirana posrednička uloga kvalitete usluga povećava zahtjeve prema luksuznim hotelima na stalno poboljšavanje svojih ponuda usluga. Investiranje u programe osposobljavanja, inovacije u uslugama te inicijative koje stavljaju gosta u centar, mogu izravno utjecati na rezultate poslovanja utjecajem na zadovoljstvo i lojalnost gosta (Elgarhy, 2022).

Treće, studija je iskristalizirala moderirajuće čimbenike, poput organizacijske kulture i stilova vodstva, koji ističu potrebu strateškog usklađivanja zahtjeva internih praksi i vanjskih tržišta. Voditelji hotela moraju njegovati kulturu koja promovira angažman zaposlenika i podržava isporuku izvanrednih usluga uz pretpostavku da su ti elementi međusobno povezani i temeljni preduvjeti uspjeha (Bhowmik *et al.*, 2024).

### **Implikacije za menadžere**

Ovo bi istraživanje moglo ponuditi nove spoznaje vodstvu i stručnjacima u hotelijerstvu. Također bi moglo istaknuti pitanja povezana s provođenjem kvalitete usluga u hotelima s 5 zvjezdica te dati smjernice za prepoznavanje onih obilježja koja povećavaju zadovoljstvo klijenata. Studija osigurava upute za procjenu utjecaja znakova kvalitete usluga na oduševljenje klijenata te pomaže vlasnicima i menadžerima hotela prepoznati ponašanja koja će očarati klijente. Također pomaže odabir kadra i njihov razvoj u cilju poboljšanja angažmana klijenata.

### **Marketinške implikacije**

Studija može pomoći povećati zadržavanje klijenata i postizanje održive konkurentске prednosti operacionalizirajući elemente

fostering employee engagement is critical to ensuring superior service quality. Enhancing employee motivation, recognition, and professional development can increase engagement and an elevated service delivery standard (Mekoth, *et al.*, 2022).

Secondly, the identified mediating role of service quality underscores the imperative for luxury hotels to prioritize and continuously enhance their service offerings. Investment in training programs, service innovations, and guest-centric initiatives can directly impact business performance by influencing guest satisfaction and loyalty (Elgarhy, 2022).

Thirdly, the moderating factors elucidated in the study, such as organizational culture and leadership styles, highlight the need for strategic alignment between internal practices and external market demands. Hotel leaders must cultivate a culture that promotes employee engagement and supports delivering exceptional service, recognizing that these elements are interconnected and fundamental to success (Bhowmik *et al.*, 2024).

### **Managerial Implications**

This research may provide insights for hotel industry leaders and professionals. This also might highlight the issues related to service quality implementation in five-star hotels. It could provide guidelines for identifying dimensions that enhance customer satisfaction. The study provides guideline for assessing the impact of service quality dimensions on customer delight. This study helps hotel owners and managers identify behaviours resulting in delighted customers. It also aids in personnel selection and development for increased customer engagement.

### **Marketing Implications**

The study facilitates increasing customer retention and achieving sustainable competitive advantage, while operationalizing

kvalitete usluga. Upravljačka struktura treba ići dalje od pukog zadovoljavanja želja klijenata i staviti naglasak na užitak kako bi se pojačala lojalnost. Zadržavanje povoljnog imidža marke prikladnim strateškim planovima utječe na dugoročnu profitabilnost i rast uz uspostavu snažne i lojalne baze klijenata. Imidž marke može koristiti kao pretkazivač kvalitete usluge ako klijenti nemaju prethodno iskustvo (Ho *et al.*, 2009).

### Teorijski doprinos

Ova studija doprinosi postojećoj bazi znanja na nekoliko načina. Ona popunjava značajnu prazninu u literaturi istraživanja odnosa između angažmana zaposlenika, kvalitete usluga i poslovnih rezultata s fokusom na djelatnost luksuznih hotela. Dok su prijašnja istraživanja proučavala ove čimbenike odvojeno, ova studija ih povezuje u jedan zaokruženi okvir koji je prilagođen specifičnim potrebama luksuznog ugostiteljstva (Sadhale, 2023). Drugo, kvantitativna tehnika koja je korištena u ovoj studiji povećava otpornost dobivenih rezultata. Triangulacija podataka kvantitativne ankete uz uvide daje sveukupniju perspektivu te dodaje dubinu i smisao statističkim korelacijama. Ova tehnika povećava vjerodostojnost istraživanja i primjene kako u akademskim tako i u praktičnim okvirima (Turner *et al.*, 2016b). Treće, identificirane su funkcije koje su uspostavljene konceptualnim okvirom kao teoretski konstrukt koji obuhvaća dinamiku veza koje se istražuju. Postavljeni su sustavni temelji za buduće istraživačke projekte koji propituju usporedive probleme u luksuznim hotelima ili koriste okvir za različite industrijske grane (Mohammed i Rashid, 2012).

### Ograničenja i smjernice za buduća istraživanja

Empirijski rezultati temeljeni na kvantitativnim istraživanjima provedenim putem

the service quality elements are important. Management need to move beyond customer satisfaction and emphasize delight to enhance greater loyalty. Maintaining a favourable brand image by adequate strategic marketing plans impacts long-term profitability and growth by establishing a strong and loyal customer base. If customers have no prior experience, brand image can be predictor of service quality (Ho *et al.*, 2009).

### Theoretical Contribution

This study adds to the current body of knowledge in several ways. To begin, it fills a significant vacuum in the literature by investigating the relationship between employee engagement, service quality, and business performance, focusing on the luxury hotel activities. While previous research has examined these factors separately, this study combines them into a complete framework adapted to the specific needs of luxury hospitality (Sadhale, 2023). Second, the quantitative technique used in this study increases the robustness of the findings. Triangulating quantitative survey data with insights gives a more comprehensive perspective, adding depth and meaning to statistical correlations. This technique increases the research's credibility and application in both academic and practical settings (Turner *et al.*, 2016b). Third, the conceptual framework established functions as a theoretical construct that captures the dynamics of the connections being investigated. It provides a systematic foundation for future research projects that investigate comparable problems in the luxury hotel business or apply the framework to various industries (Mohammed and Rashid, 2012).

### Limitations and Future Research Directions

The empirical findings, based on quantitative surveys conducted via questionnaire

upitnika i intervjuja ističu simbiotsku prirodu ovih čimbenika te naglašavaju njihovo bitno značenje u održavanju konkurentnosti u hotelijerstvu. S napredovanjem razvoja hotelijerstva, uvidi koje je ova studija polučila doprinose većoj bazi znanja, a to utječe kako na teorijska gledišta tako i na praktične primjene. Studija je provedena na uzorku umjerene veličine koji je uključivao samo hotele s pet zvjezdica. Buduće studije će možda uključiti veće uzorke te uvrstiti i hotele s četiri zvjezdice.

Studija je ograničena samo na hotele u južnoj Indiji zbog vremenskih i financijskih razloga. Može se ubuduće proširiti uključivanjem većeg broja hotela u cijeloj zemlji i njihovih drugih usluga te provesti komparativnu analizu svih istraživanih elemenata.

and interviews, highlight the symbiotic nature of these factors, underlining their critical significance in maintaining competitiveness in the luxury hospitality industry. As the hotel industry advances, the insights gained from this study add to a larger knowledge base that influences both theoretical viewpoints and practical implementations. The study was conducted on a moderate sample size involving only five-star rated hotels. Future studies may involve larger sample size and may include four-star rated hotels as well.

The study was restricted only to South Indian hotels because of time and cost considerations. The study can be expanded in the future by involving a greater number of hotels across India and their other services to conduct a comparative analysis of all researched elements.

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- Primljeno: 12. lipnja 2024. / Submitted: 12 June 2024*
- Prihvaćeno: 23. studenog 2024. / Accepted: 23 November 2024*
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