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EXPLORING THE RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND SERVICE QUALITY ON PERFORMANCE IN LUXURY HOTELS IN SOUTH INDIA

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Badanie związku między zaangażowaniem pracowników, jakością usług a wynikami luksusowych hoteli w południowych Indiach

Streszczenie

Głównym celem badania było zbadanie i zrozumienie zależności pomiędzy zaangażowaniem pracowników, jakością usług a wynikami w luksusowych hotelach w południowych Indiach. Metodologia zastosowana w badaniu objęła próbę 350 respondentów z różnych luksusowych hoteli. W badaniu wykorzystano ilościowe metody badawcze. Grupą docelową byli głównie klienci i pracownicy luksusowych hoteli w południowych Indiach. W badaniu wykorzystano także analizę regresji korelacji. Wyniki badania sugerują, że zaangażowanie pracowników i jakość oferowanych usług mają znaczący pozytywny wpływ na branżę luksusowych hoteli w południowych Indiach. Praktyczne implikacje sugerują, że inwestycje w inicjatywy angażujące pracowników bezpośrednio wpływają na jakość usług i uruchamiają reakcję łańcuchową, która pozytywnie wpływa na wydajność. Oryginalność i wartość, jaką mogą zaoferować wyniki tego badania, to praktyczne spostrzeżenia, które pozwalają ulepszyć strategię zaangażowania pracowników, poprawić jakość usług i zoptymalizować wydajność w niektórych luksusowych hotelach w południowej części Indii.

Słowa kluczowe: zaangażowanie pracowników, wyniki, jakość usług, branża luksusowych hoteli.

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Abstract

The primary focus of this research is to investigate and understand the relationships between employee engagement, service quality and performance in luxury hotels in South India. The methodology employed in this research utilized a sample of 350 respondents from different luxury hotels. Quantitative research methods were utilized in this study. The target population of this research was essentially the customers and employees of the luxury hotels of South India. Correlation Regression analysis was also used in this research. The findings of this research suggest that employee engagement and the quality of services offered have a significant positive effect on luxury hotel industries in South India. The practical implications suggest that investments in employee engagement initiatives directly impact service quality and set a chain reaction that positively influences the performance in motion. The originality and the value this research findings can offer are the actionable insights to enhance employee engagement strategies, improve service quality, and optimize performance in the Southern city luxury hotels.

Keywords: employee engagement, performance, service quality, luxury hotel industry.

Introduction

In the dynamic landscape of the hospitality industry, luxury hotels are the main providers of services, accommodation, and amenities. The success of luxury hotels relies not only on the tangible aspects of exquisite facilities and amenities but also on the intangible elements of service quality. Central to delivering exceptional service is the engagement of hotel employees, who serve as the frontline ambassadors of the establishment.

As the hospitality sector becomes increasingly competitive, luxury hotels face the challenge of attracting discerning guests and ensuring their loyalty. Exploring the correlation between employee engagement and service quality will give an insight into the performance of luxury hotels, which becomes imperative in this context. Understanding the intricate interplay between these factors is vital for luxury hotels seeking to survive and thrive in an environment where customer expectations continually evolve.

There is a gap in the existing literature concerning the importance of impact of employee engagement and quality of service on performance, taking into account their interconnectedness within the context of luxury hotels. While numerous studies have explored these variables in isolation, few have delved into the intricate dynamics that link engaged employees, superior service delivery, and the subsequent impact on the performance of luxury hotels. This study seeks to minimize this gap by examining relationships and shedding light on the potential that can propel luxury hotels to sustain success. The study contributes valuable insights into information on hospitality management, organizational behavior, and business performance.

Research Questions

1. What is the correlation between quality of services and employee engagement in luxury hotels?
2. How does employee engagement impact the performance of luxury hotels?
3. What role does service quality play in influencing the performance of luxury hotels?

This study holds significance for various stakeholders within the hospitality industry. For luxury hotel managers and practitioners, the findings can offer actionable insights to enhance employee engagement strategies, improve service quality, and optimize performance. Academically, this article contributes to professional literature by filling a critical gap in knowledge and providing a foundation for further research in the evolving field of hospitality management.

The research will focus primarily on a select number of luxury hotels within a specific geographic area, potentially limiting the generalizability of the findings.

Literature Review

The foundation of this research rests upon a thorough examination of the available literature on employee engagement and service quality within the context of luxury hotels. This section aims to synthesize relevant theories, models, and empirical studies to establish a theoretical framework for understanding the relationships between these key variables.

Employee engagement is a multifaceted concept that encompasses employees' emotional, cognitive, and behavioral commitment to their organization. In the hospitality industry, where service quality is paramount, engaged employees play a pivotal role in creating memorable guest experiences. Various models, such as the Gallup Q12 and Kahn's engagement model, provide frameworks for understanding the components and antecedents of employee engagement.

Studies by Kumar (2017) have demonstrated the effect of engaged employees on satisfaction and organizational success in the hospitality industry.

In the luxury hotel industry, success hinges significantly on service quality, as guests hold elevated expectations for excellence. The SERVQUAL design was established by Parasuraman et al. (1985), and outlines crucial service qualities provided, including reliability, responsiveness, assurance, empathy, and tangibility. Luxury hotels set themselves apart by providing superior service, personalized attention, and creating distinctive and unforgettable experiences. Research conducted by Pillai et al. (2024) underscores the pivotal role of quality services in influencing customers in the luxury hospitality sector.



Figure 1

Source: <https://www.customerobsessing.com/unlocking-success-how-to-measure-employee-engagement/>

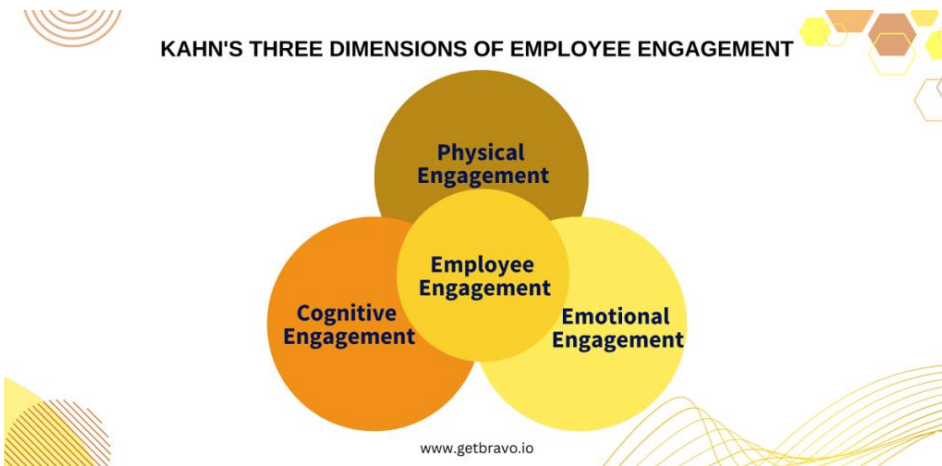


Figure 2

Source: <https://getbravo.io/fundamentals-of-employee-engagement/>

As customer satisfaction becomes crucial in differentiating from competitors, companies with high customer satisfaction levels challenge their rivals. Service quality is the variance between consumer needs and service performance, which plays a vital role. One must consider the network's overall performance when assessing service quality and gauging overall customer contentment (Goyal & Kar, 2019). Inadequate network quality can result in customer dissat-

isfaction with mobile phone carriers, leading to increased complaints against these operators. Subpar network services can generate discontent among mobile phone customers, prompting some to seek alternatives. Consequently, maintaining excellent network quality is essential for mobile carriers to retain customer satisfaction and minimize complaints.

Overall performance is a tangible metric reflecting an organization's overall health and success. Within the hospitality industry, economic performance is influenced by various factors, including revenue generation, cost management, and customer loyalty. Numerous studies, such as those by Ali et al. (2021), have explored the implications of customer satisfaction needs and quality of services in hotels, emphasizing the direct correlation between positive guest experiences and success.

Studies by Serra-Cantallops et al. (2020) further highlight the mediating role of service quality in this relationship. There is a gap in understanding how these dynamics precisely unfold in the unique context of luxury hotels.

This research enables the drawing of established theories and empirical evidence as this framework provides a structured foundation for guiding the empirical investigation and contributing valuable insights to the field of hospitality management.

At the core of the conceptual framework lies employee engagement, defined as employees' emotional, cognitive, and behavioral commitment to their organization (Kahn, 1990). In the luxury hotel setting, where delivering exceptional service is paramount, engaged employees are the driving force behind creating memorable guest experiences. Following the Gallup Q12 model and Kahn's model of engagement, the framework posits that engaged employees contribute positively to delivering superior service, forming the initial link in the proposed chain.

The conceptual framework suggests that high levels of employee engagement directly influence service quality dimensions. Engaged employees, motivated by their commitment to the organization, are more likely to exhibit behaviors that enhance reliability, responsiveness, and overall quality of service delivery.

Building on the service performance (Aftab et al., 2022), the conceptual framework introduces quality of service as a mediator between employee engagement and overall performance in luxury hotels. The premise is that engaged employees contribute to superior service quality, which, in turn, positively influences guest satisfaction, loyalty, and overall performance. This conceptualization aligns with the context of Aburayya et al. (2020), suggesting that the quality-of-service acts as a crucial link between employee and customer satisfaction.

The conceptual framework posits that perceived service quality directly impacts guest satisfaction and loyalty. Guests who experience superior service are likely to express satisfaction with their stay and develop a sense of commitment to the luxury hotel. The framework draws on established customer satisfaction and loyalty models in the hospitality literature, e.g. Pillai et al. (2024), reinforcing

that service quality is a crucial driver of positive guest experiences and subsequent loyalty.

The outcome in the conceptual framework is performance, reflecting the overall success and sustainability of luxury hotels (Rane et al., 2023). Guest satisfaction and loyalty, influenced by service quality, are expected to translate into increased revenue, repeat business, and positive word-of-mouth marketing (Rahayu, 2018).

Conceptual (SEM) model

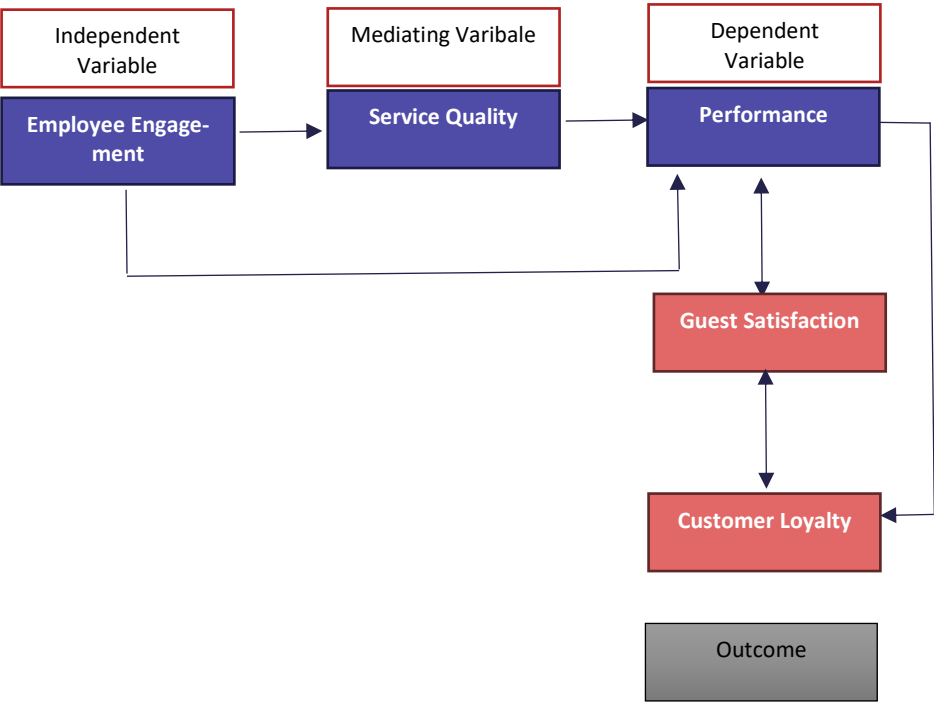


Figure 3
Conceptual Framework

Hypotheses

Hypothesis 1: Employee engagement (Independent variable) positively and directly impacts service quality (mediating variable) in luxury hotels.

Hypothesis 2: Quality of services mediates the relationship between employee engagement and performance (dependent variable) in luxury hotels.

The conceptual framework presented in this section provides a comprehensive and integrated perspective on the relationships between engagement, service quality, and performance in luxury hotels. The framework sets the stage for empirical testing and contributes a structured approach to understanding the

dynamics within the luxury hospitality sector. The ensuing practical section will seek to validate and refine this conceptual framework through rigorous analysis and interpretation of the gathered data.

Methodology

The research uses quantitative methods to comprehensively understand the multifaceted relationships under investigation. This design allows for triangulation, enhancing the validity and depth of the study by leveraging the strengths of quantitative statistical analysis (Turner et al., 2016b). Triangulation enhances the overall credibility and reliability of the study by providing a more comprehensive understanding of the researched phenomena.

Quantitative Analysis

The quantitative phase uses surveys to collect numerical data on employee engagement, service quality, and performance. The collection involved distributing the electronic survey to the identified participants (Customers and Employees). The participants were given a defined period to complete the study, and reminders were sent to enhance response rates. The survey included sections on demographics, employee engagement, service quality perceptions, and performance indicators. The mediating effect is measured via SERVQUAL.

The Gallup Q12 for employee engagement, SERVQUAL for service quality, and performance metrics are commonly used in the hospitality industry. The target population comprises customers and employees at various levels within luxury hotels, including frontline staff, managers, and executives. A stratified random sampling method ensured representation from different organizational levels. The survey was administered electronically to enhance accessibility and facilitate timely data collection.

The study used 5-point Likert scales starting from “Strongly disagree”, “Disagree”, “Neutral”, “Agree”, “Strongly Agree” to capture the respondents' perceptions and attitudes, allowing for quantitative analysis.

Descriptive statistics were established and interpreted. Inferential statistics, such as correlation analysis and regression analysis, were employed to test the hypotheses and assess the strength and direction of the relationships between variables.

To receive feedback regarding the Employee Engagement, in-depth interviews with the key stakeholders, including hotel managers, executives, and guests were performed. Purposive sampling was employed to select the employee participants. Semi-structured interviews were conducted, allowing for flexibility and exploring emergent themes.

Results and Discussion

Descriptive Statistics

The table below displays the descriptive statistics for the sample of 350 respondents across eight variables and different five-star hotels across Southern India. These statistics encompass measures of central tendency such as mean, variance, and standard deviation.

The list of the luxury hotels which the data was collected from is as follows:

Table 1
Data collected from the luxury hotels in South India

Hotel Names	City	Number of participants
Ahilya by the Sea	Goa	80
Oberoi Banglore	Banglore	66
Ayesha Manzil	Tellicherry	21
Niramaya Surya Samudra	Kovalam	44
Maison Perumal	Pondicherry	32
Le Colonial	Cochin	48
Svatma	Tanjore	59

Interpretation

From the data collected, the analysis was done and the following information gathered.

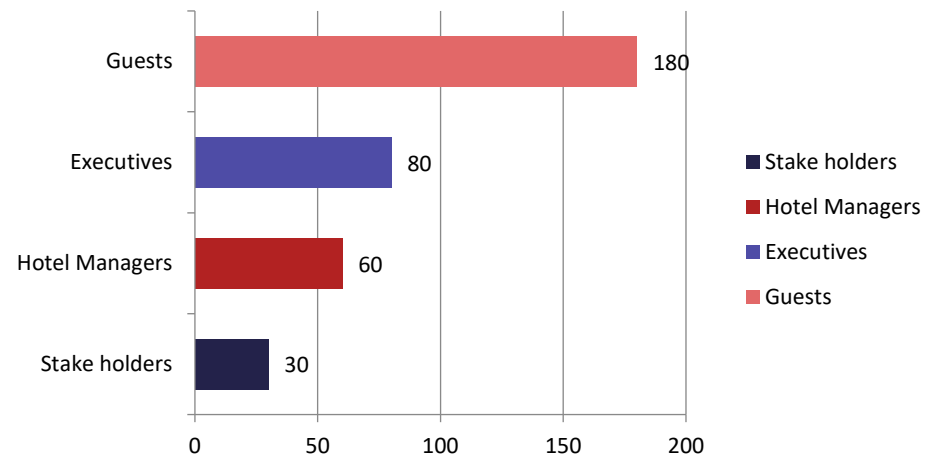


Figure 4
The division of participants

There were 30 stakeholders, 60 hotel managers, 80 executives and 180 guests as our participants.

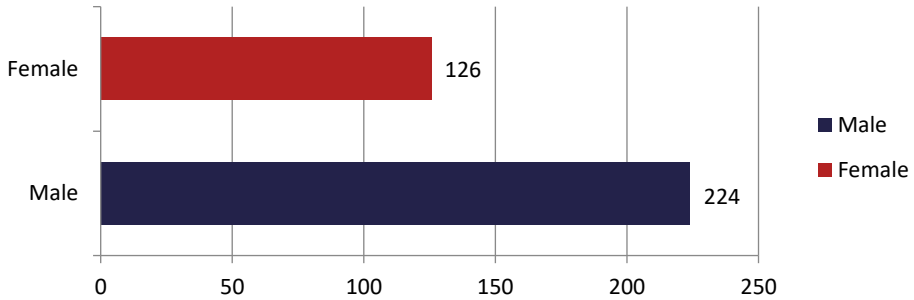


Figure 5

The gender distribution of the sample

There were 224 males and 126 females, making up 64% and 36% of the total, respectively. Tertiary, college/university, secondary, primary, and non-schooling individuals were classified according to their degree of education.

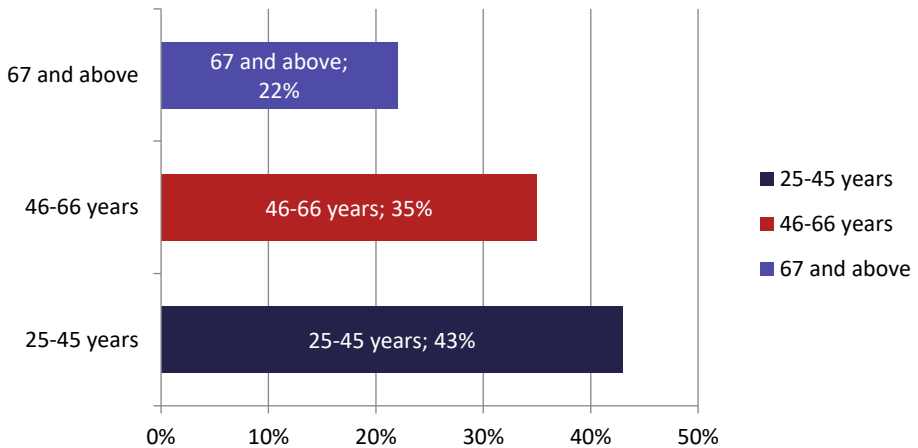


Figure 6

The age of participants

There were 43% of the participants aged between 25 and 45, 35% of the participants of 46–66 years of age, and 22% of the participants aged 67 and above.

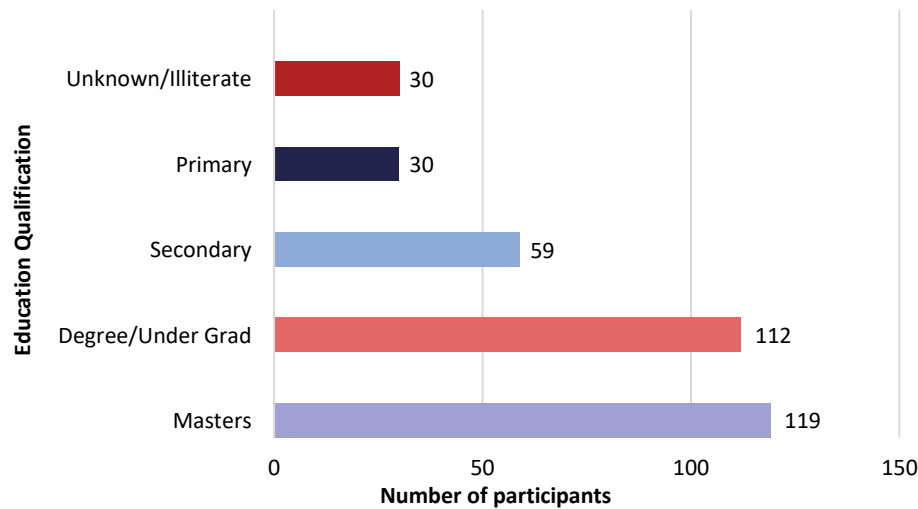


Figure 7
The educational level of the sample

Out of the total population, 119 participants (34% of the total) had a Master’s degree, 112 (32% of the total) had an under-grad degree, 59 (16.85% of the total) had secondary education, 30 (8.57%) were considered elementary school graduates, and 30 (8.57%) were considered uneducated/illiterate.

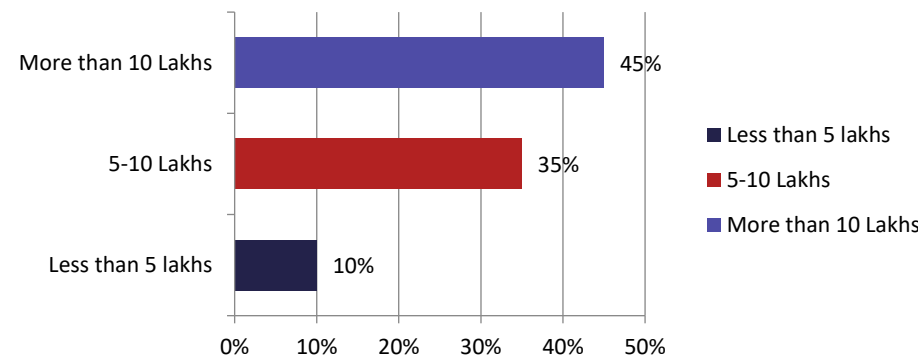


Figure 8
The income level (in INR) of the participants per month (1 USD = 83.96 INR)

There were 45% of people whose monthly income was 10lakhs and above, 35% with 5-10 lakhs of monthly income and 10% with less than 5 lakhs of monthly income.

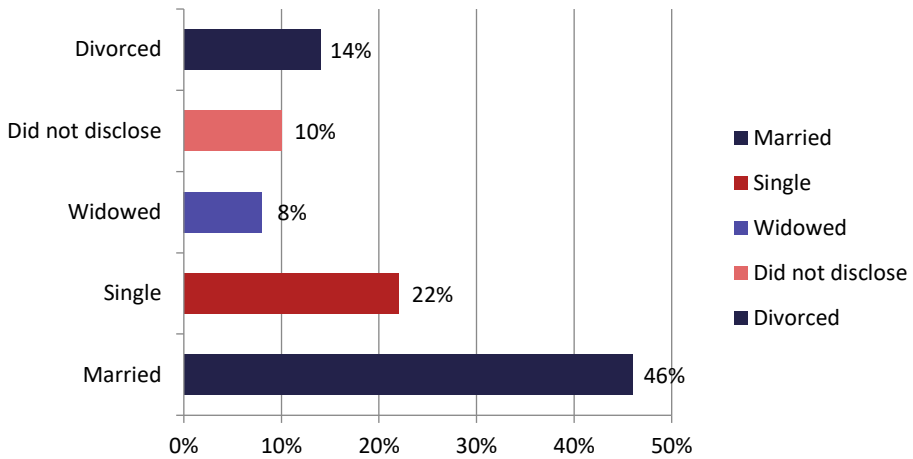


Figure 9
Marital status of the respondents

Among all the participants, 10% of them did not disclose their marital status, 46% were married, 14% were divorced, 22% were single, and 8% were widowed.

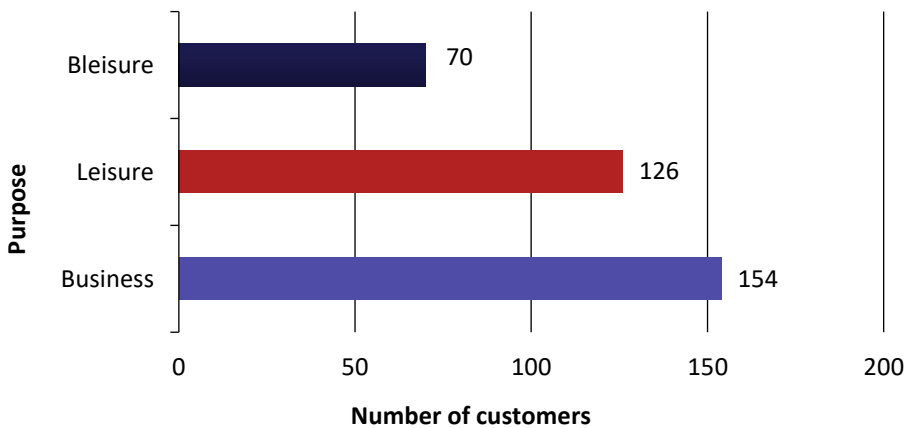


Figure 10
Purpose of the customers' visit

150 (44%) respondents visited for the business purpose, 126 (36%) respondents visited for the leisure purpose, and 70 (20%) respondents combined their business purpose with leisure, called "Bleisure".

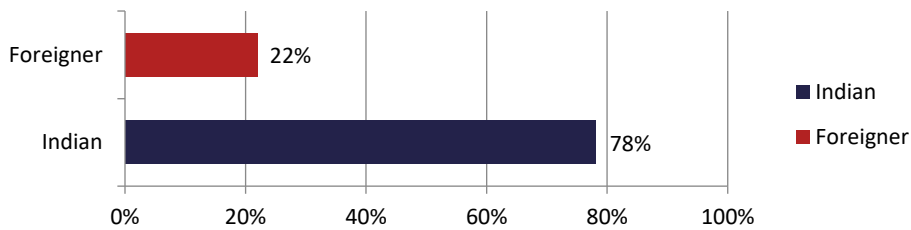


Figure 11
Nationality of the participants

78% of the participants were of the local background whereas 22% of them were of the international background.

Correlation

Engagement ($r = 0.261$): The correlation between engagement and performance emerges as moderately positive, indicating a discernible and favorable 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 performance. This correlation underscores the importance of cultivating engaged employees and customers as a strategic approach for organizations aiming to enhance their overall service delivery.

Assurance ($r = 0.148$): In contrast, the correlation between assurance and 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 somewhat predict improved service performance. Organizations can interpret this correlation as an indication that the assurance conveyed in their service interactions plays a role, albeit not as strongly as engagement, in influencing the overall performance of their services.

Responsiveness ($r = 0.174$): The correlation between responsiveness and performance is weakly positive, implying a mild association between the two variables. This suggests that organizations emphasizing responsiveness in their service interactions may experience slightly improved service 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 performance is also weakly positive, indicating a mild association. Higher levels of reliability in service delivery, characterized by consistency and dependability, may somewhat predict improved overall 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 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 performance. While it is essential for certain industries, this analysis suggests that the tangible elements alone may not significantly impact the overall quality of service performance.

Quality ($r = 0.021$): the correlation between quality and 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 performance, highlighting the need for organizations to delve into more nuanced aspects beyond quality alone.

There might be a relevant link between engagement 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 gist of this analysis is summarized in table 2.

Table 2
Correlation Analysis

VARIABLES	TESTS	(E)	(A)	(RS)	(RY)	(T)	(P)	(Q)
ENGAGEMENT (E)	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 (A)	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- NESS (RS)	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
RELIABIL- ITY(RY)	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(T)	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

Table 2 (cont.)

VARIABLES	TESTS	(E)	(A)	(RS)	(RY)	(T)	(P)	(Q)
PERFOR- MANCE (P)	Pearson Corre- lation	.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(Q)	Pearson Corre- lation	.139	.238	.246	.107	.157	.021	1
	Sig. (2 tailed)	.337	.095	.085	.461	.276	.884	
	N	350	350	350	350	350	350	350

* E – Engagement, A – Assurance, RS – Responsiveness, RY – Reliability, T – Tangibility, P – Performance, Q – Quality.

Regression analysis

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

Table 3
Regression Analysis

Coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	53.602	10.913		4.912	.000
Engagement	.654	.346	.288	1.886	.066
Assurance	.005	.083	.011	.065	.949
Responsiveness	.815	.899	.143	.907	.370
Reliability	-.080	.118	-.102	-.676	.503
Tangibility	.324	.360	.140	.900	.373
Quality	-0.24	.098	-.039	-.247	.806

- a. Dependent Variable: Performance
- Model Summary:
- R = 0.844
- R Square = 0.712
- Adjusted R Square = 0.672
- Std. Error of the Estimate = 10.913
- Regression equation:

Performance = 53.602 + 0.654*(engagement) + 0.005*(assurance) + 0.815*(responsiveness) - 0.08*(reliability) + 0.324*(tangibility) - 0.024*(quality)

53.602 is the intercept in the regression equation, meaning when all predictors (engagement, assurance, responsiveness, reliability, tangibility, quality) are zero, predicted performance is 53.602.

Effects of increasing predictors:

- Engagement +1 → Performance increases by 0.654.
- Assurance +1 → Performance increases by 0.005.
- Responsiveness +1 → Performance increases by 0.815.
- Reliability +1 → Performance decreases by 0.080 (not increases).
- Tangibility +1 → Performance increases by 0.324.
- Quality +1 → Performance decreases by 0.024.

R squared = 0.712: Correct. This means 71.2% of the variance in Performance is explained by these six factors, indicating a fairly strong relationship. Adjusted R square (0.672) adjusts for the number of predictors.

3. The service quality is moderated by reliability and assurance constructs as can be seen from the regression model.

Discussion

For any business, how engaged employees are, and the quality of service provided are essential. They help a business determine its standing in the market and its performance. The analysis above shows that a bunch of things influence customer performance. All these factors are connected, showing they depend on each other. The business must consider engagement, assurance, responsiveness, reliability, tangibility, and overall service quality. The regression analysis confirms that all these factors affect how well customers perform regarding network services. So, analyzing service quality is critical to ensuring customers get the best experience.

This research aligns with existing literature emphasizing the crucial role of engaged employees in delivering superior service (Ghlichlee & Bayat, 2021) and (Puspitawati & Yuliawan, 2019). Empirical evidence substantiates and quantifies this relationship within the unique context of luxury hospitality.

Engaged employees, driven by commitment and passion, will likely exhibit behaviors that positively influence service quality (Ho et al., 2009). The findings underscore the importance of strategic human resources management practices to enhance employee engagement. As luxury hotels seek to differentiate themselves through exceptional service, cultivating engaged workforce is paramount to achieving this goal (Chen & Peng, 2019).

The study provides empirical confirmation of the mediating role of service quality in the relationship between employee engagement and performance. These findings align with the service-quality chain (Oakland & Oakland, 1998), emphasizing the interconnectedness of employee satisfaction, customer satisfaction, and overall success. Luxury hotels' pathway from engaged employees to superior service quality is critical to positive outcomes (Kusuma, 2021).

This insight has practical implications for luxury hotel managers. It suggests that investments in employee engagement initiatives directly impact service quality and set a chain reaction that positively influences performance in motion (Riyanto et al., 2021). By enhancing service quality as a strategic imperative, luxury hotels can create a ripple effect that resonates with guest satisfaction, loyalty, and success (Sadhale, 2023).

The interviews illuminated the moderating factors shaping the relationships under investigation. Organizational culture emerged as a significant influence, with a positive and supportive culture enhancing the impact of employee engagement on service quality (Tran, 2023). The role of leadership styles, particularly transformational leadership, was also highlighted as a catalyst for fostering employee engagement and, consequently, elevating service quality standards (Decuyper & Schaufeli, 2019).

These insights offer a nuanced understanding of the contextual factors shaping relationships within the luxury hotels environment. The importance of aligning organizational culture and leadership styles with the unique demands of the luxury hospitality sector becomes evident. Managers are encouraged to cultivate a culture that values and supports employee engagement, recognizing it as a strategic imperative for delivering exceptional service (Taneja et al., 2015).

Conclusion

This research embarked on a journey to explore the intricate relationships between employee engagement, service quality and performance within the unique context of luxury hotels. The investigation unfolded through a systematic review of literature, the establishment of a comprehensive conceptual framework, and the execution of a mixed-methods research design.

The culmination of data analysis revealed multifaceted insights into the relationships under scrutiny. In the quantitative phase, survey responses from employees across various organizational levels in luxury hotels provided quantifiable evidence of the positive correlation between employee engagement and perceived service quality. Furthermore, the mediating role of service quality in influencing performance was substantiated through statistical analyses.

In-depth interviews with key stakeholders, including 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, unraveling the intricacies of organizational culture, leadership styles, and industry competition as influential moderators.

To summarize:

1. Employee engagement has a strong impact on the overall performance of the selected luxury hotels.
2. There might be a relevant link between engagement and performance (it is also underlined by the regression results), but not well mediated by other SERVQUAL (service quality) constructs, as can be seen from the weak correlations.
3. Service quality is moderated by reliability and assurance constructs.

Implications for Practice

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

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 performance by influencing guest satisfaction and loyalty.

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.

Contributions to Knowledge

This research contributes to the existing body of knowledge in several ways. Firstly, it addresses a notable gap in literature by examining the interplay between employee engagement, service quality, and performance, specifically within the luxury hotel sector. While existing studies have explored these elements individually, this research integrates them into a comprehensive framework tailored to the unique demands of luxury hospitality. Secondly, the mixed-methods approach adopted in this study strengthens the robustness of the find-

ings. Triangulating quantitative survey data with insights provides a holistic understanding, offering depth and context to statistical relationships. This methodology enhances the credibility and applicability of research in both academic and practical domains. Thirdly, the conceptual framework developed serves as a theoretical construct that encapsulates the dynamics of the relationships under investigation. It provides a structured basis for future research endeavors exploring similar themes in the luxury hospitality industry or adapting the framework to different sectors.

Limitations and Future Research Directions

Acknowledging the inherent limitations of this study is crucial for contextualizing the findings. The research's generalizability may be constrained by the specific luxury hotels selected. Additionally, the study's cross-sectional nature captures a snapshot in time, limiting the ability to discern causality. Future research endeavors could address these limitations by conducting longitudinal studies, enabling a more dynamic exploration of how these relationships evolve. Comparative analyses across diverse luxury hotels, geographic regions, or cultural contexts could offer insights into the generalizability and contextual variability of the findings. Exploring additional variables, such as technological integration and sustainability practices, may enrich the conceptual framework, providing a more comprehensive understanding of contemporary influences on employee engagement, service quality, and performance in luxury hotels.

The empirical findings, drawn from quantitative surveys via questionnaire and interviews, underscore these elements' symbiotic nature, emphasizing their pivotal role in sustaining competitiveness within the luxury hospitality sector. As the hospitality landscape evolves, the insights gleaned from this research contribute to a broader knowledge base that informs both theoretical perspectives and practical applications.

The findings could further be cross verified by collecting data outside South India. It is a major scope for future researchers.

STATEMENT OF ETHICS

Research for the purpose of the article *Exploring the Relationship Between Employee Engagement and Service Quality on Performance in Luxury Hotels in South India* was conducted using a survey questionnaire. All participants provided written informed consent to participate in this study.

DECLARATION OF CONFLICTING INTERESTS

The authors declared no potential conflicts of interests with respect to the research, authorship, and/or publication of the article *Exploring the Relationship Between Employee Engagement and Service Quality on Performance in Luxury Hotels in South India*.

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AUTHORS' CONTRIBUTIONS

Murali Srividya Iyengar: Conceptualization, Methodology, Original Draft, Data Curation, Investigation, Review & Editing, Analysis, Software, Resources, Visualization.

Rajagopalan Venkatesh: Validation, Supervision, Project Administration.

Both authors approved the final version of the manuscript.

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