

## **A Study On The Impact Of The Ritz-Carlton Hotel Culture On The Work Engagement Of The New Generation Employees**

**Zimo Huang \*1, Colin W.K. Chen1**

.International College, Kirk University, 3 Ram Inthra Road Soi 1 Anusawari Subdistrict Bang Khen District Bangkok 10220 Thailand

Email: ongkhun.ait@gmail.com

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**Abstract :** With the new generation gradually occupying the labor market and the rapid development of the hotel industry, the characteristics and needs of the new generation of employees have a great impact on the internal development of the hotel industry. Therefore, this paper takes Ritz Carlton Hotel as an example to study the impact of Ritz-Carlton Hotel culture on the work engagement of the new generation employees. Through questionnaire investigation, the following result is Ritz-Carlton hotel culture has positive effects on work vitality, work enthusiasm and work focus, respectively. Based on the research results, this paper puts forward relevant suggestions for the construction hotel culture to improve staff's work engagement: First, to create elegant, comfortable and unique material culture; Second, to build a colorful and harmonious behavior culture; Third, to establish a rigorous and people-oriented system culture; Fourth, to establish a deep-rooted and leading spiritual culture; Fifth, to establish a brand culture with distinctive features and good reputation.

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**Keywords :** Enterprise culture; new generation employees; Job involvement

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### **Introduction**

With the rapid economic and social development, tourism has become an important industry of China's national economy. According to the "2018 National Economic and Social Development Statistical Bulletin" (National Bureau of Statistics of China, 2019), the number of Chinese tourists reached 5.54 billion in 2018, and China's total tourism revenue reached 5.12 trillion yuan in 2018. As the foundation of the tourism industry, the hotel industry has also developed rapidly with the rise of the tourism industry. According to the "2018 China Statistical Yearbook"(National Bureau of Statistics of China, 2019), as of 2017, there were 1,9780 Chinese hotels, and the number of hotel employees reached 1.861 million. According to the data, it can be seen that China's hotel industry is developing rapidly and there are a large number of employees in the hotel industry.

However, in recent years, the high turnover rate of staff has become the normal state of the hotel. According to the data from the "2017 Annual Hotel Turnover Survey Report" (Maidian Research Institute,2018) published by Maidian.com, the turnover rate of hotel staff in China is generally in the range of 20% to 40%. The most significant changes in turnover rate are front-line employees and middle managers. And one of the main reasons for the high turnover rate is that the post-90s value that has gradually become the main force in the labor market has changed greatly.

In order to solve this problem, Chinese hotels can not only enhance the hard power of hotels, but also continuously strengthen the soft power of hotel culture. American management scientist Lawrence Miller said in "American Entrepreneurship": "If a company wants to have a high degree of competitiveness in the future market, it must have a unique corporate culture system." However, according to the current status of China's hotel culture construction, it can be known that although some hotels have achieved remarkable achievements in cultural construction and formed their own cultural characteristics and cultural brands in long-term business practices,

there are still problems that hotels do not pay enough attention to the construction and maintenance of hotel culture. The existence of these problems will not only cause hotel culture to play an unsatisfactory role in the management, restraint, and incentives of employees, but also affect the attraction of hotel culture to customers and the loyalty of hotels to hotels, and then affect the image and reputation of hotels. Therefore, actively constructing and maintaining hotel culture has become the key to promoting the healthy and sustainable development of hotels.

However, the growth and development of the new generation of employees will bring a series of new questions to managers. Does the hotel culture affect the work engagement of the new generation of employees? How should hotel managers build hotel culture based on the changes in the values of the new generation of employees? At present, there have been few studies focused on this series of problems, so in order to fill this gap, this paper takes the Ritz-Carlton hotel in Guangzhou as an example, through the research on the impact of the Ritz-Carlton hotel culture on the work engagement of the new generation, explore the impact between the two, and propose hotel cultural countermeasures to improve the work engagement of the new generation of employees.

## **Literature Review**

### Hotel culture

Hotel culture is a familiar concept to hotel managers or hotel-related researchers, but different scholars still have certain differences in cognition. Ma Guimin and Wang Chunxia (2009) believed that the hotel culture is the personalized hotel system formed by the combination of hotel of vision, goals, beliefs, purposes, business philosophy, management mode, hotel system, and hotel environment. Zhao Ping (2014) stated that hotel culture refers to the sum of corporate purposes, corporate service concepts, and behavior standards supported and adhered to by employees during the long-term operation of a hotel. Wang Nuosi and Zhang Jiage (2016) deemed that hotel culture is the product of the combination of traditional and modern culture with modern management concepts, creating a positive cultural atmosphere, and achieving the ultimate goal of high standards and high service quality. Different researchers have their own unique views on hotel culture, but on the whole, the main meaning of hotel culture is formed in the process of hotel management, and is not a single culture, but contains a synthesis of different levels of culture. Therefore, according to the above analysis, this paper makes the following definition of hotel culture: hotel culture is the sum of the unique material culture, institutional culture, behavior culture, spiritual culture and brand culture formed in the process of long-term operation.

Hotel culture, as the sum of material culture, behavior culture, system culture, brand culture and spiritual culture formed by the long-term management of hotel, has certain influence on different aspects of employees, such as behavior, dressing style, working state, choice of work, and so on. Because of this, scholars have some research on the influence of hotel culture on employees, but most of them are on employee behavior. Zhao Ping (2014) analyzes the influence on employee behavior from four aspects: hotel material culture, behavior culture, institutional culture and spiritual culture. Wang Nuosi and Zhang Jiager (2016) think that hotel culture can affect employees thinking, restrain, guide, motivate and condense employees behavior. Through consulting the relevant literature, it is found that most of the research results are limited to the impact of the research on employees, and the deep research is relatively lacking. Therefore, on the basis of the previous research on the impact of hotel culture on employees, this paper makes a deep and detailed study, focusing on the impact of hotel culture on the work engagement of the new generation of employees.

### New generation of employees

The word "new" in the new generation of employees means that changes with the times, the new generation of employees are different groups. The foreign media defined the post-70s generation as the generation X, and then appeared the corresponding generation Y born in 1980-1995, commonly known as the millennial generation. With the passage of time, the millennial generation was gradually replaced by the post-95 generation, the generation Z.

Therefore, many scholars regard Generation Z as the current new generation of employees, and this generation also occupies the main force in the current labor market. Cai Ningwei (2017) pointed out in the "Management Details of New Generation Employees" that post-90s employees have already entered the workplace, and post-00s employees have officially reached the legal working age, so new-generation employees are post-90s and post-00s. As the times change, the current generation of employees refers to those who were born between 1990 and 2010, and they are also known as Generation Z. The smallest labor market currently accepts labor born in 2002 (16 years of age), so the effective new generation of employees studied in this paper refers to people born in 1990-2002.

According to the relevant literature, it is found that there is not much research on the work engagement of the new generation of employees. Qiu Xianghua (2012) studied the knowledge workers of the new generation and concluded that the psychological capital (confidence, hope, resilience, and optimism) of the new generation of employees will positively affect their work engagement. Chou Aixia (2014) used empirical methods to conclude that employees and team orientation, performance orientation, professional orientation, innovation development orientation, and social responsibility orientation have significant positive correlations with employee engagement. Through literature observation, it is found that few scholars have researched the work engagement of the new generation of employees at the level of hotel culture, exploring the relationship between hotel culture and the work engagement of the new generation of employees. Therefore, more detailed research is needed in this area.

### Work engagement

Lodahl and Kejner (1965) were the first to put forward work engagement, and defined work engagement as the degree of employee's psychological recognition of the work they are engaged in. Then in 1970, Lawler and Hall (1970) also proposed their point of view: Work engagement is determined by the importance of work situations to personal life. Kahn (1990) proposed that work involvement is that individual employees control themselves to achieve integration with the roles they play at work, and that work involvement can be explained by three words: physiology, cognition and emotion. Maslach and Leiter (1997) defined work engagement from another angle. They regarded work engagement as the positive side of job burnout, that is, work engagement is a task that turns the original unimportant and meaningless work into a challenge, fulfilling, and meaningful work process. Schaufeli (2002) and others interpreted work engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption. Vigor is characterized by the ability of employees to remain steadfast after work-related obstacles, and a demonstration of high levels of energy. Dedication means that employees are full of enthusiasm in the work and consider that work has a rich significance, thus showing a high level of engagement. Absorption refers to the positive state that employees concentrate fully on work, easily forget time, and are not affected by the surrounding environment.

### Hotel culture and work engagement

There is no global research on the degree of employee work engagement in hotel culture, but Chinese scholar Wang Dan (2012) found that there is a significant positive impact between hotel organizational atmosphere and employee work engagement in the study of the impact of hotel organizational atmosphere on employee work investment. Qiu Xianghua (2012) believes that the characteristics of the new generation of employees have a positive impact on their work participation. Wu Shu (2016) in the study of the cross-level influence of organizational culture on employee work engagement, it is concluded that the influence of different characteristics of organizational culture on employee work investment is different.

### Hypothesis

As the theme of this paper is the study of the impact of the overall Ritz-Carlton hotel culture on the work engagement of the new generation of employees, this paper takes hotel culture (material culture, spiritual culture, behavior culture, institutional culture, brand culture) as a dimension index, that is, the independent variable of this

paper. Although there are still many factors that affect the degree of work engagement, such as employees' own factors, time factors, environmental factors and so on, this paper discusses the influence of Ritz-Carlton hotel culture on the work engagement of new employees, so other factors are not considered or treated as the control variables of this paper for the time being. Secondly, according to the previous literature research on the degree of work engagement, this paper finally determines the work engagement by three dimensions: work vigor, work dedication and work absorption, and takes these three dimensions as the dependent variables of this paper.

Based on the determination of variables and dimensions, this article makes the following assumptions regarding the impact of the Ritz-Carlton hotel culture on the work engagement of the new generation of employees:

H1: The Ritz-Carlton culture has a positive impact on the work vigor of the new generation of employees;

H2: The Ritz-Carlton culture has a positive impact on the work dedication of the new generation of employees.

H3: The Ritz-Carlton culture has a positive impact on the work absorption of the new generation of employees.

### **Research Approach**

The main purpose of this paper is to study the influence of Ritz-Carlton hotel culture on the work engagement of the new generation of employees, so this paper adopts the questionnaire survey method. First this paper determines that the questionnaire is composed of three parts, personal information of employees, hotel culture scale, and work engagement scale. The gender, age, education, years of service, and salary of employees are included in the employee personal information section, and it is expected that the personal information of employees will be analyzed in the data analysis section to affect the variables. Since this paper defines the new generation of employees as employees born in 1990-2002, the valid questionnaire respondents in this paper are employees from 1990 to 2002. This paper adopts the Chinese scholar Yu Xia's hotel culture scale, which sets five questions according to the five aspects of hotel culture, and the validity of this hotel cultural scale is good, the questions are set reasonably. In this paper, the UWES work engagement scale with high reliability and validity is selected. This scale was originally compiled by Schaufeli (2002), in 2005 Chinese scholars Zhang Weiwen, Gan Yiqun revised the preparation of a Chinese version of the UWES scale, also presents a very high degree of reliability and validity, suitable for China's related research, so this paper combined with the Chinese-British version of the UWES work engagement table, Work out the measurement questions of the new generation of employees' work engagement.

Before the analysis of the questionnaire data, in order to ensure the authenticity and stability of the data, as well as the accuracy of the results, this paper uses the Cronbach's Alpha reliability coefficient method to analyze the reliability of the questionnaire, and tests whether there is internal consistency between the Ritz-Carlton hotel culture questionnaire and the work engagement questionnaire. The test criteria are as follows: very good reliability ( $0.90 \leq 1.00$ ), good reliability ( $0.80 \leq 0.90$ ), average reliability ( $0.70 \leq 0.80$ ), unreliable (below 0.70). Through the data, it can be seen that the confidence coefficient is  $0.833 > 0.80$ , indicating that the internal consistency of the scale questions is very high, the credibility is good, and the questionnaire on the impact of the Ritz-Carlton hotel culture on the work engagement of the new generation of employees has high reliability and stability.

This paper makes a random survey of the new generation of employees of the Ritz-Carlton hotel in various parts of China through the questionnaire star platform, and the main survey area are the new generation of employees in Beijing, Shanghai, Guangzhou and Chengdu, as the hotels in these areas have a clear representative.

A total of 304 questionnaires were collected in this survey. Excluding 3 questionnaires that were not in the survey target area, a total of 301 valid questionnaires were collected, with an effective rate of 99%.

### **Analysts and Results**

#### **Description Analysis**

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Table 1 reflects the demographic characteristics of the respondents. The proportion of men (n=123;40.46%) and females (n=181;59.54%) is about the same. At the same time, descriptive statistics show that the majority of respondents hold an undergraduate/post-secondary diploma (n=250;83.06%), a lower number of people holding a high school/secondary school (n=19;6.31%) and a master's degree and above (n=32;10.63%). Most of the respondents had 1-5 years of work experience (n =196;65.12%), while less than 1 year of work experience (n=52;17.28%) and 6-10 years of work experience (n=53;17.61%) were almost as few. Finally, most respondents earned between 3001 and 5000 yuan (n=158;52.49%).

Table 1:Demographic profiles Description Analysis

Demographic characteristics		Frequency	Percentage
Gender	Male	123	40.46%
	Female	181	59.54%
Education	Master's degree and above	32	10.63%
	Undergraduate/College	250	83.06%
	High school/secondary school	19	6.31%
Working Experience	less than 1 year	52	17.28%
	1-5 years	196	65.12%
	6-10years	53	17.61%
Income	less than RMB 3000	42	13.95%
	RMB3001-5000	158	52.49%
	RMB5001-7000	81	26.91%
	RMB7001-9000	19	6.31%
	RMB9001 above	1	0.33%

N=301

### Regression Analysis

Before doing research on the impact of the Ritz-Carlton hotel culture on the dimensions of the new generation of employees' work engagement, first take a correlation to study whether the hotel culture is related to the work engagement. This paper uses Pearson correlation analysis to analyze the correlation between the Ritz-Carlton hotel culture and the work engagement of the new generation of employees. The following is a correlation analysis of the three dimensions of the Ritz-Carlton hotel culture and the work engagement of the new generation of employees. According to the table data, when the significant value(Sig.) is  $0.000 < 0.01$ , the Pearson correlation coefficients "r" of the hotel culture and work vigor, work dedication, and work absorption are 0.700, 0.673 and 0.685, respectively, showing a moderately upper positive correlation, that is, The Ritz-Carlton hotel culture is positively related to the work engagement of the new generation of employees.

Table 2: Correlations

	work vigor	work dedication	work absorption

Hotel culture	Pearson Correlation	.700**	.673**	.685**
	Sig. (2-tailed)	0.000	0.000	0.000
	N	301	301	301

\*\* Correlation is significant at the 0.01 level (2-tailed).

According to Table 3, F value = 286.513, P value is 0.000, and the standardization coefficient of hotel culture is 0.700 > 0.000. It is concluded that the Ritz-Carlton hotel culture has a positive impact on the work vigor of the new generation of employees. And the data in the table indicates that the adjusted R-square = 0.488, that is, the work vigor of the new generation of employees can be explained by this model, and the degree of fit is good. At the same time, the regression coefficient is 0.874, and the relative Sig. = 0.000, which is significant. And the constant coefficient is 0.207, Sig.=0.354, the constant term is significant, the ANOVAa test shows that the model as a whole is significant, so the regression coefficient of 0.874 is statistically significant. From this, a linear regression equation can be derived: new generation employees work vigor = 0.207+0.874\*The Ritz-Carlton hotel culture. In summary, H1 is established.

Table 3 : Regression Analysis of Ritz-Carlton Hotel Culture to the Work Vigor of the New Generation Employees

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinear statistics		ANOVAa
		B	Std.Error	Beta			Tolerance	VIF	Sig.=0.000b
1	(Constant)	0.207	0.223		0.928	0.354			F=286.513 R2=0.489
	Hotel culture	0.874	0.052	0.7	16.927	0.000	1	1	Adjusted R2=0.488

a. Dependent Variable : Work Vigor

According to Table 4, the F value is 263.972, the P value is 0.000, and the standardization coefficient of hotel culture is 0.673 > 0.000, it is concluded that Ritz-Carlton hotel culture has a positive influence on the work dedication of the new generation of employees. And the data in the table shows that the adjusted R square = 0.467, that is, the work dedication of the new generation of employees can be explained by this model, and the fitting degree is good. At the same time, the regression coefficient is 0.869, and the relative Sig.=0.000, is significant. The constant coefficient is 0.345, Sig. ≤ 0.149, so the constant term is significant, and the ANOVAa test shows that the model as a whole is significant, so the regression coefficient 0.869 is statistically meaningful, from which the linear regression equation can be derived: the new generation of employees work dedication =0.345+0.869 \* Ritz-Carlton hotel culture. To sum up, H2 is established.

Table 4 : Regression Analysis of Ritz-Carlton Hotel Culture to the Work Dedication of the New Generation Employees

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinear statistics		ANOVAa
		B	Std.Error	Beta			Tolerance	VIF	Sig.=0.000b
1	(Constant)	0.345	0.238		1.446	0.149			F=263.972 R2=0.469

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Hotel culture	0.869	0.055	0.673	15.746	0.000	1	1	Adjusted R2=0.467
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a. Dependent Variable : Work Dedication

According to table 5, F value = 263.972, P value is 0.000, and the standardization coefficient of hotel culture is 0.685 > 0. It is concluded that the Ritz-Carlton hotel culture has a positive impact on the work absorption of the new generation of employees. And the data in the table indicates that the adjusted R-square = 0.467, that is, the work focus of the new generation of employees can be explained by this model, and the fit is good. At the same time, the regression coefficient is 1.053, and the relative Sig. = 0.000 is significant. Although the constant coefficients are -0.495 and Sig. = 0.078, the constant terms are not significant, but the ANOVAa test shows that the overall model is significant, so it is statistically significant. The regression coefficient of 1.053 is meaningful, so a linear regression equation can be introduced: the work absorption of the new generation of employees = -0.495 + 1.053 \* The Ritz-Carlton Hotel Culture. In summary, H3 is established.

Table5 : Regression Analysis of Ritz-Carlton Hotel Culture to the Work Absorption of the New Generation Employees

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinear statistics ANOVAa		Sig.=0.000b F=263.972 R2=0.469 Adjusted R2=0.467
		B	Std.Error	Beta			Tolerance	VIF	
1	(Constant)	-0.495	0.28		-1.769	0.078			
	Hotel culture	1.053	0.065	0.685	16.247	0	1	1	

a. Dependent Variable : Work Absorption

### Discussion

This article first summarizes the literature related to hotel culture and the work engagement of the new generation of employees, and then uses SPSS software to perform description analysis, correlation analysis, regression analysis, and verifies the original hypothesis. The following conclusions were reached:

This article uses regression analysis of the questionnaire data, and the results show that the Ritz-Carlton hotel culture has a positive impact on the work vigor, dedication and work absorption of the new generation of employees. The employee's work commitment has a positive impact, which means that the higher the new generation's cultural identity with the Ritz-Carlton Hotel, the higher the work engagement of the new generation of employees. Therefore, I believe that hotel culture plays a very important role in the hotel operation process. It is necessary to create a hotel culture that is recognized by and affects employees. For example, Create a material culture of elegance and comfort and style chic. Build a culture of harmony, friendship and colorful behavior. Establish a standardized rigorous and people-oriented system culture. To establish a spiritual culture with deep popularity and leadership. Establish a distinctive brand culture with distinctive features and good reputation. And the data results show that the Ritz-Carlton Hotel has a great degree of positive impact on the work engagement of the new generation of employees. Therefore, the culture of the Ritz-Carlton Hotel has a great reference effect.

This paper studies the influence of Ritz-Carlton hotel culture on the work engagement of the new generation of employees by questionnaire, confirms that there is a positive influence between the two, and puts forward some

constructive suggestions. However, due to my personal time and ability, there are still deficiencies in this paper. In this paper, the choice of research methods is relatively single, only using questionnaire survey method, which has limitations, it is difficult to grasp the real ideas, mentality and purpose of the respondents in the process of filling out the questionnaire, so I hope that in the process of studying this subject in the future, we can combine other research methods to carry on the research, at the same time, the questionnaire should be oriented to a wider area or refine the areas studied. Study only one area or one area. The research content is more representative and meaningful, and then makes up for the lack of research in this paper.

### **Conclusion**

This research helps to a better understanding of the impact of hotel culture, including material culture, system culture, behavior culture, spiritual culture, and brand culture on the work engagement of the new generation of employees. In this case, hotel culture has a negative or positive impact on employee engagement. A strong hotel culture will positively affect the work engagement of employees, while a weak hotel culture will lead to a negative work engagement of employees. This paper believes that it is very important to have a healthy hotel culture and work engagement in the hotel industry.

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