

# Gender Differences On Employee Value Proposition, Growth Mindset And Employee Engagement In Malaysian Hotel Sector.

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**Abstract:** gender play an important role especially in hotel sector. Different gender play different emotional role which affecting the employee engagement and perception of rewards. This paper served to discover the role of gender in determining the employee engagement, employee value proposition (EVP) and growth mindset. 467 respondents were received, and results show that there are differences between male and female in term of employee engagement and EVP. Male shows higher score than female, it is because majority of a man are the breadwinner while women role works as a financial backup for their family. It is important to look at the differences of gender because men and women possess different perception and instinct which comes from their experiences, thus the level of engagement and satisfaction on EVP resulted differently. This research contributes to the findings of differences in gender of employee engagement and EVP which seldomly done by previous researchers. The finding in this research hopes to give an insight on the role of gender which give significant contribution towards human resource manager to design training module that suit the difference of gender.

**Index Terms:** gender differences, emotional role, employee engagement, EVP, growth mindset



## 1. INTRODUCTION

Many scholars have done study on engagement in various industry. The importance of employee engagement is that it can influence performance, productivity and commitment [1]–[3]. Employee engagement is important element for employee motivation, it acts as a boost for productivity performance. Neglecting employee engagement leading to financial declination for organization [4]. Therefore, the element of employee engagement in organization is crucial to be enhanced. Researches have shown there are many factors that can influence on employee engagement such as human resource practices, leadership, co-worker and others [5], [6]; however, little empirical evidence was found to be associated with the role of gender in employee engagement research. Therefore, the objective of this study is to determine the differences between male and female in the relationship of employee value proposition and growth mindset on employee engagement.

## 2 LITERATURE REVIEW

### 2.1 Employee Engagement

Employee engagement study are popular among services sector because of the nature of work employee in this sector is about delivering the best service. In hotel, employees have the responsibility to responds to any demand made by the customers in shorter time. Somehow, the responds time can be different in terms of female and male in delivering the best services. This somehow goes back to the definition of employee engagement in the study, according to [7], employee engagement is vigor, dedication and absorption. The meaning of vigor is energetic, dedication is committed to the task and absorption is immersion into the work. The definition itself can bring different acceptance level between male and female because of factor of different role they play in the society. The level of employee engagement may react differently from man and women because the factor of the people they are dealing with. Woman are prefer to work with female boss while man would prefer to work with male boss [8]. This indicate that the preferences of male and female while working is different.

However, in hotel sector, the working environment is highly volatile [9] which indicates that male and female worker were dealing with various people, background and diversity. Therefore, it is hard to determine the employee engagement especially when both male and female have different needs, and it postulated that female may have lower engagement than man, it is because women are more sensitive than man thus experienced more negative effect[10].

### 2.2 Employee Value Proposition

Employee value proposition (EVP) is a new term that need to be discovered in organization. EVP has shown it significant contribution towards employee engagement [11], [12]. EVP is what an employee receives in return for his/her contribution in organization. Therefore, it can say that it is a reward, bonuses, recognition, any financial benefits and non-financial benefits can explain the EVP. The role of gender in EVP explain that human desire on wanting the needs to be fulfilled. Explaining the role of gender, man and woman possess different role in the society. Women play a dual role as a career woman and taking care of the family, while man normally becomes a breadwinner. It explains that man need better EVP than woman in order to support the family.

### 2.3 Growth Mindset

Growth mindset is individual personal resource to reach the engagement level. According to [13], researches mention that the need of mindset in order to get employee to engage. The growth mindset can be different between male and female. Evidence shows that role of gender in growth mindset, previous research show that creativity which part of growth mindset, shows man are better than woman [14]. It postulated that the element that lead and enhance employee engagement can be stir by the element of gender. Without considering the element of gender, it might lead in bias result of the relationship between growth mindset and employee engagement.

## 3 RESEARCH METHODOLOGY

Using a quantitative research, survey questionnaires were

distributed across hotels especially four- and five-star hotel. the sampling technique is cluster sampling which a non-probability sampling. Data which collected back was 467. Using SPSS, data were analyzed according to the objective of the study of the study.

**4 RESULT AND INTERPRETATION**

**4.1 Correlation Analysis**

To test the relationship between EVP and growth mindset toward employee engagement, Spearman rho test of non-parametric analysis was used to test the relationship of the variables. Spearman Rho test is to test the strength and sirection of the relationship. Correlation analysis in table 1 shows that the results are all significant relationship. Using a split file analysis, results indicate that male score higher than female which indicate moderately strong positive correlation in term of relationship EVP on employee engagement (r-value =0.551, P< 0.05). Meanwhile female has slightly score lower positive correlation value than male (r-value =0.422, P< 0.05). Meanwhile, for relationship between growth mindset and employee engagement for male is moderately strong positive correlation while (r-value =0.5791, P< 0.05) while female r-value =0.528, P< 0.05) still slightly lower r-value compare to male These results explain that male have better relationship in explaining relationship between EVP and growth mindset towards employee engagement. It postulates that the result of employee engagement was higher and better explain by the group of male than female. It also means that man needs more EVP and growth mindset support system from the organization as it can lead to employee engagement.

**Table 1: Correlation - Spearman Rho**

Gender		EE	EVP	GM	
Male	EE	Correlation Coefficient	1.00	.551 <sup>**</sup>	.579 <sup>**</sup>
		Sig. (2-tailed)	.000	.000	.000
		N	129	129	129
	EVP	Correlation Coefficient	.551 <sup>**</sup>	1.00	.469 <sup>**</sup>
		Sig. (2-tailed)	.000	.000	.000
		N	129	129	129
GM	Correlation Coefficient	.579 <sup>**</sup>	.469 <sup>**</sup>	1.00	
	Sig. (2-tailed)	.000	.000	.000	
	N	129	129	129	
Female	EE	Correlation Coefficient	1.00	.422 <sup>**</sup>	.528 <sup>**</sup>
		Sig. (2-tailed)	.000	.000	.000
		N	338	338	338
	EVP	Correlation Coefficient	.422 <sup>**</sup>	1.00	.371 <sup>**</sup>
		Sig. (2-tailed)	.000	.000	.000
		N	338	338	338
GM	Correlation Coefficient	.528 <sup>**</sup>	.371 <sup>**</sup>	1.00	
	Sig. (2-tailed)	.000	.000	.000	
	N	338	338	338	

N	338	338	338
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\*\* . Correlation is significant at the 0.01 level (2-tailed).

**4.2 Test of Differences**

Mann -Whitney Test (Non-parametric test) was used to compare is there any difference between the gender in terms of employee engagement, employee value proposition (EVP) and growth mindset. Result shows that there are differences between male and female in term of employee engagement and EVP. Section 4.2- explain the Man-Whitney Test of the variables.

**4.3 Man-Whitney Test-Employee Engagement**

Ranks

	GENDER	N	Mean Rank	Sum of Ranks
EE	MALE	129	256.46	33083.00
	FEMALE	338	225.43	76195.00
	Total	467		

Test Statistics<sup>a</sup>

	EE
Mann-Whitney U	18904.000
Wilcoxon W	76195.000
Z	-2.224
Asymp. Sig. (2-tailed)	.026

a. Grouping Variable: GENDER

Extending from the correlation analysis, Man-Whitney test of difference shows and support there is difference between male and female in terms of employee engagement (Z-score=-2.224, P values < 0.05, significance). It strengthens the findings that employee engagement for male score higher than female in the Malaysian hotel sector.

**4.4 Man-Whitney Test-Growth Mindset**

Role of gender in growth mindset shows there is no significance difference as the p-value >0.05. However, previous research show that creativity which part of growth mindset, shows man are better than woman [14], in which this study finds it contrary. This could be because the element of a growth mindset is a personal resource which generally acts to enhance individual [16]. It also postulates that a growth mindset also an individual inner force, therefore acts like a motivation to enhance employee engagement.

Ranks

	GENDER	N	Mean Rank	Sum of Ranks
GROWTH	MALE	129	252.01	32509.00
	FEMALE	338	227.13	76769.00
	Total	467		

Test Statistics<sup>a</sup>

GROWTH
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Mann-Whitney U	19478.000
Wilcoxon W	76769.000
Z	-1.791
Asymp. Sig. (2-tailed)	.073

a. Grouping Variable: GENDER

#### 4.4 Man-Whitney Test-Employee Value Proposition

Meanwhile, there is difference between male and female in term of EVP (z-score=-3.070, P<0.05). It is basic human need that employee desire of benefits, because benefits is also a form of motivator which explain in the Herzberg two factor theory [15] where benefits will increase motivation. In terms of gender, male is responds higher in the mean score for EVP. This explain that male could be the breadwinner, supporting and anchor of the family.

Ranks

	GENDER	N	Mean Rank	Sum of Ranks
EVP	MALE	129	265.00	34185.00
	FEMALE	338	222.17	75093.00
	Total	467		

Test Statistics<sup>a</sup>

	EVP
Mann-Whitney U	17802.000
Wilcoxon W	75093.000
Z	-3.070
Asymp. Sig. (2-tailed)	.002

a. Grouping Variable: GENDER

The analysis shows that there are relationships between EVP and growth mindset on employee engagement. Furthermore, with further analysis to test the difference between male and female show significant difference of a result between male and female EVP and employee engagement. this research proof that the gender play a significant role in producing the level of engagement.

## 5 CONCLUSIONS

Employee engagement is very important therefore, in order to get employee engaged, socialization is very important for organization to take things as a good investment [17]. Findings suggests that male requires more attention from the management in term of EVP, it means that human resource manager should focus on giving more attention into formulation of EVP for male staff in the organization without raise any bias and unfairness distribution among its employees. Furthermore, another aspect to increase employee engagement, regardless of gender, the element of growth mindset to be enhanced, and for that, human resource training manager should take initiative in improving employee mindset, to continually grow and develop. This research contributed the role of gender in the factor that influencing employee engagement in Malaysia hotel sector. This research warrants a future study involving intervening factor of personal resource that could increase employee engagement study.

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