Role of Body Language in Leveraging Success at the Workplace: A Study in the Hospitality Industry

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Abstract— The study sheds light on the significant role of body language at workplaces. Body language is a specific process of communication which is opposed to words. The specific article is focused on understanding the significance of body language at the workplace within the hospitality industry. In the hospitality industry it is immensely important to impress the customers to improve their financial growth. Therefore, a positive and effective body language helps to build trust between the customer and the companies as well as it is capable of gaining credibility. The employees of the hospitality industry should have proper knowledge about body language and its effectiveness on customer impression.

The research has used secondary quantitative design for this article consisting of the collection of some secondary numerical data. Some existing companies within the hospital IT industry of India are selected and their annual reports are used for collecting secondary quantitative data. The significance of body language among the employees of those companies for the development of the companies within the industry is discussed in this article. The major purpose of this study is to identify the important role of body language among the employees of the hospitality industry.

Keywords: body language, workplace, hospitality industry, communication.

I. INTRODUCTION

Body language is a technique of communication without words and this is an opposite process of verbal communication. Communication through body language can be impressive and impactful on customers and that is an important factor for the hospitality industry. The study discusses the role of body language workplace success for employees within the hospitality industry. *MakeMyTrip and The Oberoi grand* are the selected companies within the hospitality industry based on which all data are collected.

Problem statement

Customer retention and satisfaction is one of the major factors for business organisation within any industry. Enhancement of customer satisfaction leads to improved competitiveness in the market. It is identified that the customer retention rate was the lowest for the hospital IT industry in 2018 which was *55%* worldwide (Statista, 2022). A lower percentage of customer retention is negatively impactful on revenue growth as well as the GDP growth of the country. Therefore, it is important for the hospitality industry to improve relations with their customers through communication which will help to enhance customer retention rate. Improving knowledge of the employees about body language and its impression on customer satisfaction will be beneficial to develop customer retention rate. [1]
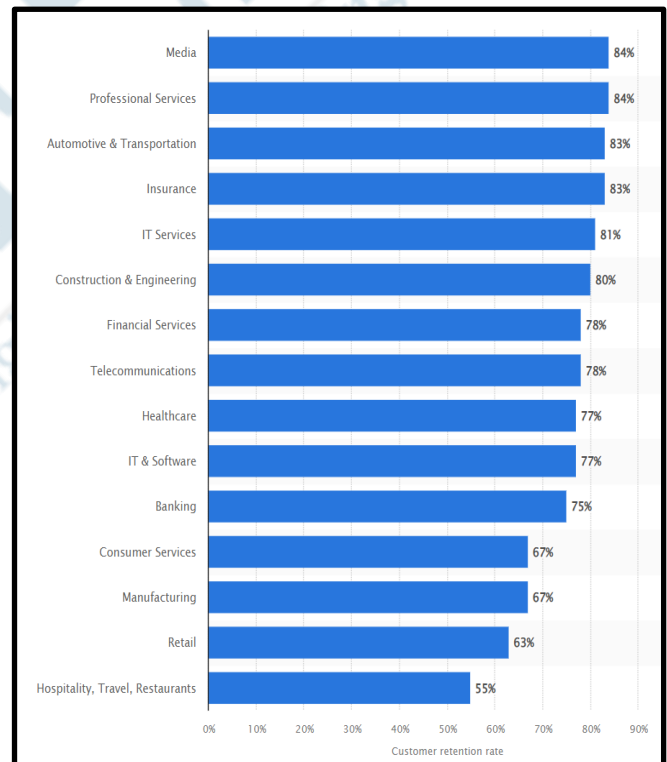

Figure 1: Global customer retention rate for different industries
(Source: Statista, 2022)

Aim and objectives

The study aimed at elaborating the significant role of body language for work success in the hospitality industry of India.
- To understand the crucial role of body language in communication

- To analyse the importance of body language at workplace
- To elaborate the determinants of body language and their significance at workplace in the hospitality industry

II. LITERATURE REVIEW

Role of body language in communication

Body language refers to the particular technique of communication in which physical behaviour is the key factor for expressing information. There are different features of body language such as facial expression, postures, eye contact, head motion and gestures (Soegiono et al. 2021). Thereafter body language of a person please accrual role while the person is communicating with another one. A positive body language changes the attitude of communication and improves understanding. Eye contact is one of the most significant body languages that can leave a positive and peaceful impression.[2]
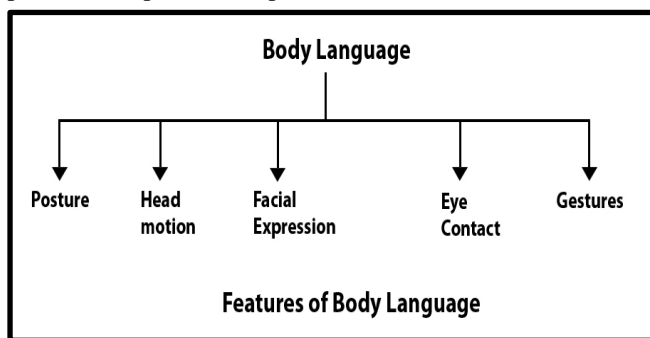

Figure 2: Different body languages in communication (Source: Soegiono et al. 2021)

On the other hand, non-verbal communication by using body languages might be imprecise and vague sometimes. It might require a lot of repetitions for understanding nonverbal communications which is a limitation. Along with that it requires effective knowledge about body language within both of the people who are communicating. In addition to that, the specific body language of a person helps to understand whether the person is concerned about the conversation (Uzun, 2020). Thus, it can be stated that body language plays a crucial role in nonverbal communication. [4]

Importance of body language at workplace

Positive gestures and effective body language are important for employees at the workplace which improves relationships with other employees. Body language is important for understanding the focus level of a person while communicating. Thereafter, positive body language enhances confidence among the employees which is another important factor of body language at the workplace (Indeed, 2020). Body language is massively important for the employees who work within the hospitality industry and need to communicate with different customers all the time. A positive attitude which conveys through body language is

important for impressing the customers and enhancing customer retention.

According to the perspective of Begum and Azam (2022), body language is the most impactful aspect that affects the relationship in the workplace. Therefore, different body languages are an important factor for employees at the workplace. Non-verbal communication skills not only impact the workplace relationships but also improve performance of the employees. [3]

Theoretical perspective

Using specific models for understanding the impact of body language on other people's impressions specifically helps to enhance knowledge. In this research *"Mehrabian's 7-38-55 Communication model"* has been used, which is focused on analysing different methods of communication. There are three specific rules of the model which are presented through the figure below. According to the model, about 7% people communicate through spoken words, 38% people communicate through voice and tone whereas 55% people communicate through body language (Bailey, 2020). More than half people use body language including facial expression, hand gestures and postures which highly impact communication. Furthermore, the specific model also helps to understand the significance of body language in better communication.
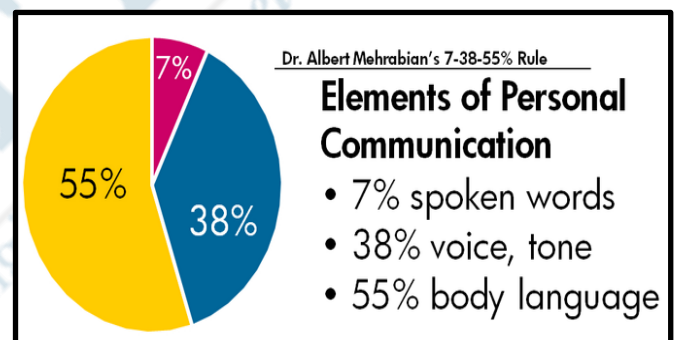

Figure 3: Rules of Mehrabian's 7-38-55 Communication model (Source: Bailey, 2020)

The model helps to understand the ability of body languages to express unspoken words and feelings. Thereafter, body language plays a crucial role in careers which helps to achieve better results. Nonverbal behaviour and positive body language leads to an effective negotiation which helps to build trust and a positive relationship with the customers (Rakhimovna, 2022). People notice spoken words, voice tone and body language which impacts their impression. Using the specific model was appropriate and effective to understand the significance of body language at the workplace. [5]

Literature gap

Important role of body language in communication and at the workplace is discussed in this portion of the study. Hence the significance of body language for the development of

workplace efficiency within the hospital in industry is not discussed which indicates a gap.

III. METHODS

The research has used different methods and materials for conducting this article. A theory is used for better understanding of the concept which is discussed in the previous part. Thereafter, using an accurate data collection method is important for gathering some relevant and appropriate data. There are basically two categories of sources that are used for gathering information such as primary sources and secondary sources. Conducting interviews and service are considered as the primary sources as well as reviewing articles newspapers and journals are considered as the secondary sources (Taherdoost, 2021). The use of primary sources is more expensive than the secondary sources and along with that reviewing articles and journals is less time consuming.[6]

Therefore, the researcher has used *secondary sources* for gathering some objective and relevant data for this research article. There are different categories of research strategies which are primary quantitative, secondary quantitative, primary qualitative and secondary qualitative (Mason et al. 2020). Collecting numerical data by using primary sources refers to primary quantitative strategy as well as collecting numerical data by using secondary sources refers to secondary quantitative strategy. On the other hand, collecting non numerical data using primary sources refers to primary qualitative and collecting non numerical data using secondary sources is considered as secondary qualitative strategy. The research has used the *secondary quantitative strategy* for completing the requirement of conducting an empirical study with statistical analysis.[8]

In addition to that, some of the companies within the hospitality industry of India are selected and their *annual reports* are reviewed for collecting secondary numerical data. Specific data about sales revenue, operating profit and others are collected about the selected companies. Thereafter, *Excel* is used as a specific tool for creating statistics and conducting statistical analysis in this article. *Statistical analysis* refers to graphical presentation and evaluation of statistics as results. These methods are used in the study and the results are presented below with a brief discussion.[7]

IV. RESULTS

In the case of considering a tourism company and the significance of body language, employee benefit has been assumed as a dependent variable (y) while on the other hand, communication (different types of body language) has been assumed as the independent variable. The results have been obtained after determining and evaluating certain variables close to determining body language in the hospitality industry as follows:

Regression Statistics	
Multiple R	0.405622234
R Square	0.164529397
Adjusted R Square	-0.113960804
Standard Error	2505.303504
Observations	5

Figure 3: Regression Test
(Source: Excel)

The above table of regression shows values of multiple R as 0.405622234, R square as 0.164529397, Adjusted R square is -0.113960804, the standard error is 2505.303504 on an observation that is made on 5.

	32	3600
32	1	
3600	-0.405622234	1

Figure 4: Correlation
(Source: Excel)

Correlation refers to making a connection between two variables where one variable is coordinated with another (Schober et al. 2018, p. 1765). 1 and -0.405622234 are some results that have been found while coordinating one variable with another variable.

ANOVA					
	df	SS	MS	F	Significance F
Regression	1	3754357.477	3754357.477	0.590791	0.498079579
Residual	3	19064406.52	6354802.174		
Total	4	22818764			

Figure 5: Anova
(Source: Excel)

Anova describes the results of an experiment whether that experiment result is significant or not (Fernández-Delgado et al. 2019, p. 13). In terms of finding the values of Anova, it has been witnessed that df values are 1 and 3 while SS values are 3754357.477, 19064406.52 while MS values have been found as 3754357.477 and 6354802.174. The F value is seen to be around 0.590791 while the Significance F value is around 0.498079579. In this regard, the Significance F value is considered to be the most important in comparison with other values as assumed above. [9]
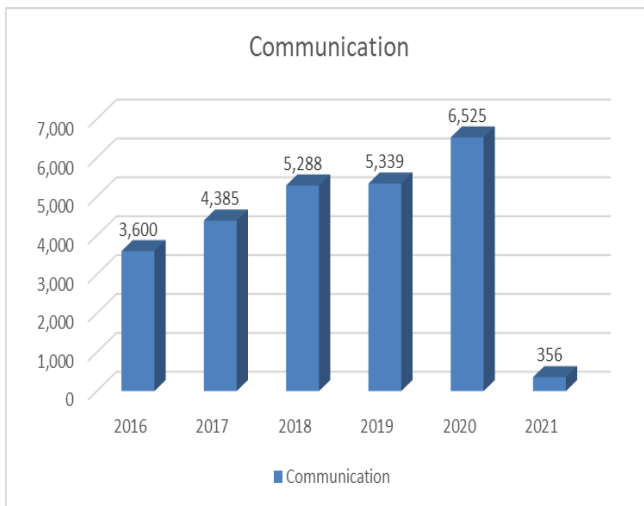

Figure 6: Decrease in communication in MakeMyTrip in 2021
(Source: Excel)

The graph shows that there is a constant increase in communication among employees of the chosen organisation in the tourism industry from 3600 in 2016 to 6525 in 2020 while it has reduced to a huge extent to 256 in 2021which reflects the performance of the company has somehow suffered because of communication barrier among the organisational employees. There is a sharp increase from 4389 employees in 2017 to 5288 employees in 2018. Followed by this increase in communication among employees, there is stagnancy witnessed as communication among different organisational employees has been around 5288 in 2018 to 5339 in 2019. [11]
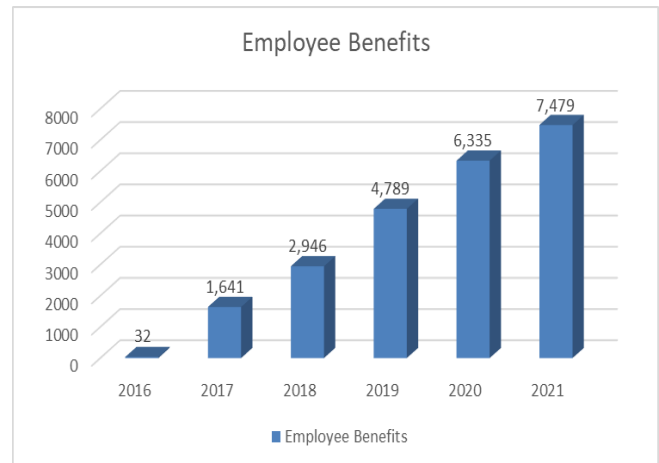

Figure 7: Increase in employee benefits from 2016 to 2021
(Source: Excel)

The selected organisation has increased from 32 in 2016 to around 4789 in 2019 to around 7479 in 2021. Thus, there is a constant increase in offering employee benefits within the organisation for improving communication within the group of employees. The organisation has tried to offer employee benefits every year which is an effective way to look after employee welfare. [10]

There is another category that has been assumed which is utilisation of body language in the hotel industry where again the dependent and independent variables have been considered to conduct the statistical tests within this empirical article. The Oberoi Grand is the chosen company where expenses of employee benefits include training programs provided to employees of the chosen organisation. Intangible assets are assumed to be non-monetary assets that do not hold physical substance (Nichita, 2019, p. 225). Goodwill of a company is assumed as an intangible asset where improvement of employee benefit expenses (executive-level training and staff training) will eventually result in enhancement of intangible asset. "Amortisation of intangible assets" is the dependent variable that depends on employee benefit expenses in the form of consideration of two types of training provided to executives and staff for better body language. Therefore, employee benefit expenses can be assumed to be independent variables. The statistical tests have been carried out below:

	529.96		2.17
529.96		1	
2.17	0.652369564		1

Figure 8: Correlation
(Source: Excel)

The correlation between "amoritisation of intangible assets" and "employee benefit expenses" has been conducted where results are 1 and 0.652369564 and on the other hand, the other values are 529.96 and 2.17.

Regression Statistics	
Multiple R	0.652369564
R Square	0.425586048
Adjusted R Square	0.23411473
Standard Error	60.77380538
Observations	5

Figure 9: Regression
(Source: Excel)

The regression has been based on assumed variables where multiple R is around 0.652369564, R square is 0.425586048, Adjusted R square is 0.23411473, and standard error is 60.77380538. However, the observations have been made on a total of 5 as showcased on the graph. The regression statistics have been presented where a dependent variable has been related to either one or more than one independent variable (Fernández-Delgado et al. 2019, p. 28). Therefore, a regression test is important to carry out in this study to develop a relationship between dependent and independent variables.

	df	SS	MS	F	Significance F
Regression	1	8209.496419	8209.496419	2.222714	0.23278514
Residual	3	11080.36626	3693.45542		
Total	4	19289.86268			

Figure 10: Anova
(Source: Excel)

The ANOVA test has been conducted by identifying the dependent and also independent variables where df values as identified in the above table are 1 and 3 while SS values are 8209.496419, and 11080.36626 on a total of 19289.86268. The MS values are found to be around 8209.496419 and 3693.45542. The Significance F is synonymous with p-value is witnessed to be around 0.23278514 according to the presentation of the ANOVA table.

The graph shows a difference in respect of offering employee benefits expense where the expense has increased from around 529.96 in 2017 to 553.29 in 2018 to 561.02 in 2019 to 564.7 in 2020 followed by around 411.97 in 2021 and 462.93 in 2022. It has often been witnessed that in case an organisation decreases the employee expenses then that step of the organisation is reflected in the performance of the organisation.
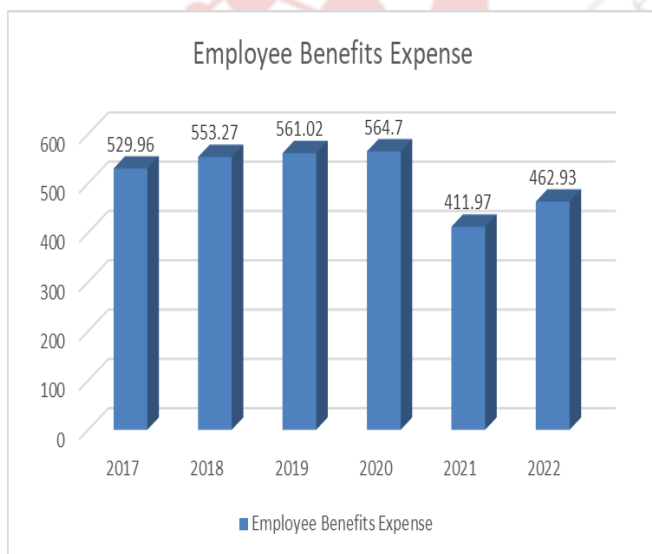

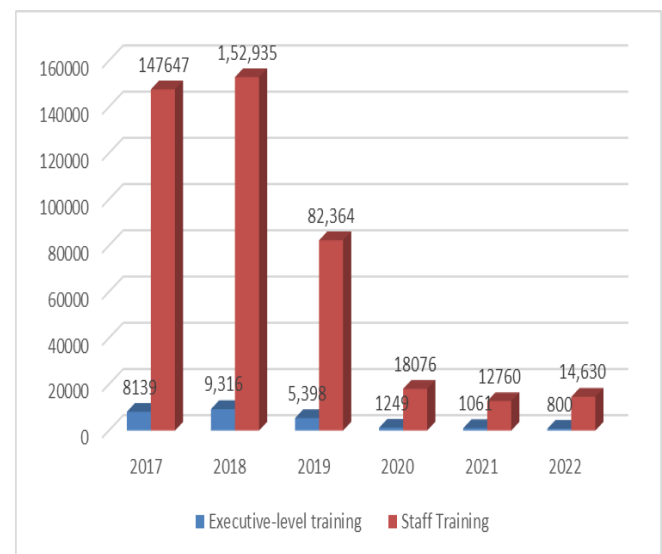Figure 11: Decrease in expenses of employee benefits in 2022
(Source: Excel)

Figure 12: Decrease in staff training and executive-level training among employees in 2022
(Source: Excel)

The graph is evidence to identify the fact that the organisation has reduced the training among organisational executives where around 8139 executives have been provided with training in 2017. There has been an increase from 8139 executives in 2017[14] to 9316 executives in 2018 eventually witnessing a decrement to around 800 executives in 2022 from 1061 executives in 2021.[15] Conversely, staff members of the organisation have also been provided with training where 147647 staff as a total number of staff members have reduced to around 14630 staff in 2022. Training among staff has been constantly reduced from 2017 to 2022 which is around 6 years.

V. DISCUSSIONS

The two companies have been chosen from a broad category of the hospitality industry that comes from the tourism industry and hotel industry. MakeMyTrip is a renowned travel organisation with its operations on online platforms and its headquarters in Gurugram, Haryana, India (Makemytrip, 2022).[13] However, there is another group of company that has been selected which is The Oberoi Group which is an award-winning hotel that has it's headquarter in New Delhi, India (Eihassociatedhotels, 2022).

EIH Ltd and EIH Associated Hotels have been formerly called East India Hotels are two important holding companies related with. Oberoi group (Eihassociatedhotels, 2022). [12] This group of hotels and resorts belongs to a different category in the hotel industry within the domain of the hospitality industry of India. Some variables have been selected that have an association with body language to understand the success rate of the usage of body language within these workplaces of two different categories in the same industry.

Table 1: Evaluation of body language (communication) as utilised by employees to enhance organisational performance

Year	Employee Benefits	Communication	Intangible Assets written off	Revenue (million dollars)
2016	32	3600	0	336
2017	1641	4385	0	448
2018	2946	5288	356	675
2019	4789	5339	0	486
2020	6335	6525	0	512
2021	7479	356	0	168

(Source: Self-developed)

Body language illustrates non-verbal communication where facial expression, gestures, eye contact, voice, and others play an effective role in indirectly communicate with

the customers (Vasanthakumari, 2019, p. 68). It is the usage of body language that helps in either enhancement or degradation of communication among each other. In case an employee uses expressive facial expression then another employee will communicate more with the former one. Thus, body language assists in better communication processes within the workplace in the hospitality industry. According to the above table, the communication process has been seen to be improving from 2016 to 2020 however; communication has become poor among the organisational employees which indicate that there is a poor use of body language (Sec, 2017). The revenue of the organisation has only increased in 2018 followed by 2020 [16]which means that utilisation of body language has been enhanced in both these years and thereafter workplace success has been affected in 2021 (Sec, 2020). The revenue has been affected in 2021that indicates a decline in success of the organisation (Statista, 2022).

Table 2: Evaluation of body language (training programmes) as utilised by employees to enhance organisational performance

Year	Employee Benefits Expense	Amortisation of intangible assets (million dollars)	Executive-level training	Staff Training
2017	529.96	2.17	8139	147647
2018	553.27	6.15	9316	152935
2019	561.07	7.56	5398	82364
2020	564.7	3.37	1249	18076
2021	411.97	3.1	1061	12760
2022	462.93	1.75	800	14630

(Source: Self-developed)

The body language of employees and executives will improve by offering them different training programmes where Oberoi group of hotels along with resorts have provided the best training between 2017 and 2018. It has been seen during these years that executives have been more interested in undertaking the training while in the later years (2019 to 2022), the organisation has not been successful to attract existing executive employees to the training to improve body language (Eihassociatedhotels, 2022). Similarly, staff training witnessed an increase in 2017 and 2018, and thereafter, staff training has also been curbed. The expenses associated with employee benefits have been reduced which means that the organisation has not been interred to make investments in staff and executive-level programs. The revenue of EIH has also reduced to 5.55 billion dollars in 2021 from 16.75 billion dollars in 2020

(Statista, 2022).

VI. CONCLUSION

It can be concluded that body language is an important process of communication which plays a crucial role for improving workplace efficiency. Effective knowledge of body languages among the employees of the hospital industry is not only good for communicating with the leader's but also effective for building a positive relationship with the customers. Improving the knowledge of body language among the employees helps to improve customer satisfaction and retention. Hence, improving customer retention is one of the most important objectives of the hospital industry which can be achieved by a positive and impressive body language.

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