



Empirical study on organisational commitment of employees in Indian Hotel Industry

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ABSTRACT

Indian air travel and advanced technological development in the tourism society in India lead to the growth of Indian Hotel Industry. The Indian Industry staged a good progress due to the emergence of business hotel groups such as Taj Group of hotels, ITC Group of hotels, Ashok group. The growth and development of Indian hotel Industry is growth and development in India taken place with the growth and development of Human Resources Management and their practices in the Indian hotel which pave the way for their better performance. In this context, an attempt is made in this research paper to overview and analyse the organisational commitment of employees working in Indian Hotel Industry.

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1. Introduction

This dynamic society is change in trend in hotel industry in India, Indian air travel and advanced technological development lead to the growth of tourism in Indian travel industry is the promotion base for development of hotel business in India. The advent of Indian hotel groups such as Taj Group of Hotels, ITC Group of Hotels and ITDC and Ashok group are base and foundation for the growth and development of Indian Hotel industry. Indian business of hotels are doing rapid progress in terms of maintaining service, quality and level of standards in terms of room accommodation, room service technology adoption, food preparation and service of catering to the society. The development and upliftment of hotels are taken place in advancement and development of both private sector and public sector corporate hotel organisation of business. Advancement and development of luxury deluxe type of hotels in India are doing well in terms of efficient service and maintenance of global levels of standards of hotel industry to meet the needs of Indian customers in the form of providing better and deluxe type of room, sophisticated provision of facilities in rooms, providing best international level of food and catering and providing better service to Indian customers of tourist including foreign tourist.

2. Hotel business and its components

Hotel is the type of business organisation which provides boarding Lodging to the needs of customers. The hotel rooms are well built and fitted with ultra modern facilities such as air-condition of central provision, luxury provision of bathrooms and its establishments. In addition of facilitates of room infrastructure such as networking, mini bar and food facilities of hot drinks and cool drinks inside the room itself. Deluxe and multiple type of star hotels accommodates various additional provisions like multi special cuisine restaurants, swimming pool, business centric, conference hall and room, clubs of health and banquet facilities to the customers. The divisions and departments of hotel business are as under (Fig. 1).

- Front office
- Catering service
- House Keeping
- Production of Food and beverage
- Marketing and Sales promotion
- Infrastructural maintenance
- Financial management and control
- Safety and security
- Human Resources Management



Fig 1. HRM in Hotel Industry.

3. Human resources management (HRM) in hotel industry

Business excellence is possible with the help of HRM. HRM practices in hotel business (Tables 1-3) provide better advantage over competitors. HRM facilitates better utilisation of human resources to the efficiency of business potential for their growth and development as well as creative environment and facilities to the customers. HRM is the provider of achieving the strategies, targets as well objectives with the help of effective utilisation of human resources. The essential elements and services of HRM are as under:

- Hotel human Resources planning
- Hotel Job analysis
- Hotel Job design
- Hotel Recruitment and Retention
- Hotel human resources selection
- Hotel human resources orientation
- Hotel career planning and development
- Hotel industry training and development
- Hotel employees performance appraisal
- Job evaluation of hotel employees
- Job satisfaction of hotel employees

4. Commitment and motivation of employees in hotel industry

No business can achieve its targets and goal without the contribution of employees and their enrichment in the business. This is possible by motivation of employees working in the hotel business. The hotel employees are motivated in terms of monetary and non monetary benefits based on their performance. Motivation is tool of bringing the commitment of employees to the betterment of business. Motivation facilitates job satisfaction and job performance. The motivation of employees are facilitator of employees commitment which are narrated as under.

Table 1
KMO and Bartlett's Test.

KMO and Bartlett's Test			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.924	
Bartlett's Test of Sphericity	Approx. Chi-Square	4878.527	
	Df	190	
	Sig.	.000	

5. Organisational commitment

It is a concept that characterise the psychological state of affairs that facilitates employees harmonious relations in the organisation and the benefit of decision to continue to work in the organisation. Organisational commitment denotes the degree and level of employees willingness of interest and association in the business in order to achieve goals and objectives, organisational commitment facilitates business performance, harmonious industrial and human relations and effective and efficient performance of employees as well business too. The elements of organisational commitment comprise of employee stress, empowerment, Job security , employability and leadership. The vital elements of HRM provides job satisfaction to employees and satisfied employees becomes committed employees to the organisation. The employees active participation and involvement paves the way the employees commitment to the business. The employees commitment to the business leads to better effective and efficient business performance. The researchers and organisational behaviour scientist treat satisfaction and commitment in different angles. The employees of hotel business achieve organisational commitment is a strong willingness and desire to continue as a member of business and contribute his efforts to the benefits and settlement of business. It is an attitude and loyalty of the corporate employees to commit in their business for individual coupled with business growth and development in the years to come

6. Components of organisational commitment

Organisational commitment segmented into three dimensions such as affective commitment, continuance commitment and normative commitment. Organisational commitment works on psychological state of affairs of the employees and their contribution to the business which is achievable with the help of components of organisational commitment which are illustrated as under:

- Affective commitment
- Continuance commitment
- Normative commitment

7. Significant factors influencing organisational commitment

- Job factors
- Opportunities of employment

Table 2

Total Variance Explained.

Component	Total	Initial Eigen values		Total Variance Explained			Rotation Sums of Squared Loadings		
				Extraction Sums of Squared Loadings					
		% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.681	38.407	38.407	7.681	38.407	38.407	3.426	17.130	17.130
2	1.696	8.479	46.886	1.696	8.479	46.886	3.129	15.646	32.776
3	1.395	6.974	53.861	1.395	6.974	53.861	2.875	14.373	47.149
4	1.178	5.891	59.751	1.178	5.891	59.751	2.520	12.602	59.751

Extraction Method: Principal Component Analysis.

Table 3

Rotated Component Matrix.

Rotated Component Matrix ^a		Component	1	2	3	4
Factor-1 Continuance Commitment						
It is hard to imagine what shall happen if I leave this job without having any other opportunity.		.730				
I am afraid that there are too little options available for me.		.706				
Overall cost of leaving this organization at present is very high to me.		.688				
Leaving this organization right now will disturb my life.		.657				
For the time being I have to be with this organization.		.655				
Factor-2 Affective Commitment						
My organization is family to me.		.769				
I consider the organizational problems as my own.		.743				
I feel proud discussing about my organization.		.697				
I have a strong emotional bonding with the organization.		.687				
I would love to work with this organization for my whole life.		.642				
Factor-3 Normative Commitment						
My values force me to be loyal to the organization.		.781				
To me, an employee should always be loyal to the organization.		.744				
It is unethical to change the organization frequently.		.643				
For me it is a moral obligation to remain loyal to the organization.		.560				
In my opinion, employees switch organizations too often.		.531				
Factor-4 Strong Loyalty						
To me staying with one organization is always better.		.733				
Despite a good offer, I will not leave the organization.		.621				
It is not possible for me to leave this organization.		.586				
I may not be getting more benefits in any other organization.		.572				
I cannot be more attached to any other organization		.548				

- Characteristics of personality
- Work environment
- Harmonious positive industrial relations
- Structure of the organisation.
- Values of human resources
- Mission and vision of employees
- Guarantee of employees participation and performance
- Sense of employees commitment
- Employee development towards business better and performance.

8. Review of literature

The review of literature process is help to design research coupled with methodology to carry out the research. The present research paper and study is pertaining to the organizational commitment of hotel employees in India and hence the review of research studies pertaining to the same is summarised as under. **Araya and Haiyan (2015)** studied and observes that the monetary benefits to employees are contributory factor of organisational commitment and in addition promotion of employees are vital for, Commitment of work force in the organisation. **Garcia, Fernandez [1]** analysed the organisational commitment of employees associated in hotel business in Spain and identified that work environment, monetary benefits, harmonious relations have favourable

impact and benefits of organisational commitment. **Kiruthiga and Magesh [4]** studied the environment of work, human resource management strategies and management coupled with development are vital factors of satisfaction of employees as well their commitment. **Khalid, Farooqi, and Vazish [3]** observed that commitment of employees, satisfaction and their active involvement are positive nature to the organisation with the help of which employees committed to work and in turn business performance enhanced better which reflect profitability of business. **Yamazkia (2015)** focussed on study of labour turn over, commitment of employees in Thailand which highlight that job satisfactory environment of employees have the direct benefit of commitment of work force. **Kuruuzum Cetin (2005)** studied that the hotel business should focus on retaining employees which is possible with the help of proper recruitment, training, development, compensation as well motivation which resulted as committed work force of employees in hotel industry.

9. Research gap

The research studies reviewed above provide a basic frame work for organisational commitment of hotel employees which is the base for conducting this research study as well developing research paper.

9.1. Statement of the problem

Human resource management strategies and practices adopted in Hotel industry is designed and developed to attract and retention of employees for long time in the correct business environment. The hotels in India develops HR policies and practices with efficie and efficient harmonious human relations to accomplish targets and objectives of business of hotels by proper usage of human resources at the maximum productive occupancy and efficiency. There are new strategic changes and development of HR policies, procedures and strategies in the hotel industry for their better performance and commitment of employees. This study is aimed at the analyse of factors influencing organisational commitment of Hotel industry in Mumbai region. Hence, this empirical study is attempted towards Hotels industry regarding HRM strategy is an organ which is base for optimal commitment and its outcome provides benefits of understanding minds of human resources and provide solutions to meet the challenges of the hotel industry in the years to come.

10. Research methodology

This research study is empirical descriptive as well analytical nature. There are lot of studies on organisational commitment in various areas like banking, retailing, super markets etc., but a few studies are under taken in hotel industry. This study explore the organisational commitment in Hotel Industry in the Indian context.

10.1. Sampling and population:

This study is conducted in Hotels established in Mumbai region. The sample survey of this research study is carried out in 22 hotels out of 47 hotels which are approved by Ministry of Tourism, Government of India. Convenient sampling is used by taking factors like brand name, area of location and hotel occupancy. This study of employees in hotel industry in various segments such as Front office, Capitans, Supervisors, Service assistants, Room boys and other service personal working in hotels in Mumbai region. Total of 700 questionnaire were distributed to the respondents and 571 questionnaire is found suitable and hence sample of survey of this study is 571. To determine the reliability of the questionnaire Crombach Alpha technique is used, and the value of Crombach Alpha value is 0.984.

10.2. Statistical tools

The data Analysis is being carried out with the help of statistical package version of 20.0. The objective this study is identifying factors influencing organisational commitment of employees are statistically tested with the help of Factor Analysis.

10.3. Primary data

The questionnaire is developed with different components such as demographic segment of respondents, Factors influencing organisational commitment is identified with the help of five point like at scale of 5 points like strongly agree, agree, indifferent, disagree and strongly disagree.

10.4. Implications of the present study

The researcher while referring review of literature, very few research studies are conducted on organisational commitment of Indian hotel industry. This studies very beneficial to hotel industry

view point. The management of various types of Indian hotels may read this research study for framing effective and better Human Resource Management strategy which provides better input of employees in terms of their organisational commitment. Data Analysis on organisational commitment Hotel Industry is described as under.

11. Data Analysis of organisational commitment in Indian hotel Industry.

11.1. Indicators of organizational commitment

Factor analysis is performed to identify important dimensions on 20 statements of organization commitment using SPSS software version 20. The higher value of KMO and Bartlett's test (0.924) confirms that data is fit for applying factor analysis.

Accounting for variance of 17.130 percent and eigen value of 7.681, first factor contains five items namely, It is hard to imagine what shall happen if I leave this job without having any other opportunity, I am afraid that there are too little options available for me, overall cost of leaving this organization at present is very high to me, leaving this organization right now will disturb my life and For the time being I have to be with this organization and labeled as *Continuance Commitment* which is described as a form of psychological attachment to an employing organization that reflects the employees' perception of the loss he/she would suffer if they were to leave the organization. The item includes employee are not ready to leave the job because of the existing facilities he/ she is having in the current organization and have not better opportunities with other organizations, very limited options available, high cost of leaving, disturbance in personal life due to leaving the organization.

The second underlying factor extracted with a variance of 15.646 percent and eigen value of 1.696 is having five items namely My organization is family to me, I consider the organizational problems as my own, I feel proud discussing about my organization, I have a strong emotional bonding with the organization and I would love to work with this organization for my whole life and labeled as *Affective Commitment* which deals with the strong emotional attachment of a person toward his/ her organization. This factor contains items like emotional attachment of a person with the organization and considers the organization as a family, feel proud to be associated with the organization, strong bonding and high level of commitment.

The third important factor comes out to be *Normative Commitment*. This factor is accountable for 14.373 percent of variance and eigen value of 1.395 and includes five items: My values force me to be loyal to the organization, To me, an employee should always be loyal to the organization, It is unethical to change the organization frequently and for me, it is a moral obligation to remain loyal to the organization. It includes moral value and loyalty of the employees towards his/her organization. Moreover, employees consider it unethical and it is their moral obligation not to frequently change the organization.

The fourth and last factor with four items To me staying with one organization is always better, Despite of good offer, I will not leave the organization, It is not possible for me to leave this organization, I may not be getting more benefits in any other organization and I cannot be more attached to any other organization is related with employees *Strong Loyalty* with the organization. In this factor employees do not leave the organization just because of their strong bonding and loyalty with their organization and despite of good opportunities and benefits it is hard for them to switch their jobs. This factor is representing 12.602 percent of variance and Eigen value of 1.178.

12. Conclusion

This study attempted to measure Human resources management policies adopted by Hotel industry in India. The study observes that Indian hotel Industry of human resources policies and strategies have positive impact of organisation which provides optimal commitment of various categories of employees working in Indian Hotel Industry. The study inferred that multiple segments of organisational commitment such as relationship commitment affectionate commitment, Normalcy commitment, continuous commitment and objective and goal achievement commitment at significant level in Indian hotel industry positive and significant relationship is found. In this research study of satisfaction of employees working in Indian hotels and their organisational commitment which provides better service performance of hotels which paves the way profitable performance of Indian hotel industry.

CRediT authorship contribution statement

Priya Padave: Conceptualization, Methodology, Software, Visualization. **Rahul Kanekar:** Writing - original draft. **Ketan chande:** Data curation, Supervision, Validation, Writing - review & editing.

Declaration of Competing Interest

The authors declare that they have no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

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Further Reading

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