

ORGANIZATIONAL COMMITMENT OF EMPLOYEES IN HOTEL INDUSTRY: A COMPARISON BETWEEN CHAIN AND NON-CHAIN HOTELS OF UDAIPUR

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Abstract

Organizational commitment is one of the important factor to be studied as it affects the job performance of the employees on the other hand if it is low may lead to high turnover intention of employees. Most of the companies conduct regular surveys of employee satisfaction; because they recognize that employee have to be committed to the organization. It shows the commitment of employee towards the organization. This research sets out to compare organizational commitment of Chain and Non-chain hotels employees of Udaipur. It also focuses on impact of organizational commitment on job satisfaction.

Sources of data & Sampling:

The respondents were selected by convenience sampling method. Sample size of 250 respondents was taken. Questionnaires were developed to capture the opinion of different respondents from various departments of chain and Non-Chain hotels of Udaipur District.

Tools & Techniques of Research:

The Null Hypotheses were tested by percentage, mean, Z –Test. and correlation.

Key words: Hotel Industry, Organizational commitment, Employee satisfaction.

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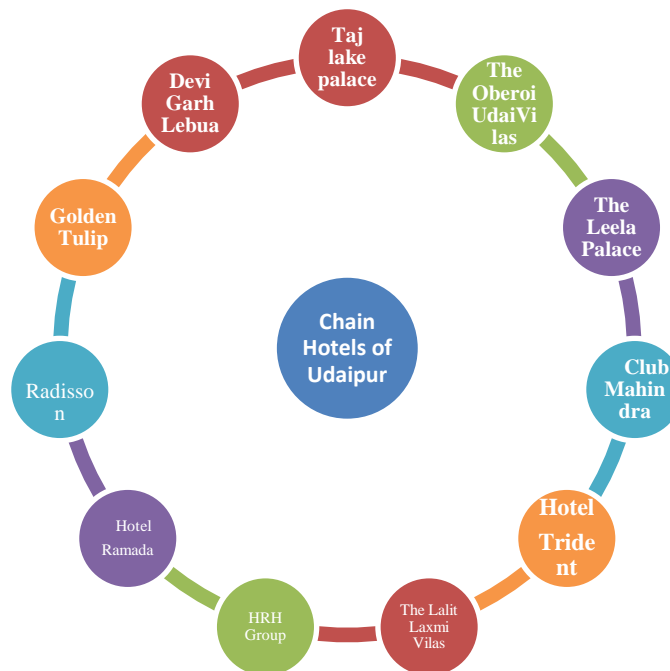
Introduction:

The hotel industry grew with travel, as people needed places for shelter and food along the routes they travelled, whether by land, water or air. The hotel industry is therefore, one of the oldest trade endeavors in the world. Hotel can be considered home away from home. Hotel can be defined as a place where bonafide traveler can come and get food and shelter, and he/she is in position to pay for it. Therefore, a hotel must provide food and lodging to traveler on payment and has, in turn, the right to refuse admission to traveler who is drunk, disorderly, unkempt or not in a position to pay for service. There are two types of hotels: chain and non-chain hotel. Chain hotels are those hotels which are run by a particular group; it manages multiple properties under the common brand name. However, non-chain hotels are considered as individual hotels as they do not carry common brand name with multiple properties.

Hotels of Udaipur:

Udaipur city is known as a city of lakes, Venice of East. Day by day in Udaipur the number of tourists is increasing and getting developed in terms of services, infrastructure facilities.

The figure below depicts the major chain and Non-chain hotels of Udaipur:



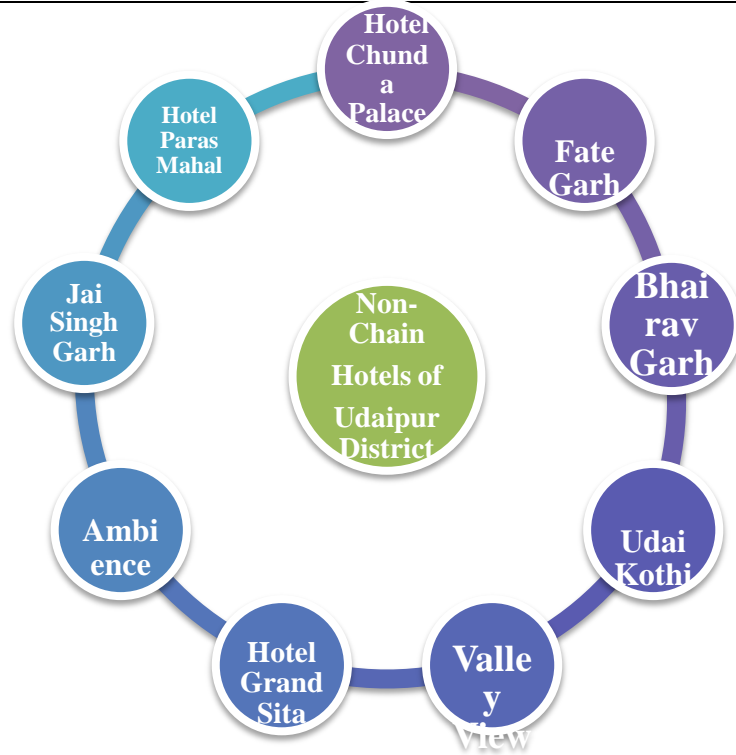


Figure: 1 Major Chain and Non- chain hotels of Udaipur District

Organizational commitment is one of the important factor to be studied as it affects the job performance of the employees on the other hand if it is low may lead to high turnover intention of employees. Most of the companies conduct regular surveys of employee satisfaction; because they recognize that employee have to be committed to the organization. It shows the commitment of employee towards the organization.

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Review of literature

Bharat Chandra (2015) state that Organizational commitment is the employees' psychological attachment towards their organization .It simply refers to the positive attitude of employees and their relationship with organization.

Upchurch, Dipietro, Curtis, & Hahm, (2010). defined organizational commitment as the strength of relationship between employee and the organization. In other words, the relationship is strong when the commitment is high and it is weak when the commitment is low. The strength of relationship represents how much the employees believe and accept the goals and the value of the organization (Mowday, Porter, & Steers, 1982), and how much they are willing to put in their efforts for the organization (Meyer & Allen, 1991). Various factors were found to be correlated with the magnitude of organizational commitment. Maxwell and Steele (2003) found that workload, interpersonal relationship, recognition and pay expectations have impact on the level of commitment. For instance, more conflicts and the worse the interpersonal relationship lower the organizational commitment of the employees . In the study, conducted by Lee (2000), the author found that perceived organizational justice also had a positive correlation with organizational commitment. In addition, Schuler and Jackson (1999) commented that by including the employees as part of the organizational process, the magnitude of employees' organizational commitment will increase.

Nevertheless, researchers found close inverse correlations between organizational commitment and turnover intention . Milkovich and Newman (2002) argued that only highly committed employees would remain in the organization, even though they were offered a better pay by competitors. With a 3-year longitudinal study, Wong, Chun, and Law (1995) found that organizational commitment was an effective predictor of turnover intention. Other studies (Farrell, 2001; Khatri et al, 2001) have similar results and comments. Vong (2003) surveyed 480 hotel employees in the area of front office, housekeeping, kitchen and food and beverage service, about their organizational commitment and turnover intention. Similar to other studies, she found a statistically negative relationship between organizational commitment and turnover intention.

J.Mathews (2006) said that licensed retailer now conduct regular surveys of employee's satisfaction , because they recognize that internal customers' have to be committed to the organization's service values to external customer. All things being equal , training has an impact on employee satisfaction and commitment. Whilst employee commitment can be measured, it cannot be given financial value, but nonetheless a benefit of training that can be measured through changes in employee's satisfaction scores.

Jockofty (1984) found that the low commitment is leading to high rate of turnover , whereas higher the level of job satisfaction through job security entails high level of organizational commitment which further leads to improved employee job performance .

Research Methodology :

Objectives:

- To assess the level of organizational commitment of employees of chain hotels
- To assess the level of organizational commitment of employees of non- chain hotels
- To compare the level of organizational commitments of Chain and Non-chain hotels of Udaipur .
- To find out the impact of organizational commitment of employees on job satisfaction of Chain hotels of Udaipur
- To find out the impact of organizational commitment of employees on job satisfaction of Non-chain hotels of Udaipur.

Hypotheses

- H₀₁ There is no significant difference in the level of organizational commitment of employee in Chain & Non-chain hotels of Udaipur.
- H₀₂:-The organizational commitment has no significant impact on job satisfaction of employees of chain hotels of Udaipur.

H₀₃:-The organizational commitment has no significant impact on job satisfaction employees of Non-chain hotels of Udaipur.

Table :1 Research Techniques

Research Design	Descriptive
Data Collection Method	Survey
Data Sources	Primary & Secondary
Sample Area	Employees of chain & non-chain hotels of Udaipur
Sample Size	250
Scaling Technique	3 point scale
Statistical tools	Percentage, Mean, Z test, Correlation

Table : 2 Distribution of Sample Size

Sr. No.	Type of hotel	Type of sampling	Sample size
1	Chain hotels	Convenience sampling	125
2	Non chain hotels		125
	Total		250

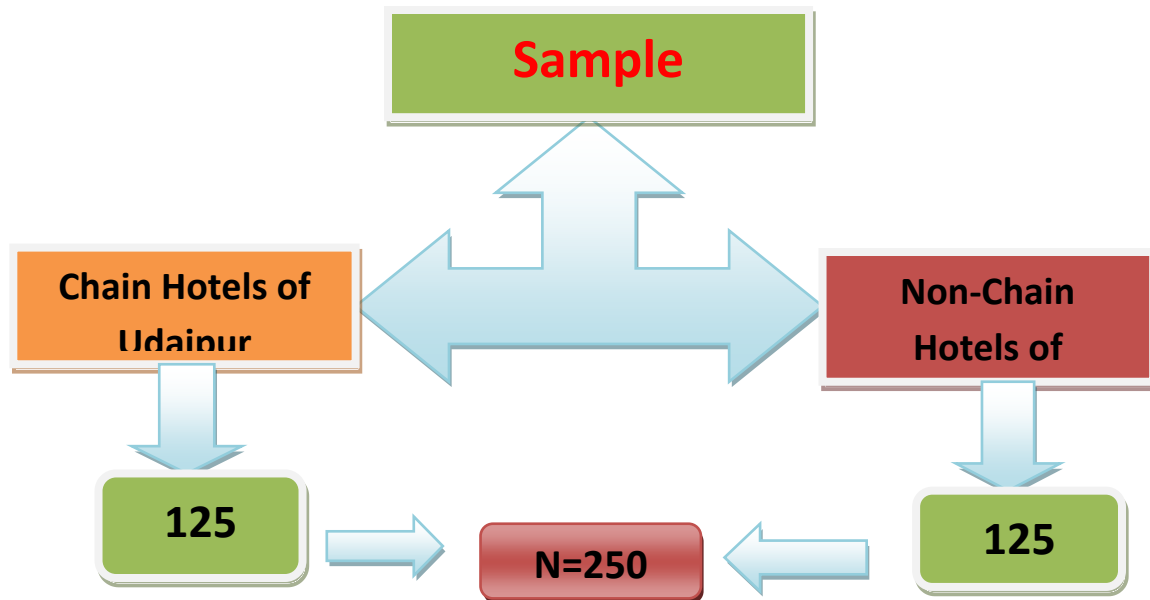


Figure 2: Showing sample distribution**Personal characteristics and Job characteristics of the sample**

The general characteristics of the data includes are age, gender, type of hotel design they have these were analyzed in terms of percentage.

Table 3: Distribution of respondents according to age

Age Group	Type of Hotel			
	Chain Hotels		Non-Chain Hotels	
	N	%	N	%
Up to 20 yrs	15	12.00	13	10.40
20 - 30 yrs	77	61.60	105	84.00
30 - 40 yrs	31	24.80	6	4.80
Above 40 yrs	2	1.60	1	0.80
Total	125	100.00	125	100.00

Table shows distribution of respondents according to age separately for chain and non-chain hotels respondents. On observation of chain hotels maximum number of respondents were between the age group of 20-30 years (61.60%) next 24.80% were between the age group of 30-40 years, and least proportion of respondents were found in age group of above 40 years. (1.60%)

Similarly in non-chain hotels the maximum respondents (84%) were in the age group of 20 -30 years. Next were 10.40% in the age group up to 20 years. There were 4.80% respondents were in the age group of 30-40 years, and least 0.80% in the age group of above 40 years.

Hence, from above analysis it can be concluded that the maximum number of employees working in the hotels are youngsters whether it is chain or non-chain hotel.

Table-4 Gender wise distribution of employees

Gender	Type of Hotel			
	Chain Hotels		Non-Chain Hotels	
	N	%	N	%
Male	116	92.80	98	78.40
Female	9	7.20	27	21.60
Total	125	100.00	125	100.00

Table 4 shows distribution of respondents according to gender separately for chain and non-chain hotels respondents. On observation of chain hotels maximum number of respondents were male (92.80%), however, the percentage of female respondents was 7.20%.

Similarly in non-chain hotels when observed according to Gender we found that the maximum number of respondents were male (78.40%) however, the percentage of female respondents was 21.60%.

Hence, from above discussion it can be concluded that maximum work force working in the hotels are males in both chain and non-chain hotel.

Table 5: Marital Status

Marital Status	Type of Hotel			
	Chain Hotels		Non-Chain Hotels	
	N	%	N	%
Married	61	48.80	47	37.60
Unmarried	64	51.20	76	60.80
No Response	0	0.00	2	1.60
Total	125	100.00	125	100.00

Table 5 shows distribution of respondents in relation to marital status separately for chain and non-chain hotels. On observation of chain hotels 48% respondents were married, however, 51.20% were unmarried.

Similarly in non-chain hotels the researcher observed that maximum number of respondents were unmarried (60.80%), however, the percentage of married respondents was 37.60%.

Hence, from above discussion it can be concluded that maximum work force working in the hotels are unmarried in chain and non-chain hotels.

Table 6: Distribution of respondents according to Income

Income	Type of Hotel			
	Chain Hotels		Non-Chain Hotels	
	N	%	N	%
Up to Rs. 10,000	74	59.20	59	47.20
Rs. 10,001 - Rs. 20,000	26	20.80	45	36.00
Rs. 20,001 - Rs. 30,000	7	5.60	10	8.00
Rs. 30,001 - Rs. 40,000	7	5.60	1	0.80
Rs. 40,001 - Rs. 50,000	4	3.20	0	0.00
Above Rs. 50,000	2	1.60	0	0.00
No Response	5	4.00	10	8.00
Total	125	100.00	125	100.00

Table 4 shows distribution of respondents according to the Income separately for chain and non-chain hotels. As depicted in table number 4.4 in chain hotels the maximum number of respondents i.e, 59.20% fall in the income category of upto Rs.10000. Least proportion (3.20%) of respondents were found in the category between Rs.40,000- 50000, and 1.60 % fall into income category of above Rs.50000 and 20.80 % were in the income category of Rs. 10000-20000.

Similarly, in non-chain group of hotels also maximum number of respondents(47.20%) were of up to the income of Rs. 10000. None of the respondents were in the income category of Rs.

40,000- 50000 and above Rs.50000. and 36% respondents were in the income category of Rs. 10000-20000.

Hence, from above discussion it can be concluded that maximum work force working in the hotels is low paid up to 20000 whether it is chain or non-chain hotel.

Table 7: Level of organizational commitment in Chain Hotels

Statement	Disagree %	Neutral %	Agree %	Mean Score	Rank
I am willing to accept any work assigned to me by my supervisor /Boss.	1.60	4.00	94.40	2.93	1
I am willing to work and support my hotel to achieve its goals.	4.00	6.40	89.60	2.86	2
I am concerned about future development of my hotel.	82.40	12.80	4.80	1.22	3

As shown in the above table employees of the chain hotels were found committed towards their organization regarding willingness to accept the work assigned to them by their supervisor or boss with the mean score of 2.93. Also denoting that 94.40% were found highly committed and 1.60% show low commitment level.

It is also can be interpreted that employees of chain hotels are not concerned about future development of the hotel with the mean score of 1.22. In which 82.40% respondent show low commitment and only 4.8 % show high commitment with regard to this aspect.

Table 8: Level of organizational commitment in non-chain hotels

Statement	Disagreed %	Neutral %	Agreed %	Mean Score	Rank
I am willing to accept any work assigned to me by my supervisor /Boss.	1.60	16.00	82.40	2.81	2
I am willingly work and support my hotel to achieve its goals.	3.20	11.20	85.60	2.82	1

I am concerned about future development of my hotel.	72.80	21.60	5.60	1.33	3
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Table shows that employees of the non-chain hotel were highly committed towards their hotel. Employees were found to be high in agreement with this statement “I am willingly work and support my hotel to achieve its goal”. This statement obtained first rank among three parameters with the mean score of 2.82. 85.60% respondent were found highly committed with this statement only 11.20% were found neutral and minimum 3.20% were found not committed with this aspect.

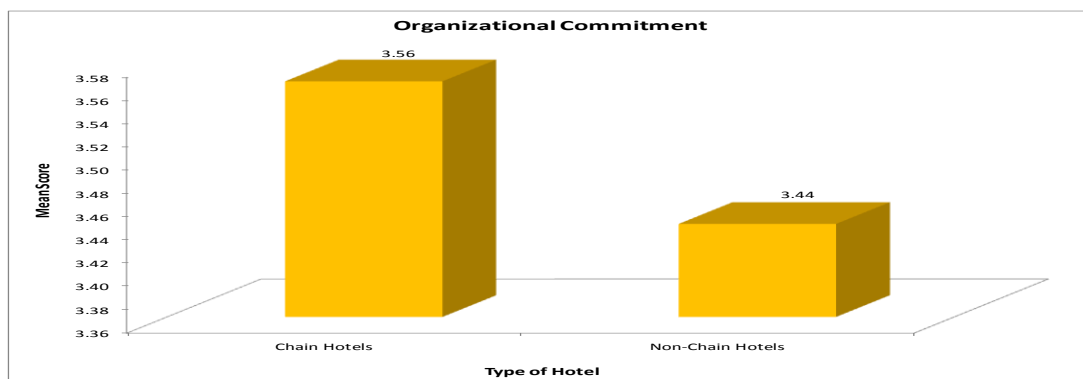
However majority of employees of non-chain hotels were found not in agreement with the statement “I am concerned about future development of my hotel” in their hotel. This statement obtained third rank among three parameters with only 5.60% respondents were agreed with this statement 21.60% were found neutral and maximum 72.80% were disagreed with this statement.

It can be concluded that employees of non-chain hotels are willing to work but not concerned about the future & development of the hotel.

Table 9. Organizational Commitment

Group	N	Mean	SD	Z	Result
Chain	125	3.56	0.34	2.30	*
Non-Chain	125	3.44	0.49		

*** Significant at 5% (2-tailed)**



Graph 1.Organizational Commitment

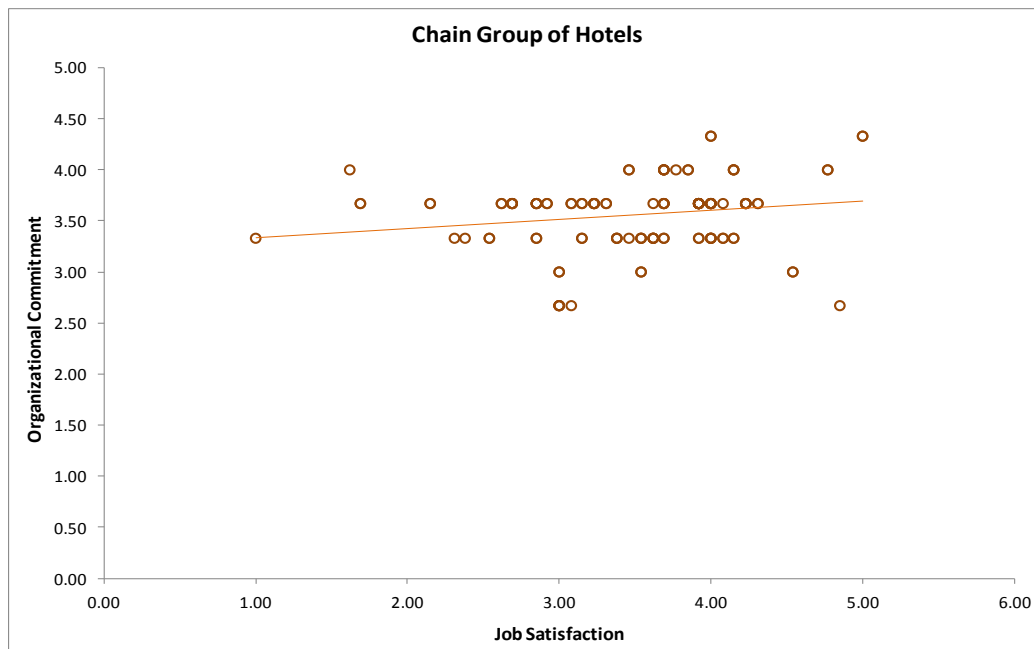
The Test for difference of means was applied to check whether significant difference exists regarding organizational commitment among the employees of chain & non chain hotels. Graph no.1 shows the results regarding organizational commitment. There is significant difference between organization commitment of employees of chain and non-chain hotels. ($Z= 2.30$, $P<0.05$). Employees of chain hotels were found to be more committed than chain hotels employees. *Therefore null Hypothesis H_0 that there is no significant difference in the level of organizational commitment of employee in Chain & Non-Chain hotels is rejected.*

Table : 10.

Correlation between Job-Satisfaction and Organizational Commitment chain hotel

N	r	Result
125	0.190	*

*Correlation is significant at the 0.05% (2-tailed).



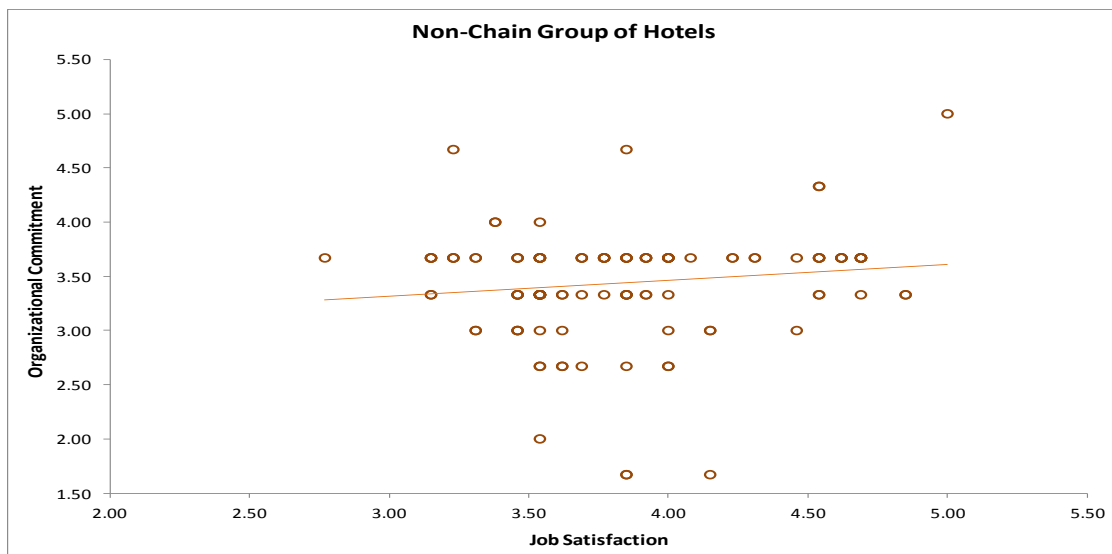
Graph 2: Correlation between Job-Satisfaction and Organizational Commitment chain hotel

Significant positive correlation between job satisfaction & organizational commitment was found ($r=0.190$, $p<0.05$) in case of chain group of hotels which shows that in chain hotels with an increase in organizational commitment job satisfaction increases. It means organization commitment has significant positive impact on job satisfaction. Therefore null Hypothesis ***Ho2:- The organizational commitment has no significant impact on job satisfaction of hotel employee in Chain hotels is rejected.*** **Table: 7 Impact of organizational commitment on Job-Satisfaction**

Table 11

N	r	Result
125	0.139	NS

Correlation is Non Significant at 5 % (2 tailed)



Graph 3 Correlation between Job-Satisfaction and Organizational Commitment Non-chain hotel

Non Significant correlation between job satisfaction & organizational commitment was found ($r=0.139$, $p>0.05$) in case of non- chain group of hotels. It means organizational commitment has no significant impact on job satisfaction. With regards to non-chain hotel. ***Therefore null***

Hypothesis Ho3:-The organizational commitment has no significant impact on job satisfaction of hotel employee in Non-Chain hotels is accepted.

Conclusion:

In present research paper a comparative analysis of chain and non-chain hotels was done regarding organizational commitment. Significant difference was found regarding organizational commitment of employees in chain and non-chain hotels. Employees of non-chain hotels were found more committed than chain hotels employees. A positive correlation between job satisfaction and organizational commitment in chain hotels shows that high organizational commitment leads to high job satisfaction, However in Non-chain hotels employees non-significant impact of organizational commitment on job satisfaction was found.

Suggestions

- Money is one of the common factors for employee's satisfaction . Company should pay competitive salaries.
- Motivating employees by giving awards and rewards for achievement. Achievements can be such as employees' good attendance, high work engagement. You can also offer some form of extra pay as a reward, or free company merchandise can improve the commitment of employees towards the organization.
- A simple pat on the back for the good job done by the supervisor.
- Recognizing the employee in the daily briefing in front of other employees, giving a written form of note to the employee saying a "good job done" displaying the great job done on the notice board of the department and also in the staff recreation area for all the employees to see. Nominating the employee as "employee of the month" for the hotel.
- Training programme should be conducted within the department. Training must go beyond the base level legal obligations training, employees has direct impact on business performance and training programme leads to improve the productivity of staff, increase employee satisfaction, improve service quality. The causes of staff turnover may be beyond the control of the unit manager. Sometimes local levels of employment and competition for staff create difficulties in staff retention. However, Training is an important way of keeping them with the organization. Well-structured training helps in new employees to understand quickly what is expected of them, employees to develop confidence in their job employees to feel efficient., establish that employees are important and worthy of investment. Creating a learning environment, All of these create reasons for the employees to stay with an employer.

- Offering employees the option of cross-training. Though there are many employees who only want to know their own job, many get bored and like the challenge of learning new skills. Having employees who know more than just their own job benefits both organisation and themselves. If an organisation lose an employee, it has others who can step in and take their place. If a job position gets phased out, the employee can move to a new area with the skills they have acquired! Though many employees may not be happy to take this offer to cross-train them but some will.
- The provision of equal opportunity increases job satisfaction and improves performance of employee, If an employee is work-oriented and consumes his or her efforts and energy fully , job satisfaction is increased consequently and it will assist to achieve the organizational goal ,as the employee is conscious about the organization's working system. Equal opportunities of promotion satisfy employee as they feel a sense of attainment, which is motivated for their professional growth. Therefore ,the autonomy given to employee by their organization to avail opportunity equally, tends to increase job satisfaction. This factor not only influences job satisfaction, but also improves and promotes the performance and behavior of employees in an organization.
- Effective meeting with the employee will lead to a better understanding and relationship between the employee and management, clarifies the mutual objectives of the employee, the manager or company gives the employee a feeling of satisfaction regarding the areas of work in which they have done well. The counselling meeting shall be conducted in private, on one to one basis, usually in an office.
- Employees who feel or take things as ownership of the organization are less likely to leave. The management can show appreciation when employees are doing good job. If department does good work, success can be rewarded jointly.
- Manager should have interpersonal skills like ability to work with ,understand, and motivate other people both individually and in a group Because managers rely on others to get things done, they must have good interpersonal skills in order to communicate, motivate, delegate, and resolve conflicts.
- The fact that employee working in the organization is also a social human being if remembered will always make the professional work environment comfortable and flexible.

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