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**Analytical Study on Employees Organizational Commitment with Special Reference to Hotel Industry in Indore City**

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**Abstract:** Every person operating in any work-related organization is mechanically a part of some larger cluster. Worker may be a member of a collective and this invisible tie between a worker and a collective is being studied after we have an interest in Organizational commitment. All and sundry varies however powerfully he or she is connected to a company and there are often various reasons behind this attachment, as an example, affection, rational selection or habit. The construct of commitment within the work remains a way researched topic and an intriguing attribute of worker behaviour. Studies during this space have additionally affected the conceptualization of commitment towards the duty, occupation, the workgroup, representative worker bodies, and work itself. These challenges have special implications for front-line edifice workers which is why organization commitment is therefore necessary to manifest. If front-line workers are committed to the organization they're going to get additional concerned, they're going to use their data so as to unravel issues that will occur, they're going to be willing to share their data with their peers or supervisors

**Keywords:** Employees, Organizational Commitment, Hotel Industry, Satisfaction

**Introduction:**

Every person operating in any work-related organization is mechanically a part of some larger cluster. Worker may be a member of a collective and this invisible tie between a worker and a collective is being studied after we have an interest in Organizational commitment. All and sundry varies however powerfully he or she is connected to a company and there are often various reasons behind this attachment, as an example, affection, rational selection or habit. The construct of commitment within the work remains a way researched topic and an intriguing attribute of worker behaviour. Studies during this space have additionally affected the conceptualization of commitment towards the duty, occupation, the workgroup, representative worker bodies, and work itself.

Analysis during this space has stemmed primarily from the requirement to ascertain a relationship between antecedents of Organizational commitment and Organizational outcomes so as to make and sustain committed personnel contributively absolutely towards structure commitment. It's troublesome to conceptualise and live Organizational commitment because it encompasses an enormous and extremely numerous bodies of data. Owing to this it becomes troublesome to interpret and conclude from the prevailing bodies of literature. The paper additionally highlights the importance of recognizing the individual/employees perspective towards Organizational commitment.

**Literature Review:**

Porter et al. (1974) conducted a study on organization commitment, job satisfaction, and turnover among medical specialty technicians. They conducted the longitudinal study on a sample of medical specialty technician trainees. They found organization commitment was the clearly the foremost necessary variable in differentiating between stayers and leavers, and satisfaction with opportunities for promotion and work were next most significant. They terminated that perspectives command by a personal area unit prophetic of ulterior turnover behaviour and individual United Nations agency ultimately leave the organization having less favourable attitude than individual United Nations agency keep. And there's associate inverse relationship between favorable attitudes and turnover. The differential relationship between turnover and also the 2 perspective constructs suggests that commitment and satisfaction area unit connected however distinguishable attitudes. more another that bigger level of your time is needed for associate worker to work out his level of commitment to the organization than would be the case along with his level of job satisfaction, and satisfaction is unstable and immediate emotional reaction to figure atmosphere.

Buchanan II (1974) in his study to understand building organization commitment: the socialization of managers in work organizations, to understand the types of structure experiences that have the consequences of stimulating commitment among the those that manages massive organization. He took a sample of 279 business and government managers from eight organizations wherever 5 from national in Washington and 3 from fortune five hundred producing corporations. The findings registered as initial year one major reason for turnover in junior managers is discrepancy between expectations and reality, and unrealized expectations; additionally noted that personality and private investment and importance as determinants of organization commitment. He terminated that social interaction with structure peers and superiors, job accomplishment, years of structure service and ranked advancement area unit determinants of assorted aspects of organization commitment. He found that nature and quality of labor expertise throughout tenure within the organization considerably influences the organization commitment and explained work expertise is viewed as major socialisation force and is vital influencer in shaping attachment to the organization. He found that higher level of organization commitment among managers in camera sectors than those publically sector so sector could be a moderator.

Steers (1977) conducted a study on a sample of scientists and engineers to understand antecedents and outcomes of organization commitment. He found that antecedents to organization

commitment area unit personal characteristics; job characteristics and work expertise area unit considerably associated with organization commitment wherever work expertise is a lot of closely associated with organization commitment. And different antecedent variables considerably related to commitment area unit want for accomplishment, cluster attitudes towards the organizations, education (inversely), organization reliability, personal importance to the organization and task identity, additionally to the higher than another antecedent variables known as opportunities for optional interaction, age, met expectation, and feedback. whereas finding out the out-come variables it's found that commitment was closely associated with want to stay and intent to stay and actual turnover, the attending commitment relationship wasn't considerably outlined. He more terminated that there was no consistent relationship between job performance and organization commitment. The higher than study was performed on 2 various samples of staff in separate organizations, initial was staff of a significant mid-western hospital associated second was analysis scientists and engineers of an freelance workplace.

Marsh and Mannari (1977) did a piece on organization commitment and turnover to understand that why Japanese organizations have lower turnover rates than yank organizations. They studied one amongst leading electrical house hold appliance company in Japan knowledge collected from 1033 staff. they need found commitment values as a predictor of turnover behaviour; and Job satisfaction, job autonomy and cohesiveness have solely direct effects on life time commitment, and organization standing has each direct and indirect effects through job satisfaction and job autonomy on commitment. In their study they steered that once a man's standing within the company rises that has; initial, increase in commitment, secondly, increase in job satisfaction that successively will increase structure commitment, thirdly, in increase in perceived job autonomy that successively decreases organization commitment. more they need another job autonomy isn't a vital supply of job satisfaction.

### **Objectives of the Study:**

1. To study and identify the factor developing Organizational Commitment in Hotel Industry.
2. To study the effect of variables developing the Organizational Commitment in Hotel Industry.

### **Hypothesis of the Study:**

**H<sub>01</sub>:** There is no significant effect of Work environment in development of Organizational Commitment..

**H<sub>02</sub>:** There is no significant effect of Organizational climate in development of Organizational Commitment.

### **Research Methodology:**

The descriptive method of research was used for this study. Random Sampling was done for the sample selection. A sample size of 400 employees across various levels (Top, Middle and Bottom) of organization structure from 5 hotels at different levels was selected through simple random sampling. The questions were structured using the Likert format. In this survey type, four choices will be provided for every question or statement. The choices represent the degree of agreement

each respondent has on the given question. In order to test the validity of the questionnaire used for the study, the researcher was test the questionnaire on fifty respondents. After the questions have been answered, the researcher asked the respondents for any suggestions or any necessary corrections to ensure further improvement and validity of the instrument. The researchers have revised the survey questionnaire based on the suggestion of the respondents. The researcher was then excludes irrelevant questions and change vague or difficult terminologies into simpler ones in order to ensure comprehension and thus, establish Content Validity of the instrument.

To measure Organizational Commitment a standardized scale developed by Anukool M. Hyde and Rishu Roy(2006) are used. Organizational Commitment Scale(OCS-HR), this scale consists of 30 items in Four Dimensions (1) Belongingness, (2) Job Satisfaction, (3) Optimism and (4) Quality of Work Life (in 8 factors). It is standardized on organizational people. Data was collected from all levels (Top, Middle and Bottom) of organization structure. A pilot study is done for the present study; therefore, the questionnaire have been administered by a group of 10-15 at a time. Formal interviews also be taken to ensure the reliability of responses so taken. Random Sampling is used to collect the data from various hotels of Indore city. To test the Hypotheses the following techniques were used to find out the effect of internal branding on organization commitment:

1. Factor Analysis
2. T-Test

**Factor Analysis:**

In the present study the value of Cronbach Alpha is found to be 0.944 (table no.1) which is satisfactory enough to precede the study. Kaiser-Meyer-Olkin (KMO) is an index to identify whether sufficient correlation exist among the variables has checked the sampling adequacy or not. It compares the magnitudes of the observed correlation coefficients with the partial correlation coefficients. The minimum acceptable value of KMO is 0.50. In the present study the value of KMO is found to be 0.774 (table no.1).

<b>Table No.1</b>			
<b>Cronbach Alpha, KMO and Bartlett's Test result</b>			
Cronbach Alpha	KMO measure of sampling adequacy	Bartlett's Test of Sphericity	
.944	.774	Approx.Chi-Square	11880.2587
		Degree of Freedom	435
		significance	0.000

**(Source: Researcher's Calculation from Primary Data)**

To measure strength of relationship among variables of population correlation matrix Bartlett's test has been employed. The maximum acceptable value of the test is 0.05. In the present study Bartlett's value is 0.000 (table no.1) which is satisfactory one to precede the study. This obviously suggests that the use of a factor analysis for the dataset is appropriate. Since Cronbach's alpha has a theoretical relation with factor analysis, the study used this reliability test.

**Table No.2****Communalities**

	Initial	Extraction
VAR00001	1.000	.530
VAR00002	1.000	.764
VAR00003	1.000	.820
VAR00004	1.000	.864
VAR00005	1.000	.803
VAR00006	1.000	.687
VAR00007	1.000	.793
VAR00008	1.000	.746
VAR00009	1.000	.619
VAR00010	1.000	.785
VAR00011	1.000	.724
VAR00012	1.000	.701
VAR00013	1.000	.751
VAR00014	1.000	.804
VAR00015	1.000	.826
VAR00016	1.000	.770
VAR00017	1.000	.655
VAR00018	1.000	.826
VAR00019	1.000	.653
VAR00020	1.000	.880
VAR00021	1.000	.704
VAR00022	1.000	.793
VAR00023	1.000	.729
VAR00024	1.000	.773
VAR00025	1.000	.752
VAR00026	1.000	.775
VAR00027	1.000	.719
VAR00028	1.000	.843
VAR00029	1.000	.775
VAR00030	1.000	.781

**Extraction Method: Principal Component Analysis.**

As shown from the table variable 20 highest extraction value which is followed by variable 04 i.e. and so on. All of these variables could further be analyzed through their Eigen values which represent the variances of the factors (Table no.3). The extraction has been done through the method of principal component analysis.

**Table No.3**  
**Total Variance Explained**

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.630	42.101	42.101	12.630	42.101	42.101	6.517	21.722	21.722
2	2.390	7.967	50.068	2.390	7.967	50.068	3.677	12.258	33.980
3	2.244	7.480	57.547	2.244	7.480	57.547	3.047	10.157	44.137
4	1.599	5.331	62.879	1.599	5.331	62.879	2.505	8.349	52.486
5	1.441	4.804	67.682	1.441	4.804	67.682	2.449	8.165	60.651
6	1.220	4.065	71.748	1.220	4.065	71.748	2.396	7.986	68.636
7	1.118	3.727	75.474	1.118	3.727	75.474	2.051	6.838	75.474
8	.948	3.161	78.635						
9	.795	2.651	81.286						
10	.707	2.355	83.641						
11	.661	2.204	85.846						
12	.575	1.917	87.762						
13	.528	1.760	89.522						
14	.453	1.511	91.034						
15	.422	1.407	92.441						
16	.351	1.171	93.612						
17	.302	1.005	94.617						
18	.270	.900	95.517						
19	.223	.742	96.259						
20	.199	.662	96.921						
21	.181	.605	97.526						
22	.163	.543	98.069						
23	.134	.446	98.515						
24	.093	.311	98.826						
25	.089	.298	99.124						
26	.080	.268	99.392						
27	.069	.232	99.623						
28	.046	.152	99.776						
29	.039	.130	99.906						

30	.028	.094	100.000					
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As depicted from table no.3 there are five variables which have more than 1.000 Eigen value. The cumulative variance explained by these five components is 75.474%.The result of principal component analysis has further been analyzed through factor loading. Table no. depicts the component matrix of the variables. To identify substantive loadings, present research suppresses loadings having value less than 0.40.

**Table-4**  
**Component Matrixa**

	Component						
	1	2	3	4	5	6	7
VAR00001	.643	.048	-.179	.112	-.184	.163	-.094
VAR00002	.790	.082	-.249	.054	-.137	.203	-.094
VAR00003	.690	.052	-.352	-.015	.389	-.253	.048
VAR00004	.772	-.061	-.195	-.135	.053	.451	-.035
VAR00005	.697	-.225	-.137	-.204	.026	.293	.347
VAR00006	.728	.212	-.225	-.174	-.049	-.148	.080
VAR00007	.777	.185	-.100	-.291	-.148	.164	-.111
VAR00008	.793	.016	.187	-.087	-.148	-.205	.097
VAR00009	.344	.296	.236	.506	-.233	.184	-.109
VAR00010	.693	.053	-.240	-.087	.145	-.197	.420
VAR00011	.392	-.361	.565	-.143	.080	.043	.303
VAR00012	.332	.682	.061	.295	.127	.125	.056
VAR00013	.785	.180	-.188	-.136	-.122	-.058	-.173
VAR00014	.770	.172	.167	-.189	.170	-.229	-.189
VAR00015	.691	-.163	.112	-.238	.378	.309	-.123
VAR00016	.457	.532	.275	.368	.240	.007	.094
VAR00017	.568	-.356	.230	-.084	.115	.343	.122
VAR00018	.724	.038	.419	-.097	.109	-.205	-.248
VAR00019	.749	.119	-.230	.090	.102	.002	-.081
VAR00020	.702	.139	.394	-.294	.141	-.242	-.217
VAR00021	.236	.410	.486	.243	.144	.187	.361

VAR00022	.774	.082	-.271	.142	-.148	.098	-.250
VAR00023	.583	-.095	.476	-.161	-.305	-.019	-.183
VAR00024	.782	-.221	-.056	.106	-.215	.014	.226
VAR00025	.610	-.288	-.147	.351	-.350	-.163	.057
VAR00026	.824	.016	-.151	.013	-.232	-.079	.115
VAR00027	.500	-.275	.463	.154	-.363	-.142	.049
VAR00028	.358	-.462	.025	.408	.491	.078	-.296
VAR00029	.654	-.157	-.225	.210	.211	-.374	.208
VAR00030	.385	-.630	-.013	.446	.120	-.066	-.134

Extraction Method: Principal Component Analysis.

a. 7 components extracted.

Table no.5 demonstrates the rotated component matrix on the basis of varimax criterion with Kaiser Normalization method. Rotated component matrix is a matrix of the factor loadings for different variables onto each factor. It represents the correlation of specific variable with different factors.

**Table No.-5**

**Rotated Component Matrixa**

	Component						
	1	2	3	4	5	6	7
VAR00001	.653						
VAR00002	.795						
VAR00003			.698				
VAR00004	.771						
VAR00005				.632			
VAR00006	.575						
VAR00007	.743						
VAR00008		.493					
VAR00009					.592		
VAR00010			.739				

VAR00011				.677			
VAR00012					.755		
VAR00013	.707						
VAR00014		.711					
VAR00015				.559			
VAR00016					.803		
VAR00017				.672			
VAR00018		.778					
VAR00019	.615						
VAR00020		.853					
VAR00021					.757		
VAR00022	.794						
VAR00023		.600					
VAR00024	.512						
VAR00025						.643	
VAR00026	.627						
VAR00027						.719	
VAR00028							.886
VAR00029			.725				
VAR00030							.752

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 12 iterations.

**The Seven Factors:**

Factors	Variables	Factor Name
Factor 1	1,2,4,6,7,13,19,22,24 and 26	Organization promoting decision making & organization having a strong management style
Factor 2	8,14,18,20 and 23	Organization promoting top down social interactions
Factor 3	3,10 and 29	Organizational climate

<b>Factor 4</b>	5,11,15 and 17	Working environment and Belongingness
<b>Factor 5</b>	9,12,16 and 21	Favorable job conditions
<b>Factor 6</b>	25 and 27	Positive intent
<b>Factor 7</b>	28 and 30	Demand for perfection

**Test of Hypotheses:**

**H<sub>01</sub>:**There is no significant effect of Work environment in development of Organizational Commitment.

**H<sub>1</sub>:**There is significant effect of Work environment in development of Organizational Commitment.

**One-Sample Test**

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Work Environment	155.732	1599	.000	3.83125	3.7830	3.8795

H<sub>01</sub> specifies there is no significant effect of Work environment in development of Organizational Commitment. This hypothesis is verified (with path coefficient =0.00; t =155.732). It means that null hypothesis is rejected. It shows that the Work environment has significant effect in the development of Organizational Commitment. As a result, H<sub>1</sub> was accepted.

**H<sub>02</sub>:**There is no significant effect of Organizational climate in development of Organizational Commitment.

**H<sub>2</sub>:**There is significant effect of Organizational climate in development of Organizational Commitment.

**One-Sample Test**

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Organizational climate	141.054	1199	.000	4.01500	3.9592	4.0708

H<sub>02</sub> specifies there is no significant effect of Organizational climate in development of Organizational Commitment. This hypothesis is verified (with path coefficient =0.00; t =141.054). It means that null hypothesis is rejected. It shows that the Organizational climate has significant effect in the development of Organizational Commitment. As a result, H<sub>2</sub> was accepted.

**Major Findings:**

1. Most of the respondents have strongly agreed on the statement that, I believe that the relationship is developed through the employee's involvement in decision making. The total percentages who have agreed are 89.1. The statement can be justified in the following way, the respondents believe that employee should be considered as the part of the organization.
2. Most of the respondents have agreed on the statement that, I feel that organization policies play an important role in increasing commitment level of the employees. The statement can be justified in the following way, the respondents believe that if organizational policies are well designed in such a way that it is talking about the benefit of the employees then the employees will also be committed towards the organization. But if it is not well designed, the commitment level of the employees is affected. Normally, the employees look for good salary, stability, long term career growth, annual increments, regular trainings for skill development, fixed holidays and bonus/incentives towards extra work and commitment.
3. Most of the respondents have strongly agreed on the statement that, I feel that working in this organization is by choice not by fate. The reason behind this can be, when a person is applying for job in an organization, he would first check about all the details regarding it like type of organization, salary structure, culture, environment, policies, and future prospects. So, taking the decision to apply for the job and the getting selected in an interview and working is by choice, landing by fate in an organization is only by chance.
4. Most of the respondents have strongly agreed on the statement that, I am willing to take initiative for any new assignments. The reason behind this can be, when a person is applying for job in an organization, he would first check about all the details regarding it like type of organization, salary structure, culture, environment, policies, and future prospects.
5. Most of the respondents have agreed on the statement that, my commitment tends to increase if I feel that my superiors are like my friends. The reason behind this can be, when one develops a personal relationship instead of a professional relationship then he would compare his organization to his second home and then the commitment level increases.
6. Most of the respondents have agreed on the statement that, I believe that my commitment tends to increase if my seniors have positive mental health. The reason behind this can be, if the superiors have positive mental health then they would always have a positive approach towards the employee and his working, if there is any problem in day to day operations then his approach will be towards solving the problem and if the superiors don't have a positive mental health then it will be vice-versa.
7. Most of the respondents have agreed on the statement that, I believe that loyalty gets increased when organization thinks about the welfare of the employees. The total respondents who have agreed and strongly agreed are 90.3%. The statement can be justified in the following way; the respondents believe that employee should be considered as an integral part of the organization.
8. Most of the respondents have agreed on the statement that, my commitment is due to my perception of my emotional attachment towards my organization. The statement can be

justified in the following way; the respondents believe that employee should be considered as an integral part of the organization. If the organization is considering them a part then, there is an emotional attachment towards the organization by the employee. Each employee has his own perception towards the emotional attachment towards the organization, due to which his commitment towards the organization gets stronger.

9. Most of the respondents have agreed on the statement that, I believe that my commitment tends to increase if flexible work schedules are practiced. The statement can be justified in the following way; the respondents believe that employee should be allowed to practice to work in flexible work schedules. When an employee is allowed to work in flexible work schedules his commitment tends to increase towards the organization.
10. Most of the respondents have agreed on the statement that, I believe that my commitment tend to increase if good quality of work life prevails in the organization. The statement can be justified in the following way; the respondents believe that most of the employees prefer to work in an organization where good quality of work life prevails. Hospitality industry employees are working in all the day round in shifts, where most of the times shifts are stretched; even the ratio of employees to guests is large with all guests expecting full and proper attention at the same time. The employee is expecting good quality of work life from the organization, if he is satisfied then his commitment tends to increase with the organization.
11. Most of the respondents have agreed on the statement that, I feel my organization is supportive in work-family issues. The statement can be justified in the following way; the respondents believe that most of the employees prefer to work in an organization which is supportive in work-family issues, there can be any emergency in family, and at that time if the organization is supportive in giving leaves, issuing advance salary or provide the facility like work from home to the employee.
12. Most of the respondents have agreed on the statement that, whenever the organization is in loss, I feel bad about it. The statement can be justified in the following way; the respondents consider themselves to be an integral part of an organization, there are large number of employees who are giving their 100% output for achieving the targets, but the management is unable to capitalize it properly, which leads to losses, therefore they feel bad about it.
13. Most of the respondents have agreed on the statement that, I emphasize on the welfare of the organization. The statement can be justified in the following way; the respondents consider themselves to be an integral part of an organization, employees consider it as a give and take relationship, if they are giving their contribution in the form of efforts, time and output they expect industry standard salary, good work-life, etc which emphasizes on the welfare of the organization.
14. Most of the respondents have agreed on the statement that, I give priority to my organizational work rather than personal work. The statement can be justified as, in hospitality sector the employees are short of time as they are busy with their day to day operational work, the morning shift has preparation to do for the entire day along with serving breakfast, and corporate meetings starting early, the afternoon shift will be expecting guests for lunch, high tea, evening kitty parties and birthday parties and the night shift is the busiest with guests coming for dinner, family event functions and

corporate launch events. Therefore the employees give priority to organizational work rather than personal work.

15. Most of the respondents have agreed on the statement that, I don't mind if I have to stay for a longer period (after office hours) in my organization. The statement can be justified as, in hospitality sector the employees are short of time as they are busy with their day to day operational work, the morning shift has preparation to do for the entire day along with serving breakfast, and corporate meetings starting early, the afternoon shift will be expecting guests for lunch, high tea, evening kitty parties and birthday parties and the night shift is the busiest with guests coming for dinner, family functions like engagement, marriage, anniversary and corporate launch events ending with packing up for the day and preparing for the breakfast for next day. This is where it does not ends up, there can be last minute change in the program of the guests also there can be unplanned absenteeism of next shift employees which may require some to stay back for longer period. The employees are compensated for the over time in all hotels which is at a higher rate compared to normal salary.
16. Most of the respondents have agreed on the statement that, I dislike those who hamper the image of my organization. The statement can be justified as; in hospitality sector the employees are the internal customers of an organization, if they propagate good about the organization, the external customers have good image about the organization. Similarly, if any external customer is dissatisfied with the service or product of the organization, the employee tries to pacify the customer first, if not satisfied then offering refund or free dinner so that the image of the organization is not dented, because a happy customer may not say that he is satisfied with the service but a dissatisfied customer may surely communicate to as may he gets in contact. Building a reputation is difficult but tarnishing is easy
17. Most of the respondents have agreed on the statement that, I am ready to work on holidays also. The statement can be justified as, in hospitality sector the employees are short of time as they are busy with their day to day operational work, unplanned absenteeism of employees may require some of the staff to work on holidays.
18. Most of the respondents have agreed on the statement that, I get support of my seniors in achieving the goals of an organization. The statement can be justified as, in hospitality sector the employees are working as a part of teams in various departments like front desk, restaurant, banquet, etc., and support of seniors is utmost important as they are experienced and can help them in achieving the goals of an organization.
19. Most of the respondents have agreed on the statement that, I feel contented when my organization achieves its goals. The statement can be justified as, in hospitality sector the employees are working as a part of teams in various departments like front desk, restaurant, banquet, housekeeping, etc., and if the organization achieves its goal then it is the combined efforts of all the teams in various departments. The employee feels contented when his organization is able to achieve its goals.
20. Majority of the respondents have strongly agreed on the statement that, I believe that my organization's image in my image. The statement can be justified as, in hospitality sector the employees are working in various departments like front desk, restaurant, banquet, housekeeping, etc., and if anyone would say negative about the organization, it will hurt

the feelings of the employees. Similarly, if anyone would say positive about the organization, the employee would feel proud and happy about it. The image of an employee may be taken vice-versa.

21. Majority of the respondents have agreed on the statement that, I will not change my current organization if I am offered better working conditions and safety in some other organization. The statement can be justified as, in hospitality sector the employees are working in difficult situations but if they are satisfied with the remuneration given, working conditions, welfare facilities and organizational culture & climate then they would prefer not to change the current organization. Also it is seen that, as the employee tends to become older in an organization he becomes the face of the organization, the guests those are regular would recognize him and would like to see him and take his services then he prefers not to switch the organization until and unless there is a big problem.
22. Majority of the respondents have strongly agreed on the statement that, I believe that work is worship. The statement can be justified as, it is assumed from all employees to be loyal to their work, if they work hard and with positive attitude then success is not far away. But if someone is disloyal to his work and would just show that I am working hard with no positive intension then he would end up in failure.
23. Majority of the respondents have agreed on the statement that, I feel lucky to have this organization for my career. The statement can be justified as, in hospitality sector the employees are working in difficult situations but if they are satisfied with the remuneration given, working conditions, welfare facilities and organizational culture & climate then they would prefer not to change the current organization. Also it is seen that, as the employee tends to become older in an organization they become the face of the organization, the regular guests would recognize him and would like to take his services as he is the experienced one. Those who get settled with one organization would feel lucky to have the organization for their career.
24. Majority of the respondents have agreed on the statement that, my family members are helping hands, whenever I get an assignment from the organization. The statement can be justified, in hospitality sector the employees are working in evening and night shifts which is sometimes extended to late night working hours. So if there is any assignment received from the organization then the family members act as helping hands.
25. Majority of the respondents have agreed on the statement that, I believe that my commitment tends to increase if my peers have positive mental health. The statement can be justified as, in hospitality sector the employees are working in difficult situations but if they are working with peers with positive mental health, then work load and work pressure can be handled easily in such working environment.
26. Majority of the respondents have agreed on the statement that, I encourage my subordinates to complete the assignment timely with full dedication and accuracy as it increases my organization's productivity. The statement can be justified, in hospitality sector the employees are working in situations where they are required to take decision spontaneously on the spot and if any work is kept pending it will not be able to get complete if timely action not taken. So to encourage subordinates to complete the assignment timely with full dedication and accuracy will increase the organization's

productivity.

27. Majority of the respondents have agreed on the statement that, if I am given a chance, I would like to work even after the retirement in the current organization. The statement can be justified, employees who have given a large number of years of service in an organization, if chance given would prefer to work even after the retirement in the organization as most of the employees recognizes him, the employee understands the work, culture and structure better.
28. Majority of the respondents have agreed on the statement that, I do not mix my feeling, emotions and personal problems in my professional work. The statement can be justified, employees who are part of hospitality industry have to show always that they are happy in front of the guests. They cannot mix their feelings, emotions and personal problems in their professional work because the organization trains them in such a way.
29. Majority of the respondents have agreed on the statement that, I feel that my peers are like my friends. The statement can be justified as, in hospitality sector the employees are working in situations where they have pressure of task to be completed correctly in time and success of the task is mandatory else the hotel does not get business in future. If employees have a good working environment where peers are considered as friends, then work load and work pressure can be handled easily in such working environment.
30. Majority of the respondents have agreed on the statement that, I believe in sacrificing myself for the betterment of the organization. The statement can be justified in the following way; the respondents consider themselves to be an integral part of an organization, while some managers consider it as a give and take relationship, while some have a different approach they don't consider themselves an employee but an integral part of it and they try to contribute their fullest to the organization for its betterment.

### **Conclusion:**

Whether organization commitment is very important or not for the long run organization that is familiarised to high qualified personnel, which can be used only the organization desires it, that incorporates a high level of flexibility and is willing to figure solely on comes, it's for those organizations to choose. Meanwhile, service organizations generally and hotels, especially Indian hohets face the recent challenges, just like the would like for increasing levels of customisation and intangibilities, higher customers' expectation from direct contact workers, additional front manager's involvement in hour activities, ought to take into account organization commitment as associate degree instrument for higher structure performance. These challenges have special implications for front-line edifice workers which is why organization commitment is therefore necessary to manifest. If front-line workers are committed to the organization they're going to get additional concerned, they're going to use their data so as to unravel issues that will occur, they're going to be willing to share their data with them peers or supervisors.

### **Suggestions:**

- Employees should be involved in decision making as they can help management in decision making, then only the relationship is developed.
- Superiors should behave like a friend, then the relationship will be more personal because

there will be no formality, the employee can discuss his problem with his superior informally like over a cup of tea, and superior can discuss what he expects from him informally like while having lunch, both can understand each other and commitment level increases with time.

- The money spent on welfare of employees intramural & extramural should not be considered expenses but investment, the so when the organization starts thinking about the welfare of the employees which are statutory and non-statutory includes insurance, health, wellness, financial & retirement planning, family & parenting, vacation & time off, perks & benefits and professional support. When the organization starts thinking about their employees, then the loyalty of the employees towards the organization tends to increase.
- The employees should be compensating for the extra day work which should be higher than a normal day salary in all hotels.
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**Future Research:** Even though in this study, demographic variables like Religion, age, gender, Occupation, work experience, Education didn't make a difference in organization commitment manifestation it doesn't mean that it's impossible to influence its components. This may be due to the limitation of the study which are the small sample, a low representative of all age categories and work experience. This is why in the future research we recommend a larger sample, more cities or at state/national and also a longitudinal study to determine the causal relationships among the variables. Also considering measuring some of the organization commitment antecedents found in the literature in order to test if they can be considered into Indian environment.

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