

**JOB SATISFACTION AND ORGANIZATIONAL
COMMITMENT OF EMPLOYEES: A COMPARATIVE STUDY
OF TAJ AND OBEROI HOTELS IN DELHI NCR**

**A THESIS SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF DOCTOR OF
PHILOSOPHY**

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**DEPARTMENT OF TOURISM AND HOSPITALITY
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IN DELHI NCR**

BY

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Submitted

**In partial fulfillment of the requirement of the Degree of Doctor of Philosophy
in Tourism and Hospitality Management of Mizoram University, Aizawl**



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CERTIFICATE

This is to certify that the thesis entitled, “*Job Satisfaction and Organizational Commitment of Employees: A Comparative Study of Taj and Oberoi Hotels in Delhi NCR*”, embodies the record of original investigation carried out by Ms. Shrilekha (Regd. No. MZU/Ph.D./1728 of 25.10.2020), under my supervision and guidance, in partial fulfillment of the requirements for the award of the degree of Doctor of Philosophy of the Mizoram University, Aizawl.

She has fulfilled all the required norms laid down under Minimum Standards and Procedure for Award of M.Phil/Ph.D. of UGC Regulations 2018. She has been duly registered and the thesis is worthy of being considered for the Ph.D. Degree. Neither the thesis as a whole nor any part of it was ever submitted to any University for any research degree.

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DECLARATION
MIZORAM UNIVERSITY
MAY, 2026

I **SHRILEKHA**, hereby declare that the subject matter of this thesis is the record of work done by me, that the contents of this thesis did not form basis of the award of any previous degree to me or to do the best of my knowledge to anybody else, and that the thesis has not been submitted by me for any research degree in any other University/ Institute.

This is being submitted to the Mizoram University for the **Degree of Doctor of Philosophy in Tourism and Hospitality Management**.

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LIST OF ABBREVIATIONS AND ACRONYMS

CS	Comparative Study
DC	Data Collection
Delhi NCR	Delhi National Capital Region
EE	Employee Engagement
ER	Employee Retention
ES	Employee Satisfaction
EWM	Employee Welfare Measures
FS	Frontline Staff
GS	Guest Satisfaction
HM	Hotel Management
HRM	Human Resource Management
HT	Hypothesis Testing
HTFT	Herzberg's Two-Factor Theory
IHI	Indian Hospitality Industry
JDI	Job Descriptive Index
JS	Job Satisfaction
LS	Likert Scale
MACM	Meyer and Allen's Commitment Model
MHN	Maslow's Hierarchy of Needs
OC	Organizational Commitment
OCQ	Organizational Commitment Questionnaire
OCul	Organizational Culture
OH	Oberoi Hotels

PAS	Performance Appraisal System
PD	Primary Data
QTR	Quantitative Research
QR	Qualitative Research
r	Pearson Correlation Coefficient
RO	Research Objective
SD	Secondary Data
SPSS	Statistical Package for the Social Sciences
SQ	Service Quality
TH	Taj Hotels
TI	Turnover Intention
WE	Work Environment

CHAPTER - 1

INTRODUCTION

1.1. Background

Since the earlier days of civilization, humans have been drawn to travel for survival, trade, and discovery. This tendency eventually developed into tourism, fuelled by curiosity, shifting settings, and new experiences. Early transportation, such as animal domestication and the wheel, facilitated movement. Tourism grew more accessible as rail, aviation, and road transport technologies advanced. Growing disposable money, more leisure time, and lower travel expenses all contributed to this development. As a result, the hospitality business, particularly hotels, grew fast and became a vital part of worldwide tourism. This progression created the groundwork for the contemporary hotel business, and tourism is now one of the world's fastest-growing sectors.

1.2. Hospitality Industry

The hospitality sector encompasses hotels, restaurants, and travel-related facilities which provide customers with pleasant and welcome experiences. It comes from the Latin word "hospes," which means "host" or "guest," and stresses warmth and caring. It is a globally broad economic engine that is predicted to expand to a sector worth US\$3.5 trillion in the future years. This industry includes hotels and resorts, restaurants and catering services, nightclubs and bars, travel and transportation services, tourism, spas and wellness centers, cruise liners and bus tours, cultural and sporting events, and business administration, which includes events, communication, and customer experience. (EHL Hospitality Business School). Hospitality is a purposeful attempt to promote mutual understanding and connection via compassion, warmth, and a welcome environment. Derived from the Latin "hospitalitas," it reflects global traditions of treating visitors with dignity, warmth, and, in many cases, lavish entertainment. The core concept of hospitality is to make guests feel constantly welcomed and cherished. (University)

1.3. Origin of Hospitality Industry

The growth of the hospitality industry is closely tied to the evolution of travel and tourism. Early visitors, such as warriors and traders, lacked proper housing and frequently traded products for it. Basic inns provided limited comfort, with communal rooms, inadequate hygiene, and no privacy. Around the sixth century BC, money was invented, and hospitality became a commercial service. Lodging was known by many names over the world, including Dharamshalas in India, Ryokans in Japan, and inns in Europe. Roadside cottages and inns grew in popularity throughout the Roman Empire and the Industrial Revolution, eventually growing into magnificent lodgings for the rich. These offered individual rooms and sophisticated amenities, resulting in the word "hotel" for such luxury operations.

To understand the beginnings and expansion of the hotel industry, it is necessary to include both the hospitality and tourist sectors. Tourism, derived from the Latin word "tornus," meaning a circular movement, refers to travel for leisure or business purposes without a permanent relocation. The definitions differ, but there is a general consensus that it involves temporary travel lasting a minimum of 24 hours and can extend up to a year.

India's hotel industry has experienced remarkable growth, significantly influenced by economic reforms, regulatory easing, tax modifications, and the promotion of foreign investment. Originating during the colonial era, the sector has progressed through multiple stages, influenced by government policies and initiatives. Indian businesspeople have played a crucial role in creating and growing both national and global hotel brands.

This section delves into the classification of hotels in India, the motives for international hotel investments, and the government's changing involvement. It also emphasizes media representation and draws on various types of literature to better comprehend India's dynamic hotel sector in the twenty-first century.

1.4. Growth of Indian Hotel Industries

India's hotel industry, currently valued at USD 3.8 billion and growing at an impressive annual rate of 12%, is undergoing rapid expansion driven by increasing tourism. This expansion has been notably supported by the government's "Incredible India" marketing campaign. A major challenge facing the sector is the gap between demand and supply—while there is demand for 150,000 rooms, only 110,000 are available—highlighting the urgent need for new hotel developments. Strong performance in the stock market and emerging business opportunities are drawing interest from overseas institutional investors, equity firms, venture capitalists, and investment funds. The booming BPO (Business Process Outsourcing) sector is further contributing to the growth of hospitality services (Sufi, 2016).

However, the industry faces significant risks, including threats from terrorism, disease outbreaks like H1N1, and travel advisories that impact international arrivals. According to the 2009 annual report of Taj Hotels, tourist arrivals declined by 3.3% during 2009–2010. Despite these challenges, strategic marketing efforts have propelled Indian hotel brands onto the global stage. Several Indian hotel groups, such as Taj, Oberoi, and ISKCON Hotels, have established a strong international presence and reputation. The Taj Hotel Group operates in twelve countries, including the United Kingdom (UK), United States of America, Malaysia, Maldives, South Africa, Sri Lanka, United Arab Emirates, and Zambia (Tourism Notes). In the same way, Oberoi Hotels also expanded into Indonesia, Mauritius, Egypt, and Saudi Arabia. Indian hotels are renowned worldwide for their superior hospitality standards. P.R.S. Oberoi was honoured with the title of 'Corporate Hotelier of the World' in 2010, and in 2014, the Oberoi hotel group was recognized as the World's Most Acclaimed Luxury Hospitality Brand for outstanding customer satisfaction. (Sufi, 2016)

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World' title, and the Oberoi Hotel network was crowned the World's Most Acclaimed Luxury Hospitality Brand in 2014 for exceptional client satisfaction. (Tourism Notes)

Indian hospices continuously introduce to remain competitive against both domestic and transnational rivals. Hotel chains across the country have expanded their immolations beyond high- end luxury to include mid-range and budget-friendly lodgment . This diversification has made them more adaptable, guest- centric, and competitive in both original and global requests. These sweats have helped Indian hospices strengthen their global presence while prioritizing client satisfaction. (Review of Professional Management)

Indian hotels have garnered global acclaim for great service and client satisfaction, with brands like as ITC Hotels, Taj Hotels, Oberoi Hotels, and Ananda winning several international honors. Notably, ITC Hotels was voted the World's Premier Brand in 2006 and 2008, and ABTA recognized ITC Sonar in Kolkata. ABTA also named Dublin in the top twenty bars, and Bukhara as the greatest restaurant in Asia. (ITC Hotels, n.d.)

The Indian hostel assiduity has witnessed significant growth, driven by independent owners of businesses who have established famed hostel chains that uphold high norms of service and hospitality. Their expansion into transnational requests reflects a strong global ambition. Still, despite the rise of both domestic and foreign hostel brands within India, the country's global competitiveness in the hospitality sector remains low.

While numerous hostels have been awarded five- star and five star luxe conditions by government authorities, they still struggle to make a strong public and global character. This gap has raised enterprises about the credibility and effectiveness of the hostel bracket and blessing process in India. (Sharma, 2013, 2014)

1.5. Hotel Classification System

The Hotel Standards and Rate Structure Committee was formed in 1956, under the leadership of M.S. Oberoi, to categorize hotels in India. Their proposals supported the growth of a hotel star rating system (SRS), which was based on a comprehensive nationwide survey of 186 hotels throughout India. This was the foundation of India's hotel categorization system, which was later revised in 1955 to accommodate the changing demands of the hospitality industry.

During the early phases of this categorization, the group also worked to establish an appropriate tariff structure and determine the required regulations to control the hotel business. The government of India adopted the committee's recommendations, clearing the way for the adoption of a point-based classification system in which hotels were rated based on the quality of their amenities. As the Indian hotel industry expanded, competition between domestic and international hotel chains intensified, leading to a reduction in room rates. This posed a challenge for several hotel companies, many of which struggled to maintain consistent service quality in line with their designated star ratings.

In response, the government focused on encouraging foreign investment by revising tax policies to enhance investor confidence and offering tax incentives specifically for luxury services. To further improve transparency within the hospitality establishment classification system, private organizations such as the Federation of Hotel and Restaurant Associations of India (FHRAI) were considered to take a supervisory role in overseeing the rating process.

The conception of "Atithi Devo Bhava," meaning "the guest is God," is a defining pillar of the Indian hotel sector, it has established profound embedded in Indian culture for centuries. This ancient Sanskrit principle has shaped India's distinctive approach to hospitality, which emphasizes warmth, respect, and a sincere hello. Callers to India frequently return due to the genuine and gracious event they witness. This tradition is especially prominent in pastoral and less advanced areas, where locals warmly admit trippers, offering food, water, and guidance without vacillation.

similar hospitality continues to be an important and continuing element of India's artistic identity.

The Indian commitment to hospitality dates back to ancient times, as indicated by allusions in scriptures and historical documents. Accommodation and shelter were widely available, with Indian monarchs erecting early versions of inns such as dharmshalas, Musafirkhana's, and saris to assist visitors. These facilities were intended to give relaxation and basic requirements, but they methodically expanded into more organized hotel constructions, particularly under the reigns of Muslim kings like Akbar, Jahangir, and Shah Jahan, who constructed luxurious saris for the convenience of travellers.

During the 1800s, additional Western-style hotels opened in important cities such as Mumbai, Kolkata, and Bangalore, catering to both foreign and rich Indian tourists. Despite these advancements, the British owned and controlled the vast majority of these hotels. By the 1900s witnessed, advancements in transportation — particularly the arrival of air trip — played a vital part in boosting tourism and, accordingly, the hostel assiduity in India. During this period, prominent hostel chains similar as the Taj Group and Oberoi hotel gained transnational recognition for their luxury, service, and hospitality norms.

Following India's independence, the tourism assiduity steady growth, egging the hostel sector to diversify its immolations to feed to both domestic and transnational trippers. In the ultimate half of the 1900s, the Indian hostel assiduity endured substantial expansion.

India's hotel business has expanded dramatically, transforming the country's tourist economy. Luxury hotels, in particular, have become associated with first-rate service and hospitality, drawing both local and foreign visitors. However, the business confronts hurdles as demand for new hotels grows and rivalry between global and local brands heats up. Despite these obstacles, the Indian hotel business has demonstrated resilience and the potential for sustained expansion.

Looking ahead, the Indian hotel business must continue to adapt to guests' shifting demands, focusing on sustainable practices, personalized services, and technological integration. As the country's reputation as a worldwide tourist center grows, the hotel sector will play an increasingly pivotal influence in shaping its future.

1.6. Hotel and its major departments

A hotel is an establishment that offers lodging to guests who possess the means to pay and are in an acceptable condition to be accommodated. Over time, the concept of basic shelter has transformed into a sophisticated hospitality experience featuring modern amenities.

Modern Room Amenities:

- Climate Control: Centrally air-conditioned spaces with personalized temperature settings
- Entertainment & Connectivity: Smart TVs, high-speed internet, and direct-dial telephones
- In-Room Conveniences: Mini-bars, electronic safes, and tea/coffee stations
- Luxury Bathrooms: Premium fittings including rain showers, Jacuzzi bathtubs, designer toiletries, plush bathrobes, and slippers

Star-Rated Hotel Enhancements:

- Dining Excellence: Multi-cuisine restaurants and specialty dining venues
- Wellness Facilities: Swimming pools, spa services, and state-of-the-art fitness centers
- Business Infrastructure: Fully equipped conference rooms and business centers
- Event Spaces: Versatile banquet halls for social and corporate functions

Operational Standards:

- Room Identification: Systematically numbered accommodations for easy navigation
- Packaged Deals: Tailored room tariffs often inclusive of meal plans

1.6.1. Major operational departments of hotel

a) Front Office: The front office stands as a vital department in a hotel, responsible for offering a warm welcome to guests and creating both a strong first and lasting final impression. It is the most profitable department, mostly from the selling of hotel rooms.

b) Gastronomy Services: The gastronomy service section ensures that customers are supplied food and drinks in an enjoyable way, leaving a lasting impression. It has a variety of outlets, including coffee shops, pubs, specialized restaurants, room service, lounges, and event facilities. This department is the hotel's second major income source.

c) Housekeeping: The cleaning team makes sure that the hotel is clean and germ-free in all areas, such as the pools, public areas, and guest rooms. It also oversees horticulture, floral arrangements, and laundry services, assuring visitor pleasure by maintaining a clean and welcoming atmosphere.

d) Food production: The food production section prepares meals and drinks, with an emphasis on excellent and visually appealing cuisine. It operates behind the scenes, with specialized kitchens and trained chefs serving a diverse range of cuisines. In addition to primary operational units, hotels require multiple ancillary departments to maintain comprehensive service delivery and operational efficiency.

e) Marketing and Sales: The marketing and sales department acts as the linchpin for promoting the hotel's offerings and driving revenue. It is responsible for developing packages, sales promotions, advertising campaigns, and public relations strategies to attract a broader audience. While the marketing team focuses on highlighting the

hotel's services and building brand awareness, the sales team ensures these offerings are effectively sold, ultimately contributing to increased profitability.

f) Engineering & Maintenance: This division maintains operational continuity through expert equipment installation, repair services, and scheduled maintenance programs. It collaborates closely with other departments to ensure that all systems run properly, hence improving client satisfaction and the hotel's overall operating efficiency.

g) Finance & Control: The finance department keeps track of all corporate transactions and attempts to keep costs under control, including those for food and beverages, labor, and operations. It tries to decrease investment and improve financial efficiency while keeping accurate accounting records.

h) Safety & Security: In a hotel, safety and security are of the utmost importance, protecting guests, staff, property, and assets. With growing crime rates, security officers deploy innovative tools to offer a safe atmosphere for everybody.

i) Human Resource Management: The human resources department functions as a liaison between employees and management. It is in charge of people concerns such as administration, manpower, health, safety, welfare, and medical assistance, all of which contribute to a good and productive workplace.

1.7. Human Resource Development

No business can achieve its targets without a well-structured HR department, as hotels with progressive HR practices gain a competitive edge by aligning global standards with human capital development. Recognizing employees as vital assets, effective HRD maximizes potential through developmental opportunities, innovation incentives, and performance-driven rewards, ensuring organizational goals are met by cultivating a skilled, motivated workforce that drives operational excellence and guest satisfaction.

1.7.1. Human Resource Development Function

Human Resource Development encompasses several critical functions that enable organizations to excel in today's competitive landscape. These essential components include:

a) Human Resource Planning (HRP): Human Resource Planning (HRP) is a strategic process that anticipates an organization's future demand for competent people. It guarantees that the appropriate quantity and kind of individuals are available to achieve organizational objectives. HRP assists in integrating staff planning with business objectives, improving the organization's agility and resilience in a changing environment. By concentrating on ideal personnel levels, HRP eliminates the risk of talent shortages and the expenses associated with wasteful recruiting and attrition. It also helps with succession planning, facilitating seamless leadership transitions and position replacements.

b) Job Analysis: Job analysis is a methodical procedure for identifying job functions, responsibilities, and requirements and assessing their relative relevance. It aids in deciding training requirements, matching remuneration with job responsibilities, and creating performance standards. Job analysis also helps to improve recruiting procedures and guarantee that firms employ the proper applicants by giving clear, accurate job descriptions.

c) Job Design: Job design is the process of defining the tasks, duties, and responsibilities assigned to employees, ensuring role clarity and aligned with the company's goals and rooted in work analysis and tries to increase efficiency, productivity, and employee happiness. Job design techniques vary, yet they all contribute to stimulating work environments. Work simplification reduces complicated jobs to simpler components, increasing efficiency. Job rotation minimizes boredom by enabling employees to swap responsibilities, which promotes skill development.

d) Recruitment and Retention: Recruitment is a vital function of human resource management focused on identifying and attracting qualified candidates to fill job

vacancies. It entails finding candidates using job boards, social media, employee recommendations, career fairs, and professional networks. A well-executed recruiting process consists of job ads, resume screening, interviews, skill tests, and background checks. Efficient recruiting not only fills openings but also improves the employer brand, making the business more appealing to prospective workers.

e) Orientation and Placement Procedures: Orientation is a crucial first step for new employees in hospitality businesses such as hotels, resorts, restaurants, and travel agencies. Its primary purpose is to familiarize them with the company's policies, procedures, and workplace culture, helping them feel welcomed, informed, and confident as they begin their new roles. A well-designed orientation program helps workers comprehend the organization's goal, vision, and values, which is critical in an industry where service quality has a substantial influence on success.

The placement procedure involves Job Assignment and On-the-Job Training (OJT). A rigorous placement process ensures that workers are assigned to jobs that contribute to organizational success and service excellence, resulting in increased employee fulfillment and lower attrition.

f) Professional Pathway and development: Career planning may be approached from two angles: individual and organizational. Individually, individuals evaluate their objectives, talents, and aspirations to determine viable career options. Companies prioritize staff development to address future demands, while also harmonizing personal and professional aspirations.

Career Development: Career development is a continual process that focuses on improving individuals' abilities, competences, and knowledge to prepare them for future responsibilities. It is a critical component of human resource management that links individual development to corporate goals, assuring reciprocal success. Career development is more than just upward mobility; it is also about developing a varied skill set for future challenges and leadership responsibilities.

g) Training and Development: Training and development are critical activities that

improve individuals' skills, knowledge, and capacities in order to maximize performance and correspond with company goals. Physical training improves stamina and physical ability, which is especially important in labor-intensive industries; social training develops interpersonal and other soft skills that are required for teamwork and leadership; intellectual training strengthens cognitive and problem-solving abilities; and mental training promotes emotional resilience and well-being. Together, these elements foster a well-rounded, high-performing workforce.

h) Performance Appraisal and Potential Appraisal: Performance evaluation is a systematic procedure that businesses use to review, document, and analyze workers' job performance over a defined time period. Its primary goal is to evaluate personnel efficiency, contributions, and opportunities for development. Key goals include comparing employee output to work requirements, identifying strengths and shortcomings, offering constructive criticism, defining training needs, directing career growth, and informing choices about salary, promotions, and awards. Furthermore, it boosts staff motivation and engagement by acknowledging successes.

i) Job Evaluation: Job evaluation is a systematic and planned procedure that determines the relative value of various positions within an organization. Its primary purpose is to maintain internal fairness by matching remuneration to the duties, complexity, and value of each function. Organizations may use job assessment to establish a fair pay structure, remove compensation discrepancies, and promote career growth.

j) Quality of Work Life: Quality of Work Life (QWL) refers to building working conditions that promotes employee well-being, job satisfaction, and productivity while also encouraging a healthy work-life balance. It prioritizes issues other than income, including job security, safe working conditions, employee engagement, career advancement, and psychological well-being. A high QWL makes employees feel appreciated, engaged, and driven resulting in better performance and fewer turnover.

k) Compensation Administration: Reward management constitutes an essential HR function responsible for overseeing both financial remuneration and supplementary employee benefits. A well-designed compensation structure attracts, retains, and motivates employees while encouraging internal equity and legal compliance.

l) Employee Welfare: Employee welfare encompasses a range of services, benefits, and facilities offered to employees to improve their working conditions, well-being, and overall quality of life beyond their regular compensation. These initiatives aim to foster a healthy, supportive, and a stimulating professional atmosphere that elevates staff contentment, team spirit, and operational efficiency

m) Industrial Relations: When managers and workers in a company interact with each other, this is called industrial relations, in addition to the laws, procedures, and regulations that govern their interactions. It is an important part of industrial society that seeks to foster peace, collaboration, and mutual respect between labour and management. Effective industrial relations increase productivity, eliminate disputes, and ensure long-term economic viability.

n) Knowledge Management: Knowledge Management (KM) is a strategic approach that involves capturing, organizing, sharing, and applying knowledge to improve organizational performance. It enhances decision-making, innovation, and collaboration by ensuring that valuable information is accessible and used effectively

o) Management or Executive Development: Management, often known as executive development, is a planned, continuing process designed to improve managers' skills and capacities. It emphasizes on building leadership skills including strategic thinking, decision-making, and problem-solving. The purpose is to provide managers by equipping staff with essential knowledge and resources they need to tackle complicated situations and advance within their professions.

p) Counseling and Mentoring: Counseling and mentoring are critical tools for firms to promote employee well-being and professional development. Counseling helps to handle workplace stress, which, if neglected, may lead to lower productivity and bad morale. Counseling services assist employees in dealing with obstacles and

maintaining mental well-being, which improves job satisfaction and performance. Mentoring, on the other hand, entails an experienced mentor mentoring a less experienced mentee while sharing information and providing career guidance.

q) Employee Motivation: Employee motivation is essential to organizational success, as it directly influences productivity and performance. Motivating employees requires both internal and extrinsic rewards. Intrinsic motivation is internal and motivated by personal gratification, such as feeling respected, progressing professionally, and performing important activities. Employees who find enjoyment in their work often derive intrinsic rewards from engaging in meaningful projects or helping others, which promotes sustained commitment.

r) Human Resource Accounting and Audit: Human Resource Accounting (HRA) is the formal process of quantifying, monitoring, and reporting the value and cost of an organization's human resources. Unlike traditional financial accounting, which focuses on physical and monetary assets, HRA regards employees as vital organizational assets. It involves tracking expenses related to hiring, training, development, and compensation, as well as turnover costs such as recruiting and onboarding new staff.

s) Health and Safety: Health, safety, and security are critical components of every organization's operating structure, influencing both employee well-being and overall performance. Safety protocols, danger reduction, and accident prevention training help to create a safe workplace. Wellness programs, healthcare benefits, and the promotion of healthy lifestyles are all examples of health efforts that target both physical and emotional well-being. Security measures defend against both exterior dangers like theft and violence, as well as internal concerns like harassment.

1.8. Job Fulfilment

Job fulfilment is a complex and multiple aspects with significant implications for employee performance and organizational effectiveness. It represents an employee's comprehensive evaluation of their work experience and professional role, shaped by both positive and negative experiences. Key influencing factors include the work

environment, relationships with coworkers and supervisors, compensation, job responsibilities, and opportunities for advancement. Importantly, job satisfaction is dynamic—it evolves over time and is shaped by both internal motivations and external conditions.

Within the service-driven hospitality industry, where staff serve as frontline ambassadors of brand values, employee contentment becomes especially crucial. Engaged team members naturally demonstrate greater enthusiasm, efficiency, and commitment, contributing to higher service quality and improved organizational outcomes. Conversely, dissatisfied employees may become disengaged, underperform, or foster negative workplace attitudes, all of which can detract from the guest experience.

This chapter explores the key determinants of job satisfaction within the hospitality industry, including the work climate, interpersonal relationships, and compensation. It also examines the impacts of both satisfaction and dissatisfaction, as well as practical strategies for cultivating a motivated and high-performing workforce. Promoting employee satisfaction is essential to enhancing well-being and achieving sustained success—especially in service-driven industries where employee morale directly influences customer satisfaction.

Core Factors of Job Satisfaction

a) Work-Life Balance: Work-life balance is a vital aspect of job satisfaction, impacting both employee well-being and overall productivity. In today's fast-paced environment, employees frequently struggle to combine their professional and personal duties. Those who properly manage this balance report increased job satisfaction because they can recharge and sustain contentment in both their professional and home life. A good balance decreases stress and avoids burnout, allowing individuals to return to work feeling refreshed and focused. When employees perceive genuine respect for their work-life boundaries, trust and loyalty grow inside the firm. This, in turn, boosts engagement, motivation, and retention because employees respect an employer who prioritizes their entire well-being.

b) Respect from Colleagues: It fosters a harmonious and supportive work environment. When staff experience genuine appreciation and professional regard, they naturally cultivate stronger organizational attachment and emotional security in the workplace, which enhances their well-being, engagement, and commitment. A respectful workplace encourages open communication, trust, and cooperation—key drivers of creativity, innovation, and effective collaboration.

c) Challenging and Rewarding Tasks: Workers who find purpose in their work both challenging and rewarding are more likely to experience job satisfaction. Roles requiring critical or creative thinking encourage mental engagement and provide chances for personal and professional development. This sensation of progress improves motivation and performance. Overcoming obstacles successfully improves confidence and strengthens dedication to one's job. When duties are aligned with an employee's abilities, interests, and career aspirations, it boosts intrinsic motivation and increases engagement. Opportunities for skill development and growth add to satisfaction. Furthermore, when employees are aware of how their work helps corporate performance or provides a meaningful purpose, they become more loyal and engaged.

d) Satisfactory Salary: An equitable compensation strategy serves as a cornerstone of employee satisfaction, fostering organizational commitment through tangible recognition of contributions. When workers perceive their remuneration as competitive and just, it directly enhances motivation levels, job engagement, and retention metrics. This financial acknowledgment validates employees' worth while aligning personal success with company objectives, contributing to overall morale and retention.

1.8.1. Job Dissatisfaction

Despite numerous organizational efforts to enhance employee satisfaction, job dissatisfaction remains a persistent challenge. This is largely two to the complex

interplay of personal, professional, and environmental factors that influence how employees perceive their work. As a result, job satisfaction is a complex issue that requires comprehensive and adaptable strategies to address effectively. Despite advances in work culture, perks, and advancement possibilities, some employees remain disengaged.

Key Causes of Job Dissatisfaction

a) Being Underpaid: Being underpaid is a leading source of work unhappiness. Employees who believe their salary does not reflect their efforts, talents, or worth frequently feel undervalued. When they contrast their pay with that of their peers or the industry standard, this feeling is intensified.

b) Limited Career Growth: The absence of opportunity for career growth or professional development is a key contributor to work discontent. Employees may feel irritated and disillusioned if they do not see a clear route for advancement. Employees may feel stuck if they do not have opportunities to develop new skills, take on additional responsibility, or advance to higher positions. This dissatisfaction can diminish job satisfaction and lead to disengagement, encouraging people to look for new alternatives.

c) Lack of Interest in Work: A lack of interest in work is a primary cause of job discontent. Employees who find their duties dull, unchallenging, or divorced from their passions sometimes struggle to stay motivated. Repetitive tasks with few possibilities for creativity or problem solution can lead to disengagement and boredom. Employees do jobs mechanically, without excitement or a feeling of purpose, resulting in decreased productivity and performance.

d) Poor Work-Life Balance: Inadequate work-life integration emerges as a critical driver of employee discontent, often leading to decreased morale, burnout, and increased turnover. Employees overwhelmed by excessive workloads, long hours, or the inability to disconnect from work often suffer from burnout and chronic stress.

e) Poor Management and Leadership: Poor management and leadership are major contributors to work discontent. Employees who feel neglected, unappreciated, or misunderstood by their supervisors are more prone to disengage. Ineffective leadership, a lack of communication, and a reluctance to acknowledge employee achievements can all contribute to a bad work environment. Managers who offer ambiguous guidance or feedback, or who neglect to recognize accomplishments, can breed uncertainty and dissatisfaction.

1.8.2. Effects of Job Satisfaction and Job Dissatisfaction

Job satisfaction and dissatisfaction are powerful factors that have significant and far-reaching consequences, not just for employees, but also for the organization. These factors influence various aspects of organizational functioning, including productivity, employee retention, absenteeism, safety, job stress, and even the potential for unionization. Understanding the consequences of job satisfaction (or dissatisfaction) is crucial for organizations looking to improve performance, reduce costs, and foster a positive and productive workplace culture.

- a) *Job Satisfaction & Productivity:* The relationship between job happiness and productivity is widely documented. Satisfied personnel are more engaged, driven, and devoted to excellence, which frequently leads to innovation and excellent performance. In contrast, unsatisfied employees lack drive, resulting in inefficiency and missed opportunities.
- b) *Job satisfaction and employee turnover:* Employee satisfaction serves as a critical determinant of workforce retention, with contented team members demonstrating significantly higher organizational loyalty. When individuals derive meaning and enjoyment from their professional roles, they exhibit stronger commitment and lower turnover tendencies—directly benefiting the company's stability and institutional knowledge preservation, resulting in lower turnover rates.
- c) *Job Satisfaction & Absenteeism:* Job dissatisfaction leads to higher absenteeism and sick leave usage. Absenteeism is not necessarily due to sickness; it can also be caused by mental anguish, burnout, or a lack of

enthusiasm. It disturbs the process and puts additional strain on coworkers. High absenteeism lowers productivity, delays projects, and reduces efficiency.

- d) *Employee satisfaction and workplace safety:* Job satisfaction greatly influences workplace safety. Engaged employees are more likely to follow safety protocols, participate actively in training, and promptly report potential hazards. They take their tasks seriously, resulting in a safer atmosphere.
- e) *Job Satisfaction and Stress:* Low job satisfaction is commonly associated with high job stress. Dissatisfied employees endure anxiety, frustration, and burnout, which can lead to long-term stress. Stress is caused by poor work-life balance, imprecise expectations, a lack of acknowledgment, and limited job advancement. Chronic stress has a negative impact on employees' mental and physical health, diminishing motivation and attention. It also leads to absenteeism and lower productivity.
- f) *Job Satisfaction & Unionization:* Employees experiencing job dissatisfaction may seek external assistance, which might lead to unionization. When employees believe that their issues about working conditions, remuneration, or treatment have not been addressed by management, they may resort to unions to negotiate better terms.

Job satisfaction has an influence on more than just individual employees; it affects how the business functions as a whole. Job happiness increases productivity, decreases turnover, absenteeism, improves safety, and reduces stress. In contrast, discontent can lead to poor performance, increased turnover, increased absenteeism, and increased stress. Organizations that prioritize employee happiness have a motivated and engaged workforce dedicated to attaining the organization's goals. Ignoring job happiness might have detrimental effects for long-term success.

Conclusion

Job satisfaction is shaped by a complex interplay of organizational, environmental, and individual factors. When addressed strategically, these elements enable organizations to cultivate a more engaged, motivated, and high-performing

workforce. Companies that prioritize employee well-being—through fair compensation, opportunities for growth, supportive work environments, and meaningful tasks—Organizations that prioritize work-life balance consistently achieve measurable gains in operational efficiency, talent retention, and organizational performance.

CHAPTER – 2

LITERATURE REVIEW

2.1. Definition and Significance of Employee Contentment

Workplace fulfillment is an emotional and psychological reaction that occurs when a need, want, or anticipation is met, resulting in feelings of contentment and positive well-being. While it may appear uncomplicated, pleasure is a multifaceted notion impacted by a variety of personal and environmental elements. Employees spend a substantial portion of their life at work, therefore contentment is extremely important.

Job satisfaction refers to how well employees' expectations match their actual job experiences. Employees are happy in their employment when their expectations match reality. Job satisfaction is described as a positive and enjoyable emotional condition that arises from evaluating one's work experiences (Locke, January 1976). According to Hoppock, job satisfaction results from a mix of psychological, physical, and environmental factors that lead an individual to genuinely feel content with their job (AZIRI, 2011). This method holds that although a variety of external circumstances might affect an employee's work happiness, the aspect that matters most is the employee's interior feelings.

Job satisfaction is influenced by an employee's emotional reaction to responsibilities, connections, recognition, and incentives. Spector emphasizes its subjective aspect, which differs from person to person. Employees feel content when they are respected and supported; yet, bad working circumstances or disagreements can result in unhappiness.

An employee's sentiments about their employment, whether favourable or bad, are reflected in the degree of satisfaction they feel in their jobs. Concurrently, when an employee joins a company, s/he takes with him/them the needs, wants, and experiences that define the expectations s/he has disregarded. The degree to which

actual rewards correspond with expectations is reflected in job satisfaction. Behaviour at work is directly associated with an individual's degree of contentment in one's job (Davis, 1885)

Job satisfaction results from a blend of people's feelings and ideas regarding their current jobs. Job satisfaction varies from severe to extreme unhappiness. Employees also have attitudes about their employment in general. People can also have attitudes toward other elements of their occupations including the nature of their job, their colleagues, superiors or employees, and their pay. (George, 2008).

Given that the hotel sector is service-oriented, and value is co-created via employee interactions with clients and other stakeholders (Peter Heimerl, Factors Influencing Job Satisfaction in Hospitality Industry, 2020), this concept is very pertinent to our research. Job satisfaction must be separated from related terms such as job participation, which shows the level of employment identification (Peter Heimerl, Factors Influencing Job Satisfaction in Hospitality Industry, December 24, 2020), and organizational commitment, which represents a broader global reaction to an organization. Despite these discrepancies, relationships between these notions have been observed. Simply defined, work satisfaction refers to how much individuals love their jobs.

(Fajana, 2002) defined work satisfaction as employees' general perceptions of their occupations, and identified five critical components that contribute to this overall sense of satisfaction. These components include the employee's interactions with coworkers, the general working circumstances, affiliation with the organization, financial advantages, and the connection with the supervisor.

According to (Michael A. Spinelli, 2000,) study, hospitality staff who are well-paid report higher levels of satisfaction. Employee work happiness is derived by a variety of elements, including creative duties, participatory decision-making, adequate training, monetary and non-monetary perks, opportunities for career advancement, and top-level management. (Smith, 1669)) identified five major factors that influence

employment satisfaction: career progression prospects, high compensation, competent supervision, the essence of work, and connections with coworkers. employees' efforts while also influencing their overall satisfaction and financial stability.

2.2. Factors of Employee Job Satisfaction

Internal elements such as job type, possibilities for personal growth, and recognition impact job happiness, as do external factors such as work environment, salary, job security, and connections with coworkers and superiors. Effective HR practices, fair reviews, and supportive management all play an important role. Edwin A. Locke, in his article "The Nature and Causes of Job Satisfaction," suggested several factors that can impact one's job satisfaction.

In his important paper "The Nature and Causes of Job Satisfaction" (1976), Edwin A. Locke identified five major elements influencing a person's degree of job satisfaction. Locke defines work satisfaction as the perceived link between what a person desires from their job and what they really get. In 1985, Paul E. Spector created the Job Satisfaction Survey (JSS), a comprehensive instrument for measuring employee opinions regarding many elements of their work. Recognizing that job satisfaction is a complex phenomenon, Spector's instrument divides it into nine unique dimensions, offering an organized and detailed knowledge of how employees view their work environment.

The JSS measures satisfaction across nine dimensions:

- Employee satisfaction with wage and compensation.
- Promotion refers to perceived prospects for professional growth inside the company.
- Supervision - The nature of supervision and the interaction with supervisors.
- Fringe Benefits-Health insurance, retirement programs, and paid leave are examples of fringe benefits that employees are satisfied with.
- Contingent awards: Recognition and awards dependent on performance and accomplishments.

- Operating Conditions - Policies, regulations, and procedures that affect every day work.
- Coworkers - Relationships and social interactions among colleagues.
- Nature of Work- refers to the intrinsic appeal, variety, and difficulty provided by employment duties.
- Communication - The organization's ability to communicate clearly, openly, and effectively.

Spector's concept highlights that job satisfaction is more than just compensation or promotions; it is a complex interplay of elements influencing how people feel their everyday work life. The JSS is particularly useful in organizational research and HR practices because it allows executives to identify specific areas of strength and concern in the workplace.

2.3.Human Resource Management

Human Resource Management (HRM) is a modern method to manage personnel in the workplace that emphasizes strategic and cohesive processes. Pinnington and Edwards (2000) define human resource management (HRM) as a new way of thinking about how employees should be handled. HRM is defined by Edwin B. Flippo as "the planning, organizing, directing, and controlling of the procurement, development, resources to the end that individual and societal objectives are accomplished." HRM essentially encompasses the comprehensive guidelines and procedures related to the HR elements of a managerial role, such as human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labor relations (Dessler, 2006).

HRM is primarily made up of the rules, procedures, and processes that shape employees' behaviour, attitude, and performance. This method not only improves individual performance but also develops long-term connections among talented and contented personnel (Stewart and Brown, 2011).

2.3.1. Work: Human Resource management (HRM) is critical for understanding the nature and administration of labour inside businesses. It offers organized methods and strategic techniques for effective people management.

- a) *Love of the Activity, Personal Interest:* One of the most crucial variables impacting workplace happiness is employees' personal interest or love for their work. When individuals like the things they do, their jobs become sources of satisfaction and progress.
- b) *Love of Achievement (attaining Excellence Standards):* The desire and achievement of excellence is a major source of occupational happiness. Setting high standards, whether personal or corporate, gives employees meaning and inspiration. While intrinsic motivation is founded on passion, a joy of accomplishment may exist even in jobs that employees do not find particularly fascinating.
- c) *Mental Challenge, Engaging Your Mind, Growing, and Learning New Things:* Mental stimulation and ongoing learning are important variables in determining job happiness. Employees who are given intellectual challenges and problem-solving possibilities are more engaged, driven, and satisfied. These roles avoid monotony and encourage success while conquering hurdles.
- d) *Belief in the Importance of the Work:* One of the most powerful influences on job satisfaction is the sense that work has worth and contributes to a greater purpose. Employees who link their activities to a larger goal—such as furthering a company's mission or enhancing social well-being—feel more fulfilled and engaged.

2.3.2. Promotions: opportunities for progress and growth; fair procedure (for those with aspiration): Promotions improve job satisfaction by providing possibilities for progress and growth. When employees perceive clear avenues for professional advancement and personal growth, they become more motivated and engaged.

- 2.3.3. Supervisors and Senior Leadership:** Supervisors and senior leadership have a vital effect on job satisfaction due to their competence, honesty, and goodwill. Trusting a supervisor's skills and intentions contributes to a safe and inspiring work environment.
- 2.3.4. Benefits and Policies:** Benefits and policies are crucial determinants of job satisfaction. Competitive benefits, comparable to those offered by similar organizations, attract and retain employees by meeting their financial and personal needs. A comprehensive benefits package, with a variety of offerings, significantly enhances job satisfaction, as employees feel valued and supported. Additionally, maintaining healthy and safe working conditions is essential for employee well-being, reducing stress, and creating a positive work environment. Together, these factors contribute to a more satisfied and committed workforce. (Locke, *The Nature and Causes of Job Satisfaction*, 1976)

Job dissatisfaction can lead to undesirable repercussions such as decreased loyalty, absenteeism, and higher accidents. (Spector, 1997) identifies three key aspects of work satisfaction.

- First, organizations should be led by human values. Such firms will be committed to treating employees fairly and with respect. In such circumstances, work satisfaction assessments may be useful in determining employee performance. High levels of work satisfaction could be a sign of a positive emotional and mental condition in employees.
- Second employee job satisfaction impacts the organization's business operations and activities. Research suggests that positive behaviour is a result of job satisfaction, whereas dissatisfaction leads to bad behaviour.
- Third, job satisfaction may indicate organizational actions. Job satisfaction evaluations may identify levels of satisfaction in various organizational units, providing insight into which improvements can improve performance. (Spector, 1997)

Table 1: Determinants of job satisfaction by various authors

Determinants	Authors	Research Papers	Year
Salary	Dyer and Therialut (37)	The determinants of pay satisfaction	1976
	Sokoya (14)	Personal Predictors of Job Satisfaction for the Public Sector Manager. Implications for Management Practice and Development in a Developing Economy	2000
	Nguyen et. al., (38)	Relative Pay and Job Satisfaction. Some New Evidence	2003
	Calisir et.al., (39)	Factors affecting intention to Quit among IT professionals in Turkey	2011
Participation in Decision-Making	Lee and Ho (40)	Quality of work life the case of Hong Kong	1989
	Cambey and Alexander (41)	The relationship of job satisfaction with organizational variables in public health nursing	1998
Reward and Recognition	Deeprise (53)	How to Recognize and Reward Employees	1994
	Flynn (54)	Is your recognition program understood?	1998
	Barton (55)	Recognition at work	2002
Proper Balance Between Personal and Professional Life	Kossek Dass and Demarr (46)	The Dominant Logic of Employer Sponsored Work and Family Initiatives: Human Resource Managers' Institutional Role.	1994 2001
	Kinman (48)	The work- home interface, in Jones, F. and Bright, J. (Eds)	2001
	Holmes, Abbot and Pelti (47)	Ciere, Achievement and challenges for work/ life balance strategies in Australian Organizations.	2005
Proper Leadership	Taylor (49)	Employee resourcing	1998
	Lok and	The relationship between commitment and	1999

	Crawford (50)	organizational culture, subcultures, leadership styles, job satisfaction in organizational change and development.	
	Griffin, Patterson and West (51)	Job satisfaction and team work: the role of supervisor support	2001
Job Security	Ashford et. al.,(6)	Content, causes, and consequences of job insecurity: A theory-based measure and substantive test	1989
	MacNeil (45)	Reactions to job insecurity in a declining organization: A longitudinal study	1994
	Reisel et. al (44)	The effects of job insecurity on satisfaction and perceived organizational performance	2007
Congenial Work Environment	Forsyth and Copes (60)	Determinants of job satisfaction among police officers	1994
	Reiner and Zhao (57)	The determinants of job satisfaction among United States Air Force's security police	1999
	Ellickson and Logsdon (59)	Determinants of job satisfaction of municipal government employees	2001
	Carlan (36)	The search for job satisfaction. A survey of Alabama policing	2007
	Spector (56)	Job Satisfaction: Application, Assessment, Causes and Consequences.	2008
Career Growth and Opportunity	Lussier (42)	Human relations in organizations: A skill – building approach	1990
	Murthy (43)	Of man and management	1996

Source: Author's compilation from available literature

- **Salary:** Money offers stability, status, and a feeling of social position. According to research, pay is strongly associated with work happiness. According to studies, financial remuneration has a major influence on

performance and overall happiness, with income and incentives serving as primary predictors of work satisfaction.

- **Participation in Decision-Making:** Participation in decision-making motivates employees, which leads to job satisfaction. It instills a sense of closeness in employees, giving them the impression that they are not simply administrators as well as decision-makers inside the firm.
- **Reward and Recognition:** Rewards are critical to employee engagement and work satisfaction. Recognizing successes and providing remuneration enhances morale, keeps good attitudes, and increases productivity. Proper recognition of great performance is a strong predictor of job happiness.
- **Proper Balance Between Personal and Professional Life:** Balancing work obligations with personal and societal responsibilities is critical for psychological and overall fulfillment. Employees want their companies to handle work-life conflict and acknowledge its influence on well-being.
- **Proper Leadership:** According to research, supervisors' leadership styles have a substantial influence on staff engagement and satisfaction. According to one study, supervisory assistance improves employee happiness, emphasizing the necessity of strong leadership in fostering a helpful and stimulating work environment.
- **Job Security:** Job security is a crucial element that affects employee satisfaction directly. Numerous scholars argue that job security is a vital aspect of job satisfaction as it represents an employee's ability to stay in and retain their current role. Job security inspires employees, resulting in higher levels of job satisfaction. Ensuring job stability can enhance morale, reduce employee turnover, and foster a more committed and efficient team.
- **Congenial Work Environment:** A positive workplace contributes to an increase job satisfaction by encouraging physical and psychological well-being. This involves having the necessary infrastructure, resources, and a supportive environment that encourages cooperation, coordination, and respect.

2.3.5. Career Growth and Opportunity: Employees desire possibilities for professional development and progress, and frustration emerges when businesses fail to give them. Research indicates that an open and equitable promotion process boosts employee morale, attracts talent, and improves an organization's image.

2.3.6. Assessing employee contentment: A questionnaire and other traditional scientific research techniques are typically used to measure job satisfaction. Some of the widely employed strategies for evaluating work satisfaction are: Minnesota satisfaction questionnaire and job description index .

The Minnesota Satisfaction Questionnaire (MSQ) is a popular measure for assessing work satisfaction. It comes in two versions: the 1967 long version and the 1977 short version. It assesses 20 employment characteristics, including coworkers, achievement, and working environment, across five degrees of satisfaction. The 1977 version has more balanced replies than the 1967 version. The Job Description Index (JDI), which was created in 1969, similarly measures job satisfaction by asking employees to rate topics such as job content, salary, and relationships, with a focus on gender disparities.

2.4.Quantitative Methods

Quantitative methods, particularly surveys and questionnaires, are effective for determining work satisfaction among large employee groups. These questionnaires often incorporate Likert scale questions and are focused on subjects such as work atmosphere, compensation, career growth, and supervisor help.

2.4.1. Surveys and Questionnaires

Surveys and questionnaires are extensively utilized to assess job satisfaction due to the fact that they are effective at getting consistent data from large groups of employees. These techniques give useful insights on employee attitudes and

preferences, allowing employers to discover areas for growth. Surveys often include both closed-ended questions, address important topics such as the work environment, salary, career progression prospects, work-life balance, and relationships with supervisors and coworkers. For example, queries may include:

- a) How satisfied are you with your present wages and benefits?
- b) How would you rank the quality of your work environment?
- c) What is your opinion on the quality of your professional development requirements being met?
- d) How satisfied are you with your supervisor's support?

Analysis and Interpretation:

After collecting survey data, the following stage is to analyze and interpret it in order to acquire useful insights. Statistical analysis can assist find patterns and trends that reflect the variables influencing employee happiness. Descriptive statistics, such as mean and standard deviation, offer a broad picture of employee satisfaction levels, revealing whether they are generally happy or have differing viewpoints.

2.4.2. *Job Descriptive Index (JDI):* The Job Descriptive Index (JDI) is a frequently used instrument for determining employment contentment. It assesses five major factors: job, income, advancement, supervision, and coworkers. Each feature is examined using a series of statements to which employees react on a scale of "Yes" to "No."

2.4.3. *Minnesota Satisfaction Questionnaire (MSQ):*The Minnesota Satisfaction Questionnaire (MSQ) is another commonly used tool for assessing work satisfaction. It has both a long-form and a short-form version and assesses several aspects of work satisfaction, including intrinsic and external variables.

2.4.4. *Employee Net Promoter Score (eNPS):*The Employee Net Promoter Score (eNPS) is a simple statistic for assessing employee happiness and loyalty. On a scale of 0 to 10, workers are asked to assess their likelihood of recommending their organization as a place to work. Employees are then classified as promoters, passives, or detractors based on their replies.

2.4.5. Job Satisfaction Survey (JSS): The Job Satisfaction Survey (JSS), developed by Paul E. Spector in 1985, is a widely used instrument designed to measure employee attitudes about various aspects of their job. It consists of 36 items grouped into nine facets of job satisfaction, including pay, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, nature of work, and communication. Each item is rated on a Likert scale, allowing for both individual facet scores and an overall job satisfaction score. The JSS is particularly useful in organizational research as it captures both intrinsic and extrinsic factors influencing employee satisfaction.

2.5. Qualitative Methods

2.5.1. Interviews

Structured and unstructured interviews: Interviews are an essential method for acquiring detailed insights into employee work satisfaction. They let workers share their opinions and experiences in their own words, resulting in a more thorough knowledge of satisfaction aspects. Structured interviews with prepared questions promote consistency and make it easy to compare replies from different individuals.

2.5.2. Focus Groups

A focus group is a small group of employees who meet in a guided conversation about their job happiness. The group environment promotes interaction and the sharing of ideas, which might offer insights that solo interviews may not uncover. A professional moderator is required to facilitate focus groups effectively. The moderator should foster a welcoming environment, encourage all group members to participate, and keep the debate on topic

2.5.3. Observations

Direct observation is the process of seeing employees execute their job activities in order to obtain insight into their work environment and habits. This technique gives an objective assessment of working conditions and can aid in the identification of elements that impact job satisfaction, such as workload, relationships with coworkers, and physical work environment. Participatory observation requires the

observer to actively engage in the workplace, allowing them to blend into the environment and participate in regular tasks alongside employees.

2.6.Mixed Methods Approaches

Combining Quantitative and Qualitative Data: Mixed methods approaches combine quantitative and qualitative data to obtain a thorough knowledge of complicated phenomena such as work satisfaction. Quantitative data, which is often collected through surveys, provides insights into broad trends and patterns, such as satisfaction levels or organizational support, enabling firms to measure job happiness. Qualitative data, acquired through interviews or focus groups, provides context by delving into the "why" of contentment.

Significance of Job Satisfaction

Ensuring staff satisfaction is crucial for any firm, regardless of size. It has an crucial role in determining organizational performance. Organizations implement ways to improve staff morale and performance, leading to higher revenues, customer happiness, and retention. The rationale for having contented staff is really simple. Satisfied workers improve the work atmosphere and overall company climate. (Rue, 1889)

Organizations may improve their work environment by implementing several strategies that directly impact employee happiness. According to (Hoerr, 1989), managers prioritize acquiring and using talented individuals inside their organizations. The following points demonstrate the significance of employee satisfaction.

Increase employee performance: Employee happiness has a big impact on performance. A meta-analysis in a research discovered a genuine association between these variables. Employee satisfaction increases when their expectations for

incentives, recognition, and needs are met, resulting in improved work performance and enhanced corporate production (New Cranny, 1992)

Increase employee morale: Employee contentment and morale have a causal link. According to Michigan psychologist Norman R. F. Maier, "Job satisfaction was shown to be important by demonstrating that the morale index was definitely higher among employees who were satisfied than among those who were dissatisfied" (Norman, 1925)

Organizational Commitment: (Kreitner, 2006) describes organizational commitment as an individual's affiliation with a group and its aims. Employees are more likely to feel committed and content at work if they are happy in their positions, which increases productivity. Higher employee satisfaction is significantly linked with increased organizational commitment, which enhances productivity.

Low absenteeism: Absenteeism can reduce an organization's effectiveness. (Cascio, 2003) describes it as any employee's failure to report to or remain at work as planned, regardless of the reason. According to (George F. , 2000) and Luthans (1989), there is an inverse link between employee satisfaction and absenteeism: higher satisfaction often results in reduced absenteeism, whereas lower satisfaction results in more absenteeism. Although high satisfaction does not ensure low absenteeism, low satisfaction is most likely to increase it (Tylczak, 1990). Absenteeism is impacted by a variety of interconnected factors, making it difficult to quantify and treat.

Low Turnover: Employee turnover is the method through which employees leave a business (Kadushin, 2001) discovered a constant correlation between employee contentment and turnover, with unsatisfied employees more likely to leave. Employees who are satisfied with their employment like it, feel pleased with their job and surroundings, and are less inclined to leave, lowering turnover (Frye, 2004). This practice helps firms save time and money on recruiting and training. As a result,

increasing employee happiness can result to financial gains (Hodson, 1997) as well as an improvement in working conditions.

Positive Mental Attitude: Satisfied employees have a positive mental attitude, which adds to the betterment of society overall. A content worker is more inclined to be happy outside of work. Happiness is fundamental to human life and has a wide-ranging impact on society. Employees who are dissatisfied are more likely to take "mental health days off," which are days off that are not because of health issues or personal matter reasons and hence affect the business (Barney, 1986).

Increase customer satisfaction: Satisfied personnel have a big influence on client satisfaction. Employees that are motivated and engaged realize the need of continually providing excellent customer encounters. They develop strong customer connections, increasing satisfaction, retention, and loyalty (Johnson, 1994). Companies that rank first in staff satisfaction are more likely to rank first in customer satisfaction. They understand that keeping staff satisfied, motivated, empowered, and engaged is critical for customer satisfaction.

Organizational Success: Employee satisfaction is crucial to an organization's success. Keeping employees satisfied and engaged is important to achieving good results. Employee happiness influences objectives and achievements, hence improving organizational performance, productivity, and work quality (Johns, 2002). Understanding employees' sentiments, ideas, and ambitions, as well as executing strategies to raise their enthusiasm and dedication, is important for improving business performance and productivity.

Reduce union activities: Satisfied employees are often uninterested in unions, viewing them as superfluous. Employee unhappiness is a primary driver of unionization, as unhappy employees think they cannot make changes on their own to address their issues. The degree of union activity is proportional to the level of unhappiness: little dissatisfaction leads in grievances, whereas large dissatisfaction might lead to strikes.

Other Benefits: High employee satisfaction results in various extra advantages. Employees who are satisfied report greater physical and mental health, easier learning of new job-related activities, and less job stress and discontent (Kaliski, 2007). They are more cooperative, supporting coworkers and clients, hence improving unit performance and organizational success (Kelli, 2012). Overall, employee happiness stems from the belief that their employment satisfies their important requirements..

2.7.Organisational Commitment

Organizational commitment refers to the emotional connection an employee has with their organization, which affects their attitudes, actions, and performance. O'Reilly and Chatman define it as the source and consequence of attachment. McMahon (2007) describes it as a mental state that influences engagement and loyalty. Hallberg and Schaufeli (2006) define it as emotional and cognitive alignment with the organization. According to Meyer and Herscovitch (2001), it bonds individuals to acts that are critical to the organization.

Organizational commitment was defined by (Porter, 1994) as an individual's proactive and positive desire to align with and embrace the organization's goals and values. Adding to this, (Mowday, 1979) organizational commitment was defined as a mindset shared by the person and the organization. This mindset is not only transactional; rather, it is a sign of a relationship that affects how the person views their place in the company and their desire to help it succeed.

Organizational commitment refers to an employee's level of devotion to their employer, as Mueller, Wallace, and Price pointed out. (Mueller, 1992) This loyalty exerts a considerable influence on the employee's motivation, engagement, and long-term desire to remain with the company, making it an essential part of the employee-organization relationship.

Organizational commitment was defined by Reyes and Pounder as a strong conviction in and intention to align with the organization's ideals (Reyes, 1992).

They underlined that this loyalty to the organization extends beyond simple employment and reflects a sincere want to be a part of it going forward and contribute to its success.

Organizational commitment denotes the extent to which an individual identifies with and is engaged in their entire employing organization, rather than with a department or specific workgroup. (RT, 1998). Organizational commitment also entails adhering to the organization's goals and objectives, its principles, regulations, and standards, and volunteering for its survival. (Dominic E, 2018)

According to studies on the problem, various factors such as work climate, recognition, supervisor support, workload, leadership styles, and individual and job characteristics associated variables were the most relevant in determining employees' commitment to their firms. (Meyer JP, 1991)

Many definitions have put forth by different academics; however, not all of these definitions According to Modway, Steers, and Porter (Modway, 1979), all of these are "evident" and "bound by actions." Attitude is the outcome of a person's personality connecting or relating to an organization for the motive of uphold the organization's goals. Furthermore, a detailed investigation of the organization's commitment was conducted using the Meyer and Allen three component model.

Meyer and Allen identified three types of organizational commitment in 1984: affective, continuous, and normative commitment (Meyer JP, Testing the “side-bet theory” of organizational commitment: some methodological considerations, 1984). Affective commitment pertains to the emotional bond, connection, and engagement an employee feels towards the organization. Normative commitment involves the feelings of obligation that employees have toward the organization, while continuous commitment relates to the perceived costs involved in leaving the organization (Meyer JP, A three-component conceptualization of organizational commitment, 1991).

Increased motivation, a sense of belonging, and attachment to the organization, increased effectiveness and efficiency of the organization, improved job satisfaction, decreased staff absenteeism and turnover, and a strong desire to stay in the organization are just a few of the implications of high employee organizational commitment for healthcare organizations (Alemayehu D, 2021.). Poor organizational commitment, conversely, raises the risk of medical mistakes and jeopardizes patient safety (Chen SY, 2015;)

Researchers discovered that highly dedicated staff members offered excellent care (Nima GH, 2016), performed better (FDRoEMo, 2015.), guaranteed patient safety (Chen S-Y, 2015), and carried out regular tasks continuously. However, several studies revealed a low level of organizational commitment among medical personnel. The percentages of organizational commitment in Saudi Arabia and Egypt were found to be 57.3% and 63.9%, respectively (Al-Haroon HI, 2020,). Studies conducted on the subject in various regions of Ethiopia also produced results that varied from 64.81 to 88.06% (Walle F, 2016.)

Examining the promises made by workers, which have been the standard practice in earlier research, elements like job qualities Job satisfaction, Bashir and Ramay (Bashir, 2008) Workforce stability, Malik, Nawab, Naeem, and Danish (Malik M. E., 2010). It was determined by Nguyen, Mai, and Nguyen (Yuan, 2014) that a number of factors affect organizational commitment. Furthermore, theories such as the Maslow hierarchy of needs and the two-factor theory were developed in the 1990s, when there were "only a few scholars," to better explain how worker satisfaction results in loyalty.

2.8.Components of Organisational Commitment

Three different kinds of organizational commitment are recognized by Meyer and Allen (Meyer, 1991):

- **Affective**
- **Normative**

- **Continuance**

Affective Commitment: Affective commitment pertains to the emotional connection that employees share with their organization. Those who possess high affective commitment take pride in their affiliation with the company and are generally driven by a connection to its values, culture, and objectives. This emotional tie shapes their actions, often prompting them to speak favorably about the organization to others, thereby boosting its reputation.

Continuance Commitment: Continuance commitment refers to the kind of dedication that employees have when they evaluate the potential drawbacks of leaving the organization. This commitment is primarily motivated by the perceived costs associated with departing rather than by emotional bonds or alignment with the organization's principles. The choice to stay with the organization is significantly affected by the perceived costs involved in leaving, such as the loss of benefits, seniority, or job stability. Employees with a high level of continuance commitment might feel trapped or compelled to remain, even if they lack emotional investment in the company.

Normative Commitment: In this case, workers feel obligated to stick with the company since they are loyal and think it's the proper thing to do. Emotional attachment, loyalty, and respect for leadership and mission are all indicators of organizational commitment. Servant leadership, which prioritizes employee well-being and fosters happiness, has been shown in studies to dramatically increase organizational commitment in the foodservice industry (Piong). Strong emotional ties, loyalty, and respect for the company are more likely to emerge among employees who believe their leaders to be supportive and respectful, which strengthens their total commitment (Piong, 2016).

The role of workers as the “Organisational Man” is increasingly valued, especially in the hotel industry, where strong organizational commitment enhances job performance and reduces turnover. Research highlights that employee dedication

promotes job satisfaction, stability, and long-term success across sectors. Becker's side-bet theory suggests employees view their time and effort as investments that must be rewarded, fostering loyalty. Zhao adds that mutual respect between employers and employees further deepens commitment and strengthens organizational bonds. Long-term organizational success is facilitated by this reciprocal interaction, which deepens the employee-organization relationship. (Zhao, 2019)

It is important to comprehend that losing devoted staff members may have a big financial impact on a company and negatively affect its standing with rivals. According to research done in Spain, preserving organizational functions and directing future initiatives are crucial, and guaranteeing employee loyalty is the major objective (Keskes, 2014). Meeting the set requirements for organizational commitment is necessary to achieve a constant level of engagement among employees. This is a difficulty that is especially pertinent to the hotel sector because of its demanding peak seasons and round-the-clock operations (Bhat, 2017).

2.8.1. *Antecedents of Organisational Commitment*

According to research, two main elements impacting organizational commitment are personal attributes and environmental aspects. Personal characteristics like age, gender, education, and tenure vary by individual and influence commitment levels. Situational characteristics are derived from organizational structures, policies, and management practices, demonstrating how external variables influence employee attachment to the business. While situational factors emphasize how the environment of the organization shapes commitment levels, personal characteristics give insight into the background and predispositions of the individual (T., 2005)

- a) *Age*: When it involves examining the impact of personal traits on organizational commitment, age is among the most well studied variables. Many research quoted in (T, 2005) have repeatedly shown that an employee's age and degree of loyalty to the company are positively correlated. Numerous

studies have looked closely at this association, including a meta-analysis done in 1990 by Mathieu and Zajac.

- b) *Tenure*: Meyer and Allen's research quoted in (T., Level of Organisational Commitment, 2005) on the effect of tenure on organizational commitment showed some intriguing trends at various management levels. According to their research, middle management staff members showed lower levels of dedication than those in entry-level and senior management roles.
- c) *Levels of education*: In a thorough meta-analysis of the literature, Mathieu and Zajac (Mathieu, A review and meta-analysis of the antecedents, 1990) found a weak but significant negative connection between organizational commitment and education levels. According to their findings, employees' loyalty to the company tends to somewhat decline as their educational attainment rises. Several researchers have further examined this adverse association. Mowday in 1982, referenced in Mathieu and Zajac (Mathieu, A review and meta-analysis of the antecedents, 1990), suggested that this pattern might be related to the higher expectations of those with greater education.
- d) *Gender*: Women frequently show higher levels of commitment than men, according to earlier research looking at the relationship between gender and organisational commitment. This was frequently ascribed to the historical setting in which women were joining organizations that were predominately run by males. In these kinds of settings, women were seen to have to put in more effort and demonstrate their ability in order to be accepted and acknowledged, which strengthened their sense of loyalty to their companies.

2.9. Consequences of Organisational Commitment

2.9.1. Job Performance

In a meta-analysis published in 2002, investigated the effects on workers and organizations of the three aspects of organizational commitment: continuity, normative, and emotional commitment. Their research showed that the strongest correlation between favorable job performance and affective commitment—which is defined as an employee's emotional tie to, relationship with, and engagement in the

organization—was found in the workforce. Because they genuinely care about the company's success and deeply identify with its goals and values, affectively dedicated employees are motivated to participate. Affective commitment is crucial to attaining organizational effectiveness since it promotes increased levels of engagement, productivity, and overall performance due to this emotional connection.

Meyer, Stanley, and Parfyonova's (Meyer J. S., 2012) research bolstered these conclusions by reiterating the importance of emotional commitment in influencing work performance and emphasizing the less advantageous functions of normative and continuation commitment. High normative commitment does not necessarily result into excellent performance; employees might stay with the company out of duty or moral responsibility.

2.9.2. Turnover

The idea of dedication to the organization and its complex link with turnover intention have been the subject of several research. Organizational commitment is a strong and potent predictor of turnover intention, according to Cohen (Cohen, 1993) . Over time, other important research have reinforced this conclusion. For example, when it comes to understanding why employees might contemplate quitting their positions, Mathieu and Zajac (Mathieu, A review and meta-analysis of the antecedents, 1990), Meyer and Allen (Jaros, 1997), and Powell and Meyer in 2004, all highlight the strong predictive power of organizational commitment.

Additional investigation into this link was conducted by Angle and Perry (Angle, 1981) and Allen and Meyer (Allen, 1990), who produced empirical proof that dedication to the organization has a significant negative impact on turnover intention. According to their findings, workers with high level of commitment to their company on an emotional, normative, or continuity level are less likely to participate in turnover-causing actions. Since employee commitment directly affects retention rates, firms stand to gain a great deal from tactics focused at increasing it. This is because commitment and turnover intention have a strong inverse connection.

These findings were further supported by Mathieu and Zajac (Mathieu, A review and meta-analysis of the antecedents, 1990), Mowday (Mowday R. S., 1979), and Muchinsky in 2003, who showed that organizational commitment impacts turnover intentions and acts as a buffer against voluntary employee departures. According to their research, employees are far less inclined to consider quitting when they have a strong feeling of connection to their company, whether it is via emotional attachment, a sense of duty, or an awareness of the expenses involved in leaving.

Gunter, Haerani, and Hasan in 2012 (Eslami, 2012) have more recently offered empirical evidence in support of these findings. Their findings confirmed that lower turnover intentions are often correlated with stronger organizational commitment levels. Because affective commitment is based on employees' attitudes and feelings of emotional attachment to their company, it has been shown to be the best predictor of intention to leave. Studies by Meyer and Herscovitch (Meyer J. &, 2001) , Liou and Nyman (Liou, 1994), and Gunter, Haerani, and Hasan (Eslami, 2012) have all repeatedly shown that workers who develop a deep emotional connection with their company are far less likely to think about quitting.

The implications of strong affective commitment are profound for organizations, particularly in terms of employee retention. As Allen and Meyer (Meyer J. a., 1991) pointed out staff members who are dedicated to their company on an emotional level are more inclined to remain, which can have a positive effect on retaining skilled and experienced workers..

2.10. Relationship between Job Satisfaction and Organisational Commitment

Regarding the link between organizational commitment and work satisfaction, academics have differed significantly. Job satisfaction seems to be a strong predictor of organizational commitment, according to several studies (Dramstad, 2004); (Ferris, 1883); (Williams, 1986). According to this viewpoint, workers who are happier with their jobs are more inclined to be loyal to their companies.

Conversely, other scholars propose that organizational commitment might serve as an indicator of work contentment. According to this view, employees who are deeply committed to their organization may experience greater job satisfaction as a result (Lachman, (1986)). This perspective suggests that the level of commitment employees feel towards their company could influence the general satisfaction they feel in their jobs, emphasizing a potentially reciprocal connection between the two factors.

The literature offers a range of viewpoints with respect to the causal link between organizational commitment and job satisfaction. On the one hand, some researchers contend that organizational commitment precedes job satisfaction, with committed employees possibly experiencing greater job satisfaction as a result (Bateman, 1884). This theory suggests that Overall, the degree of job satisfaction can be greatly influenced by the extent of commitment they feel towards their organizations. When workers are satisfied with their jobs, they are more likely to demonstrate higher levels of commitment to their organizations (Brown, 2007).

It is commonly acknowledged that fulfillment in one's job is a crucial element of organizational commitment, and that it contributes to the success, growth, profitability, efficiency, and decreased employee turnover of organizations (Kalleberg, 1990) (Mowday R. P., 1982) (Feinstein, 2000). Feinstein and Vondrasek (2001) discovered that job satisfaction affects organizational commitment, emphasizing the significance of factors like pay, promotion, workload, and supervisory support in this dynamic. (Feinstein A. H., A Study of Relationships between Job, 2001). Gaertner (1991) confirms these findings, highlighting the intricate relationship between job satisfaction and organizational commitment; each of these factors is crucial to employee engagement and organizational performance.

2.11. Measuring Organisational Commitment

Empirical research on organizational commitment (OC) often employs two basic measures. The first is the Organizational Commitment Questionnaire (OCQ), which was created by Porter in 1974 and formalized by Mowday in 1979. It consisted of 15

items and was evaluated on a wide range of professional groups, including medical personnel, engineers, and public servants. Cook and Wall (1980) later developed a simplified nine-item OCQ version tailored to working-class personnel, emphasizing three dimensions: identification with corporate principles, desire to work hard, and loyalty. Examples include: "I consider myself to be a member of the group" and "I wouldn't want to work for another company."

Angle and Perry (1981) discovered comparable characteristics of value commitment and intention to remain. Bar-Haim and Berman (1992) validated the scale in 14 Israeli industries.

The most extensively used tool today is Allen and Meyer's (1990) three-component model, which comprises 24 questions separated into Emotional, Continuous, and Obligatory Commitment Scales. Each dimension includes comments on emotional attachment, perceived costs of quitting, and a moral imperative to stay.

2.12. Organisational Commitment Model

Meyer and Allen introduced the tri-dimensional framework in 1997 to define organizational commitment through three aspects: emotional, continuance, and normative commitments. These classifications illustrate the various strategies for enhancing organizational commitment and the impact on employees' behaviors.

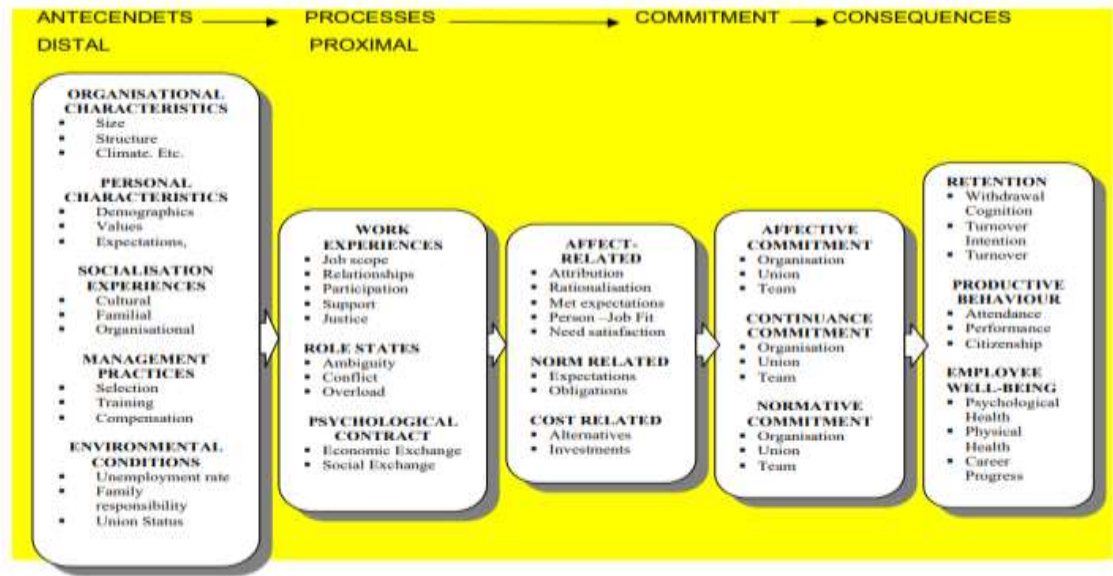


Figure 1: Organizational commitment model

Source: Meyer and Allen (2011)

2.12.1. Aspect of emotional attachment

Affective commitment, which describes an individual's emotional connection to the organization, constitutes the first dimension of organizational commitment in this framework. Meyer and Allen (1997, p. 11) describe affective commitment as "the employee's emotional attachment to, identification with, and involvement in the organization." Employees who have an emotional commitment to their organization choose to remain employed out of their own volition (Meyer & Allen, 1991). Those who are affectively committed choose to stay with the organization because they believe their professional relationship aligns with its objectives and values (Beck & Wilson, 2000).

Positive sentiments for the organization coupled with a work-related attitude are known as affective commitment (Morrow, 1993). This kind The concept of attitude can be described as "an orientation towards the organisation, which links or attaches the identity of the person to the organisation," according to Sheldon (1971, p. 148). The degree to which a person identifies with and participates in a certain organization is known as their affective commitment (Mowday et al., 1982).

Based on the organizational commitment model proposed by Meyer and Allen (1997), several elements such as the challenge level of the job, clarity in roles, clarity and difficulty of goals, management's openness to feedback, cohesion among peers, fairness, personal significance, feedback mechanisms, involvement, and reliability can influence affective commitment.

2.12.2. *Dimension of Continuance Commitment*

Continuity commitment represents the second element in the tri-dimensional model of organizational commitment. This type of commitment is characterized by an "awareness of the costs associated with leaving the organization," as noted by Meyer and Allen (1997, p. 11). It is calculative in nature due to the individual's perception of the expenses and risks involved in departing from their current organization (Meyer & Allen, 1997). "Employees whose primary connection to the organization is rooted in continuity commitment remain because they are obligated to," according to Meyer and Allen (1991, p. 67).

Beck and Wilson (2000) characterize continuity commitment as a pragmatic connection to the organization, where an individual's relationship with the organization is based on an assessment of the financial benefits they anticipate receiving.

The perceived expenses associated with departing from the organization influence the degree of continuation commitment, which suggests the necessity to remain (Meyer & Allen, 1984). "Continuance organisational commitment will therefore be strongest when availability of alternatives are few and the number of investments are high," according to Best (1994, p. 71). This argument backs up the idea that workers could quit an organization if they are offered better options.

2.13. Strengthening Organisational Commitments

The way individuals relate to the organization initiates the natural progression that results in organizational commitment. The development process can be clarified by examining the many levels and stages of organizational commitment. According to

O'Reilly (1989, p. 12), organizational commitment progresses via three stages: internalization, identification, and compliance. In the first stage, compliance, the employee accepts the influence of others primarily in order to gain from them in the form of compensation or advancement (O'Reilly, 1989). At this point, people adopt attitudes and behaviors purely for the sake of obtaining rewards, not because they hold similar ideas. According to Beck and Wilson (2000), the continuity aspect of commitment is associated with the type of organizational commitment during the compliance stage, where the employee weighs the benefits of staying with the company carefully. This suggests that workers continue with the company at this point due to the benefits they receive (Meyer & Allen, 1997).

2.14. Significance of Organisational Commitment

Committed workers are an organization's greatest asset, as their length of service is mostly determined by organizational commitment. The following are some of the main advantages and benefits of organizational commitment:

a) High output from employees: Employees who are highly committed to their organization tend to produce exceptional output. Their strong belief in the organization's objectives, vision, and leadership motivates them to work diligently and contribute significantly to the company's success.

b) Decreased absences: Dedicated and driven employees tend to report much lower absenteeism compared to their peers. Their commitment to their roles motivates them to show up regularly, as they derive a sense of purpose and fulfillment from their work. Workers who are dedicated to their jobs find satisfaction in performing their tasks and contributing to the company's success. They not only enjoy the work they do but also actively participate in initiatives and collaborate with others to achieve the organization's objectives.

c) Outstanding members of a team: Dedicated workers are highly effective when it comes to teamwork and collaboration, as their strong investment in the organization

and its success drives them to work harmoniously with others. They recognize the importance of collective effort in achieving the company's goals and actively contribute to fostering a positive and productive team environment.

d). Vigorous supporters: Loyal and devoted workers are a significant asset to any organization because of their strong belief in the company's mission and values. Their unwavering faith in the company translates into support for their leaders, making them reliable allies in achieving organizational goals.

Their dedication extends to advocating for the company's principles, practices, and products. Loyal employees passionately believe in what the organization stands for and often take on the function of ambassadors, endorsing its values to others. This commitment enhances the overall culture, as these employees are not just following instructions but are actively invested in promoting the company's vision and success.

2.15. How to improve Organisational Commitment: Improving corporate commitment necessitates strengthening employee connections, integrating firm ideals with individual aspirations, and encouraging involvement. Recognizing employee accomplishments with praise or prizes increases morale and commitment. Employees feel more invested when the organization's objective is aligned with their own purpose.

The following advice can help strengthen organizational commitment:

a) Establish a culture of strong teamwork: A healthy, effective workplace requires fostering a cooperative culture. Employees come from a variety of experiences and viewpoints, which, when appreciated, may boost creativity. Without collaboration, these differences may lead to conflict. Encourage teamwork via open communication and mutual respect to make staff feel valued and unified. Teamwork fosters deeper relationships, a shared goal, and

increased engagement. As cooperation leads to success, people become more attached to the organization.

- b) Make sure staff members understand your expectations and goals: most workers want to know what matters most in their jobs and how to attain greatness in them. They also want to be a part of an enticing future. Employees must be informed of the management's aims and expectations in a clear and concise manner for goals to be meaningful and successful. When given a feeling of ownership, employees have a higher likelihood to stick with a company longer.
- c) Be open and sincere in your conversation: Encouraging employee participation in corporate activities increases engagement and commitment. Employee involvement in decisions and initiatives promotes a feeling of possession and affiliation with the business aims. This relationship encourages people to do their best.
- d) Uphold your work ethics: Employees naturally generate good sentiments about their employer, which influences their job satisfaction and motivation. When firms maintain strong ethical standards, trust is built and workers are encouraged to match their beliefs with those of the company, which fosters respect.
- e) Promote a good atmosphere at work: Employee freedom of speech and idea sharing depend on a positive workplace culture. When workers feel that their efforts are valued, they are more willing to express themselves without fear of being misinterpreted, which promotes creativity and cooperation. This improves the company's performance while also increasing staff pride and pleasure.
- f) Develop trust: Trust between employees and executives is critical for organizational progress. It fosters a pleasant workplace culture in which cooperation and respect thrive. Employees feel comfortable discussing ideas and problems, knowing that they will be addressed positively. Trust increases involvement and contributes to the company's success.
- g) Promote originality: One of the most effective ways to motivate employees is by fostering innovation within the workplace. Encouraging creativity and

new ideas allows employees to feel empowered and valued for their unique contributions. Rather than discouraging someone who proposes a better or alternative method of completing a task, organizations should embrace these ideas, seeing them as opportunities for improvement.

- h) Give helpful comments rather than critical remarks: Constructive criticism is essential for the growth and development of employees, but it must be delivered thoughtfully and effectively. Recognizing employees for their good work is equally important, as it boosts morale and reinforces positive behavior.
- i) Task delegation that works: An productive firm recognizes the need of job delegation to ensure activities are managed properly without overburdening workers. Delegating work across a team uses varied abilities, enhancing effectiveness and timeliness. It keeps employees from getting overworked or anxious, resulting in a balanced workload. Proper delegation encourages teamwork, increases productivity, and allows individuals to focus on their skills.
- j) Provide rewards: Organizations should emphasize recognizing and rewarding employee performance in order to enhance motivation and morale. Employees feel appreciated when they get public praise and thanks, which encourages them to continue doing well. When employees realize that their contributions are appreciated, they become more devoted and engaged. Offering incentives as tangible rewards for hard work increases loyalty and productivity.

2.16. Human Resource Policies

Human capital is one of the primary factors influencing an organization's competitiveness. As a result, improving human resource management productivity is essential to boosting referral competition. A company's most valuable assets are the people (or human talent) who work for it and who both individually and collectively help it achieve its objectives. According to Armstrong (2014), HRM is a planned and persuasive method of managing these individuals.

Frederick W. Taylor summed up management science in four points:

- i. maximum output, not limit production;
- ii. unity, not conflict;
- iii. collaboration, not personalization; and
- iv. scientific and not experimental.

For a sensible and successful plan, human resource management improvement must take these extra criteria into consideration. According to Tocher and Rutherford (Tocher, 2009), the management of human resources is a collection of connected, functional activities and procedures that work together to draw in, develop, and keep a company's human resources. When a business starts to establish a hierarchical structure and takes steps to improve administrative procedures and the division of labor, this is known as formal human resource management (Kotey, 2004).

HR management is the process of luring in, nurturing, inspiring, and keeping workers in order to guarantee productive job output and the successful accomplishment of corporate objectives, according to Schuler and Jackson (Schuler, 1987). Moreover, a collection of internal guidelines created and put into place to guarantee that human resources support the accomplishment of the company's commercial goals is referred to as HRM practices (Delery, 1996). Policies pertaining to human resource management in a company's operations encompass hiring, pay, growth connected to the organization, security, employee advancement, healthcare, exchange of information, training, and efficient administration. Employees are guided and involved in carrying out actions targeted at accomplishing organizational goals (Arif, 2012) which improves the business's competitive edge (Abunaila, 2022)

Human resource policies and practices on dedication to the organization and work happiness

Ramesh T. (2005) conducted a study on human resource management (HRM) advances and discovered that HR services have a substantial influence on numerous company elements. A favorable HRD atmosphere, combined with elements like as problem-solving abilities, equal compensation, transparency, and team spirit, is critical to company success. A smart HR leader may turn bad performance into outstanding. Suman Shikha (2006) investigated organizational knowledge in athletes

and found that good HRM promotes creativity and innovation. HRM techniques that promote innovation are divided into four categories: incentive systems, motivators, performance evaluation, and planning, with the goal of reducing turnover and increasing productivity.

A.A. Katou, (A.A.Katou, 2008) carried out a research to assess how HRM practices affect organizational performance in Greece's industrial industry. According to the findings, business strategies (cost, quality, innovation) have an effect on the relationship between HRM practices (resourcing and development, compensation and incentives, involvement and job design) and organizational performance.

(Lamba, 2013) demonstrated how HRM strategies give employees a competitive advantage in the global marketplace by increasing their dedication to organizational goals. In light of the study's findings, HRM policies like training and development, pay, and welfare programs have a big impact on organizational commitment and are linked to better organizational performance, which aids in keeping competent staff members on board.

2.18. Conclusion

Finally, the examination of work satisfaction and organizational commitment demonstrates their vital importance in molding performance and success, particularly in high-service sectors such as Taj and Oberoi Hotels in Delhi NCR. Job happiness includes both intrinsic (personal fulfilment, relationships) and extrinsic (work environment, remuneration). Organizations may increase productivity and commitment by concentrating on these qualities. Effective human resource policies, such as competitive salary and professional development, promote a motivated staff. Employee happiness leads to decreased attrition, more engagement, and improved customer satisfaction, all of which improve the organization's reputation and competitiveness. Finally, addressing work happiness improves performance, stability, and long-term organizational success.

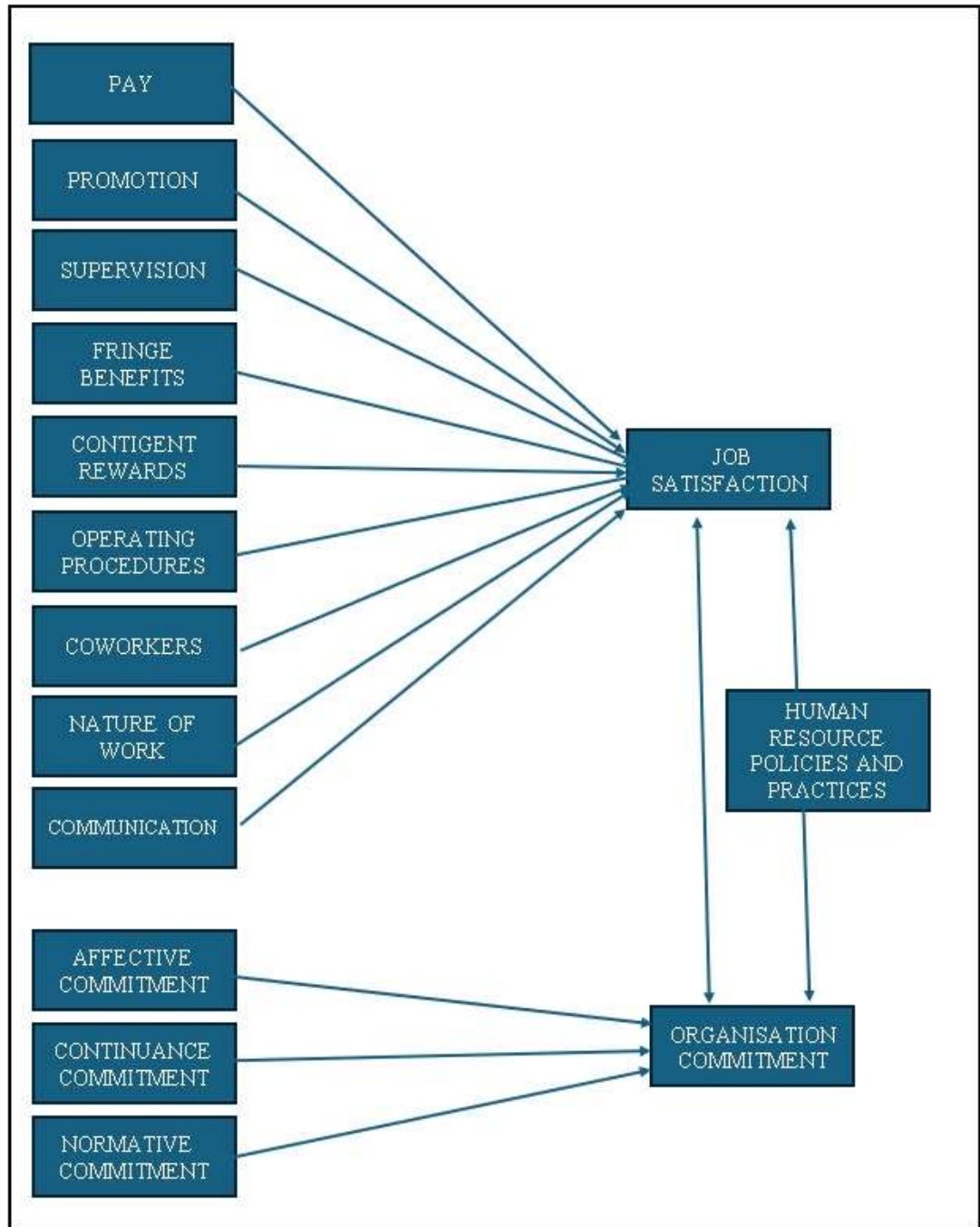


Figure 2: Conceptual Framework Showing the Relationship Between HR Policies, Job Satisfaction, and Organizational Commitment

Source: Author's own compilation

CHAPTER – 3

PROFILE OF SAMPLE HOTEL

3.1 Taj Hotels: A Legacy of Excellence in Hospitality

In December 1903, renowned industrialist and philanthropist Shri Jamsetji Nusserwanji Tata established what would become one of the world's most distinguished hospitality brands—Taj Hotels. Under the stewardship of the Indian Hotels Company Limited (IHCL), Taj has evolved into a globally acclaimed luxury hotel chain, celebrated for its unparalleled service, refined elegance, and architectural brilliance.

Synonymous with authentic Indian hospitality, Taj Hotels combines heritage and modernity to deliver exceptional guest experiences. In the Delhi NCR region, Taj operates a collection of premier properties, catering to discerning business and leisure travelers with a seamless blend of sophistication, cultural richness, and contemporary luxury. A testament to visionary leadership and enduring excellence, Taj Hotels continues to set the benchmark for world-class hospitality.

Taj Hotels in Delhi NCR

3.1.1. Taj Palace, New Delhi

Taj Palace, New Delhi stands as the crown jewel of luxury hospitality in India's capital city. As the only 'palace' hotel in Delhi since 1983, this iconic property occupies six acres of lush gardens in the prestigious Diplomatic Enclave on Sardar Patel Marg, offering convenient access to government offices, embassies, business districts, and the international airport. The hotel's distinctive boomerang-shaped architecture houses 403 exquisitely designed rooms and suites that blend contemporary luxury with traditional Indian aesthetics, featuring premium amenities and advanced air purification systems for guest wellbeing. Culinary excellence shines through its award-winning restaurants including Spicy Duck for authentic Chinese, Capital Kitchen for global cuisine, Orient Express for European fine dining, and Masala Art showcasing India's culinary heritage. The property boasts world-class

wellness facilities like the Jiva Spa, an outdoor pool, and a 24-hour fitness center. As Delhi's premier events destination, Taj Palace offers magnificent venues including the grand Durbar Hall and expansive lawns that regularly host high-profile weddings, corporate events, and diplomatic functions. Its prime location near landmarks like Rashtrapati Bhavan and India Gate makes it ideal for both business and leisure travelers. With its rich legacy of hosting global leaders and discerning travelers, Taj Palace continues to set the benchmark for luxury hospitality through its impeccable service, sustainable practices, and commitment to creating unforgettable experiences that embody the finest traditions of Indian warmth and sophistication.

3.1.2. Taj Mahal, New Delhi

A timeless symbol of luxury in the heart of Lutyens' Delhi, Taj Mahal, New Delhi seamlessly blends heritage charm with contemporary sophistication. Recently renovated, this iconic 5-star deluxe hotel at 1 Mansingh Road offers breathtaking views of the city's historic skyline and leafy boulevards, while maintaining its legacy as a preferred choice for diplomats, celebrities, and discerning travelers.

The hotel features 292 elegantly redesigned rooms and suites, including exclusive Luxury Residences, all equipped with state-of-the-art air purification systems for a pristine stay. Guests can indulge in world-class dining at renowned restaurants such as Varq (modern Indian cuisine), Machan (all-day international dining), House of Ming (authentic Cantonese and Sichuan delicacies), and Emperor Lounge (a refined setting for afternoon tea). For evening cocktails, Ricks' offers innovative mixology, while Captain's Cellar presents an exquisite wine experience. Wellness is redefined at the J Wellness Circle (Jiva Spa), complemented by a rooftop swimming pool and a fully equipped fitness center. The hotel also features Khazana, a luxury boutique offering curated souvenirs and gifts.

As a premier venue for events, Taj Mahal, New Delhi boasts elegant banquet spaces with cutting-edge technology and sustainable solutions for green meetings, weddings, and corporate gatherings. Its prime location near India Gate, Rashtrapati Bhavan, Khan Market, and Humayun's Tomb ensures convenience for both business and leisure travelers.

With its unmatched hospitality, legendary service, and refined luxury, Taj Mahal, New Delhi continues to be a landmark destination for those who seek the finest experiences in the capital.

3.1.3. Taj City Centre, Gurugram

Taj City Centre, Gurugram, stands as a beacon of contemporary luxury in Delhi NCR's dynamic business hub. This architectural masterpiece, designed by Singapore-based Warner Wong Design, artfully blends modern sophistication with traditional Indian motifs to create an urban sanctuary for discerning travelers. The hotel's 208 elegantly appointed rooms and suites offer a perfect balance of productivity and relaxation, featuring plush furnishings, modern amenities, and serene views of either the shimmering pool or Gurugram's vibrant cityscape. Culinary excellence takes center stage with three distinctive dining venues - the authentic Thai Pavilion, globally-inspired Culina 44, and sophisticated Tease bar and lounge. Wellness seekers will find bliss at the award-winning J Wellness Circle spa, while the outdoor pool and state-of-the-art fitness center cater to active guests. As one of Gurugram's premier event destinations, the hotel boasts versatile meeting spaces equipped with cutting-edge technology and elegant ballrooms perfect for memorable celebrations. Its strategic location near Cyber Hub, Kingdom of Dreams, and Ambience Mall makes it ideal for both business and leisure travelers.

Together, Taj Palace New Delhi, Taj Mahal New Delhi, and Taj City Centre Gurugram represent the pinnacle of luxury hospitality in Delhi NCR. Each property maintains Taj Hotels' legendary service standards while offering distinct experiences - from Taj Palace's regal grandeur and diplomatic legacy, to Taj Mahal's timeless heritage charm, to Taj City Centre's contemporary business luxury. Whether hosting high-profile events, conducting important business, or simply indulging in a lavish retreat, these iconic hotels continue to set the benchmark for hospitality excellence, blending Indian warmth with world-class amenities to create unforgettable guest experiences.

3.2 The Oberoi Hotels: A Legacy of Luxury and Excellence

Since its inception in 1934 with the opening of its first property in Shimla, The Oberoi Group has redefined luxury hospitality in India under the visionary leadership

of Rai Bahadur M.S. Oberoi. Today, the brand stands as a global symbol of unparalleled service, refined elegance, and meticulous attention to detail, operating 32 prestigious hotels, Nile cruisers, and bespoke travel services across seven countries under its luxury 'Oberoi' and five-star 'Trident' brands.

Beyond hospitality, The Oberoi Group has expanded its expertise to flight catering, airport restaurants, travel and tour operations, car rentals, and corporate air charters, ensuring seamless luxury experiences at every touchpoint. Renowned for its commitment to sustainability and conservation, the group integrates eco-conscious practices without compromising on its signature opulence.

Each Oberoi property reflects timeless sophistication, personalized service, and architectural brilliance, whether set against urban skylines or nestled in serene landscapes. From palatial suites with breath taking views to award-winning dining and world-class spas, The Oberoi Group continues to set benchmarks in luxury hospitality, making it the preferred choice for discerning travellers, who seek nothing but the finest. Where tradition meets innovation, and every stay is extraordinary.

Profile of Oberoi Hotels in Delhi NCR

The Oberoi Hotels in Delhi NCR represent the pinnacle of luxury hospitality, where nearly a century of expertise meets contemporary elegance. Born from the visionary ideals of Rai Bahadur M.S. Oberoi in 1934, these properties carry forward a legacy of impeccable service and refined sophistication that has become synonymous with the Oberoi name. In the dynamic capital region, Oberoi hotels stand as serene sanctuaries, offering guests an extraordinary blend of timeless Indian hospitality and modern luxury. What truly distinguishes these properties is their unwavering commitment to a simple yet profound philosophy: "The guest is everything." This principle manifests in every interaction, from the warm, personalized welcome to the anticipatory service that discreetly fulfills needs before they're even expressed. While the hotels boast stunning architecture, award-winning dining, and sumptuous accommodations, it's the deeply human touch - that rare feeling of being genuinely valued and understood - that leaves the most lasting impression. The Oberoi Group's dedication to sustainable luxury further enhances its appeal, with eco-conscious practices seamlessly integrated into every aspect of operations. Whether for business or leisure, an Oberoi experience in Delhi NCR transcends conventional hospitality,

creating not just stays but cherished memories and enduring emotional connections that keep guests returning time and again. Here, luxury isn't measured merely in thread counts or Michelin stars, but in the quiet moments of recognition, the thoughtful gestures, and the profound sense of belonging that defines true, heartfelt hospitality.

3.2.1. The Oberoi, New Delhi

A jewel in Delhi's hospitality crown, this recently revitalized property on Dr. Zakir Hussain Marg represents the perfect marriage of heritage and modernity. Following its comprehensive 2018 transformation, the hotel now showcases cutting-edge technology within its refined interiors, all while maintaining sustainable design principles. The 220 generously proportioned accommodations frame picturesque vistas of the Delhi Golf Course and Humayun's Tomb, blending contemporary comfort with timeless sophistication. Gastronomic excellence takes center stage with three distinctive venues: Omya presents reimagined Indian classics under the guidance of Michelin-honored Chef Alfred Prasad; Baoshuan elevates Chinese gastronomy through Chef Andrew Wong's innovative lens; while The Oberoi Patisserie & Delicatessen offers an exquisite selection of artisanal creations. Wellness seekers will appreciate the holistic Oberoi Spa experience, complemented by both indoor and climate-controlled outdoor swimming options and a comprehensively equipped fitness facility. The hotel's versatile event spaces cater to Delhi's most discerning gatherings, and its privileged location places guests moments away from the capital's most iconic landmarks.

3.2.2. The Oberoi, Gurgaon

This architectural tour de force redefines urban luxury in Gurugram's commercial heartland. The property's striking minimalist design, accentuated by tranquil water features, creates a serene counterpoint to the city's dynamic energy. Two hundred two exceptionally spacious sanctuaries - many featuring private balconies and dedicated butler attention - offer a refined retreat for business and leisure travelers alike. The culinary program presents three exceptional experiences: Threesixtyone°

delights with its interactive, multi-cultural dining concept; Amaranta has garnered critical acclaim for its contemporary interpretation of India's coastal flavors; while The Piano Bar & Cigar Lounge provides an intimate setting for premium libations. The 50-meter outdoor pool stands as one of the city's most impressive aquatic facilities, while The Oberoi Spa delivers transformative wellness journeys. With cutting-edge meeting spaces and immediate access to Gurugram's premier entertainment and retail destinations, the hotel establishes itself as the region's preeminent luxury address.

3.2.3. Maidens Hotel, New Delhi

Steeped in colonial grandeur since 1903, this Civil Lines landmark offers a tangible connection to Delhi's regal past while delivering modern comforts. The property's which is Rai Bahadur Mohan Singh Oberoi obtained Maidens Hotel in Delhi and placed it under The Oberoi Group in the early 1940s, most likely around 1943 has 55 accommodations artfully preserve historical character through thoughtful design elements while incorporating contemporary conveniences. Three distinctive dining venues celebrate different aspects of the hotel's heritage: The Curzon Room presents time-honored Indian and international recipes; The Garden Terrace provides an idyllic open-air setting; and The Cavalry Bar evokes old-world charm with its vintage-inspired ambiance and curated beverage selection. Leisure facilities include a refreshing outdoor pool and well-appointed fitness center, while the elegant event spaces maintain the property's legacy as a preferred venue for distinguished gatherings. Its privileged position near Delhi's most significant Mughal-era monuments makes Maidens Hotel an ideal base for culturally immersive exploration, offering guests a unique opportunity to experience the city's layered history while enjoying contemporary hospitality standards.

Conclusion:

Delhi NCR's luxury hospitality landscape is beautifully defined by two iconic Indian brands - Taj and Oberoi - each offering distinct yet equally compelling interpretations of excellence. The Taj Hotels, with their majestic presence, bring to life India's rich cultural heritage through palatial architecture, vibrant design

elements, and warm, personalized service that has welcomed world leaders and discerning travelers for generations. From the regal Taj Palace to the historic Taj Mahal and the contemporary Taj City Centre, each property tells a unique story while maintaining the brand's signature grandeur. However, The Oberoi Group represents the pinnacle of refined sophistication, where minimalist elegance meets intuitive service. Whether at the newly transformed Oberoi New Delhi, the serene Oberoi Gurgaon, or the heritage-rich Maidens Hotel, the focus remains on creating intimate, personalized experiences through thoughtful design, anticipatory service, and tranquil spaces. While Taj dazzles with its celebration of Indian opulence, Oberoi captivates with its understated luxury and attention to subtle details. Both share an unwavering commitment to excellence, sustainability, and creating meaningful connections with guests, yet their approaches create wonderfully different experiences. Together, they offer travelers the privilege of choice between two extraordinary visions of luxury - one that embraces India's vibrant spirit and another that embodies quiet sophistication - both equally memorable in their own remarkable ways.

CHAPTER – 4

RESEARCH METHODOLOGY

4.1. Introduction

This chapter outlines the research methodology adopted for the study, incorporating a mixed-methods approach to comprehensively explore the research problem. The mixed-methods strategy combines qualitative and quantitative techniques, enabling a more nuanced understanding by integrating statistical data with in-depth insights. This chapter discusses the research process undertaken by the researcher and explains the rationale of the study, objectives, target area, sampling methods, data collection tools, limitations, and ethical considerations.

4.2. Rationale of the Study

Employee performance, retention, and overall organizational success are significantly impacted by job satisfaction and organizational commitment. In the hospitality industry, where service quality directly impacts customer satisfaction, understanding these factors becomes considerably more important. Despite the global significance of job satisfaction and organizational commitment, research on these aspects within the Indian hotel industry remains limited, especially regarding the context of premier hotel chains such as Taj and Oberoi in the Delhi NCR region. This study aims to bridge this research gap by providing a comparative analysis of job satisfaction and organizational commitment among employees of these two prestigious hotel brands. By investigating the factors which affect organizational commitment, assessing the influence of human resource policies and practices, and evaluating the relationship between job satisfaction and commitment., this study will generate insights that can inform better HR strategies and employee engagement initiatives in the hospitality sector.

Given the dynamic and demanding nature of the hospitality industry, employees often face extended working hours, heavy workloads, and customer-driven pressures, all of which impact their satisfaction and commitment levels. By identifying key factors affecting these dimensions, this research will contribute to both academic

discourse and practical HR interventions aimed at enhancing employee well-being and organizational performance.

4.3. Research Questions

1. What are the factors influence job satisfaction in hotel industry?
2. What are the factors influence organizational commitments of employees in hotels?
3. What are the human resource policies and practices adopted in the Taj and Oberoi hotels?
4. Whether the Taj and Oberoi hotels human resource policies and practices satisfy the employees?
5. Whether the employee's job satisfaction leads to organizational commitments?
6. Which hotel is more concern about their employees, Taj or Oberoi?

4.4. Objectives

1. To identify the factors which influence the job satisfaction of employees in Taj and Oberoi Hotels at Delhi NCR
2. To identify the factors which influence the organizational commitment of employees in Taj and Oberoi Hotels at Delhi NCR.
3. To examine the impact of human resource policies and practices on job satisfaction and organizational commitment of employees in both the hotels Taj and Oberoi in Delhi NCR.
4. To analyze the relationship between job satisfaction and organizational commitment of employees of both the hotels in Delhi NCR.
5. To compare the level of job satisfaction and organizational commitment of employees in Taj and Oberoi hotels at Delhi NCR.

4.5. Area of the Study

The research will take place in the Delhi NCR region, focusing on employees working in Taj and Oberoi Hotels. Delhi NCR, being one of India's prime business and tourism hubs, has a high concentration of luxury hotels, making it an ideal

location for studying employee job satisfaction and organizational commitment. The results from this study will provide insights applicable to the broader Indian hospitality sector and contribute to improving employee well-being and operational efficiency in the industry.

4.6. Research Design

The research follows a convergent parallel mixed methods design, where qualitative and quantitative data are collected and analyzed separately but interpreted together to provide a comprehensive understanding. This approach is chosen to leverage the strengths of both methodologies—quantitative data provides measurable trends, while qualitative insights capture deeper perspectives.

4.7. Data Collection Methods

In order to conduct the research successfully, two kinds of data were utilized, namely Secondary and Primary data.

4.7.1. Secondary data : In order to formulate the concept, create a framework, and set goals, secondary data was utilized, primarily sourced from existing literature such as books, magazines, annual report from IHCL, annual report from EIH ,newspapers, journals, tourism reports, and thesis.

4.7.2. Primary data

To gather primary data, a questionnaire has been created that consists of several sections. The first section (A) of the questionnaire focuses on the demographic data of the participants, while the second section (B) addresses job satisfaction. The third section(C) is aimed at evaluating organizational commitment, the fourth section (D) is dedicated to human resource policy and practices. Finally, using open-ended, semi-structured interview questions, the final segment asks respondents to offer their recommendations. A five-point Likert scale was created for the questions. Two methods were used to send the questionnaire. One is an offline mode, and Google Forms was used to create the online questionnaire . In total, 600 questionnaires were distributed to employees at the selected hotels through both offline and online

channels. Of the questionnaires distributed, 495 were returned, and 407 were deemed complete and usable.

4.7.2.1. Quantitative Data Collection

Quantitative data collection in this research aims to systematically assemble numerical data that can be analyzed statistically to identify trends, correlations, and patterns related to job satisfaction and organizational commitment among employees of Taj and Oberoi Hotels in Delhi NCR. The data collection process is structured as follows:

a) Survey Method: The primary method for collecting quantitative data is through a structured questionnaire. This questionnaire is carefully designed to capture employees' perceptions, attitudes, and experiences regarding their job satisfaction and organizational commitment. The structured format ensures consistency in responses and facilitates easy data analysis.

- The questionnaire consists of closed-ended questions to provide measurable data.
- It covers various dimensions of job satisfaction, such as work environment, compensation, career growth opportunities, work-life balance, and relationship with supervisors and colleagues.
- Questions concerning organizational commitment assess employees' emotional attachment, loyalty, and willingness to keep working in their current organization.
- The survey is distributed through both online and offline channels to ensure higher response rates and participation from a diverse group of employees.

b) Measurement Scale

To ensure standardized responses, the study employs a Likert scale, a widely used psychometric scale that allows respondents to show how much they agree or disagree with particular statements.

The Likert scale typically ranges from 1 (Strongly Disagree) to 5 (Strongly Agree) or 1 (Very Dissatisfied) to 5 (Very Satisfied), depending on the nature of the question.

- This scale quantifies subjective responses, enabling statistical analyses of different aspects of job satisfaction and organizational commitment.
- The scale ensures uniformity in response interpretation, reducing ambiguity and improving data reliability.

c) Data Sources

The primary sources of quantitative data for this study are employees and managerial staff within Taj and Oberoi Hotels in Delhi NCR. Participants in the study come from different hierarchical levels to capture a holistic view of job satisfaction and commitment across different roles.

- Frontline Staff: Housekeeping, front desk, food & beverage service, and customer service representatives.
- Supervisory & Middle Management: Department supervisors, team leaders, and assistant managers.
- Senior Management: Hotel managers, human resource professionals, and department heads.

By including a diverse range of employees, the study ensures a thorough perspectives into how job satisfaction and organizational commitment vary across different levels of employment.

d) Sampling Method

In the current study, "Job Satisfaction and Organisational Commitment of Employees: A Comparative Study of Taj and Oberoi Hotels in Delhi NCR," the convenience sampling approach was used by the researcher. The challenges to get official HR authorisation across all properties of both hotel chains and the limited accessibility to a comprehensive staff database led to the selection of this non-probability sampling technique. The researcher was able to get data from employees who were accessible and willing to participate during the data collection period by using convenience sampling.

To guarantee diversity in the sample, efforts were taken to contact staff members from a variety of departments and employment levels (such as front

desk, housekeeping, food & beverage, and administration) at a few chosen Taj and Oberoi hotels in Delhi NCR. it offers insightful information about the current organisational commitment and job satisfaction levels among workers within the study's operational parameters.

e) Advantages of This Quantitative Approach

- Objective Measurement: Gives numerical data which is suitable for statistical analysis.
- Comparability: Enables direct comparisons between different employee groups and hotel brands.
- Generalizability: The structured approach ensures that findings can be applied to similar hospitality settings.
- Efficiency: Surveys allow for quick data collection from a large number of respondents.

By utilizing a structured survey method, Likert scale measurements, diverse data sources, and a stratified random sampling approach, this study ensures a robust quantitative analysis of job satisfaction and organizational commitment among employees of Taj and Oberoi Hotels in Delhi NCR.

4.7.2.2. Qualitative Data Collection

Qualitative data collection in this research aims to capture the deeper insights, experiences, and perceptions of employees and managerial staff regarding job satisfaction and organizational commitment. Unlike quantitative methods, which focus on numerical data and statistical analysis, qualitative methods explore the underlying reasons, emotions, and social dynamics influencing these workplace factors. A multi-method qualitative approach is employed, including semi-structured interviews, and field observations to acquire a thorough insight into the experiences of employees in Taj and Oberoi Hotels in Delhi NCR.

a) Semi-Structured Interviews

Semi-structured interviews are conducted with key stakeholders, including employees, HR managers, and senior executives. These interviews allow for in-depth

discussions on specific topics while also providing flexibility for participants to express their perspectives freely.

Interview Participants:

- Frontline Employees: Housekeeping staff, front office personnel, and food & beverage service workers to understand their daily experiences, challenges, and job satisfaction levels.
- Supervisory and Middle Management: Team leaders, assistant managers, and department heads to explore their perspectives on employee engagement, workplace policies, and organizational commitment.
- HR Managers and Senior Executives: To gain insights into human resource policies, employee retention strategies, and the organization's efforts in fostering job satisfaction and commitment.

Interview Process:

- A semi-structured interview guide is developed, covering key themes such as job expectations, organizational support, career growth opportunities, work-life balance, and workplace culture.
- Interviews are conducted in a face-to-face setting whenever possible, but video or phone interviews may be arranged if needed.
- Each interview lasts approximately 30-45 minutes to allow for detailed responses without overwhelming the participant.
- Responses are recorded and transcribed (with consent) for manual analysis.

Key Benefits of Interviews:

- Allows for deep exploration of personal experiences and perspectives.
- Provides direct insights from individuals at different organizational levels.
- Encourages open-ended discussions to get meaningful insights.

b) Observations (Field Study)

Field observations provide a first-hand account of the workplace environment, employee behaviour, and interactions between staff and management. This method is

particularly useful for understanding non-verbal cues, workplace culture, and employee engagement levels.

Observation Process:

- Observations are conducted during peak working hours to capture the natural flow of operations in the hotels.
- Researchers take note of:
 - Employee interactions with colleagues, supervisors, and guests.
 - Workplace atmosphere, including teamwork, stress levels, and overall morale.
 - HR engagement practices, such as meetings, recognition programs, and conflict resolution methods.
- Observations are documented through field notes, highlighting key insights that complement interview findings.

4.8. Sampling Strategy

A convenience sampling approach is used:

- Quantitative: A larger sample size (e.g., 400-450 participants) to ensure statistical significance.
- Qualitative: A smaller, targeted sample (e.g., 10-15 individuals) to gain in-depth perspectives.

4.8.1. Sample size calculation

The sample size is calculated using Cochran's formula for a finite population.

Step 1: Use Cochran's formula for an infinite population

$$n_0 = \frac{Z^2 \cdot p \cdot (1 - p)}{e^2}$$

Where:

- Z = Z-score (1.96 for 95% confidence)
- p = estimated proportion (0.5 is used for maximum variability)
- e = margin of error (0.05 is standard)

$$n_0 = \frac{(1.96)^2 \cdot 0.5 \cdot (1 - 0.5)}{(0.05)^2} = \frac{3.8416 \cdot 0.25}{0.0025} = \frac{0.9604}{0.0025} = 384.16$$

So, for an infinite population, the required sample size is approximately 384.

Step 2: Adjust for finite population ($N = 4000$)

Use the finite population correction formula:

$$n = \frac{n_0}{1 + \left(\frac{n_0 - 1}{N}\right)}$$
$$n = \frac{384}{1 + \left(\frac{383}{4000}\right)} = \frac{384}{1.09575} \approx 350.5$$

For a population of approximately 4000, the recommended sample size is approximately 351 respondents (rounded up).

4.9. Questionnaire Design

The existing research on the subject was quite helpful when creating the questionnaire. Creating a questionnaire is vital to a successful data collection process. To accomplish the expected goals of obtaining opinions on the key concepts through the respondents' clarity, the data collection tools are carefully designed. The questionnaire are composed of questions from the Job Satisfaction Survey (JSS) (1985) and Allen & Mayer (1990) surveys that have previously undergone deployment and testing.

4.10. Data Analysis Methods

4.10.1. Quantitative Analysis

- Descriptive Statistics: Mean, standard deviation, frequency distribution.
- Inferential Statistics: Regression analysis, correlation tests.
- Software Used: SPSS , Jamovi or similar statistical tools.

4.10.2. Qualitative Analysis

- Identifying important insights from interviews and observation that are manually analysed.

4.11. Reliability Analysis

Cronbach's Alpha was employed to assess the questionnaire's reliability. The great reliability of the scale is suggested by table 2 which makes it abundantly clear that section B of the questionnaire has a Cronbach's Alpha value of 0.895 and section C has a value of 0.863 and section D has a value of 0.934.

Table 2 : Reliability Analysis of the Scale

Section of the Questionnaire	No of Items	Cronbach's Alpha
B	36	0.895
C	18	0.863
D	30	0.934
Note : Cronbach Alpha Value should be greater than or equal to 0.50		

Source: Author's own compilation

4.12. Ethical Considerations

Ethical considerations play an important role in ensuring that the research is carried out with integrity, respect for participants, and conformity to professional norms. Since this study involves collecting data from employees, HR managers, and senior executives of Taj and Oberoi Hotels in Delhi NCR, it is essential to safeguard their rights, privacy, and well-being. The following ethical protocols are maintained throughout the research process

a) Informed Consent

Before data collection begins, every participant receives detailed information about the study's purpose, objectives, and procedures. Informed consent makes sure that participants voluntarily agree to participate in the study with full awareness of their rights and the potential implications of their participation.

Process of Obtaining Informed Consent:

- Explanation of the Study: Participants are briefed on the study's objectives, expected outcomes, and the importance of their responses in understanding job satisfaction and organizational commitment.
- Voluntary Participation: They are made aware that their involvement is entirely voluntary and that they can stop at any time without facing any repercussions.
- Consent Form: A written consent form is provided, outlining:
 - a. The nature of the study
 - b. The type of data being collected
 - c. How the data will be used
 - d. Assurance of confidentiality and anonymity
 - e. The right to decline answering specific questions
 - f. The choice to exit the study at any time.
- Oral Consent Option: In cases where written consent is not feasible (e.g., informal conversations during observations), oral consent is obtained and documented.

By ensuring informed consent, the study upholds ethical research standards and respects the autonomy of participants.

b) Confidentiality and Data Protection

Maintaining participant anonymity and data confidentiality is a priority in this study to encourage honest responses and protect sensitive information.

Confidentiality Measures:

- **Anonymous Data Collection:** No personally identifiable information (such as names, employee IDs, or department details) is recorded in the final dataset. Instead, participant codes are assigned for reference.
- **Secure Data Storage:** All data, including interview recordings, survey responses, and observation notes, are stored securely in password-protected digital files. Hard copies (if any) are kept in a locked storage cabinet.
- **Restricted Access:** Only the principal researcher and authorized research assistants have access to the raw data.
- **Data Anonymization in Reports:** Any quotes or qualitative insights used in the final report are anonymized to prevent the identification of specific participants.
- **Non-Disclosure of Sensitive Information:** If participants share confidential business-related insights, such details are either excluded from the analysis or generalized to maintain confidentiality.

These measures ensure that participant data remains protected and used strictly for academic purposes.

c) **Addressing Researcher Bias:** Given that human interpretation is a component of qualitative research, it is important to lessen potential biases that might affect data collection and analysis. Researcher bias occurs when preconceived notions or personal experiences affect how data is gathered, interpreted, or presented.

Strategies to Reduce Researcher Bias:

- **Reflexivity and Self-Awareness:** The researcher actively practices reflexivity by acknowledging personal biases and keeping a reflective journal to track subjective thoughts throughout the research process.

- **Neutral Interviewing Techniques:** The researcher avoids leading questions or suggestive prompts that might steer participant responses in a particular direction.
- **Peer Review and Feedback:** Regular discussions with academic advisors, fellow researchers, or industry experts help identify and correct any potential biases in data analysis and interpretation.
- **Transparency in Data Interpretation:** The methodology and coding framework utilised for qualitative analysis are clearly documented so that findings are reproducible and not influenced by personal biases.

By maintaining reflexivity and methodological rigor, The study guarantees that the results are reliable, unbiased, and appropriately represent the experiences of the participants. Ethical considerations such as informed consent, confidentiality, and bias reduction are fundamental to ensuring the integrity and credibility of this research. By adhering to these ethical principles, the study fosters trust, protects participant rights, and upholds academic research standards, ultimately enhancing the reliability and validity of the findings.

4.13. Limitations of the Study

- **Potential Bias:** Subjectivity in qualitative interpretations.
- **Response Rate:** Low participation in surveys may affect generalizability.
- **Time Constraints:** Data collection timelines may limit the depth of analysis.

Conclusion: This methodology ensures a holistic understanding of the research problem by combining statistical rigor with contextual depth. The mixed methods approach enhances validity and reliability, making the study findings more robust and applicable.

CHAPTER – 5

DATA-ANALYSIS

This chapter thoroughly investigates the data findings obtained from Taj and Oberoi Hotel workers in Delhi NCR to investigate levels of job satisfaction and organizational commitment, with the link between the two variables. The goal of this analysis is to evaluate quantitative and qualitative replies, uncover patterns, and to understand employee attitude in the Indian hospitality industry.

The analysis is driven by the study aims and hypotheses presented in previous chapters. Data from structured surveys and interviews were assessed using descriptive and inferential statistics. Descriptive statistics, such as mean, standard deviation, and frequency distributions, are used to provide an outline of the participants' perspectives. To compare work satisfaction and organizational commitment between two hotel groups, inferential approaches like correlation and comparison analysis are utilized.

5.1. Frequencies

5.1.1 Shift Pattern: The frequency distribution of the Shift Pattern variable gives vital information about hotel employees' work patterns.

Table 3: Frequencies of shift pattern of employees

Shift Pattern	Counts	% of Total	Cumulative %
1	245	60.2%	60.2%
2	42	10.3%	70.5%
3	120	29.5%	100.0%
Shift pattern: (1- Day), (2- Night) & (3- Depends upon need)			

Source: Author's own compilation

Out of the 407 responses, the majority 245 employees (60.2%)—work under Shift Pattern 1, indicating that this is the most prevalent shift, most likely matching to the

day shift or a typical work schedule. Shift Pattern 2 is the least prevalent of the three patterns, with only 42 employees (10.3%) working it, most likely rotating or evening shifts. In contrast, 120 employees (29.5%) use Shift Pattern 3, which might suggest night shifts or other alternate shift schedules. Together, 70.5% of employees fall into Shift Patterns 1 or 2, indicating a clear operational preference or staff predisposition towards these shifts. While Shift Pattern 1 remains prevalent, a sizable fraction of the workforce works in less typical shifts, which may have an impact on overall job satisfaction, workload balance, and staffing decisions in the hospitality industry.

5.1.2. Working Hours: The frequency distribution of the Working Hours variable of hotel employees reveals distinct time commitment tendencies.

Table 4: Frequencies of working hours of employees

Working Hours	Counts	% of Total	Cumulative %
1	130	31.9%	31.9%
2	201	49.4%	81.3%
3	76	18.7%	100.0%
Working hour: (1 – < 8hr), (2 – 9-10hr), (3 – more than 11 hr)			

Source: Author's own compilation

The largest segment—201 people (49.4%)—falls under Working Hours category 2, implying that over half of the workforce works conventional 8–10-hour shifts characteristic of the hospitality industry. Another 130 employees (31.9%) fall into category 1, which typically reflects shorter or more flexible work hours, such as part-time schedules.

According to the data, more than 80% of employees work in groups 1 and 2, indicating that the majority are not exposed to prolonged work hours. This distribution paints a clear image of how working hours are distributed among the workforce and gives useful information about workload management, job satisfaction, and potential stress or burnout levels among hotel employee

5.1.3 Marital Status: The frequency distribution of the Marital Status variable of hotel workers indicates a reasonably balanced workforce.

Marital Status	Counts	% of Total	Cumulative %
1	216	53.1%	53.1%
2	191	46.9%	100.0%
Marital Status: (1- single) , (2 – Married)			

Table 5: Frequencies of marital status of employees

Source: Author's own compilation

Of the total, 216 (53.1%) are presumably single (Category 1), and 191 (46.9%) are likely married (Category 2). This minor variance indicates a well-distributed employee base. The cumulative percentage verifies full data coverage. Such a distribution may have an influence on workplace dynamics, shift planning flexibility, and expectations for employee perks and support systems.

5.1.4 Job Location: The frequency distribution of the Job Location variable indicates a nearly equal split across hotel employees:

Table 6: Frequencies of job location of employees

Job Location	Counts	% of Total	Cumulative %
1	206	50.6%	50.6%
2	201	49.4%	100.0%
Job location: (1 – Delhi) , (2 – Gurgaon)			

Source: Author's own compilation

206 (50.6%) at Location 1 and 201 (49.4%) at Location 2. This nearly-even divide implies a balanced workforce at both sites, with a small preference for Location 1. The cumulative percentage verifies complete data coverage. Such a distribution may have an impact on regional operations, management techniques, and workplace culture. Recognizing this balance is critical for adjusting staffing strategies, meeting location-specific demands, and ensuring effective resource allocation.

5.1.5 Employment Status: The given table shows about employment status of Taj and Oberoi's employees

Table 7: Frequencies of employment status of employees

Employment Status	Counts	% of Total	Cumulative %
1	363	89.2%	89.2%
2	44	10.8%	100.0%
Employment Status: (1 – full time) , (2 – Part time)			

Source: Author's own compilation

According to the frequency distribution of Employment Status, 363 (89.2%) of the 407 hotel employees hold permanent employment, while 44 (10.8%) are temporary or contractual. This shows a workforce dominated by permanent employees, which implies job security and access to long-term employment benefits. The cumulative percentage ensures that all responders are considered.

5.1.6 Job Category: The frequency distribution of the Job Category variable reveals job disparities across hotel personnel

Table 8: Frequencies of job category of employees

Job Category	Counts	% of Total	Cumulative %
1	162	39.8%	39.8%
2	245	60.2%	100.0%
Job category: (1 – administration) , (2 – Operation)			

Source: Author's own compilation

Of the 407 surveyed, 245 (60.2%) fit into Job Category 2, most likely reflecting non-management, operational, or support tasks, while 162 (39.8%) fall into Job Category 1, which might include managerial or specialized roles. This distribution depicts a workforce mostly made up of operational personnel, with a smaller component in leadership positions. The cumulative percentage ensures that all the employees are included.

5.1.7 Experience: The frequency distribution of the Experience variable across 407 hotel workers indicates that the majority had modest job experience.

Table 9: Frequencies of experience of employees

Experience	Counts	% of Total	Cumulative %
1	20	4.9%	4.9%
2	123	30.2%	35.1%
3	133	32.7%	67.8%
4	75	18.4%	86.2%
5	56	13.8%	100.0%
Experience: (1 – < 1 year) , (2 – 1-3 year) , (3 – 4-6 year) , (4 – 7-10 years) (5 – more than 11 years)			

Source: Author's own compilation

Category 3 (3 years) has the most employees (133, 32.7%), followed by Category 2 (1-2 years) with 123 (30.2%). 75 employees (18.4%) are in Category 4 (4 years), while 56 employees (13.8%) are in Category 5 (5 years or more). Only 20 employees (4.9%) fall under Category 1 (<1 year). Overall, 67.8% have up to three years of experience. This distribution illustrates a young workforce, stressing the importance of good training, mentoring, and retention efforts.

5.1.8 Academic Qualification: The frequency distribution of the Academic Qualification variable of hotel employees indicates a highly educated staff.

Table 10: Frequencies of academic qualification of employees

Academic Qualification	Counts	% of Total	Cumulative %
1	20	4.9%	4.9%
2	28	6.9%	11.8%
3	186	45.7%	57.5%
4	173	42.5%	100.0%
Academic qualification: (1 – matriculation) , (2 – senior secondary) , (3 – graduation) , (4 – post-graduation)			

Source: Author's own compilation

A total of 186 employees (45.7%) have a Bachelor's degree, and 173 (42.5%) have a Postgraduate degree. Furthermore, 28 employees (6.9%) hold certificates or certifications, whereas 20 (4.9%) have credentials below high school. The stats show that 88.2% of the workforce has at least a bachelor's degree, indicating a significant emphasis on higher education. This shows that hotel business prioritizes university credentials, particularly for positions requiring advanced expertise.

5.1.9 Age: The frequency distribution of the Age variable reveals that the hotel workforce is largely composed of young to mid-career professionals.

Table 11: Frequencies of age of employees

Age	Counts	% of Total	Cumulative %
2	155	38.1%	38.1%
3	205	50.4%	88.5%
4	47	11.5%	100.0%
Age – (1 – 18), (2 – 18- 30) , (3 – 31 – 40) , (4 – 41 – 50) , (5 – 51 – 60)			

Source: Author’s own compilation

Out of 407 employees, 205 (50.4%) fall into Age Category 3 (30–39 years), making it the largest group. Another 155 employees (38.1%) are in Age Category 2 (20–29 years), highlighting a substantial presence of younger staff. Only 47 employees (11.5%) belong to Age Category 4 (40–49 years). The cumulative data shows that 88.5% of employees are aged between 20 and 39, suggesting a young and dynamic workforce. This distribution implies a strong need for career development, mentorship programs, and leadership grooming, alongside retention strategies to build long-term organizational strength and employee engagement.

5.1.10 Gender: The frequency distribution of the Gender variable reveals the composition of the hotel staff.

Table 12: Frequencies of gender of employees

Gender	Counts	% of Total	Cumulative %
1	251	61.7%	61.7%
2	156	38.3%	100.0%

Gender: (1 – male), (2 – female)

Source: Author's own compilation

Out of 407 employees, 251 (61.7%) are men (Category 1) and 156 (38.3%) are women (Category 2). This shows a male-dominated workforce, yet the share of female employees remains large. The cumulative percentage verifies complete representation. While there is a gender disparity, women are present in numbers.

5.1.11 Hotel Name: The frequency distribution of the Hotel Name variable shows a nearly even split between the two hotel brands.

Table 13: Frequencies of hotel name of employees

Hotel Name	Counts	% of Total	Cumulative %
1	206	50.6%	50.6%
2	201	49.4%	100.0%
Hotel name: (1- TAJ), (2- Oberoi)			

Source: Author's own compilation

The frequency distribution of the Hotel Name variable shows a nearly even split between the two hotel brands. Out of 407 workers, 206 (50.6%) work at Hotel Name 1, and 201 (49.4%) work at Hotel Name 2. This nearly equal distribution demonstrates balanced staffing across both hotel companies.

5.3. Objective 1

To identify the factors that influence the job satisfaction of employees in Taj and Oberoi Hotels at Delhi NCR.

Central Tendencies: The data for Taj Hotel illustrate major aspects that influence employee satisfaction, such as pay, promotion, supervision, fringe benefits, and

contingent rewards. The table shows that employees have generally good impressions, with the least gratifying parts being operating conditions and pay.

Table 14: Summary of central tendencies of factors

Factor	Mean	Median	Interpretation
Fringe Benefits	14.0	14.0	Highest perceived satisfaction
Relationship with Others	14.0	14.0	Strong interpersonal relationships
Supervision	13.9	14.0	Good supervision quality
Communication	13.7	14.0	Effective internal communication
Contingent Reward	13.6	13.0	Fair recognition and rewards
Nature of Work	13.4	13.0	Positive job content and engagement
Promotion	13.0	13.0	Moderate satisfaction with career advancement
Pay	12.8	13.0	Slightly lower but still average perception
Operating Conditions	12.7	12.0	Lowest rated, suggests room for process/system improvement

Source: Author's own compilation

The standard deviations vary from 1.98 to 3.17, showing substantial diversity in employee answers. This implies some stability, although satisfaction scores vary significantly across criteria such as Nature of Work, Communication, and Operating Conditions. The range of scores reveals minimal values between 4 and 8, showing that despite the majority of employees report moderate to high satisfaction, a minority express unhappiness. Maximum ratings between 18 and 20 indicate that great happiness is possible in all domains, while consistency in pleasure remains a concern.

Distribution Shape (Skewness & Kurtosis): The data exhibits no significant skewness or kurtosis, implying that the replies are typically regularly distributed and impartial

Table 15: Distribution Shape (Skewness & Kurtosis) of factors

Factor	Skewness	Kurtosis	Interpretation
Most factors (e.g., Pay, Promotion, Supervision)	Near 0 to mild	Negative	Roughly symmetric, slight flattening of distribution
Relationship with Others	-0.471	0.0795	Slight left skew, flatter peak — many high ratings
Nature of Work	+0.332	-0.511	Slight right skew, flatter distribution
Operating Conditions	+0.141	-0.653	Mild skew, flatter — some dissatisfaction present

Source: Author's own compilation

This shows that the sample is dependable and representative, with very minor variances in sentiment. Variations are within allowed limits, hence the analysis remains legitimate. Strengths at Taj Hotel include high rankings for Fringe Benefits, Supervision, Communication, and Relationships, indicating a friendly workplace culture with good leadership and team dynamics. However, Operating Conditions and Pay earned lower ratings, indicating possible operational inefficiencies and concerns regarding remuneration.

The Job Satisfaction Survey (JSS, 1985) along with a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree), the standard parameters for interpreting satisfaction levels are clearly defined. A mean score greater than 3.00 indicates that respondents are generally satisfied with that particular facet of their job. A mean score less than 3.00 suggests dissatisfaction, while a score exactly at

3.00 reflects a neutral or undecided stance. This interpretation is consistent with general practices in social science research and is also applied in the current study.

Confirmatory factor analysis of Taj hotel : It shows the link between various indicators and latent factors, along with estimates, standard errors, z-values, and p-values to indicate the strength and significance of each correlation.

Table 16: Confirmatory factor analysis of factors influencing job satisfaction in Taj hotel

Factor Loadings					
Factor	Indicator	Estimate	SE	Z	p
Factor 1 Pay	P1	0.8576	0.0668	12.838	<.001
	P2	0.0181	0.0810	0.224	0.823
	P3	0.8532	0.0641	13.309	<.001
	P4	0.2400	0.0795	3.018	0.003
Factor 2 Promotion	Pr1	0.0243	0.0784	0.310	0.756
	Pr2	0.2462	0.0713	3.453	<.001
	Pr3	1.0886	0.0735	14.818	<.001
	Pr4	0.5417	0.0718	7.549	<.001
Factor 3 Supervision	Su1	0.1461	0.0777	1.881	0.060
	Su2	0.8766	0.0790	11.101	<.001
	Su3	0.7909	0.0672	11.772	<.001
	Su4	-0.1770	0.0872	-2.029	0.042
Factor 4 Fringe Benefits	FB 1	0.0238	0.1074	0.221	0.825
	FB 2	-0.7396	0.5814	-1.272	0.203
	FB 3	-0.1087	0.0931	-1.167	0.243

	FB 4	-0.0389	0.1433	-0.272	0.786
Factor 5 Contingent Reward	CR 1	0.7012	0.0779	8.999	<.001
	CR 2	0.4120	0.0898	4.589	<.001
	CR 3	0.6730	0.0646	10.417	<.001
	CR 4	0.7485	0.0699	10.702	<.001
Factor 6 Operating Conditions	OC 1	0.5486	0.0664	8.264	<.001
	OC 2	0.7848	0.0829	9.465	<.001
	OC 3	1.0984	0.0732	15.004	<.001
	OC 4	-0.0589	0.0793	-0.743	0.458
Factor 7 Coworker Relations	CW 1	0.7742	0.0622	12.445	<.001
	CW 2	0.5262	0.0690	7.625	<.001
	CW 3	0.9442	0.0597	15.822	<.001
	CW 4	0.2756	0.0722	3.819	<.001
Factor 8 Nature of Work	NW 1	0.6795	0.0767	8.854	<.001
	NW 2	0.7107	0.0733	9.693	<.001
	NW 3	0.5530	0.0759	7.283	<.001
	NW 4	0.6094	0.0817	7.461	<.001
Factor 9 Communicati on	C 1	0.9125	0.0609	14.975	<.001
	C 2	0.5152	0.0693	7.431	<.001
	C 3	0.5358	0.0720	7.441	<.001
	C 4	0.5897	0.0704	8.377	<.001

Source: Author's own compilation

Factor 1 is predominantly represented by P1 (0.8576) and P3 (0.8532), both with substantial positive loadings and significant p-values (<0.001), whereas P2 (0.0181) has a weak and negligible loading. In Factor 2, Pr3 (1.0886) has the greatest loading, indicating a substantial relationship with this factor, whereas Pr1 (0.0243) has no

significant loading. Factor 3 shows substantial positive loadings for Su2 (0.8766) and Su3 (0.7909), although Su1 (0.1461) is borderline significant, and Su4 has a negative loading (-0.1770), which is nonetheless significant.

Factor 4, which is connected with Fringe Benefits, has weak or non-significant loadings, implying that these indicators are not particularly relevant. Factors 5 (Contingent Rewards) and 6 (Operating Conditions) both exhibit considerable loadings across all items, especially for OC3 (1.0984) and CR4 (0.7485), which have strong positive loadings. Factors 7 (Communication) and 8 (Nature of Work) have persistent substantial loadings on all indicators. Factor 9 (Communication) shows equally high loadings, particularly for C1 (0.9125). Overall, the table emphasizes the importance of most factors and indicators, with the exception of Factor 4, which deserves more examination.

General Interpretation Rules: The factor-wise study provides valuable insights into employee views across several dimensions.

Table 17: General Interpretation of factors

Term	Meaning
Estimate	Factor loading (strength of the relationship between the indicator and the factor)
SE	Standard Error (precision of the estimate)
Z & p-value	Significance test for the loading
Loading ≥ 0.6	Strong indicator of the factor
Loading 0.3–0.6	Moderate contribution
Loading < 0.3	Weak or non-significant (unless theoretically justified)

Source: Author's own compilation

The Pay factor has good indications with items P1 (0.8576) and P3 (0.8532), indicating that they accurately reflect pay satisfaction. However, items P2 (0.0181, $p = 0.823$) and P4 (0.2400) are weak, indicating that they may need to be revised to better fit with the construct. This was also shared by employees, for example one of the front office executives shared *"I'm pleased with the entire pay structure, particularly the basic income and annual increment; they're consistent with what I expected when I started. However, when it comes to bonuses and other performance-based incentives, it appears inconsistent and ambiguous."*

The Promotion factor is effectively reflected by indicators Pr3 (1.0886) and Pr4 (0.5417), however Pr1 (0.0243) is poor and may require adjustment. Su2 (0.8766) and Su3 (0.7909) are significant markers of supervisory support in the Supervision component, but Su1 (0.1461) has a modest loading and Su4 (-0.1770, $p = 0.042$) even has a negative connection, indicating possible wording or interpretation problems.

Overall Interpretation (Job Satisfaction Dimensions): The overall interpretation of work satisfaction aspects shows variable levels of efficacy across components.

Table 18: Overall interpretation of job satisfaction dimensions

Factor	Strength	Key Notes
Pay	Valid (P1, P3 strong)	P2 & P4 need review
Promotion	Moderate	Strongest from Pr3
Supervision	Partial	Su4 may be problematic
Fringe Benefits	Poor	All indicators weak or non-significant
Contingent Reward	Strong	All indicators valid
Operating Conditions	Good	OC4 weak
Coworker Relations	Good	CW4 weaker
Nature of Work	Strong	Well-structured
Communication	Very strong	Best-measured factor

Source: Author's own compilation

Pay is largely genuine, with strong signs from P1 and P3, however P2 and P4 require more assessment owing to weak or non-significant loadings. Promotion has intermediate strength, with Pr3 being the strongest signal, and Pr1 being less effective. Su4 appears has a negative association, thus supervision is only partial. Fringe Benefits is the weakest element, with all indicators displaying weak or non-significant loadings, indicating the need for major adjustment.

Factor Covariances: It demonstrates the covariances between several latent components produced from confirmatory factor analysis for Oberoi Hotel, which investigates how different dimensions of work satisfaction interact with one another.

Table 19: Factor Covariances of dimensions of job satisfaction

		Estimate	SE	Z	p
pay	pay	1.000^a			
	promotion	-1.340	0.1346	-9.96	<.001
	supervisor	1.004	0.0810	12.40	<.001
	fringe	0.840	0.1675	5.02	<.001
	contingent	0.994	0.0831	11.96	<.001
	operating	0.954	0.0838	11.38	<.001
	relationship	0.928	0.0797	11.65	<.001
	nature	1.002	0.0964	10.40	<.001
	communication	1.007	0.0790	12.74	<.001
promotion	promotion	1.000^a			
	supervisor	-0.957	0.0917	-10.43	<.001
	fringe	-0.833	0.1759	-4.74	<.001
	contingent	-0.836	0.0974	-8.58	<.001

	operating	-1.205	0.0858	-14.04	<.001
	relationship	-0.816	0.0846	-9.64	<.001
	nature	-1.012	0.0959	-10.55	<.001
	communication	-0.875	0.0877	-9.97	<.001
supervisor	supervisor	1.000^a			
	fringe	0.703	0.1514	4.64	<.001
	contingent	0.853	0.0654	13.05	<.001
	operating	0.829	0.0607	13.66	<.001
	relationship	0.870	0.0510	17.06	<.001
	nature	1.019	0.0594	17.17	<.001
	communication	0.903	0.0534	16.90	<.001
fringe	fringe	1.000^a			
	contingent	0.780	0.1498	5.20	<.001
	operating	0.922	0.1793	5.14	<.001
	relationship	0.810	0.1572	5.15	<.001
	nature	0.813	0.1601	5.08	<.001
	communication	0.743	0.1441	5.16	<.001
contingent	contingent	1.000^a			
	operating	0.795	0.0663	11.98	<.001
	relationship	0.856	0.0584	14.67	<.001
	nature	0.948	0.0706	13.42	<.001

	communication	0.929	0.0558	16.63	<.001
operating	operating	1.000^a			
	relationship	0.891	0.0495	17.99	<.001
	nature	1.000	0.0611	16.37	<.001
	communication	0.909	0.0502	18.11	<.001
relationship	relationship	1.000^a			
	nature	0.972	0.0568	17.11	<.001
	communication	1.024	0.0336	30.50	<.001
nature	nature	1.000^a			
	communication	1.017	0.0631	16.12	<.001
communication	communication	1.000^a			

Source: Author's own compilation

Covariance represents the combined variability of two factors. A positive covariance suggests that if one element grows, so does the other, whereas a negative covariance indicates the opposite. All covariances with p-values below 0.001 are regarded statistically significant, demonstrating the dependability of the reported correlations.

Table 20: Interpretation in the Context of Job Satisfaction

Insight	Implication
High positive covariances	Most job satisfaction factors are mutually reinforcing . Improving one (e.g., communication) likely boosts others (e.g., relationships, nature of work).
Promotion factor isolated negatively	Promotion seems inversely related to other dimensions. This could be due to employee dissatisfaction with career progression , or measurement issues needing review.
Communication and Relationship strongest pairing	Suggests building a collaborative culture is key for satisfaction at Oberoi Hotel.

Source: Author's own compilation

Conclusion: The Taj Hotel's job satisfaction model demonstrates that most factors—including compensation, supervision, contingent incentives, operational circumstances, relationships, type of work, and communication—are significantly and favorably interrelated. The Promotion component stands out with negative and substantial covariances, emphasizing the importance of re-evaluation or focused HR intervention in career progression perceptions. This covariance structure lends credence to the notion that job happiness is a holistic experience that may be enhanced by balanced and interconnected workplace regulations.

Descriptives of Oberoi Hotel: The descriptive statistics give a thorough overview of work satisfaction variables among Oberoi Hotels employees.

Table 21: Descriptives of factor influencing job satisfaction in Oberoi Hotel

	Pay Sum	Prom otion Sum	Super vision Sum	Fring e Benfi ts Sum	Conti gent Rewa rd Sum	Opera ting Condi tion Sum	Relatio nship with Others Sum	Nature of Work Sum	Comm unicati on Sum
N	201	201	201	201	201	201	201	201	201
Missing	0	0	0	0	0	0	0	0	0
Mean	12.5	13.5	13.2	13.7	13.1	13.1	13.7	13.6	13.0
Median	12	13	13	14	13	13	14	13	13
Standard deviation	2.37	2.23	2.42	2.05	2.81	2.99	2.85	3.01	3.05
Minimum	7	9	6	7	6	6	6	5	4
Maximum	18	20	20	19	20	20	20	20	20
Skewness	0.0807	0.179	-0.274	-0.0665	0.00583	-0.151	-0.0184	0.108	-0.163
Std. error skewness	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172
Kurtosis	-0.388	-0.378	0.384	0.342	0.0787	-0.303	-0.0784	-0.285	0.389

Std. error	0.3	0.34	0.34	0.3	0.3	0.34	0.341	0.341	0.341
kurtosis	41	1	1	41	41	1			

Source: Author's own compilation

Pay has the lowest mean (12.5), indicating modest satisfaction, and a matching median (12), implying a normal distribution. In contrast, Promotion, Supervision, Fringe Benefits, and Relationship with Others had somewhat higher means (13.1-13.7), indicating more positive evaluations. Nature of Work and Communication also reveal high levels of satisfaction (means of 13.6 and 13.0, respectively).

The research shows that Promotion, Relationship with Others, and Fringe Benefits are the most important factors to work satisfaction among Oberoi Hotel employees, as evidenced by high mean scores and consistent replies. Pay, appears to be a somewhat weaker sector, with a lower mean and larger variability, indicating that compensation methods may be improved. Operating Conditions also exhibit considerable variability, implying inconsistent experiences that may require attention. Meanwhile, Nature of Work, Supervision, and Communication show balanced satisfaction levels, with employees expressing moderate to high satisfaction and little signals of discontent, indicating overall stability.

Communication Team

The histogram shows the distribution of communication scores (Communication Sum) among Oberoi Hotel workers. The distribution is slightly right-skewed, with most scores falling between 8 and 12, indicating that employees usually view communication as moderately successful. The distribution peaks around a score of 10, the most common rating, indicating that many employees perceive internal communication positively, but not to the greatest degree. The right tail of the histogram shows that a lower proportion of employees are extremely satisfied with communication.

Conclusion: The distribution of communication satisfaction ratings shows that, while the majority of employees are moderately content, there is a distinct group of

employees who are either very satisfied or unsatisfied with their workplace communication. The hotel might concentrate on improving communication tactics to improve the experience for guests at both the low and high ends of the satisfaction range.

Nature of Work Sum

The histogram depicts the distribution of scores for the Nature of Work (Nature of Work Sum) across employees, with the x-axis indicating scores and the y-axis representing frequency. The distribution looks broadly symmetric, with most data concentrated between scores of 8 and 16, indicating that employees are typically moderate to very happy at the type of their employment. The middle peak ranges between 10 and 14, showing that most of workers assess their work experience highly, but not at the maximum level.

There are a few outliers at both extremes — below 5 and over 18 — but they are rare, indicating that severe unhappiness or extremely high contentment is uncommon. The majority of employees are happy with their roles and responsibilities. The data indicates opportunity for more engaging content while the hotel may yet explore job design improvements to raise satisfaction even more., meaningful work experiences, particularly for individuals who are currently on the bottom end of the happiness range.

Relationship and other Sum

The histogram depicts the distribution of scores for "Relationship with Others Sum," with the x-axis representing total relationship scores and the y-axis indicating frequency density. The distribution is essentially bell-shaped, with a little positive skew, indicating that the most of the workers report having moderate to high-quality interactions. The scores are generally centered between 10 and 18, with a peak (mode) around 14 to 15, indicating that these are the most prevalent values. Very low (below 10) and very high (above 19) scores are uncommon, meaning that extreme perceptions—whether severely negative or excessively positive—are unusual.

Operating Condition Sum

The histogram depicts the distribution of the Operating Condition Sum, which represents employees' impressions of their workplace, including tools, resources, and processes. The x-axis represents the score range, while the y-axis shows the relative frequency of replies. The distribution is largely symmetric, with a minor bimodal trend between scores of 10 and 15, indicating that most employees are moderately satisfied with their working circumstances. This bimodal form represents two concentration sites of pleasure, which might reflect variances between departments or positions.

Scores are typically clustered between 10-15, with fewer replies at the extremes (below 6 or above 18), indicating that severely unhappy or highly satisfied employees are unusual. The findings show a modest degree of overall satisfaction, with considerable variation in employee experiences. While the majority are fairly satisfied, a minor proportion express displeasure or higher satisfaction. In conclusion, the histogram displays a generally good assessment of operational circumstances, with space for improvement in certain areas to promote uniformity in staff satisfaction across the hotel.

Contingent Reward Sum

The histogram depicts the distribution of "Contingent Reward Sum" scores among employees. Most ratings range from 9 to 17, showing that the majority of participants are moderately to highly satisfied with dependent incentives. The peak comes between scores of 13 and 14, indicating that these are the most often reported numbers. The distribution is somewhat negatively skewed, which means that more participants rated higher satisfaction than lower satisfaction, but with a little skew.

Fringe Benefits Sum

The histogram depicts the distribution of "Fringe Benefits Sum" ratings, which represent employees' impressions of non-wage benefits like as health insurance, paid time off, and retirement plans. The ratings are primarily concentrated in the medium to higher range, indicating moderate to high satisfaction with some fluctuation. The

histogram also shows that some employees at the bottom end are dissatisfied. To increase overall satisfaction, the hotel should provide fringe perks for dissatisfied guests.

Promotion Sum

The histogram depicts the distribution of the "Promotion Sum," which measures employees' satisfaction with internal promotion chances. The distribution is symmetrical and bell-shaped, with a peak in the center (12-15), suggesting moderate contentment among the majority of employees. The central trend indicates that, while the majority assess promotion chances positively, there is potential for development because satisfaction is not at its peak. A few employees express severe discontent or great contentment, but they are uncommon.

Pay Sum

The histogram depicts the distribution of "Pay Sum," which measures employee satisfaction with their salary. The distribution is broadly symmetric, with a bell-shaped curve indicating considerable balance around the center value. The biggest concentration of scores is between 12 and 14, with fewer employees expressing extremely poor or high satisfaction.

Confirmatory-factor-analysis of Oberoi Hotel

The confirmatory-factor-analysis table presents results of a framework that examined the relationship between key job satisfaction indicators and workers' views of organizational features at the Oberoi Hotel. Estimates, standard errors, z-values, and p-values for each indicator are provided to assist evaluate the validity and relevance of these factors in determining employee satisfaction and commitment.

Table 22: Confirmatory analysis of factors affecting job satisfaction in Oberoi hotel

Factor Loadings

Factor	Indicator	Estimate	SE	Z	p
PAY	P1	0.51584	0.0690	7.4725	<.001
	P2	0.12572	0.0717	1.7523	0.080
	P3	0.61417	0.0752	8.1648	<.001
	P4	0.14345	0.0745	1.9252	0.054
PROMOTION	Pr1	0.08818	0.0811	1.0872	0.277
	Pr2	0.13087	0.0687	1.9055	0.057
	Pr3	0.51554	0.0733	7.0380	<.001
	Pr4	0.53220	0.0715	7.4448	<.001
SUPERVISION	Su1	0.11809	0.0757	1.5607	0.119
	Su2	0.71211	0.0679	10.4890	<.001
	Su3	0.76933	0.0674	11.4215	<.001
	Su4	0.07679	0.0826	0.9300	0.352
FRINGE BENEFIT	FB 1	0.09076	0.0774	1.1723	0.241
	FB 2	-1.04900	0.2151	-4.8762	<.001
	FB 3	-0.15859	0.0766	-2.0694	0.039
	FB 4	0.00532	0.0728	0.0730	0.942
CONTINGENT	CR 1	0.61265	0.0700	8.7470	<.001

REWARD	CR 2	0.46938	0.0871	5.3910	<.001
	CR 3	0.50979	0.0654	7.7900	<.001
	CR 4	0.62620	0.0722	8.6786	<.001
OPERATING CONDITION	OC 1	0.80854	0.0739	10.9370	<.001
	OC 2	0.66204	0.0874	7.5780	<.001
	OC 3	0.59614	0.0754	7.9112	<.001
	OC 4	-0.02527	0.0956	-0.2645	0.791
RELATIONS WITH OTHER	CW 1	0.75989	0.0676	11.2447	<.001
	CW 2	0.70376	0.0681	10.3352	<.001
	CW 3	0.84008	0.0635	13.2370	<.001
	CW 4	0.06655	0.0739	0.9007	0.368
NATUR OF WORK	NW 1	0.53431	0.0930	5.7448	<.001
	NW 2	0.65793	0.0844	7.7959	<.001
	NW 3	0.48982	0.0844	5.8033	<.001
	NW 4	0.46260	0.0970	4.7693	<.001
COMMUNICATION	C 1	0.80616	0.0648	12.4475	<.001
	C 2	0.62485	0.0629	9.9290	<.001
	C 3	0.49233	0.0725	6.7871	<.001
	C 4	0.54331	0.0775	7.0140	<.001

Source: Author's own compilation

The Confirmatory Factor Analysis (CFA) results provide valuable insights into the elements that influence employee satisfaction and organizational commitment at the Oberoi Hotel. Pay is heavily influenced by P1 and P3, whereas P2 and P4 are less

predictable. Promotion is critical, with Pr3 and Pr4 being very significant whereas Pr1 and Pr2 having lesser connections. Supervision is important, especially for Su2 and Su3, while Su1 and Su4 are less dependable indicators. Fringe Benefits yield conflicting results.

Contingent Rewards, with all indicators showing strong significance, are a major factor in employee satisfaction. Operating Conditions are similarly impactful, with most indicators significant, except for OC4. Relationships with Others are largely influential, but CW4 shows weaker relevance. Nature of Work and Communication are both highly significant factors. Overall, while key factors like Pay, Promotion, and Supervision are critical, improvements in fringe benefits and workplace relationships are necessary to boost satisfaction and commitment at Oberoi Hotel.

One of the Front Office Executive said that *"I honestly look forward to coming to work every day because I appreciate what I do. Interacting with guests from other locations keeps things interesting and gives me a feeling of purpose. I'm proud when I fix their difficulties or make their stay unforgettable. The task is challenging, but also gratifying. I feel like I'm doing more than just a job; I'm influencing people's experiences."*

Table 23: Factor Covariance of dimensions of job satisfaction in Oberoi hotel

Factor Covariances

		Estimate	SE	Z	p
PAY	PAY	1.000 ^a			
	PROMOTION	1.126	0.1238	9.10	<.001
	SUPERVISION	1.012	0.0836	12.10	<.001
	FRINGE BENEFIT	-0.805	0.1749	-4.60	<.001
	CONTINGENT REWARD	1.003	0.0871	11.52	<.001
	OPERATING CONDITION	0.935	0.0979	9.56	<.001

	RELATIONS WITH OTHER	0.955	0.0823	11.60	<.001
	NATUR OF WORK	0.971	0.1104	8.80	<.001
	COMMUNICATION	1.058	0.0820	12.90	<.001
PROMOTION	PROMOTION	1.000 ^a			
	SUPERVISION	0.963	0.0938	10.26	<.001
	FRINGE BENEFIT	-0.702	0.1632	-4.30	<.001
	CONTIGENT REWARD	0.832	0.1010	8.24	<.001
	OPERATING CONDITION	1.067	0.0968	11.03	<.001
	RELATIONS WITH OTHER	0.862	0.0862	9.99	<.001
	NATUR OF WORK	0.889	0.1175	7.57	<.001
	COMMUNICATION	0.929	0.0891	10.43	<.001
SUPERVISION	SUPERVISION	1.000 ^a			
	FRINGE BENEFIT	-0.650	0.1480	-4.39	<.001
	CONTIGENT REWARD	0.847	0.0670	12.65	<.001
	OPERATING CONDITION	0.860	0.0646	13.31	<.001
	RELATIONS WITH OTHER	0.862	0.0522	16.52	<.001
	NATUR OF WORK	0.948	0.0772	12.29	<.001
	COMMUNICATION	0.923	0.0523	17.63	<.001
FRINGE BENEFIT	FRINGE BENEFIT	1.000 ^a			
	CONTIGENT REWARD	-0.725	0.1494	-4.86	<.001
	OPERATING CONDITION	-0.844	0.1767	-4.78	<.001
	RELATIONS WITH	-0.748	0.1565	-4.78	<.001

	OTHER				
	NATUR OF WORK	-0.738	0.1552	-4.76	<.001
	COMMUNICATION	-0.703	0.1472	-4.78	<.001
CONTIGENT REWARD	CONTIGENT REWARD	1.000 ^a			
	OPERATING CONDITION	0.799	0.0733	10.90	<.001
	RELATIONS WITH OTHER	0.840	0.0607	13.83	<.001
	NATUR OF WORK	0.826	0.0912	9.07	<.001
	COMMUNICATION	0.949	0.0551	17.21	<.001
OPERATING CONDITION	OPERATING CONDITION	1.000 ^a			
	RELATIONS WITH OTHER	0.964	0.0478	20.14	<.001
	NATUR OF WORK	1.014	0.0798	12.70	<.001
	COMMUNICATION	0.951	0.0540	17.62	<.001
RELATIONS WITH OTHER	RELATIONS WITH OTHER	1.000 ^a			
	NATUR OF WORK	0.824	0.0791	10.42	<.001
	COMMUNICATION	1.039	0.0327	31.78	<.001
NATUR OF WORK	NATUR OF WORK	1.000 ^a			
	COMMUNICATION	0.926	0.0815	11.37	<.001
COMMUNICATION	COMMUNICATION	1.000 ^a			

Source: Author's own compilation

The Factor Covariances table displays the covariance estimates for several job satisfaction aspects at Oberoi Hotel. Covariance is the degree to which two variables change together. Positive covariances imply that the elements tend to rise or decrease concurrently, whereas negative covariances indicate an inverse connection.

The Factor Covariances analysis at Oberoi Hotel reveals important link between job satisfaction factors:

1. **Pay:** Employees who are satisfied with their pay report higher levels of satisfaction in other areas such as promotion (1.126), supervision (1.012), contingent reward (1.003), operating condition (0.935), relationship with others (0.955), nature of work (0.971), and communication (1.058).
2. **Promotion:** 2. Promotion has substantial positive covariances with Supervision (0.963), Contingent Reward (0.832), Operating Conditions (1.067), and other components, demonstrating a correlation between promotion satisfaction and other work elements.
3. Supervision shows positive relation with contingent reward (0.847), Operating Conditions (0.860), and other parameters, indicating its impact on total work satisfaction. Like Pay and Promotion, Supervision shows negative correlation (-0.650) with Fringe Benefits, suggesting that stronger supervision might be related with more neutral or negative opinions of fringe benefits.
4. Dissatisfaction with fringe benefits correlates negatively with Contingent Reward (-0.725), Operating Conditions (-0.844), and other factors, indicating a negative impact on work content.
5. Contingent Reward: Satisfaction with contingent incentives correlates positively with Operating Conditions (0.799), Relationship with Others (0.840), and Communication (0.949), indicating that it improves overall satisfaction.
6. Operating Conditions have a significant positive correlation with Relationship with Others (0.964), Nature of Work (1.014), and Communication (0.926), indicating their impact on overall satisfaction.
7. Relationship with Others: Positive covariances with Nature of Work (0.824) and Communication (1.039) indicate the importance of interpersonal ties on work satisfaction.
8. Nature of Work has a significant positive correlation with Communication (0.926), indicating a strong relationship between the two categories.

The analysis confirms strong, significant factor loadings (>0.5 , $*p* < .001$) for key dimensions (Communication, Contingent Reward, Coworker Relations, Operating Conditions, Supervision), validating construct reliability and model fit. These results establish a strong framework for assessing job satisfaction drivers and support further structural analysis.

5.4. Objective 2

To identify the factors which influence the organizational commitment of employees in Taj and Oberoi Hotels at Delhi NCR.

Descriptives of Taj Hotel: The Descriptive Statistics table provides information on three characteristics of organizational commitment—affective, continuity, and normative commitment—as well as overall organizational commitment among Taj Hotel workers.

Table 24: Descriptives of factors of organizational commitment in Taj Hotel

	Affective Commitment Sum	Continuance Commitment Sum	Normative Commitment Sum	Organisational Commitment
N	206	206	206	206
Missing	0	0	0	0
Mean	20.3	19.4	19.6	59.3
Median	20.0	19.0	19.0	57.0
Standard deviation	3.75	4.22	4.41	11.2
Minimum	8	9	6	23
Maximum	30	30	30	88
Skewness	0.332	0.272	0.363	0.491
Std. error skewness	0.169	0.169	0.169	0.169

Kurtosis	0.223	-0.276	0.144	0.516
Std. error kurtosis	0.337	0.337	0.337	0.337

Source: Author's own compilation

Continuance Commitment has a mean of 19.4 and a median of 19.0, indicating a generally symmetrical distribution. The somewhat higher standard deviation (4.22) shows greater variation in how workers view the costs of leaving the firm. The skewness of 0.272 and negative kurtosis (-0.276) indicate a flat distribution with few extremes. The mean for Normative Commitment is 19.6, while the median is 19.0. It has the biggest variability (SD = 4.41) of the three, with a little right skew (0.363), indicating a broader range in how compelled employees feel to stay. The positive kurtosis (0.144) shows some clustering near the mean.

Overall, organizational commitment has a higher mean of 59.3, but the lower median (57.0) implies a mild positive skew (0.491). According to the interpretation, emotional commitment is the most consistent and stable across employees, although continuation and normative commitments vary more. This reflects varying employee perspectives of the cost of quitting against the moral imperative to stay.

Sample Overview

The sample size (N) for the study is 206 respondents, resulting in a solid dataset for meaningful interpretation. Notably, all variables have zero missing replies, confirming that the data is comprehensive and reliable. The absence of missing data adds confidence to the conclusions and reflects good data gathering techniques.

Table 25: Central tendencies and dispersions of factors of OC

Component	Mean	Median	Std. Deviation	Interpretation
Affective Commitment	20.3	20.0	3.75	Employees exhibit a moderately high emotional attachment to the organization.
Continuance Commitment	19.4	19.0	4.22	Employees perceive moderate costs or losses associated with leaving the organization.
Normative Commitment	19.6	19.0	4.41	Employees feel a moral obligation to stay with the organization.
Organizational Commitment	59.3	57.0	11.2	Reflects the overall high commitment influenced by all three components.

Source: Author's own compilation

The overall organizational commitment score is an average of the three individual commitment categories, and a value close to 60 (out of a possible 90) indicates fairly high commitment levels.

Distribution Characteristics

The distribution has a small positive skewness (0.272 to 0.491), indicating that the majority of scores cluster below the higher extremes. Skewness below 1 indicates near-normality. Kurtosis values are near to zero, indicating roughly normal distributions with minor variations—Continuance Commitment is moderately flat, whereas Organizational Commitment is significantly peaked.

Ranges:

The lowest and maximum values for each commitment type demonstrate a wide variety of responses, with minimums ranging from 6 to 9 and maximums constantly reaching 30. Organizational commitment ranges from 23 to 88, showing that some employees are disengaged, while others are deeply committed to the organization.

The similar mean values of all three commitment types suggest emotional attachment, perceived cost, and moral obligation equally influence organizational commitment. Higher skewness in normative and overall commitment indicates fewer employees with very high commitment, highlighting areas for targeted HR interventions.

Affective Commitment Sum

The histogram depicts the distribution of emotional commitment ratings among the 206 Taj Hotel workers. The x-axis indicates the Affective Commitment Sum (which ranges from 8 to 30), while the y-axis reflects the density or relative frequency. The distribution is centered around 20, which coincides with the mean (20.3) and median (20.0), indicating a very symmetrical, near-normal pattern with modest positive skewness. The bell-shaped curve implies that most employees have a moderate to strong emotional commitment to the firm. The data distribution demonstrates a wide range of responses, with relatively few employees scoring below 15. The modest right skew, consistent with the skewness value of 0.332, indicates that certain employees have very high emotional commitment, scoring around 30. This emotional link suggests a strong organizational identity, which can boost motivation, retention, and satisfaction.

Normative Commitment Sum

The figure displays the distribution of normative commitment ratings among Taj Hotel's 206 workers. The x-axis displays the Normative Commitment Sum (about 6 to 30), while the y-axis depicts the density. The plot shows a prominent peak around the score of 18, which matches roughly to the mean (19.6) and median (19.0), showing that many employees have a moderate moral duty to stay with the firm. The data ranges from 6 to 30, indicating that, while the majority of employees feel morally dedicated, some have low degrees of duty. The standard deviation of 4.41 indicates that responses vary moderately.

Organisational Commitment

The histogram depicts how 206 Taj Hotel workers rated their overall organizational commitment. The x-axis ranges from 23 to 88, while the y-axis represents the density

of scores. The data includes emotive, continuous, and normative commitments. Most scores fall between 55 and 65, coinciding with the mean (59.3) and median (57.0), indicating a central tendency with a minor positive skew (0.491). This shows that many employees have moderate to high degrees of organizational commitment, with fewer reporting extremely high levels. The standard deviation of 11.2 suggests substantial variability, and the existence of outliers—scores as low as 23 and as high as 88—indicates a minority that is either dissatisfied or actively engaged.

The standard parameter for the Likert scale used in the Allen & Meyer (1990) Organisational Commitment Scale (OCS) is clearly outlined in the referenced thesis. The scale employs a 5-point Likert format, where 1 represents "Strongly Disagree," 2 is "Disagree," 3 is "Neutral," 4 is "Agree," and 5 is "Strongly Agree." While using CFA, researchers also considered factor loadings greater than 0.5 as indicators of strong relationships between items and constructs, ensure composite reliability (CR) exceeds 0.7, and verify that the Average Variance Extracted (AVE) is above 0.5. In combination, these statistical measures and mean score thresholds help validate the presence of organisational commitment among respondents.

Table 26: Confirmatory factor analysis of factors influencing OC in Taj hotel

Factor Loadings					
Factor	Indicator	Estimate	SE	Z	p
affective	AC 1	0.7194	0.0606	11.875	<.001
	AC 2	0.5123	0.0658	7.785	<.001
	AC 3	0.7692	0.0652	11.802	<.001
	AC 4	0.5743	0.0593	9.678	<.001
	AC 5	0.6711	0.0571	11.750	<.001
	AC 6	-0.0116	0.0769	-0.151	0.880
continuance	CC1	-0.0157	0.0795	-0.198	0.843

	CC2	-0.6573	0.0675	-9.739	<.001
	CC3	-0.7768	0.0827	-9.391	<.001
	CC4	-0.6608	0.0867	-7.622	<.001
	CC5	-0.7406	0.0746	-9.923	<.001
	CC6	-0.7539	0.0673	-11.200	<.001
normative	NC1	1.0008	0.0581	17.222	<.001
	NC2	0.5405	0.0683	7.909	<.001
	NC3	0.4162	0.0743	5.604	<.001
	NC4	0.3984	0.0742	5.372	<.001
	NC5	0.9679	0.0548	17.673	<.001
	NC6	0.4436	0.0769	5.766	<.001

Source: Author's own compilation

The Objective is to assess the strength and validity of the three-component model of organizational commitment (Affective, Continuance, and Normative Commitment) and establish which indicators contribute substantially to each factor.

Summary of CFA. Table: The table displays factor loadings, standard errors (SE), Z-values, and p-values for each indication related to the three commitment types:

Table 27: Affective Commitment (AC) of employees

Indicator	Estimate	Z-value	p-value	Interpretation
AC1	0.7194	11.875	<.001	Strong loading, highly significant
AC2	0.5123	7.785	<.001	Moderate and significant
AC3	0.7692	11.802	<.001	Very strong and significant
AC4	0.5743	9.678	<.001	Significant
AC5	0.6711	11.750	<.001	Strong and significant
AC6	-0.0116	-0.151	0.88	Not significant –

Source: Author's own compilation

Interpretation: The majority of items under emotional commitment are strong and statistically significant, indicating that this component is reliable. Statement of Housekeeping Supervisor *"This hotel feels like a second home for me. I've been here for over five years and have developed good ties with both my team and management. I genuinely care about this place and its reputation want to see its success on and on.*

Table 28: Continuance Commitment (CC) of employees

Indicator	Estimate	Z-value	p-value	Interpretation
CC1	-0.0157	-0.198	0.843	Not significant
CC2	-0.6573	-9.739	<.001	Strong and significant (negative loading)
CC3	-0.7768	-9.391	<.001	Very strong and significant
CC4	-0.6608	-7.622	<.001	Significant
CC5	-0.7406	-9.923	<.001	Strong
CC6	-0.7539	-11.20	<.001	Strongest loading

Source: Author's own compilation

Interpretation: CC1 is not significant and may not make a major contribution to continued commitment. All other things are strong and substantial, but have negative estimations, which might be due to reverse-coded items or unfavorable impressions of remaining for cost reasons.

Table 29: Normative Commitment (NC) of employees

Indicator	Estimate	Z-value	p-value	Interpretation
NC1	1.0008	17.222	<.001	Very strong and significant
NC2	0.5405	7.909	<.001	Significant
NC3	0.4162	5.604	<.001	Moderate

NC4	0.3984	5.372	<.001	Moderate
NC5	0.9679	17.673	<.001	Very strong
NC6	0.4436	5.766	<.001	Moderate

Source: Author's own compilation

Interpretation: All indices of normative commitment are statistically significant, with NC1 and NC5 providing particularly high contributions. This supports the construct validity of this component.

The Confirmatory Factor Analysis (CFA) reveals that emotional and normative commitment are accurately quantified by their respective indicators, highlighting their importance as major components determining organizational commitment. The continuous commitment component also shows validity, while item CC1 looks to be problematic and may need to be updated or removed from the model. Furthermore, both AC6 and CC1 are not statistically significant, implying that they make no substantial contribution to their respective constructs and should be evaluated for possible rewording or removal. Despite these exceptions, the overall model is statistically sound, as indicated by all other indicators displaying strong Z-scores and extremely significant p-values ($p < 0.001$). This validates the three-component structure of organizational commitment.

Table 30: Factor Covariances of dimensions of organisational commitment in Taj hotel

Factor Covariances					
		Estimate	SE	Z	p
affective	affective	1.000 ^a			
	continuance	-0.989	0.0296	-33.5	<.001

	normative	0.745	0.0426	17.5	<.001
continuance	continuance	1.000 ^a			
	normative	-0.772	0.0426	-18.1	<.001
normative	normative	1.000 ^a			
^a fixed parameter					

Source: Author's own compilation

This table shows the covariances among the three latent factors: affective commitment, continuity commitment, and normative commitment. Covariance describes how strongly and in which direction two latent variables move together, whereas significance (p-values) establishes if the connection is statistically significant.

The study's major findings indicate critical linkages between the three components of organizational commitment at the Taj Hotel. The study found a significant negative association (estimate = -0.989, $Z = -33.5$, $p < .001$) between Affective and Continuance Commitment. This suggests that as employees' emotional commitment to the firm grows, their willingness to stay diminishes owing to perceived costs of leaving. This implies that emotionally engaged employees are less likely to stay only out of need. Affective and Normative Commitment have a substantial positive connection (estimate = 0.745, $Z = 17.5$, $p < .001$), indicating that employees who feel emotionally linked to their business are more inclined to stay due to moral duty or responsibility.

There is a strong negative connection between Continuance and Normative Commitment (estimate = -0.772, $Z = -18.1$, $p < .001$). This suggests that individuals who feel a moral obligation to stay are less likely to do so owing to fear of loss or lack of choices. These findings have strategic significance for the Taj Hotel.

Table 31: Factor Intercepts for Affective, Continuance, and Normative Commitment

Factor Intercepts				
	Estimate	SE	Z	p
affective	1.00 ^a			
continuance	1.00 ^a			
normative	1.00 ^a			
^a fixed parameter				

Source: Author's own compilation

The table displays the factor intercepts for Affective, Continuance, and Normative Commitment, each with an estimated value of 1.00. These factors are fixed, as shown by the superscript "a." Because the values are fixed, they remain constant across the data and serve as reference points in the model. There are no standard errors (SE), Z-values, or p-values supplied since these parameters are fixed, meaning that the intercepts were purposefully set to 1.00 to standardize the model and simplify the study.

The model structure, consisting of three latent factors—*affective*, *continuance*, and *normative commitment*—is statistically identified and estimable. Although the exact fit test is significant ($p < .001$), indicating that the model may not perfectly fit the data, such results are common in confirmatory factor analysis (CFA) involving real-world data.

Table 32: Summary of Key Insights from CFA

Factor	Highlights
Affective Commitment	Most indicators (AC1 to AC5) have strong & significant loadings Highest average loadings (e.g., AC3 = 0.7692) Strong positive correlation with Normative ($r = 0.745$) AC6 was insignificant, but overall factor still strong
Normative Commitment	All indicators significant Two very strong items: NC1 = 1.0008, NC5 = 0.9679 Positively related to Affective ($r = 0.745$)
Continuance Commitment	Mixed performance: CC1 insignificant, others strong but negative Strong negative correlation with both Affective (-0.989) and Normative (-0.772) May represent fear-based or cost-based retention, not emotional loyalty

Source: Author's own compilation

The Confirmatory Factor Analysis (CFA) offers valuable insights into the three components of organizational commitment. Affective Commitment appears as a robust component, with markers AC1–AC5 exhibiting substantial and significant loadings—particularly AC3 (0.7692). It also has a substantial positive association with Normative Commitment ($r = 0.745$), indicating that emotional attachment is closely related to a feeling of moral duty. Although AC6 was not statistically significant, the factor's total strength remained unchanged.

Table 33: Comparison Summary between factors

Factor	Indicator Strength	Relationship to Org. Commitment	Contribution Quality
Affective		Positive and high	Emotional & intrinsic
Normative		Positive and moderate-high	Ethical/moral-based

Continuance		Negative association	Fear/cost-driven (less desirable)
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Source: Author's own compilation

Affective Commitment has the greatest effect on Organizational Commitment among Taj Hotel workers, indicating emotional attachment and belonging. Normative Commitment follows, implying a moral responsibility to remain. While Continuance Commitment is statistically significant, its negative relationship with other categories indicates that fear-based retention lacks deeper commitment.

Descriptives of Organizational Commitment: The table summarizes descriptive statistics for Affective, Continuance, Normative, and Overall Organizational Commitment among 201 employees.

Table 34: Descriptive statistics for Affective, Continuance, Normative for Oberoi hotel

Descriptives				
	Affective Commitment Sum	Continuance Commitment Sum	Normative Commitment Sum	Organisational Commitment
N	201	201	201	201
Missing	0	0	0	0
Mean	19.9	18.8	19.8	58.5
Median	20	19	19	57
Standard deviation	3.37	3.79	3.88	9.51
Minimum	10	8	10	38
Maximum	30	28	30	86

Skewness	0.345	0.0660	0.369	0.630
Std. error skewness	0.172	0.172	0.172	0.172
Kurtosis	0.102	-0.198	0.0113	0.232
Std. error kurtosis	0.341	0.341	0.341	0.341

Source: Author's own compilation

Affective Commitment shows a mean of 19.9 and slight positive skewness (0.345), indicating moderate emotional attachment. Continuance Commitment has a mean of 18.8 and minimal skew (0.066), reflecting a nearly normal distribution. Normative Commitment records a mean of 19.8 with slight positive skew (0.369), suggesting a sense of moral obligation among employees. Organizational Commitment has a higher mean of 58.5 and a wider spread ($SD = 9.51$), with a moderate positive skew (0.630). Overall, employees exhibit moderate to high commitment across all dimensions.

Organisational Commitment

The histogram depicts the distribution of Organizational Commitment scores among workers, with density on the y axis and commitment values on the x axis. The distribution is broadly normal but somewhat right-skewed, indicating that while most employees express moderate dedication, a few have higher ratings. Scores cluster in the 50-60 range, with the most typical scores falling between 55 and 60.

Normative Commitment Sum: The histogram depicts the distribution of Normative Commitment Sum across employees, with the x-axis representing commitment scores and the y-axis indicating density. The distribution is roughly normal with a small right skew, indicating that the majority of employees indicate moderate normative commitment, with some reporting greater levels. Scores are primarily clustered between 15 and 25, with the most common scores (mean) at 18-20.

Continuance Commitment Sum

The histogram illustrates the distribution of Continuance Commitment Sum scores among employees. The x-axis shows the commitment scores, and the y-axis represents density. The distribution is roughly normal with slight right skewness, indicating most employees report moderate continuance commitment, with fewer scoring very high. Scores are mainly concentrated between 15 and 20, with the most frequent values around 17–18. The overall range spans from approximately 8 to 28, showing moderate variability.

Affective Commitment Sum

The histogram shows the distribution of Affective Commitment Sum scores among employees, with the x-axis representing the commitment scores and the y-axis indicating density. The distribution is approximately normal with a slight right skew, suggesting most employees have moderate to high affective commitment. Scores cluster between 17 and 24, with the highest density around 19–21, indicating common levels of emotional attachment. The range spans from 10 to 30, with a few outliers at the lower (10–12) and higher (27–30) ends. This suggests strong emotional attachment in most employees, but some may need engagement initiatives to strengthen their bond with the organization.

Table 35: Confirmatory factor analysis of Organizational Commitment's factors in Oberoi hotel

Factor Loadings							
				95% Confidence Interval			
Factor	Indicator	Estimate	SE	Lower	Upper	Z	p
AFFECTIVE COMMITMENT	AC 1	0.592	0.0675	0.4599	0.725	8.77	<.001
	AC 2	0.425	0.0693	0.2895	0.561	6.13	<.001
	AC 3	0.601	0.0628	0.4779	0.724	9.57	<.001

	AC 4	0.383	0.0663	0.2533	0.513	5.78	<.001
	AC 5	0.614	0.0551	0.5065	0.723	11.15	<.001
	AC 6	0.177	0.0734	0.0327	0.320	2.41	0.016
CONTINUANCE COMMITMENT	CC1	0.134	0.0883	-0.0390	0.307	1.52	0.129
	CC2	-0.637	0.0676	-0.7692	-0.504	-9.42	<.001
	CC3	-0.478	0.0743	-0.6234	-0.332	-6.43	<.001
	CC4	-0.538	0.0790	-0.6929	-0.383	-6.81	<.001
	CC5	-0.710	0.0717	-0.8505	-0.569	-9.90	<.001
	CC6	-0.838	0.0751	-0.9852	-0.691	-11.16	<.001
NORMATIVE COMMITMENT	NC1	0.712	0.0725	0.5698	0.854	9.82	<.001
	NC2	0.653	0.0681	0.5195	0.786	9.59	<.001
	NC3	0.455	0.0731	0.3117	0.598	6.22	<.001
	NC4	0.372	0.0719	0.2309	0.513	5.17	<.001
	NC5	0.609	0.0744	0.4629	0.754	8.18	<.001
	NC6	0.481	0.0794	0.3254	0.637	6.06	<.001

Source: Author's own compilation

The table shows factor loadings for three types of organizational commitment: affective commitment, continuity commitment, and normative commitment, each measured with six indicators (items).

1. Affective Commitment: All items (AC1-AC6) on the affective commitment measure had positive and statistically significant factor loadings ($p < .05$). Loadings range from 0.177 (AC6) to 0.614 (AC5). AC5 (0.614), AC3 (0.601), and AC1 (0.592) exhibit higher loadings, making them more reliable predictors of emotional commitment. However, AC6 (0.177) has a modest correlation, showing that it is a less reliable predictor of affective commitment in this scenario. Most of the employees statement “*I am proud of being part of THE OBEROI*”

2. Continuance Commitment: In Continuance Commitment, most factor loadings (CC2–CC6) are negative and very significant ($p < .001$), ranging from -0.838 (CC6) to -0.478 (CC3). CC1 (0.134) is positive but non-significant ($p = 0.129$), implying that it does not contribute significantly to the factor structure.

3. Normative Commitment:

All components (NC1-NC6) connected to Normative Commitment have positive and statistically significant loadings ($p < .001$). The loadings range from 0.372 (NC4) to 0.712 (NC1), with NC1 (0.712) and NC2 (0.653) being the highest signs, implying that Oberoi workers have a strong sense of moral commitment and devotion to the company. NC4, with a loading of 0.372, is weaker but statistically significant, showing that it plays a function in reflecting normative commitment, albeit to a lower degree. A manager said that *"I have a great sense of obligation to stay at this hotel. They've made significant investments in my development, including training programs and my first genuine break in the hospitality sector. Even during difficult times like the epidemic, they supported us and ensured that no one was left behind. I believe it is only right for me to give back by remaining committed and giving my all every day."*

The findings indicate that the three-factor model, which includes emotional, continuation, and normative commitment, is a good fit for the data. The negative loading pattern in continuous commitment indicates that employees may feel obliged to stay out of necessity rather than loyalty or enjoyment. At the Oberoi Hotel, emotional and normative commitment aspects outweigh continuance commitment, implying that workers are driven by real desire or obligation rather than external forces, indicating a favourable workplace atmosphere.

Table 36: Factor Estimates of Affective, Continuance, Normative commitment

Factor Covariances							
				95% Confidence Interval			
		Estimate	SE	Lower	Upper	Z	p
AFFECTIVE COMMITMENT	AFFECTIVE COMMITMENT	1.000 ^a					
	CONTINUANCE COMMITMENT	-0.823	0.0513	-0.923	-0.722	-16.0	<.001
	NORMATIVE COMMITMENT	0.867	0.0524	0.764	0.970	16.5	<.001
CONTINUANCE COMMITMENT	CONTINUANCE COMMITMENT	1.000 ^a					
	NORMATIVE COMMITMENT	-0.913	0.0449	-1.001	-0.825	-20.3	<.001
NORMATIVE COMMITMENT	NORMATIVE COMMITMENT	1.000 ^a					
^a fixed parameter							

Source: Author's own compilation

The factor covariance results provide valuable information regarding the links between the three aspects of organizational commitment at the Oberoi Hotel. Affective and normative commitment had a substantial positive relationship (estimate = 0.867, $p < .001$), indicating that emotionally engaged employees sense a moral duty to stay. This indicates a positive organizational atmosphere. Employees who are emotionally or morally dedicated are less likely to stay unless absolutely required, as demonstrated by substantial negative covariances between affective and continuation commitment (estimate = -0.823, $p < .001$) and normative and

continuance commitment (estimate = -0.913, $p < .001$). These findings show that commitment at the Oberoi Hotel is motivated by emotional and ethical connections rather than coercion, resulting in high employee satisfaction and loyalty.

Table 37: Factor Intercepts of Affective, Continuance, Normative commitment

Factor Intercepts						
			95% Confidence Interval			
	Estimate	SE	Lower	Upper	Z	p
AFFECTIVE COMMITMENT	1.00 ^a					
CONTINUANCE COMMITMENT	1.00 ^a					
NORMATIVE COMMITMENT	1.00 ^a					
^a fixed parameter						

Source: Author's own compilation

The factor intercepts for emotional commitment, continuation commitment, and normative commitment are all set to 1.00. Setting the scale of latent variables is a common procedure in confirmatory factor analysis, allowing for meaningful estimate of additional parameters such as factor loadings and covariance. As a result, the emphasis stays on the correlations between the conceptions and the intensity of the indicators, rather than any disparities in average levels of emotional, continuous, or normative commitment among Oberoi Hotel workers.

The CFA results for the three components of organizational commitment—Affective, Continuance, and Normative Commitment—demonstrate acceptable construct validity. Most items under Affective and Normative Commitment show strong and statistically significant factor loadings (above 0.4 and $p < .001$), confirming they are reliable indicators of their respective constructs.

5.5. Objective 3

To examine the impact of human resource policies and practices on job satisfaction and organizational commitment of employees in both the hotels Taj and Oberoi in Delhi NCR.

Table 38: Linear Regression between HR policies and job satisfaction in Taj hotel

Model Fit Measures HR Policies to job satisfaction in Taj hotel		
Model	R	R²
1	0.819	0.671
Note. Models estimated using sample size of N=206		

Source: Author's own compilation

Model fit measures ($R = 0.819$, $R^2 = 0.671$) show a substantial correlation between HR policies and practices and employee job satisfaction and organizational commitment at Taj hotel in Delhi NCR. HR policies and practices account for roughly 67.1% of the variation in job satisfaction and organizational commitment ($R^2 = 0.671$). This highlights how important good HR tactics are in establishing positive employee attitudes and fostering organizational commitment in the hospitality industry. The model relies on a large sample size of 206 respondents.

Table 39: Regression Coefficients for HR Policies and Job Satisfaction

			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	t	p	Stand. Estimate
Intercept	46.448	3.7339	39.086	53.810	12.4	<.001	
HR Policies and Practices	0.735	0.0360	0.664	0.806	20.4	<.001	0.819

Source: Author's own compilation

The model coefficients suggest a considerable beneficial influence of HR policies and practices on work satisfaction among employees of Taj and Oberoi hotels in Delhi NCR. The computed coefficient of 0.735 ($p < .001$) shows that for every one-unit improvement in the impression of successful HR policies and procedures, job satisfaction improves by 0.735 units. The high t-value (20.4) and narrow 95% confidence interval (0.664 to 0.806) support the dependability and robustness of this connection.

Table 40: Shapiro-Wilk Test for Normality

Table –75 - Normality Test (Shapiro-Wilk)	
Statistic	p
0.992	0.340

Source: Author’s own compilation

The Shapiro-Wilk normality test result shows a test statistic of 0.992 with a p-value of 0.340. Since the p-value is greater than the conventional significance level of 0.05, we fail to reject the null hypothesis of normality. This result supports the validity of using such statistical methods in analyzing the relationship between human resource policies, job satisfaction, and organizational commitment among employees of Taj and Oberoi hotels in Delhi NCR.

Model Coefficients - Job Satisfaction: The regression analysis shows that the intercept value for work satisfaction is 46.448 ($SE = 3.734$), which represents the baseline level of satisfaction in the absence of any human resource policies or procedures. This suggests that even without organized HR interventions, employees have a modest level of job satisfaction. The correlation for HR policies and practices is 0.735, implying that for every one-unit improvement in these practices, work satisfaction rises by 0.735 units. This link is statistically significant ($t = 20.4$, $p < 0.001$) and shows a substantial positive correlation. The standardized estimate of 0.819 demonstrates that HR policies and practices are a strong predictor of job satisfaction among workers at the Taj and Oberoi hotels in Delhi NCR.

95% Confidence Interval for HR Policies and Practices

- Lower limit is 0.664. Upper bound is 0.806.

Conclusion

The model reveals that HR Policies and Practices significantly and positively affect Job Satisfaction for employees in the Taj Hotel. The model fit ($R^2 = 0.671$) suggests a moderate to strong link, and the normality assumption is met on the basis of the Shapiro-Wilk test. This research shows that improving HR rules and procedures is likely to increase work satisfaction.

Table 41: Linear Regression between HR policies and Organisational commitment in Taj hotel

Model Fit Measures		
Model	R	R ²
1	0.721	0.519
Note. Models estimated using sample size of N=206		

Source: Author's own compilation

The model fit measures indicate a strong relationship between the predictors (such as HR policies and practices) and the outcome variable, likely organizational commitment. The R value is 0.721, indicating a strong positive correlation between the independent and dependent variables. The R^2 value is 0.519, indicating that approximately 51.9% of the variance in organizational commitment can be explained by the predictors included in the model.

Table 42: Regression Coefficients for HR Policies and Organisational Commitment

Model Coefficients - Organisational Commitment							
			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	t	p	Stand.

							Estimate
Intercept	20.319	2.6817	15.031	25.606	7.58	<.001	
HR Policies and Practices	0.384	0.0258	0.333	0.435	14.84	<.001	0.721

Source: Author's own compilation

The regression analysis reveals that HR policies and practices have a significant positive impact on organizational commitment. This relationship is highly statistically significant ($t = 14.84$, $p < .001$). The standardized estimate of 0.721 further confirms a strong positive effect, suggesting that HR policies and practices are a major driver of organizational commitment among employees at Taj and Oberoi hotels in Delhi NCR.

Table 43: Assumption Checks: Shapiro-Wilk Test for Normality

Normality Test (Shapiro-Wilk)	
Statistic	p
0.985	0.028

Source: Author's own compilation

Linear Regression Analysis for Organisational Commitment in Taj Hotel

Model Fit Measures

The model demonstrates a moderate positive connection ($R = 0.721$) between HR policies and organizational commitment. With a R^2 of 0.519, nearly 51.9% of the variation in organizational commitment is explained by HR practices, demonstrating a relatively strong model fit and considerable effect of HR activities.

Model Coefficients - Organisational Commitment

The regression analysis shows that when HR policies and practices are absent, the baseline level of organizational commitment is 20.319. When HR policies and practices are present, organizational commitment rises by 0.384 units. This relationship is statistically significant ($p < 0.001$), with a t-value of 14.84. The standardized estimate of 0.721 indicates a strong influence of HR policies and practices on organizational commitment, suggesting their critical importance.

95% Confidence Interval for HR Policies and Practices

The 95% confidence interval for HR Policies and Practices extends from 0.333 to 0.435, demonstrating a statistically significant positive influence on Organizational Commitment. Since 0 is not inside this interval, we may be certain that changes in HR processes are substantially connected with increasing employee commitment.

Conclusion

The study showed that HR Policies and Practices significantly increase organizational commitment among Taj Hotel employees ($R^2 = 0.519$). While the model is statistically strong, the Shapiro-Wilk test indicates that residual normality may be an issue. Still, HR practices have a clear positive impact, and improving them can help to strengthen employee commitment even more.

Table 44: Linear Regression between HR policies and job satisfaction in Oberoi hotel

Model Fit Measures		
Model	R	R ²
1	0.829	0.687
Note. Models estimated using sample size of N=201		

Source: Author's own compilation

HR Policies and Organizational Commitment have a substantial connection ($R = 0.829$) and $R^2 = 0.687$, explaining 68.7% of the variation. This demonstrates their substantial effect in increasing employee engagement among the 201 responders.

Table 45: Regression Coefficients for HR Policies and job satisfaction in Oberoi hotel

Model Coefficients							
			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	t	p	Stand. Estimate
Intercept	40.931	3.8164	33.406	48.457	10.7	<.001	
HR Policies and Practices	0.805	0.0386	0.729	0.881	20.9	<.001	0.829

Source: Author's own compilation

The Model Coefficients for Job Satisfaction show that the intercept is 40.931, which represents the baseline level of job satisfaction when HR Policies and Practices are zero. The estimate for HR Policies and Practices is 0.805, indicating that for every one-unit increase in HR policies and practices, job satisfaction is expected to increase by 0.805 units. This relationship is highly significant with a t-value of 20.9 ($p < 0.001$).

Table 46: Assumption Check – Shapiro-Wilk Normality Test Results

Normality Test (Shapiro-Wilk)	
Statistic	p
0.973	<.001

Source: Author's own compilation

The Shapiro-Wilk Normality Test yields a statistic of 0.973 with a p-value of < 0.001 , indicating that the data does not follow a normal distribution. This suggests

that the data may be skewed or have outliers, which could affect the reliability of certain statistical tests that assume normality.

Linear Regression Analysis for Job Satisfaction in Oberoi Hotel

Model Fit Measures

The model reveals a significant positive association ($R = 0.829$) between HR Policies and Practices and Job Satisfaction. The model's R^2 value of 0.687 explains 68.7% of the variation in Job Satisfaction. This suggests that HR Policies and Practices are an important driver of work satisfaction at the Oberoi Hotel.

Model Coefficients - Job Satisfaction

HR Policies and Practices have a significant impact on Job Satisfaction ($p < 0.001$), as indicated by a standardized estimate of 0.829. The intercept of 40.931 represents the baseline level of Job Satisfaction when no HR policies or practices are in place, with a standard error of 3.816. Each unit increase in HR policies raises Job Satisfaction by 0.805 units.

95% Confidence Interval for HR Policies and Practices

The 95% confidence interval (0.729 to 0.881) shows a positive, statistically significant effect of HR Policies on Job happiness, implying that improving HR practices would likely increase employee happiness.

Assumption Checks:

Shapiro-Wilk Test for Normality: A p-value < 0.001 shows a substantial deviation from normality in residuals. This implies that the premise of regularly distributed mistakes is broken. Despite this, the link between HR policy and work happiness remains strong.

Conclusion

The Oberoi Hotel's HR Policies and Practices have a substantial positive impact on employee job satisfaction, according to the model ($R^2 = 0.687$). The coefficients are statistically significant, and the association is positive, implying that improved HR

practices result in greater work satisfaction. However, the normality assumption for the residuals is broken, as seen by the Shapiro-Wilk test, which should be addressed when interpreting the findings. Nonetheless, the overall data supports the conclusion that strengthening HR rules and procedures will likely increase work satisfaction.

Table 47: Linear Regression between HR policies and Organisational commitment in Oberoi hotel

Model Fit Measures		
Model	R	R ²
1	0.764	0.583
Note. Models estimated using sample size of N=201		

Source: Author's own compilation

The Model Fit Measures show a high link between HR policies and organizational commitment, with a R value of 0.764. This points to a high positive connection between the variables. The R² value of 0.583 indicates that the model explains 58.3% of the variation in organizational commitment, a significant amount.

Table 48: Regression Coefficients for HR Policies and Organisational Commitment in Oberoi hotel

Model Coefficients							
			95% Confidence Interval				
Predictor	Estimate	SE	Lower	Upper	t	p	Stand. Estimate
Intercept	18.238	2.4529	13.401	23.075	7.44	<.001	
HR Policies and Practices	0.413	0.0248	0.365	0.462	16.68	<.001	0.764

Source: Author's own compilation

According to the Model Coefficients for Organizational Commitment, the baseline level of organizational commitment when HR rules and practices are zero is 18.238, with a standard error of 2.453. The estimate for HR policies and practices is 0.413, which means that for every one unit increase in HR policies and practices, organizational commitment is predicted to rise by 0.413 units.

Linear Regression Analysis for Organisational Commitment in Oberoi Hotel

Model Fit Measures

The linear regression study of Organizational Commitment at the Oberoi Hotel reveals a high positive connection ($R = 0.764$) between HR Policies and Practices and Organizational Commitment. The model explains 58.3% of the variation ($R^2 = 0.583$), suggesting that HR policies have a substantial role in organizational commitment.

Model Coefficients - Organisational Commitment

The regression analysis for Organizational Commitment shows that the intercept value is 18.238, representing the baseline level of commitment when HR Policies and Practices are zero. For every one-unit increase in HR policies and practices, Organizational Commitment is expected to rise by 0.413 units, with a highly significant p-value ($p < 0.001$). The standardized estimate of 0.764 further indicates a strong influence of HR Policies and Practices on Organizational Commitment, suggesting it is a key predictor of commitment among employees at Oberoi Hotel.

95% Confidence Interval for HR Policies and Practices: The 95% confidence interval (0.365 to 0.462) demonstrates that HR policies have a considerable positive influence on organizational commitment.

Assumption Checks: The Shapiro-Wilk Test for Normality yields a p-value of 0.238, indicating that the regression model's residuals are normal. This shows that the assumption of regularly distributed errors has been satisfied.

Conclusion

HR Policies & Practices had a considerable positive impact on organizational commitment for employees at the Oberoi Hotel, with an excellent model fit ($R^2 = 0.583$). The model has a statistically robust coefficient for HR Policies and Practices, and the link is very significant. In addition, the Shapiro-Wilk test confirms the normalcy assumption. Improving HR rules is likely to boost organisational commitment in the hotel.

Table 49: Correlation Between HR Policies ,OC, and Job Satisfaction – Taj Hotel

Correlation Matrix				
		HR Policies and Practices	Organisational Commitment	Job Satisfaction
HR Policies and Practices	Pearson's r	—	0.721***	0.819***
	df	—	204	204
	p-value	—	<.001	<.001
	95% CI Upper	—	0.780	0.860
	95% CI Lower	—	0.648	0.769
	Spearman's rho	—	0.679***	0.813***
	df	—	204	204
	p-value	—	<.001	<.001
	N	—	206	206
Job Satisfaction	Pearson's r	0.819***	0.804***	—
	df	204	204	—
	p-value	<.001	<.001	—
	95% CI Upper	0.860	0.847	—
	95% CI Lower	0.769	0.749	—
	Spearman's rho	0.813***	0.714***	—
	df	204	204	—

	p-value	<.001	<.001	—
	N	206	206	—
Note. * p < .05, ** p < .01, *** p < .001				

Source: Author's own compilation

Analysis of the Correlation Matrix Between HR Policies, Organizational Commitment, and Job Satisfaction at Taj Hotel

The supplied correlation matrix evaluates the link between HR Policies and Practices, Organizational Commitment, and Job Satisfaction among Taj Hotel employees. The matrix comprises Pearson's r and Spearman's rho correlations, as well as p-values and 95% confidence intervals (CIs), which provide information about the strength and significance of these associations. One of the employees statement *"One of the things I absolutely value about working here is how hard effort is recognised. The human resources department has a clearly defined reward system. It inspires me to go the additional mile knowing that my efforts will not go unrecognised. It's not just about the money, but the recognition helps me feel better about my career"*.

HR Policy and Organizational Commitment:

Pearson's r = 0.721.A substantial positive correlation of 0.721 demonstrates that favorable HR policies result in increased organizational commitment. Employees' loyalty to the firm grows as their perception of HR policy improves. This substantial link demonstrates that measures like as performance management, awards, and employee assistance are crucial to increasing organizational commitment. The Spearman's rho of 0.679 supports the high association, demonstrating that as HR policies improve, organizational commitment rises in a consistent manner.

HR Policy and Job Satisfaction:

Pearson's r = 0.819.A very substantial positive association of 0.819 indicates that employees who are more happy with HR practices have better job satisfaction. Strong human resource policies, such as fair compensation and opportunity for advancement, have a important influence on work satisfaction.

The 95% confidence interval implies that the real correlation between HR policies and work satisfaction is most likely between 0.769 and 0.860, confirming the relationship's strength and relevance.

Interpretation

The study found significant relationships between HR policies and both organizational commitment ($r = 0.721$) and job satisfaction ($r = 0.819$) at the Taj Hotel. The considerable association suggests that successful HR strategies play an important role in developing employee attitudes. The bigger link with work satisfaction implies that HR policies have a greater impact on satisfaction, yet both job satisfaction and organizational commitment are considerably impacted by HR practices.

HR policies that prioritize employee satisfaction, career development, and work-life balance can significantly improve organizational commitment and job satisfaction at Taj Hotel, leading to higher retention rates.

Table 50: Correlation Between HR Policies ,OC, and Job Satisfaction – Oberoi hotel

Correlation Matrix				
		HR Policies and Practices	Job Satisfaction	Organisational Commitment
HR Policies and Practices	Pearson's r	—	0.829	0.764
	df	—	199	199
	p-value	—	<.001	<.001
	95% CI Upper	—	0.867	0.816
	95% CI Lower	—	0.780	0.699
	Spearman's rho	—	0.772	0.692

	df	—	199	199
	p-value	—	<.001	<.001
Organisational Commitment	Pearson's r	0.764	0.694	—
	df	199	199	—
	p-value	<.001	<.001	—
	95% CI Upper	0.816	0.760	—
	95% CI Lower	0.699	0.615	—
	Spearman's rho	0.692	0.601	—
	df	199	199	—
	p-value	<.001	<.001	—

Source: Author's own compilation

The correlation matrix assesses the link between HR Policies and Practices, Job Satisfaction, and Organizational Commitment among Oberoi Hotel employees. This matrix contains Pearson's r and Spearman's rho correlations, as well as their p-values and 95% confidence intervals (CIs), which are used to analyze the strength, direction, and statistical significance of the associations between variables.

HR Policy and Job Satisfaction:

Pearson's r = 0.829. A Pearson's r value of 0.829 suggests a substantial positive relationship between HR policy and work satisfaction. This shows that when employees' perceptions of HR policies, such as incentives, career development opportunities, and fair treatment, improve, their job happiness rises dramatically. This substantial link suggests that HR rules play an important role in influencing work satisfaction and have a direct influence on how employees perceive their jobs and responsibilities.

The Spearman's rho of 0.772 confirms the substantial positive connection between HR policies and job satisfaction, indicating a persistent pattern in which employees who are happy with HR policies are more likely to have high job satisfaction. The p-value verifies the correlation's statistical significance, demonstrating HR policies' considerable influence on work satisfaction.

HR Policy and Organizational Commitment:

Pearson's $r = 0.764$ suggests an important positive relationship between HR policy and organizational commitment. The 95% confidence interval (0.699-0.816) demonstrates the relationship's dependability and relevance. The p-value of less than 0.001 indicates that the link is statistically significant, indicating that HR policies play an essential role in building organizational commitment. The Spearman's rho of 0.692 supports the positive association between HR policies and organizational commitment, demonstrating that good HR practices lead to increased employee commitment.

The p-value verifies the stability of this association, demonstrating that HR policies have a considerable impact on organizational commitment.

Interpretation: The high positive correlations between HR policies and job satisfaction ($r = 0.829$) and organizational commitment ($r = 0.764$) suggest that HR practices have a considerable impact on employee attitudes. When employees believe HR practices are effective, their job satisfaction and organizational commitment rise. These associations are statistically significant ($p\text{-value} < 0.001$), confirming their dependability and emphasizing the relevance of strong HR policies. One of the chef said that *"What keeps me here is not just the job, but how the company invests in us as individuals. The HR policies, such as regular training sessions, internal promotion opportunities, and open communication, give me confidence that I have a future here. The sensation of belonging has become stronger over time. It's not simply a job anymore; it seems like a second home where my contributions are valued."*

Conclusion: The findings indicate that HR policies and practices have a significant beneficial influence on work satisfaction and organizational commitment at the Oberoi Hotel. Employees that have a positive attitude toward HR rules report increased job satisfaction and greater dedication to the firm. The statistical significance ($p\text{-value} < 0.001$) confirms the dependability of the findings. Organizations should prioritize HR strategies that encourage employee well-being, career development, and fair treatment in order to increase work satisfaction and organizational commitment, which leads to higher employee engagement and overall performance

5.6. Objective 4

To analyze the relationship between job satisfaction and organizational commitment of employees of both the hotels in Delhi NCR.

The correlation matrix shows the link between two fundamental psychological dimensions in the workplace: job satisfaction and organizational commitment among Taj Hotel workers. Both Pearson's r and Spearman's ρ are used to analyze the relationship's strength and significance.

Table 51: Correlation Matrix of job satisfaction and organizational commitment – Taj hotel

Correlation Matrix of Taj hotel			
		Organisational Commitment	Job Satisfaction
Organisational Commitment	Pearson's r	—	0.804***
	df	—	204
	p-value	—	<.001
	95% CI Upper	—	1.000
	95% CI Lower	—	0.759
	Spearman's ρ	—	0.714***

	df	—	204
	p-value	—	<.001
	N		206
<i>Note.</i> H _a is positive correlation			
<i>Note.</i> * p < .05, ** p < .01, *** p < .001, one-tailed			

Source: Author's own compilation

This correlation matrix shows the link between two fundamental psychological dimensions in the workplace: job satisfaction and organizational commitment among Taj Hotel workers. Both Pearson's r and Spearman's rho are used to analyze the relationship's strength and significance

Table 52: Interpretation of Correlation Matrix

Statistic	Value	Interpretation
Pearson's r	0.804*	Very strong positive linear relationship
p-value	< .001	Statistically significant (highly reliable)
95% CI	[0.759, 1.000]	High precision; true correlation is very strong
Spearman's rho	0.714*	Strong positive monotonic relationship
Sample Size (df)	204	Robust sample size adds confidence to the result

Source: Author's own compilation

Interpretation: The Pearson correlation (0.804) shows a strong positive relationship between job satisfaction and organisational commitment. The Spearman correlation (0.714), also significant (p < .001), confirms this association even for non-linear data. Both results highlight a reliable, significant link between the two variables, indicating mutual reinforcement

Implications for Taj Hotel:

The findings significantly confirm the hypothesis (H_a) of a positive link between work satisfaction and organizational commitment at Taj Hotel. HR managers and decision-makers should think about work satisfaction as a strategic driver of employee retention and organizational loyalty, rather than merely a consequence.

Table 53: Correlation Between Job Satisfaction Dimensions and Organizational Commitment

Factors	Pearson's r	Interpretation	p-value
Pay	0.503*	Moderate to strong positive linear relationship	< .001
promotion	0.425*	Moderate positive linear relationship	< .001
Supervision	0.383*	Moderate positive linear relationship	< .001
Fringe Benefits	0.318*	Weak to moderate positive linear relationship	< .001
Contingent Rewards	0.719*	Strong positive linear relationship	< .001
Operating Conditions	0.583*	Moderate to strong positive linear relationship	< .001
Co-workers	0.690*	Strong positive linear relationship	< .001
Nature of Work	0.778*	Very strong positive linear relationship	< .001
Communication	0.815*	Very strong positive linear relationship	< .001

Source: Author's own compilation

PAY Analysis: Relationship Between Pay and Organizational Commitment (Taj Hotel - Individual Factor Focus)

This correlation matrix explicitly looks at the link between Pay Satisfaction (Pay Sum) and Organizational Commitment among Taj Hotel workers, as part of a larger

investigation into how individual job satisfaction criteria affect employee loyalty and engagement.

The Pearson correlation coefficient of 0.503 indicates a reasonably high and positive linear link between pay satisfaction and organizational commitment among Taj Hotel workers. This is supported by the Spearman correlation of 0.465, which confirms that the link maintains even when measured using ranked data, demonstrating its durability beyond pure linearity. Both correlations are statistically significant ($p < .001$), showing the association is not random.

The confidence interval (0.393 to 0.599) indicates the constancy of this connection. In practice, this means that employees who are pleased with their pay are more likely to be dedicated to the firm. While salary is not the only or greatest factor determining commitment, it is still an important one. This recommends that Taj Hotel's pay methods should be fair, transparent, and competitive. This can increase employee loyalty, retention, and overall company commitment. Thus, improving pay satisfaction is a strategic HR objective.

PROMOTION

Analysis: Relationship Between Promotion Satisfaction and Organizational Commitment (Taj Hotel - Individual Factor Focus)

This correlation matrix investigates how employees' views of promotion prospects (Promotion Sum) compare to their level of organizational engagement at the Taj Hotel. It helps to understand how different dimensions of work satisfaction impact employee loyalty and engagement.

The Pearson correlation coefficient of 0.425 reveals a moderate and significant association between employee satisfaction with advancement prospects and organizational commitment. The Spearman correlation of 0.412 confirms this, demonstrating stability even with ranked data. Both p-values are extremely significant ($p < .001$), and the confidence interval [0.307-0.531] supports the relationship's stability. For Taj Hotel, this means that fair and open promotion processes can improve staff loyalty. Employees who see obvious chances for advancement are more likely to remain engaged. Strengthening internal mobility and

leadership development can significantly improve long-term retention and organizational commitment.

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SUPERVISION

A moderate, significant positive relationship exists between supervision excellence and organizational commitment, as indicated by a Pearson correlation of 0.383 and a Spearman correlation of 0.361 (both $p < .001$). Employees value fair and supportive managers. Investing in leadership training, mentoring, and feedback systems can help Taj Hotels increase employee commitment.

Conclusion: Strong supervision quality enhances organizational commitment, making it a vital component of employee retention strategy.

FRINGE BENEFIT

An examination of the link between fringe benefits satisfaction and organizational commitment at the Taj Hotel reveals a moderate but significant positive effect. Employee perceptions of organizational support and care are heavily influenced by fringe benefits like as health insurance, paid time off, retirement programs, and employee perks. For Taj Hotel, this emphasizes the necessity of providing competitive, well-structured, and well explained fringe perks. Improving these advantages and ensuring that workers are aware of and have easy access to them can help to increase retention and organizational loyalty dramatically.

The study finds a moderate positive relationship between satisfaction with contingent incentives and organizational loyalty among Taj Hotel workers. Contingent rewards, including as recognition and performance-based incentives, have a substantial impact on how employees perceive fairness and motivation.

The Pearson correlation coefficient of 0.719 suggests a very high and statistically significant positive association between contingent incentive satisfaction and organizational commitment among Taj Hotel workers. The Spearman correlation of 0.633 backs up this conclusion, demonstrating that even when simply ranked satisfaction levels are evaluated, the link remains robust. The confidence interval [0.646-0.779] confirms the dependability of this association, indicating that employees who feel properly and consistently rewarded are much more dedicated to the business.

CO - WORKER

This study investigates the relationship between workers' satisfaction with working circumstances, such as workplace processes, infrastructure, and systems, and their organizational commitment at the Taj Hotel. The efficiency and supportiveness of the workplace are heavily influenced by operating circumstances. A favorable work environment with well-designed procedures and systems is likely to create better levels of employee commitment, hence increasing overall engagement and loyalty to the firm. One of the employees said *"I actually enjoy my job here—the tasks are clear, the workload is moderate, and I am appreciated by both my team and management. I have been with this organisation for almost five years because I feel respected and supported"*.

The Pearson correlation coefficient of 0.583 suggests a relatively high and statistically significant association between employee contentment with working conditions and loyalty to the business. The Spearman correlation of 0.489 supports this conclusion, demonstrating that the link persists even with non-linear trends. The confidence interval (0.485-0.666) demonstrates the consistency and dependability of this positive association. For Taj Hotel, this implies that clear protocols, dependable tools, and helpful systems are not only operational demands, but also major drivers of commitment. Improving process clarity, infrastructure, and workplace efficiency may significantly increase employee engagement.

Interpretation: The Pearson correlation (0.690) reveals a strong and statistically significant linear link between workplace relationship quality and organizational commitment. The Spearman correlation (0.645) confirms this, indicating that even rated satisfaction levels have a substantial positive link with commitment. The narrow confidence interval [0.611-0.756] supports the dependability and consistency of this outcome among employees.

Practical Implications for Taj Hotels: Positive peer connections and team dynamics dramatically increase workers' emotional attachment to the business. This implies that creating a collaborative, inclusive, and respectful work environment has a significant impact on employee retention and engagement. Programs like team-building exercises, peer recognition systems, and conflict resolution training have the potential to develop this link even further.

Conclusion: The study found that happiness with working connections is one of the biggest indicators of organizational commitment at the Taj Hotel. A company culture that values courteous, supportive, and collaborative interpersonal ties is critical to retaining a loyal and engaged team.

NATURE OF WORK

The study reveals a substantial and positive link between workers' happiness with the nature of their work and their organizational commitment at Taj Hotel. When employees feel their duties important, diversified, and well-defined, they are more engaged and emotionally linked to their jobs.

The Pearson correlation coefficient (0.778) demonstrates a very high and statistically significant positive association between job satisfaction and organizational commitment among Taj Hotel workers. This is corroborated by Spearman's rho (0.695), which indicates consistency even when evaluating rank-based data. The confidence interval [0.718-0.827] supports the stability of this connection. The results highlight the importance of relevant, interesting, and well-structured work in developing commitment. Practical tactics like as expanding work responsibilities,

defining purpose, increasing autonomy, and facilitating professional development may have a significant impact on employee happiness and retention. Taj Hotel must prioritize job design and staff engagement.

COMMUNICATION

The Pearson correlation coefficient (0.815) suggests a very high and statistically significant association between communication satisfaction and organizational commitment at Taj Hotel. The Spearman correlation (0.721) supports this trend, and the narrow confidence interval [0.763-0.856] demonstrates its constancy. The Taj Hotel may benefit from improving corporate communication methods, encouraging open conversation, and providing regular, clear updates from leadership. According to this data, communication satisfaction is the biggest predictor of organizational commitment and should be focused in order to improve employee engagement and retention.

Table 54: Correlation Matrix of job satisfaction and organizational commitment in Oberoi hotel

Correlation Matrix			
		Organisational Commitment	Job Satisfaction
Organisational Commitment	Pearson's r	—	0.694
	df	—	199
	p-value	—	<.001
	95% CI Upper	—	0.760
	95% CI Lower	—	0.615
	Spearman's rho	—	0.601
	df	—	199
	p-value	—	<.001

	N		201
Note. H _a is positive correlation			
Note. * p < .05, ** p < .01, *** p < .001, one-tailed			

Source: Author's own compilation

The table shows the correlation matrix between job satisfaction and organizational commitment among Oberoi Hotel employees. It offers Pearson's r and Spearman's rho correlations, as well as their p-values and 95% confidence intervals (CI). These data aid in determining the intensity, direction, and relevance of the link between job satisfaction and organizational commitment.

Table 55: Factor-wise Correlation Matrix: Job Satisfaction and Organizational Commitment - Oberoi Hotel

Factors	Pearson's r	Interpretation	p-value
Pay	0.424	moderately positive relationship	< .001
promotion	0.392	moderate positive relationship	< .001
Supervision	0.398	moderate positive link	< .001
Fringe Benefits	0.209	small but statistically significant positive relationship	< .001
Contingent Rewards	0.608	substantial positive link	< .001
Operating Conditions	0.425	somewhat favourable link	< .001
Co-workers	0.568	moderate to substantial positive association	< .001
Nature of Work	0.577	significant positive relationship	< .001
Communication	0.732	substantial positive link	< .001

Source: Author's own compilation

PAY

The correlation matrix offered investigates the link between pay sum (a component of work satisfaction) and organizational commitment among employees. This research use Pearson's r and Spearman's ρ to determine the degree and direction of the association between pay satisfaction and overall organizational commitment.

There is a moderate positive correlation between pay satisfaction and organizational commitment at Oberoi Hotel (Pearson's $r = 0.424$; Spearman's $\rho = 0.377$, both $p < 0.001$). The 95% confidence interval [0.304, 0.532] demonstrates statistical significance. While fair pay encourages loyalty, other factors such as role clarity, growth opportunities, and leadership influence commitment.

PROMOTION

The supplied correlation matrix evaluates the association between Promotion Satisfaction (Promotion Sum) and Organizational Commitment. It uses both Pearson's r and Spearman's ρ correlations to assess the degree and direction of the association between promotion satisfaction and organizational commitment. The table also includes p-values and 95% confidence intervals (CI) for assessing the statistical significance and reliability of the findings.

The findings show a moderate positive relationship between promotion satisfaction and organizational commitment among Oberoi Hotel workers. The Pearson's r value of 0.392 indicates that as employees are increasingly happy with their possibilities for promotion and professional progression, their degree of loyalty to the firm increases. While this is a significant link, its modest strength suggests that promotion satisfaction is an essential but not the only element motivating organizational commitment.

Supporting this, the Spearman's ρ value of 0.366 indicates a moderate positive association, demonstrating that the pattern maintains even when data is evaluated based on rank rather than precise linearity. This is statistically significant, having a p-value of less than 0.001. These findings suggest that employees who are optimistic about their advancement chances are more loyal and devoted to the firm. However,

the modest association shows that other elements, such as job satisfaction, leadership, and work environment, are equally important in building organizational commitment.

SUPERVISION

The supplied correlation matrix investigates the association between Supervision Satisfaction (Supervision Sum) and Employee Organizational Commitment. It uses Pearson's r and Spearman's ρ correlations to assess the degree and direction of the association between supervisory satisfaction and organizational commitment.

The study found a moderate positive link between supervisory satisfaction and organizational commitment among Oberoi Hotel workers. The Pearson's r value of 0.398 suggests that as employees become more happy with the supervision they get (such as direction, assistance, and feedback from their supervisors), their commitment to the firm grows. This association is statistically significant, as evidenced by the 95% confidence range spanning from 0.275 to 0.509, which excludes zero. Furthermore, a p -value less than 0.001 significantly indicates the correlation's validity, showing that the association is not the result of chance.

Both correlation coefficients—Pearson's r (0.398) and Spearman's ρ (0.331)—show that supervisory satisfaction is important in shaping organizational commitment. However, the modest strength of these connections indicates that supervision is only one of several important factors. Other factors, such as wage satisfaction, prospects for growth, and the general work atmosphere, are likely to play important roles. One of the Front Desk Assistant said *"I may not be in a high position, but I am proud of my job. My supervisors treat me well, I get my weekly off on time, and even when the hotel is busy, our staff helps each other. When you're satisfied at work and your efforts are appreciated, you don't want to leave. I feel like I belong here."*

FRINGE BENEFIT

The correlation matrix examines the relationship between satisfaction with fringe benefits and organizational commitment, utilizing Pearson's r , Spearman's ρ , p -

values, and 95% confidence intervals to determine the relationship's strength, direction, and significance.

The results show a small but statistically significant positive relationship between fringe benefit satisfaction and organizational commitment. Pearson's $r = 0.209$ ($p = 0.003$) and a 95% confidence interval of 0.073 to 0.338 reveal that workers who are more happy with non-wage benefits, such as health insurance and paid time off, demonstrate somewhat stronger commitment. Even with ranked data, Spearman's $\rho = 0.157$ ($p = 0.026$) supports this pattern. While the organization is little, it is dependable. Overall, fringe benefits encourage employee loyalty, although their influence is limited. To increase commitment, firms can take a broader strategy, emphasizing career advancement, a healthy work culture, recognition, and competent leadership, which may have a greater impact than fringe benefits alone.

CONTINGENT REWARD

The correlation matrix offered evaluates the association between Contingent Reward Satisfaction (Contingent Reward Sum) and Organizational Commitment among employees. The matrix comprises Pearson's r and Spearman's ρ correlations, as well as their p -values and 95% confidence intervals (CI), to assess the relationship's strength, direction, and statistical significance.

The findings indicate a substantial positive link between contingent incentive satisfaction and organizational commitment. The Pearson's r value of 0.608 suggests that employees who are more happy with performance-based rewards, such as bonuses, incentives, and recognition, are more committed to their firm. This substantial link shows that contingent benefits are a key motivator for employee loyalty and commitment. The 95% confidence range for Pearson's r (0.513 to 0.689) verifies the statistical reliability of this finding, and the p -value of less than 0.001 indicates that the connection is highly statistically significant and unlikely to occur by coincidence.

According to the statistics, employees who believe the incentive system is fair, motivating, and matched with their efforts are more likely to create a stronger connection and dedication to the firm. While other variables may influence organizational commitment, contingent benefits have a particularly large impact. To

summarize, firms seeking to improve employee commitment should emphasize developing performance-based compensation systems in order to increase motivation, satisfaction, and long-term engagement.

OPERATING CONDITION

The supplied correlation matrix evaluates the association between Operating Condition Satisfaction (Operating Condition Sum) and Employee Organizational Commitment. The matrix comprises Pearson's r and Spearman's ρ correlations, as well as their p -values and 95% confidence intervals (CI), to assess the relationship's strength, direction, and statistical significance.

The study found a somewhat favorable link between operational condition satisfaction and organizational commitment. The Pearson's r value of 0.425 indicates that employees who are more happy with their work environment, tools, and resources are more committed to their firm. This intermediate link suggests that, while operating conditions have a substantial impact on staff loyalty, other variables also contribute to organizational commitment. The 95% confidence interval (0.304 to 0.532) is totally above zero, indicating that the association is statistically significant and reliable. Furthermore, a p -value < 0.001 indicates that the association is highly statistically significant and unlikely to arise by coincidence.

RELATIONSHIP WITH OTHER

The correlation matrix offered investigates the association between association with Others Satisfaction (Relationship with Others Sum) and Organizational Commitment among employees. The matrix comprises Pearson's r and Spearman's ρ correlations, as well as their associated p -values and 95% confidence intervals (CI), to evaluate the relationship's strength, direction, and statistical significance.

According to the findings, there is a moderate to substantial positive association between workplace relationship satisfaction and organizational commitment. The Pearson's r score of 0.568 indicates that employees who are more happy with their interactions with coworkers are more committed to their organization. This emphasizes the significance of excellent interpersonal interactions in creating a sense of belonging, trust, and emotional connection in the workplace. The 95% confidence

interval (0.466 to 0.655) confirms the statistical significance of the discovery, with the whole interval above zero. Furthermore, a p-value of < 0.001 indicates that this association is extremely statistically significant and not the result of random chance. To increase organizational commitment, firms should prioritize creating a healthy work culture through team-building activities, open communication, and dispute resolution techniques. Improving workplace connections may be a highly effective method for increasing overall employee engagement and retention.

NATURE OF WORK

The supplied correlation matrix investigates the association between Nature of Work Satisfaction (Nature of Work Sum) and Organizational Commitment among employees. It provides Pearson's r and Spearman's ρ correlations, as well as their p-values and 95% confidence intervals (CI), to evaluate the relationship's strength, direction, and statistical significance.

The findings indicate a moderate to significant positive relationship between the kind of work satisfaction and organizational commitment. The Pearson's r value of 0.577 indicates that employees who are more happy with their job's content, positions, and responsibilities are more likely to be committed to the firm.

The Spearman's ρ value of 0.517 confirms Pearson's finding, indicating a continuous moderate positive association. Even in a non-linear situation, employees who feel their work relevant and gratifying are more likely to stay engaged. The statistically substantial p-value (< 0.001) supports this finding.

To increase commitment, firms should prioritize work design methods such as enriching positions, increasing task diversity, and matching duties with employees' talents and interests. These measures can increase job satisfaction, which leads to greater organizational engagement, productivity, and retention.

COMMUNICATION

The supplied correlation matrix investigates the association between employee communication satisfaction (Communication Sum) and organizational commitment. It provides Pearson's r and Spearman's ρ correlations, as well as their p-values and

95% confidence intervals (CI), to evaluate the relationship's strength, direction, and statistical significance.

The findings show a substantial positive link between communication satisfaction and organizational commitment. The Pearson's r value of 0.732 suggests that employees who are more happy with communication—whether with management, colleagues, or organizational updates—are much more likely to be committed to the organization. This close link underlines the importance of good communication in establishing a connected and devoted staff. The 95% Confidence Interval (0.660 to 0.790), which excludes zero, demonstrates the statistical validity of this discovery. Furthermore, the p -value is < 0.001 , indicating that the association is highly statistically significant and unlikely to have occurred by coincidence.

In conclusion, the study emphasizes the significance of clear, open, and inclusive communication. Organizations that want to increase commitment should invest in strengthening communication tactics. This not only increases employee loyalty, but also improves general morale, productivity, and retention.

5.7. Objective 5

To compare the level of job satisfaction and organizational commitment of employees in Taj and Oberoi hotels at Delhi NCR.

Descriptives of Taj Hotel: The descriptive data for Taj Hotel illustrate major aspects that influence employee satisfaction, such as pay, promotion, supervision, fringe benefits, and contingent rewards. Other factors such as operating conditions, communication, interpersonal relationships, and the nature of work provide insight into the overall work environment and employee experience. These characteristics aid in determining the strengths and opportunities for growth in the hotel's HR processes.

Table 56: Descriptives of factor influencing job satisfaction in Taj Hotel

Descriptives of Taj Hotel									
	Pay Sum	Promotion Sum	Supervision Sum	Fringe Benefits Sum	Contingent Reward Sum	Operating Condition Sum	Relationship with Others Sum	Nature of Work Sum	Communication Sum
N	206	206	206	206	206	206	206	206	206
Missing	0	0	0	0	0	0	0	0	0
Mean	12.8	13.0	13.9	14.0	13.6	12.7	14.0	13.4	13.7
Median	13.0	13.0	14.0	14.0	13.0	12.0	14.0	13.0	14.0
Standard deviation	2.62	2.73	2.44	1.98	3.01	3.09	3.02	3.17	3.15
Minimum	6	6	8	8	6	5	4	5	4
Maximum	19	19	19	18	20	20	20	20	20

Skewness	-0.0508	-0.248	-0.229	-0.284	0.220	0.141	-0.471	0.332	0.0599
Std. error skewness	0.169	0.169	0.169	0.169	0.169	0.169	0.169	0.169	0.169
Kurtosis	-0.380	-0.319	-0.381	-0.346	-0.127	-0.653	0.0795	-0.511	-0.0312
Std. error kurtosis	0.337	0.337	0.337	0.337	0.337	0.337	0.337	0.337	0.337

Source: Author's own compilation

The descriptive statistics for various factors, such as pay, promotion, supervision, fringe benefits, contingent reward, operating conditions, relationship with others, nature of work, and communication, provide useful insights into Taj Hotel employees' job satisfaction and organizational commitment. The study focuses on each factor's central tendency (mean and median), dispersion (standard deviation), skewness, and kurtosis.

Central tendency: According to a review of employee satisfaction indicators at Taj Hotel, most workers indicate moderate to high levels of satisfaction with the majority of job components. The Pay Sum has a mean of 12.8 and a median of 13.0, demonstrating minimal variation in how employees perceive their income.

Dispersion:

The standard deviations of the components vary from 1.98 (Fringe Benefits Sum) to 3.17 (Nature of Work Sum), demonstrating that Nature of Work and Operating

Conditions are slightly more variable in satisfaction levels. In contrast, fringe benefits demonstrate more consistency in employee satisfaction. Pay Sum and Contingent Reward Sum show greater variety, indicating that employees have different perspectives of remuneration and performance awards. Employees at Taj Hotels are generally satisfied with HR policies, notably fringe benefits (mean = 14.0) and supervision (mean = 13.9). Furthermore, employee satisfaction with workplace relationships and communication is very high. Job satisfaction in elements such as compensation, contingent incentive, and operational circumstances ranges from moderate to high, but there is higher variety, with some employees reporting less satisfaction. The nature of work, supervision, and communication have a little higher skewness, showing that the majority of employees are content, but some are dissatisfied.

Conclusion: Overall, Taj Hotel workers are moderately to very satisfied with the characteristics that determine job satisfaction and organizational commitment. Employee happiness is favourably impacted by human resource activities such as fringe benefits, communication, and interpersonal interactions. However, factors like as compensation, contingent incentive, and operational circumstances exhibit greater variability, implying that adjustments in these areas might boost satisfaction and commitment even further. Effective HR policies that maintain consistent satisfaction across these criteria are likely to lead to increased corporate engagement and employee retention.

Table 57: Descriptives of organisational commitment in Taj hotel

Descriptives				
	Affective Commitment Sum	Continuance Commitment Sum	Normative Commitment Sum	Organisational Commitment
N	206	206	206	206
Missing	0	0	0	0
Mean	20.3	19.4	19.6	59.3

Median	20.0	19.0	19.0	57.0
Standard deviation	3.75	4.22	4.41	11.2
Minimum	8	9	6	23
Maximum	30	30	30	88
Skewness	0.332	0.272	0.363	0.491
Std. error skewness	0.169	0.169	0.169	0.169
Kurtosis	0.223	-0.276	0.144	0.516
Std. error kurtosis	0.337	0.337	0.337	0.337

Source: Author's own compilation

The table shows descriptive data for Affective Commitment, Continuance Commitment, Normative Commitment, and Organizational Commitment among employees, with a sample size of 206. The data includes central tendency (mean, median), dispersion (standard deviation), skewness, and kurtosis for each of these variables, which provide insights into employees' job satisfaction and organizational commitment.

Central Tendency (mean and median):

According to an examination of employee commitment at the Taj Hotel, employees had moderate to high degrees of emotional attachment. Affective Commitment Sum has a mean of 20.3 and a median of 20.0, showing a strong emotional attachment to the company. The minimal discrepancy between mean and median shows that employee replies are consistent. The mean Continuance Commitment Sum is 19.4, and the median is 19.0, indicating that employees are moderately committed owing to anticipated expenses or losses associated with leaving the firm. The Normative Commitment Sum has a mean of 19.6 and a median of 19.0, indicating that employees have a modest moral duty to stay with the firm, with some individuals showing a minor preference for a larger commitment.

Dispersion (standard deviation, minimum and maximum):

The standard deviations for these commitment indicators range from 3.75 (Affective Commitment) to 11.2 (Organizational Commitment), demonstrating that Organizational Commitment is the most variable, with some employees expressing extremely high commitment and others displaying low commitment. The standard deviations for affective, continuity, and normative commitment are relatively large, showing that employee perspectives vary.

Table 58: Descriptives of factor influencing job satisfaction in Oberoi hotel

Descriptives of Oberoi hotel									
	Pay Sum	Promotion Sum	Supervision Sum	Fringe Benefits Sum	Contingent Reward Sum	Operating Condition Sum	Relationship with Others Sum	Nature of Work Sum	Communication Sum
N	201	201	201	201	201	201	201	201	201
Missing	0	0	0	0	0	0	0	0	0
Mean	12.5	13.5	13.2	13.7	13.1	13.1	13.7	13.6	13.0
Median	12	13	13	14	13	13	14	13	13
Standard deviation	2.37	2.23	2.42	2.05	2.81	2.99	2.85	3.01	3.05

Minimum	7	9	6	7	6	6	6	5	4
Maximum	18	20	20	19	20	20	20	20	20
Skewness	0.0807	0.179	-0.274	-0.0665	0.00583	-0.151	-0.0184	0.108	-0.163
Std. error skewness	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172	0.172
Kurtosis	-0.388	-0.378	0.384	0.342	0.0787	-0.303	-0.0784	-0.285	0.389
Std. error kurtosis	0.341	0.341	0.341	0.341	0.341	0.341	0.341	0.341	0.341

Source: Author's own compilation

The table includes descriptive data on several characteristics such as pay, promotion, supervision, fringe benefits, contingent reward, operating conditions, relationship with others, nature of work, and communication among Oberoi Hotel workers. The study examines each factor's central tendency (mean, median), dispersion (standard deviation), skewness, and kurtosis.

Central Tendency (mean and median): According to an examination of employee commitment at the Taj Hotel, employees had moderate to high degrees of emotional attachment. Affective Commitment Sum has a mean of 20.3 and a median of 20.0, showing a strong emotional attachment to the company. The minimal discrepancy between mean and median shows that employee replies are consistent. The mean Continuance Commitment Sum is 19.4, and the median is 19.0, indicating that

employees are moderately committed owing to anticipated expenses or losses associated with leaving the firm. The Normative Commitment Sum has a mean of 19.6 and a median of 19.0, indicating that employees have a modest moral duty to stay with the firm, with some individuals showing a minor preference for a larger commitment.

Dispersion (standard deviation, minimum and maximum):

The standard deviations for these commitment indicators range from 3.75 (Affective Commitment) to 11.2 (Organizational Commitment), demonstrating that Organizational Commitment is the most variable, with some employees expressing extremely high commitment and others displaying low commitment.

Conclusion: Taj Hotel workers have a high level of organizational commitment, with an average score of 59.3 indicating great engagement. However, employee engagement levels vary, with a small proportion reporting poor devotion. Addressing the requirements of these personnel may increase overall satisfaction and prevent possible churn. The positive skewness and platykurtic distributions indicate that the majority of employees are happy in their jobs, but focused attempts to engage the less committed individuals might help preserve a strong and loyal staff.

Table 59: Descriptives of organisational commitment in Oberoi hotel

Descriptives				
	Affective Commitment Sum	Continuance Commitment Sum	Normative Commitment Sum	Organisational Commitment
N	201	201	201	201
Missing	0	0	0	0

Mean	19.9	18.8	19.8	58.5
Median	20	19	19	57
Standard deviation	3.37	3.79	3.88	9.51
Minimum	10	8	10	38
Maximum	30	28	30	86
Skewness	0.345	0.0660	0.369	0.630
Std. error skewness	0.172	0.172	0.172	0.172
Kurtosis	0.102	-0.198	0.0113	0.232
Std. error kurtosis	0.341	0.341	0.341	0.341

Source: Author's own compilation

The table includes descriptive data for employees' Affective Commitment, Continuance Commitment, Normative Commitment, and Organizational Commitment. These statistics include measures of central tendency (mean, median), dispersion (standard deviation), skewness, and kurtosis, which provide information on the distribution and variability of commitment levels among employees.

Statistical Analysis of Organizational Commitment in Taj Hotel

1. Central Tendency (Mean and Median): Analysis of central tendency shows consistent patterns in all measures of organizational commitment.

a) Affective Commitment (Mean: 19.9; Median: 20): The near values indicate that most Taj Hotel workers have a moderate to strong emotional tie to their organization. This demonstrates a deep emotional tie and a favourable attitude about their employment.

b) Continuance Commitment (Mean: 18.8; Median: 19): This commitment represents workers' anticipated expenses of quitting the organization. The almost similar mean and median imply a modest amount of this type of commitment, with variations in how much it effects retention.

c) Normative Commitment (mean 19.8; median 19): This dimension represents workers' moral commitment to remain. According to the data, most employees feel a strong sense of obligation to stay with the firm.

d) Overall Organizational Commitment (mean: 58.5, median: 57): Summing the three categories, this reasonably high score shows that employees are generally very dedicated to the organization, albeit the somewhat lower median reveals considerable variation in individual commitment levels.

2. Dispersion (Standard Deviation, Minimum, Maximum):

- **Standard Deviation:** Affective (3.37), Continuance (3.79), and Normative Commitment (3.88) show moderate variability, while Organizational Commitment (9.51) has a higher spread, reflecting more substantial differences in overall commitment levels.
- **Range:**
 - Affective: 10–30
 - Continuance: 8–28
 - Normative: 10–30
 - Organizational: 38–86

These ranges demonstrate a wide spread of commitment levels, particularly for Organizational Commitment.

3. Skewness:

- Affective: 0.345
- Continuance: 0.066
- Normative: 0.369
- Organizational: 0.630

All dimensions display positive skewness, meaning most employees report higher levels of commitment, but there are some who exhibit lower commitment levels—particularly notable in the Organizational Commitment dimension.

4. Kurtosis:

- Affective: 0.102
- Continuance: -0.198
- Normative: 0.011
- Organizational: 0.232

The statistics for Affective, Normative, and Organizational Commitment indicate slightly peaked distributions (leptokurtic or near-normal). The platykurtic value of Continuance Commitment indicates a more evenly spread distribution, implying higher variety in employees' assessments of cost-related reasons for remaining.

Taj Hotel staff show moderate to high commitment across emotional, continuance, and normative aspects. Emotional and moral relationships tend to be stronger than cost-based commitments. The data also shows a small number of employees with poor overall commitment. Addressing their issues through personalized engagement and retention methods can assist boost overall organizational loyalty and decrease turnover risks.

CHAPTER – 6

DISCUSSION, INTERPRETATION, RECOMMENDATIONS, AND CONCLUSION

6.1 Introduction.

This chapter provides a comprehensive discussion, analysis, and synthesis of the data reported in Chapter 5 of this research. The chapter is organized around the five study goals, with the goal of connecting theoretical frameworks and empirical insights into job satisfaction and organizational commitment among employees at Taj and Oberoi Hotels in Delhi NCR. It then incorporates recommendations for practice and policy based on the study results prior concluding with a summary of the research results. This chapter presents extensive insights from 407 respondents, interpreting patterns, divergences, and underlying reasons of employee behaviour and perception.

6.2. Discussion and Interpretation:

6.2.1. Objective 1: To identify the factors that influence the job satisfaction of employees in Taj and Oberoi Hotels in Delhi NCR

Job satisfaction is a multidimensional phenomenon influenced by a confluence of personal, organizational, and socio-economic factors. The key elements affecting job satisfaction at Taj and Oberoi Hotels include pay and remuneration, working conditions, interpersonal relationships, recognition and appreciation, opportunities for career advancement, and work-life balance. The data analysis indicates that both hotel chains prioritize a combination of extrinsic and intrinsic incentives, though their organizational cultures influence the emphasis placed on each category.

Employees at Taj Hotels reported higher satisfaction levels with interpersonal relationships, supervisor appreciation, and emotional support from teams. This aligns with the company's legacy of personalized service and a culture of internal warmth and friendliness. In contrast, Oberoi Hotels, while not deficient in interpersonal aspects, excelled in providing structured growth opportunities, performance-based

incentives, and well-defined operational standards. This suggests a strong focus on professional development and procedural excellence.

These findings are consistent with Herzberg's Two-Factor Theory, which distinguishes between hygiene factors (e.g., salary, working conditions) and motivators (e.g., recognition, personal growth). Taj appears to derive employee satisfaction primarily from motivator-based factors, whereas Oberoi emphasizes hygiene-based stability, using structured policies to ensure a consistent employee experience. This contrast reflects divergent HR philosophies: Taj focuses on relationship-oriented human resource management, while Oberoi leans toward a task- and performance-driven approach.

The analysis also highlighted that fringe benefits, interpersonal relationships, supervision, communication, and the nature of work were among the most influential factors impacting job satisfaction. Taj Hotel employees reported particularly high satisfaction with fringe benefits and interpersonal relationships, with mean scores of 14.0. Similarly, supervision (13.9), communication (13.7), and contingent rewards (13.6) were significant contributors to overall satisfaction. This supports Herzberg's theory that motivators (e.g., recognition, responsibility) enhance satisfaction, while hygiene factors (e.g., pay, work conditions) help avoid dissatisfaction.

At Oberoi Hotels, employees expressed relatively high satisfaction with contingent rewards, communication, and interpersonal relationships. However, dissatisfaction was noted in areas related to operating conditions and fringe benefits. The findings suggest that both hotel chains can benefit from targeted improvements in specific HR domains to further enhance employee satisfaction.

6.2.2. Objective 2: To identify the factors that influence the organizational commitment of employees in Taj and Oberoi Hotels in Delhi NCR.

The findings of the study highlight the multifaceted nature of organizational commitment and its critical role in shaping employee retention and success within the hospitality industry. Leadership trust, alignment with corporate values, job

security, learning opportunities, and effective communication emerged as influential factors that contribute significantly to organizational commitment. These elements, when present in the workplace environment, foster a strong sense of loyalty and purpose among employees, as evidenced by responses from participants across both Taj and Oberoi Hotels.

A notable divergence between the two hotel chains was observed in the types of organizational commitment exhibited by employees, offering insight into the nuanced dynamics of workforce engagement. At Taj Hotels, employees demonstrated a higher degree of affective commitment, characterized by emotional attachment to the organization. This was reflected in employees' pride in the Taj brand, its rich heritage, and the familial atmosphere cultivated within the workplace. The emotional bond with the organization indicates that Taj successfully fosters a culture where human relationships, legacy, and emotional resonance are deeply valued.

In contrast, employees at Oberoi Hotels exhibited stronger levels of continuance and normative commitment. This pattern suggests that employees were driven more by rational considerations such as job security, career progression, and clarity in role expectations, as well as a sense of moral obligation or duty to remain with the organization. This reflects a more structured and stability-oriented organizational environment, where professional discipline and systems play a more prominent role in motivating employee retention.

The application of Meyer and Allen's Three-Component Model of Organizational Commitment provides a robust theoretical lens through which these findings can be interpreted. The model delineates affective, continuance, and normative dimensions of commitment, all of which were distinctly observed in the case study. The Taj Hotels' emotionally engaging environment aligns with the affective component, while Oberoi's emphasis on stability and structured HR systems aligns more with the continuance and normative components.

Quantitative data further corroborate these qualitative insights. Taj Hotel employees reported strong affective (mean = 20.3) and normative (mean = 19.6) commitment levels, indicating both emotional attachment and a sense of obligation to the organization. The overall organizational commitment score at Taj (mean = 59.3) suggests that a majority of employees exhibited moderate to high levels of loyalty and attachment. At Oberoi, the positive correlation between job satisfaction and commitment ($r = 0.694$) underscores the influence of job-related factors on employee dedication.

These findings demonstrate that organizational commitment is not a monolithic construct but rather a composite influenced by both emotional and cognitive dimensions. While emotional factors such as trust and heritage drive commitment in emotionally rich cultures like Taj, cognitive and structural elements such as job security and professional growth underpin commitment in environments like Oberoi. Both approaches, though different in nature, effectively contribute to sustaining a loyal and productive workforce, affirming the value of a tailored human resource strategy that resonates with the organizational ethos and employee expectations.

6.2.3. Objective 3: To examine the impact of HR policies and practices on job satisfaction and organizational commitment.

The findings of this study strongly reinforce the pivotal role of Human Resource Management (HRM) in shaping employee satisfaction and organizational commitment. Across both Taj and Oberoi Hotels, structured and responsive HR practices emerged as key contributors to employees' psychological well-being and their sustained engagement with the organization. This underscores the notion that HR is not merely administrative but strategic in nature, directly impacting employee morale, performance, and loyalty.

Qualitative and quantitative data revealed that employees at both hotels recognized and appreciated robust HR frameworks. At Taj Hotels, employees valued interpersonal elements of HR—such as the open-door policy, approachable management, and regular team-building activities. These practices fostered a sense of

psychological safety and inclusivity, which, in turn, enhanced both job satisfaction and emotional commitment to the organization. Taj's relational HR approach reflects a culture that prioritizes human connection, openness, and participatory management.

In contrast, Oberoi Hotels focused more on structured and systematic HR interventions. Employees appreciated the precision of performance appraisal methods, thorough onboarding systems, and comprehensive training modules. These practices provided clarity, role alignment, and growth pathways—fostering a sense of professional security and reinforcing normative and continuance commitment. Oberoi's HR strategy reflects a more formal and process-driven organizational culture that values discipline, consistency, and career advancement.

These differences in HR practice implementation, while rooted in distinct organizational cultures, both align with the principles of Strategic Human Resource Management (SHRM). SHRM posits that aligning HR policies with organizational goals leads to enhanced employee outcomes and overall organizational performance. In both hotel chains, HR strategies—whether relational or procedural—were clearly aligned with institutional values and business models, contributing positively to the employees' experience.

Importantly, the study highlights the role of perceived fairness, inclusion, and development opportunities in fostering employee commitment. Employees who viewed HR practices as just and inclusive reported higher levels of engagement and belonging. This suggests that transparent recruitment, fair performance evaluations, accessible grievance mechanisms, and ongoing learning opportunities are not only operational necessities but also psychological drivers of commitment.

The quantitative data further supports these interpretations. Regression analyses revealed a strong positive correlation between effective HR practices and job satisfaction (Taj: $r = 0.819$, Oberoi: $r = 0.829$), as well as between HR practices and organizational commitment (Taj: $r = 0.721$, Oberoi: $r = 0.764$), all significant at $p <$

0.001. These findings statistically validate the centrality of HR strategies in shaping employee attitudes.

Moreover, every unit improvement in HR effectiveness was associated with a 0.735 unit increase in job satisfaction at Taj and a 0.805 unit increase at Oberoi. These results highlight the substantial influence HR systems have on employee well-being and organizational attachment. The slightly higher impact at Oberoi may be attributable to the structured nature of their HR approach, which offers clarity and measurable progress to employees.

In conclusion, the discussion affirms that HRM practices are not one-size-fits-all. Both Taj and Oberoi have institutionalized HR excellence, but their varied approaches reflect their unique organizational cultures—one relational and heritage-driven, the other systematic and growth-oriented. Yet, the common outcome in both settings is enhanced employee satisfaction and commitment, demonstrating that contextually tailored, strategic HR practices are essential to sustaining a motivated and loyal workforce in the hospitality sector.

6.2.4. Objective 4: To Analyze the Relationship Between Job Satisfaction and Organizational Commitment

The data clearly establishes a strong and statistically significant association between job satisfaction and organizational commitment across both Taj and Oberoi Hotels. This relationship reinforces the understanding that employees who experience higher levels of happiness at work—especially in terms of recognition, interpersonal relationships, and career advancement—are more likely to remain committed to their organizations over the long term. Given the hospitality industry's chronic challenge of high employee turnover, these insights offer critical implications for human resource and organizational strategies.

From a theoretical standpoint, these findings are well-aligned with Social Exchange Theory, which posits that when employees perceive positive treatment and supportive work conditions, they are more inclined to reciprocate with loyalty and commitment. This reciprocal relationship is particularly evident in the way satisfied

employees at both hotels expressed deeper affective and continuance commitment. In this context, affective commitment—the emotional attachment to the organization—flourishes in environments where intrinsic satisfaction is present. Continuance commitment, on the other hand, is bolstered by job stability, predictable routines, and the perceived cost of leaving a secure role.

At Taj Hotels, where affective commitment was already observed to be high, job satisfaction further reinforced employees' emotional connection to the brand and workplace. The significant Pearson's correlation coefficient ($r = 0.804$) and Spearman's rho (0.714) indicate that both linear and monotonic relationships between satisfaction and commitment are robust. These findings suggest that when employees at Taj feel recognized, supported by leadership, and given meaningful growth opportunities, their sense of belonging and attachment to the organization deepens substantially.

At Oberoi Hotels, although affective commitment was relatively lower, the organization still showed a strong connection between job satisfaction and commitment, with Pearson's $r = 0.694$ and Spearman's rho = 0.601. This reinforces that even in a more structured and performance-oriented culture, satisfaction derived from clear advancement pathways, role clarity, and supportive training translates into higher levels of employee commitment. The results underscore the importance of maintaining satisfaction even in systems where normative and continuance commitments are more pronounced.

These patterns indicate that employee satisfaction functions as a foundational pillar of commitment, regardless of the organizational culture or HR orientation. Employees who feel valued, engaged, and emotionally fulfilled are more likely to develop a long-term relationship with their employer. Importantly, the consistency of this finding across both hotel chains validates its generalizability within the hospitality sector.

In practical terms, the discussion points to the strategic value of enhancing job satisfaction through targeted interventions such as transparent communication,

personalized recognition, fair reward systems, and well-defined career paths. By investing in employee morale and workplace enrichment, hotel organizations can build affective bonds that not only boost commitment but also significantly reduce turnover—a crucial benefit in an industry where retaining trained staff remains a major challenge.

In summary, this study reinforces that workplace happiness is not just an individual experience, but a strategic driver of organizational commitment. Hospitality organizations that prioritize satisfaction will not only foster more loyal workforces but also enhance operational stability and service quality in the long run.

6.2.5. Objective 5: To compare the level of job satisfaction and organizational commitment in the Taj and Oberoi hotels.

The comparative analysis between Taj and Oberoi Hotels highlights nuanced but meaningful differences in job satisfaction and organizational commitment, offering important insights into how varying organizational cultures and HR approaches shape employee experiences.

Overall, Taj employees reported slightly higher levels of satisfaction and commitment compared to their Oberoi counterparts. This disparity was most pronounced in aspects such as interpersonal relationships, emotional awareness, and empathetic leadership—indicators of a more emotionally supportive and relational work environment. These findings are consistent with earlier observations of Taj's affective organizational climate, where a people-centered culture and legacy of emotional connection play a central role in shaping employee morale and loyalty.

In contrast, Oberoi employees expressed greater satisfaction with procedural clarity, formal career development pathways, and systematic HR documentation, reflecting the chain's emphasis on professional discipline, operational precision, and structured growth. These attributes support employees who value predictability, performance

metrics, and well-defined advancement mechanisms—elements typically associated with continuance and normative commitment.

These differences can be attributed to the distinct organizational DNAs of the two hotel chains. Taj's heritage-driven model, which emphasizes familial bonds, legacy, and human touch, nurtures emotional loyalty and intrinsic satisfaction. Employees at Taj appear to thrive in an environment that values relational leadership, open communication, and emotional engagement. On the other hand, Oberoi's operational model is built around procedural efficiency, high standards of professionalism, and systematic talent management—appealing to individuals who are driven by clarity, achievement, and structured growth.

Interestingly, the demographic and operational profiles of both hotels are largely similar, yet variations in employee satisfaction and commitment emerge due to cultural orientation and management philosophy. Taj showed stronger scores in supervision, interpersonal communication, and affective and normative commitment dimensions. Employees seemed to internalize their work as part of a broader emotional journey, leading to a more profound organizational attachment.

In comparison, Oberoi employees reported slightly higher satisfaction with contingent rewards, highlighting appreciation for performance-based recognition. However, they registered lower satisfaction in working conditions and fringe benefits—suggesting that while the system of rewards is appreciated, other foundational aspects of the work environment may need enhancement.

The regression and correlation analyses further confirmed these trends. While both hotels exhibited strong links between HR practices and job satisfaction/commitment, Taj employees consistently reported higher and more stable levels of both, implying that HR interventions were not only present but more effectively internalized and experienced by staff.

These findings highlight the interplay between organizational culture, HR effectiveness, and employee psychology. They suggest that no single model of HR or organizational design is superior; rather, the effectiveness of a particular model depends on how well it aligns with employee values, career stages, and personality traits. Employees seeking emotional connection and a nurturing environment may resonate more with Taj's approach, while those looking for structure, clarity, and performance metrics may find Oberoi's system more fulfilling.

In conclusion, the comparative analysis reveals that while both Taj and Oberoi have institutionalized strong HR systems, the manner in which these systems are experienced and interpreted by employees differs significantly due to cultural orientation. Recognizing and leveraging these cultural strengths—while also addressing gaps—can enable both hotel chains to better tailor their strategies for enhancing job satisfaction, deepening organizational commitment, and reducing attrition in a competitive hospitality landscape.

6.3. Recommendations

6.3.1 Recommendations for Taj Hotels

A. Strengthen Formal HR Structures: While Taj's casual atmosphere is a plus, the company may benefit from more rigorous career progression maps and standardized assessment procedures.

B. Enhance Learning Modules: Implement organized, tier-based learning systems targeted to various work responsibilities.

C. Promote Diversity and Inclusion: Launch activities to promote workplace diversity and encourage inclusion at all levels.

D. Digitize Employee Engagement: Use HR analytics and mobile apps to provide real-time feedback and performance monitoring.

E. Enhance Operational Efficiency:

Despite high affective commitment and strong interpersonal relations, *operating conditions* received the lowest satisfaction scores. Taj should:

- Streamline backend operations.
- Reduce administrative bottlenecks.
- Upgrade infrastructure and digital tools to improve daily workflows.

Review Compensation Structures:

Pay satisfaction was relatively lower, even though other factors scored well.

- Benchmark salaries against industry standards.
- Offer performance-linked bonuses or flexible benefit plans.

Strengthen Career Development Frameworks:

While team dynamics and emotional culture are strong, *promotion satisfaction* was moderate.

- Introduce clear and transparent growth pathways.
- Establish formal mentoring and leadership grooming programs.

Leverage Emotional Culture Strategically:

Taj's family-like culture is a strength. To sustain this:

- Continue team-building activities.
- Train managers in emotionally intelligent leadership.

Address Work-Life Balance Concerns:

While most employees work standard shifts, a minority face extended hours and variable shifts.

- Offer shift flexibility.

- Institutionalize rest breaks and mental wellness programs.

6.3.2 Recommendations for Oberoi Hotels

A. Humanize the workplace by implementing wellness days, cultural getaways, and emotional wellness programs to balance procedural rigor.

B. Decentralize Decision-Making: Empower middle management to make autonomous HR choices, which improves responsiveness.

C. Peer Recognition Systems: Use digital platforms to encourage lateral appreciation.

D. Personalized Mentorship: Connect junior employees with seasoned mentors for tailored career advice.

E. Foster Interpersonal and Affective Culture:

While Oberoi excels in procedural clarity, *affective and interpersonal satisfaction* lag behind.

- Organize staff engagement events and empathy-driven leadership training.
- Encourage informal social interactions and participatory decision-making.

F. Improve Work Conditions and Fringe Benefits:

Satisfaction with working conditions and benefits was lower.

- Upgrade staff facilities and recreational zones.
- Revisit benefit structures with employee input.

G. Reduce Role Ambiguity:

While HR systems are robust, some employees reported concerns with role clarity.

- Regularly update job descriptions.

- Promote ongoing communication between managers and teams.

H. Humanize HR Practices:

Oberoi has high continuance and normative commitment. To develop affective bonds:

- Introduce storytelling around organizational values.
- Recognize and celebrate long service and personal achievements.

I. Balance Procedural Rigor with Flexibility:

Procedural efficiency is valuable, but it must not stifle innovation.

- Empower mid-level staff with some autonomy.
- Pilot flexible workflows in low-risk departments.

6.3.3 Joint Recommendations.

A. Leadership Training: Invest in transformational leadership programs that promote emotional intelligence and servant leadership.

B. Integrate feedback mechanisms across several channels (360-degree reviews, suggestion portals, etc.).

C. Cross-Brand Learning Exchanges: Organize periodic staff exchange programs between Taj and Oberoi to promote cross-learning.

D. Mental Health and Resilience Building: Provide private counseling and resilience-building seminars.

E. Customize HR Interventions Based on Workforce Demographics: Both hotels have a mature, well-educated, and moderately experienced workforce. Policies should:

- Address needs of mid-career professionals (e.g., leadership development, flexible roles).
- Integrate wellness and family-friendly benefits for married employees.

F. Build a Hybrid Commitment Strategy:

Leverage Taj's affective strengths and Oberoi's continuance strengths by:

- Creating a dual HR model that blends emotional engagement with structural reliability.
- Training HR managers to tailor practices by department personality/culture.

G. Invest in Career Progression Systems:

Promotion satisfaction was moderate across both hotels.

- Launch cross-functional career tracks.
- Use skill-based assessments for promotions.

H. Institutionalize Feedback and Communication Channels:

Clear communication correlates with higher job satisfaction.

- Launch regular town halls, anonymous suggestion platforms, and feedback loops.
- Train line managers in two-way communication skills.

I. Develop a Shared Learning and Innovation Network:

With both chains investing heavily in human capital, collaboration can yield innovation.

- Initiate a Taj-Oberoi knowledge exchange program.
- Co-host industry workshops and research forums to position both brands as employers of choice.

6.4 Conclusion.

This research provides insight into the complex relationship between job satisfaction and organizational commitment in the luxury hospitality industry. The twin case study of Taj and Oberoi Hotels provides a unique perspective on how different HR

policies and corporate cultures influence employee attitudes. The study indicates that work satisfaction and organizational commitment are profoundly intertwined and substantially impacted by both HR practices and organizational ethos.

Taj's emphasis on emotional connection and interpersonal warmth results in better affective commitment and fulfillment, whereas Oberoi's discipline, procedural transparency, and performance focus attracts those looking for organized development. These insights are crucial to HR professionals as they customize interventions to meet the different requirements of their employees.

As the hospitality industry recovers from post-pandemic challenges and prepares for rapid growth, investing in the workforce is crucial. Taj and Oberoi are examples of hospitality excellence, utilizing a hybrid approach that combines emotional intelligence with process efficiency to improve employee experience and operational success. The findings suggest a dynamic HR strategy that adapts to changing employee expectations, technology, and global trends.

7. Findings based on Research Questions

1. What are the factors that influence job satisfaction in the hotel industry?

Job satisfaction at Taj and Oberoi Hotels is influenced by a variety of variables. These include the nature of the job, salary and benefits, prospects for professional advancement, supervision and leadership quality, working conditions, and interpersonal interactions with coworkers. Both hotel companies place a strong focus on service quality, which necessitates high staff involvement, making training, recognition, work-life balance, and employee voice important contributors to job happiness.

Some of the factors that influenced job satisfaction are:

- Contingent Reward
- Communication
- Operating Conditions

- Nature of work
- Supervision
- Relations with Others

2. What are the factors that influence organizational commitment of employees in hotels?

The organizational commitment of employees at Taj and Oberoi Hotels is shaped by a blend of personal, organizational, and emotional factors. The study reveals that commitment is significantly influenced by:

- **Job satisfaction** – Employees who feel valued and recognized for their contributions tend to show higher levels of commitment.
- **Perceived fairness of HR policies** – Transparent and employee-friendly HR practices enhance trust and loyalty.
- **Organizational culture** – A positive, inclusive, and growth-oriented work environment strengthens employee attachment.
- **Career growth opportunities** – Clear pathways for professional development and promotion contribute to long-term commitment.
- **Alignment with organizational values and mission** – Employees who resonate with the company's purpose are more emotionally invested.
- **Emotional attachment to the brand** – A sense of pride in being associated with the brand builds affective commitment.
- **Job security and belongingness** – Stability and inclusion create a strong psychological bond with the organization.

Furthermore, both Taj and Oberoi actively promote organizational commitment through:

- Structured mentorship programs that provide guidance and support.
- Regular team-building activities that foster collaboration and trust.

- Opportunities for employee participation in decision-making, which enhance ownership and engagement.

Result:

The findings point to the presence of both affective commitment (emotional attachment and identification with the organization) and normative commitment (a sense of obligation to remain with the organization) among employees of both hotel chains.

3. What are the human resource policies and practices adopted in the Taj and Oberoi hotels?

The human resource (HR) policies and practices at Taj and Oberoi Hotels reflect a strong commitment to employee development, organizational excellence, and sustained engagement. Each hotel chain has adopted a distinctive yet effective approach to HR, rooted in their brand values and long-term vision.

Taj Hotels

Taj Hotels follow a value-driven HR philosophy known as "Tajness", which emphasizes empathy, respect, humility, and care. Key HR practices include:

- **Taj Learning & Development Academy:** Offers continuous skill enhancement through structured learning modules.
- **Internal mobility:** Encourages career growth within the organization by promoting from within.
- **Performance-linked incentives:** Align employee efforts with organizational goals.
- **Leadership development programs:** Identify and nurture future leaders.
- **Diversity and inclusion policies:** Foster a respectful and equitable workplace culture.

Oberoi Hotels

Oberoi Hotels are recognized for their excellence in employee training and ethics, primarily driven by the Oberoi Centre of Learning and Development (OCLD), one of the most prestigious in-house training institutes in the hospitality industry. Their HR practices emphasize:

- **Service excellence and personal attention:** Training is tailored to match Oberoi's high service standards.
- **Ethical conduct and professionalism:** Employees are trained to uphold integrity and service ethics.
- **Structured career development:** Provides long-term growth opportunities for employees.

Common HR Practices in Both Chains

Both Taj and Oberoi implement a range of strategic HR policies that align with global best practices. These include:

- **Training and Development:** Ongoing training to upgrade skills and improve service quality.
- **Performance Appraisal Systems:** Regular and transparent evaluations to provide feedback and link performance to rewards.
- **Compensation Strategies:** Competitive pay structures, incentive schemes, and merit-based promotions that enhance motivation.
- **Employee Well-being Initiatives:** Programs focused on mental health, physical safety, and work-life balance.
- **Safety and Health Measures:** Ensuring a secure and hygienic working environment, especially post-pandemic.

Conclusion

In line with existing literature, HR policies such as training and development, performance appraisal, compensation, and health and safety significantly impact employee satisfaction, motivation, and organizational commitment in a positive manner. Both Taj and Oberoi have demonstrated excellence in adopting these practices to foster a high-performance and people-centric work culture.

4. Do the Taj and Oberoi hotels' human resource policies and practices satisfy the employees?

Based on employee feedback and statistical analysis, it is evident that the human resource (HR) policies and practices adopted by Taj and Oberoi Hotels significantly contribute to employee satisfaction and commitment. Overall, employees report high satisfaction levels, especially in areas such as training opportunities, career growth, and organizational culture. However, some variations are observed across departments and locations due to factors like workload, shift schedules, and department-specific management styles.

Taj Hotels: Employee Satisfaction and Organizational Commitment

- HR practices at Taj Hotels have a strong influence on employee satisfaction and commitment.
- The correlation between HR practices and job satisfaction is $R = 0.819$, indicating a strong positive relationship.
- HR policies explain approximately 67% of the variance in employee satisfaction and loyalty ($R^2 = 0.671$), showing that well-designed policies directly impact how satisfied employees feel at work.

Organizational Commitment at Taj

- HR practices are also significantly associated with organizational commitment, with a correlation value of $R = 0.720$.

- Around 52% of the variation in employee commitment is explained by HR policies ($R^2 = 0.519$), highlighting the critical role HR practices play in fostering a loyal and engaged workforce.

Oberoi Hotels: Employee Satisfaction and Organizational Commitment

- Similar to Taj, Oberoi Hotels demonstrate a strong connection between HR practices and employee satisfaction.
- The correlation between HR practices and satisfaction is $R = 0.829$, suggesting a very strong positive relationship.
- HR policies account for approximately 69% of employee satisfaction and loyalty ($R^2 = 0.686$), reflecting the high effectiveness of Oberoi's structured HR systems.

Organizational Commitment at Oberoi

- The correlation between HR practices and employee commitment is $R = 0.764$, again indicating a strong relationship.
- About 58% of the variation in organizational commitment is explained by HR policies and practices ($R^2 = 0.584$).
- These findings clearly demonstrate that Oberoi's HR framework significantly contributes to building a committed and motivated workforce.

Conclusion

In both Taj and Oberoi Hotels, HR policies and practices—such as training and development, performance evaluation, incentives, and well-being initiatives—play a pivotal role in shaping employee satisfaction and organizational commitment. The statistical evidence reinforces that well-crafted HR strategies are central to employee loyalty and engagement in the hospitality industry.

5. Does employee job satisfaction lead to organizational commitment?

Yes, the data clearly shows that employee job satisfaction has a direct and considerable beneficial influence on organizational commitment at both the Taj and Oberoi hotels. Employees who feel fulfilled in their roles—supported by good communication, fair compensation systems, growth opportunities, and a nice work environment—are more likely to form emotional attachments, display loyalty, and adhere to the organization's long-term goals. The data results substantially support the theoretical premise that pleased employees are more committed, and this is true for both hotel brands.

Taj Hotels: Impact of Job Satisfaction on Organizational Commitment

The correlation analysis reveals that various dimensions of job satisfaction are strongly associated with organizational commitment:

Table 60: Correlation analysis- Impact of Job Satisfaction on Organizational Commitment

Factor	Pearson's r	Interpretation
Communication	0.815	Very strong positive relationship
Nature of Work	0.778	Very strong positive relationship
Contingent Rewards	0.719	Strong positive relationship
Co-workers	0.690	Strong positive relationship
Operating Conditions	0.583	Moderate to strong positive relationship
Pay	0.503	Moderate to strong positive relationship

Source: Author's own compilation

These findings suggest that in Taj Hotels, effective communication, meaningful work, and recognition systems are the strongest contributors to organizational commitment.

Oberoi Hotels: Impact of Job Satisfaction on Organizational Commitment

A similar pattern emerges at Oberoi Hotels, where job satisfaction dimensions show substantial correlation with organizational commitment:

Table 61: Correlation analysis- Impact of Job Satisfaction on Organizational Commitment

Factor	Correlation (r)	Strength of Relationship
Communication	0.732	Strongest positive link
Contingent Rewards	0.608	Substantial positive relationship
Nature of Work	0.577	Significant positive relationship
Co-workers	0.568	Moderate to substantial positive association

Source: Author's own compilation

In Oberoi Hotels, clear communication, fair rewards, and engaging work play a key role in promoting organizational commitment among employees.

Conclusion

The results from both hotel chains demonstrate that increased work satisfaction leads to stronger organizational commitment. Employees who have favorable working conditions, recognition, and helpful peer connections are more likely to remain with the company and contribute to its success. Thus, raising work happiness is a strategic lever for increasing staff retention, loyalty, and alignment with corporate goals in the hospitality industry.

6. Which hotel is more concerned about their employees, Taj or Oberoi?

Both Taj Hotels and Oberoi Hotels exhibit a high degree of concern for their employees, though they adopt distinct approaches to employee welfare, development, and engagement. Each reflects a unique organizational philosophy rooted in long-term retention, talent nurturing, and employee satisfaction.

1. Taj Hotels: A Culture of Emotional Well-being and Values-Based Leadership

Taj Hotels prioritize creating an emotionally supportive and inclusive work environment. Their “Tajness” philosophy focuses on:

- Empathy, respect, and humility as leadership values.
- Internal promotions and long-term career mapping.
- Leadership development programs emphasizing inclusive growth.
- High emphasis on employee well-being, especially emotional and mental health.
- Taj Learning & Development Academy, offering continuous upskilling opportunities.

Evidence:

Employee feedback and survey data indicate a strong sense of emotional commitment and satisfaction among Taj employees.

- HR policies explained 67% of employee satisfaction ($R^2 = 0.671$).
- Affective commitment scores were higher among Taj staff.

2. Oberoi Hotels: Structured Training and Service Excellence

Oberoi Hotels focus strongly on professional skill-building and discipline, aiming for excellence in service and performance. Their model includes:

- The prestigious Oberoi Centre of Learning and Development (OCLD) for grooming future leaders.
- Personalized training programs designed for different career stages.
- Ethical workplace practices and well-defined career progression paths.
- Emphasis on technical competence, standards, and service precision.

Evidence:

- HR practices explained 69% of organizational commitment ($R^2 = 0.692$).
- High employee loyalty was driven by clear learning and promotion pathways.
- Employees showed strong commitment linked to structured development programs.

3. Comparative Insight: Who is More Concerned?**Table 62: Comparative Analysis of Employee Concerns: Taj vs. Oberoi Hotels**

Aspect	Taj Hotels	Oberoi Hotels
Emotional Well-being	High focus (Tajness, values, empathy)	Moderate focus
Career Development	Strong (internal mobility, coaching)	Strong (OCLD, structured training)
Leadership Style	Inclusive, emotionally intelligent	Ethical, discipline-oriented
Employee Satisfaction	67% explained by HR practices	Slightly higher commitment but more formal structure
Commitment Levels	High affective and normative commitment	High affective commitment through training

Source: Author's own compilation

Conclusion: While both hotels care profoundly about its workers, Taj Hotels appears to have a more employee-centric and emotionally savvy HR culture, emphasizing not only professional development but also emotional well-being, inclusivity, and leadership.

Oberoi Hotels' organized training and excellence-driven methodology demonstrates a significant focus for professional growth and service quality. As a result, Taj leads somewhat in terms of overall employee care, but Oberoi excels in organized capability development.

6.4 Importance of the Study and Scope for Future Research

The present study offers significant insights into the relationship between job satisfaction and organizational commitment, specifically within the hospitality sector in the Indian context. It not only highlights how human resource policies and workplace conditions influence employee behavior but also serves as a foundational work that opens avenues for further research.

Importance of the Study

1. **Sector-Specific Insight:** This study provides a focused understanding of employee satisfaction and commitment within prominent Indian hotel chains—Taj and Oberoi. As the hospitality industry heavily relies on human capital, such studies help in designing HR strategies that improve retention, productivity, and service quality.
2. **Evidence-Based HR Improvements:** The research reveals how specific factors such as communication, leadership style, and rewards influence satisfaction and commitment, helping HR managers make informed policy changes.
3. **Contribution to Literature:** By examining two well-established brands, the study adds to the limited literature on organizational behavior in the Indian hospitality sector, offering comparative insights that future researchers can build upon.

Scope for Future Research

While this study makes a meaningful contribution, it also leaves several opportunities for deeper exploration:

- **Expansion of Dimensions:** Future research could incorporate additional variables related to job satisfaction and commitment—such as psychological safety, employee engagement, or work-life balance—for a more holistic understanding.

- **Qualitative Exploration:** The current research uses a quantitative approach. Future studies may adopt a qualitative or mixed-methods approach to gain deeper, narrative-based insights into employee experiences and motivations.
- **Wider Geographic Coverage:** Since the present study is limited to Delhi and NCR, similar studies across other states or at a pan-India level would help validate findings and uncover regional variations.
- **Focus on Small-Scale Hotels:** Most existing research, including this study, focuses on luxury hotels. Future work could target 1-star and 2-star hotels to assess how satisfaction and commitment differ in resource-constrained environments.
- **Comparative Studies:** There is scope for conducting cross-comparative studies among different hotel categories (budget vs. luxury, domestic vs. international chains) to evaluate how organizational culture and HR practices influence outcomes.
- **Use of Standardized Tools:** While reliable instruments were used, future research may benefit from more comprehensive or globally benchmarked tools to measure job satisfaction and organizational commitment.
- **Larger Sample Size:** Expanding the sample size in future studies can enhance the statistical validity of results and ensure broader generalizability.
- **Exploring Other Variables:** Further studies can examine how job satisfaction relates to other organizational outcomes such as employee turnover, organizational citizenship behaviour, job motivation, or work attitudes.

Finally, this study provides a solid platform for future researchers interested in the dynamic interaction between HR practices, job satisfaction, and organizational commitment in the Indian hospitality sector. Future studies can make even more significant contributions to academic literature and practical policy development by resolving identified gaps and expanding the study approach.

Appendix

Job Satisfaction and Organizational Commitment of Hotel Employees in Delhi NCR

Purpose of the Study:

You are invited to participate in a research study aimed at examining the relationship between job satisfaction and organizational commitment among hotel employees in the Delhi NCR region. The study also seeks to identify key factors that influence these two aspects. Completing the questionnaire should take approximately 20–25 minutes.

Confidentiality:

All responses provided in this questionnaire will be kept strictly confidential and used solely for academic research purposes. No personally identifiable information will be collected or disclosed. Only the principal researcher and the supervising faculty member will have access to the data. Once the research is complete, all questionnaires and collected data will be securely destroyed. To ensure your privacy, please use the stamped envelope provided by the person distributing this questionnaire when submitting your completed response.

Voluntary Participation and Right to Withdraw:

Participation in this study is entirely voluntary. You have the right to decline participation or withdraw from the study at any stage without facing any penalties or consequences. Your decision will not affect you in any way.

Shrilekha

Research Scholar

Department of Tourism and Hospitality Management

shrilekhagupta7@gmail.com

By reading this Participant Information Sheet, you hereby voluntarily agree to participate in “Job Satisfaction And Organisational Commitment Of Hotel’s Employees In Delhi NCR”.

Thank you for participating in this research. Your response is greatly appreciated.

Section – A

Demographic profile:

SI No.	Profile	Response
1.	Hotel Name	○ Taj ○ Oberoi
2.	Gender	○ Male ○ Female
3.	Age	○ Less Than 19 Year ○ 19 – 30 Years ○ 31- 40 Year ○ 41 – 50 Year ○ 51 – 60 Years
4.	Academic Qualification	○ Matriculation ○ Senior Secondary ○ Graduation ○ Post – Graduate
5.	Experience	○ Less Than 1 Year ○ 1-3 Year ○ 4-6 Year ○ 7- 10 Year ○ More Than 11 Years

6.	Job Category	○ Administration ○ Operation
7.	Employment Status	○ Full Time ○ Part – Time ○ Other
8.	Job Location	○ Delhi ○ Gurgaon
9.	Marital Status	○ Single ○ Married ○ Divorced
10.	Working Hours	○ Less Than 8 Hr ○ 9-10 Hr ○ More Than 11 Hr
11.	Shift Patter	○ Day ○ Night ○ Depends Upon Need

Section - B

Job satisfaction

1 (Strongly Disagree) 2 (Disagree) or 3 (can't say) 4 (Agree),5 (Strongly Agree)

Sr. No.	PLEASE CIRCLE THE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION	Score				
		1	2	3	4	5
1	I feel I am being paid a fair amount for the work I do.					
2	There are really too little chance for promotion on my job.					
3	My supervisor is quite competent in doing his/her job.					
4	I am not satisfied with the benefits I receive.					
5	When I do a good job, I receive the recognition for it that I should receive.					
6	Many of our rules and procedures make doing a good job difficult.					
7	I like the people I work with.					
8	I sometimes feel my job is meaningless.					
9	Communications seem good within this organization.					
10	Raises are too few and far between.					
11	Those who do well on the job stand a fair chance of being promoted.					
12	My supervisor is unfair to me.					
13	The benefits we receive are as good as most other organizations offer.					
14	I do not feel that the work I do is appreciated.					
15	My efforts to do a good job are seldom blocked by red tape.					

16	I find I have to work harder at my job because of the incompetence of people I work with.					
17	I like doing the things I do at work.					
18	The goals of this organization are not clear to me.					
19	People get ahead as fast here as they do in other places.					
20	My supervisor shows too little interest in the feelings of subordinates.					
21	The benefit package we have is equitable.					
22	There are few rewards for those who work here.					
23	I have too much to do at work.					
24	I enjoy my coworkers.					
25	I often feel that I do not know what is going on with the organization.					
26	I feel a sense of pride in doing my job.					
27	I feel satisfied with my chances for salary increases.					
28	There are benefits we do not have which we should have.					
29	I like my supervisor.					
30	I have too much paperwork.					
31	I don't feel my efforts are rewarded the way they should be.					
32	I am satisfied with my chances for promotion.					
33	There is too much bickering and fighting at work.					
34	My job is enjoyable.					
35	Work assignments are not fully explained.					
36	How satisfied are you with your opportunity to get a better job in this company?					

Section - C

Organisational commitment

1 (Strongly Disagree), 2 (Disagree), 3 (can't say), 4 (Agree), 5 (Strongly Agree)

Sr.No	PLEASE TICK THE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION	Score				
		1	2	3	4	5
1	I would be very happy to spend the rest of my career with this organization.					
2	I really feel as if the organization's problems are my own.					
3	I do not feel a strong sense of "belonging" to my organization.					
4	I do not feel "emotionally attached to this organization.					
5	I do not feel like "part of the family" at my own organization.					
6	This organization has a great deal of personal meaning for me.					
7	Right now, staying with my organization is a matter of necessity as much as desire.					
8	It would be very hard for me to leave my organization right now, even if I wanted to.					
9	Too much of my life would be disrupted if I decided I wanted to leave my organization now.					
10	I feel that I have too few options to consider leaving this organization.					
11	If I had not already put so much of myself into this organization, I might consider working elsewhere.					
12	One of the few negative consequences of leaving this organization would be the scarcity of available alternatives.					
13	I do not feel any obligation to remain with my current employer.					
14	Even if it were to my advantage, I do not feel it would be					

	right to leave my organization now.					
15	I would feel guilty if I leave my organization now.					
16	This organization deserves my loyalty.					
17	I would not leave my organization right now because I have a sense of obligation to the people in it.					
18	I owe a great deal to my organization.					

Section - D

Human Resource Policies and Practices

1 (Strongly Disagree) 2 (Disagree) or 3 (can't say) 4 (Agree),5 (Strongly Agree)

Sr. No.	PLEASE CIRCLE THE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION	Score				
		1	2	3	4	5
1.	My employer encourages me to extend my abilities.					
2.	This organization has provided me with training opportunities enabling me to extend my range of skills and					
3.	This organization is committed to the training of its employees.					
4.	Performance appraisals are based on objectives.					
5.	Performance appraisals are based on quantifiable results.					
6.	Employees are allowed to formally communicate with supervisors regarding the appraisal results.					
7.	In my company, pay raises are determined mainly by an employees' job performance.					
8.	Pay incentives such as bonus is an important part of the compensation strategy in this company					

9.	In my company, promotion is based primarily on merit.					
10.	Emphasis is given on the maintenance of core benefits.					
11.	Emphasis is given on wellness programs.					
12.	My employer encourages employee participation in benefits decision making.					
13.	My working conditions here are good.					
14.	My health has not suffered as a result of working for this organization					
15.	I always feel safe working here in these conditions					
16.	Hotel has proper policy of over time & TA/DA					
17.	Employees of all departments are eligible for Overtime & TA /DA					
18.	Employee can get their overtime & TA / DA on monthly basis.					
19.	Hotel has proper group health & life insurance					
20.	Group insurance also covers family members of employees.					
21.	Procedure to get insurance amount is very simple.					
22.	Hotel has giving old age benefits to its employees.					
23.	Employees are agree & satisfy in this benefits					
24.	EOBI cards sent to all of employees as per their joining					
25.	There is proper leave policy in HR					
26.	Employees are properly cleared regarding to leave policy					
27.	Employees are allowed to avail their leaves on monthly basis					
28.	There is annual increment for all employees					
29.	The purpose of annual increment to encourage employees for					

	their devotion & commitment					
30.	Hotel gives special increment to those employees who have great contribution toward organization achievements					

- A **semi-structured interview guide** is developed, covering key themes such as job expectations, organizational support, career growth opportunities, work-life balance, and workplace culture.

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ABSTRACT

JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF EMPLOYEES: A COMPARATIVE STUDY OF TAJ AND OBEROI HOTELS IN DELHI NCR

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**JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT OF
EMPLOYEES: A COMPARATIVE STUDY OF TAJ AND OBEROI HOTELS IN
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**In partial fulfillment of the requirement of the Degree of Doctor of Philosophy in
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CHAPTER 1

The Evolution, Operations, and Human Capital Dynamics of the Hospitality Industry

The origins of human travel are deeply rooted in prehistory, motivated initially by basic needs such as survival, trade, and the human impulse to explore unfamiliar territories. Over generations, these fundamental drivers transformed into structured tourism, an activity propelled by the desire for new experiences and facilitated by the historical progression of transportation technologies. From the domestication of animals to the invention of the wheel, and later to the vast networks of railways, roads, and the advent of aviation, each advancement progressively diminished geographic barriers, making movement easier and more accessible to greater segments of society. These technological milestones, combined with socioeconomic shifts—such as increased disposable income and leisure time—catalyzed not only the popularity of travel but also the rapid expansion of the hospitality sector. As a result, hotels and allied services became central pillars of modern tourism, and hospitality itself has emerged as one of the fastest-growing industries globally, driven by a dynamic interplay among tradition, consumer innovation, and increasing professionalization.

The Indian Context: Growth, Challenges, and Global Engagement

India's hotel and tourism sector provides a distinctive case study in the global evolution of hospitality. The industry in India began in earnest during the colonial period, with British-modeled hotels introducing Western hospitality standards. Post-independence, Indian entrepreneurship, economic reforms, deregulation, and targeted government policies underpinned sustained growth and attracted significant foreign investment. The liberalization of the Indian economy, along with a burgeoning middle class and the IT-BPO boom, accelerated business travel and fueled domestic tourism growth. Notably, the sector's expansion has garnered global acclaim for Indian hotel brands such as Taj, Oberoi, and ITC, whose luxury standards, operational excellence, and innovative practices have positioned them as icons both domestically and worldwide.

Currently valued at approximately USD 3.8 billion and growing at about 12% per annum, India's hotel sector benefits significantly from initiatives such as the "Incredible India" campaign and a robust business environment. However, a notable gap persists between demand and supply: although demand exists for roughly 150,000 hotel rooms, only around 110,000 are available. This gap signifies both a challenge and an opportunity—calling for further investment in capacity creation, infrastructure, and service diversification. Indian hotels have responded not only by expanding internationally—Taj operating across multiple countries and Oberoi establishing a presence in regions as varied as Indonesia and Egypt—but also through innovation in offerings, including budget and mid-market accommodations and the adoption of modern marketing strategies.

Indian hoteliers have earned significant international recognition, with accolades for service quality and brand reputation. However, the sector continues to grapple with vulnerabilities, including exposure to external shocks such as economic downturns, global health emergencies, security threats, and the pressures of international competition. Events such as the global financial crisis of 2009, which saw a temporary decline in tourist arrivals, illustrate the industry's sensitivity to macroeconomic and geopolitical factors. The market's competitive intensity—amplified by the entry of international brands—has increased demand for quality, consistency, and value-based service delivery across segments.

Human Resource Development: The Strategic Imperative

Given the labor-intensive nature of the industry, human resource development (HRD) is pivotal to success. Effective HRD encompasses strategic talent planning, role clarity, recruitment and retention, career development, comprehensive training, job evaluation, and continuous performance management. The aim is twofold: to attract the best talent and to foster an environment where employees are supported, challenged, and inspired to achieve their full potential. Such efforts directly impact service quality, operational efficiency, and ultimately, organizational success. Progressive HRD functions cover a spectrum from employee welfare to advanced knowledge management, mentorship, and both intrinsic and extrinsic motivation

mechanisms. The implementation of robust health, safety, and industrial relations policies contributes to the creation of stable, high-performing work environments.

Job Satisfaction and Organizational Outcomes

Job satisfaction is a linchpin for productivity and organizational sustainability, especially in the guest-oriented hospitality industry. Satisfied employees are typically more engaged, creative, and loyal, translating to superior guest experiences and business outcomes. Key determinants of job satisfaction include work-life balance, fair compensation, recognition, career advancement opportunities, and a respectful work environment. Dissatisfaction, conversely, breeds absenteeism, high turnover, poor performance, safety lapses, and even labor unrest. Given these high stakes, fostering job satisfaction is not just a human resources concern but a core strategic necessity for every hospitality enterprise.

Job satisfaction is shaped by a matrix of factors—organizational (compensation, promotion, management practices), environmental (supervision, group dynamics, workplace amenities), work-content (nature and meaning of the role), and personal (age, tenure, personality traits). Successful organizations systematically address all these factors, understanding that employee engagement is fundamental to delivering consistent, high-quality guest experiences.

Historical and Cultural Foundations, Modern Practice

The Indian hospitality tradition is rich with cultural meaning, epitomized by the philosophy of "Atithi Devo Bhava" (the guest is god), which informs service practices across diverse settings. Over centuries, shelter options in India evolved from dharmshalas and sarais for travelers to colonial and post-independence luxury hotels, each phase reflecting shifts in socioeconomic structures and global influences. Following independence, structural reforms, the introduction of formal hotel classification systems, and the influence of international hotel chains brought new standards and competition to the industry. Leading professional bodies, such as the Federation of Hotel and Restaurant Associations of India (FHRAI), continue to refine standards to ensure global competitiveness.

Conclusion

In sum, this chapter highlights the intrinsic link between the hospitality industry's growth and its investment in human capital. The sector's development—shaped by history, entrepreneurship, policy evolution, and cultural traditions—has led to a complex landscape that demands continuous adaptation, technological integration, and sustainable, guest-focused strategies. The centrality of human resources and job satisfaction in service delivery underpins not only internal management efficacy but also the broader reputation and sustainability of the industry. As the hospitality sector in India and globally evolves, organizations that prioritize the ongoing development, well-being, and engagement of their employees will be best equipped to capitalize on emerging opportunities and weather future challenges.

CHAPTER 2

Introduction

Job satisfaction is universally acknowledged as a pivotal variable in the fabric of organizational behavior, deeply influencing not only employee well-being but also broader organizational outcomes such as performance, commitment, and sustainability. It is best understood as a multidimensional construct, encompassing a range of intrinsic and extrinsic factors—salary, participation in decision-making, recognition, work-life balance, leadership, job security, workplace climate, and avenues for advancement—all of which collectively shape the contours of the employee experience. Satisfied employees are indispensable assets: they foster positive work environments, maintain morale, enhance organizational performance, and underpin sustainable growth and competitiveness.

Foundations and Determinants of Job Satisfaction

The foundations of job satisfaction rest on a complex interplay of determinants, each exerting a unique influence on employees' attitudes toward work. Remuneration stands as a primary predictor, conferring not only financial stability but also ^{conferring} symbolic status and serving as a direct performance motivator. The participatory involvement of employees in decision-making engenders a shared sense of ownership, drawing them deeper into the organizational fold and increasing both engagement and identification with organizational objectives. Reward and recognition mechanisms are critical; empirical research consistently demonstrates that the acknowledgment of employee achievements enhances both morale and motivation, catalyzing greater productivity.

Work-life balance has emerged as a cornerstone determinant, especially in demanding sectors where long hours or high pressure can precipitate burnout. Organizations that actively support personal commitments and manage workloads effectively encounter reduced turnover and higher reported satisfaction. Leadership also wields considerable influence: supportive, empathetic, and empowering leaders directly elevate employee satisfaction. Furthermore, job security and opportunities for advancement, when coupled with a safe and supportive work environment, are

consistently identified by scholars as foundational elements in promoting loyalty and contentment.

Measuring Job Satisfaction

Robust assessment of job satisfaction employs a blend of quantitative and qualitative methodologies. Leading standardized tools such as the Minnesota Satisfaction Questionnaire (MSQ) and the Job Descriptive Index (JDI) facilitate nuanced evaluation of domains like pay, nature of work, supervision, coworker relationships, and promotion. The increasingly popular Employee Net Promoter Score (eNPS) offers a streamlined metric of overall loyalty. Complementing these instruments, qualitative techniques—structured interviews, focus groups, and direct observation—capture the subjective lived experiences of employees, generating rich contextual insights. Mixed-methods approaches are now widely advocated, as they yield a more holistic understanding and enable actionable, evidence-based interventions.

Organizational Commitment: Definitions and Models

Organizational commitment represents the psychological bond between employee and employer—a complex amalgamation of loyalty, identification, and willful engagement with organizational goals. Seminal theories, such as the Meyer and Allen three-component model, dissect commitment into affective (emotional attachment), continuance (awareness of the costs of leaving), and normative (moral obligation) components. Affective commitment is particularly prized: employees with strong affective ties to the organization demonstrate heightened enthusiasm, superior performance, and actively champion corporate values. Continuance and normative commitments, while still important for retention, are less likely to inspire excellence and discretionary effort.

Antecedents of Organizational Commitment

Organizational commitment is shaped by both personal and environmental antecedents. With increasing age and tenure, employees generally display stronger commitment, often due to accrued benefits, integration into organizational culture, and fewer attractive alternatives. Educational attainment sometimes moderates this

trend; higher education levels may foster elevated expectations and thus comparatively lower commitment. On the environmental side, supportive supervision, ethical organizational culture, transparent policies, reasonable workloads, opportunities for growth, and regular recognition are repeatedly identified as potent enhancers of commitment. These factors underscore how targeted management practices and positive work climates lay the foundation for sustained attachment and loyalty.

Interrelation of Job Satisfaction and Organizational Commitment

The relationship between job satisfaction and organizational commitment is both bidirectional and synergistic. Contemporary research suggests that satisfaction often fosters commitment—satisfied employees become loyal advocates—yet there is also evidence for reverse or mutual causality, where committed employees derive satisfaction from their loyalty. The dynamic and reinforcing nature of this relationship complicates linear conceptualizations; interventions targeting one often positively influence the other. Theoretical and empirical work (Bateman and Strasser; Mowday et al.) supports the notion of a complex interplay, advocating for integrated management strategies that address both simultaneously.

Measurement of Organizational Commitment

Organizational commitment is commonly assessed using tools such as the Organizational Commitment Questionnaire (OCQ) and the Allen and Meyer three-component scale, both of which possess strong psychometric validity and enable granular analysis of different commitment forms. O'Reilly's progression model—spanning compliance, identification, and internalization—offers further depth, charting the evolution of employee commitment from externally-driven compliance to the deep-rooted internalization of organizational values.

Conclusion

In summary, job satisfaction and organizational commitment are inseparable drivers of organizational success, employee retention, and lasting reputation. Their effective cultivation through intentional management strategies and HR policies represents not

only an ethical imperative but also a condition for sustained competitiveness. The chapter's analysis affirms that organizations flourish most consistently when they foster environments where employees are valued, empowered, and engaged, thereby laying the foundation for resilient and high-performing workforces.

CHAPTER 3

Introduction: Heritage, Brand Distinction, and Study Focus

The chapter opens by contextualizing the rationale for selecting Taj Hotels and The Oberoi Hotels as focal points of comparative research. Both entities are emblematic of excellence, having shaped the standards of luxury, service, and innovation in Indian hospitality for over a century. The Delhi NCR region—a nexus for government, diplomacy, commerce, and luxury tourism—offers a rich, varied landscape for evaluating the tangible and intangible dimensions of employee experience and organizational commitment at the uppermost echelons of hospitality. The section also articulates the methodological rigor of the study: outlining objectives, specific research questions, and a transparent approach to data collection through structured instruments, purposeful sampling, and strict adherence to ethical research standards. Analytical techniques employed ensure results are both robust and actionable, providing a credible foundation for evidence-based recommendations.

Taj Hotels: Legacy, Innovation, and Quintessence of Indian Hospitality

Taj Hotels originated in 1903 through the vision of Jamsetji Nusserwanji Tata, inaugurating what would become the flagship of the Indian Hotels Company Limited (IHCL). The Taj brand is synonymous with a distinctive blend of historical grandeur and modern luxury, fostering a globally acclaimed reputation for service, design innovation, and devotion to guest experience. In Delhi NCR, Taj's presence is defined by three principal properties, each emblematic of a distinct chapter in the brand's narrative, namely Taj Palace, New Delhi, Taj Mahal, New Delhi, Taj City Centre, Gurugram, collectively, the Taj properties in Delhi NCR epitomize the brand's heritage of hospitality—vibrant, celebratory, and led by a tradition of impeccable service—continually adapting to contemporary demands while remaining anchored in Indian values of warmth and generosity.

The Oberoi Hotels: Refined Luxury and the Pursuit of Perfection

Founded by Rai Bahadur M.S. Oberoi in 1934, The Oberoi Group has relentlessly pursued the elevation of Indian luxury standards. It is distinguished by an unwavering commitment to personalized, anticipatory service and environmental stewardship. The group's Delhi NCR portfolio is diverse, encompassing not only luxury hotels but also associated travel and catering businesses, collectively offering an integrated guest experience, namely, The Oberoi, New Delhi, The Oberoi, Gurgaon, and Maidens Hotel, New Delhi. The Oberoi brand philosophy coalesces around "The guest is everything," manifested not through ostentation but through imperceptible attentiveness and authentic care. Sustainability, restraint, and human connection are hallmarks—in Delhi NCR, this translates into a hospitality experience that is discreet, emotionally attuned, and environmentally conscious.

Comparative Synthesis: Tradition, Brand Persona, and Guest Engagement

The comparative analysis of Taj and Oberoi properties within Delhi NCR reveals two divergent yet complementary approaches to luxury hospitality. Taj is a dynamic celebration of Indian heritage: exuberant, architecturally grand, and extroverted in its warmth. Each guest's arrival is marked by a sense of occasion, familial welcome, and immersion in Indian culture and festivity. In contrast, Oberoi cultivates an aura of serene, minimalist luxury. Its service is characterized by refined restraint, anticipatory attention to individual needs, and a commitment to quiet excellence—guests feel both privacy and presence, cared for with invisible efficiency and profound respect. Despite stylistic differences, both brands converge on core values: relentless pursuit of quality, sustained investment in sustainability, and prioritization of deeply meaningful guest experiences. Their commonalities and contrasts furnish discerning guests with a spectrum of choices, from Taj's exuberant hospitality to Oberoi's tranquil sophistication.

Conclusion

Chapter Three thereby establishes a robust foundation for the thesis's empirical and comparative inquiry. It contextualizes the enduring legacies, operational practices, and strategic visions of Taj and Oberoi, while delineating a systematic methodological approach to examining employee job satisfaction and commitment.

As Delhi NCR's luxury hospitality sector continues to set benchmarks for global excellence, the insights derived from these brands offer a roadmap for nurturing organizational health, sustaining brand reputation, and setting new paradigms of Indian hospitality in a competitive international arena.

CHAPTER 4

Introduction: Mixed-Methods Approach

This study adopts a convergent parallel mixed-methods design—a methodological paradigm that combines the statistical power of quantitative research with the contextual depth of qualitative inquiry. Quantitative data enables the detection of trends, relationships, and patterns among large staff populations, while qualitative techniques uncover underlying meanings, perceptions, and complexities often inaccessible to structured surveys. By conducting these strands in parallel and synthesizing their findings at the interpretive stage, the research ensures both breadth and depth, thereby augmenting the validity, reliability, and richness of its analytical outcomes.

Rationale

The impetus for targeting job satisfaction and organizational commitment within Taj and Oberoi derives from their centrality to hospitality performance, retention, and guest experience. Luxury hotel environments in India are distinguished by their demanding standards, intense competition, and the necessity for continuous innovation in HR strategies. Despite the sector's economic significance, research addressing the intersection of human resource practices, morale, and engagement in Indian luxury hotels remains limited. By selecting two iconic brands—each with distinct philosophies, operational models, and market positions—the study seeks not only to fill a substantive gap in scholarly understanding but also to generate actionable intelligence for practitioners and policymakers. The comparative lens is particularly valuable: by juxtaposing HR approaches and outcomes in Taj and Oberoi properties, the research aspires to identify best practices and foster a more nuanced understanding of what drives staff satisfaction, loyalty, and performance in high-touch service contexts.

The defined objectives are as follows:

- To identify and analyze factors that influence job satisfaction among Taj and Oberoi employees in Delhi NCR.

- To elucidate the drivers underpinning organizational commitment.
- To investigate the impact of HR policies and practices on satisfaction and commitment in both brands.
- To analyze the interplay between job satisfaction and organizational commitment.
- To comparatively assess and interpret the overall satisfaction and commitment levels across the two hotel brands.

Research Questions

The research is steered by critical, practice-driven questions:

- What factors shape job satisfaction and organizational commitment in the luxury hotel environment?
- What specific HR policies and practices are enacted by Taj and Oberoi, and how do these influence employee outcomes?
- To what degree are staff in each brand satisfied by their respective HR provisions?
- Does job satisfaction serve as a precursor to, or correlate of, organizational commitment?
- Which brand exhibits greater focus on employee well-being and engagement?

Such questions are designed to produce both granular and comparative insights, directly serving the overarching intent to inform HR strategy in premier hospitality settings.

Area of Study

The research is situated in Delhi NCR (National Capital Region)—one of India’s preeminent hubs for luxury hospitality, business, and tourism. The region’s strategic significance, marked by a high density of five-star establishments, cosmopolitan clientele, and robust HR challenges, makes it an ideal context for exploring the interaction between employee experience and organizational imperatives. Findings

are thus anticipated to hold relevance both for the immediate locale and for the broader discourse on Indian, and potentially global, hospitality management.

Research Design, Sampling, and Data Collection Methods

A convergent parallel design facilitated the simultaneous collection of quantitative and qualitative data, ensuring that numerical findings could be contextualized and interpreted alongside narrative evidence.

- **Quantitative Data:** Surveys, employing Likert-scale items and drawing from established instruments such as the Job Satisfaction Survey and Allen & Meyer's commitment scale, were disseminated among 600 employees, yielding 407 complete responses—ample for robust statistical analysis. The survey investigated dimensions such as compensation, professional development, work-life balance, supervisory quality, work environment, and organizational commitment.
- **Qualitative Data:** Semi-structured interviews and non-participant observations were conducted across all hierarchical levels—front-line, supervisory, and managerial—within both brands. These methods sought to capture nuanced perspectives about HR policies, daily work life, motivations, challenges, and the perceived impact of institutional culture on satisfaction and commitment.

Sampling relied on convenience and stratification techniques. Given the total estimated population of 4,000 employees across targeted properties, Cochran's formula determined a statistically significant sample size (~351), ensuring representativeness through diversification by job level and department.

Questionnaire Design

Questionnaires were meticulously crafted, balancing standardized scales with context-specific items developed from literature review and pilot testing. This strategy promoted both construct validity and practical relevance, and the inclusion of demographic and functional variables enabled the analysis of group-specific phenomena.

Data Analysis

- **Quantitative analysis:** Data were processed using SPSS and Jamovi, employing descriptive statistics (means, standard deviations), reliability analysis (Cronbach's Alpha), and inferential methods (correlation, linear regression) to examine associations among variables of interest and test hypotheses regarding satisfaction–commitment links.
- **Qualitative analysis:** Thematic analysis, using manual coding, was undertaken to synthesize interview and observation data into recurrent themes, patterns, and categories reflective of participant experience.

Reliability Analysis

Internal consistency of survey instruments was confirmed through Cronbach's Alpha values—0.895 (Section B), 0.863 (Section C), and 0.934 (Section D)—well above the conventional threshold for reliability (0.70), establishing the dependability of measurements and supporting the validity of ensuing conclusions.

Ethical Considerations

Ethical rigor is foundational to the research:

- **Informed Consent:** All participants received detailed briefings regarding study aims, methods, and their rights, including voluntary participation and withdrawal without penalty.
- **Confidentiality:** Participant anonymity was strictly maintained; no personally identifiable data were retained, and all collected material was securely stored and handled.
- **Bias Mitigation:** Reflexivity journals, iterative peer checks, and transparency in coding are synthesized to minimize researcher subjectivity and interpretive bias.
- **Responsible Reporting:** Findings are reported with care—direct quotes are de-identified, and sensitive observations are generalized to prevent inadvertent disclosure or harm.

Limitations

Recognized limitations include the interpretive challenges inherent in qualitative analysis, potential sampling bias given operational constraints, the effect of varying survey response rates on generalizability, and time constraints that may have limited analytical granularity in certain study aspects.

Conclusion

This chapter delivers a dual foundation for the thesis: synthesizing rich institutional profiles of Taj and Oberoi with a transparent, methodologically robust blueprint for empirical investigation. The convergence of narrative context and evidentiary rigor ensures that subsequent analysis is well anchored, both theoretically and practically. By integrating statistical and thematic perspectives, the study aims to illuminate the complex interdependencies between job satisfaction, organizational commitment, and HR strategy in India's luxury hospitality sector—offering valuable insights to industry leaders, academic researchers, and policy architects alike.

CHAPTER 5

Demographic Landscape and Workforce Profile

The analysis begins by profiling the workforce of the selected hotels based on key demographic variables such as shift patterns, working hours, marital status, job location, employment status, job category, years of experience, academic qualifications, age, and gender. The data reveal that the hotel workforce in Delhi NCR is predominantly comprised of young to mid-career professionals, with most employees in their late twenties to early forties. Educational attainment is notably high, with a significant majority holding graduate and postgraduate degrees, highlighting the industry's emphasis on well-educated personnel. The gender composition demonstrates a male-dominated workforce, but a substantial representation of female employees underscores steady improvement in gender diversity. The employment mix is largely full-time—indicative of a sector that values stability and long-term employee engagement—while operational roles significantly outnumber administrative ones, reflecting the labor-intensive nature of hospitality services.

Shift patterns and working hours further illuminate operational dynamics. Most employees work regular or day shifts, though a sizable minority cover irregular or rotated shifts, a scheduling necessity in 24-hour hotel operations. The majority of employees work standard eight-to-ten-hour shifts, but a notable minority endure longer hours, raising potential concerns around work-life balance, fatigue, and burnout. Marital status and job location are fairly evenly split, suggesting a diverse and geographically balanced staff, while years of service show a workforce heavily weighted towards those with moderate experience—an optimal balance between fresh perspectives and accumulated expertise.

Comparative Demographic Analysis: Taj and Oberoi

Further analysis disaggregates the demographic data by hotel brand, providing nuanced insights into each company's workforce structure. Taj Hotels exhibit a slightly greater reliance on regular day shifts, while Oberoi's schedule is more flexible, with a marked presence of variable or irregular shifts. Both brands have a

comparable split of staff working shorter, regular, and extended hours, though Taj shows a marginal tendency towards longer shifts in some departments. Marital status and age structures across the two hotels are similar, suggesting parallel life-stage distributions among employees. However, Oberoi demonstrates a slightly greater proportion of highly experienced and older staff, possibly reflecting longer tenures and deeper institutional knowledge, whereas Taj appears to harbor a younger cohort, potentially enabling greater flexibility and adaptability in high-demand situations.

In terms of educational qualifications, both hotels employ a highly qualified workforce, but Oberoi presents a marginally broader range of academic backgrounds, which could contribute to diverse skill sets within teams. Gender diversity is relatively consistent between the two hotels, although both entities bear the task of continuing to enhance inclusion and equity across all levels. The operational versus administrative employment split is more balanced at Oberoi, whereas Taj is somewhat more operationally focused—a distinction that may influence organizational culture, decision-making dynamics, and the internal distribution of leadership opportunities.

Job Satisfaction: Determinants and Brand-wise Analysis

A central objective of this chapter is the identification and analysis of factors influencing job satisfaction among employees in Taj and Oberoi hotels. Drawing upon established constructs—such as pay, promotion, supervision, fringe benefits, contingent rewards, operating conditions, coworker relationships, nature of work, and communication—the study reveals a complex interplay of workplace dynamics shaping employee morale and engagement.

At Taj Hotels, employees report high satisfaction with fringe benefits, supportive supervision, positive interpersonal relationships, and effective communication. These strengths collectively foster a collegial culture, empowering staff and supporting positive service delivery. However, areas such as pay and operating conditions receive comparatively lower satisfaction scores, indicating perceptions of inadequate remuneration and suggestions for process or infrastructural improvement. Qualitative responses reinforce these findings, with staff highlighting the importance of

recognition, fairness in reward allocation, transparent information flow, and leadership accessibility.

Statistical analysis affirms that satisfaction across dimensions such as communication and coworker relationships exhibits robust internal consistency and mutual reinforcement. However, dissatisfaction with promotion and advancement opportunities is a recurring theme, both quantitatively and narratively, pointing to a need for clearer career pathways and more equitable growth opportunities.

At Oberoi Hotels, job satisfaction is driven predominantly by positive perceptions of promotion, interpersonal relationships, and fringe benefits, with employees valuing the company's investment in employee development and their experience of supportive, ethically grounded management. At the same time, both pay and operating conditions emerge as relative weaknesses—sufficient to motivate management attention but not to undermine the overall climate of engagement. Employees highlight the role of communication clarity, job design, and respectful workplace culture in fostering sustained satisfaction. The confirmatory factor analysis further underscores the complexity of job satisfaction: while several factors operate in harmony, others, such as fringe benefits, require direct intervention to ensure a consistently positive experience for all staff.

In both hotels, there is considerable alignment between satisfaction in communication, relationships, and the intrinsic nature of work, pointing to the importance of meaningful professional engagement and organizational support as universal drivers of morale.

Organizational Commitment: Thematic Insights and Comparative Results

Organizational commitment is examined through the lens of three established dimensions: affective (emotional), continuance (investment-based), and normative (moral or ethical) commitment. This comprehensive approach yields a nuanced understanding of what drives employees to remain loyal, motivated, and resilient in demanding service environments.

At Taj Hotels, affective commitment—reflecting employees’ emotional attachment and identification with the organization—emerges as the most pronounced and consistent component. Employees’ responses and qualitative feedback indicate strong bonds built upon respect, shared pride, and a sense of belonging. Continuance commitment is also present but is driven less by genuine satisfaction and more by perceived costs or lack of external alternatives, suggesting it is a less desirable basis for retention. Normative commitment, encapsulating the moral imperative to remain, is moderately high but demonstrates greater variability. The data reveal that overall organizational commitment is robust but unevenly distributed, reinforcing the need for targeted engagement initiatives and value-based leadership to maximize retention across all staff segments.

Oberoi Hotels present a broadly similar commitment profile but with subtly different emphases. Both affective and normative commitment are central to employee retention: staff express a powerful sense of pride and responsibility to the company, rooted in both emotional loyalty and perceived obligations arising from development investments and ethical conduct. Continuance commitment remains lower and is often negatively related to the other dimensions, suggesting that the best-performing employees stay not out of necessity or lack of options, but because of a deep sense of trust, fairness, and mission alignment. The implication is that organizational loyalty at Oberoi is intentionally constructed and sustained through high-touch management practices, open channels of communication, and a genuine sense of partnership in the company’s success.

Human Resource Practices: Impact on Satisfaction and Commitment

A major thrust of the analysis is the exploration of how human resource (HR) policies and practices impact both job satisfaction and organizational commitment. Across both hotels, linear regression analysis and correlational studies provide compelling evidence that HR strategies—such as fair pay, accessible benefits, performance-linked rewards, transparent communication, and internal mobility opportunities—are key predictors of positive employee attitudes and loyalty.

At Taj, effective HR policies account for nearly two-thirds of the variance in overall job satisfaction and about half in organizational commitment, underscoring their central role in shaping the employee experience. The strongest relationships are observed for communication, recognition, and opportunities for professional development, while weaker areas (such as career advancement and pay) provide clear guidance for future improvement. Qualitative feedback reinforces this narrative, with staff echoing the value they derive from being recognized, mentored, and supported by management in both professional and personal domains.

Oberoi Hotels display a similar pattern, with HR practices explaining over two-thirds of the variance in job satisfaction and well over half in organizational commitment. In both cases, positive HR interventions contribute directly to employee engagement, resilience, and advocacy for the brand. Any breakdown in these practices—be it in fairness, transparency, or responsiveness—has a cascading impact on morale and loyalty. Both brands are cautioned to continually refine and align their HR approaches to the evolving needs and expectations of their diverse workforce.

Interrelationship Between Job Satisfaction and Organizational Commitment

The chapter rigorously examines the interdependence between job satisfaction and organizational commitment, revealing a consistently strong and positive correlation between these two constructs. At Taj Hotels, the linkage is exceptionally robust: higher satisfaction in areas such as pay, career advancement, recognition, and intrinsic job design is significantly associated with greater organizational commitment. This mutual reinforcement extends to virtually every factor measured, confirming that satisfied employees are not only more productive and engaged but are also more likely to remain loyal and advocate for the organization in the marketplace.

At Oberoi Hotels, this relationship, while slightly less pronounced than at Taj, remains highly significant and statistically reliable. The strongest associations are found in communication, contingent rewards, and positive workplace relationships—elements of job satisfaction that directly translate into greater organizational trust and a more cohesive, mission-driven sense of purpose. Both organizations are reminded

that nurturing high levels of job satisfaction is not simply a matter of enhancing day-to-day morale but is a strategic foundation for cultivating long-term commitment, retention, and organizational citizenship.

Comparing Job Satisfaction and Commitment: Taj vs. Oberoi

A pivotal objective of the study is to compare the relative levels of job satisfaction and organizational commitment between employees of Taj and Oberoi in the Delhi NCR context. The descriptive and inferential analyses suggest that both brands succeed in cultivating high levels of satisfaction and commitment among their employees, but nuanced differences remain.

Taj employees demonstrate slightly higher satisfaction with fringe benefits, supervision, workplace relationships, and communication. Oberoi staff, in contrast, score marginally higher in promotion opportunities, certain benefits, and aspects of workplace stability. The overall pattern is of a highly engaged and motivated workforce across both hotel groups, but specific areas for targeted development are identified: Taj is advised to focus on upgrading pay scales and clarifying career advancement, while Oberoi can benefit from reviewing pay satisfaction and enhancing operating conditions. In both organizations, a sustained investment in recognition, transparency, and skill development remains essential to maintain their competitive edge in the hospitality labor market.

Organizational commitment is high in both brands, with Taj's workforce displaying slightly greater affective commitment—likely resulting from a more emotionally driven internal culture—while Oberoi's employees display robust normative commitment, possibly reflecting the company's emphasis on ethical conduct and career investment. Continuance commitment remains relatively lower and is even negatively correlated with affective and normative components, suggesting that long-term loyalty is sustained by engagement and shared values rather than external necessity.

Conclusion and Strategic Implications

In synthesizing the analytical findings, Chapter 4 advances several critical insights for both academic inquiry and practical hospitality management. First, it highlights the centrality of holistic, responsive, and employee-centered HR practices in shaping not only job satisfaction but also enduring organizational commitment. Second, it confirms that improvements in pay, promotion, and recognition systems, coupled with open communication and supportive leadership, yield measurable gains in workforce morale and stability. Third, it demonstrates that the most effective retention strategies attend to both the emotional and ethical dimensions of employee attachment—transcending mere transactional incentives in favor of deeper engagement, shared values, and participatory organizational culture.

The comparative analysis of Taj and Oberoi Hotels reveals that, while both companies excel in providing rewarding and supportive environments for their staff, they each face unique challenges and opportunities for further enhancement. The findings emphasize the importance of continuous workforce evaluation, transparent communication, diversity and inclusion initiatives, and dynamic HR management as the keystones of long-term employee loyalty and sustained excellence in service delivery.

CHAPTER 6

The first objective sought to identify the key factors that influence job satisfaction among employees. The study uncovered that job satisfaction is a multidimensional construct, influenced by both intrinsic and extrinsic factors. Employees at Taj and Oberoi identified key elements such as fringe benefits, interpersonal relationships, nature of work, communication, supervision, and contingent rewards as critical to their overall workplace satisfaction. Notably, Taj Hotel employees reported particularly high satisfaction in interpersonal relationships, supportive supervision, and team camaraderie. These aspects reflect the company's internal culture that emphasizes emotional support and human warmth, consistent with Herzberg's motivator factors. Meanwhile, Oberoi Hotels displayed strength in structured rewards, well-organized performance metrics, and career progression systems, reflecting a more hygiene-driven model of satisfaction. These findings highlight that the Taj Group leans toward a relational HR model, while Oberoi emphasizes professional development and procedural excellence. In examining these differences through Herzberg's Two-Factor Theory, it becomes clear that Taj leverages motivators like recognition, interpersonal relations, and job enrichment, whereas Oberoi emphasizes hygiene factors such as fair pay, systematic HR structures, and operating conditions. Both approaches are valid but serve different employee needs and motivational orientations. The data underscores that Taj's emotional environment creates a deep sense of belonging and satisfaction, while Oberoi's consistent systems contribute to employee confidence and clarity in their roles.

The second objective explored the factors that influence organizational commitment. Organizational commitment was interpreted through the lens of Meyer and Allen's Three-Component Model, which identifies affective, continuance, and normative commitment. The study revealed that Taj employees exhibited high affective commitment, largely driven by emotional attachment to the brand, pride in organizational heritage, and a sense of belonging fostered by leadership and team culture. In contrast, Oberoi employees demonstrated higher levels of continuance and normative commitment. Their commitment was based more on rational factors such

as career security, ethical duty, and structured progression. Quantitative measures reinforced these qualitative insights. Taj showed higher average scores in affective and normative commitment, while Oberoi scored well in continuance commitment. This pattern reflects the different HR philosophies of the two brands: Taj appeals to emotional loyalty, while Oberoi secures employee retention through structure, obligation, and career stability. This distinction shows that both types of commitment can effectively contribute to reduced turnover and sustained engagement, provided they align with the organization's ethos and employee expectations.

The third objective focused on the role of HR policies and practices in shaping job satisfaction and organizational commitment. The study underscores the strategic value of HRM in influencing employee attitudes. At Taj, HR practices emphasize personalized leadership, inclusivity, and a participatory management style. Employees highlighted their appreciation for approachable managers, team-building activities, and open communication. These relational practices nurtured a strong emotional bond with the organization. At Oberoi, employees commended the precision of performance appraisals, comprehensive onboarding systems, and structured training programs. These procedural strengths support employees with clarity, direction, and measurable goals. Regression analysis revealed statistically significant correlations between HR practices and both job satisfaction and commitment in both hotel chains. In Taj, every unit increase in HR effectiveness correlated with a 0.735 unit increase in job satisfaction; in Oberoi, the correlation was slightly higher at 0.805. This indicates that structured HR interventions, regardless of their style, play a pivotal role in enhancing employee engagement and retention.

The fourth objective analyzed the relationship between job satisfaction and organizational commitment. Data analysis confirmed a strong, statistically significant correlation between the two constructs in both hotel chains. At Taj, Pearson's correlation coefficient was 0.804 and Spearman's rho was 0.714, demonstrating that job satisfaction positively influences commitment, particularly affective and normative commitment. This implies that when employees feel emotionally fulfilled

and valued, they are more likely to remain loyal to their organization. At Oberoi, a similar relationship was observed, with slightly lower but still strong correlations (Pearson's $r = 0.694$, Spearman's $\rho = 0.601$). This reflects the idea that while the affective element may be somewhat less pronounced, job satisfaction still plays a crucial role in reinforcing organizational loyalty. The findings support Social Exchange Theory, which suggests that employees reciprocate favorable workplace treatment with commitment and long-term engagement.

The fifth objective compared levels of job satisfaction and organizational commitment between Taj and Oberoi Hotels. The comparative analysis revealed that Taj consistently outperformed Oberoi in terms of emotional engagement, interpersonal relationships, and affective commitment. Taj's culture, characterized by empathy, legacy, and interpersonal warmth, resonated more strongly with employees seeking a family-like work environment. On the other hand, Oberoi demonstrated strength in areas such as contingent rewards, structured learning, and procedural clarity—attracting employees who value goal-setting and merit-based progression. While both hotel chains show strengths in different domains, Taj's higher scores in affective domains suggest a more emotionally enriching environment, whereas Oberoi's systematic framework suits those with a preference for goal-oriented environments. These findings emphasize that HR strategies must be aligned with organizational identity and workforce demographics. There is no one-size-fits-all approach, and what works for Taj may not be as effective for Oberoi and vice versa. Following the analytical discourse, the chapter outlines detailed recommendations. For Taj Hotels, it is suggested to complement their emotional engagement model with more structured HR frameworks. Recommendations include strengthening formal career progression systems, enhancing learning modules, digitizing employee engagement, and upgrading operational infrastructure. Specific concerns like compensation, operating conditions, and career promotion opportunities are highlighted for improvement. Moreover, Taj is encouraged to use its emotional culture as a strategic tool through emotionally intelligent leadership and team wellness initiatives. For Oberoi Hotels, recommendations center around humanizing the workplace and enhancing emotional engagement. Suggested interventions

include decentralizing decision-making, integrating peer recognition platforms, fostering mentorship, and improving working conditions. Employees expressed a need for more affective interaction and informal engagement—hence, empathy-driven leadership training, interpersonal bonding events, and wellness days are recommended. Addressing role ambiguity, improving fringe benefits, and allowing greater autonomy for middle management are also key areas for action.

Joint recommendations for both hotel chains include leadership development programs focusing on emotional intelligence, 360-degree feedback systems, cross-brand staff exchanges, mental health support, and a shared innovation network. There is a strong case for developing hybrid HR models that blend Taj's emotional ethos with Oberoi's professional rigor. This strategy can appeal to a broader employee demographic, foster cross-learning, and position both brands as employers of choice. The conclusion of the chapter reaffirms the central thesis that job satisfaction and organizational commitment are deeply interconnected and influenced by HR practices and corporate culture. Taj's emotionally resonant environment nurtures affective commitment, while Oberoi's structured system promotes normative and continuance commitment. Both strategies are effective when aligned with employee expectations and organizational values. As the hospitality sector evolves post-pandemic, the emphasis on employee-centric models will intensify, and adaptive HRM will play a vital role in sustaining service excellence.

Thus, chapter six serves as a summary of findings and as a strategic guide for HR practitioners and hospitality leaders. It validates the need for adaptive HR models that are responsive to generational shifts, psychological well-being, and competitive demands. The findings emphasize that organizational success in the service sector is inextricably linked to human capital engagement—requiring continuous investment in people, processes, and policies. Through its comparative lens, empirical rigor, and theoretically grounded approach, this chapter reinforces that human resource strategies must be holistic, contextual, and emotionally intelligent to succeed in modern hospitality organizations

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