

Fidelity amid the Employees of Star Hotels

Kiruthiga.V, Magesh.R

Abstract— The study aims in identifying the factors that result in loyalty among the employees of star category hotels. A total of 500 employees were surveyed regarding their agreement level with the identified factors of employee loyalty. Percentage analysis was performed to identify the key contributors to employee loyalty. The results reveal that when the hotel management aims in maximising the career potential of the employees and treats employees as part of the hotel then a loyal workforce is created and they will help in boosting the profitability and productivity of the hotel industry.

Index Terms— hotels, employee loyalty, career potential

I. INTRODUCTION

India's booming hospitality industry has transformed into a veritable basket of the choicest of rooms, food and beverage, health and business facilities, travel packages and everything that you can think of. New global entrants are vying with existing local players to provide world-class services at prices suited to every pocket. The spurt in India's tourism industry growth has had a ripple effect on its hospitality sector. Rising income levels and spending power along with the governments open sky policy have provided a major thrust. The thriving economy and increased business opportunities in India have acted as a boon for Indian hotel industry. Employees in hotels are significant because they are mostly important to the development of the hotels; employees' attitudes and behaviors play a vital role in the quality of work. In this regard, employees are primarily responsible for providing a sustainable competitive advantage for the s hotels. Therefore, success in the hotels depends on managing and retaining employees.

The hotels are generally the most frequent flows of human resources. The hotels access to the human resources of high frequency compared to the other enterprises. The possibility of a brain drain in hotels is more than for other enterprises. In Today's world of competitive development, the hotel industry should try to increase the satisfaction of employees by motivating them and at the same time they should aim in developing their business (Aksu, 2000). The most important source for the success of the hotel business are their valuable employees. The efficient and effective performance of an employee is the building block for the success of hotel business. Employee loyalty arise because of several sources which includes levels of role ambiguity, autonomy, quality of supervision, quality of social relationships, and level of

support in the workplace. Besides that, employees' attitudes and behaviours play a vital role in the quality of work. In this regard, employees are primarily responsible for providing a sustainable competitive advantage for the hotels. Apart from that, higher employee loyalty can help the hotel industry to retain the employees because employees have high satisfaction toward their jobs.

II. LITERATURE REVIEW

Moberg, 1997 in his study highlights the need for a more precise conceptualization of loyalty. This research suggests that by understanding the nature of co-workers' relationships with one another is very essential. Management should understand the factors that shape ethical and unethical behavior at work. Reichheld (2006) in his study reported many factors that affect the loyalty among the employees. The factors include benefits and pay, working environment, satisfaction and customers. Employee loyalty is critical for organizations as when an employee leaves the organisation it costs much for the organisation to replace them.

According to Al-Anzi (2009), research findings shows that over 90% of the employees feel that their mood and attitude towards their work changes according to the quality of work environment. This in turn reflects on employee loyalty. Employee will be loyal to the organisation that provides them with a favourable working atmosphere. It includes strong leadership and healthy interrelations, safety, wellbeing, opportunities, inclusion in decision making (Gill, 2009). Williams et al. (2008) found that, when the expectations of the employees' are upto their satisfaction through the pay given then they will be loyal towards the organisation.

III. RESEARCH METHODOLOGY

The study was conducted among 500 employees of star category hotels across India. A total of 10 items based on employee loyalty obtained through literature were surveyed using a five point likert scale (1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree). The data was the analysed using percentage analysis and the results were tabulated.

IV. RESULTS AND DISCUSSION

It is clear from Table 1, that out of 500 employees 57 per cent of the star category hotel employees disagree, 9.20 per cent of the employees strongly disagree and 6.80 per cent of the employees neither agree nor disagree to the fact that hotel takes steps to maximize their career potential. 11.20 per cent of the star category hotel employees agree and 15.80 per cent of the employees strongly agree that the star hotel takes steps to maximize their career potential.

Table 1: Percentage analysis

S	Items	Strongl y Agree	Agree	Neutral	Disagr ee	Strongl y
.						

Manuscript received Feb 04, 2014

Kiruthiga.V., Department of Management Studies, Anna University, Chennai, India

Magesh.R., Department of Management Studies, Anna University, Chennai, India

No.						Disagree
1	Career potential	79 (15.80)	56 (11.20)	34 (6.80)	285 (57.00)	46 (9.20)
2	Part of the hotel	110 (22.00)	54 (10.80)	35 (7.00)	242 (48.20)	59 (11.80)
3	Career development	96 (19.20)	80 (16.00)	21 (4.20)	196 (39.20)	107 (21.40)
4	Not getting other jobs	54 (10.80)	107 (21.40)	36 (7.20)	195 (39.00)	108 (21.60)
5	Attachment	86 (17.20)	71 (14.20)	32 (6.40)	202 (40.40)	109 (21.80)
6	Long term relationship	101 (20.20)	74 (14.80)	17 (3.40)	188 (37.60)	120 (24.00)
7	Gain public reputation	72 (14.40)	67 (13.40)	51 (10.20)	199 (39.80)	111 (22.20)
8	Reject better offers	60 (12.00)	80 (16.00)	26 (5.20)	68 (13.60)	266 (53.20)
9	Gain reputation	76 (15.20)	49 (9.80)	19 (3.80)	292 (58.40)	64 (12.80)
10	Work experience	107 (20.40)	29 (5.80)	23 (4.60)	292 (58.40)	49 (9.80)

It is observed that out of 500 employees taken for the study from the star category hotels 48.20 per cent of the employees disagree and 11.80 per cent of the employees strongly disagree with the management treating them like part of the hotel. While 7 per cent of the employees have a neutral opinion, 10.80 per cent of the employees in the star category hotels agree and 22 per cent of the employees strongly agree that the management treats them like part of the hotel.

On the issue of the support of star category hotel to the employees long-term career development, 39.20 per cent of the star category hotel employees disagree, 21.40 per cent of the employees agree and 4.20 per cent of the employees are neutral in their agreement. 16 per cent of the star category hotel employees agree and 19.20 per cent of the employees strongly agree that the star category hotel support to the employees long-term career development.

It is revealed that 39 per cent of the employees disagree, 21.60 per cent of the employees strongly disagree and 7.20 per cent of the employees have a neutral opinion on the continuation of the employment in the current hotel at this point of time because hotel industry is not doing well. 21.40 per cent of the employees agree and 10.80 per cent of the employees strongly agree to the continuation of their employment in the star category hotels.

It indicates that 40.40 per cent of the employees in the star category hotels disagree and 21.80 per cent of the star category hotel employees strongly disagree on viewing the hotel's problem as their problem. While 6.40 per cent of the employees have a neutral opinion, 14.20 per cent of the employees agree and 17.20 per cent of the employees strongly agree that they view the hotel's problem as their problem. It is evident from the results that 37.60 per cent of the employees disagree and 24 per cent of the star category hotel employees strongly disagree on having long term relationship with the star category hotel. 3.40 per cent of the employees have a neutral view, 14.80 per cent of the employees agree and 20.20 per cent of the employees strongly agree that they have a long term relationship with the star category hotel.

39.80 per cent of the star category hotel employees disagree, 22.20 per cent of the employees strongly disagree and 10.20 per cent of the employees have a neutral opinion on the fact

that the hotel focuses to gain public reputation rather than fulfilling employee welfare. 13.40 per cent of the star category hotel employees agree and 14.40 per cent of the hotel employees strongly agree to the fact. Upon the willingness of the star category hotel employees to stay with the current hotel even if other hotels offer more pay 53.20 per cent of the star category employees strongly disagree, 13.60 per cent of the employees disagree, 5.20 per cent of the employees neither agree nor disagree, 16 per cent of the employees agree and 12 percent of the star category hotel employees strongly agree.

It is apparent that 58.40 per cent of the employees disagree, 12.80 per cent of the employees strongly disagree and 3.80 per cent of the employees have a neutral opinion on the hotel providing them an opportunity to gain work reputation. 9.80 per cent of the employees in star category hotels agree and 15.20 per cent of the employees strongly agree that the hotel provides them an opportunity to gain work reputation.

It is evident that 58.40 per cent of the star category hotel employees disagree, 9.80 per cent of the employees strongly disagree and 4.60 per cent of the employees neither agree nor disagree regarding the hotel assisting them to gain more working experience in the work they doing. 5.80 per cent of the star category hotel employees agree and 20.40 per cent of the employees strongly agree that the hotel assists them.

V. SUGGESTIONS ANF CONCLUSION

Based on the discussion it is indicated that loyalty among the employees working in star category hotels is influenced by many factors. The hotels should not always focus in maximisation of profit, it should care for the employees too as they are the first customers of the hotel. The hotels should enhance the career potential of the employees through various training programme. If the hotels nurtures the capabilities of the employees then the employees in turn get involved in the hotel functioning with utmost commitment. The employees should be involved in the decision making for various issues regarding hotels according to their level. This will increase their belongingness towards the hotel and they will stand by the hotel in resolving any problem instead of quitting their job. Thus employee loyalty is a give and take policy. Greater the hotel management trusts and behaves in a loyal manner towards the employees the employees will also be loyal towards the hotel resulting in an ever booming loyal workforce.

REFERENCES

- [1] Al-Anzi, N. M. (2009) Workplace environment and its impacts on employee's performance: A study submitted to Project Management Department in Saudi Aramco, Open University of Malaysia
- [2] Gill, R. (2009). *Employer of choice and CSR reputation in Australia*. Mauritius: VDM Publishing.
- [3] Javalgi, R.G. and C.R. Moberg (1997), "Service loyalty: implications for servicenproviders," *The Journal of Services Marketing*, 11 (3), 165-79
- [4] Reichheld, F.F. (2006). *The Ultimate Question: Driving Good Profits and True Growth*. Harvard Business School Press. Boston.
- [5] Williams, M.L., Brower, H.H., Ford, L.R., Williams, L.J., Carraher, S., 2008. A comprehensive model and measure of compensation satisfaction. *Journal of Occupational and Organizational Psychology* 81, 639-668