

An Impact of Employee Commitment and Organizational Climate on Employee Job Satisfaction and Retention in Star Hotels in Coimbatore District

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Abstract: *In the competitive world, the hotel has become a rapidly growing industry. It has created more job opportunities and developed infrastructure. The inspiring growth of Foreign Tourist Arrivals (FTAs) shows that India still has a huge untapped potential in tourism. In this study we look into the impact of organizational climate and employee commitment on job satisfaction and employee retention. The structural equation model (SEM) is carried out to identify the importance of climate and its effects on the commitment level of employees, and assess the employee's job satisfaction and employee retention in the hotel industry. It explores how employee commitment and organization climate help them get job satisfaction and us predict the employee turnover.*

Keywords: *Employee Commitment, Foreign Tourist Arrivals, Hotel Industry, Job Satisfaction, and Organizational Climate.*

I. INTRODUCTION

In the present scenario, the organizations or industries are facing a lot of challenges than ever before. Organizational climate is consistently challenged by the increasing variety of changes impacting organizations nowadays. If these changes are not adopted properly by an organization, it may affect the behaviour and perception of people employed in it, leading to reduced motivation and worker satisfaction, enhanced turnover and absence, which will ultimately result in the decline of the organization's performance. Work commitment is the fuel that pushes workers to try for excellence. Pundits of organizational psychology consider work commitment the second most typically-studied job perspective. The organizational climate involves employees' attitude and experience. It describes the organizational terms with respect to both behaviour and outcome and the internal environment.

Coimbatore is the third largest city in Tamil Nadu. It is situated along the western boundary of the state close to Kerala. It is also famous for the manufacture of textile, motor pump sets and assorted engineering goods. The city has gained popularity as a Medical Tourism hub given the presence of several multi-specialty hospitals. In 2011/12 the city saw the entry of four branded hotels (600 rooms) positioned in the upscale and mid-market space. According to

the Federation of Hotels and Restaurants Association (FHRA) the average occupancy rates rose to 75% in 2018.

II. LITERATURE REVIEW

Farzinfarabod et al. (2013), talk of the impact of organizational communication on job satisfaction and organization commitment in Iran. The employees get job satisfaction from better communication from supervisor, working environment and commitment to the job. These variables help the employees to get financial and non-financial rewards from the organization.

Christian Vandenberghe et al. (2015) their study represents that normative commitment escorts to lesser well being and abridged performance of employees. Employees' loyalty is the sense of commitment to the organization. The implication for the study was employees' normative commitment functioning are highlighted in the organization.

AbdurrahimEmhan et al. (2014) have studied the effect of learning capacity arising out of turnover intention and organizational commitment in Turkey. There is a significant relationship among turnover intention, organization commitment and learning capacity. Learning capacity is a mediating effect in the turnover intention and organizational commitment.

Hsieh, Apostolopoulos, & Sönmez (2016) explain working conditions and the well-being of hotel housekeepers in Latina. This study finds out how the hotel housekeeping employees manage their work conditions and health issues. The hotel should evaluate the occupational hazards and the lack of access to healthcare service.

The findings of the study reveal that housekeepers face physical, chemical, and social hazards leading to musculoskeletal injuries. The recommendation is to introduce multilevel healthcare service to the employees to encourage a healthier working environment.

Vikneswaran Nair et al. (2014) have investigated the relationship between rewards and job satisfactions among frontline employees and examined the types of rewards that promote job satisfaction. The financial and non-financial rewards are significantly associated with job satisfaction. Establishing well-balanced reward systems boosts employee performance and job satisfaction and improves the service quality in the hotels.

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