Chapter - 1

Introductory Background and Framework of the Study

This chapter discusses introductory background and framework of the study. It presents research questions, objectives and hypotheses of the thesis. A conceptual research model and research methodology, along with various statistical tools that have been used in analyzing data have also been discussed. The chapter ends with significance and limitations of the study, followed by structure of the thesis.

1.1 Introduction

Employee engagement is an emerging topic and one which has stimulated much debate among HR consulting practitioners in recent years (Baldev & Anupama, 2010). It has become one of the most leading priorities of human resource practitioners and senior managers in the corporate world (Bhatla, 2011). In a world that is changing both in terms of global nature of work and diversity of the workforce, engaged employees may be a key to competitive advantage for organizations (Rana & Chhabara, 2011). Employee engagement is the key focus of both business entrepreneurs and academic researchers and is an issue of modern business environment (Larkin, 2009). The organization which understands the conditions that enhance employee engagement will have accomplished something that competitors will find very difficult to imitate (Kumar & Swetha, 2011). Human resources are important assets of every organization and key aspect of organization is concerned with making the best use of all of its man power resources. It is about maximizing organization assets in order to gain competitive advantage in the marketplace (Heaney, 2010). In this global competitive world, each and every organization desires to gain the competitive advantage over others and employee engagement is the best technique to achieve that advantage (Rashid, Asad, & Ashraf, 2011). In the present business scenario, employee engagement is considered as an important HR practice that organizations can use in order to cope with the uncertainty of organizational conditions and play a central role in improving its efficiency.

According to Vazirani (2007) employee engagement is a barometer that determines the association of a person with the organization and one of the important and powerful strategy to attract, nurture, retain, respect and manage the manpower of
the organization (Neeti & Leekha, 2011). Many organizations and consulting firms conceived engagement as similar to other important work related constructs like job satisfaction, job involvement, organizational commitment and organizational citizenship behaviour (Kumar & Swetha, 2011). Employee engagement plays an important role in increasing the morale of the employees. Therefore it is the responsibility of human resource managers to build satisfaction among the employees and make them engaged, because engaged employees are motivated to contribute their knowledge, skills and abilities to help their organization succeed (Saradha & Patrick, 2011). An engaged workplace encourages commitment, energy and productivity from all those involved and ultimately helps to improve organizational performance (Sreekanth & Aryasri, 2012). By making the employees involved in organizational activities, HR managers have to motivate them to contribute to the business and productivity success and at the same time, it increases their sense of well-being (Swarnalatha & Sureshkrishna, 2013).

Organizations around the globe are measuring engagement level of the employees in order to improve productivity and profitability of the organization as has the potential to significantly affect employee retention and loyalty (Mani, 2011). According to Kahn (1990) people occupy roles at work and this role depends on their task. The ability to attract, engage, develop and retain talent will become increasingly important for gaining competitive advantage (Ariani, 2013). Organizations need employees who are flexible, innovative, willing to contribute and go beyond the expectation of the organization. At the same time organizations have to give their employees the freedom to make their work exciting and favourable to business environment. The organizations, which are not able to provide a good treatment to their employees, will lose their talented people. Southard (2009) has pointed out that each and every organization requires engaged employees who are full of energy and enthusiasm and are willing to work more than the expectations of the employer. When the employee is engaged and motivated, he/she can work more frequently that would result in good production and development of the organization (Bhatla, 2011).

In the current market scenario, employee engagement is considered as the key driver of organizations, because it not only influences employee retention, loyalty and productivity but also plays an effective role in customer satisfaction, organizational image and overall stakeholder value (Kumar and Swetha, 2011). On the other hand,
employees who are disengaged, carry the organization in negative direction and affect the organizational performance through absenteeism, turnover and lower productivity (Basbous, 2011; Sundaray, 2011). Engaged employee is almost three times more sincere toward their work and job in comparison to those employees who are actively disengaged. An individual’s intention to leave the organization is generally regarded as an important measure of how they feel about their work as well as the organization also (Kular, Gatenby, Rees, Soane, & Truss, 2008). An engaged employee is fully aware of the business environment and works with the help of other employees to improve the performance within the job for the benefits of the organization and puts all efforts and enthusiasm towards their work and also care about the future of the organization (Mani, 2011; Sundaray, 2011).

Saradha and Patrick, (2011) have pointed out that employee engagement activities significantly improve the overall performance of an organization. The ultimate goal and objective of every organization is to increase its profits, improve the quality of goods and services and improve customer satisfaction with optimum resources. Therefore HR managers should develop ways to increase employee engagement activities to increase the frequency and intensity of engagement levels among employees which would bring better organizational results. According to Garber (2007) engagement is just like a muscle that continuously requires exercise to grow and develop. Engaging the employees will keep them motivated and skilled in their works. If the organizations do not use it, it will be diminished. Therefore, to develop engagement among employees, human resource managers should create positive relationship among employees, and also clear honest and reliable communication within the organization (Garber, 2007). The manager should encourage developing meaningful relationship with the employees and internal communication within the organization. Effective internal communication engages the employees towards the work and finally increases productivity, retention and profit for the organization (Zajkowska, 2012).

1.2 Taj Group of Hotels: An introduction

The Indian Hotels Company Limited (IHCL) and its subsidiaries’ companies are collectively known as Taj Group of Hotels. Taj Group is one of Asia's largest and oldest group, having 128 hotels in 61 locations in India and 16 international hotels in
Maldives, Malaysia, UK, USA, Bhutan, Sri Lanka, Africa and Middle East. Taj Group has become a household name today. A symbol of quality and elegance, the brand offers all the facilities and services to the customers that go in the making of a grand hotel stay. The Taj Group of Hotels is a part of Tata Group of Companies. The company made its foray in the Indian hospitality industry in the year 1903, when the first Taj Hotel, called Taj Mahal Palace and Tower was started by Jamsetji Nusserwanji Tata in Mumbai (www.tajhotels.com).

Taj Group of Hotels is the oldest and most successful hotel chain/group in India. It has very active and strong HR policy than any other hotel in India. The employees are motivated towards their work. The Taj Hotels also take care their employees in every situation. If the example of terror attack, on Taj Hotel in Mumbai on 26 November 2008, is taken, employees were fully engaged in providing safety to the guests and while providing them safety measures, some of the employees even died and got wounded. The hotel group helped their employees in the critical situation. They helped those who died and were wounded in that attack. Such activities play key role in motivating the employees towards the organization and increases their morale towards their organization (www.tajhotels.com).

Employee engagement is very important for the survival of Indian hospitality industry and without engagement, better hospitality cannot be provided at any cost. If the employees working in hospitality sector are engaged towards their job, definitely they will provide better services to the guests. Taj Group is most preferred employer brand in hospitality industry in India.

1.3 Statement of Problem

Employee engagement is the key focus of both business entrepreneurs and academic researchers and is an issue of modern business environment. It is gaining popularity in corporate world across the globe. Now a days, organizations are focussing on employee engagement as an effective human resource policy to gain competitive advantage. The hotel industry is a labour intensive industry and provides employment to all categories of workers. Hence, employee engagement is very essential for effective utilization of human resources. According to Saks (2006) there is scarcity of literature on employee engagement in the academic community and suggested that the concept of employee engagement needs to be expanded. The term
employee engagement and its importance have been discussed by the researchers (Kahn, 1990 & 1992; Perin, 2003; Saks, 2006; Southard, 2009; Heaney, 2010; Basbous, 2011; Sundaray, 2011). All the researchers have suggested that organizations should pay more attention on the aspect employee engagement. In Indian scenario, the term employee engagement and its importance for the survival of organization is rarely discussed. That is why, there is need to study more about employee engagement and its role in success of the organization in the context of hotel industry of India.

Hence the researcher has opted to expand the concept of employee engagement and its importance in improving organizational performance in the context of hotel industry, particularly Taj Group of Hotels, New Delhi, so as to add the knowledge related to employee engagement in academic literature and also to suggest the organizations and human resource managers to understand the importance of employee engagement and to develop effective strategies to engage the employees. It is very important for the organizations to enhance the level of engagement among the employees in order to improve organizational performance.

1.4 Research Questions

The research focuses on the following research questions to understand the ‘engagement’ and its relationship with organizational performance.

1. What is the conceptual framework of employee engagement?
2. Does psychological climate of a workplace has impact on employees’ sincerity towards their organization?
3. What is the relationship between employee engagement and organizational performance?
4. What is the significance of employee engagement in this people oriented and human resource intensive industry?

1.5 Research Objectives

The study has made an attempt to analyze the factors which influence employee engagement in an organization and on the other hand to probe the impact of employee engagement on organizational performance. Therefore the research aims to achieve following objectives:
1. To identify the various factors that influence employee engagement.

2. To assess the impact of identified factors on employee engagement at Taj Group of Hotels, New Delhi.

3. To analyze the variation in the value of employee engagement at Taj Group of Hotels, New Delhi across gender, age, educational qualification and work experience.

4. To study the impact of employee engagement on organizational performance in terms of ‘customer satisfaction’ and ‘turnover intention’ at Taj Group of Hotels, New Delhi.

5. To suggest means/measures for improving employee engagement, particularly at Taj Group of Hotels, New Delhi and generally for hotel industry in India.

1.6 Conceptual Framework of the Study

On the basis of extensive literature survey on the subject matter of employee engagement, a conceptual framework has been developed. This conceptual framework is based on two models of employee engagement that is Saks (2006) model of antecedent and consequences of employee engagement and Chen (2007) model of employee engagement and turnover intention. Both of these models explain the factors which influence employee engagement and also the benefits of employee engagement. These models have discussed that the outcomes of employee engagement are beneficial for any organization.

Based on these models, the researcher has developed the conceptual framework of the proposed study. The research framework focuses on the factors which lead to employee engagement and researcher has identified three major factors which influence the employee engagement. First factor is the ‘reward and recognition’ that covers both financial and non-financial benefits, which the organization provides to the employees on their excellent performance. Second one is ‘perceived supervisor support’ which is related with motivation, cooperation and respect of employees by their supervisors. It also covers the relationship between supervisor and employees. Third one is ‘psychological climate’ which covers cooperation among the employees, working environment, decision making authority, flexibility in schedule and
satisfaction with annual paid leave and medical benefits. This model also shows the influence of employee engagement on organizational performance in term of customer satisfaction and turnover intention. Finally the research framework also shows the influence of demographic variables on employee engagement.

Figure 1.1. Conceptual Research Model

Source: Self-Generated for Thesis

1.7 Variables of the Study

1.7.1 Independent Variables

1.7.1.1 Reward and Recognition

In general, reward and recognition may be defined as something given to any one by the organization because of his/her contribution to the organization. While in management term, ‘reward and recognition’ may be defined as the sum of the return which is given by the employers to their employees on their contribution towards the organizational objectives. It motivates the employees towards their job and inspires them to perform their work most effectively and efficiently.

1.7.1.2 Perceived Supervisor Support

According to Rasheed, Khan, and Ramzan (as cited in Kottke & Sharafinski, 1988) perceived supervisor support is a view of employees that what degree of
importance does supervisor give to the employees’ performance, caring of employees well-being, interest and benefits. Supervisor performs just like an agent for the organization, with the duty of guiding the employees and evaluating their performance.

1.7.1.3 Psychological Climate

According to Lee (2012) psychological climate is an employee perception or interpretations about organizational environments including structures, processes and events. It is the degree to which employees feel that the organizational environment is psychologically meaningful and safe enough to influence their motivation and effectiveness.

1.7.2 Dependent Variables

1.7.2.1 Employee Engagement

Bakkar and Scheufeli, (2008) have defined the term employee engagement that “it is a psychological state where employees feel a vested interest in the organizational success and perform to a high standard that may exceed the stated requirements of the job.” According to Sharma and Anupama, (2010) employee engagement is the level of commitment and involvement of the employees towards their organization and its values. Kahn (1990) says that in engagement, people employ and express themselves physically, cognitively and emotionally during their role performances.

1.7.2.2 Customer Satisfaction

Customer satisfaction is concerned with how well the expectations of a customer about a product or service provided by the organization have been met. If the services or products are as per expectation of customers then the customer will be satisfied and will visit again to purchase the products and services provided by that organization.

1.7.2.3 Turnover Intention

Turnover intention is concerned with employees personal probability that he/she has planned to leave the organization in near future. It refers to an employee
who is thinking about quitting the present job. It may be defined as the reflection of the probability that an individual will change his/her job within a certain time period. Turnover is expected to increase as the intention increases (Khan, 2013).

1.7.3 Demographic Variables

Gender, age, educational qualification and work experience have been selected as a demographic variable.

1.8 Hypotheses of the Study

In order to achieve the objectives of the study, following null hypotheses were formulated.

H₀₁: There is no significant impact of reward and recognition on employee engagement at Taj Group of Hotels, New Delhi.

H₀₂: There is no significant impact of perceived supervisor support on employee engagement at Taj Group of Hotels, New Delhi.

H₀₃: There is no significant impact of psychological climate on employee engagement at Taj Group of Hotels, New Delhi.

H₀₄: There is no significant variation in the mean value of employee engagement at Taj Group of Hotels, New Delhi across gender, age, educational qualification and work experience.

Sub-null hypotheses of this hypothesis are:

H₀₄.1: There is no significant variation in the mean value of employee engagement at Taj Group of Hotels, New Delhi across gender.

H₀₄.2: There is no significant variation in the mean value of employee engagement at Taj Group of Hotels, New Delhi across age.

H₀₄.3: There is no significant variation in the mean value of employee engagement at Taj Group of Hotels, New Delhi across educational qualification.
H04.4: There is no significant variation in the mean value of employee engagement at Taj Group of Hotels, New Delhi across work experience.

H05: There is no significant impact of employee engagement on organizational performance in terms of customer satisfaction and turnover intention at Taj Group of Hotels, New Delhi.

Sub-null hypotheses of this hypothesis are:

H05.1: There is no significant impact of employee engagement in terms of customer satisfaction at Taj Group of Hotels, New Delhi.

H05.2: There is no significant impact of employee engagement in terms of turnover intention at Taj Group of Hotels, New Delhi.

1.9 Method of Data Collection

The present study uses both primary as well as secondary sources for collecting information related to the topic under study.

1.9.1 Primary Data

The present study is mainly of opinion survey nature. The primary data have been collected through a questionnaire, divided into four sections. In designing the question items, the researcher adapted and modified the questionnaires from previous researchers to suit the current research. The questionnaire is based on Likert’s five point scale and respondents have been told to tick the appropriate response ranging from strongly agree to strongly disagree.

The data have been collected from the employees who work in different hotels of Taj Group, New Delhi. The respondents were from major department of hotels such as management team, front office, food and beverage (production and service), housekeeping, auditing and engineering and maintenance. A total of 730 questionnaires were distributed among the employees of six hotels of Taj Group, New Delhi. The cooperation of managing directors and human resource managers were vital for the internal access and distribution of questionnaire to the employees. A total of 533 questionnaires were received with 73 percent response rate. However, 447
questionnaires (61 Percent) were found usable for analysis. These questionnaires were coded and analysed for the present study.

1.9.2 Secondary Data

The secondary data have been used to develop the theoretical and conceptual aspects of the present study. The sources of secondary data are relevant books, published and unpublished theses, journals, magazines, periodicals, annual reports of Taj Group of Hotels, annual reports of Ministry of Tourism, Government of India, annual reports of Federation of Hotel and Restaurant Association of India and official websites of Taj Group etc. The researcher has also visited the libraries of various universities like Aligarh Muslim University, Aligarh, Jamia Millia Islamia, New Delhi and Jawaharlal Nehru University, New Delhi in the search of literature related to the subject matter of the study. The researcher also created the Google scholar alert to keep an update with the current literature of the present study.

1.10 Research Design

The present study is exploratory in nature. The data have been collected through questionnaire from the employees of Taj Group of Hotels, New Delhi. The questionnaire consists of four sections with 35 statements on Likert’s five point scale. The data collected from the respondents was analyzed with the help of SPSS (Version 20). To test the impact of identified factors on employee engagement and impact of employee engagement on organizational performance in terms of customer satisfaction and turnover intention, simple linear regression has been used. The level of engagement of the employees in context of demographic variables was analyzed with the help of Independent Sample t- test and Analysis of Variance (ANOVA). The design of the present study largely depends on the data collected through the questionnaire from the employees of Taj Group of Hotels, New Delhi.

1.11 Data Analysis and Hypotheses Testing Methods

The primary data collected through questionnaire had been coded on Microsoft Excel and then transferred to Statistical Package for Social Sciences (SPSS, Version 20). All the analysis has been done with the help of SPSS. Independent Sample t- test, One Way Analysis of Variance (ANOVA) and Simple Linear
Regression have been used for analysis of data and testing of hypotheses for the present study.

1.11.1 Independent Sample t-test

Independent Sample t-test is an important parametric test which is used to compare the mean value of two variables. Independent Sample t-test checks whether the both the samples have different mean value. This is also called two sample t-test or student t-test and used to determine whether there exists significant difference between the mean value of two samples, when both are taken from same universe (Kothari, 2012). It is very unlikely that the mean value of two samples will be identical.

For the present study, Independent Sample t-test has been used for comparing the mean value of male and female respondents. If the significance value (p) is less than 0.05 (5%), then it means that there is significant difference in the mean value of both samples hence the null hypothesis is rejected and alternative hypothesis is accepted. On the other hand, if the significance value (p) is more than 0.05 (5%), then it means that there is no significant difference in the mean value of both the samples. Hence the null hypothesis is accepted and alternative hypothesis is rejected.

Independent Sample t-test is applicable only if there are two samples. The study in which there are more than two variables, Independent Sample t-test is not applicable. It may be noted that t-test applies only in the case of small samples when population variance is unknown (Kothari, 2012).

1.11.2 One Way Analysis of Variance

Professor R. A. Fisher was the first man to use the term variance. One Way Analysis of Variance (ANOVA) is a useful tool for the analysis of data in the field of social sciences. As it has been discussed that t-test is used to check the significance difference in the mean value of two samples. The problem that arises is to examine the significance difference in the mean value amongst more than two samples. In that situation, One Way Analysis of Variance (ANOVA) is used to check the significance difference in the mean value of three or more independent variables (Kothari, 2012). Analysis of Variance (ANOVA) test produces F-statistic or F-ratio, which is similar to the t-statistic. It compares the amount of systematic variances in the data to the
amount of unsystematic variances. In simple word, it can be said that comparing the variance or variability in the scores is called Analysis of Variance. An F- ratio is calculated by dividing the value of mean square between the group with the value of mean square within the group.

For the present study, One Way Analysis of Variance (ANOVA) has been used to compare the mean value amongst respondents of different age group and also to compare the mean value amongst the respondents having different educational qualification and different work experience. If the significance value is less than 0.05 (5%), then it means that there is significant difference in the mean value among sample. Hence the null hypothesis is rejected and alternative hypothesis is accepted. On the other hand, if the significance value is more than 0.05 (5%), then it means that there is no significant difference in the mean value among samples. Hence the null hypothesis is accepted and alternative hypothesis is rejected.

1.11.3 Simple Linear Regression

The Simple Linear Regression Analysis checks the impact of independent variable on dependent variable. In Simple Linear Regression, there are two variables in which one variable is predicted by another variable. The variable which is to be predicted is called dependent variable and predictor variable is called independent variable.

For the present study, Simple Linear Regression has been used to test the impact of predictor variable (independent variable) on dependent variable and whether this impact is statistically significant or not. Simple Linear Regression can be presented with the help of following equation.

\[ Y = \alpha + \beta X \]

Where \( Y \) = Dependent Variable  
\( \alpha \) = Sample Intercept  
\( X \) = Independent Variable  
\( \beta \) = Slope of Straight Line

The regression equation shows the linear relationship between dependent variable and independent variable. The intercept value explains the change in
dependent variable when independent variable is zero. The value of $\beta$ shows the change in dependent variable in respect to independent variable.

1.12 Significance of the Study

The significance of the study lies in the detonation of the hotel industry in the recent years. The study is an attempt to study the concept of employee engagement and factors influencing employee engagement in hotel industry, particularly, Taj Group of Hotels, New Delhi. The study also analyzes the impact of employee engagement on organizational performance in terms of customer satisfaction and turnover intention.

This study aims to provide significant theoretical and practical contributions in the area of employee engagement in context of hotel industry. From the practical perspective, findings from this study will help policy makers and practitioners in developing effective human resource practices which develop positive attitudes among the employees towards their organization and motivating the employees towards their job. The findings will provide the path for hotel owner and managers to understand the importance of employee engagement and implement effective employee engagement policy. This study is not only significant for academicians but also for professionals who can use it for improving organizational performance and smooth functioning of the organization. The study also provides significant insights for managers who are challenged to retain employees and to foster organizational performance.

In addition, due to the limited research on employee engagement and its role in effective utilization of human resources and smooth functioning of organization in hotel industry, it is hopeful that the findings from this study will create interest and provide an opportunity for the development of further research in the hotel industry or other industries. It will be helpful to increase the knowledge and will give proper guidelines to the researchers who are interested to make additions in the present work.

1.13 Limitations of the Study

The term employee engagement is new for administrators as well as for researchers. Lack of literature on the subject matter of employee engagement is the major limitation of the study. Due to relative immaturity of term employee
engagement in the field of research, there are many areas which are untouched by the researchers that need to be studied. The major limitations of the present study are as follows:

- The study is limited to Taj Group of Hotels, New Delhi, therefore the results cannot be generalized to other hotel chains in New Delhi and India too.
- Location factor can play an important role in getting indifferent answers, hence the findings of the present study may be different from the hotels of Taj Group, located other than New Delhi.
- The researcher has selected three factors such as reward and recognition, perceived supervisor support and psychological climate, which influence employee engagement. There may be some other factors which influence employee engagement too.
- The present study covers the current employees of Taj Group of Hotels, New Delhi and the findings of the study entirely depends on the accuracy of data collected through structured questionnaire.
- Some of the employees show biasness in filling the questionnaire. The personal biasness can play the part of spoilsport for the present study.
- There was not equal gender representation due to unequal sample return of male and female respondents.
- Selected variables were studied for the present study. If more variables are taken into consideration, different results can be obtained.
- Lastly, human error because “to err is human.” Some error may happen unintentionally during the thesis writing such as typographical errors, grammatical errors, error of omissions and spelling mistakes etc.

1.14 Structure of the Thesis

The researcher has divided the present study into systematic portions i.e. six chapters.

The first chapter is the introductory background and framework of the study. It covers introduction about employee engagement and Taj Group of Hotels. It gives the statement of problem, research questions, research objectives, conceptual framework of the study, variables of the study and hypotheses of the study. The chapter also covers research methodology, research design and data analysis and hypotheses
testing methods. The chapter ends with the significance, limitations and structure of the thesis.

Second chapter represents the review of literature. It goes through the pertinent published and unpublished work done by the academicians, scholars and human resource practitioners on the subject matter of employee engagement. Literature review consists of five sections: definition and concept of employee engagement, importance of employee engagement, factors influencing employee engagement, employee engagement in hotel industry and impact of employee engagement on organizational performance. The review of literature leads to the research gap for further study.

Chapter three presents the conceptual approach to employee engagement. It explains the types, characteristics and importance of employee engagement for an organization. The chapter explains the various theories and models of employee engagement along with its various drivers and barriers. The chapter ends with antecedents and consequences of employee engagement and measures to improve the level of engagement among the employees in the organizations.

The fourth chapter has been divided into two sections, the very first section deals with the historical background of hotel industry in India, major players of hotel industry and challenges faced by the Indian hospitality industry. Second section elucidates the history of Taj Group of Hotels, its hotels in New Delhi and HR policies of Taj Group of Hotels. The chapter concludes with various training programmes organized by the Taj Group of Hotels.

Chapter five discusses the sampling plan, validity of research instrument and reliability of data. Factor analysis has also been carried out. The chapter also presents the data analysis, interpretation and various statistical tools used for testing the hypotheses of the study. The various statistical tools like Independent Sample t-test, One Way Analysis of Variance (ANOVA), Simple linear Regression with the help of SPSS (Version 20) and demographic information of the respondents in the form of tables, charts and graphs have also been covered in detail.

Chapter six elucidates the major findings of the study, followed by the conclusions, suggestions and directions for future research. The findings are based on
demographic characteristics of the respondents and also on hypotheses testing. On the basis of findings, some suggestions are given by the researcher in order to improve employee engagement inside the organization.

1.15 Summary

Employee engagement is the key focus of both business entrepreneurs and academic researchers and is an issue of modern business environment. It is gaining popularity in corporate world across the globe. Now a days, organizations are focussing on employee engagement as an effective HR policy to gain competitive advantage. The hotel industry is labour intensive industry and provides employment to all categories of workers. Hence employee engagement is very essential for effective utilization of human resources.

The present chapter discusses introductory background and framework of the study. It presents research questions, objectives and hypotheses of the present study. By reviewing the literature, the researcher has developed a conceptual research model of the study. The present study is based on both, primary as well as secondary sources. Primary data have been collected through a questionnaire and the respondents were the employees of Taj Group of Hotels, New Delhi. The source of secondary data comprises theses, dissertations, books, journals, magazines periodicals, annual reports of Taj Group of Hotels and official websites of Taj Group etc. Independent Sample t- test, One Way Analysis of Variance (ANOVA) and Simple Linear Regression have been used in analyzing the data with the help of SPSS (Version 20).
References


