

INTERNATIONAL JOURNAL OF RESEARCH IN COMPUTER APPLICATION & MANAGEMENT

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EFFECT OF INTERNAL BRANDING FACTORS IN DEVELOPING ORGANIZATIONAL COMMITMENT WITH SPECIAL REFERENCE TO HOTEL INDUSTRY IN INDORE CITY

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ABSTRACT

The 21st century has brought many changes in business organizations, business practices, business concepts and business framework have gone through the radical process of re engineering, now the business houses not only rely on mere demand and supply equation, and they walked an extra mile. What has changed during a period of time is customer has become into the focus rather than product, process and corporate objectives in hotel industry. In short the bottom line is a corporate success in hotel industry is going to be in aligning with customer's delight and customer's satisfaction. In this paper the researcher analyze concepts of Internal Branding (IB) and Organizational Commitment (OC) parallel, and define their scopes, overlaps and differences – Researches so far have dealt with dyad of those concepts. The dyad of IB and OC is a subject that to date has not received no or very less attention. The impetus for such analysis came as well from the business. Practitioners question whose responsibility is internal communications (of corporate communications or HR department), what is, and whose responsibility is internal marketing, etc.

KEYWORDS

internal branding, marketing, organizational commitment, customer, brand.

INTRODUCTION

As per the latest report published by India Brand Equity Foundation, the Indian tourism and hospitality industry has emerged as one of the key drivers of growth among the services sector in India. Indian ranking has jumped up 13 positions to 52nd rank from 65th in the global Tourism & Travel competitive index. India's rising middle class and increasing disposable incomes has continued to support the growth of domestic and outbound tourism. India is expected to move up five spots to be ranked among the top five-business travel market globally by 2030, as business travel spending in the country is expected to treble until 2030 from US\$ 30 billion in 2015. By 2022, the International hotel chains will expand and invest in India and are expected to gain 50 per cent share in the Indian hospitality industry by 2022.

India is now witnessing the demand of medical tourism, cruise tourism, rural tourism and ecotourism. Government of India is also launched schemes based on themes like Buddhist Circuit in MP(Mandsour-Dhar-Sanchi-Satna-Rewa) and MP State Tourism Development Corporation Ltd also focusing on development of various tourism themes like Wildlife(Bandhavgarh, Rewa, Panna, Pench & Kanha), Pilgrimage(Ujjain, Omkareshwar, Mandleshwar, Amarkantak, Maihar, Datia & Chitrakoot), Heritage(Khajuraho, Gwalior, Bedaghat, Bhopal & Mandav), Nature(Orchha, Jabalpur, Pachmarhi & Hanuwantia) and for Arts & Craft(Maheshwar, Chanderi, Bhopal & Indore) so hotel brands are now focused in entering Tier II and Tier III cities. These towns are now finding an increasing competition among service companies as the government is also focused on developing tourism sector. Indore which is a Tier III city has witnessed the same, the competition level is increasing in hotel industry. Followed by this, the process of internal branding has become essential within the service brand building process, i.e. aligning the service company's brand promise with employees' behavior. Hence, customer-facing employees within the service organization have become a valuable and competitive asset as they manage to deliver the brand promise. There is no sector existing within the marketplace that does not contain, or rely upon a service component. Under such circumstances, employees become a critical resource with a vital role in long-term success (Dunne & Barnes, 2000), through their involvement and contribution in serving customers and achieving customers' satisfaction. For the competitive position in the marketplace the proportion of customer-oriented employees in the organization's workforce brings a significant difference. (Varey, 2001).

INTERNAL BRANDING

While internal branding is "the process of aligning day-to-day activities, business processes, job designs, and recognition & rewards with the brand identity to drive business results." It is part of a focused brand strategy that helps employees understand and integrate brand value(s) in their respective roles to ensure they can effectively deliver on the brand promise.

Internal branding involves:

1. To communicate the brand effectively to the employees
2. To convince employees about the brands relevance and worth
3. To successfully link every job in the organization to deliver brand essence.

ORGANIZATIONAL COMMITMENT

Organizational commitment covers a range of attitudinal and behavioral responses about the organization and is sometimes described as loyalty. Organizational commitment is a concept proposed by Mowday et. al. (1982) to integrate several of the personal characteristics and experiences that individuals bring to the organization.

Organizational commitment is important to organizations because of the desire to retain a strong workforce. Marketing experts are keenly interested in understanding the factors that influence an individual's decision to stay or leave an organization.

LITERATURE REVIEW

Patla & Pandit (2012) revealed in their study that internal branding is important in influencing the feelings and opinions of employees towards the organization and it is practiced in the bank. Rewards and recognitions were considered as the most used method of internal branding. Communication is the most critical factor for implementation of internal branding. Majority of the employees had a positive attitude towards internal branding.

P. Raj Devasagayam, Cheryl L. Buli, Timothy W. Aurand, Kimberly M. Judson, (2010) : This paper seeks to propose and test the appropriateness of a brand community within an internal branding framework. Intra-organizational brand communities are presented as a viable strategic possibility for targeting internal branding participants. The study revealed that the need for the efficacy of internal brand communities, and provide an opportunity to examine the strategic synergies of pursuing such a strategy for internal as well as external audiences. External branding initiatives and communications can be used internally, among employees, to build positive brand associations and brand affinity. Further, implementing an internal brand community can lead to increases in the emotional buy-in of employees and ultimately could help companies increase the proportion of "champion" employees.

The marketing literature shows that market orientation is an antecedent to organizational commitment. Communication is the most critical factor for implementation of internal branding. Majority of the employees had a positive attitude towards internal branding. Research by Jaworski and Kohli (1993) that conceptualises market orientation as consisting of three dimensions: intelligence gathering, intelligence dissemination and responsiveness. Although in their study these authors have only used the affective commitment dimension to measure organizational commitment, research using the expanded organisational commitment construct has also indicated that market orientation is only significantly related to the affective component of organisational commitment (Caruana *et al.*, 1997).

STATEMENT OF THE PROBLEM

To analyze concepts of Internal Branding (IB) and Organizational Commitment (OC) parallelly, and define their scopes, overlaps and differences – Researches so far have dealt with dyads of those concepts. The of IB and OC is a subject that to date has not received any attention. The impetus for such analysis came as well from the business. Practitioners question whose responsibility are internal communications (of corporate communications or HR department), what is, and whose responsibility is internal marketing, etc.

OBJECTIVES OF THE STUDY

1. To study the factor of Internal Branding that plays in developing Organizational Commitment.
2. To study the effect of variables of Internal Branding towards developing Organizational Commitment.
3. To identify the Internal Branding factors responsible for developing the Organizational Commitment.

HYPOTHESIS OF THE STUDY

H₀₁: There is no significant effect of Internal Branding on development of Organizational Commitment.

RESEARCH METHODOLOGY

The descriptive method of research was used for this study. Convenience Random Sampling was done for the sample selection. A sample size of 400 employees across various levels (Top, Middle and Bottom) of organization structure from 5 hotels at different levels was selected through simple random sampling. The questions were structured using the Likert format. In this survey type, four choices will be provided for every question or statement. The choices represent the degree of agreement each respondent has on the given question. In order to test the validity of the questionnaire used for the study, the researcher was test the questionnaire on fifty respondents. After the questions have been answered, the researcher asked the respondents for any suggestions or any necessary corrections to ensure further improvement and validity of the instrument. The researchers have revised the survey questionnaire based on the suggestion of the respondents. The researcher was then excludes irrelevant questions and change vague or difficult terminologies into simpler ones in order to ensure comprehension and thus, establish Content Validity of the instrument.

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

1. Factor Analysis
2. T-Test

FACTOR ANALYSIS

In the present study the value of Cronbach Alpha is found to be 0.864 (table no.1) which is satisfactory enough to precede the study. Kaiser-Meyer-Olkin (KMO) is an index to identify whether sufficient correlation exist among the variables has checked the sampling adequacy or not. It compares the magnitudes of the observed correlation coefficients with the partial correlation coefficients. The minimum acceptable value of KMO is 0.50. In the present study the value of KMO is found to be 0.864 (table no.1).

TABLE 1: CRONBACH ALPHA, KMO AND BARTLETT'S TEST RESULT

Cronbach Alpha	KMO measure of sampling adequacy	Bartlett's Test of Sphericity	
• .864	• .772	• Approx.Chi-Square	• 8146.542
		• Degree of Freedom	• 351
		• significance	• 0.000

Source: Researcher's Calculation from Primary Data

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

TABLE 2: COMMUNALITIES

	Initial	Extraction
VAR00001	1.000	.650
VAR00002	1.000	.723
VAR00003	1.000	.614
VAR00004	1.000	.642
VAR00005	1.000	.678
VAR00006	1.000	.716
VAR00007	1.000	.833
VAR00008	1.000	.771
VAR00009	1.000	.787
VAR00010	1.000	.745
VAR00011	1.000	.637
VAR00012	1.000	.658
VAR00013	1.000	.716
VAR00014	1.000	.675
VAR00015	1.000	.565
VAR00016	1.000	.568
VAR00017	1.000	.640
VAR00018	1.000	.572
VAR00019	1.000	.706
VAR00020	1.000	.701
VAR00021	1.000	.553
VAR00022	1.000	.652
VAR00023	1.000	.689
VAR00024	1.000	.698
VAR00025	1.000	.794
VAR00026	1.000	.823
VAR00027	1.000	.664

Extraction Method: Principal Component Analysis.

As shown from the table variable 7 i.e. The training in the organization I work for has enabled me to do my job well which are followed by variable 26 i.e. Induction & Orientation Program forms an integral part of recruitment process and so on. All of these variables could further be analyzed through their Eigen values which represent the variances of the factors (Table no.3). The extraction has been done through the method of principal component analysis.

TABLE 3

Total Variance Explained									
Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.327	38.249	38.249	10.327	38.249	38.249	7.556	27.986	27.986
2	4.280	15.853	54.103	4.280	15.853	54.103	4.902	18.157	46.144
3	1.498	5.548	59.651	1.498	5.548	59.651	2.497	9.248	55.392
4	1.117	4.139	63.790	1.117	4.139	63.790	2.058	7.622	63.014
5	1.046	3.874	67.664	1.046	3.874	67.664	1.255	4.650	67.664
6	.966	3.579	71.244						
7	.877	3.247	74.490						
8	.829	3.070	77.560						
9	.681	2.521	80.081						
10	.647	2.397	82.478						
11	.592	2.193	84.670						
12	.514	1.903	86.573						
13	.436	1.615	88.189						
14	.395	1.463	89.651						
15	.360	1.335	90.986						
16	.334	1.236	92.222						
17	.310	1.147	93.369						
18	.273	1.010	94.380						
19	.255	.945	95.325						
20	.240	.888	96.213						
21	.212	.784	96.998						
22	.178	.658	97.655						
23	.166	.614	98.270						
24	.146	.542	98.812						
25	.130	.483	99.295						
26	.114	.421	99.716						
27	.077	.284	100.000						

Extraction Method: Principal Component Analysis.

As depicted from table no.3 there are five variables which have more than 1.000 Eigen value. The cumulative variance explained by these five components is 67.664%. The result of principal component analysis has further been analyzed through factor loading. Table no. depicts the component matrix of the variables. To identify substantive loadings, present research suppresses loadings having value less than 0.40.

TABLE 4: COMPONENT MATRIXA

	Component				
	1	2	3	4	5
VAR00001	.617	.071	-.244	-.404	.204
VAR00002	.746	-.258	.246	-.169	.103
VAR00003	.716	-.094	.169	-.224	-.116
VAR00004	.713	-.315	-.026	-.183	.008
VAR00005	.675	-.389	.059	.227	-.128
VAR00006	.731	-.339	-.167	.193	.021
VAR00007	.675	-.560	.019	.250	-.019
VAR00008	.697	-.466	.058	.253	.031
VAR00009	.826	-.281	.101	.122	.020
VAR00010	.709	-.426	.070	-.027	-.234
VAR00011	.734	-.139	-.105	-.169	.198
VAR00012	.764	-.175	.011	-.113	-.177
VAR00013	.712	-.448	-.045	.053	-.058
VAR00014	.641	-.087	-.444	-.171	.174
VAR00015	.515	.237	.361	-.152	.301
VAR00016	.528	.468	-.178	.109	-.161
VAR00017	.513	.293	.537	.034	-.026
VAR00018	.573	.461	-.126	-.034	-.118
VAR00019	.425	.595	.151	.211	-.323
VAR00020	.498	.593	-.159	-.174	-.214
VAR00021	.645	.302	-.193	-.092	-.008
VAR00022	.546	.516	-.037	-.272	-.109
VAR00023	.391	.657	.285	.114	-.102
VAR00024	.525	.598	-.203	.114	.106
VAR00025	.446	.360	-.463	.501	.036
VAR00026	.367	.380	.089	.243	.691
VAR00027	.413	.292	.436	.093	.097
Extraction Method: Principal Component Analysis.					
a. 5 components extracted.					

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

TABLE 5: ROTATED COMPONENT MATRIX

	Component				
	1	2	3	4	5
VAR00001				.677	
VAR00002	.674				
VAR00003	.570				
VAR00004	.691				
VAR00005	.811				
VAR00006	.795				
VAR00007	.905				
VAR00008	.858				
VAR00009	.819				
VAR00010	.821				
VAR00011	.577				
VAR00012	.685				
VAR00013	.828				
VAR00014				.545	
VAR00015			.620		
VAR00016		.719			
VAR00017			.701		
VAR00018		.686			
VAR00019		.736			
VAR00020		.773			
VAR00021		.577			
VAR00022		.652			
VAR00023		.629			
VAR00024		.720			
VAR00025		.663			
VAR00026					.745
VAR00027			.605		

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotated component matrix reveals that out of total 13 variables four variables load highly onto one factor and remaining nine variables load on two or more factors. The entire rotation process has been converged in five iterations and has resulted into five factors. These factors may be summarized as follows:

The Five Factors:

Factor 1: Factor 1 includes variables 2-13

Management/Organization

Factor 2: Factor 2 includes variables 16, 18-25

Training & Recognition by Organization

Factor 3: Factor 3 includes variables 15, 17, 27

HR policies & procedures

Factor 4: Factor 4 includes variables 1 and 14

Employee Support & Initiative

Factor 5: Factor 5 includes variables 26

Internal Recruitment/Promotion

RESEARCH QUESTION

Is there significant effect of Internal Branding on development of Organizational Commitment?

HYPOTHESES

H₀₁: There is no significant impact of the variables of Internal Branding on development of Organizational Commitment.

H₁: There is no significant impact of the variables of Internal Branding on development of Organizational Commitment.

H₀₁ specifies there is no significant impact of the variables of Internal Branding on development of Organizational Commitment. This hypothesis is verified (with path coefficient =0.00; t =47.425). It means that null hypothesis is rejected. It shows that the internal branding has significant effect on the development of Organizational Commitment. As a result, H1 was accepted.

MAJOR FINDINGS

- Most of the respondents were disagree on the statement that help is always available whenever they needed. The reason behind this can be that the employees are working in different shifts and it is not necessary that they always get help from the superior at a particular time (especially in night shift).
- Most of the respondents strongly agree on the statement that manager is willing to extend themselves in order to help them to perform in their job to the best of their ability but there are some respondents who disagree to the above statement. The main reason behind this can be that in some hotels the managers have good interpersonal relationship with their employees and in some hotels the managers are not supportive to their subordinates.
- It is revealed that the respondents have a mixed bag of response where 26.5% are neutral, 25.3% have disagreed on the statement that my manager understands my problems and needs while 25% have strongly agreed to it. The reason behind this can be that the employees are working in various hotels and they have different manager, some may be helpful, some are neutral and some may not be.
- Majority of respondents have a neutral response towards the statement; Overall, I would suggest excellent communication exists within the organization I work for, while 29% have disagreed to the above. The reason behind this can be that the employees are working in various hotels and they have different forms of communication existing in the organization.
- Maximum number of respondents are neutral, 28.5% have disagreed on the statement, I feel that a good deal of cooperation exists between management and the employees of the organization I work for. The reason behind this can be that the employees are working in various hotels and they have different management, so the cooperation which exist between them would be different.
- Most of the respondents have disagreed on the statement that the organization I work for has provided excellent job training for me. The reason behind this can be that the employees are working in such industry which demands more in terms of time, and it is not necessary that the hotel management would always provide them excellent job training from the best trainers as for that they would require to take an off from their busy schedule and attend the training, maybe they may have to go to a different location. Also the cost of training is high and not all managements may approve it.
- Most of the respondents have disagreed on the statement that the training in the organization I work for has enabled me to do my job well. The reason behind this can be that the employees are working in such industry which demands more in terms of time, and it is not necessary that the hotel management would always provide them excellent job training from the best trainers as for that they would require to take an off from their busy schedule and attend the training, maybe they may have to go to a different location. Also the cost of training is high and not all managements may approve it. What they think is that, the more practical exposure they get they are able to learn on the job while doing it.
- Most of the respondents have disagreed on the statement that my organization teaches me why I should do things. The reason behind this can be that the employees are working in such industry in which they are best. They have to improve themselves in their domain; they cannot be dependent on their organization for training them.
- it is revealed that respondents have selected disagree (31.3%) individually the most on the statement that the goals for the organization I work for are very clear, but if we see the combined percentage of agree and strongly agree it exceeds 52%. So we can interpret that majority of the respondents are clear that the organizational goals are clear.
- It can be easily concluded that respondents have selected strongly agree(31.5%) the most on the statement that the instructions given by the manager have been valuable in helping me do better work, also if we see the combined percentage of agree and strongly agree it is 58%. The reason behind it is clear that the inputs received from the managers or superiors are helpful in giving better output.
- It is revealed that most of the respondents(33.5%) have disagreed on the statement that my organization provided me orientation program for me. The reason behind this can be that the employees keep joining and leaving the organization all the year around but it is not possible to provide orientation program to an individual instead it is easy to provide an orientation program for a group, but hiring may not be done always in groups, so that may be the reason.
- Most of the respondents(29.5%) have disagreed on the statement that skill and knowledge development happens as an ongoing process in my organization, but in a combined lot of agree and strongly agree 41.8% agree to the above statement. The reason behind this can be that the employees get to learn from their managers and colleagues throughout the year which helps them to improve their skill and knowledge.
- It can be easily concluded that respondents have selected strongly agree (35.3%) the most on the statement that I take responsibility for tasks outside of my own area if necessary example following up on customer requests etc. The reason behind it is clear that when a front-line employee is dealing with the client he would have to deal by himself and he cannot dump the responsibility of his on any of his colleagues or ask his manager to the call because customer satisfaction is an important parameter towards success in hospitality industry.
- Maximum respondents have selected disagree(30.5%) the most, on the statement that I have the opportunity to comment on customer initiatives before they are shown to the general public. The reason is clear that front-line employees are dealing with the client but are not given opportunity to comment before they are taken in front of public, as it depends on the management of the hotel.
- most of the respondents(35.8%) have disagreed on the statement that I have the opportunity to participate in the development of new customer initiatives. The reason behind this can be that the management is not employee centric, they take the decisions themselves and do not let the employees participate in the development of new customer initiatives.
- that most of the respondents(29.3%) have strongly disagreed on the statement that I have the opportunity to be involved in a range of organizational initiatives (example; new projects, social club, staff meetings.). The reason behind this can be that the management is taking the decisions by themselves and is not letting the employees participate in the development of new customer initiatives.
- It can be interpreted that most of the respondents(33.3%) have disagreed on the statement that I have the opportunity to discuss issues in the workplace with management. The reason behind this can be that the management wants the employee to be involved in work so they do not give them opportunities to discuss the issues in the workplace with them.
- Most of the respondents have disagreed on the statement that the employees are rewarded for good performance. The reason behind this can be that the management wants the employee to be productive from day one but they do not want to appreciate or reward him else he would start demanding more salary from them.

- Most of the respondents have disagreed or are neutral on the statement that the hotel has a reward system for the performing employees. The reason behind this can be that the management of many hotels will not be having a reward system for the performing employees.
- Most of the respondents have disagreed on the statement that the organization I work for values & recognizes my contribution to its well being. The reason behind this can be that the, employees have high expectation from the management of the hotels for the performing employees, but the management only values and recognizes something exceptional and not day to day expected achievements.
- Most of the respondents have disagreed on the statement that the organization I work for acknowledges the efforts of employees. The reason behind this can be that the management of most of the hotels don't acknowledge the efforts of the employees until unless it is exceptional, rather they expect all the employees to perform at their level best maximum time and don't expect anything from the management.
- Most of the respondents have disagreed on the statement that in the organization I work for we have staff appraisal/reviews in which we discuss what employees want. The reason behind this can be that the management of most of the hotels expects all the employees to perform at their level best all the time and in return just be satisfied with salary and have no expectations from the management.
- Most of the respondents (33.0%) have strongly disagreed on the statement that internal hiring motivates the employees. The reason behind this can be that the management may hire internally but they would not be paying as compared to the work being taken from them due to which they are de-motivated, and instead of that they would prefer to switch the organization for salary hike.
- Most of the respondents (32.5%) have strongly disagreed on the statement that aggressive training is provided for my work role and treating customers effectively. The reason behind this can be that the management may hire the staff but would have an expectation that since they are experienced staff so no aggressive training is required rather he may learn with time and give output, yes if fresher or inexperienced staff would have been selected then training was must. Also training is a costly affair, so management does not want to spend until unless it is need of the hour.
- Most of the respondents (35.0%) have disagreed on the statement that induction & orientation program forms an integral part of recruitment process. The reason behind this can be that most of the hotels which we have taken for the research are standalone hotels and the management also just expects earning short term profits. The hotel management which has chain of hotels has a system defined for induction & orientation program which forms an integral part of recruitment process.
- Most of the respondents have disagreed on the statement that, promotion is done more on merit basis rather than seniority. The reason behind this can be that most of the hotels do not follow it rather it would be done on basis of personal relationship with the manager.
- most of the respondents 29.5% have disagreed on the statement that, there are systematic HR policies & procedures followed by the organization. The reason behind this can be that most of the hotels do not follow it rather it would be done on basis of personal relationship with the manager.
- From the factor analysis it is found that 5 factors come out from the 27 variables, they are management, training & recognition by organization, HR policies & procedures, Employee Support & Initiative and Internal Recruitment/Promotion factors and have significant influence on employees' attitude towards an organization Commitment.

CONCLUSION

In this study, we examined the impact of internal branding factors in developing organizational commitment. It is found that 5 factors management, training & recognition by organization, HR policies & procedures, Employee Support & Initiative and Internal Recruitment/Promotion factors have significant influence on employees' attitude towards an organization. Employer brand acts as an inspirational tool for motivating and retaining employees in the organization; retaining an employee is much cheaper and a better alternate as compared to attracting newer talent, unless needed. This not only helps in the growth of the organization but also in lowering attrition rate.

SUGGESTIONS

Since most of the respondents are from the hotels which are standalone or belongs to a small group, the focus of the owners or management is profit driven and not system driven. If we see chain of hotels they have a system which prevails. The focus is customer and not profit, if the customer is satisfied and happy then profit will pour by itself.

FUTURE RESEARCH

This study was based on a single service industry (Hotel/Hospitality sector) which has its own specific characteristics. As it is not certain to how much extent, the substantive results of the study can be generalized to other sectors/industries. Future research can be done using the similar model on a larger population but on chain of hotels, which may focus on customers like Lemon Tree Hotels, Ginger Hotels, Sarovar Group of Hotels, etc.

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