

Organizational Culture Practices in Indian Hotel Industry: An Empirical Study

Dr. Ankush Ambardar

Sr. Assistant Professor

Department of Tourism and Hotel Management

Kurukshetra University, Kurukshetra

Email: ankushambardar@rediffmail.com

Himanshu Malik

Vice Principal

Victoria Institute of Hotel Management

Dharampur, Himachal Pradesh

Email: met_himanshu@yahoo.co.in

Abstract

Man is said to be a social animal who likes to interact, share and exchange thoughts and beliefs with each other. When people live and work together in a society a culture develops. So is the case with organizational culture which refers to the beliefs, values and attitudes that are commonly shared by members of an organization in totality, it is the soul that defines your organization.. Unlike social culture organizational culture develops naturally, whether you nurture it or not. Talking of hotel industry, the industry requires direct interaction of members of organisation that communicates a lot about the organizational culture to the guest. Other than having an impact on guests' organizational culture is believed to have direct and indirect impact on various internal aspects of the hotel organization being work environment, employee satisfaction, employee retention and employees performance etc. The organisational culture has been growing significantly in organisations and hotel industry is not an exception. The present study focuses on identifying various organisational culture practices followed in hotel industry. The area selected for this study is National Capital Region (NCR) India.

Keywords: *Organisational Culture, Practices, Hotel Industry, NCR.*

1. Introduction

The Indian travel and tourism industry has contributed 7,580.9 billion US dollars or 9.8 % to the global GDP in the year 2014 and is expected to grow by 3.7% to 7,863.5 billion, 9.9 % of global GDP in 2015 (WTTC, 2015) [32]. According to Ministry of Tourism (2015) [21] in the annual report states that FTAs in India in 2014 were 7.70 million compared to 6.96 million in 2013 showing a growth of 10.6 % which is much higher than 4.7 % the global figure. Further the estimates indicate that the foreign exchange earnings (FEE) had a growth of 11.5 % from 2010, 12 billion dollars. Total hotel room supply in India till 2011 is 1, 63,038 rooms and the country would need additional 1, 88,500 hotel rooms by 2021 (HVS, 2012) [14]. In another survey (HVS, 2014) [15] stated in the survey that the hotel room supply grew by nearly 17.8% in 2010-14, growth in demand grew by 17.6 % during same period. Supply and nationwide occupancy grew by 1.1% over that of 2012/13. The growth in occupancy, despite a double digit growth in

supply, signals the strength of the hotel industry in India. However, as hotels focused on improving occupancies, average rates witnessed a slight drop (1.4%) over that of the previous year. The study also expects the no of hotel rooms in India to increase by 102,438 by 2015-16.

To meet the need of growing hotel industry in India, well-trained, motivated and loyal employees are required. Eventually, hotel industry is confronting a problem of high employee turnover as compared to other industries; general reasons for an employee leaving the job are related to work environment, organisational culture, remuneration, lack of motivation, incentives and job satisfaction etc. Kevin (2004) [16] focused that the organizations should minimize the employee turnover in order to have better performance. Thus employee turnover can be looked as a factor responsible for deteriorating organisational performance. Emami, et al., 2012 [9] stated that the organisational culture may be a reason for employee turnover and even organisational culture has an indirect impact on the performance of the organisation. Furthermore, (Aluko, 2003) [3] identified that other than the exogenous variables such as economy, technology and political climate culture is a determinant of organisational performance. The research of (Shahzad, et al., 2012) [29] shows that if the norms and values of the organisation and committed employees are same, it increases the performance towards achieving the overall organisational goal. Hailey et al, 2005 [12] finds it as an important role of the human resource department to frame organisational culture in order to have a higher organisational performance. Sheridan (1992) [30] found that the perception of organisational culture influenced turnover and indirectly affects organisational performance. Chand and Katou (2007) [5] identified organisational culture as a factor of Human Resource Management practices and augmented that hotels performances is positively related to the Human Resource Management system. The study further presented factors to have an impact on turnover in hotel industry, these factors also indirectly influenced the organisational performance. They are Induction, Discrimination in the work place, Labour Markets, Recruitment and Selection, Training and Development, Management Style, Organisational Commitment, Organisational Culture and Job Satisfaction.

Looking at the current scenario and need of the hotel industry following research has been carried out to find out the existing organisational culture practices in Indian hotel industry with specific focus on National Capital Region.

2. Review of literature

Organizational culture has been described as something to do with individuals and the remarkable quality and style of the association (Kilman et al, 1986) [17], and the way things are done in the associations (Deal & Kennedy, 1982) [6] . Once in a while, organizational culture is moreover known as "corporate culture". "Corporate Culture" is a the more utilized name for organizational culture (Deal & Kennedy, 1982) [6]. Abu et al.,(2010) [1] receives the meaning of Hofstede (1980) [13]. As indicated by Hofstede (1980) [13], organizational culture alludes to the aggregate programming of the psyche that recognizes the individuals from one association from another. This incorporates imparted convictions, values and practice that recognize one organization from another. The start of scholarly literature in organizational culture began with Pettigrew (1979) [23] [24]. He presented the anthropologist ideas like "imagery, myths," and "customs" that could be utilized as a part of organizational examination. Albeit there is no agreement on the meaning of organizational culture, most creators concurred that organizational/corporate culture alluded to something that is holistic, historically decided (by originators or pioneers), identified with things anthropologists study (like ceremonies and images), socially built (made and saved by the

gathering of individuals who together shape the organization), soft, what's more, hard to divert from. An organization's cultural standards emphatically influence all who are included in the association (Abu et al., 2010) [1].

Those standards are just about undetectable, yet in the event that we might want to enhance execution and profitability, standards should be the priority spots to look. He is pondering what worker convictions or demeanor; identify with the inquiry, "How are things done in the association?" He also attempts to respond such an inquiry by expressing, to the point that knowing these states of mind and standards will make it conceivable to comprehend the corporate culture and its relationship to authoritative execution. He further clarifies that the fruitful director can't leave the advancement of an elite work culture to risk if the business is not to hazard its fortune. Albeit numerous studies have discovered that diverse organizations in distinctive nations have a tendency to underscore on diverse targets, the writing proposes money related gainfulness and development to be the most well-known measures of organizational performance. The concept of organizational culture has been defined in a number of ways. MacIntosh and Doherty (2010) [20] stats that employee's insight, of the nature and strength of organizational culture, is an important component for human resource management, change management, leadership, work related behavior and attitudes that can influence performance. Author also said that values and beliefs that inspire organizational culture reflect the organizational leader's priority and main reason for existence of organization. Profitability is the main purpose of existence of any organization and one of the critical components to increase performance is to study organizational performance, Abu et al. (2010) [1]. Abu Kassim et.al, (1989) [2] figured out that the strongest part of the work culture is the convictions and state of mind of the workers. It is the individuals who make up the culture. Other than rivalry, both advancements and a binding culture focus the suitability of an association's exercises that can add to its execution. Truth be told, hierarchical culture is not simply an essential variable of an association; it is the focal driver of predominant business execution (Gallagher & Brown, 2007) [10].

Gallagher and Brown (2007) [10] in scholarly article expressed that an organization's culture impacts everything such an organization does. It is the center of what the organization is truly like, how it works, what it concentrates on, and how it treats clients, workers, also, shareholders. In agreement to Gallagher and Brown (2007) [10], Kotter and Heskett., (1992) [18] reported that firms with execution improving cultures developed their net wage 75% somewhere around 1977 and 1988, as looked at to a pitiful 1% for firms without execution upgrading cultures over the same time of time. Rosenbusch et al., (2010) [25] expressed that if firms commit generous assets to the advancement process, yet are not able to transform them into inventive offerings, assets are misused and firm execution endures. Subsequently, is it essential for lodging designers in Malaysia to be inventive in place for them to support benefit and development? Is it important to be inventive if advancement can encounter disappointment, which will make trailblazers acquire misfortunes and damage their picture in the business? There is irregularity in the writing in regards to whether advancement prompts better execution or not. This examination will attempt to extension such a crevice. Truth be told, the writing on the effect of hierarchical culture on the execution appears conflicting. For instance, Denison (1990) [7] connected administration hones in his studies with the fundamental suspicions and convictions that it was an essential yet frequently disregarded venture in the investigation of association. He discovered that execution was an element of qualities and convictions

held by the individuals from the association. He proposed that an association that had a solid "culture" was characterized to be of generally 'solid imparted qualities among its representatives'. The quality with which the social qualities were held among its representatives was then taken to be the indicator of future hierarchical execution. This was generally measured fiscally. In a comparative vein, an investigation of Gordon and DiTomaso (1992) [11] discovered supporting confirmation that a solid culture was prescient of transient organizational performance. Peters and Waterman (1982) [22] guaranteed that superior firms could be recognized from low execution firms on the grounds that they had particular social attributes and 'solid culture'. Essentially, Deal and Kennedy (1982) [6] recommended that authoritative execution can be upgraded by solid shared values. Then again, their recommendations were condemned via Carrol (1982) [4] and Saffold (1988) [27] who remarked that 'a straightforward model' relating authoritative culture to execution no more fits- a more complex comprehension of the tie in the middle of culture and execution must be created.

Research on the connection between authoritative culture and execution has expanded significantly amid the previous decade (Lim, 1995) [19] . Substantial scale quantitative studies have been attempted primarily in the US (Gordon & Di Tomaso, 1992 [11]; Denison, 1990 [7]; Kotter & Heskett, 1992 [18]; Rousseau, 1990 [26] and Denison & Mishra, 1995 [8]) A wide assortment of culture and execution markers have been used, and they have been utilized in different sorts of associations and commercial ventures. What interfaces these studies is a solid conviction among the scientists that the execution of associations is inferable, to some extent, to hierarchical culture (Gallagher et al., 2007) [10]. Be that as it may, a few analysts, for example, Wilderom and Berg (2004) [31] contended that as opposed to taking a stab at solid culture, scientists ought to endeavor to lessen the crevice between workers' favored organizational culture hones and their view of the hierarchical practices. Wilderom and Berg (2004) [31] identified that the observational proof for the effect of the authoritative execution utilizing organizational culture hones was still constrained, yet it framed a productive premise for more refined authoritative culture-performance research. Schein, (1985) [28] battles, that it is essential to consider culture as having various levels some of which are basically signs of fundamental values. As per his model, society is spoken to at three levels: 1) Behaviors and Artifacts; 2) Beliefs and Values; and 3) Underlying Assumptions. These levels are orchestrated regarding their deceivability such that behavior and artifacts are the simplest to watch, while the underlying assumptions need to be derived.

3. Research Methodology

A sample of 400 hundred hotels was selected from the National Capital Region for collecting responses with help of a structured questionnaire. Out of which only 355 responses were found to be significant and complete in all senses. The respondents were representatives of different star rated and budget category hotels which were identified using convenient sampling method. The opinion of employees was measured on 5 point Likert scale ranging from strongly agrees (5) to strongly disagree (1) for positive worded questions and for negative worded questions scale ranging from strongly disagree (5) to strongly agree (1). Descriptive statistics mean, variance and factor analysis is used for analysis.

4. Data Analysis and Interpretation

The demographic profile of selected hotels is been described in table number.1. The table demonstrates that out of total 355 hotels 183 (51.5%) were individual and 172 (48.5%) were chain hotels. The table also demonstrates age of organization as 39 (11%) hotels were 1-5 years old, 205 (57.7%) were 6-10 years old, 74 (20.8%) were 11-15 years old, 23 (6.5%) were 16-20 years old and 14 (3.9 %) were above 20 years old. Further the table indicates that out 355 hotels 15 (4.2%) hotels were 2 star, 208 (58.6%) hotels were 3 star, 79 (22.3%) were 4 star and 53 (14.9%) were 5 star.

Table 1: Demographic Profile

Profile of Hotels		Frequency (valid percentage)
Type of hotel	Individual	183 (51.5%)
	Chain	172 (48.5%)
	Total	355 (100%)
Age of Organization	1-5 Years	39 (11%)
	6-10 Years	205 (57.7%)
	11-15 Years	74 (20.8%)
	16-20 Years	23 (6.5%)
	20 Years and above	14 (3.9%)
	Total	355 (100%)
Category	2 Star	15 (4.2%)
	3 Star	208 (58.6%)
	4 Star	79 (22.3%)
	5 Star	53 (14.9%)
	Total	355 (100%)

Principal Component Analysis for Organisational culture factors

The results of principal component analysis on 40 items are presented in table 2. The output shows Eigen value of eight factors more than 1 explaining 69.2 percent of total variance thus placing 38 variables to underlying 6 factors.

Table 2. Principal Component Analysis to group Organisational culture variables

Variable	Communality	Factor	Eigen Value	% of variance	Cumulative %
Management communicates its goals and strategies to the employees in my organization.	1.000	1	19.475	48.687	48.687
In my organization clear path for career advancement is used to keep the	1.000	2	1.787	4.468	53.155

employees motivated.					
In our organization fair & equal treatment is given to all the employees.	1.000	3	1.595	3.988	57.143
Delegation of authority is properly practiced in my organization	1.000	4	1.416	3.540	60.683
My organization provides an environment where employees can reach out to management openly.	1.000	5	1.301	3.252	63.935
Departmental hierarchy is well defined in my hotel	1.000	6	1.086	2.715	66.650
Management in my organization have complete trust on employees in increasing the productivity.	1.000	7	1.020	2.549	69.199
There is a Friendly & Welcoming work culture in our team	1.000	8	.989	2.472	71.671
Each individual has freedom to decide how to do work in my organization.	1.000	9	.865	2.163	73.834
My organization provides a high degree of cooperation amongst all the departments	1.000	10	.762	1.905	75.739
The contribution of every individual employee is very well recognized in my organization	1.000	11	.683	1.706	77.446
All department heads have good relationship with subordinate members in the organization.	1.000	12	.668	1.670	79.115
My organization supports a culture where co-workers have a good communication amongst themselves.	1.000	13	.645	1.612	80.727

The employees working in my organization are expected to be self-motivated, and competent.	1.000	14	.620	1.549	82.277
The organization I work with welcomes and implements the suggestions and ideas of employees.	1.000	15	.586	1.464	83.740
My hotel provides all tools like software and other techniques for training of employees.	1.000	16	.489	1.223	84.964
My organization frequently organizes employee development programmes.	1.000	17	.474	1.184	86.148
On important occasions my organization provides opportunity for get together of family members of employees for celebrations.	1.000	18	.463	1.158	87.306
My organization gives a feel of job security to the employees.	1.000	19	.430	1.075	88.382
Working environment provided in my organization is safe and healthy for employees.	1.000	20	.392	.979	89.361
Flexible working hour options are given to needy employees by the organization.	1.000	21	.370	.925	90.285
The leave system followed in my organization for employees is transparent.	1.000	22	.362	.906	91.191
Opportunities to act as leader are provided in my organization time to time.	1.000	23	.334	.835	92.026
The conflict solving attitude is	1.000	24	.325	.812	92.837

appreciated in my organization.					
Most employees in my organization are highly involved in their work during working hours	1.000	25	.291	.728	93.565
Any information regarding management decision and policies is widely shared in my organization.	1.000	26	.278	.694	94.259
Every employee in my organization feels that he or she can bring a positive impact to the organization.	1.000	27	.251	.627	94.886
The process of organizational planning involves every employee to some degree in my organization.	1.000	28	.242	.606	95.492
Our organization motivates the culture of winding up difficult issues in a simple way.	1.000	29	.222	.556	96.048
The management in my organization complies to its policies	1.000	30	.216	.540	96.588
My organization is flexible towards the new trends and patterns	1.000	31	.194	.485	97.072
The organization I work with constantly adopts work related improvements.	1.000	32	.186	.466	97.538
The culture of bringing changes in terms of operations is appreciated in my hotel.	1.000	33	.165	.412	97.950
The guest's recommendation and suggestions are accepted as positive feedbacks in the organization.	1.000	34	.162	.404	98.354
The management in my organization	1.000	35	.145	.362	98.716

give priority to meet needs and demands of the employees, supervisors and other high level authorities.					
The employees in my organization prefer carrying out their responsibilities and duties, staying within the policies and procedures of the management.	1.000	36	.136	.340	99.056
In my organization the employees who please their supervisors (do buttering) are more successful.	1.000	37	.113	.283	99.339
In my organization the employees who are technically competent and effective are more successful.	1.000	38	.105	.263	99.602
If rules or procedures get in the way employees generally go through proper channels to get permission to deviate from them or have them changed.	1.000	39	.094	.234	99.836
The employees in my organization tend to bypass or ignore rules in order to accomplish their tasks or perform their jobs better.	1.000	40	.065	.164	100.000

Other than demographic profile the questionnaire consisted of organizational culture variables the responses to these were subjected to factor analysis, table number 3 represents the results from exploratory components factor analysis with varimax rotation. Rotation factor matrix is taken into consideration for grouping of all factors. First factor comprises of 9 items i.e. 'Management communicates its goals and strategies to the employees in my organization', 'In my organization clear path for career advancement is used to keep the employees motivated', 'In our organization fair & equal treatment is given to all the employees', 'Delegation of authority is properly practiced in my organization', 'My organization provides an environment where employees can reach out to management openly', 'Departmental hierarchy is well defined in my hotel', 'The leave system followed in my organization for employees is transparent', 'Any information regarding management decision and policies is widely shared in my organization', 'The management in my organization complies to its policies' with factor loading

values of .766, .779, .768, .581, .667, .944, .683, .556, .496. This factor can be named as Transparent organized system.

Second factor show the highest loading of 8 items i.e. 'There is a Friendly & Welcoming work culture in our team' , ' Each individual has freedom to decide how to do work in my organization', 'My organization provides a high degree of cooperation amongst all the departments', 'The contribution of every individual employee is very well recognized in my organization', 'All department heads have good relationship with subordinate members in the organization', 'My organization supports a culture where co-workers have a good communication amongst themselves', 'The organization I work with welcomes and implements the suggestions and ideas of employees', 'On important occasions my organization provides opportunity for get together of family members of employees for celebrations' with factor loading of .593, .541, .580, .597, .649, .611, .576, .691. This factor can be named as Team Orientation. Third factor comprises of 4 variables i.e. 'My organization gives a feel of job security to the employees', 'Working environment provided in my organization is safe and healthy for employees', 'Flexible working hour options are given to needy employees by the organization', 'The management in my organization give priority to meet needs and demands of the employees, supervisors and other high level authorities' with factor loading of .737, .776, .740, .670. This factor can be named as Security & care for personal needs. The fourth factor shows highest loadings of 2 items but both are unmatched with each other so cannot be grouped. Fifth factor shows the highest loading of 4 items i.e. 'My hotel provides all tools like software and other techniques for training of employees', 'My organization frequently organizes employee development programmes',.

'The process of organizational planning involves every employee to some degree in my organization', 'In my organization the employees who are technically competent and effective are more successful' with factor loading of .856, .646, .436, .760. This factor can be named as Training ,Recognition & Rewards. Sixth factor comprises of 7 variables i.e. 'Management in my organization have complete trust on employees in increasing the productivity', 'The employees working in my organization are expected to be self-motivated, and competent', 'Opportunities to act as leader are provided in my organization time to time', 'The conflict solving attitude is appreciated in my organization', 'Most employees in my organization are highly involved in their work during working hours', 'Every employee in my organization feels that he or she can bring a positive impact to the organization' 'The employees in my organization prefer carrying out their responsibilities and duties, staying within the policies and procedures of the management' with factor loading of .678, .418, .602, .703, .471, .557, .543. This factor can be named as Employee engagement & Empowerment. The seventh factor shows the highest loading of 6 variables i.e. 'Our organization motivates the culture of winding up difficult issues in a simple way', 'My organization is flexible towards the new trends and patterns', 'The organization I work with constantly adopts work related improvements', 'The culture of bringing changes in terms of operations is appreciated in my hotel', 'The guest's recommendation and suggestions are accepted as positive feedbacks in the organization', 'If rules or procedures get in the way employees generally go through proper channels to get permission to deviate from them or have them changed', with factor loadings of .589, .566, .473, .510, .476, .759. The seventh factor can be named as Adaptability.

Table 3 Factors and grouping of variables

Factors	Factor1	Factor2	Factor3	Factor4	Factor5	Factor6
Transparent Organized System						
Departmental hierarchy is well defined in my hotel	.944					
In my organization clear path for career advancement is used to keep the employees motivated.	.779					
In our organization fair & equal treatment is given to all the employees.	.768					
Management communicates its goals and strategies to the employees in my organization.	.766					
The leave system followed in my organization for employees is transparent	.683					
Delegation of authority is properly practiced in my organization	.581.					
Any information regarding management decision and policies is widely shared in my organization	.556					
The management in my organization complies to its policies	.496					
Team Orientation						
On important occasions my organization provides opportunity for get together of family members of employees for celebrations.		.691				
All department heads have good relationship with subordinate members in the organization		.649				
My organization supports a culture where co-workers have a good communication amongst themselves		.611				
The contribution of every individual employee is very well recognized in my organization		.597				
There is a Friendly & Welcoming work culture in our team		.593.				
My organization provides a high degree of cooperation amongst all the departments		.580				
The organization work with welcomes and implements the suggestions and ideas of employees.		.576				
Each individual has freedom to decide how to do work in my		.541.				

organization.						
Security & Care for Personal Needs						
Working environment provided in my organization is safe and healthy for employees			.776			
Flexible working hour options are given to needy employees by the organization			.740			
My organization gives a feel of job security to the employees.			.737			
Flexible working hour options are given to needy employees by the organization			.740			
The management in my organization give priority to meet needs and demands of the employees, supervisors and other high level authorities			.670			
Training ,Recognition & Rewards						
My hotel provides all tools like software and other techniques for training of employees.				.856		
In my organization the employees who are technically competent and effective are more successful.				.760		
My organization frequently organizes employee development programs				.646		
The process of organizational planning involves every employee to some degree in my organization.				.436		
Employee Engagement & Empowerment						
The conflict solving attitude is appreciated in my organization.					.703	
Management in my organization have complete trust on employees in increasing the productivity.					.678	
Opportunities to act as leader are provided in my organization time to time					.602	
Every employee in my organization feels that he or she can bring a positive impact to the organization.					.557	
The employees in my organization prefer carrying out their responsibilities and duties, staying within the policies and procedures of					.543	

the management.						
Most employees in my organization are highly involved in their work during working hours					.471	
The employees working in my organization are expected to be self-motivated, and competent					.418	
Adaptability						
If rules or procedures get in the way employees generally go through proper channels to get permission to deviate from them or have them changed						.759
Our organization motivates the culture of winding up difficult issues in a simple way.						.589
My organization is flexible towards the new trends and patterns.						.566
The culture of bringing changes in terms of operations is appreciated in my hotel						.510
The guest's recommendation and suggestions are accepted as positive feedbacks in the organization						.476
The organizational work with constantly adopts work related improvements						.473

5. Findings & Conclusion

The analysis of data collected through responses with help of structured questionnaire which consisted of 40 variables pertaining to organizational culture practices followed in hotels, the interpretation highlighted the subsequent findings. The grouping of variables resulted in seven factors using rotation factor matrix, factor number four highlighted two unmatched variables with high loadings which could not be grouped together. The Remaining six groups are named 1) Transparent Organized System, 2) Team Orientation, 3) Security & Care for Personal Needs, 4) Training, Recognition & Rewards, 5) Employee Engagement & Empowerment and 6) Adaptability.

It may be stated that the hotel industry follows a wide range of practices pertaining to organizational culture and are been adopted by most of the hotel properties in the region. These practices are generally conceived and shared by the members of any particular organization that highlight a strongly overall accepted organizational culture for the organizations. It was further observed that how any particular organizational culture practice is valued, understood and transferred from the founders to top management and further to lower level employees decides what type of culture will be formed in the organization. The study suggests that organizational culture is the core of any hotel organization and it is something to be valued and nurtured in the best possible way to strengthen the organization. The organizational culture is

also proposed as an area of research with a lot of scope which will result in the development of both organization and academia.

6. References

1. Abu-Jarad I.Y., Yusof N. and Nikbin D. , A Review Paper on Organizational Culture and Organizational Performance, *International Journal of Business and Social Science*, (2010), Vol. 1(3), pp. 26-46.
2. Abu Kasim, Nor Aziah, Minai, Badriay and Chun, Loo Sin, Performance Measures in Malaysia-TheState of the Art, *Malaysia Management Review*, (1989), Vol.24, pp.3-9.
3. Aluko M. A. O., The Impact of Culture on Organizational Performance in Selected Textile Firms in Nigeria, *Nordic Journal of African Studies*, (2003), Vol. 12(2), pp. 164–179.
4. Carroll, D.T., A Disappointing Search for Excellence. *Harvard Business Review*, (1982), Vol. 6(6), pp.78-88.
5. Chand M. and Katou A. A., The Impact of HRM Practices on Organizational Performance in The Indian Hotel Industry, *Employee Relations*, (2007), Vol. 29(6), pp. 576-594.
6. Deal, Terrence E., and Allan A. Kennedy. *Corporate Cultures: The Rites and Rituals of Corporate Life*. Reading, MA: Addison-Wesley Publishing Co., (1982).
7. Denison, D. R., *Corporate Culture and Organizational Effectiveness*. John Wiley & Sons Inc, (1990).
8. Denison, D.R. and Mishra, A.K., *Organizational Culture and Effectiveness*, *Organization Science*, (1995), Vol. 6(2), pp. 204-223.
9. Emami R., Moradi E., Idrus D. and Almutairi D.O., Investigating the Relationship between Organizational Learning Culture, Job Satisfaction and Turnover Intention in it SMEs, *International Journal of Innovative Ideas*. (2012), Volume 12(1), pp. 8-23.
10. Gallagher C, & Brown S, A Strong Market Culture Drives Organizational Performance and Success, *Employment Relations Today*, (2007), pp. 25-31.
11. Gordon, G.G. & DiTomaso, N., Predicting Corporate Performance from Organizational Culture. *Journal of Management Studies*, (1992), Vol. 29, pp. 83-798.
12. Hailey V.H., Farndale E. and Truss C, The HR Department's Role in Organizational Performance, *Human Resource Management Journal*, (2005), Vol. 15, pp. 49-66.
13. Hofstede. G., *Cultures Consequences, International Difference in Work Related Values*. Beverly Hills, CA: Sage Publications, (1980).
14. HVS, Hotel Room Supply, Capital Investment and Manpower Requirement by 2021, (2012).
15. HVS, Hotels in India Trends and Opportunity, (2014).
16. Kevin, Hotel Operations- A Cost Saving Approach to Housekeeping, *The Cornell Hotel and Restaurant Administration Quarterly*, (2004), pp.25-27.
17. Kilmann, R., Saxton M. & Serpa R., Issues in Understanding and Changing Culture, *California Management Review*, (1986), vol. 28(2), pp. 87-94
18. Kotter,J.P.,& Heskett,L, *Corporate Culture and Performance*. New York: Free Press, (1992).
19. Lim, B., Examining the organizational culture and organizational performance link, *Leadership & Organization Development Journal*, (1995), Vol. 16(5), pp.16 – 21.
20. MacIntosh W.E. and Doherty A., The Influence of Organizational Culture on Job Satisfaction and Intention to Leave, *Sports Management Review*, (2010), Vol.13, pp. 106-117.
21. Ministry of Tourism, Annual report, (2015).
22. Peters, T. J. and Waterman, R. H., *In Search of Excellence*, Harper & Row, Sydney, (1982).

23. Pettigrew A. M., Organizational Climate and Culture: Two Construct in Search of a Role, In Schneider, B. (Ed) Organization Climate and Culture. San Francisco Jossey- Bass,(1979), PP, 413-434.
24. Pettigrew, A. M, On Studying Organizational Cultures, Administrative Science Quarterly, (1979), Vol. 24, pp. 570-581.
25. Rosenbusch, N., Unger, J., Rauch, A. and Frese, M., Is Innovation Always Beneficial? A Meta-analysis of The Relationship Between Innovation and Performance in SMEs, J. Bus. Venturing, (2010), doi:10.1016/j.jbusvent.
26. Rousseau, D. M., New Hire Perceptions of Their Own and Their Employer's Obligations: A Study of Psychological Contracts, Journal of Organizational Behavior, (1990), Vol.11, pp. 389-400.
27. Saffold, G. S., Culture Traits, Strength and Organizational Performance: Moving Beyond “Strong” Culture. Academy of Management Review, (1988), Vol.13, pp. 546-558.
28. Schein, E. H. 'Organizational Culture and Leadership: A Dynamic View,' Jossey-Bass, San Francisco, CA, (1985).
29. Shahzad F., Adeel R., Khan A.R. and Shabbir L., Impact of Organizational Culture on Organizational Performance: AnOverview, Interdisciplinary journal of contemporary research in business, (2012), Volume 3(9), pp. 975-985.
30. Sheridan J.E, Organizational Culture and Employee Retention, Academy of Management Journal, (1992), Vol. 35, pp. 1036-1056.
31. Wilderom, C.P.M. and Berg, P.T., Defining, Measuring, and Comparing Organizational Cultures, Applied Psychology: An International Review, (2004), Vol. 53(4), pp. 570 –582.
32. WTTC, Travel & Tourism Economic Impact, (2015).