

Service sector

by 924 .

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CHAPTER - 1

1. INTRODUCTION

Among all the sectors, Service sector is the most demanding and up growing sector. Being human oriented industry the most important element of this service sector are the employees. Being human related sector including its human orientation and work culture there are many obstacles present in this path as each person individually differs from each other and at the same time their assumptions and opinions also varies which led to the rise of conflicts in work. Even though being a rapidly boosting sector still some issues are coupled with their workplace. Among all the issue the major one is act of Favoritism which is very common in the organization.

Some of the queries that arises, is How Favoritism affect employee's motivation & commitment? And how it in turn effects the organization's employees? "Favoritism leads to inefficient working environment for the employees and it is also responsible for giving rise to conflicts and disagreements among the employees.

Favoritism results in reducing labor cost and labor training as not much money is spend in conducting these process .Organization working system is interrupted as the employee hired through this act may be less potential in comparison to existing employee of an organization.

Act of Favoritism usually results in producing the negative image of an organization in the market and organization and which leads to employee turnover.

These perceptions vary from person to person in relative to the culture and background they are coming and these opinions leads sometime positive or negative impact on an organization.

According to this, Permitting power who is inefficient and lacks all the qualification for receiving that power is the worst situation that arises in an organization as it leads reverse effect on other labor who are working hard, it lowers its motivation and commitment.



Figure 1: About Favoritism in an organization

1.1. Purpose of the study

This research intents:

- Workplace of such organization where these activities occur
- Affects of these exercise on organization's employees' stimulus.
- Also defines working methodology of employees and in case how they react.
- It also provide an insight by checking and analyzing potential employee of the organization

Some other topics dealt are:

- **Job satisfaction, Favoritism in workplace.**

1.2. Rationale

Favoritism leads to:

- Procurement are not done in the fair manner.
- Factors chosen for candidate selection are not proper.

This in turn led to discombobulate principles, commitment & motivation not only of the employees but as of organization as whole too. Due to these factors it creates a situation in which employees tries to left the job because of negative environment which directly or indirectly forms the negative image of the organization in their particular sector of industry.

1.3. Structure of Research

1. **Literature Review:** It also provides detailed explanation with the help of the theories related to the dissertation topic and explains how job satisfaction helps in maintaining the stimulus of employees towards the organization.
2. **Methodology:** In this section, it explains the sources from where the data collection has been done and the techniques to collect those data have been explained. Quantitative and qualitative data collection methods were used where lime survey and semi- structured interview was used to collect these data and also the opinion of employee towards Favoritism practice was evaluated using research philosophy approach.
3. **Result:** Excel software was used for calculating the results. Frequency, relative frequency and as well as the analysis of the whole data was done over it.
4. **Conclusion:** Reveals overall understanding of the research and how it can be modified.

CHAPTER - 2

2. LITERATURE REVIEW

It provides the detailed explanation with the help of the theories related to the dissertation. It will explain how job satisfaction helps in maintaining the positive stimulus of employees in organization and how act of Favoritism performed in the organization effects its working culture.

Sequence of the literature review will be as follows:

- **Impact of Favoritism on organization,**
- **Favoritism in Hospitality industry,**
- **Positive effect & Negative effect of Favoritism on work culture,**
- **Employee Stimulus-Intrinsic Motivation & Extrinsic,**
- **Organizational commitment**

2.1. Favoritism influence in Organization .

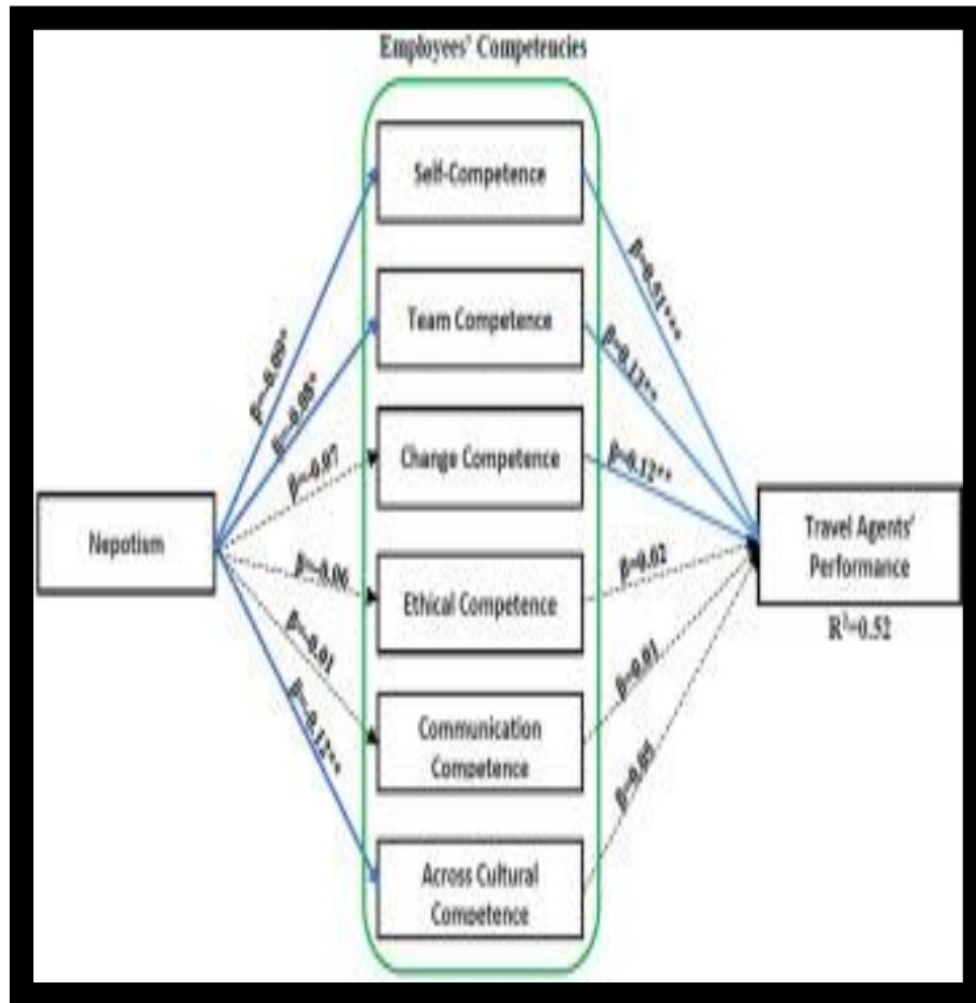
But the question arises here is **how hiring an efficient versus an inefficient employees are been recognized?**

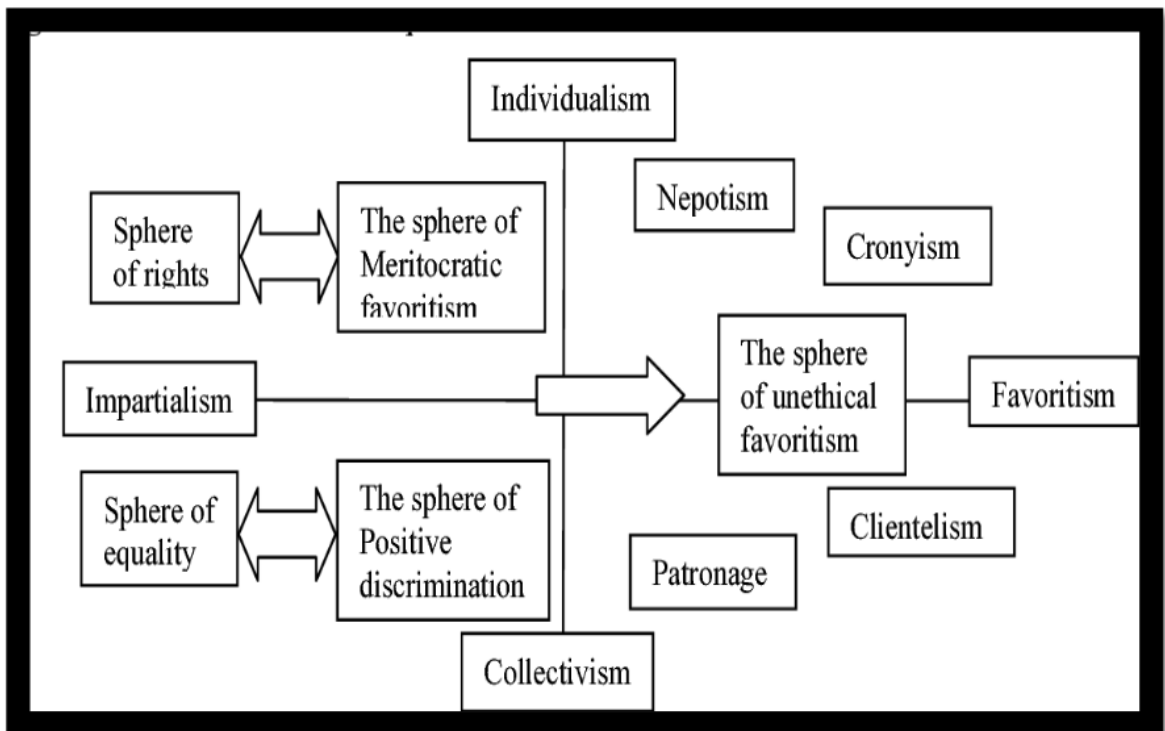
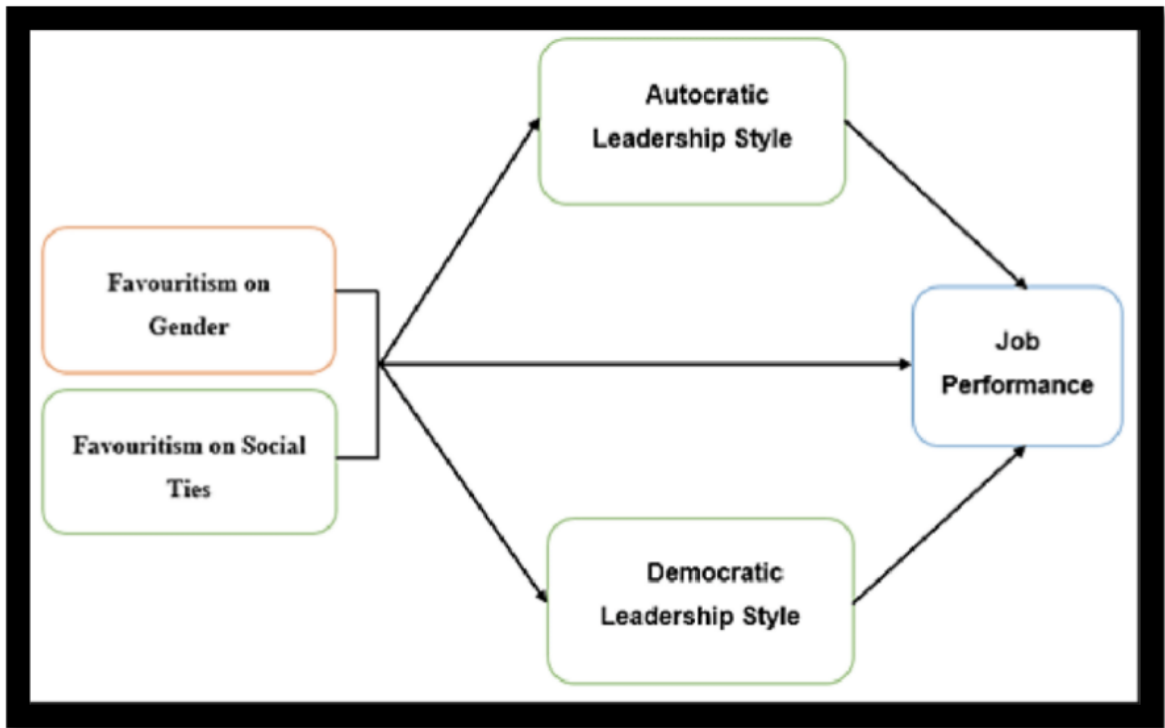
“Do employee accept such kind of activities occurring in their organization or not?”

Answering this question is necessary because organization is generally “by the employees” so it becomes very much important to know and understand and as well as know the opinion and perception of employees as wholly organization’s working culture and environment gets affected by the perception of employees only.

When we talk about the practice of Favoritism, it always sound negative in the mind of people.. Due to this mind set employees start believing that their efforts and hard work are of no use and they are being depreciated and less favored in comparison to others. Such conditions leads to slow growth rate of organization as employees are less motivated and which in turn affects their performance rate leading to lose the focus from organization goal.

Favoritism act led to create the negative perception even towards the employees who has been appointed by the organization by known contact in higher authorities and even being efficient enough according to the requirements of the organization and also arises condition of conflicts among the employees..





2.2. Favoritism in Organization



Figure2.1: Favoritism in organization

Coordination is one of the most important aspect of Favoritism in any Industry which leads to negative impression as everyone are required to work together in order to achieve organization's set goal through vision and mission

In accordance to certain norms set by the organization itself, For example:if a particular employee achieve the higher designation like of regional head but employees working under him/her have the perception that they are much more qualified than him/her so they start ignoring his/her order and starts disobeying

In order for the smooth functioning of the organization process there are several factors like:

- self assurance
- stimulus and
- poignant towards workplace

All these factors affected by Favoritism act which led to lower the internal satisfaction of the employee and moving their motivation, confidence and commitment towards organization goal towards the declining stage with low focus on their task and they stay distracted from their task because of the negative aspect formed in their mind and that effects the image of the organization in their sector. Also, not only the people but also many other organization will avoid working with them because of their negative image formed in their sector.

Understanding and trust are the most important aspects of any organization which employee oriented which means which generally focus on the human interaction. So, for the successful working of such kind of organization nit is must that they should have mutual understanding and trust among them which not only avoids conflicts in the organization but also helps in increasing the productivity rate.

2.3. Influence on Professional community



Figure 2.2: influence on professional community

There are mainly two types of influence on professional community :

- **POSITIVE EFFECT**
- **NEGATIVE EFFECT**

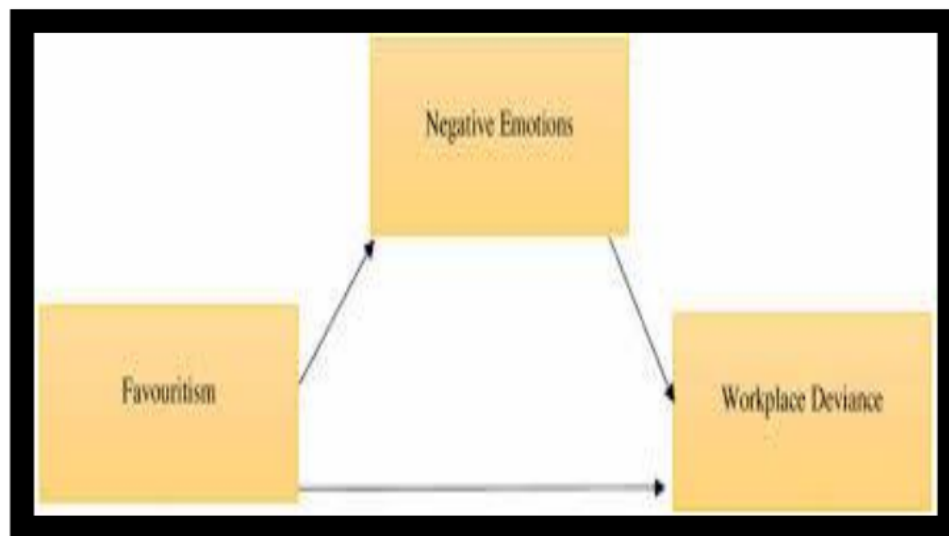
2.3.1- Postive Effect

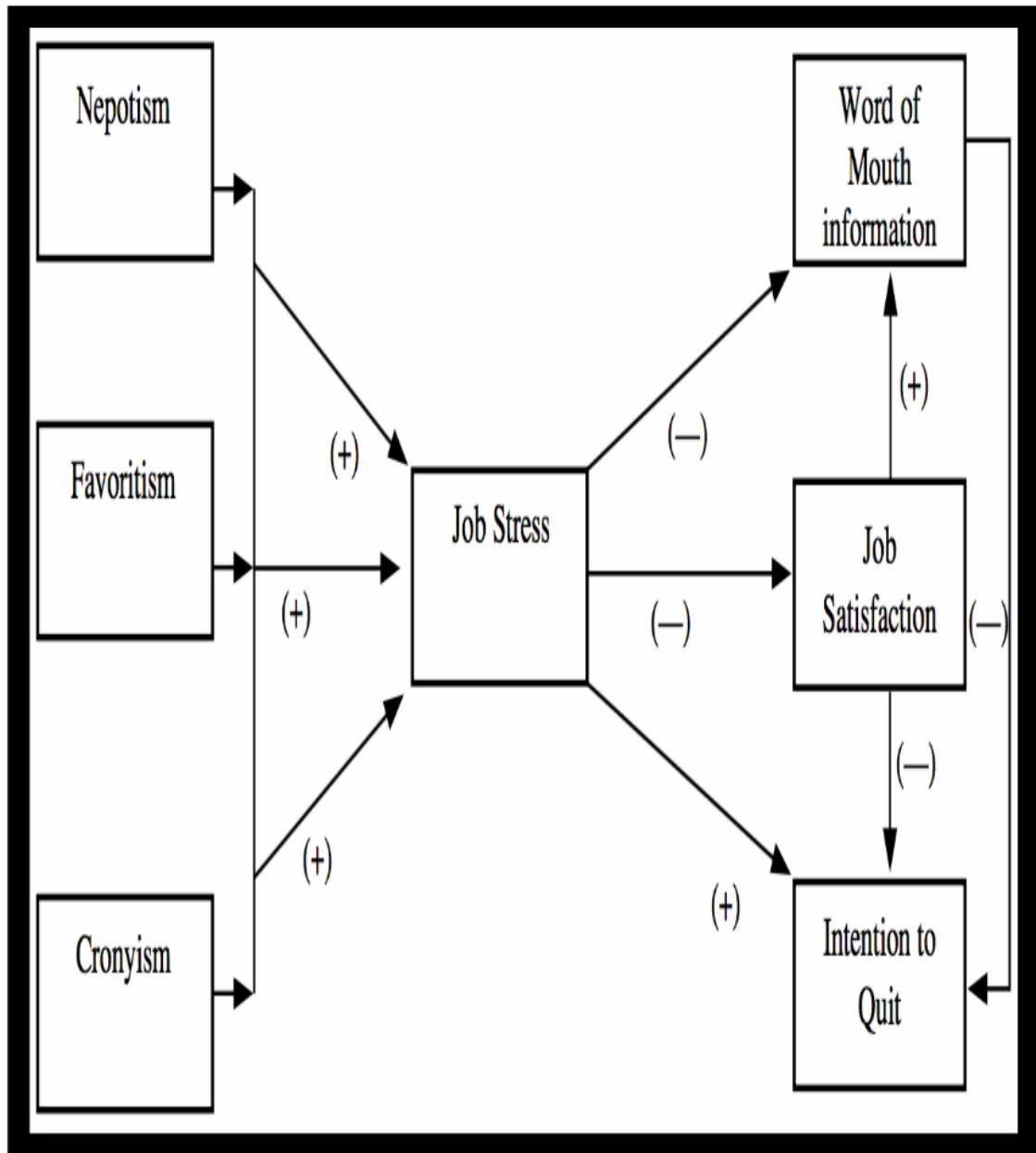
Favoritism mostly fall on the negative side whenever we heard about this but ,when there is less or no partiality and hiring , promotion , rewards are give on the merit. For the better outcomes it is very much important for the organization to maintain the several factors like : self assurance, stimulus and poignant towards workplacewhich in turn results in job satisfaction and also helps the organization grow towards the betterment for future.

2.3.2- Negative Effect

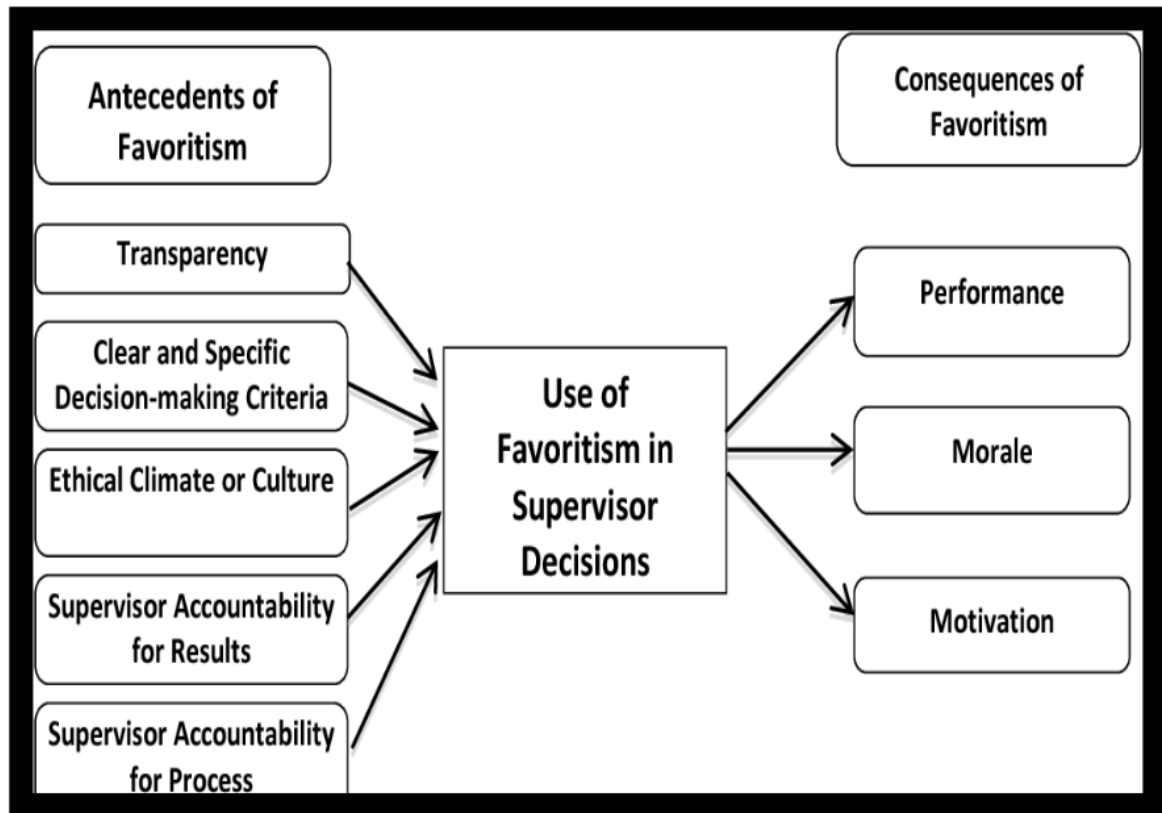
It's a basic fact that happy employees usually speak positive about their organization as they have no intention to leave the organization and in opposite manner employees who want or are in a phase to leave the job will usually speak mostly negative side of the organizations. Nothing is wrong in it as it is the human nature. We being a human being usually see positive side of anything when we want that thing and usually see negative side of that thing when that is not required or is of no use.

Being favorite also brings up a lot of the stress as Favoritism results in more pressure on the hired employee as they always want to keep everything up to the mark and don't want the higher known contacts to let down. Even though being efficient in accordance to the norms of the organization they are always in a dilemma that everyone will think that they are being praised because of their known connections.



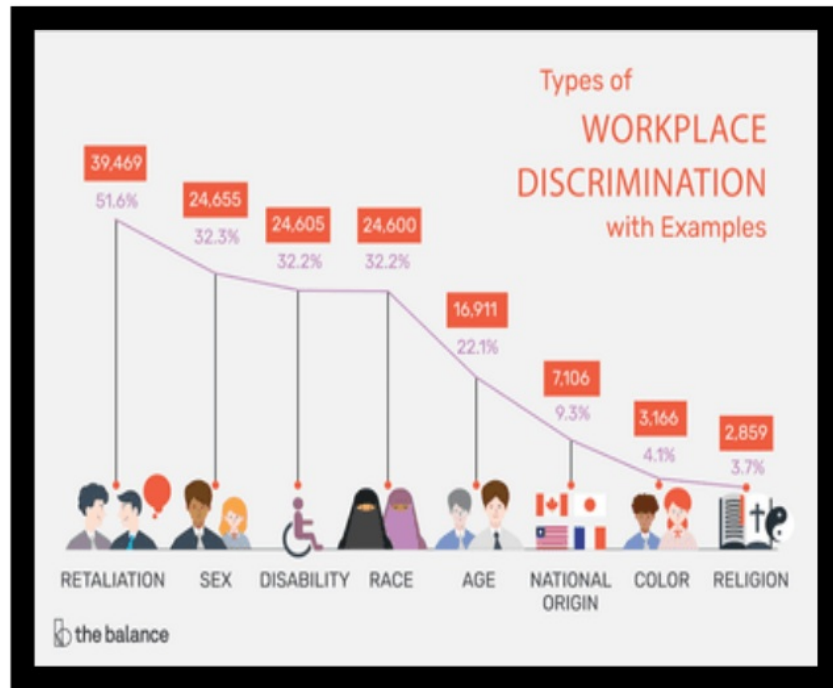


2.3 Impact of Fvaouritism on employee motivation



Motivation of the employee is one of the one the most important factor that has a huge impact on the organization growth in relation to employee's stimulus. In other words it can also be explained as an intensity to increase the personal growth rate by behaving in a professional manner.

Favoritism evokes the feeling of inequality, injustice in working environment of the organization hence degrading the professional image of organization across entire sector which can effect the overall growth rate of the organization as organization are mostly human oriented which they are directly or indirectly dependent on the motivation level of the employee working in the organization.



Motivations are broadly ¹ classified into two categories:

- **INTRINSIC MOTIVATION**
- **EXTRINSIC MOTIVATION**
-



Figure 2.3 Types of ¹ Motivation

2.3.1 Intrinsic motivation

Intrinsic Motivation also known as the hidden motivation. As it present inside the one individual and mostly referred as the internal achievement which helps in increasing the personal growth rate achieved by learning and experiencing things and activities which act as the key element of this intrinsic motivation.

How effectively and efficiently an employee is working it all depends upon the support, understanding, trustworthiness an employee is getting from his/her head or supervisor under whom he/she is working. It is very much important to increase the rate of motivation by keeping all these factors in mind as it is very much beneficial for the organization as whole. It helps in increasing the productivity of the organization.

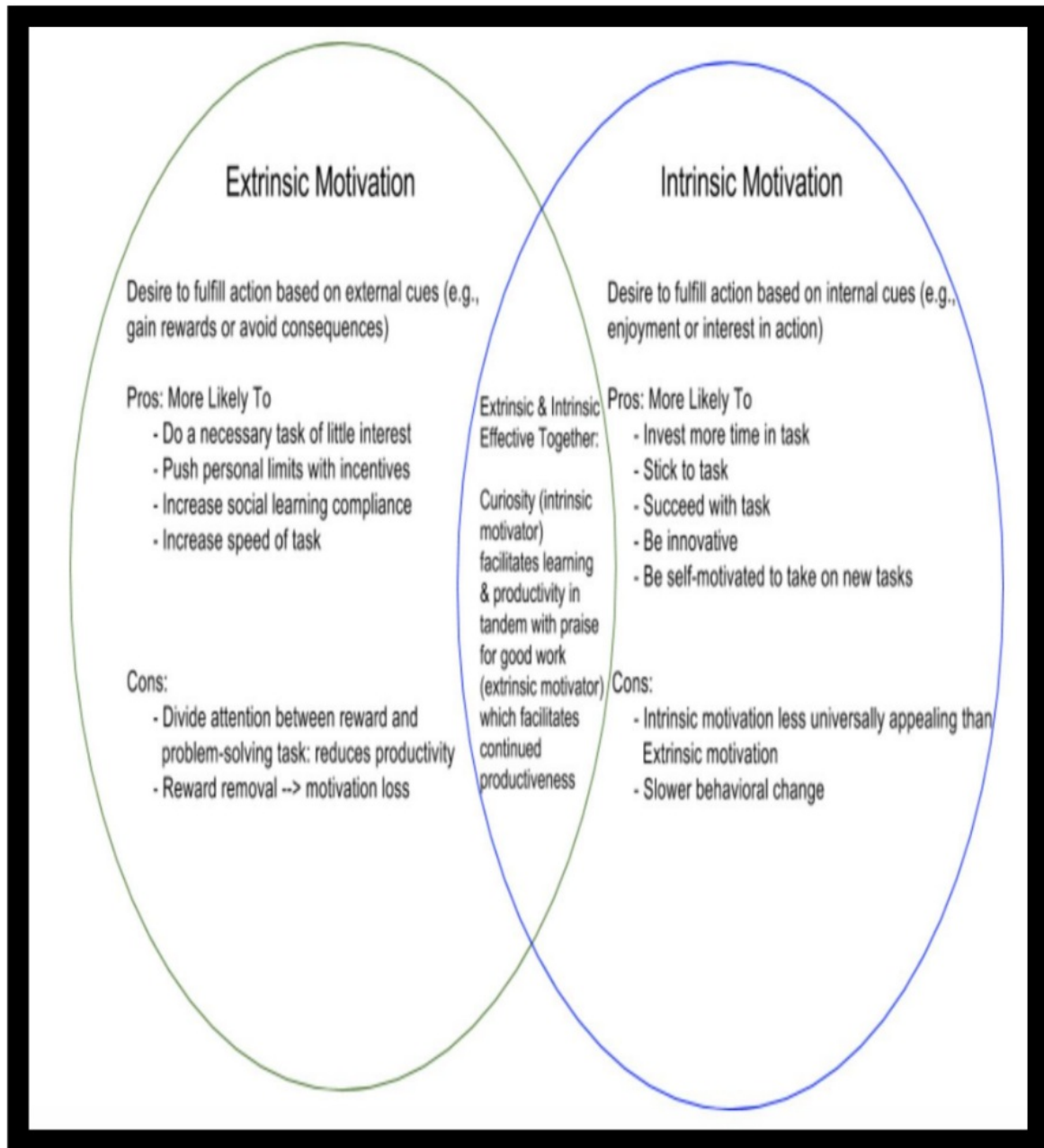
2.3.2 Extrinsic motivation

This is just opposite to the intrinsic motivation as here the motivation doesn't arises due to internal inherent factors but it is due to external instrumental reasons .In this individual not only just focuses on their own goal or self growth but it also engages himself/herself to become extrinsically motivated.

Extrinsic motivation can be achieved by some of the factors like:

- **HIGH INCENTIVES:** By providing the employees with higher incentives it led to increase in the motivation of the employee
- **EXPECTANCY OF REWARD:** By providing employee with rewards like- promotion, monetary benefits or bonus

This helps in increasing the confidence level among the employee and motivates them to achieve more and more which in turn helps the organization to grow.



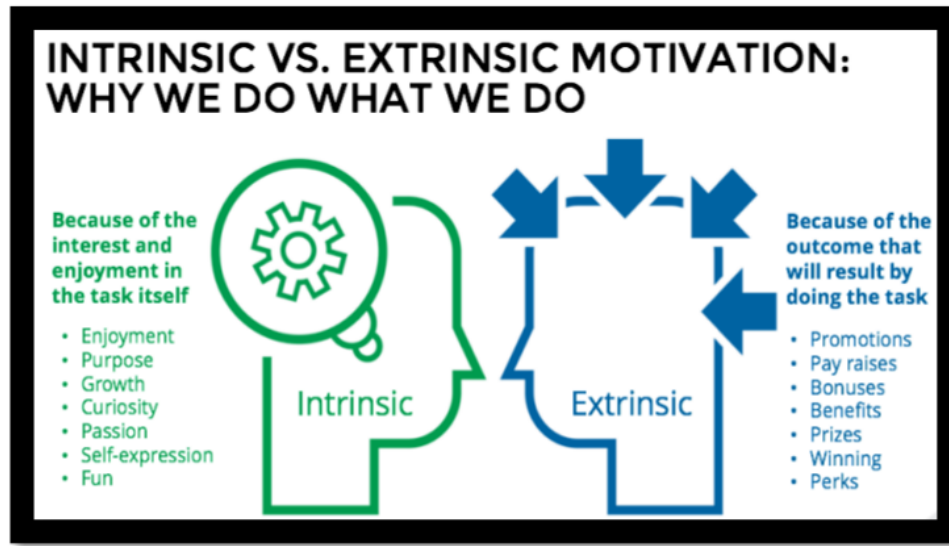


Figure 2.4 Difference between intrinsic and extrinsic motivation

2.4- Impact of Favoritism on Job Satisfaction

For the successful and smooth working of any organization related to any sector of any industry Job satisfaction in work culture is must to have.

It also about :

- **how fortunate the employee is**
- **how well the employee is acted towards**
- **and are they given any rewards or not.**

Acknowledgment leads to increase the intrinsic motivation and rewards helps in increasing the extrinsic motivation and which in turn helps in better performance and achieving both personal as well as professional/organizational goal.

Job satisfaction also helps in defining the parameter that helps in indicating commitment of the employee towards organization's goal, vision and mission. Also, how dedicated they are in achieving those goals in a very effective and efficient manner. Job satisfaction also depends upon

the interconnection among the employees in terms of understanding, support, trust worthiness towards each other. As in organization it very much important to work in group and to help each other grow. For better performance different section inside the organization usually want to work with the co-wokers who are friendly, supportive, and cooperative as it not only make the make positive mark among their team but also helps in making the positive outcomes. This all happens because the employee's both intrinsic as well as extrinsic motivation are enhanced and therefore helps in better growth and development as per required. With the mutual understanding among the team, the co-workers helps each other to learn and improve in the area where they are lacking behind. Not only the team mates are required to improve the productivity but also good and free of any kind of discrimination leads to increase the amount of efforts and consistency shown my employees towards the organization.

As bonding among the teammates is what matters in Job satisfaction the most so it is very important to keep the act of Favoritism apart from it. Because if this act is included in an organization it throws the negative impact on teammates making them feel discriminated and lowering their confidence. As they start forming the perception that no matter what how hard they are trying with their full potential and efforts. They will never be appreciated and rewarded for their work. In fact this Favoritism destroys the relationship among the teammates

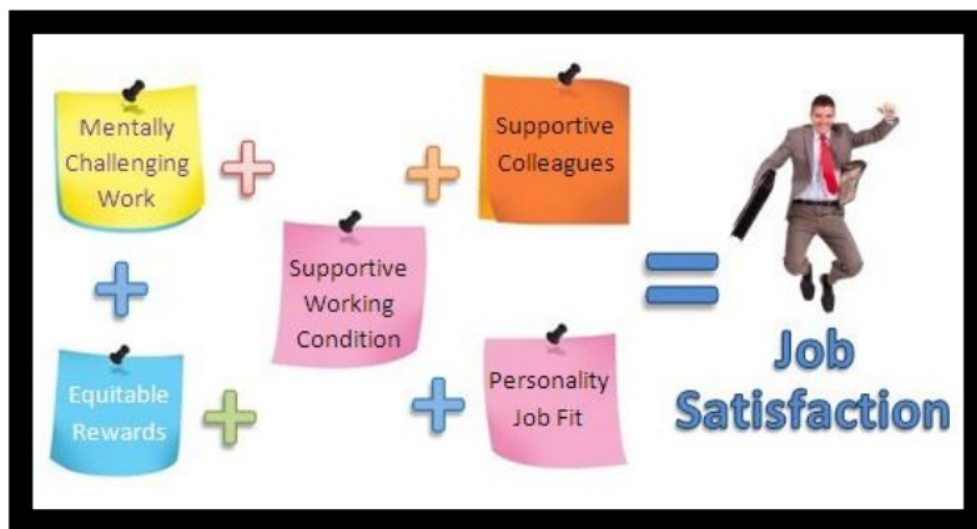
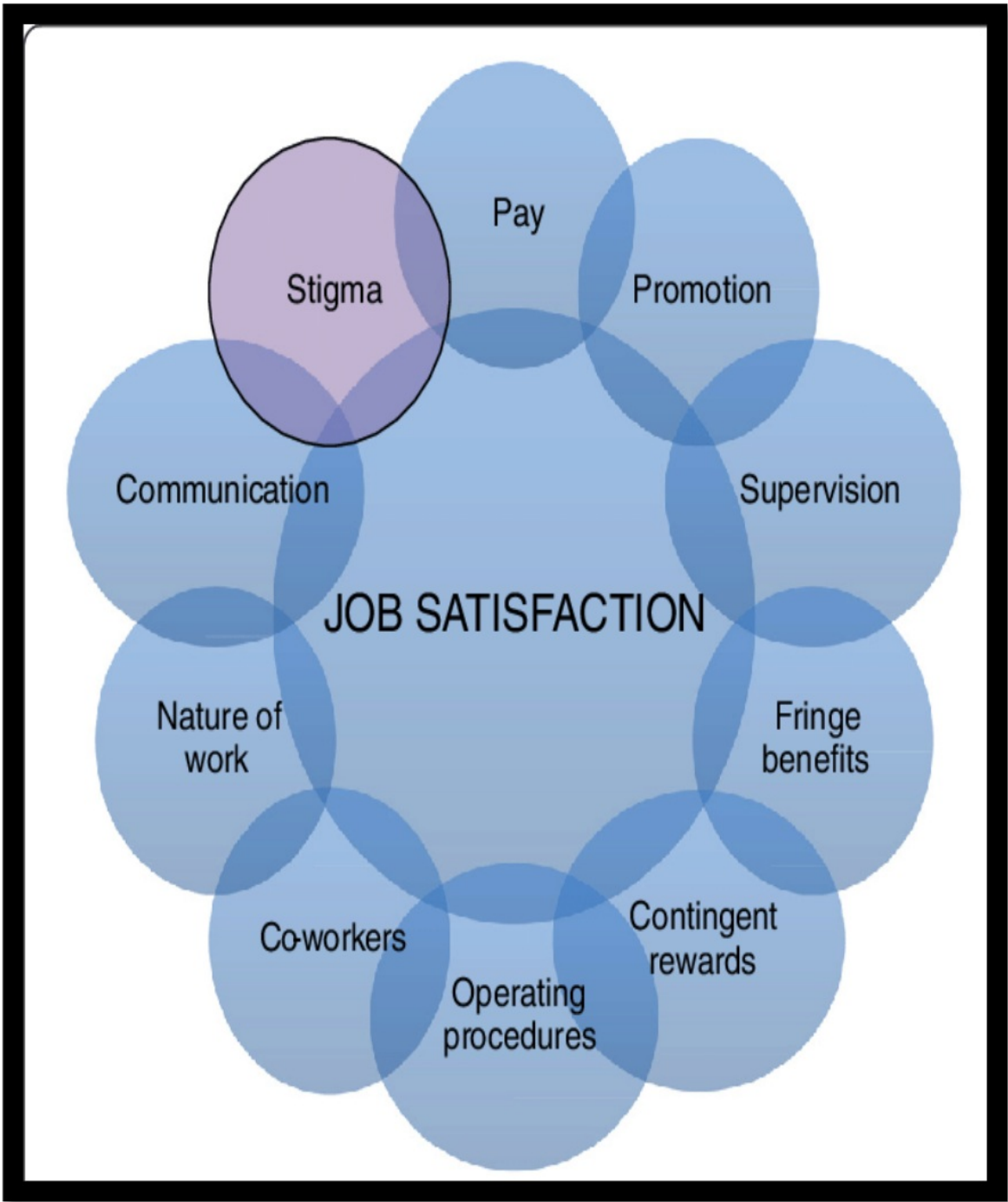


Figure 2.5 Job satisfaction



2.5- Organizational Commitment

This can be defined as how much devoted and loyal the employees are towards the organization in terms of their contribution in the form of hardwork and efforts to fulfill the organizations goal, mission and vision. Commitments are usually proportional to the organizational productivity and growth rate. As higher level of commitment results higher consistency and hardwork which in turn leads to higher growth and helps in achieving organizations goal and mission timely.

In an organization there are 3 types of commitment shown by the employees towards the organization:

- **NORMATIVE COMMITMENT**
- **CONTINUANCE COMMITMENT**
- **AFFECTIVE COMMITMENT**

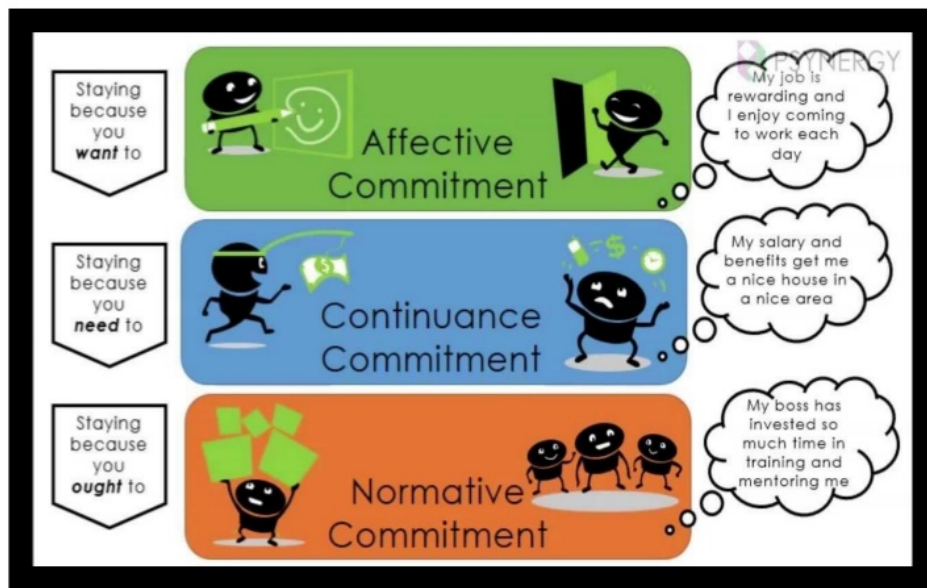
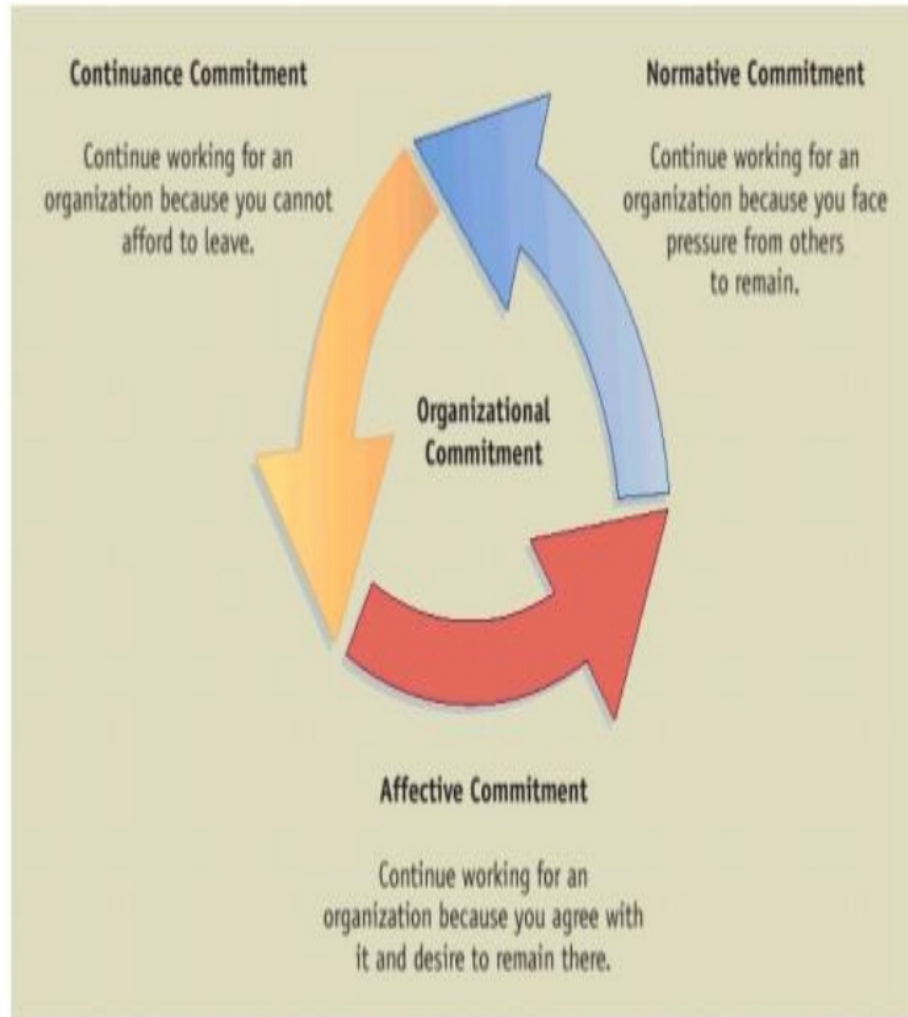


Figure 2.6 Types of Organizational commitment



CHAPTER - 3

3. METHODOLOGY

It helps in knowing, analyzing and understanding the perception towards Favoritism in the industry and will help in better understanding of behavioural aspects leading to intention which means how Favoritism affects employees motivation and commitment.

3.1-Research Ideology

For this ideology we will use Pragmatism approach to collect data in the form of facts/beliefs from the population. With the help of this approach we can analyze through both **Positivism and Interpretivism approach**. Evaluation of this research is done by analyzing and interpreting the data that is collected as the primary data which includes:

| | Qualitative Research | Quantitative Research |
|---------------------|--|--|
| Objective / Purpose | To gain an understanding of underlying reasons and motivations To uncover prevalent trends in thought and opinion | To quantify data and generalize results from a sample to the population of interest Sometimes followed by qualitative research which is used to explore some findings further |
| Sample | Usually a small number of non-representative cases | Usually a large number of cases representing the population of interest |
| Data analysis | Non - statistical | Statistical data is usually in the form of tabulations (tabs). Findings are conclusive and usually descriptive in nature |
| Example | Focus Groups, individual depth interviews , group discussions | Survey, Simulations, |

3.2 Discovery Method

For the successful discovery to be done on this topic deductive approach will be implemented which will help in collection of the data through quantitative and qualitative approach and also helps in better analyzing of the data. So it very important to find out the best possible solution by using two techniques rather than using thesis as they are not much efficient in providing on point answers. Here the best way is to find the solution through opinions and assumptions towards Favoritism act in the organization.

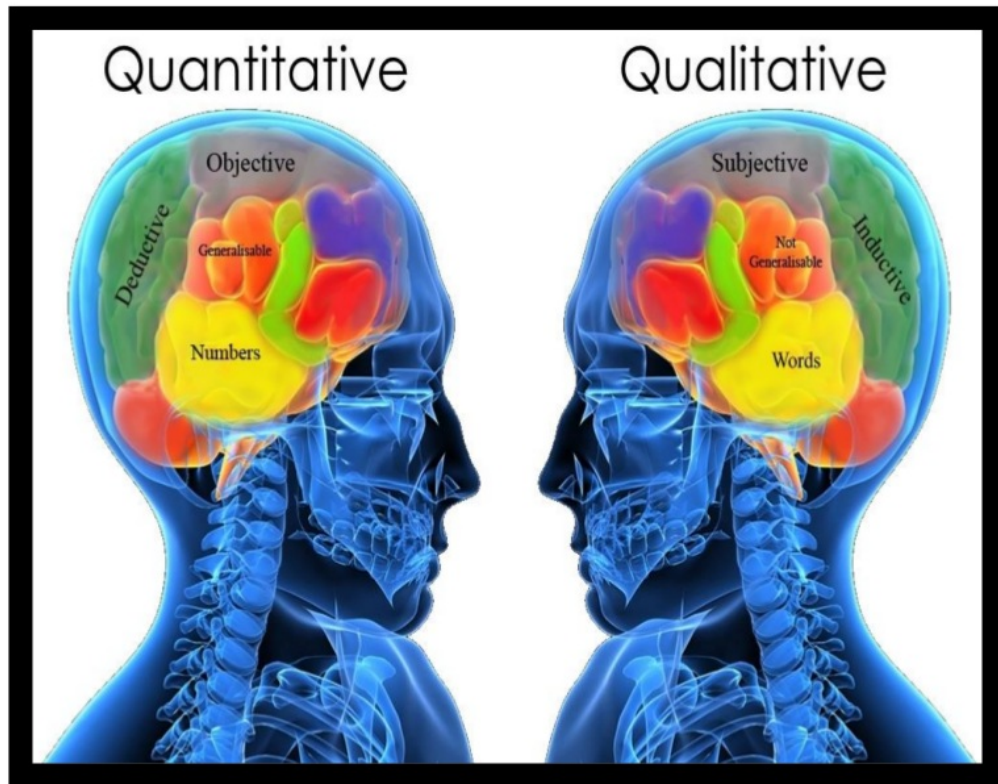
3.3 Research Strategy and Data used

As this empirical work is conducted through a questionnaire and a Semi-Structured interview. So by collecting the different opinions and assumptions of people in an organization which will vary from person to person , as different people even though working in an organization will have different perception towards nepotism or Favoritism act.

The two techniques were used : **quantitative and qualitative method techniques**

Data used:

- **Questionnaire-** Circulated among the professionals in an organization through lime survey helped in collecting the quantitative data
- **Semi-structured-interviews-** Interviews of employees which were done through telephonically and personally. It helped in better understanding of the topic and helped in knowing and understanding the different perceptions of employee towards Favoritism.



3.4 - Methods and Techniques

For the completion of this research we used two techniques- Qualitative and quantitative technique in order to find out the best possible outcomes. And, for this technique we collected the data through two way- 1) Questionnaire and 2) Semi-structured interviews.

QUESTIONNAIRE

- This method was used to evaluate the perception of the employees towards the Favoritism and also to find out how does Favoritism affects the confidence, commitment and motivation of employees towards their organization.
- In this questionnaire was circulated among the employees of the different organization.
- Mostly the data was collected from the middle and low level employees of an organization.

- For the period of **1 week** data gathering was performed.
- Size of the population was 105.
- Out of 105 responses, 28 responses were not completely filled and among remaining 77 responses 33 responses were biased in nature. So for better result they were eliminated and were not used for evaluation.
- At the end only 44 responses were used for evaluation after all the filtering.
- There were two sections:
 - 1) In this candidates assume that they were the one who were influenced by the nepotism act.
 - 2) In this situation there was no biasness that means a neutral condition.

SEMI-STRUCTURED INTERVIEW

- The data collection was done through telephonic and personal interview of the employees of organization working in the middle and lower level.
- Before starting the interview the scenarios were briefly explained to the candidate and they were said to assume that how would they feel being in this kind of situation?
- Would it effect on their commitment and motivation towards the organization if they faced this kind of act in their organization.

As the main focus of this interview was mainly on the two variable: **MOTIVATION & COMMITMENT** of the employees towards their organization and how this nepotism/ Favoritism will affect these two variables of an employee.

Result would vary as different people have different perception towards this act being belonging to different culture and background. And, this leads to better understanding of opinions and perceptions of the employees towards it.

CHAPTER - 4

4. RESULTS

In order to have relevant result for this research on “**Impact of Nepotism/Faouritism on stimulus of employee**” the data was collected through two techniques qualitative and quantitative approaches which were used to used for analyses of the employees’s perceptions towards this nepotism and Favoritism act in an organization.

The types of Demographic data used in this research :

- **Gender Data**
- **Age Data**
- **Experience Data**
- **Nationality Data**
- **Family Business Data**
- **Work experience in Family Business Data**

End outcome:

Demographic Data

- Collected through questionnaire.
- Data gathering was done for 1 week.
- Size of the population was 105
- Out of 105 responses, 28 responses were not completely filled and among remaining 77 responses 33 responses were biased in nature. So for better result they were eliminated and were not used for evaluation.
- At the end only 44 responses were used for evaluation after all the filtering .

Gender:

| Gender | Frequency | Relative Frequency |
|--------|-----------|--------------------|
| Male | 29 | 65.90% |
| Female | 15 | 34.90% |
| Total | 44 | 100.00% |

Table 1: Showing number of respondents belonging to which gender

Age:

| Age | Frequency | Relative Frequency |
|----------|-----------|--------------------|
| 18-22 | 15 | 34.09% |
| 22-27 | 10 | 22.72% |
| 28-32 | 16 | 36.36% |
| Above 32 | 3 | 06.81% |
| Total | 44 | 100% |

Table 2: Showing different age groups of respondents.

Most of the responses were given by age group of 28-32 so they must be having different outlook towards this act.

Experience:

| Experience | Frequency | Relative Frequency |
|---------------|-----------|--------------------|
| No Experience | 11 | 25% |
| 1-3 Years | 9 | 20.45% |
| 3-6 Years | 19 | 43.18% |
| Above 6 | 5 | 11.36% |
| Total | 44 | 100% |

Table 3: Indicating no of years of experience the respondent is having in an organization.

Family-Run Business:

| Does your family run a family-owned business? | Frequency | Relative Frequency |
|---|-----------|--------------------|
| Yes | 13 | 29.54% |
| No | 31 | 70.45% |
| Total | 44 | 100% |

Table 4: Showing if the respondent is having a family business or not.

Nationality:

| Nationality | Frequency | Relative Frequency |
|-------------|-----------|--------------------|
| Thailand | 2 | 4.54% |
| India | 31 | 70.45% |
| USA | 4 | 9.09% |
| Switzerland | 3 | 6.81% |
| France | 4 | 9.09% |
| Total | 44 | 100% |

Table 5: Showing the no of respondent belonging to which nationality.

Worked in Family-run Business:

| Have you ever worked in a family-run business? | Frequency | Relative Frequency |
|--|-----------|--------------------|
| Yes | 38 | 58.46% |
| No | 27 | 41.53% |
| Total | 65 | 100% |

Table 6: Showing respondents no of respondents who have worked in their family business

Here, by analyzing each and every type of the data we got to know:

- Gender: This factor was used to know whether the type of gender the employee belongs to changes his/her perception towards this Favoritism act. This study showed that out of 44 relevant responses 29 were males and 15 were female respondents.
- Age: This showed does age changes the perception towards this act. In this research most of the responses were given by age group of 28-32so they must be having different outlook towards this act in an organization.
- Experience: This helped in knowing that if mind set changes with no of year of experience. In our data most of the responses where from the group having 3-6 years of experience that means with increase in the favourism one faces this act.
- Nationality: This factor was chosen to known whether with change in the background and culture this perceptions changes or not. In this analysis most of the answers were from India.
- Family Business: in order to remove Favoritism found easily in family business. So it was important to know whether they have a family owned business or not. According to data most of the responses were not having the family business.
- Worked in family business: This data revealed the fact that most of respondents who worked in their family business came up as majority.

CHAPTER -5

5. CONCLUSION

5.1. Main Findings

In accordance to the result that was obtained by using two different techniques that are qualitative and quantitative approaches the main finding of this research is how favouritism/ nepotism influences employees' stimulus towards organization. The result revealed the fact that different demographic factors too influence the mind-set or perception of the employees towards this Favoritism.

The result gave the information that with more number of experiences in an organization one will get affected more like group having the experience upto 3-6 years are more likely to have different out look towards it but it also revealed the fact that with increase in the number if experience like one having more than 6 years of experience, in that case employee becomes used to it and becomes more tolerant to it. For them, this act doesn't affects more.

Some of them revealed, they condition as the way it and for their own personal growth they too will find the way and some said that for them brand of the company under which they are working matters more than this act. If the brand is big then they are okay with this Favoritism as they want the company brand with them more.

The overall research was on the fact that how this nepotism/Favoritism affects the motivation and commitment of an employee. And, also the loyalty or commitment of the employee towards the organization gets affected due to this act.

This means if the motivation and loyalty or commitment turns down then automatically it affects the overall growth rate of the organization because due to low motivation and commitment employee doesn't pays much attention towards his/her task and hence leading to lowering rate of production too and also results in employee turnover.

5.2. Recommendations

Some of the recommendations for further research that could be beneficial could be:

- Finding footprint of nepotism / Favoritism on motivation & commitment in family owned business. .
- Find out the affect of this act at the personal growth of the employee.
- Why there is the need of Favoritism in the organization?

CHAPTER - 6

6. Limitations of the study

Some of the limitations that were found in this research were:

- As analysis includes the employees belonging to an organization, so most of the employees don't want to say anything negative about the organization they are working for.
- Also, employees don't want to reveal any situation in which either they received the favour or they offered the favour to someone in an organization as it itself forms the negative image.
- Incomplete, biased data was more during the data collection so it also becomes complicated and time consuming to filter out the data in order to obtain resourceful data.
- During interview also no one was firstly ready to give the interview and also if they does the also some of the were not giving the information in the right manner.

7. -APPENDICES

Impact of Favouritism on Employee Motivation & Commitment

Dear Participant,

The purpose of the study is to investigate impacts of Favouritism (the practice of giving unfair preferential treatment to one person or group at the expense of another) on employee's motivation & commitment. The instructions on how to answer the questions are provided all throughout the survey. The collected answers will be strictly anonymous and used for study purpose at Les Roches Global Hospitality Education in which I am currently enrolled for a Master degree.

In this survey, there are 2 scenarios. Please read the scenarios carefully and answer the questions assuming that you are an employee of the same organisation.

There are 8 questions in this survey

Demographics

[]Please indicate your Gender? *

Please choose **only one** of the following:

- Male
- Female
- Prefer not to answer

[]What is your Age? *

Please choose **only one** of the following:

- 18-22
- 23-27
- 28-32
- above 32

[]Hospitality Experience? *

Please choose **only one** of the following:

- No Experience
- 1-3 Years
- 3-6 Years
- Above 6

[]What is your Nationality? *

Please write your answer here:

[]

Does your family run a family-owned business?

*

Please choose **only one** of the following:

Yes

No

[]

Have you ever worked in a family-run business?

*

Please choose **only one** of the following:

Yes

No

Scenario 1

Sam Rogers is the GM of XYZ 5* Hotel in Florida. He has a very good record as since the time he as taken over, Sales of the hotel went up by 28% in the time span of 3 years. The only department where sales are behind is F&B. Sam wants to hire his friend John Walker as the HOD of the department because they have worked and studied together in past. Although, there are potential candidates like you within the organisation who can be promoted to that position, however, Sam feels an outsider will bring creativity in the department which will result in profits. When you and your fellow employees got to know about this, all of you who were eligible for this position applied. In the end, John is selected because of his connections and now onwards, you have to work under his supervision.

John has 6 years of working experience in the hospitality industry. Sam and John were scholars in their hospitality school. John is a well-liked employee among his peers and generally gives positive outcomes.

While rating the statements below, You should consider yourself as working under John's leadership as he is your direct supervisor.

[]

From a Scale of 1-5, (1 – Strongly Disagree and 5 – Strongly Agree) please answer the following questions:

*

Please choose the appropriate response for each item:

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Sam made a good decision hiring John | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The decision was based on Sam's previous job performance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel that my leader is well qualified to give me directions & orders. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am pleased with the supportive and considering nature of my superior. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| While working under John, I am determined to give my best effort at work each day. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Management within my organisation recognises strong job performance. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel my work is adequately evaluated and praised. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I believe that all the decisions are made ethically by the management which creates a positive work environment. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| While working under John, I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Regarding the present hiring situation, I talk up this organisation to my friends as a great organisation to work for. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I find my values and the organisation's values are very similar. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am very proud to tell others that I am a part of this organisation. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| If such practices are frequent in organisation, it might create an intention for me to quit. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Scenario 2

Sam Rogers is the GM of XYZ 5* Hotel in Florida. He has a very good record as since the time he as taken over, Sales of the hotel went up by 28% in the time span of 3 years. The only department where sales are low is F&B. Sam wants to obey the policy of the company regarding the hiring procedures i.e. first priority if given to the employees who are already working for the organisation and then to the outsiders for the position of the HOD of the department. When you and your fellow employees got to know about this, all of you who were eligible for this position applied. Sam schedules an interview with all who had applied and goes through the right hiring procedures regarding the ethical standards. After the procedure, John who is already working as a manager in the organisation, is selected for the respective position. Sam feels that he has selected the right candidate as he fits into the profile and has experience which would result in profitability. Now onwards, you have to work under his supervision.

John has 8 years of working experience in the hospitality industry, F&B department to be precise. He works under Sam with full dedication and commitment towards his work.

While rating the statements below, You should consider yourself as working under John's leadership as he is your direct supervisor.

[]

From a Scale of 1-5, (1 – Strongly Disagree and 5 – Strongly Agree) please answer the following questions:

*

Please choose the appropriate response for each item:

| | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Sam made a good decision hiring John | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| The decision was based on Sam's previous job performance | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel that my leader is well qualified to give me directions & orders. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am pleased with the supportive and considering nature of my superior. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| While working under John, I am determined to give my best effort at work each day. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Management within my organisation recognises strong job performance. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I feel my work is adequately evaluated and praised. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I believe that all the decisions are made ethically by the management which creates a positive work environment. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| While working under John, I am willing to put in a great deal of effort beyond that normally expected in order to help this organisation be successful. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| Regarding the present hiring situation, I talk up this organisation to my friends as a great organisation to work for. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I find my values and the organisation's values are very similar. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

| | | | | | |
|--|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| I find my values and the organisation's values are very similar. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| I am very proud to tell others that I am a part of this organisation. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
| If such practices are frequent in organisation, it might create an intention for me to quit. | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Many thanks indeed for taking the time to fill out this questionnaire. I greatly appreciate your help! If you would like to receive further information concerning this research, please feel free to contact me or get in touch directly with ishan.wanchoo@lesroches.ch.

04-20-2016 - 20:14

Submit your survey.
Thank you for completing this survey.

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