

A STUDY ON JOB SATISFACTION OF EMPLOYEES IN NOVOTEL, CHENNAI

Submitted in partial fulfillment of the requirements for the award of

BACHELOR OF COMMERCE

by

ACHAYA.A

(REGISTER NO: 41740003)



SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

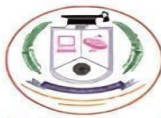
CATEGORY-1 UNIVERSITY BY UGC

Accredited with Grade “A++” by NAAC | 12B Status by UGC |

Approved by AICTE

JEPPIAAR NAGAR, RAJIVGANDHISALAI, CHENNAI-600119.

APRIL-2024



SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY
(DEEMED TO BE UNIVERSITY)

CATEGORY-I UNIVERSITY BY UGC

Accredited "A++" Grade by NAAC | 12B Status by UGC | Approved by AICTE

www.sathyabama.ac.in

BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of ACHAYA A (41740003) who carried out the project entitled "A STUDY ON JOB SATISFACTION OF EMPLOYEES IN NOVOTEL, CHENNAI" under my supervision from January 2024 to March 2024

DR.TR.KALAILAKSHMI

Internal guide

Dr.PalaniA

HOD

Dr.BHUVANESWARI.G

Dean – School of Management Studies

Submitted for Viva Voce Examination held on _____

Internal Examiner

External Examiner



31-03-2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. ACHAYA A (Register No: 41740003)** student of Bachelor of Commerce in General Final Year at **SATYABHAMA INSTITUTE OF SCIENCE AND TECHNOLOGY** has successfully completed her internship in the **TALENT & CULTURE DEPARTMENT** in **NOVOTEL CHENNAI OMR** from **1st January 2024 to 31st March 2024**.

During her Internship, She was found to be very enthusiastic and energetic in performing the assigned tasks.

We wish her all the best in her future endeavors.

For Novotel Chennai OMR

Novotel OMR
Chennai 600 119

Abhishek Krishna

HR

Novotel Chennai OMR

CIN-U51900MH1995PTC091908

[A Unit of Varun Hospitality Pvt Ltd.]

Opp. Elcot Sez, IT Expressway, Old Mahabalipuram Road,

Sholinganallur, 600119 Chennai, India

T- +91 4466444777 – h6714-re@accor.com

novotel.com-all.accor.com

DECLARATION

I ACHAYA A (41740003) hereby declare that the Project Report entitled “A STUDY ON JOB SATISFACTION OF EMPLOYEES IN NOVOTEL, CHENNAI” done by me under the guidance of DR.TR.KALAI LAKSHMI M.A., MBA, M.Phil, Ph.D, Associate Professor, School of management Studies is submitted in partial fulfillment of the requirements for the award of Bachelor of Commerce degree.

DATE:

PLACE:

ACHAYA.A

ACKNOWLEDGEMENT

I am pleased to acknowledge my sincere thanks to Board of Management of **SATHYABAMA INSTITUTE OF SCIENCE AND TECHNOLOGY** for their kind Encouragement in doing this project and for completing it successfully. I am grateful to them.

I convey my sincere thanks to **Dr. G. BHUVANESWARI, MBA., Ph.D., Dean – School of Management Studies** and **Dr. A.Palani, M.COM. M.PHIL., MBA., Ph.D., Head - School of Management Studies** for providing me necessary support and details at the right time during the progressive reviews.

I would like to express my sincere and deep sense of gratitude to my Project Guide **Dr. TR.KALAI LAKSHMI M.A., MBA, M.Phil, Ph.D** for her **valuable guidance, suggestions** and constant encouragement paved way for the successful completion of my project work.

I wish to express my thanks to all Teaching and Non-teaching staff members of the **School of Management Studies** who were helpful in many ways for the completion of the project.

ACHAYA.A

ABSTRACT

The culture of an organisation consists of the values and beliefs of the people in an organisation. The organizational culture usually has values and beliefs that support the organizational goals. Organizational culture has an impact on employee's satisfaction. The process study objective is 'Organizational Culture' and its Impact on employees behavior. It brings out the behavioral aspect of the employees working in Hyundai Motors India Ltd. The main objective of the study is to find the overall performance of the employees. The research design used in this study is descriptive research design. Data from 140 people were collected as population study. Data was collected by survey method through structured questionnaire with close ended questions. The primary data was obtained through questionnaire and secondary data from the company records and through internet. The purpose of the survey process is to provide a more accurate assessment of the existing culture from the employees' point-of-view and also to assess their behaviors with respect to that of the existing culture. The analysis was done through simple percentage analysis and weighted average method. From the analysis it was found that the employees of HMIL were much satisfied with their interpersonal relationships, co-ordination and integration between various departments of the organization, and also the rewards & incentives given by their management. But the management has to provide more practical sessions in training programmes to improve their performance in their respective fields. Such training programmes will help them to enhance their knowledge in the respective fields.

TABLE OF CONTENTS

CHAPTER NO	CONTENTS	PAGE NO
	ACKNOWLEDGEMENT	
	ABSTRACT	
1	1.1INTRODUCTION	1
	1.1.1 INDUSTRY PROFILE	2
	1.2 COMPANY PROFILE	3
	1.4 OBJECTIVES OF THE STUDY	6
	1.5 NEED FOR THE STUDY	6
	1.6 SCOPE OF THE STUDY	7
2	2.1 LITERATURE SURVEY	
	REVIEW OF LITERATURE	8
3	3.1 RESEARCH METHODOLOGY	
	3.2 RESEARCH DESIGN	13
	3.3SOURCES OF DATA	13
	3.4 DATA EDITING AND STATISTICAL TOOLS	14
	3.5 QUESTIONNAIRE DESIGN	14
	3..6 SAMPLE SIZE	15
4	4.1 DATA ANALYSIS AND INTERPRETATION	
	4.1PERCENTAGE ANALYSIS	16
	CHARTS	17
5	5. FINDINGS	37
6	6.1 SUGGESTIONS	38
	CONCLUSION	38
	APPENDIX	42
	QUESTIONNAIRE	42

LIST OF CHARTS

TABLE NO	PARTICULARS	PAGE NO
4.1	Gender of the respondent	16
4.2	Age of the respondent	17
4.3	Marital status	18
4.4	Department wise classification	19
4.5	Work experience	20
4.6	Designation at novotel	21
4.7	Respondent's satisfaction with current benefits (pay insurance, leaves) at novotel	22
4.8	Respondent's opinions on career growths opportunities in novotel	23
4.9	Respondent's preferred way of working	24
4.10	Respondent's opinion on the work life balance	25
4.11	Opinion on employee engagement Activities at novotel	26
4.12	How long do employees typically stay With novotel	27
4.13	Respondent's & recogniyion program at Novotel	28
4.14	Employees opinion in the CSR activities conducted by Novotel	29
4.15	Rate your involvement, Overtime(OT) work at novotel	30

4.16	How often do you work overtime At novotel	31
4.17	Ability to manage your work	32
4.18	Utilization of skills & abilities of employees at novotel	33
4.19	Work related suggestions are valued	34
4.20	Does accor have clear and consistel set of values	35
4.21	Easy to co ordinate with other deparments (front office, housekeeping, f&b, finance, ag	36

LIST OF TABLES

TABLE NO	PARTICULARS	PAGE NO
4.1	Gender of the respondent	16
4.2	Age of the respondent	17
4.3	Marital status	18
4.4	Department wise classification	19
4.5	Work experience	20
4.6	Designation at Novotel	21
4.7	Respondent's satisfaction with current benefits (pay insurance,leaves) at novotel	22
4.8	Respondent's opinions on career growths opportunities in novotel	23
4.9	Respondent's preferred way of working	24
4.10	Respondent's opinion on the work life balance	25
4.11	Opinion on employee engagement Activities at novotel	26
4.12	How long do employees typically stay With novotel	27
4.13	Respodent's & recogniyion program at Novotel	28
4.14	Employees opinion in the CSR activities conducted by Novotel	29
4.15	Rate your involvement, Overtime(OT) work at Novotel	30
4.16	How often do you work overtime	31

	At novotel	
4.17	Ability to manage your work	32
4.18	Utilization of skills & abilities of employees at novote	33
4.19	Work related suggestions are valued?	34
4.20	Does accor have clear and consistel set of values	35
4.21	Easy to co ordinate with other deparments (front office, housekeeping, f&b, finance, ag	36

CHAPTER-1

INTRODUCTION

A hotel's culture is the character and personality of the hotel organization. It is what makes the hotel business unique and is the sum of its values, traditions, beliefs, behaviours and attitudes. A positive hotel culture attracts talent, engages hoteliers in their work and affects performance. Hospitality is one of the world's fastest expanding sectors today. Hospitality management include hotels, events, travel & tourism, luxury services, food services and other related industries. Travel and tourism are the most important contributors to the global economy.

The word hotel is derived from the french hotel coming from the same origin as hospital, which referred to a french version of a building seeing frequent visitors and providing care, rather than a place offering accommodation. Hotels can be categorized in a variety of ways, such as by size, location, services, star rating and amenities. Hotels are most commonly categorized by the level of service full or limited and property type full-service resort, limited-service hotels.

TYPES

Hotel operations vary in size, function, and cost. Most hotels and major hospitality companies that operate hotels have set widely accepted industry standards to classify hotel types. General categories include the following:

INTERNATIONAL LUXURY

International luxury hotels offer high-quality amenities, full-service accommodations, on-site full-service restaurants, and the highest level of personalized and professional service in major or capital cities.

Example. Brands include: GrandHyatt, Conrad, InterContinental, Sofitel, Mandarin Oriental, Four Seasons, The Peninsula, Rosewood, JW Marriott and The Ritz- Carlton.

LIFE STYLE LUXURY RESORTS

Lifestyle luxury resorts are branded hotels that appeal to a guest with lifestyle or personal image in specific locations. They are typically full-service and classified as luxury. A key characteristic of lifestyle resorts is focus on providing a unique guest experience as opposed to simply providing lodging.

UPSCALE FULL SERVICE

Upscale full-service hotel often provides a wide array of guest services and on-site facilities. Commonly found amenities may include: on-site food and beverage (room service and restaurants), meeting and conference services and facilities, fitness centre, and business centre

BOUTIQUE

Boutique hotel are smaller independent non-branded hotels that often contain mid-scale to upscale facilities of varying size in unique or intimate settings with full-service accommodations. These hotels are generally 100 rooms or fewer.

ECONOMY AND LIMITED SERVICE

Small to medium-sized hotel establishments that offer a very limited number of on-site amenities and often only offer basic accommodations with little to no services, these facilities normally only cater and market to a specific demographic of travelers, such as the budget-minded traveller seeking a "no frills" accommodation.

MOTEL

A Motel, an abbreviation for "motor hotel", is a small-sized low-rise lodging establishment similar to a limited service, lower-cost hotel, but typically with direct access to individual rooms from the car park. Motels were built to serve road travellers, including travellers on road trip vacations and workers who drive for their job (travelling salespeople, truck drivers, etc.).

MICROSTAY

Hotels may offer rooms for micro stays, a type of booking for less than 24 hours where the customer chooses the check in time and the length of the stay. This allows the hotel increased revenue by reselling the same room several times a day. They first gained popularity in Europe but are now common in major global tourist centre.

COMPANY PROFILE

Accor S.A. is a French multinational hospitality company that owns, manages and franchises hotels, resorts and vacation properties. It is the largest hospitality company in Europe and the sixth largest hospitality company worldwide.

Accor operates in 5,300 locations in over 110 countries. Its total capacity is approximately 777,714 rooms. It owns and operates brands in many segments of hospitality:

Luxury (Raffles, Fairmont, Sofitel), premium (MGallery, Pullman, Swissôtel), midscale (Novotel, Mercure, Adagio), and economy (ibis, hotelF1)

The company is headquartered in Issy-les-Moulineaux

Founders	• Gérard Pelisson • Paul Dubrule		
Founded	1967; Paris, France	56 years	ago[1]

In 1967, Paul Dubrule and Gérard Pélisson founded the hospitality group Société d'investissement et d'exploitation hôteliers (SIEH) and opened the first Novotel hotel outside Lille in northern France.

PRODUCT PROFILE

Created in 1967 in France, the company grew into what became the Accor group in 1983, and Novotel remained a pillar brand of Accor's multi-brand strategy. Novotel manages 559 hotels in 65 countries (2021).

The first Novotel was launched in Lille, France, in 1967. It was inspired by American motels with comfortable rooms, a restaurant and parking. By 1970, seven Novotel hotels were in operation, and the group raised the funds to develop internationally.

By 1975, Novotel opened 60 hotels in France and 13 in Europe.[5] Novotel bought Mercure in 1975, and Sofitel in 1980. In 1981, Novotel entered the Asian market with the opening of a hotel in Singapore.

Novotel caters to business and leisure travelers, with hotels located in the heart of major international cities, business districts and tourist destinations.[26] Novotel manages 559 hotels in 65 countries (2021). Since 2010, Novotel also includes the apartment hotel brand Novotel Suites, with 34 hotels worldwide (2018).[2]

DEVELOPMENT

Development since 2011		
Year	Hotels	Rooms
2021	559	108,272
2020	542	105,559
2019	536	104,835

2018	527	102,795
2017	492	98,903
2016	464	92,843
2015	448	89,219
2014	428	83,340
2013	414	79,220
2012	401	76,383
2011	395	74,502

MANAGEMENT

Hotel management is a globally accepted professional career field and academic field of study. Degree programs such as hospitality management studies, a business degree, and/or certification programs formally prepare hotel managers for industry practice.

Most hotel establishments consist of a general manager who serves as the head executive (often referred to as the "hotel manager"), department heads who oversee various departments within a hotel, middle managers, administrative staff, and line-level supervisors. The organizational chart and volume of job positions and hierarchy varies by hotel size, function, and is often determined by hotel ownership and managing companies.

OBJECTIVES OF THE STUDY

This study is undertaken with the following objectives.

To assess the existing culture of the organization and to find its impact on employees' behaviour.

To analyse the overall satisfaction of the employees.

1. To find out the factors motivating employees.
2. To understand the employees participation in decision making
3. To study the employees feel about the management.
4. To learn the employee's relationship with their peers.

.1.5 NEED OF THE STUDY

1. Organizational culture affects all aspects of your business, from punctuality and tone to contract terms and employee benefits.

2. When workplace culture aligns with the employees, they're more likely to feel more comfortable, supported and valued.

3. It creates a sense of belonging and security for staff because they feel as if they are part of the business.

4. This can help improve team work and to raise and increase motivation.

SCOPE OF THE STUDY

1. The findings of the study reveal that respondents have satisfied with organizational culture.
2. Organizational culture may well be a system of philosophies, ideologies, values, assumptions, beliefs, attitude and expectation that knit the organization together and shared by its employees.
3. Organizational culture has primarily been viewed as an internal phenomenon, having an impact on staff behavior and attitudes.
4. The culture creates the environment in the organization and influences thenature of the long-term plans that move the organization toward its vision.
5. The management can create the work environment in which their employees will thrive.
6. The management can
 - Enhance employee relationship
 - Provide constructive feedback to their performance

LIMITATIONS OF THE STUDY

- It is difficult to elicit responses from employees who do night shifts.
- The attitude of the worker changes from time to time. Hence the result ofthe project may be applicable only at present.
- We cannot get exact information because some of the employees arereluctant to share the information.

CHAPTER-2

REVIEW OF LITERATURE

(Chesbrough 2006) The theoretical review will cover the below theories related to performance and organization culture. This study is based on three major theories namely, The Schein's theory of organizational culture, Theory X and Theory Y by Mc Gregor, the theory of open-book Management by John Stack. Organizational culture is the atmosphere that pervades the interior of company or association. Organizational culture was also identified as what was conveyed to the individuals with the organization, what they experienced, believed and demonstrated.

(Nadler M & Nadler D., 1998). Theories of organizational culture attempt to explain the phenomena that occur in and around individuals. The conceptual study regarding organizational culture is often called the phenomenon of interest. Rather than a mathematical formula, the study of organizational culture includes shared understanding, intangible values and assumptions, and the effects culture has on human behavior. Understanding the phenomenon of organizational culture allows companies to strengthen their working environment.

(Muijen 2018) The culture of an organization has an important impact on its performance, organization culture can be the psychology, behaviors, experiences, beliefs and the value of an organization. The morals, values, ethics and ideals could be personal as well as cultural. The study is aimed at investigating the impact of organizational culture on employee's performance and job satisfaction. Organizational culture is the norms and values shared by members of an organization that controls the way they interact with one another and stakeholders outside the organization. The study reveals that organizational culture fosters performance and satisfaction. Further, it was discovered that the organizational culture determines if the level of employee's performance and job satisfaction either increases or decreases. From the observation and findings, this can be said to be true because the type of organizational culture practiced in the organization determines the relationship between the employees and managers, in the organization, how acquainted the employees are with his/her job and how they are motivated.

(Bogers 2018) A Google scholar search of “Open innovation”, up until January of 2020, delivers over 3.9 million results, and Hendry Chesbrough’s 2003 book has gathered more than 20,441 citation (Open Innovation, 2022). OI implies that companies should look for external ways to search for and use ideas that lie beyond their recognized boundaries . As the interest in exploring this new paradigm has continued to increase, related literature has also increased, highlighting its benefits and advantages (Vanhaverbeke et al., 2014; Van de Vrande et al., 2009; Bogers et al., 2018). More importantly, any recent arguments regarding innovation in large corporation are eventually linked to the topic of OI. Granting a business access to a much larger pool of external knowledge and ideas makes it a more attractive venture to pursue. Thus, many organizations have begun to adopt the OI model as an essential organizational adaptation to environmental shifts. Through open innovation, customers can be creatively engaged in the design and production of the product.

(Schrodt, 2002) One stream of research in the organizational culture literature focuses on how culture shapes employee value, cognition, and behavior in organizational settings. In Smircich’s (1983) view, organizational culture expresses the values of social ideals and the patterns of beliefs that are shared by organizational members and manifested by symbolic devices such as myths, rituals, stories, legends, and specialized languages. Harris (1994) investigated how organizational culture influences mental schema employees use to make sense of organizational phenomena and to formulate responses, such as “I think it means this and I would be inclined towards this response” (p. 309). He identified categories of “in-organization” schemas that capture the range of knowledge needed for the sense-making effort and concluded that organizational culture is reflected in the emergence of congruent schemas among the members which are similarly salient to organizational stimuli (i.e., concepts, events, people, and groups), and which shape and are shaped by the social sense-making process of intrapsychic mental dialogue between self and others. Jones, Jimmieson, and Griffiths (2005) conducted a longitudinal study on how employees’ perception of organizational culture values influences their readiness to change and ultimately the success of organizational change implementation. Similarly, studies have found that organizational culture influences many other aspects of employees’ cognitive, attitudinal, and behavioral outcomes (Lund, 1986; Douglas, Davidson, & Schwartz, 2001).

(Enkel, 2009)Organizational culture has the potential to affect a range of organizationally and individually desired outcomes. According to Ritchie (2000), organizational culture affects such outcomes as productivity, performance, commitment, self-confidence, satisfaction and ethical behavior. Similarly, more recent writers have stated that organizational culture impacts on any organization, its employee performance and job satisfaction and ultimately its financial performance. Furthermore, it has also been noted that organizational culture helps management to find out the suitable strategies and policies which can drive employees to contribute themselves and lead to organizational performance. With the ever changing technology and fast paced business arena, organizations today are grappling to find new and innovative ways of improving performance with the minimal addition of cost. Many organizations have now turned to explore the sociological aspect of the business in order to improve profitability. Culture is one aspect that is not tangible, yet it plays a very important role to the success of any organization.

(Büschgens 2013)Academic literature shows that employee resistance and the absence of commitment have both been recognized as obstructions to the adoption of OI (Chesbrough and Crowther, 2006; Lichtenthaler and Lichtenthaler, 2009; Popa et al., 2017; Van de Vrande et al., 2009). More importantly, organizational culture and employee's characteristics both complement each other. In fact, generally, employees with knowledge and talent are driven by commitment, which serves as an important condition for an innovative culture, in which they are recognized as intangible assets that the organization employs to maintain its competitiveness (Muffatto, 1998; Michie and Sheehan, 2003; Papa et al., 2018). Open-border organization culture is a vital competency when it comes to OI adoption (Lin et al., 2019). In open-border cultures, ideas that come from external resources are as valuable as those from internal resources with regards

OI (Chesbrough, 2006). According to Ferraris et al. (2020) in an open innovation paradigm, it is critical to have an innovation-oriented culture in addition to examining different solutions for production processes in order to create value. Hence, innovation-oriented cultures enable organizations to create and commercialize new technologies regularly.

(Walcher 2006) However, recent literature on OI has posited that open-border organization culture is a key challenge to the implementation of the OI paradigm (Naqshbandi et al., 2015). This has been categorized into three different processes. The outside-in process enhances the organization's own knowledge by combining suppliers, customers, and external knowledge sourcing (Laursen and Salter, 2006; Lettl et al., 2006; Piller). In addition, the inside-out process is also used by companies as a means for OI. It refers to growing technology by offering internal ideas to an external environment. Finally, the coupled process combines the outside-in process with the inside-out process. Adopting these processes guides organizations as they compete with their rivals by enabling them to keep up with the pace of technological advancements and protect their competitive advantage (Canik et al., 2017). Furthermore, an advantageous organizational culture enables an organization to identify dynamically changing problems when adapting to the integration of external and internal organizational resources, employees, and rules to support the external adaptation (Pool, 2000); simplify the OI adoption process (Van de Vrande et al., 2009); and make external collaborations effective (Boschma, 2005). On the other hand, a negative culture can constrain and hinder collaborations, thus restricting the adoption of OI (Van de Vrande et al., 2009).

Ke and Wei (2008) argued that there is a one-to-one correspondence between the behaviors of top management and the characteristics of organizational culture such as power sharing behavior and power sharing culture, participative behavior and participative decision making culture, and transformative vision and risk tolerance culture. Although the assumption that top management is the main shaper and builder of organizational culture has been taken for granted by

functionalists who focus on the consequence of organizational culture, Tsui, Zhang, Wang, Xin, and Wu (2006) argued that there is still significant debate on the issue of whether leaders, especially top executives, can create or change organizational culture, and offered a contingency perspective. Nonetheless, the instrumental role of top management in shaping organizational culture has been supported by some empirical evidence (Hartog, Muijen, & Koopman, 1996; Jaskyte, 2004; Tsui et al., 2006).

Quinn's(2013) value-based organizational culture framework has been widely adopted and adapted in quantitative studies of organizational culture and has served as a useful tool for empirically testing a wide range of relationships between organizational cultural values and organizational and individual behavior (e.g., Buenger, Daft, Conlon, & Austin, 1996; Vandenberghe & Peiro, 1999; Jones et al., 2005; Iivari & Huisman, 2007). Just like the definition of culture itself, there are a number of alternative organizational cultural value dimensions and frameworks in the literature, including the six-dimension framework by Hofstede, Neuijen, Ohayv, and Sanders (1990), the five value dimensions by Tsui et al. (2006), and a number of others as reviewed by Cameron and Quinn (2005). In addition, Quinn's (1988) framework has evolved over the years with different labeling for the four cultural value orientations (e.g., Quinn & Rohrbaugh, 1983; Quinn, 1988; Quinn & Spreitzer, 1991; Cameron & Quinn, 2005). However, the characteristics of the basic framework remain largely unchanged. We use Van Muijen et al.'s (1999) adaptation of Quinn's (1988) original CVF in this study because we believe it is more parsimonious and appropriate for the objectives and the context of this study, given our task of integrating multiple theoretical frameworks.

Schein (2016) defines culture as a pattern of shared basic assumptions that the group learned as it solved problems of external adaptation and internal integration that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, 1999, p.53) defines organizational culture as the collection of traditions, values, beliefs, policies, and attitudes that constitute a pervasive context for everything one does and thinks in an organization.

CHAPTER-3

RESEARCH METHODOLOGY

METHODOLOGY

Every research work has been based on data collection. Purpose of data collection is to assure that the needy data are collected accurately and reasonable. Primary source of data collection was used. The primary data include some structured questionnaire that was framed and received answer from the respondents. A pre study which took the term of test-retest method was made. Primary data collected from the questionnaire were examined, summarized, and interpreted accordingly with the help of descriptive statistical techniques such as total, cumulative percentage and simple percentage. Chi square used to measure the discrepancy between observed and anticipated frequency and to prove the level of significance in testing mentioned hypotheses.

RESEARCH DESIGN

Descriptive studies are undertaken in many circumstances. When the researcher is interested in knowing the characteristics of certain groups such as age, sex, educational level, occupation or income, a descriptive study is necessary. Descriptive studies are well-structured. It tends to be signed & its approach cannot be changed every now and then. It is, therefore necessary that the research give sufficient thought to framing research questions and deciding the types of data to be collected of the producers to be used for their purpose.

SOURCES OF DATA

Data collection is the term used to describe a process of preparing and collecting data.

- Primary Data – Questionnaire collected from respondents.
- Secondary Data - Websites and online journals, Published reports & Review of literature from published articles.

DATA EDITING AND STATISTICAL TOOLS

Primary data source was applied for the collection of the data. Data collected are edited and coded by using the tabular columns. This helps in converting the gathered data into a tabulated grouped data.

➤ Percentage Analysis is applied to create a contingency table from the frequency distribution and represent the collected data for better understanding.

➤ Chart Analysis is applied for better understanding of the percentage analysis and it is done via pie, bar charts etc.

QUESTIONNAIRE DESIGN

The questionnaire for the research study is to be structured in which different types of questions like open ended and close ended are covered. The questions will be designed as an opinion, multiple choices. A closed-ended question is one where the respondent is given a range of answers and has to make a choice of one or more. The questions in the questionnaire were arranged in a sequential manner grouped under the different factors of study.

MULTIPLE CHOICE QUESTIONS

A multiple-choice question refers to one which provides several set alternatives for its answers. Thus, it is a middle ground between free answers and dichotomous question.

DICHOTOMOUS QUESTION

The dichotomous question is a question which can have two possible answers. Dichotomous questions are usually used in a survey that asks for a Yes/No, True/False or Agree/Disagree answers. They are used for clear distinction of qualities, experiences or respondent's opinions.

SAMPLE SIZE

A survey is collected as a questionnaire as size containing 122 samples through google forms.

PERIOD OF STUDY

The period of time taken to conduct the survey and preparation of the research paper is 3 Months at Novotel, Chennai.

TOOLS FOR ANALYSIS

- Percentage analysis and pie chart ,bar graph are used to present .

PERCENTAGE ANALYSIS

Percentage refers to a special kind of ratio in marketing comparison between two or more data to describe Relationships. Percentage can be used to compare the relative terms. The distribution of two or more series of data.

$$\text{Percentage analysis} = (\text{No. of Respondents} / \text{Sample size}) * 100$$

CHAPTER-4

DATA ANALYSIS AND INTERPRETATION

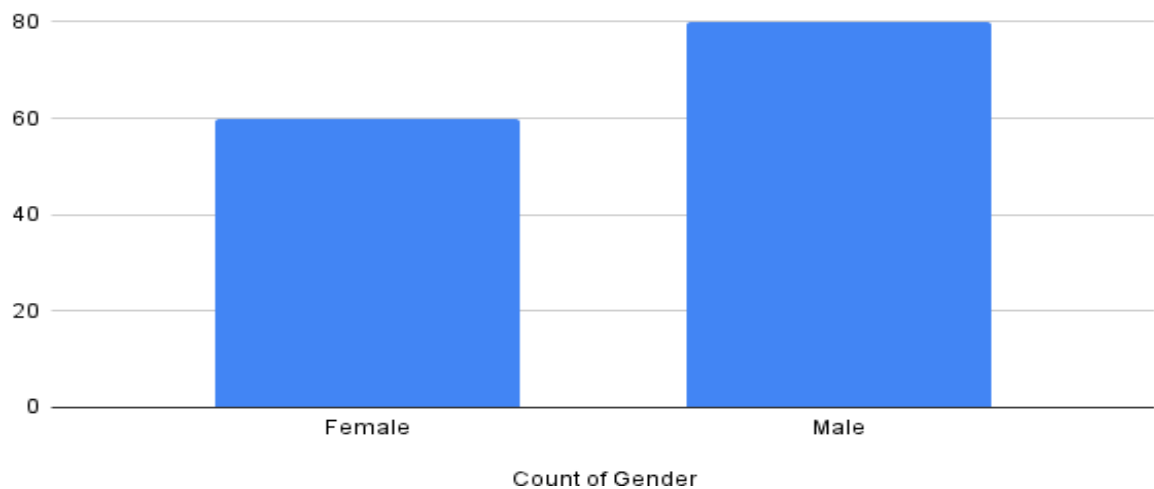
4.1 PERCENTAGE ANALYSIS

4.1: TABLE SHOWING GENDER

Gender	No. of Respondents	% of Respondents
Male	80	57.1%
Female	60	42.9%
TOTAL	140	100%

CHART 1

Count of Gender



4.1: CHART SHOWING GENDER

INTERPRETATION

From the above table it is interpreted 57.1% of the Respondents are Male and 42.9% of the respondents are Female therefore most of the respondents are Male.

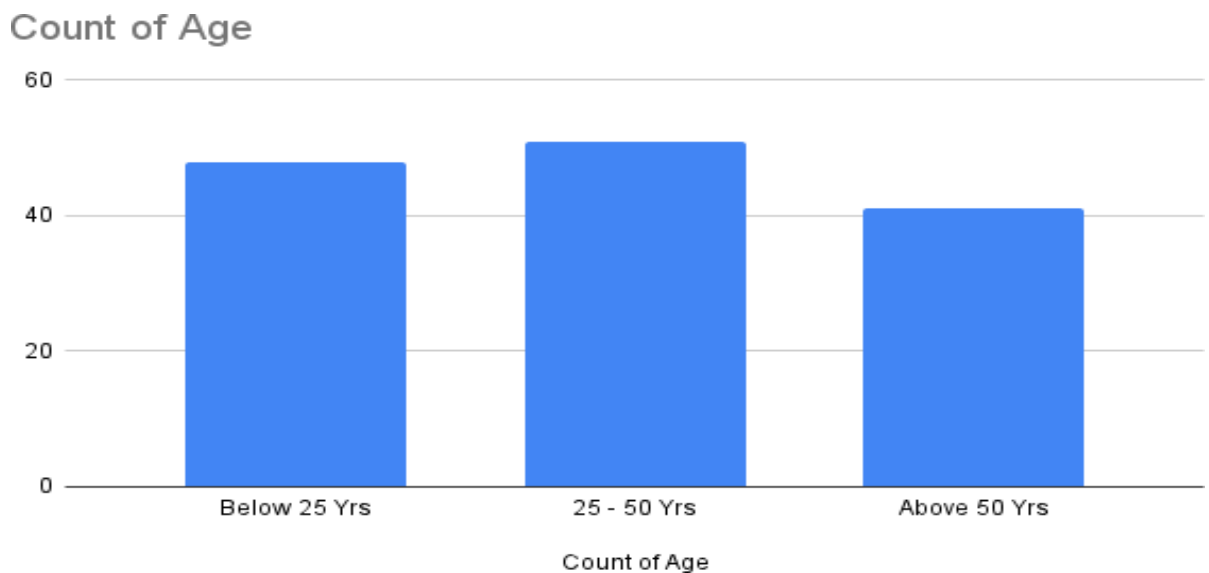
INFERENCE

Majority (55.7%) of the respondents strongly agreed that they are satisfied with Current benefits.

4.2: TABLE SHOWING AGE

Age (in years)	No. of Respondents	% of Respondents
Above 50 years	41	29.3%
25-50 years	51	36.4%
18-25 years	48	34.3%
TOTAL	140	100%

CHART 2



4.2: CHART SHOWING AGE

INTERPRETATION

From the above table 34.3% are at the age group of the respondents are below 25Years, 36.4% of the respondents 25-50 Years and 29.3% of the respondents are above 50Years. Therefore most of the respondents are at the age group between 25-50Years.

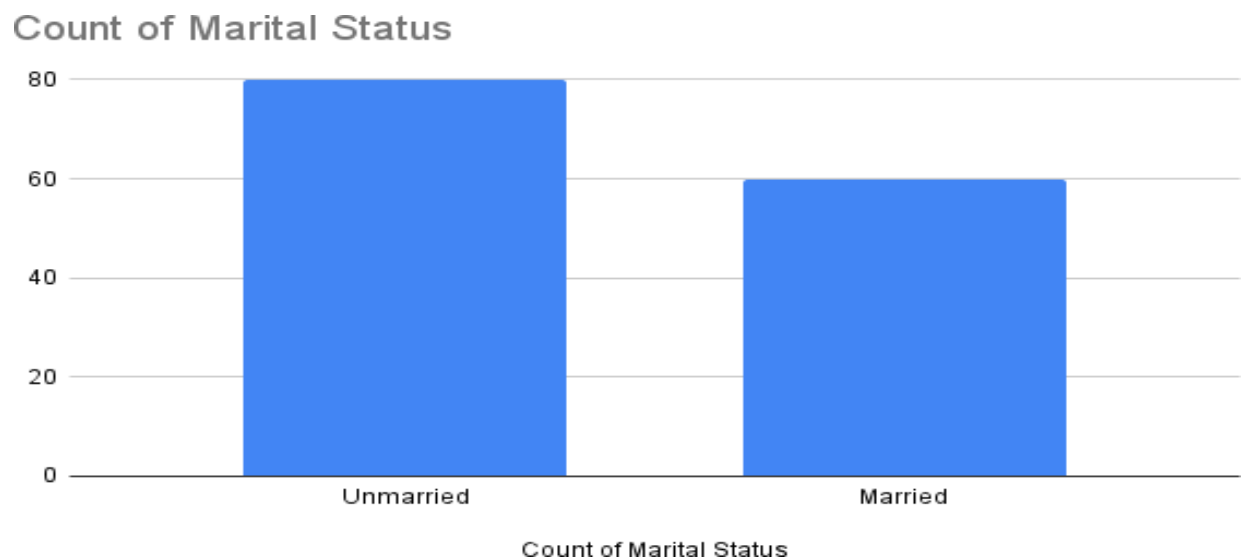
INFERENCE

Majority (61.4%) of the respondents strongly agreed that they are highly satisfied with their Career.

4.3 TABLE SHOWING MARITAL STATUS

Marital Status	No. of Respondents	% of Respondents
Married	60	42.9%
Unmarried	80	57.1%
TOTAL	140	100%

CHART 3



4.3 CHART SHOWING MARITAL STATUS

INTERPRETATION

From the above table ,It is interpreted 42.9% of the respondents are Married and 57.1% of the respondents are Unmarried.

INFERENCE

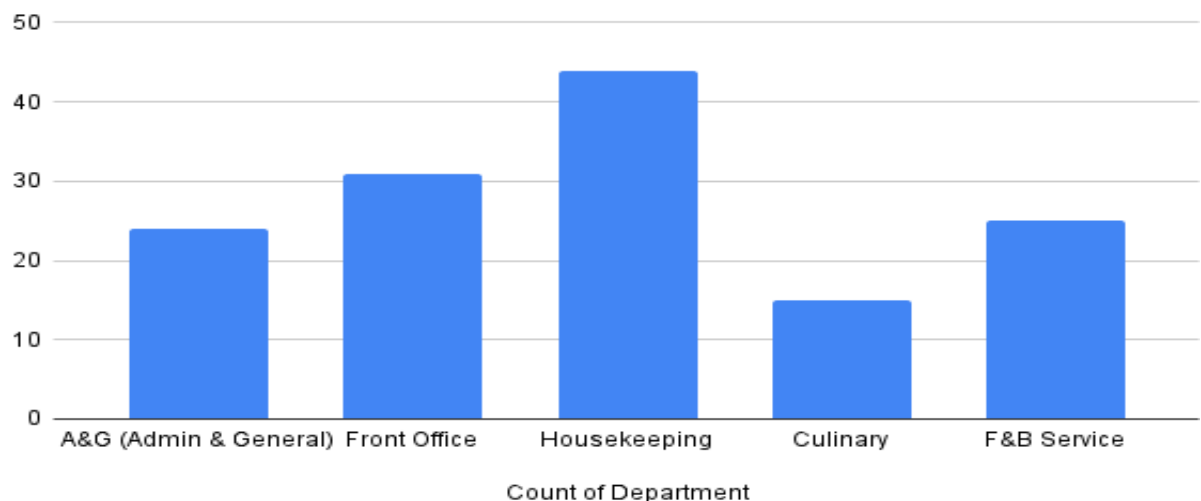
Half (55.7%) of the respondents to work Independently

4.4 TABLE SHOWING DEPARTMENT WISE CLASSIFICATION

Department	No. of Respondents	% of Respondents
Housekeeping	44	31.7%
Front Office	31	21.3%
F&B Service	25	18%
Culinary	15	10.8%
A&G (Admin & General)	24	17.3%
TOTAL	140	100%

CHART 4

Count of Department



4.4 CHART SHOWING DEPARTMENT WISE CLASSIFICATION

INTERPRETATION

From the above table, It is interpreted 31.7% of the respondents are working in Housekeeping, 21.3% of the respondents are working in Front Office, 18% of the respondents are working in F&B Service, 10% of the respondents are working in Culinary and rest 17.3% of the respondents are working in A&G.

INFERENCE

Sizable number (53.6%) of the respondents agreed that they are highly satisfied with their Work Life Balance.

4.5 TABLE SHOWING WORK EXPERIENCE

Work Experience	No. of Respondents	% of Respondents
Fresher	72	51.4%
2 – 4 Yrs	34	24.3%
Above 5 Yrs	34	24.3%
TOTAL	140	100%

CHART 5



4.5 CHART SHOWING WORK EXPERIENCE

INTERPRETATION

From the above table, It is interpreted Majority of respondents are Freshers with 51.4% and 24.3% of respondents having 2-4 Years of experience, remaining 24.3% of respondents having above 5 Years of experience.

INFERENCE

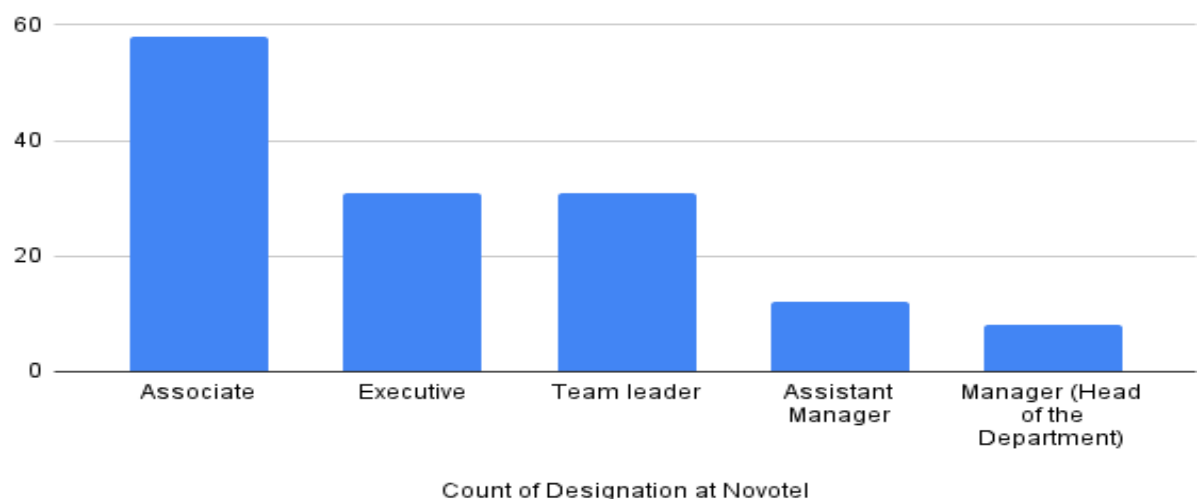
Majority (71.2%) of the respondents agreed that the Culture and Employee Engagement activities are regularly happening.

4.6 TABLE SHOWING DESIGNATION AT NOVOTEL

Particulars	No. of Respondents	% of Respondents
Associate	58	41.4%
Team Leader	31	22.1%
Executive	31	22.1%
Assistant Manager	12	8.6%
Manager (HOD)	08	5.7%
TOTAL	140	100%

CHART 6

Count of Designation at Novotel



4.6 CHART SHOWING DESIGNATION AT NOVOTEL

INTERPRETATION

From the above table, It is interpreted Majority of respondents(41.4%) are beginners (Associate), 22.1% of respondents are Team Leaders, 22.1% of respondents are Executive, 8.6% of respondents are Assistant Manager and remaining 5.7% of respondents are Managers.

INFERENCE

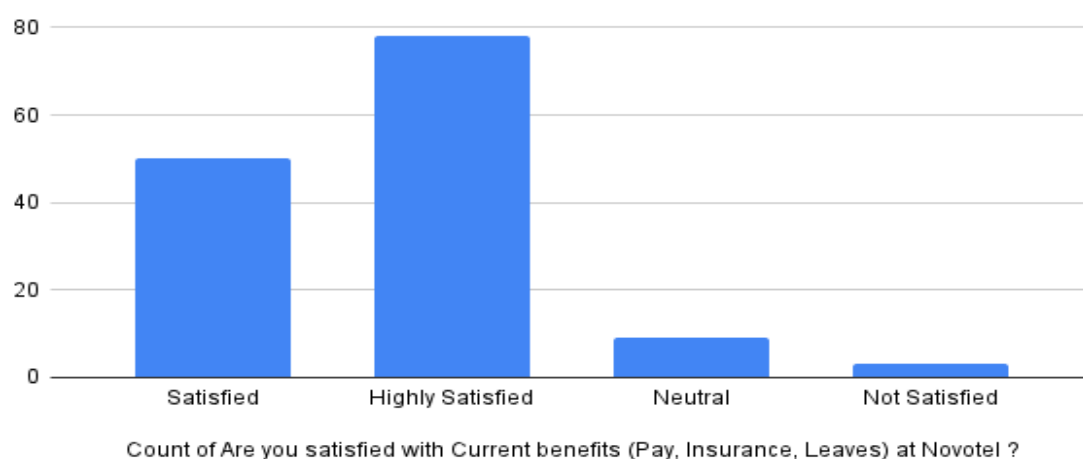
Majority (62.9%) of the respondents typically stay with Novotel for More than 5 Years

4.7: TABLE SHOWING RESPONDENT'S SATISFACTION WITH CURRENT BENEFITS (PAY,INSURANCE, LEAVES) AT NOVOTEL?

Particulars	No. of Respondents	% of Respondents
Highly Satisfied	78	55.7%
Satisfied	50	35.7%
Neutral	09	6.4%
Not Satisfied	03	2.1%
TOTAL	140	100%

CHART 7

Count of Are you satisfied with Current benefits (Pay, Insurance, Leaves) at Novotel ?



and 2.1% are not satisfied with their Current be.

4.7: CHART SHOWING RESPONDENT'S SATISFACTION WITH CURRENT BENEFITS (PAY,INSURANCE, LEAVES) AT NOVOTEL?

INTERPRETATION

From the above table, It is interpreted Over 55.7% of respondents are Highly Satisfied, 35.7% of respondents are satisfied, 6.4% of respondents are neutral

INFERENCE

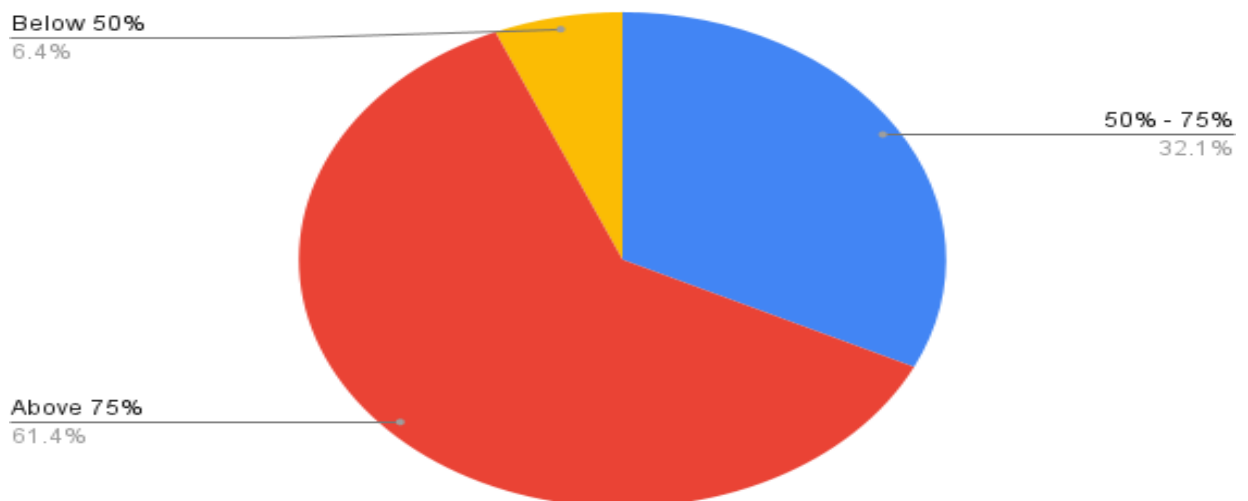
Majority (75.7%) of the respondents agreed that the Rewards & Recognition`program happens regularly at Novotel Sipcot

4.8: TABLE SHOWING RESPONDENT'S OPINIONS ON CAREER GROWTHS OPPORTUNITIES IN NOVOTEL

Particulars	No. of Respondents	% of Respondents
Above 75%	86	61.4%
50% - 75%	42	32.1%
Below 50%	09	6.4%
TOTAL	140	100%

CHART 8

Count of Career satisfaction



4.8: CHART SHOWING RESPONDENT'S OPINIONS ON CAREER GROWTHS OPPORTUNITIES IN NOVOTEL

INTERPRETATION

From the above table it is clear Majority of respondents 61.4% are Satisfied with their job, 32.1% of respondents are satisfied between 50% - 75% and 6.4% respondents mentioned they have below 50% of Job Satisfaction.

INFERENCE

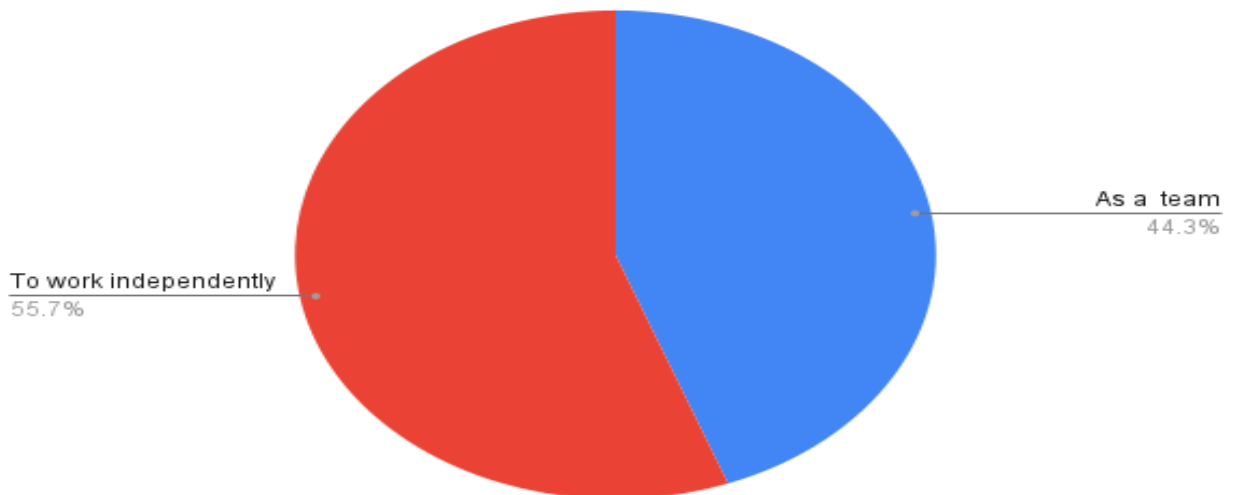
Majority (96.4%) of the respondents agreed that Novotel supports **give back to the commity.**

4.9: TABLE SHOWING RESPONDENT'S PREFERRED WAY OF WORKING

Particulars	No. of Respondents	% of Respondents
To Work Independently	78	55.7%
As a Team	62	44.3%
TOTAL	140	100%

CHART 9

Count of How do you prefer



4.9: CHART SHOWING RESPONDENT'S PREFERRED WAY OF WORKING

INTERPRETATION

From the above table it is clear that 55.7% of the respondents wish to work independently, 44.3% of respondents like to work as a Team.

INFERENCE

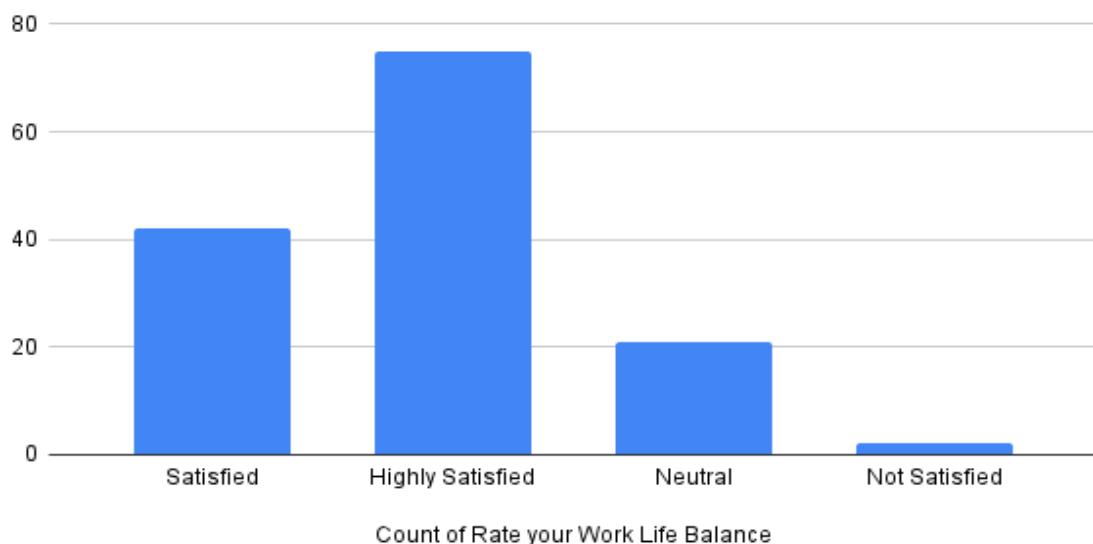
Majority (65%) of the respondents are highly satisfied with their Involvement of Work.

4.10: TABLE SHOWING RESPONDENT'S OPINION ON THE YOUR WORK LIFE BALANCE

Particulars	No. of Respondents	% of Respondents
Highly Satisfied	75	53.6%
Satisfied	42	30.0%
Neutral	21	15.0%
Not Satisfied	02	1.4%
TOTAL	140	100%

CHART 10

Count of Rate your Work Life Balance



4.10: CHART SHOWING RESPONDENT'S OPINION ON THE YOUR WORK LIFE BALANCE

INTERPRETATION

From the above table it is clear that 53.6% of respondents are Highly Satisfied with their Work Life Balance, followed by 30% of respondents are Satisfied, 15% of respondents are neutral and 1.4% of them are not Satisfied with their Work LifeBalance.

INFERENCE

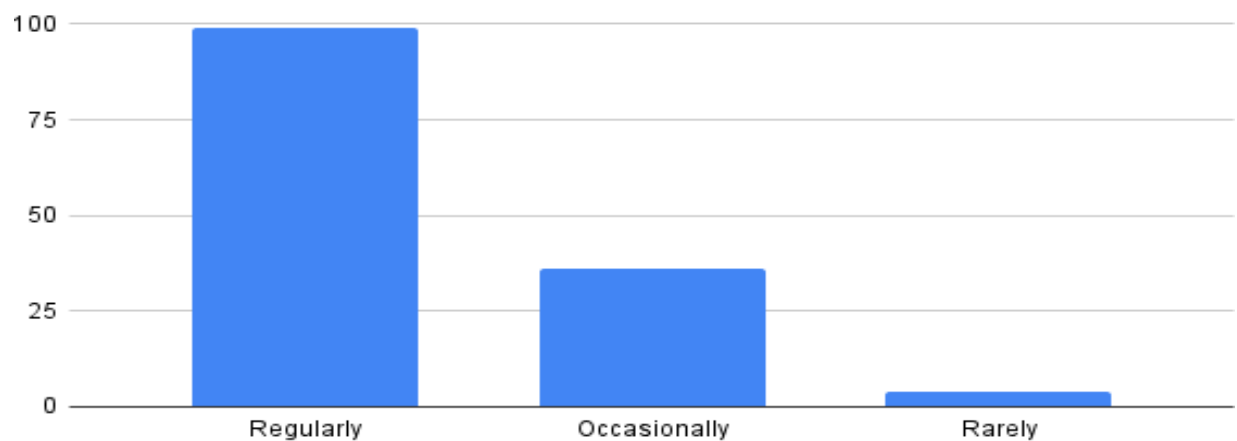
Majority (60.7%) of the respondents do overtime Regularly

4.11: TABLESHOWING OPINION ON EMPLOYEE ENGAGEMENT ACTIVITIES ATNOVOTEL?

Particulars	No. of Respondents	% of Respondents
Regularly	99	71.2%
Occasionally	42	25.9%
Rarely	04	2.9%
Never	00	0.0%
TOTAL	140	100%

CHART 11

Count of Culture and Employee Engagement activities at Novotel?



Count of Culture and Employee Engagement activities at Novotel?

4.11: CHARTSHOWING OPINION ON EMPLOYEE ENGAGEMENT ACTIVITIES AT NOVOTEL?

INTERPRETATION

From the above table it is clear that 71.2% of respondents mentioned Culture & Employee Engagement Activities are regularly happening at Novotel , 25.9% of respondents said activities are Occasionally happening and 2.9% of respondentsmentioned activities happen Rarely at Novotel.

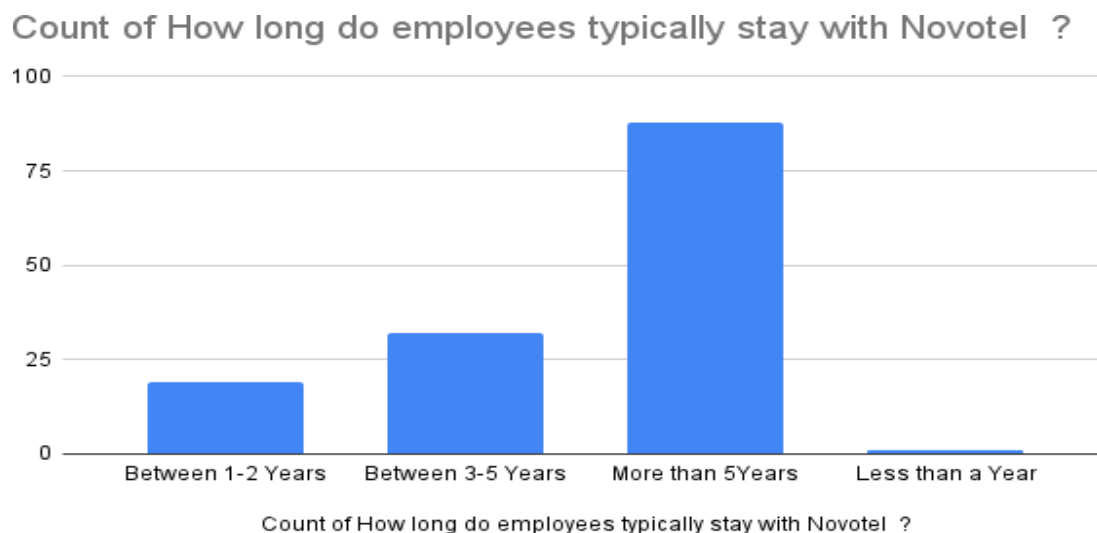
INFERENCE

Majority (69.3%) of the respondents able to manage their work

4.12: TABLE SHOWING HOW LONG DO EMPLOYEES TYPICALLY STAY WITH NOVOTEL?

Particulars	No. of Respondents	% of Respondents
More than 5 years	99	62.9%
Between 3 – 5 years	42	22.9%
Between 1 – 2 years	04	13.6%
Less than a year	01	0.7%
TOTAL	140	100%

CHART12



4.12: CHART SHOWING HOW LONG DO EMPLOYEES TYPICALLY STAY WITH NOVOTEL?

INTERPRETATION

From the above table it is clear that 62.9% of respondent's stay's more than 5years with Novotel, 22.9% of respondents stay between 3-5 Years, 13.6% of respondent's stays between 1-2 Years with Novotel, and 0.7% Employees stay less than a year.

INFERENCE

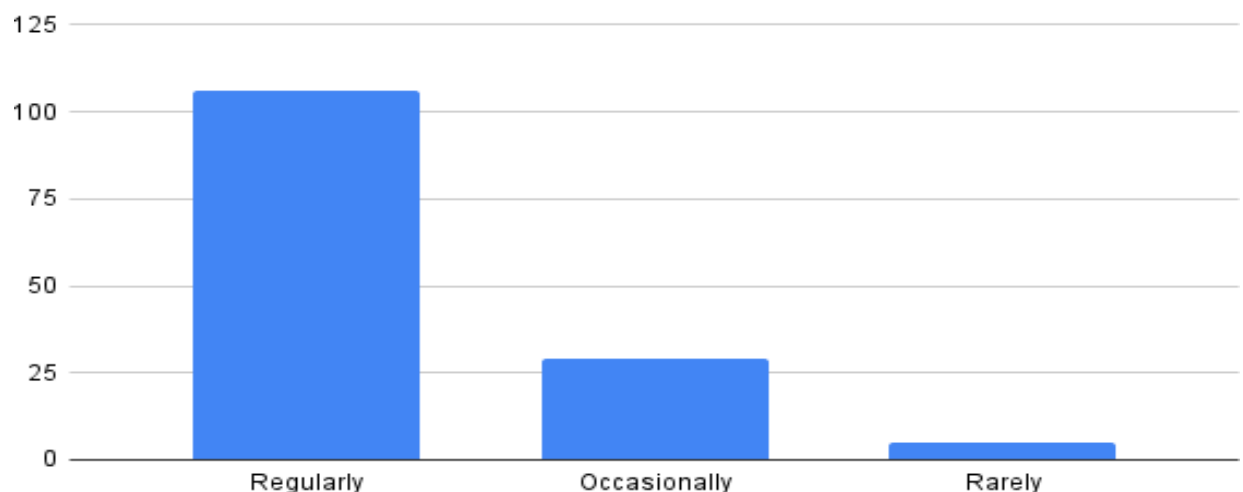
Majority (67.1%) of the respondents agreed that the company utilizes their skillsand abilities effectively

4.13: TABLE SHOWING RESPONDENT'S & RECOGNITION PROGRAM AT NOVOTEL?

Particulars	No. of Respondents	% of Respondents
Regularly	106	75.7%
Occasionally	29	20.7%
Rarely	05	3.6%
Never	00	0.0%
TOTAL	140	100%

CHART 13

Count of Reward's & Recognition Program at Novotel



Count of Reward's & Recognition Program at Novotel

4.13: CHART SHOWING RESPONDENT'S & RECOGNITION PROGRAM AT NOVOTEL?

INTERPRETATION

From the above table it is clear that over 75.7% of respondents mentioned R&R Programs are regularly happening at Novotel, 20.7% of respondents mentioned Occasionally happening, Over 3.6% of respondents said R&R will happen rarely at Novotel.

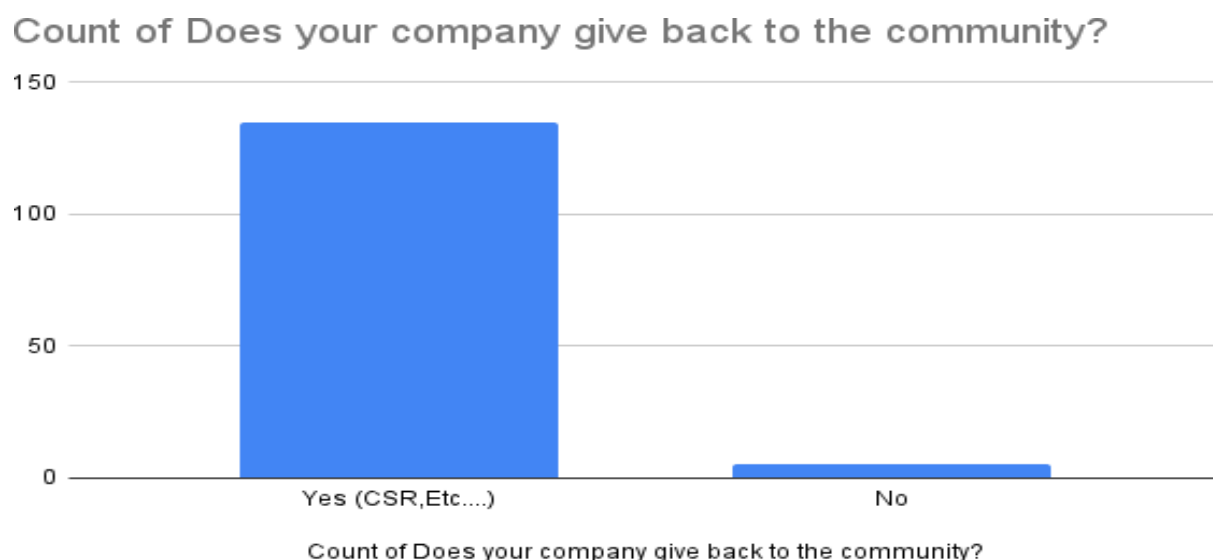
INFERENCE

Majority (65.7%) of the respondents Strongly agree WORK RELATED SUGGESTIONS ARE VALUED

4.14: TABLE SHOWING EMPLOYEES OPINION IN THE CSR ACTIVITIES CONDUCTED BY NOVOTEL

Particular	No. of Respondents	% of Respondents
Yes (CSR, Etc....,)	135	96.4%
No	5	3.6%
TOTAL	140	100%

CHART 14



4.14: CHART SHOWING EMPLOYEES OPINION IN THE CSR ACTIVITIES CONDUCTED BY NOVOTEL

INTERPRETATION

From the above table it is clear that 96.4% of respondents Novotel commits to giveback to the company and over 3.6% of respondents mentioned its not happening at Novotel.

INFERENCE

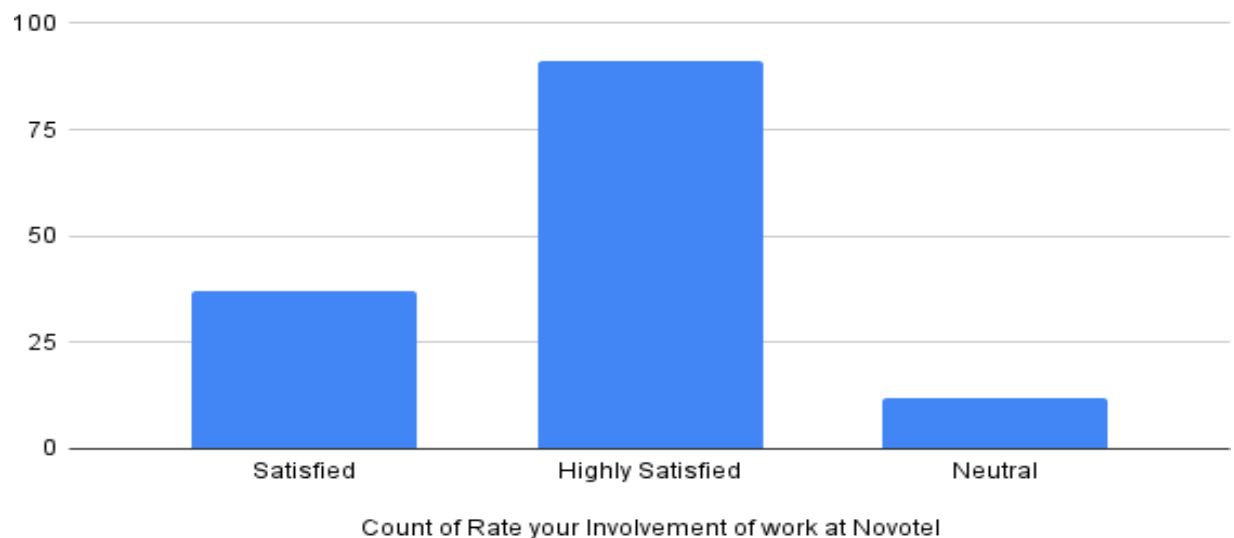
Majority (70%) of the respondents strongly believe Accor have clear & consistent set of values.

4.15: TABLE SHOWING RATE YOUR INVOLVEMENT, OVERTIME (OT) WORK AT NOVOTEL?

Particulars	No. of Respondents	% of Respondents
Highly Satisfied	91	65.0%
Satisfied	37	26.4%
Neutral	12	8.6%
Not Satisfied	00	0.0%
TOTAL	140	100%

CHART 15

Count of Rate your Involvement of work at Novotel



4.15: CHART SHOWING RATE YOUR INVOLVEMENT OVERTIME (OT) WORK AT NOVOTEL?

INTERPRETATION

From the above table it is clear that Majority of respondents 65% are highly satisfied with Involvement of their work, 26.4% of respondents are satisfied, and over 8.6% of respondents mentioned they are neutral at their Involvement of work.

INFERENCE

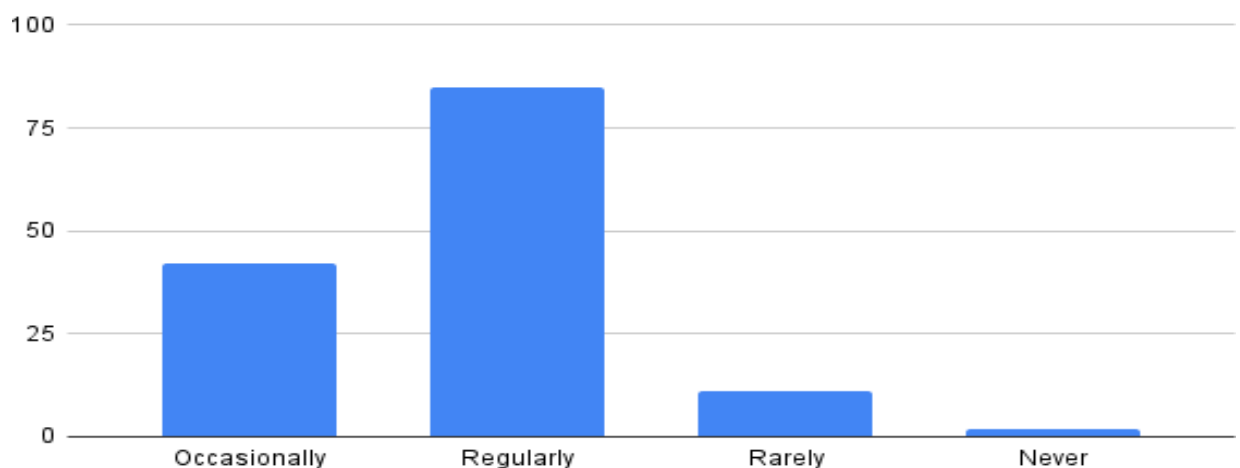
Sizable number (65%) of the respondents agreed that it's easy for them to coordinate with other departments.

4.16: TABLE SHOWING HOW OFTEN DO YOU WORK OVERTIME AT NOVOTEL?

Particulars	No. of Respondents	% of Respondents
Regularly	85	60.7%
Occasionally	42	30.0%
Rarely	11	7.9%
Never	02	1.4%
TOTAL	140	100%

CHART 16

Count of How often do you work overtime at Novotel ?



Count of How often do you work overtime at Novotel ?

4.16: CHART SHOWING HOW OFTEN DO YOU WORK OVERTIME AT NOVOTEL?

INTERPRETATION

From the above table it is clear that Majority of 60.7% of respondents mentioned regularly they do Over time at Novotel, 30% of respondents are Occasionally do Overtime, 7.9% of respondents rarely do over time at work, and 1.4% never did over time at Novotel.

INFERENCE

Majority of 60.7% of respondents mentioned regularly they do Over time at Novotel

4.17: TABLE SHOWING ABILITY TO MANAGE YOUR WORK?

Particulars	No. of Respondents	% of Respondents
Regularly	97	69.3%
Occasionally	41	29.3%
Rarely	02	1.4%
Never	00	0.0%
TOTAL	140	100%

CHART 17



4.17: CHART SHOWING ABILITY TO MANAGE YOUR WORK?

INTERPRETATION

From the above table it is clear that Over 69.3% of respondents able to manage their work, 29.3% occasionally they can manage their work and 1.4% of Employees are not able to manage their work.

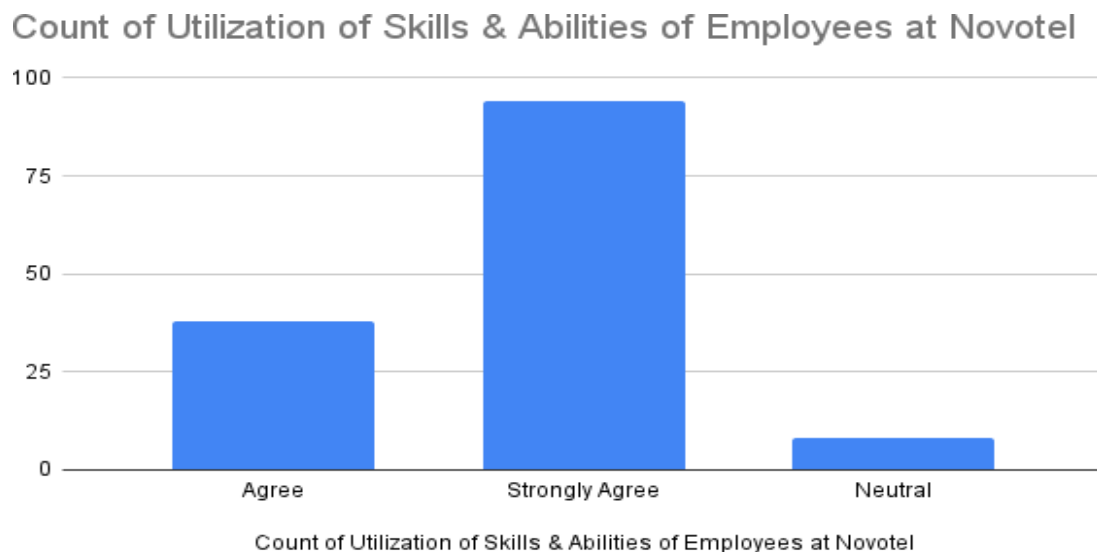
INFERENCE

Majority (69.3%) of respondents able to manage their work life balance.

4.18: TABLE SHOWING UTILIZATION OF SKILLS & ABILITIES OF EMPLOYEES AT NOVOTEL?

Particulars	No. of Respondents	% of Respondents
Strongly Agree	94	67.1%
Agree	41	27.1%
Neutral	09	5.7%
Strongly Disagree	00	0.0%
Disagree	00	0.0%
TOTAL	140	100%

CHART 18



4.18: CHART SHOWING UTILIZATION OF SKILLS & ABILITIES OF EMPLOYEES AT NOVOTEL?

INTERPRETATION

From the above table it is clear that 67.1% of respondents Strongly agree that their skills & abilities are utilized by Novotel, 27.1% of respondents slightly agreed, and over 5.7% of respondents are neutral/ not sure their skills & abilities are utilized at Novotel.

INFERENCE

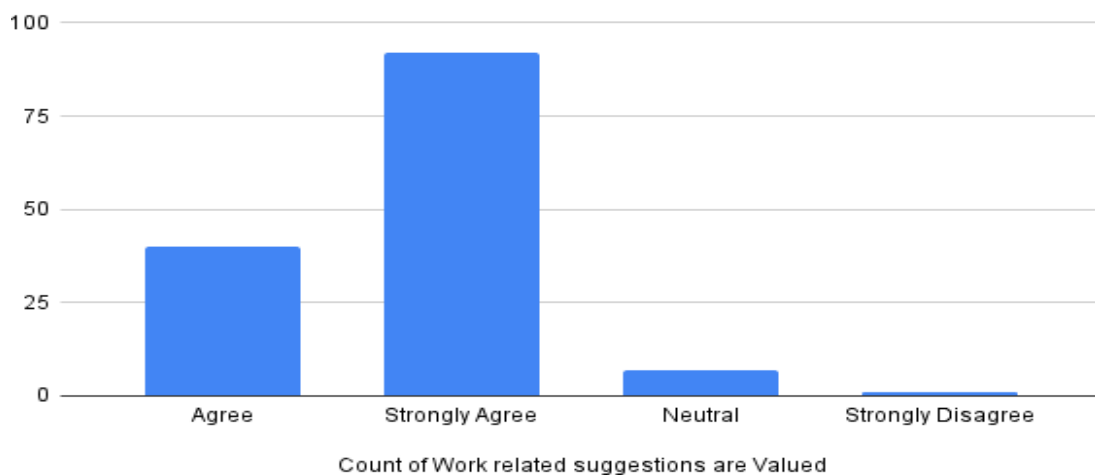
% of respondents Strongly agree that their skills & abilities are utilized by Novotel.

4.19: TABLE SHOWING WORK RELATED SUGGESTIONS ARE VALUED?

Particulars	No. of Respondents	% of Respondents
Strongly Agree	92	65.7%
Agree	40	28.6%
Neutral	07	5.0%
Strongly Disagree	01	0.7%
Disagree	00	0.0%
TOTAL	140	100%

CHART 19

Count of Work related suggestions are Valued



4.19: CHART SHOWING WORK RELATED SUGGESTIONS ARE VALUED?

INTERPRETATION

From the above table it is clear that Over 65.7% of respondents strongly agreed that their work related suggestions are valued at Novotel, 28.6% of respondents slightly agreed, 5% of respondents are neutral and 0.7% of respondents Strongly disagreed that their Work related suggestions' are not valued at their work place.

INFERENCE

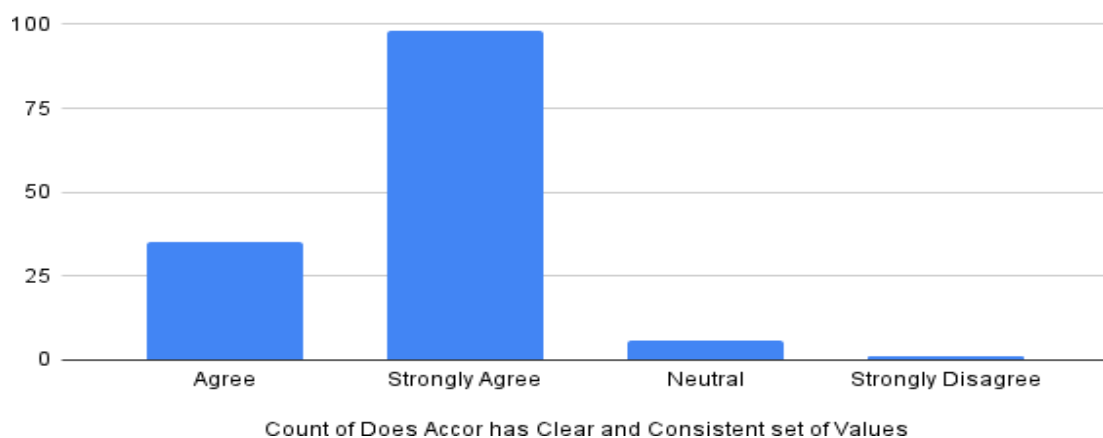
Majority (65.7%) of respondents strongly agreed that their work related suggestions are valued at Novotel.

4.20: TABLE SHOWING, DOES ACCOR HAVE CLEAR AND CONSISTEL SET OFVALUES?

Particulars	No. of Respondents	% of Respondents
Strongly Agree	98	70.0%
Agree	35	25.0%
Neutral	06	4.3%
Strongly Disagree	01	0.7%
Disagree	00	0.0%
TOTAL	140	100%

CHART 20

Count of Does Accor has Clear and Consistent set of Values



4.20: CHART SHOWING, DOES ACCOR HAVE CLEAR AND CONSISTEL SET OF VALUES?

INTERPRETATION

From the above table it is clear that Majority of 70% respondentsstrongly agreed that Accor have clear and consistent set of Values, 25% of respondents are slightly agreed, 4.3% of respondents are natural and 0.7% ofrespondents strongly disagreed that Accor don't have set of values.

INFERENCE

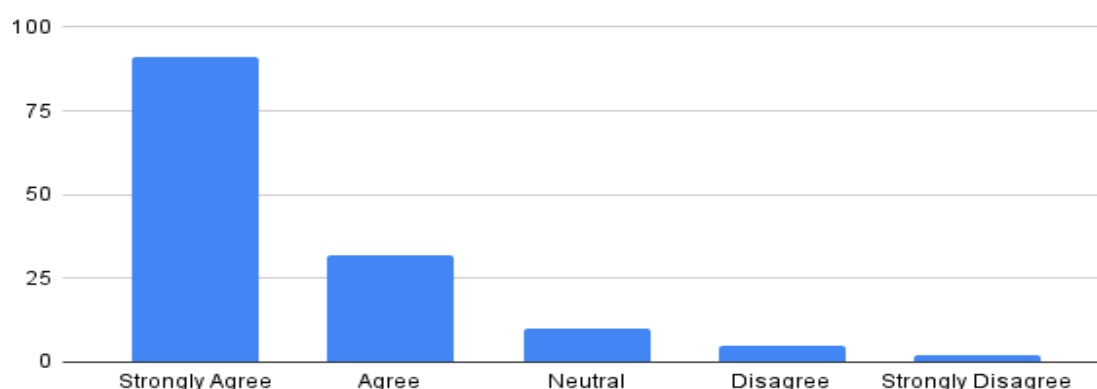
Majority of 70% respondentsstrongly agreed that Accor have clear and consistent set of Values.

4.21: TABLE SHOWING EASY TO CO ORDINATE WITH OTHER DEPARMENTS (FRONTOFFICE, HOUSE KEEPING, F&B, FINANCE& A&G)?

Particulars	No. of Respondents	% of Respondents
Strongly Agree	91	65.0%
Agree	32	22.9%
Neutral	10	7.1%
Strongly Disagree	02	1.4%
Disagree	05	3.6%
TOTAL	140	100%

CHART 21

Count of Easy to Co ordinate with Other Departments (Front Office, Housekeeping, F&B, Finance & A&G)



Count of Easy to Co ordinate with Other Departments (Front Office, Housekeeping, F&B, Finance & A&G)

4.21: CHART SHOWING EASY TO CO ORDINATE WITH OTHER DEPARMENTS (FRONTOFFICE, HOUSE KEEPING, F&B, FINANCE& A&G)?

INTERPRETATION

From the above table it is clear that around 65% of respondents strongly agreed for easy coordination with other departments, 22.9% of respondents slightly agreed, over 7.1% of respondents are neutral, 1.4% of respondents strongly disagreed and remaining 3.6% of respondents Disagreed that they don't have proper or Easy coordination with other departments.

INFERENCE

Majority (65%) of respondents strongly agreed for easy coordination with other departments.

CHAPTER-5

RESULTS AND DISCUSSIONS

FINDINGS

- Majority (55.7%) of the respondents strongly agreed that they are satisfied with Current benefits.
- Majority (61.4%) of the respondents strongly agreed that they are highly satisfied with their Career.
- Half (55.7%) of the respondents to work Independently.
- Sizable number (53.6%) of the respondents agreed that they are highly satisfied with their Work Life Balance.
- Majority (71.2%) of the respondents agreed that the Culture and Employee Engagement activities are regularly happening.
- Majority (62.9%) of the respondents typically stay with Novotel for More than 5 Years.
- Majority (75.7%) of the respondents agreed that the Rewards & Recognition` program happens regularly at Novotel Sipcot.
- Majority (96.4%) of the respondents agreed that Novotel supports **giveback to the community**.
- Majority (65%) of the respondents are highly satisfied with their Involvement of Work.
- Majority (60.7%) of the respondents do overtime Regularly.
- Majority (69.3%) of the respondents are able to manage their work.
- Majority (67.1%) of the respondents agreed that the company utilizes their skills and abilities effectively.
- Majority (65.7%) of the respondents Strongly agree WORK RELATED SUGGESTIONS ARE VALUED

- Majority (70%) of the respondents strongly believe Accor have clear & consistent set of values.
- Sizable number (65%) of the respondents agreed that it's easy for them to coordinate with other departments.

SUGGESTIONS

- In training programmes practical sessions must receive greater emphasize.
- The management may enhance the frequency of employee's feedback on their performance.
- Now, only the employees who belong to committees can participate in decision-making. The management may encourage all the employees to participate in decision-making process.
- Reduce workload of the employees by hiring additional staff to reduce pressure on employees.
- Majority of team shared they prefer to work independently; we can motivate employees to work as a team to achieve organisational goal.

CONCLUSION

The study about the organizational culture and behaviour on employees reveals that the workers were satisfied with their ability, co-operation, team work, involvement, supervisors, utilization of their skills and rewards etc. They are highly satisfied with the current culture of HMIL.

Because of this favourable culture the employees' show positive behaviours like high involvement, highly commitment to the organization, highly motivated and highly flexible to the organizational changes etc.

REFERENCES

- Ahuja, G., & Morris Lampert, C. (2001). Entrepreneurship in the large corporation: A longitudinal study of how established firms create breakthrough inventions. *Strategic management journal*, 22(6-7), 521-543.
- Alavi, M., & Leidner, D. E. (2001). Knowledge management and knowledge management systems: Conceptual foundations and research issues. *MIS quarterly*, 107-136.
- Alegre, J., Sengupta, K., & Lapiedra, R. (2013). Knowledge management and innovation performance in a high-tech SMEs industry. *International Small Business Journal*, 31(4), 454-470.
- Alexy, O., George, G., & Salter, A. J. (2013). Cui bono? The selective revealing of knowledge and its implications for innovative activity. *Academy of management review*, 38(2), 270-291.
- Amabile, T. M. (1993). Motivational synergy: Toward new conceptualizations of intrinsic and extrinsic motivation in the workplace. *Human resource management review*, 3(3), 185-201.
- Argote, L., & Ingram, P. (2000). Knowledge transfer: A basis for competitive advantage in firms. *Organizational behavior and human decision processes*, 82(1), 150-169.
- Bogers, M., Chesbrough, H. W. & Moedas, C. (2018) Open innovation: research, practices, and policies. *California Management Review*, 60(2), 5-16.
- Bogers, M., Foss, N. J., & Lyngsie, J. (2018). The “human side” of open innovation: The role of employee diversity in firm-level openness. *Research Policy*, 47(1), 218-231.
- Bogers, M., Zobel, A. K., Afuah, A., Almirall, E., Brunswicker, S., Dahlander, L. & Hagedoorn, J. (2017). The open innovation research landscape: Established perspectives and emerging themes across different levels of analysis. *Industry and Innovation*, 24(1), 8-40.
- Bonfanti, A., Del Giudice, M., & Papa, A. (2018). Italian craft firms between digital manufacturing, open innovation, and servitization. *Journal of the Knowledge Economy*, 9(1), 136-149.

Boschma, R. (2005). Proximity and innovation: a critical assessment. *Regional studies*, 39(1), 61- 74.

Brunswick, S., & Chesbrough, H. (2018). The Adoption of Open Innovation in Large Firms: Practices, Measures, and Risks A survey of large firms examines how firms approach open innovation strategically and manage knowledge flows at the project level. *Research-Technology Management*, 61(1), 35-45.

Brunswick, S., & Vanhaverbeke, W. (2015). Open innovation in small and medium-sized enterprises (SMEs): External knowledge sourcing strategies and internal organizational facilitators. *Journal of Small Business Management*, 53(4), 1241-1263.

Büschgens, T., Bausch, A., & Balkin, D. B. (2013). Organizational culture and innovation: A meta- analytic review. *Journal of product innovation management*, 30(4), 763-781.

Canik, Y., bohemia, E. and Telalbasic, I., 2017. Mapping coupled open innovation processes from Activity Theory framework. IN: Bohemia, E., de Bont, C. and Svengren Holm, L. (eds.) *Proceedings of the Design Management Academy 2017 Hong Kong: Research Perspectives on Creative Intersections*. Hong Kong, 7-9 June 2017.

Carbone, F., Contreras, J., & Hernandez, J. (2010). Enterprise 2.0 and semantic technologies: A technological framework for open innovation support. In *Proceedings of the 11th European Conference on Knowledge Management (Vol. 1, pp. 191-199)*.

Chesbrough, H. W. (2003). *Open innovation: The new imperative for creating and profiting from technology*. Harvard Business Press.

Chesbrough, H. (2004). Managing open innovation. *Research-Technology Management*, 47(1), 23- 26. Chesbrough, H. (2006). Open innovation: a new paradigm for understanding industrial innovation. *Open innovation: Researching a new paradigm*, 400, 0-19.

Chesbrough, H. (2006). *Open business models: How to thrive in the innovation landscape*. Harvard Business Press.

Chesbrough, H. W. (2006). *Open innovation: The New Imperative for Creating and Profiting from Technology*. Brighton, MA: Harvard Business Press.

Chesbrough, H., & Crowther, A. K. (2006). Beyond high tech: early adopters of open innovation in other industries. *R&d Management*, 36(3), 229-236.

Chesbrough, H., Vanhaverbeke, W., & West, J. (Eds.). (2014). *New frontiers in open innovation*. Oup Oxford.

Chiaroni, D., Chiesa, V. and Frattini, F., (2011). The Open Innovation Journey: How firms dynamically implement the emerging innovation management paradigm. *Technovation*, 31(1), pp.34-43.

Cohen, W. M., & Levinthal, D. A. (1989). Innovation and learning: the two faces of R & D. *The economic journal*, 99(397), 569-596.

Cohen, W. M., & Levinthal, D. A. (1990). Absorptive capacity: A new perspective on learning and innovation. *Administrative science quarterly*, 35(1), 128-152.

ANNEXURE:

QUESTIONNAIRE

1. Gender

- a) Male
- b) Female

2. Age

- a) 18-25 Years
- b) 25-50 Years
- c) Above 50 years

3. Marital Status

- a) Married
- b) Unmarried

4. Department wise classification

- a) Housekeeping
- b) Front office
- c) F&B Service
- d) A&G (Admin & Gender)

5. Work Experience

- a) Fresher (0-1 Years)
- b) 2-4 Years
- c) Above 5 years

6. Designation at Novotel

- a) Associate

- b) Team Leader
- c) Executive
- d) Assistant Manager
- e) Manager (Head of the Department)

7. Respondent's satisfaction with current benefits (Pay, Insurance, Leaves) at Novotel?

- a) Highly Satisfied
- b) Satisfied
- c) Neutral
- d) Not Satisfied

8. Respondent's opinion on career growth opportunities

- a) Above 75%
- b) 50% - 75%
- c) Below 50%

9. Respondent's preferred way of working

- a) To work independently
- b) As a team

10. Respondent's opinion on the Work Life Balance

- a) Highly Satisfied
- b) Satisfied
- c) Neutral
- d) Not Satisfied

11. Opinion on Employee Engagement activities at Novotel?

- a) Regularly
- b) Occasionally
- c) Rarely
- d) Never

12. How long do employees typically stay with Novotel?

- a) More than 5 Years
- b) Between 3-5 Years
- c) Between 1-2 Years
- d) Less than a year

13. Respondent's & Recognition program at Novotel

- a) Regularly
- b) Occasionally
- c) Rarely
- d) Never

14. Employees opinion in the CSR activities conducted by novotel

- a) Yes (CSR, Etc....)
- b) No

15. Rate your Involvement of Overtime (OT)work at Novotel

- a) Highly Satisfied
- b) Satisfied
- c) Neutral
- d) Not Satisfied

16. How often do you work overtime at Novotel?

- a) Regularly
- b) Occasionally
- c) Rarely
- d) Never

17. Ability to manage your work?

- a) Regularly
- b) Occasionally
- c) Rarely
- d) Never

18. Utilization of Skills & Abilities of Employees at Novotel

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Strongly Disagree
- e) Disagree

19. Work related suggestions are Valued

- a) Strongly Agree
- b) Agree
- c) Neutral
- d) Strongly Disagree
- e) Disagree

20. Does Accor has clear and consistent set of values

- a) Strongly
- b) Agree
- c) Neutral
- d) Strongly disagree
- e) Disagree

21. Easy to Co-ordinate with other Departments (Front Office, Housekeeping, F&B, Finance & A&G)

a) Strongly Agree

b) Agree

C) Neutral

D) Disagree