

## Employee's Perception towards CRM Practices in the Hotel Industry in Kerala

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### Abstract

The CRM Practices in the accommodation sector is influenced by seven variables namely Swagat (Welcome), Soochana (Information), Suvidha (Facilitation), Suraksha (Safety), Sahyog (Cooperation), Samrathan (Infrastructural development) and Safai (Cleanliness). Hence an attempt has been done to examine the perception of the employees towards these variables. In reality, customer satisfaction holds an exceptionally imperative role in any business. It is the customer's reaction to a product or service that establishes its achievement and interprets into profit for the company. This is particularly right for service-based industries like hotel, tourism or transport industries. All victorious businesses in the world today prosper on customer dealings rather than the excellence of their products alone. It is vital to recognize, generate and uphold an enthusiastic customer base in today's aggressive market. Customer Relationship Management (CRM) not only puts together a complete database enclosing all information pertaining to the customers, but it also makes possible the company's long term expansion by counterfeiting burly ties with the customers.

**KEYWORDS** CRM, Swagat, Soochana, Suvidha, Suraksha, Sahyog, Samrathan and Safai

### INTRODUCTION

Tourism as an industry is an experience that has a budding existence in the dynamics of the global economy. For many countries and regions, it is the most important source of income, employment and progress. Accommodation and lodging are the essential constituents of the tourism and hospitality industry. The comprehensive likeness projected by the tourism and hospitality industry is dependent on consumer decision-making. The outlook and actions of staffs at the tourism and hospitality industry is highly critical for its success. Since the area is of significant, Customer Relationship Management must give due importance to the satisfaction of the customers. Therefore understanding the customers identify their taste and preference, judge the attitude and perception of the customers are vital for this sector. Therefore, Customer Relationship Management must bestow a thorough evaluation of the customers on a daily basis, as the system demand continuous feedback. Practically, it is difficult to understand the individualised needs of the customers. At the same time, if it had identified a common preference of a customer, and if it applies generally, the result would have been superfluous. Customer relationship management (CRM) especially in the accommodation sector has mounting fame and is fetching one of the most recent scholastic and practical topics in tourism. In fact, due to the competitive environment, CRM in the accommodation sector is essential and has grown to be a niche for the firm's performance. Hence, proper education for the evaluation is absolutely necessary for the employees in the accommodation sector and it is the need of the hour.

### Significance of the Study

In the case of the accommodation sector, the customer relationship is very essential for its survival and growth. According to the customers' expectations, taste

and preferences, if the accommodation sectors are capable of providing quality services to the tourists they can bring out more demand for the products and services. In maintaining long lasting relations with the visitors (tourists), Customer Relationship quality is imperative. It facilitates the accommodation sector to assume a tourist-centred attitude in operations and management. The global market, especially in the accommodation sector is extremely competitive and it has grown to be easier for customers to switch over firms if they are not pleased with the service they receive. Usually, the visitors (tourists) get matching services from the different accommodation sector. But in such a situation, Customer Relationship Management acts only distinguishing factor which helps the customer to opt for a service which suits them. One of the most important goals of Customer Relationship Management is to maintain its customers. When it is used effectively and rationally, an accommodation sector will be able to build a relationship with their visitors (tourists) that can last a life long. This study closely examines the CRM dimensions in the accommodation sector of Kerala through the perception level of employees thereby to identify the gap.

### **Review of literature**

**Rayaroth, Rajesh BabuKannithottathil** (2011) in his doctoral thesis "Manpower Management of Tourism Industry in Kerala- An evaluative study" attempted to find out the manpower requirements, institutional and infrastructural facilities available for training manpower requirements of the tourism industry in the state. Remuneration offered to Employees, Marketing Expenditure of Hotels, Hotel Occupancy Rates, Length of Residence of Tourists and Income from Tourists were the yardstick used for the study. The study found that most of the employees working in the tourism industry were not professionally qualified and shortage of manpower as the major problem and constraint facing by this industry.

**Patricio, Vera** (2006) tried to discuss the applicability of SERVQUAL to restaurant services and to examine the inclusion of customer perception. The study observed that the time convenience was the vital factor enlightening an increased demand of customers for service availability. The study concluded that the soft and hard skills of the employees, obtained through their technical and relational education were the key factors of successful restaurants.

**Mousavi, SeyedAlireza** (2011) found that "mutual disclosure" was highly effecting on quality relationships between employees and customers. The study found that service providers' activities and relational locations were also influencing relationship quality.

**Ling** (2007) observed that there was a high difference among the various dimensions of SERVQUAL. Improvising the employees' service attitude, sincerity, willingness and ability to solve clients' problems at greater pace was necessary. This paper also opened scope for innovative value-added services by putting practical human resource strategies to recruit, train and develop the workforce for ensuring customer satisfaction.

**Chang** (2008) studied the factors affecting the relationship quality in the China travel industry. The study found that mutual revelation and employees' expertise were the highest influencing factors on relationship quality in the travel industry. He concluded that customer orientation, high core delivery service and effective communication were very helpful to maintain the higher relationship quality.

### **Objectives of the study**

To study the Employee's perception towards CRM Practices in the hotels related with Swagat (Welcome), Soochana (Information), Suvidha (Facilitation),

Suraksha (Safety), Sahyog (Cooperation), Samrachan (Infrastructural development) and Safai (Cleanliness).

**Hypothesis**

There is no significance differences in Employee’s perception towards CRM Practices in KTDC and Private hotels related with Swagat (Welcome), Soochana (Information), Suvidha (Facilitation), Suraksha (Safety),Sahyog (Cooperation), Samrachan (Infrastructural development) and Safai (Cleanliness).

**Methodology**

The present study is analytical in nature and covers Employee’s Perception towards CRM Practices in the hotel industry in Kerala. Both primary and secondary sources were used to collect primary and secondary data respectively. The data for the present study has been collected from the 58 KTDC and 221 Private sector employees, who are in charge of Customer Relationship Management at the accommodation sector in Kerala. Secondary data were collected from various publications of Department of Tourism, Government of Kerala, articles, published and unpublished thesis and related websites.

**Results and discussion**

**Table 1.Descriptive Analysis of Swagat (Welcome)- CRM Practices**

Swagat (Welcome)	Category	N	Mean	Std. Deviation	Std. Error Mean
Encouragement to existing tourists	KTDC	58	3.672***	0.7811	0.1026
	Private	221	3.385**	1.0276	0.0691
Separate package for tourists based on the requirement	KTDC	58	2.121*	1.1406	0.1498
	Private	221	1.887*	1.0791	0.0726
Tourist friendly culture and ambience	KTDC	58	3.224**	0.8795	0.1155
	Private	221	2.914**	0.8826	0.0594
Formulation of cordial reception and homely environment	KTDC	58	3.569***	0.9005	0.1182
	Private	221	2.529*	1.208	0.0813
Effective utilization of Management Information System (MIS)	KTDC	58	3**	1.556	0.2043
	Private	221	3.136**	1.4173	0.0953

Source: Primary data; \*-Low,\*\*-Moderate,\*\*\*-High

From the table 1 it is clear that the respondents have assigned moderate score on the statement namely ‘Effective utilization of Management Information System (MIS)’ (KTDC employees - 3.00 and Private sector employees-3.136); ‘Tourist friendly culture and ambience’ (KTDC employees- 3.22 and Private sector employees-2.91) and low for ‘Separate package for tourists based on the requirement ’ (KTDC employees- 2.121 and Private sector employees-1.887). It also noted that the statements namely ‘Encouragement to existing tourists’ and ‘Formulation of cordial reception and homely environment’ got a high score from the employees of KTDC (3.67 and 3.56) and moderate & low score from private employees (3.38 and 2.52).

**Table 2 Descriptive Analysis on Swagat (Welcome)- CRM Practices-Independent Samples Test**

Swagat (Welcome)		t	df	Sig. (2-tailed)
Encouragement to existing tourists	Equal variances assumed	1.987	277	0.048*
Separate package for tourists based on the requirement	Equal variances assumed	1.451	277	0.148

Tourist friendly culture and ambience	Equal variances assumed	2.383	277	0.018*
Formulation of cordial reception and homely environment	Equal variances assumed	6.119	277	0.000*
Effective utilization of Management Information System (MIS)	Equal variances assumed	-0.636	277	0.525

Source: Primary data;\*-Significant

According to the opinion of the respondents, there is significant difference in the opinion of KTDC and Private sector employees on the statements like 'Encouragement to existing tourists' (p value=0.048;p<5%), 'Tourist friendly culture and ambience' (p value=0.018;p<5%), and 'Formulation of cordial reception and homely environment'(p value=0.000;p<5%), favour to the opinion of KTDC employees, owing to high mean value. But there is no difference in the opinion on the remaining statements.

**Table 3 -Descriptive Analysis of Soochana (Information)-CRM Practices**

Soochana (Information)	Category	N	Mean	Std. Deviation	Std. Error Mean
Frontline employees' willingness to help	KTDC	58	3.69***	0.8209	0.1078
	Private	221	3.67***	0.8227	0.0553
Employees interaction with customers	KTDC	58	2.211*	0.7959	0.1054
	Private	221	2.24*	0.8152	0.0553
Active suggestion system	KTDC	58	3.345**	0.8068	0.1059
	Private	221	3.299**	0.7516	0.0506
Personalized services to meet customers' need	KTDC	58	2.103*	0.7652	0.1005
	Private	221	2.186*	0.755	0.0508
Ensuring the authentic and transparent information	KTDC	58	3.552***	0.6261	0.0822
	Private	221	3.529***	0.6144	0.0413
Updation of User-friendly software	KTDC	58	2.207*	0.7894	0.1036
	Private	221	2.262*	0.7885	0.053

Source: Primary data; \*-Low,\*\*-Moderate,\*\*\*-High

From the table 3, it is clear that the respondents have assigned moderate score on the statement namely 'Active suggestion system' (KTDC employees- 3.34 and Private sector employees-3.29) and low for 'Employees interaction with customers' (KTDC employees- 2.21 and Private sector employees-2.24); 'Personalized services to meet customers' need' (KTDC employees- 2.10 and Private sector employees-2.18); and 'Updation of User friendly software ' (KTDC employees- 2.20 and Private sector employees-2.26). It also noted that the statements namely 'Frontline employees' willingness to help (KTDC employees - 3.69 and Private sector employees-3.67) and 'Ensuring the authentic and transparent information'(KTDC employees - 3.55 and Private sector employees-3.52) got a high score from the employees of KTDC and private.

**Table 4 - Descriptive Analysis on Soochana (Information)-CRM Practices-Independent Samples Test**

Soochana (Information)		t	df	Sig. (2-tailed)
Frontline employees' willingness to help	Equal variances assumed	0.165	277	0.869
Employees interaction with customers	Equal variances assumed	-0.241	272	0.81
Active suggestion system	Equal variances assumed	0.41	277	0.682
Personalized services to meet customers' need	Equal variances assumed	-0.735	277	0.463
Ensuring the authentic and transparent information	Equal variances assumed	0.245	277	0.807
Updation of User-friendly software	Equal variances assumed	-0.477	277	0.633

Source: Primary data;\*-Significant

According to the opinion of the respondents, there is no significant difference found in the opinion of KTDC and Private sector employees on all the statements relatable to the CRM practice Soochana (Information). Hence with reference to Soochana (Information), both the categories of employees find the same level of practices in the accommodation sector.

**Table 5 -Descriptive Analysis of Suvidha (Facilitation)-CRM Practices**

Suvidha (Facilitation)	Category	N	Mean	Std. Deviation	Std. Error Mean
Privacy and security of business transactions	KTDC	58	2.31*	0.706	0.0927
	Private	221	2.285*	0.7478	0.0503
Website design and ease of use	KTDC	58	3.69***	0.8626	0.1133
	Private	221	3.62***	0.8204	0.0552
Accurate and updated information on the website	KTDC	58	2.293*	0.9178	0.1205
	Private	221	2.357*	0.9312	0.0626
Installation of handy audio reach kit (HARK)	KTDC	58	3.638***	0.8314	0.1092
	Private	221	3.606***	0.8387	0.0564
Installation of the touch screen of international standards and IVRS	KTDC	58	2.31*	0.7305	0.0959
	Private	221	2.308*	0.748	0.0503
In-house facility for Health check-up, Booking tickets, Reservation and service of guide	KTDC	58	3.379**	0.6965	0.0915
	Private	221	3.389**	0.6959	0.0468
Employee training for modification and implementation	KTDC	58	2.431*	0.8808	0.1157
	Private	221	2.434*	0.9103	0.0612
Proper Guidance for employees' performance for tourists	KTDC	58	3.5***	0.6818	0.0895
	Private	221	3.489***	0.6783	0.0456

Source: Primary data; \*-Low,\*\*-Moderate,\*\*\*-High

From the table 5, it is clear that the respondents have assigned moderate score on the statement namely 'In-house facility for Health check-up, Booking tickets, Reservation and service of guide' (KTDC employees- 3.37 and Private sector employees-3.38) and low for 'Privacy and security of business transactions '

(KTDC employees- 2.31 and Private sector employees-2.28); 'Accurate and updated information on the website' (KTDC employees- 2.29 and Private sector employees-2.35); and 'Installation of touch screen of international standards and IVRS' (KTDC employees- 2.31 and Private sector employees-2.30), and 'Employee training for modification and implementation' (KTDC employees- 2.43 and Private sector employees-2.43). It also noted that the statements namely 'Website design and ease of use' (KTDC employees- 3.69 and Private sector employees-3.62), 'Installation of handy audio reach kit (HARK)' (KTDC employees- 3.63 and Private sector employees-3.60) and proper Guidance for employees' performance for tourists' (KTDC employees- 3.50 and Private sector employees-3.48) got high score from the employees of KTDC and private.

**Table 6 - Descriptive Analysis on Suvidha (Facilitation)-CRM Practices- Independent Samples Test**

Suvidha (Facilitation)		t	df	Sig. (2-tailed)
Privacy and security of business transactions	Equal variances assumed	0.232	277	0.817
Website design and ease of use	Equal variances assumed	0.57	277	0.569
Accurate and updated information on the website	Equal variances assumed	-0.47	277	0.639
Installation of handy audio reach kit (HARK)	Equal variances assumed	0.256	277	0.798
Installation of the touch screen of international standards and IVRS	Equal variances assumed	0.024	277	0.981
In-house facility for Health check-up, Booking tickets, Reservation and service of guide	Equal variances assumed	-0.096	277	0.924
Employee training for modification and implementation	Equal variances assumed	-0.025	277	0.98
Proper Guidance for employees' performance for tourists	Equal variances assumed	0.113	277	0.91

Source: Primary data;\*-Significant

According to the opinion of the respondents, there is no significant difference found in the opinion of KTDC and Private sector employees on all the statements relatable to the CRM practice Suvidha (Facilitation). Hence with reference to Suvidha (Facilitation), both the categories of employees find the same level of practices in the accommodation sector.

**Table 7 - Descriptive Analysis of Suraksha (Safety)-CRM Practices**

Suraksha (Safety)	Category	N	Mean	Std. Deviation	Std. Error Mean
Registration of tourists and C-form submission for foreign tourists	KTDC	58	3.362**	0.5525	0.0725
	Private	221	3.371**	0.5704	0.0384
Standards for the establishments engaged in food and beverages	KTDC	58	2.293*	0.8167	0.1072
	Private	221	2.385*	0.8099	0.0545
Necessary precautions, preventive measures and firefighting equipment for fire safety	KTDC	58	3.466**	0.5369	0.0705
	Private	221	3.461**	0.5438	0.0366

Maintaining first aid boxes at every functional department with a valid expiry date.	KTDC	58	2.276*	0.8943	0.1174
	Private	221	2.367*	0.8978	0.0604
Installation of CCTV, metal detectors, X-ray machines, baggage scanner and belly scanner	KTDC	58	3.724***	0.6154	0.0808
	Private	221	3.71***	0.6085	0.0409
Arrangements and deploying security personals to safeguard the premises and establishment from trespassers and theft.	KTDC	58	2.397*	0.8972	0.1178
	Private	221	2.434*	0.9002	0.0606
Employees training on safety and security including fire safety, emergency first aid etc.	KTDC	58	3.414**	0.6498	0.0853
	Private	221	3.466**	0.6842	0.046

Source: Primary data; \*-Low,\*\*-Moderate,\*\*\*-High

From table 7, it is clear that the respondents have assigned a moderate score on the statement namely 'I Registration of tourists and C-form submission for foreign tourists' (KTDC employees- 3.36 and Private sector employees-3.37); 'Necessary precautions, preventive measures and firefighting equipment for fire safety' (KTDC employees- 3.46 and Private sector employees-3.46); 'Employees training on safety and security including fire safety, emergency first aid etc' (KTDC employees- 3.41 and Private sector employees-3.46); and low for 'Standards for the establishments engaged in food and beverages' (KTDC employees- 2.29 and Private sector employees-2.38); 'Maintaining first aid boxes at every functional department with valid expiry date' (KTDC employees- 2.27 and Private sector employees-2.36) and 'Arrangements and deploying security personals to safeguard the premises and establishment from trespassers and theft' (KTDC employees- 2.39 and Private sector employees-2.43). It also noted that the statement namely 'Installation of CCTV, metal detectors, X-ray machines, baggage scanner and belly scanner' (KTDC employees- 3.72 and Private sector employees-3.71), got a high score from the employees of KTDC and private.

**Table 8 Descriptive Analysis on Suraksha (Safety)-CRM Practices- Independent Samples Test**

Suraksha (Safety)		t	df	Sig. (2-tailed)
Registration of tourists and C-form submission for foreign tourists	Equal variances assumed	-0.107	277	0.915
Standards for the establishments engaged in food and beverages	Equal variances assumed	-0.765	277	0.445
Necessary precautions, preventive measures and firefighting equipment for fire safety	Equal variances assumed	-0.063	277	0.95
Maintaining first aid boxes at every functional department with a valid expiry date.	Equal variances assumed	-0.685	277	0.494
Installation of CCTV, metal detectors, X-ray machines, baggage scanner and belly scanner	Equal variances assumed	0.153	277	0.879
Arrangements and deploying security personals to safeguard the premises and establishment from trespassers and theft.	Equal variances assumed	-0.285	277	0.776

Employees training on safety and security including fire safety, emergency first aid etc.	Equal variances assumed	-0.523	277	0.601
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Source: Primary data;\*-Significant

According to the opinion of the respondents, there is no significant difference found in the opinion of KTDC and Private sector employees on all the statements relatable to the CRM practice Suraksha (Safety). Hence with reference to Suraksha (Safety), both the categories of employees find the same level of practices in the accommodation sector.

**Table 9 - Descriptive Analysis of Sahyog (Cooperation) -CRM Practices**

Sahyog (Cooperation)	Category	N	Mean	Std. Deviation	Std. Error Mean
Making changes necessary to compete effectively	KTDC	58	3.466**	0.6547	0.086
	Private	221	3.466**	0.636	0.0428
Strong teamwork within the organization	KTDC	58	3.759***	0.8647	0.1135
	Private	221	3.774***	0.8599	0.0578
Interdepartmental communication to solve problems and meet deadlines	KTDC	58	3.397**	0.9722	0.1277
	Private	221	3.394**	0.9694	0.0652
Customers' grievances are treated seriously	KTDC	58	3.5***	0.9956	0.1307
	Private	221	3.493***	0.9937	0.0668
Necessities of tourists are systematically analyzed & developed	KTDC	58	2.552*	1.3268	0.1742
	Private	221	2.557*	1.3661	0.0919

Source: Primary data; \*-Low,\*\*-Moderate,\*\*\*-High

From table 9, it is clear that the respondents have assigned moderate score on the statement namely 'Making changes necessary to compete effectively' (KTDC employees- 3.46 and Private sector employees-3.46); 'Interdepartmental communication to solve problems and meet deadlines' (KTDC employees- 3.39 and Private sector employees-3.39); and low for 'Necessities of tourists are systematically analyzed & developed' (KTDC employees- 2.55 and Private sector employees-2.55). It also noted that the statements namely 'Strong teamwork within the organization' (KTDC employees - 3.75 and Private sector employees -3.77) and 'Customers' grievances are treated seriously' (KTDC employees- 3.50 and Private sector employees-3.49) got a high score from the employees of KTDC and private.

**Table 10 - Descriptive Analysis on Sahyog (Cooperation)-CRM Practices- Independent Samples Test**

Sahyog (Cooperation)		t	df	Sig. (2-tailed)
Making changes necessary to compete effectively	Equal variances assumed	-0.006	277	0.995
Strong teamwork within the organization	Equal variances assumed	-0.119	277	0.905
Interdepartmental communication to solve problems and meet deadlines	Equal variances assumed	0.02	277	0.984
Customers' grievances are treated seriously	Equal variances assumed	0.046	277	0.963

Necessities of tourists are systematically analyzed & developed	Equal variances assumed	0.153	277	0.879
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Source: Primary data;\*-Significant

According to the opinion of the respondents, there is no significant difference found in the opinion of KTDC and Private sector employees on all the statements relatable to the CRM practice Sahyog (Cooperation). Hence with reference to Sahyog (Cooperation), both the categories of employees find the same level of practices in the accommodation sector.

**Table 11- Descriptive Analysis of Samrachan (Infrastructural development)- CRM Practices**

Samrachan (Infrastructural development)	Category	N	Mean	Std. Deviation	Std. Error Mean
Installation of sewage treatment plant (STP) capable of treating and filtering wastewater	KTDC	58	2.862*	1.3172	0.173
	Private	221	2.81*	1.3246	0.0891
Installation of rainwater harvesting pits or tanks to collect maximum rainwater for further usage	KTDC	58	2.983*	0.827	0.1086
	Private	221	2.973*	0.8197	0.0551
Segregation of Waste and disposal by natural way	KTDC	58	2.741*	1.1782	0.1547
	Private	221	2.665*	1.1505	0.0774
Introduction to non-CFC Equipment to reduce the number of chlorofluorocarbons.	KTDC	58	2.759*	1.3286	0.1745
	Private	221	2.715*	1.3332	0.0897
Introduction to star rating appliance to reduce energy consumption	KTDC	58	3.534***	1.0125	0.1329
	Private	221	3.548***	0.936	0.063
Ample space and amenities for the tourists	KTDC	58	3.345**	0.8068	0.1059
	Private	221	3.367**	0.7364	0.0495
Environmental clearance for new construction or expansion	KTDC	58	3.362**	1.1802	0.155
	Private	221	3.344**	1.1675	0.0785

Source: Primary data; \*-Low,\*\*-Moderate,\*\*\*-High

From table 11, it is clear that the respondents have assigned moderate score on the statement namely ‘Ample space and amenities for the tourists’ (KTDC employees- 3.34 and Private sector employees-3.36); ‘Environmental clearance for new construction or expansion’ (KTDC employees- 3.36 and Private sector employees-3.34); and low for ‘Installation of sewage treatment plant (STP) capable of treating and filtering wastewater ’ (KTDC employees- 2.86 and Private sector employees-2.81); ‘Installation of rainwater harvesting pits or tanks to collect maximum rainwater for further usage ’ (KTDC employees- 2.98 and Private sector employees-2.97); ‘Segregation of Waste and disposal by natural way ’ (KTDC employees- 2.74 and Private sector employees-2.66) and ‘Introduction to non CFC Equipment to reduce the amount of chloro fluoro carbons ’ (KTDC employees- 2.75 and Private sector employees-2.71). It also noted that the statement namely ‘Introduction to star rating appliance to reduce energy consumption’ (KTDC employees- 3.53 and Private sector employees-3.54) got a high score from the employees of KTDC and private.

**Table 12. Descriptive Analysis on Samrachan (Infrastructural development)- CRM Practices-Independent Samples Test**

Samrachan (Infrastructural development)		t	df	Sig. (2-tailed)
Installation of sewage treatment plant (STP) capable of treating and filtering wastewater	Equal variances assumed	0.267	277	0.79
Installation of rainwater harvesting pits or tanks to collect maximum rainwater for further usage	Equal variances assumed	0.082	277	0.935
Segregation of Waste and disposal by natural way	Equal variances assumed	0.447	277	0.655
Introduction to non-CFC Equipment to reduce the number of chlorofluorocarbons.	Equal variances assumed	0.222	277	0.824
Introduction to star rating appliance to reduce energy consumption	Equal variances assumed	-0.093	277	0.926
Ample space and amenities for the tourists	Equal variances assumed	-0.196	277	0.845
Environmental clearance for new construction or expansion	Equal variances assumed	0.267	277	0.79

Source: Primary data;\*-Significant

According to the opinion of the respondents, there is no significant difference found in the opinion of KTDC and Private sector employees on all the statements relatable to the CRM practice Samrachan (Infrastructural development). With reference to Samrachan (Infrastructural development), both the categories of employees find the same level of practices in the accommodation sector.

**Table 13 - Descriptive Analysis of Safai (Cleanliness)-CRM Practices**

Safai (Cleanliness)	Category	N	Mean	Std. Deviation	Std. Error Mean
Good Overall Sanitary Facilities	KTDC	58	3.414**	1.2288	0.1614
	Private	221	3.357**	1.2037	0.081
Efficient Garbage disposal mechanism	KTDC	58	3.362**	1.0035	0.1318
	Private	221	3.294**	0.9674	0.0651
Clean and neat surroundings	KTDC	58	3.328**	0.998	0.131
	Private	221	3.271**	0.9575	0.0644
The strict benchmark for the maintenance of the hygienic environment	KTDC	58	3.448**	0.9942	0.1305
	Private	221	3.416**	0.9856	0.0663
International standards in infection control measures	KTDC	58	3.328**	0.998	0.131
	Private	221	3.294**	0.9906	0.0666
Higher hygienic standards	KTDC	58	3.259**	0.9283	0.1219
	Private	221	3.271**	0.948	0.0638

Source: Primary data; \*-Low,\*\*-Moderate,\*\*\*-High

From table 13, it is clear that the respondents have assigned moderate score on the statement namely 'Good Overall Sanitary Facilities' (KTDC employees- 3.41 and Private sector employees-3.35); 'Efficient Garbage disposal mechanism' (KTDC employees- 3.36 and Private sector employees-3.29); 'Clean and neat surroundings' (KTDC employees- 3.32 and Private sector employees-3.27); 'Strict benchmark for

the maintenance on hygienic environment ' (KTDC employees- 3.44 and Private sector employees-3.41); 'International standards in infection control measures ' (KTDC employees- 3.32 and Private sector employees-3.29) and 'Higher hygienic standards ' (KTDC employees- 3.25 and Private sector employees-3.27).

**Table 14. Descriptive Analysis on Safai (Cleanliness)-CRM Practices-Independent Samples Test**

Safai (Cleanliness)		t	df	Sig. (2-tailed)
Good Overall Sanitary Facilities	Equal variances assumed	0.316	277	0.752
Efficient Garbage disposal mechanism	Equal variances assumed	0.472	277	0.637
Clean and neat surroundings	Equal variances assumed	0.394	277	0.694
The strict benchmark for the maintenance of the hygienic environment	Equal variances assumed	0.22	277	0.826
International standards in infection control measures	Equal variances assumed	0.229	277	0.819
Higher hygienic standards	Equal variances assumed	-0.092	277	0.926

Source: Primary data;\*-Significant

According to the opinion of the respondents, there is no significant difference found in the opinion of KTDC and Private sector employees on all the statements relatable to the CRM practice Safai (Cleanliness). Hence with reference to Safai (Cleanliness), both the categories of employees find the same level of practices in the accommodation sector.

### Conclusion

The present study deals with the employee's perception towards CRM practices in the KTDC and Private accommodation sector in Kerala. From the analysis it is noted that the statements namely 'Encouragement to existing tourists' and 'Formulation of cordial reception and homely environment' got a high score from the employees of KTDC in the case of Swagat(welcome).With reference to Soochana (Information), 'Frontline employees' willingness to help and 'Ensuring the authentic and transparent information' got a high score from the employees of KTDC and private. In the case of Suvidha (facilitation), 'Website design and ease of use'and 'Installation of handy audio reach kit (HARK)' got high score from the employees of KTDC and private. With reference to Suraksha (safety), 'Installation of CCTV, metal detectors, X-ray machines, baggage scanner and belly scanner'got a high score from the employees of KTDC and private. In the case of CRM practice Sahyog (co-operation), the result shows a high score in 'Strong teamwork within the organization' (KTDC employees- 3.75 and Private sector employees-3.77) and 'Customers' grievances are treated seriously' (KTDC employees- 3.50). In the case of CRM Practice Samrachan (Infrastructural development) 'Introduction to star rating appliance to reduce energy consumption'got a high score from the employees of KTDC and private.

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