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**Hospitality Culture and Change  
management to retain employees in the  
rapidly emerging world – Insights from  
Tamil Literature Thirukkural**

# Hospitality Culture and Change management to retain employees in the rapidly emerging world – Insights from Tamil Literature Thirukkural

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## Abstract

Lessons from the ancient Tamil literature Thirukkural, this study investigates the connection between work culture, change management, and hospitality. Using a qualitative methodology, the study examines Thirukkural's hospitality principles and how they relate to contemporary workplace culture and change management. According to the study, Thirukkural's hospitality tenets—such as decency, friendliness, and generosity—can promote a productive workplace environment and ease the process of transition. Businesses that adopt these ideas are more likely to increase worker happiness, lower attrition, and boost profitability. This research enhances the current body of literature by presenting a distinct viewpoint on work culture and change management through the framework of Thirukkural's principles of hospitality. The results of this study provide actionable insights for organizations aiming to foster a positive work environment and navigate change effectively. From this study we shall enhance the work culture in hospitality industry through which retention of staff also will be better. Key take aways are, the principles of hospitality outlined in Thirukkural offer meaningful insights for work culture and change management. Organizations can gain from adopting hospitality values, including respect and kindness. Integrating Thirukkural's teachings on hospitality can support effective change management.

This study offers a new perspective on work culture and change management, emphasizing the importance of hospitality in promoting organizational achievement

## Introduction

### Introduction - Importance of Hospitality in Thirukkural

Thirukkural, a revered Tamil classic, underscores the significance of hospitality as an essential virtue. The text emphasizes the necessity of treating guests with dignity, kindness, and generosity. Within the realm of work culture, hospitality emerges as a fundamental component in nurturing robust relationships with colleagues, superiors, and clients.

### Importance to Work Culture

Hospitality within the workplace cultivates a positive atmosphere, promoting collaboration, creativity, and productivity. By adopting the

principles of hospitality, organizations can establish a culture that prioritizes empathy, respect, and inclusivity. Consequently, this can result in enhanced job satisfaction, lower turnover rates, and improved overall well-being.

### Relation to Change Management

Change management is a critical element of organizational success in the current fast-paced business environment. The teachings of Thirukkural regarding hospitality can guide effective change management strategies by fostering a culture of empathy, adaptability, and resilience. By emphasizing hospitality, organizations can cultivate trust, encourage open communication, and



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manage change more efficiently

### Challenges in Employee Retention

The rapidly evolving world poses various challenges for organizations, especially concerning employee retention. With rising job mobility and shifting workforce expectations, retaining top talent has become a pressing issue for businesses. Employee turnover can incur significant costs, diminish productivity, and result in the loss of institutional knowledge.

### Importance of Hospitality Culture and Change Management

A culture of hospitality and effective change management are vital strategies for tackling employee retention challenges. A hospitality-oriented culture promotes a positive work environment, fostering employee engagement, satisfaction, and loyalty. Conversely, change management equips organizations to adapt to changing circumstances, ensuring continuity and stability.

### The Significance of Thirukkural

Thirukkural, an ancient Tamil scripture, imparts enduring wisdom regarding hospitality, ethics, and interpersonal relationships. Its principles on hospitality, respect, and kindness can greatly influence contemporary workplace dynamics, offering valuable insights for fostering a positive work environment and effectively managing change. This article seeks to examine Thirukkural's relevance to current organizational challenges, with the goal of presenting practical implications for improving employee retention and promoting business success.

### Objective of the Research

The purpose of this article is to investigate the importance of hospitality culture and change management in employee retention, utilizing insights derived from Thirukkural. By scrutinizing the teachings of the text and their applicability to modern workplaces, this research aims to deliver practical implications for organizations striving to cultivate a positive work culture and adeptly manage change.

### Literature review - Overview of Hospitality Culture

Hospitality culture encompasses the values, norms, and practices that establish a welcoming and inclusive atmosphere. Studies indicate that a strong hospitality culture can enhance employee satisfaction, lower turnover rates, and boost customer satisfaction [Kusluvan, S., Kusluvan, Z., Ilhan, I., & Buyruk, L. (2010)] Such a culture nurtures a sense of belonging, promotes collaboration, and fosters positive relationships.

### Work Culture

Research indicates that a constructive work culture is vital for employee satisfaction, retention, and productivity (Schein, 2010). A culture that emphasizes respect, empathy, and inclusivity can cultivate a sense of belonging among employees, resulting in heightened job satisfaction and decreased turnover rates (Kotter, 2012).

### Change Management

Research has underscored the significance of communication, leadership, and employee engagement in enabling successful organizational change (Kotter, 2007). Change management strategies that focus on employee well-being and participation can enhance acceptance and commitment to change.

Change management is a vital component of organizational success, allowing businesses to adjust to changing conditions. Successful change management necessitates strong leadership, effective communication, and active employee engagement (Kotter, 2007). Studies have emphasized the importance of empathy, flexibility, and resilience in achieving successful organizational change.

### Teachings of Thirukkural on Hospitality

Thirukkural highlights the importance of treating guests with respect, kindness, and generosity (Chapter 9, Hospitality - Virunthombal in Tamil ). The hospitality principles outlined in Thirukkural can significantly impact modern workplace dynamics, providing direction for cultivating a positive work culture and fostering strong relationships with both colleagues and clients.

Thirukkural, an ancient Tamil text, emphasizes the significance of hospitality as a vital virtue. It stresses the importance of treating guests with respect, kindness, and generosity ((Chapter 9, Hospitality - Virunthombal in Tamil ).. The hospitality principles articulated in Thirukkural offer valuable insights for contemporary workplace dynamics, laying the groundwork for a positive work culture.

### The Intersection of Hospitality and Change Management

Research suggests that a culture of hospitality can improve effective change management by promoting empathy, flexibility, and resilience. Organizations that prioritize hospitality are more likely to build trust, facilitate open communication, and adeptly manage change (Reave, 2005).

### Implications of Thirukkural's Teachings

The teachings of Thirukkural concerning hospitality have several implications for modern workplaces:

1. Respect and kindness: Showing respect and kindness to colleagues and clients can foster a positive work environment.
2. Inclusivity: Embracing diversity and promoting inclusivity can improve employee satisfaction and engagement.
3. Empathy and flexibility: Prioritizing empathy and flexibility can aid effective change management and enhance organizational resilience.

### Key Takeaways

1. A positive work culture is essential for employee satisfaction and retention.
2. Effective change management requires communication, leadership, and employee participation.
3. The teachings of Thirukkural on hospitality offer valuable perspectives for contemporary workplace dynamics.

### Convergence of Hospitality Culture and Change Management

The convergence of hospitality culture and change management provides essential insights for organizations. By emphasizing hospitality culture, organizations can foster trust, encourage open communication, and effectively manage change.

### Methodology-Research Approach

This study employs a qualitative methodology to explore the teachings of Thirukkural concerning hospitality and their

relevance to modern workplace dynamics

**Qualitative Research Approach** This research adopts a qualitative methodology to investigate the insights of Thirukkural on hospitality and their significance in today's workplace environment. A qualitative approach is particularly suitable for this study as it allows for a thorough examination of Thirukkural's teachings and their importance

### Methods

The research methods utilized in this study include

1. Textual analysis: A comprehensive examination of Thirukkural's teachings on hospitality (Chapter 9, Hospitality - Virunthombal in Tamil) was conducted to reveal key themes and principles
2. Thematic analysis: The identified themes and principles were then analyzed to evaluate their implications for contemporary workplace dynamics.
3. Interpretive analysis: The researcher interpreted Thirukkural's teachings within the context of current organizational challenges

### Analysis of Thirukkural's Teachings

The analysis of Thirukkural's teachings on hospitality (Chapter 9, Hospitality - Virunthombal in Tamil ).reveals several core themes and principles:

1. Respect and kindness: Thirukkural emphasizes the importance of treating guests with respect and kindness
2. Generosity: The text highlights the significance of generosity and hospitality in building strong relationships
3. Inclusivity: Thirukkural's teachings promote inclusivity and warmth towards all individuals

### Data

The primary data source for this study is Thirukkural, specifically Chapter 9, Hospitality - Virunthombal in Tamil - விருந்தோம்பல்)

**Application in Contemporary Workplace Dynamics** Thirukkural's insights on hospitality hold significant relevance for contemporary workplace dynamics:

1. Positive work environment: Adopting hospitality principles can cultivate a positive work environment, resulting in enhanced employee satisfaction and engagement.
2. Effective communication: Thirukkural's insights on respect and kindness can guide effective communication strategies within the workplace.
3. Employee retention: Emphasizing hospitality can contribute to higher employee retention rates and lower turnover.

By integrating Thirukkural's insights on hospitality, organizations can foster a more positive and inclusive work atmosphere, which in turn leads to better employee outcomes and overall organizational success.

### Research Limitations

The limitations of this study include:

1. Subjective interpretation: The understanding of Thirukkural's teachings may vary based on individual perspectives.
2. Contextual limitations: The findings of this study may be confined to the specific context of Thirukkural's teachings.

### Conclusion

The methodology employed in this study offers a framework for examining Thirukkural's teachings on hospitality and their relevance to contemporary workplace dynamics

### Findings

**Analysis of Thirukkural's Teachings** The examination of Thirukkural's teachings regarding hospitality uncovers several essential themes and principles:

1. Respect and kindness: Thirukkural underscores the importance of treating others with respect and kindness.
2. Generosity: The text accentuates the significance of generosity and warmth.
3. Inclusivity: Thirukkural advocates for inclusivity and respect for all individuals.

### Hospitality Culture's Impact on Employee Retention

The analysis indicates that hospitality culture plays a crucial role in employee retention

1. Increased job satisfaction: Employees perceive themselves as valued and respected, resulting in heightened job satisfaction.
2. Reduced turnover rates: A hospitality culture nurtures a sense of belonging, thereby decreasing turnover rates.
3. Improved employee engagement: Employees exhibit greater engagement and motivation, which enhances productivity

### Change Management Strategies Informed by Thirukkural

Thirukkural's teachings provide guidance for effective change management strategies

1. Empathy and compassion: Leaders emphasize empathy and compassion, which aids in facilitating smooth transitions.
2. Clear communication: Transparent and respectful communication fosters trust and mitigates resistance to change.
3. Flexibility and adaptability: Adopting flexibility and adaptability allows organizations to successfully navigate change.

### Application to Work Culture

Thirukkural's teachings on hospitality carry significant implications for work culture:

1. Positive work environment: Adopting hospitality principles cultivates a positive work environment.
2. Employee satisfaction: Focusing on respect, kindness, and generosity results in enhanced employee satisfaction.
3. Collaboration: A hospitality culture encourages collaboration and teamwork.

### Application to Change Management

Thirukkural's teachings offer valuable guidance for effective change management:

1. Empathy and flexibility: Highlighting the importance of empathy and flexibility is crucial for successful organizational change.
2. Communication: The principles of hospitality promote open and respectful communication
3. Resilience: Embracing a culture of hospitality nurtures resilience and adaptability

### Key Takeaways

1. The insights from Thirukkural regarding hospitality provide significant perspectives for workplace culture and change management.
2. Prioritizing respect, kindness, and generosity can improve employee outcomes.

3. A hospitality-driven culture facilitates effective change management and contributes to organizational success. The findings highlight the significance of Thirukkural's teachings on hospitality in creating a positive work environment and managing change effectively.

### **Key Insights**

1. A hospitality-oriented culture is essential for employee retention and job satisfaction.
2. Thirukkural's teachings offer important insights for developing strategies in change management.
3. Focusing on empathy, communication, and flexibility is crucial for achieving successful organizational change. The findings stress the importance of a hospitality culture and Thirukkural's teachings in enhancing employee retention and effective change management.

### **Discussion - Interpreting the Findings**

The findings highlight the significance of hospitality culture in improving employee retention and job satisfaction. The lessons from Thirukkural offer vital insights for creating a supportive work environment and managing change effectively.

### **Implications of Thirukkural's Teachings**

The teachings of Thirukkural concerning hospitality have considerable implications for modern workplaces:

1. Positive work culture: Prioritizing respect, kindness, and generosity fosters a constructive work atmosphere.
2. Employee satisfaction: Implementing hospitality principles leads to increased employee satisfaction and engagement.

### **Implications for Work Culture**

1. Positive work environment: Emphasizing hospitality culture encourages a positive work environment, which subsequently improves employee satisfaction and engagement.
2. Employee retention: A robust hospitality culture reduces turnover rates and strengthens employee retention.

### **Implications for Change Management**

1. Effective communication: The teachings of Thirukkural stress the importance of clear and respectful communication to enable successful organizational change.
2. Empathy and flexibility: Valuing empathy and flexibility empowers organizations to navigate change effectively.

### **Practical Applications**

1. Leadership: Leaders should prioritize hospitality culture and the teachings of Thirukkural to boost employee satisfaction and facilitate effective change management.
2. Organizational development: Organizations ought to integrate hospitality principles into their cultural and change management strategies.

The discussion underscores the significance of hospitality culture and the teachings of Thirukkural in nurturing a positive work environment and managing change effectively.

### **Practical Applications for Organizations**

Organizations can implement the teachings of Thirukkural in various ways:

1. Leadership development: Leaders should emphasize a culture

of hospitality, encouraging empathy, respect, and kindness.

2. Employee engagement strategies: Organizations can adopt strategies that cultivate a sense of belonging and inclusivity.

3. Change management: The principles of Thirukkural can guide effective change management approaches, emphasizing empathy, adaptability, and transparent communication.

By integrating Thirukkural's teachings, organizations can foster a more positive and productive workplace, enhancing employee satisfaction and contributing to organizational success.

This research examined the importance of hospitality culture and change management in employee retention, drawing insights from Thirukkural, a timeless Tamil classic. The findings indicated that emphasizing hospitality culture and adopting the teachings of Thirukkural can enhance employee satisfaction, lower turnover rates, and facilitate effective change management.

### **Summary of Key Findings**

This research underscores the importance of hospitality culture and change management in retaining employees in a rapidly evolving environment. The key findings are as follows:

1. Hospitality culture cultivates a positive work atmosphere and enhances employee satisfaction.
2. The teachings of Thirukkural provide valuable guidance for establishing a hospitality culture and managing change effectively.
3. Emphasizing empathy, respect, and kindness is essential for employee retention and organizational success.
4. Hospitality culture enhances employee satisfaction: Focusing on respect, kindness, and generosity creates a positive work environment.
5. Thirukkural's teachings provide valuable guidance: The ancient Tamil text offers a framework for developing a hospitality culture and managing change effectively.
6. Effective change management: Adopting empathy, flexibility, and clear communication supports successful organizational change.

### **Future Research Directions**

Future research could expand on these findings by:

1. Quantitative studies: Implementing quantitative studies to assess the impact of hospitality culture on employee retention.
2. Cross-cultural analysis: Investigating the relevance of Thirukkural's teachings across various cultural settings.
3. Leadership development: Examining the influence of leadership in fostering hospitality culture and effective change management.
4. Establishing frameworks for hospitality culture: Designing structures for the integration of hospitality culture within contemporary workplaces.

Through the exploration of the convergence between hospitality culture, change management, and the teachings of Thirukkural, this research offers significant insights for organizations aiming to enhance employee retention and achieve success in the swiftly evolving landscape.

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