

Job Satisfaction in the Hotel Industry: A Comprehensive Analysis of Human Resource Practices

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Introduction

In the bustling and competitive landscape of the Indian hotel industry, the concept of job satisfaction has emerged as a pivotal factor influenced by the strategic implementation of Human Resources (HR) policies. As hotels strive to create a conducive work environment and deliver exceptional guest experiences, the role of HR policies in fostering job satisfaction among employees becomes crucial. These policies encompass a wide array of practices, including recruitment, training, compensation, performance management, and employee engagement, all of which collectively contribute to the overall well-being and contentment of the workforce. This paper aims to delve into the intricate relationship between HR policies and job satisfaction within the Indian hotel industry, unraveling the ways in which well-designed and effectively executed HR strategies can significantly impact employee morale, motivation, and overall job contentment. By examining the alignment between HR policies and the unique demands of the hotel sector, this study seeks to offer insights that not only shed light on the current state of job satisfaction but also propose actionable recommendations for hotels to optimize their HR practices and consequently enhance the quality of their services. Through a comprehensive exploration of this nexus, the paper aims to analyze the present level of Job Satisfaction in terms of Human Resource policies adopted by Hotel Industry for employees' promotion and career advancement and also contribute to a deeper understanding of how HR policies can be harnessed to foster job satisfaction, drive employee performance, and ultimately elevate the industry's competitive edge in the global hospitality arena.

Literature overview

Human resource management has been most important factor for the efficient and effective performance by the employee which will result in organizational success. Taking this into

consideration several valuable studies have been conducted on the various aspects of human resource management and employee performance. The existing available literature on the topics are reviewed carefully and some of them are listed below:

Human Resource Management

Schuler and Jackson (1987) defined HRM practices as a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members.

(Anand, 1997 and Maguire, 1995) acknowledged that successful organizations share a fundamental philosophy of valuing and investing in their employees. In fact, several research studies have described human resource management as a means of achieving competitive advantage. (Huselid 1995 and Walker 2001).

Human Resource Management (HRM) is a new way of thinking about how people should be managed as employees in the workplace. (Pinnington and Edwards, 2000) As defined by Edwin B. Flippo "Human resource management is the planning, organizing, directing and controlling of the procurement, development, resources to the end that individual and societal objectives are accomplished".

Kuldeep Singh (2003) through his study of 84 Indian organizations, records that the human resource management must provide more input at the strategic level and the investment in human resources will help achieve business result.

HRM is concerned with managing people both individually and collectively (Boxall and Purcell, 2003).

Human resource management (HRM) refers to the policies and practices involved in carrying out the 'Human Resource (HR)' aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations (Dessler, 2006). Thus, HRM is composed of the policies, practices, and systems that influence employees' behaviour, attitude and performance.

Effective HRM acquires quality employees, motivates them to maximize performance and helps meet their psychological and social needs. This leads to long term relationships with skilled and happy employees (Stewart and Brown, 2011). HRM focuses on people in organizations. People are a major component of any organizations so organizations with more

productive employees tend to be more successful. Employee productivity increases when organizations hire and motivate employees effectively.

Waqas Ilyas, Yasir Aftab Farooqi and Muhammad Ahmad, 2016 studied effect of Human Resource Management Practices on Employee Performance: A Study of Telecom Sector and concluded that, HRM practices has a positive relationship with the employee performance. They had founded that employee performance is clearly dependent on the HRM practices, and the proper implementation of the HRM practices can improve the employee performance, which will ultimately increase the organizational performance.

Employee Performance

According to Aguinis, 2009, “the definition of performance does not include the results of an employee’s behavior, but only the behaviors themselves. Performance is about behavior or what employees do, not about what employees produce or the outcomes of their work”. Perceived employee performance represents the general belief of the employee about his behavior and contributions in the success of organization. Employee performance may be taken in the perspective of three factors which makes possible to perform better than others, determinants of performance may be such as “declarative knowledge”, “procedural knowledge” and “motivation” (McCloy, Campel & Cudeck, 1994).

If employees are regularly provided with the opportunity to attend training and development workshops, they will recognize the company’s commitment to improve their skills and will be more likely to remain in the environment where they have a continual opportunity to learn. This is mutually beneficial for employee and company, as it improves the strength of the organization and retains key talent (Huselid, 1995).

Progressive HRM practices, including selectivity in staffing, training, and incentive compensation, are positively related to perceptual measures of organizational performance. (Delaney and Huselid, 1996).

Effective HRM practices have been deemed by many researchers to be of utmost importance in providing firms with competitive advantages and the ability to operate effectively within a competitive landscape (B. Becker and Huselid, 1998).

The strong association between the commitment of an individual to an organization’s aims and the type and quality of HRM practices employed by that organization, can be explained by the theory of social exchange (Witt, Kacmar, and Andrews, 2001).

Employee attitudes and behaviors, including performance, reflect their perceptions and expectations, reciprocating the treatment that they receive from the organization. In their multilevel model linking human resource practices and employee reactions, Ostroff and Bowen (2004) depict relationships suggesting that human resource practices are significantly associated with employee perceptions and employee attitudes. Apart from this, numerous researchers have pointed out that Human Resource Management Practices impact the outcomes such as employee satisfaction, employee commitment, employee retention, employee presence, social climate between workers and management, employee involvement, employee trust, employee loyalty, organizational fairness.

Generating employee commitment is an important consideration for large and small organizations. Commitment is one of the factors of HRM policy for an effective organization (Shahnawaz and Juyal, 2006). The commitment and motivation built through well designed HR practices can lead high performance of employees. Especially innovative HR practices increase the commitment of employees and help them to achieve the goals of the organization. The satisfaction of employees with HR practices elicits the commitment of employees towards the organization (Kumar and Krishnaveni, 2008). In this perspective; HR functions as employee selection and recruitment, training and development, performance evaluation, compensation management and investigating their relationships between organizational commitments have become very important. Monetary compensation is important but not enough to keep employees.

This viewpoint is further strengthened by Social exchange theorists who have produced significant quantities of research that support the theory that the level of commitment to the employee demonstrated by an organization will have a direct impact on the commitment that employees show to the organization in return. One useful mechanism for understanding commitment behaviour is to appreciate the fact that the relationship between the employer and employee is one of a fair exchange. It can be argued that the way an employer treats employee has a direct bearing on their performance, attitude and commitment to the organization (Pinder, 1984).

According to Wang et al. (2003), innovative firms treat HRM practices as the organization's strategy to encourage team responsibilities, enhance organizational culture, and build up customer relationships through participation and empowerment. In turn, it will help to create and market new products and services (Gupta and Singhal, 1993).

The study showed that interaction between HRM practices and organizational commitment will affect service performance of the employees (Tsang Kai Hung, 2006).

When firms develop and introduce new product, new process and/or new administrative practices, they require innovative and creative employees, who are flexible, risk taking, and tolerant of uncertainty and ambiguity (Chen and Huang, 2007). These employees are highly recognized in manufacturing industries as they contribute to firm based on market responsiveness, product and process innovation. Therefore, it is important for a firm to implement supportive HRM practices that can motivate and stimulate employees to be innovative. Secondly, the element of innovation is equally important in respect of HRM practices as Agarwala (2003) stated that the perceived extent of introduction of innovative human resource practices by the organizations was the most significant predictor of organizational commitment.

Shamil, M. M. M. and Samarakoon, S. M. A. K. has conducted the study on Human Resource Management Practices in the Hotel Industry in Sri Lanka, based on their findings from Seventy-six hotels, it can be concluded that HRM practices are not significantly different based on ownership of hotel or type of hotel.

Zubair Aslam Marwat, Tahir Masood Qureshi and Muhammad I Ramay has conducted a study on impact of human resource management (hrm) practices on Employees performance- A case of pakistani telecom sector and concluded, all those organizations who are interested in High growth through increasing employee participation must pay attention on Training, Selection, Compensation and employee participation for policy development.

Some of the authors indicate that these outcomes and HRM Practices can lead to a firm's performance such as profits, market value of the company, market share, increase in sales, productivity, product service quality, customer satisfaction, development of products/services and future investments.

Good HR practices energize people working in the organization. The commitment and motivation built through good HR practices can lead to hard work. The culture so built can help to create a sustainable and lasting capability of the organization to manage itself and not only cope with the external turbulence. In addition to this, good human resource practices create more satisfied employees (Stewart and Brown, 2011). It is imperative that management retains its best employees and keeps them committed to the organization in order to attract other quality employees (Zaitouni, Sawalhaand Sharif, 2011). With the high costs involved in

employee selection and recruitment, companies are increasingly concerned with retaining employees.

Tiwari and Saxena, (2012) expressed the view that, to effectively manage the human resources, the organizations must implement innovative HRM practices. The organizations which implements such practices with dedication, remains ahead of their competitors because such practices affect other variables such as competitive advantage, job satisfaction, financial performance, employee turnover, service quality, employee commitment etc. in a positive manner and leads to overall corporate performance. While designing and implementing such practices, one important thing is to be kept in mind that the HRM practices should be analyzed from time to time and it should be updated accordingly. Line managers should be involved in designing HRM practices and survey should be conducted among employees to know their opinion about HRM practices.

Shruti Lamba and Nirmala Choudhary (2013) in their study on Impact of hrm practices on organizational Commitment of employees has find, HRM practices have significant impact on Organizational commitment and which is further related to Retention of knowledgeable and skilled Employees.

However, there is skepticism as well, according to Dhal (2014) there are apprehensions about HR practices being detrimental to Union-Management relations whereas HR practices are not adverse to the union management relationship. Performance feedback, promotion and reward systems helped both union and management in maintaining a cordial relationship. But the training system is perceived negatively by the unions as a mechanism for building direct relationship with the worker, but this skepticism is rather unfounded.

Akram Ali Jouda, Ungku Norulkamar Ungku Ahmad, Khalid Abed Dahleez (2016) did their research on The Impact of Human Resource Management Practices on Employees Performance: The Case of Islamic University of Gaza in Palestine and concluded that, Successful and good effective implementation of HRM empowers employees and improves their performance in a positive way.

Nongmaithem Robindro Singh and Biniam Kassa (2016) has done a study on The Impact of Human Resource Management Practice on Organizational Performance - A Study on Debre Brehan University and the findings of their study shows that HR practices have an impact of approximately 32.2 percent on University performance.

S. Pratibha and Prof. J. Katyayani (2016) has conducted a study on impact of hrm practices on the performance of small-scale industries and recommended that small scale industries need to implement HRM practices if they want to improve their performance.

D. S. Duke Thavamin and Dr. R. Kannan (2016) conducted a study on - effectiveness of human resource management practices on hotel industry and concluded that successful implementation of HRM practices can enhance the performance of the hotels.

Nida Akram, Ashfaq Ahmad, Atif Hassan, Maliha Amin and Muhammad Waqar Akram (2017) has concluded in their study on Impact of HRM Practices on Innovativeness: Mediating Effect of Organizational learning, HRM Practices train the employees to share knowledge for innovation

Objective

- The primary objective of the study is to analyze the present level of job satisfaction in terms of selected Human Resource policies adopted by Indian Hotel Industry

Research Methodolgy

The research design of the current study is exploratory-cum-descriptive-cum-diagnostic in nature. The current study is conducted in Delhi and NCR region. The NCR region comprises of various districts of Uttar Pradesh (Meerut, Muzaffar Nagar, Gaziabaad, Gautam Budh Nagar, Bulandshahr, Bhagpat, Hapur), Haryana (Faridabad, Gurugram, Mahendragarh, Bhiwani, Nuh, Rohtak, Sonapat, Rewari, Jhajjar, Panipat, Palwal, Bhiwani, Jind and Karnal), Rajsthan (Alwar, Bharatpur) and NCT Delhi. For the current study, operational level employees working in various 3*, 4*, 5*and 5*deluxe hotels situated in NCT Delhi, Gurugram, Faridabad and Noida affiliated from Ministry of Tourism (MOT), Government of India were selected

Analysis and Discussion

Exhibit: 1

A well defined career path prevails in my organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	82	14.4	14.4	14.4
	Disagree	256	44.9	44.9	59.3
	Indifferent	59	10.4	10.4	69.6

Agree	154	27.0	27.0	96.7
Strongly Agree	19	3.3	3.3	100.0
Total	570	100.0	100.0	

Organizations cannot sustain longer if the career path is not well defined and there is an ambiguity regarding the same. It was observed that nearly 60 percent of the respondents from sampled organizations are not clear about the career path being prevailed in the organization whereas 30 percent of the employees have expressed their clarity for career path adopted in their organizations.

Bar Diagram: 1

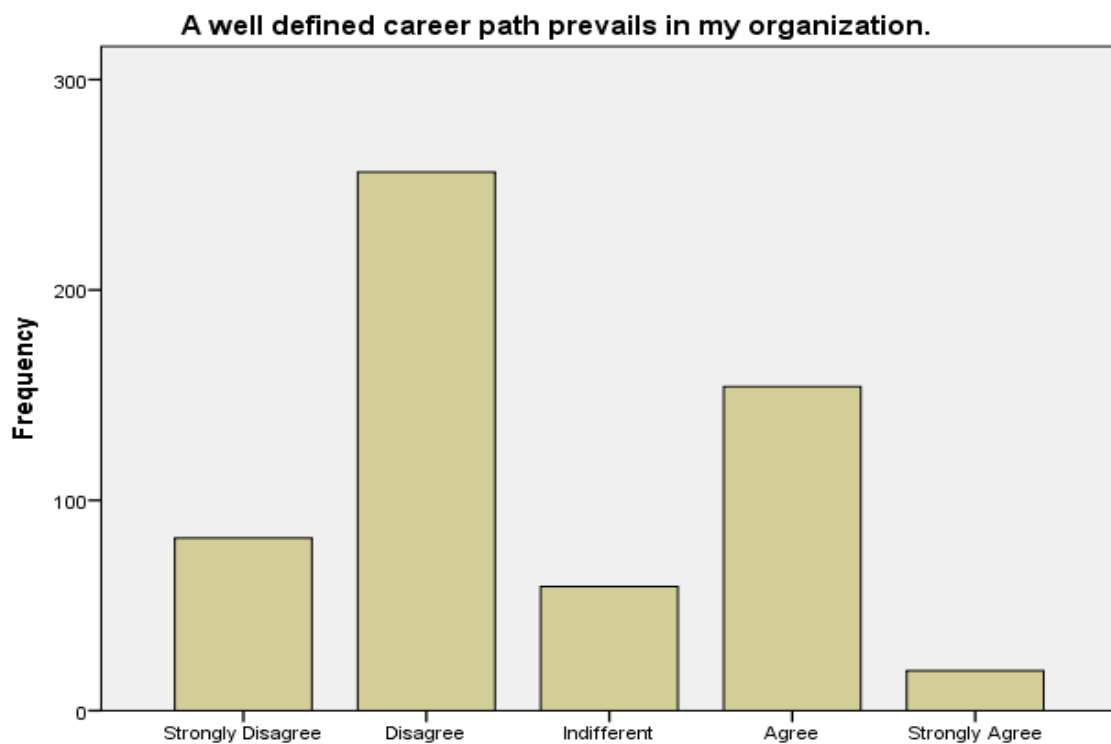
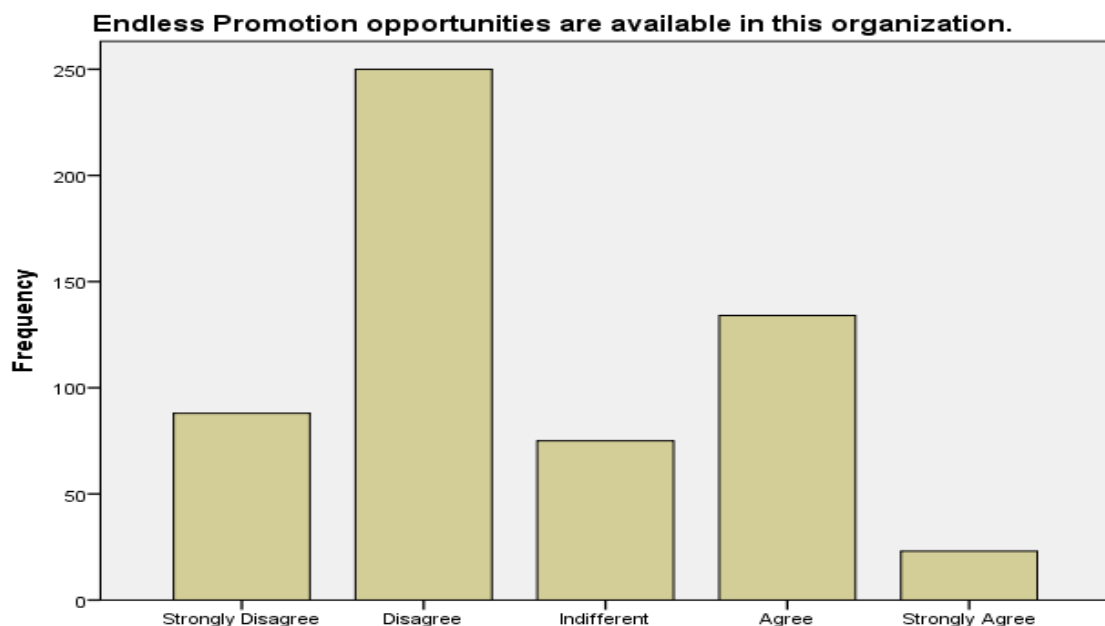


Exhibit: 2

Endless Promotion opportunities are available in this organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	88	15.4	15.4	15.4
	Disagree	250	43.9	43.9	59.3
	Indifferent	75	13.2	13.2	72.5
	Agree	134	23.5	23.5	96.0
	Strongly Agree	23	4.0	4.0	100.0
	Total	570	100.0	100.0	

Internal promotion has always been considered an important tool for motivating employees. Employee becomes stagnant and learns nothing if promotional opportunities are not available in the organization. Therefore, organization should provide promotional opportunities for the growth and development of the employees. It is witnessed from the Exhibit 2 that nearly 59 percent of the employees were found unhappy with the organizations policies for promotional opportunities available in the organization. A total of 27.5 percent of the employees were found satisfied and 13.2 percent of employees were of no view regarding the same.

Bar Diagram: 2**Exhibit: 3**

A clear and fair promotional policy has been adopted by the organization					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	103	18.1	18.1	18.1
	Disagree	233	40.9	40.9	58.9
	Indifferent	72	12.6	12.6	71.6
	Agree	136	23.9	23.9	95.4
	Strongly Agree	26	4.6	4.6	100.0
	Total	570	100.0	100.0	

To the statement that “A clear and fair promotional policy has been adopted by the organization”, it is observed that the employees working in the sampled hotels (28.5 percent) have asserted that there is a clear and fair promotional policy adopted by the organization while 59 percent of the employees have opined that there is no such type of policy for employees promotion.

Bar Diagram: 3

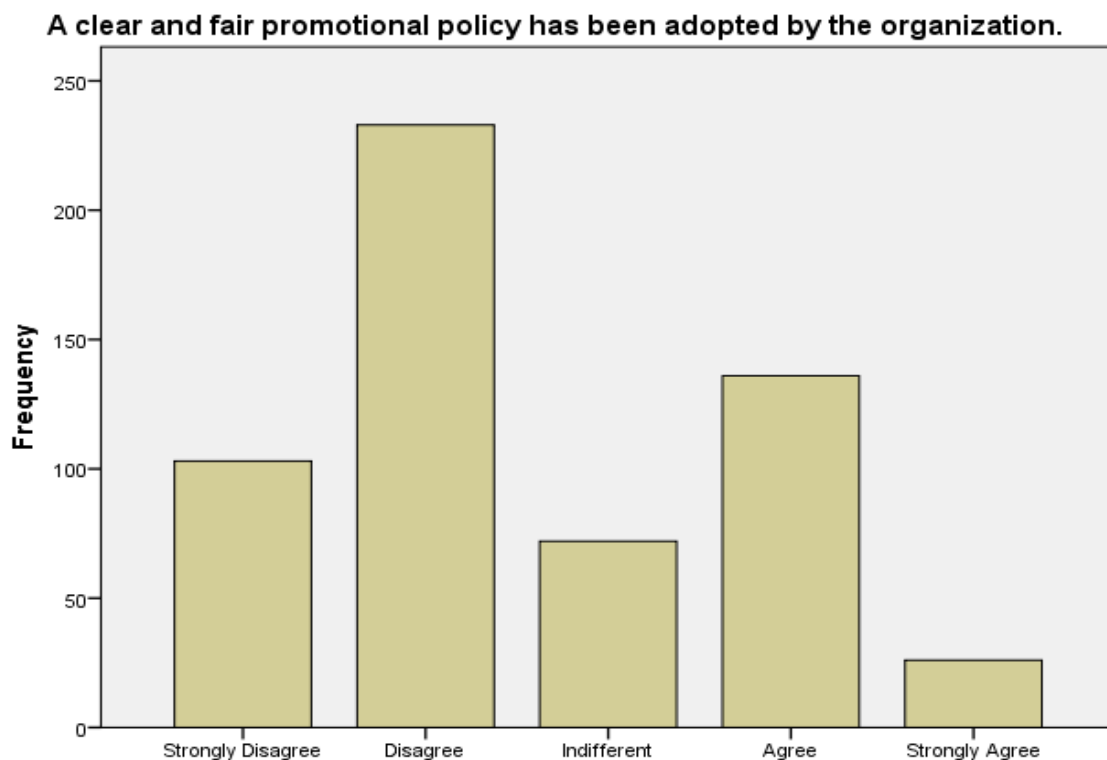


Exhibit: 4

My organization has a good staffing (right person in the right position) policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	146	25.6	25.6	25.6
	Disagree	280	49.1	49.1	74.7
	Indifferent	29	5.1	5.1	79.8
	Agree	102	17.9	17.9	97.7
	Strongly Agree	13	2.3	2.3	100.0
	Total	570	100.0	100.0	

The respondents in the present study are also asked to state whether their organizations have a good staffing policy or not? It is found from the responses that 74.7 percent of the respondents have negated the statement whereas only 20.2 percent of the respondents have gratified to the statement. Therefore, the organizations need to frame such policies to ensure right person at right position.

Bar Diagram: 4

My organization has a good staffing (right person in the right position) policy.

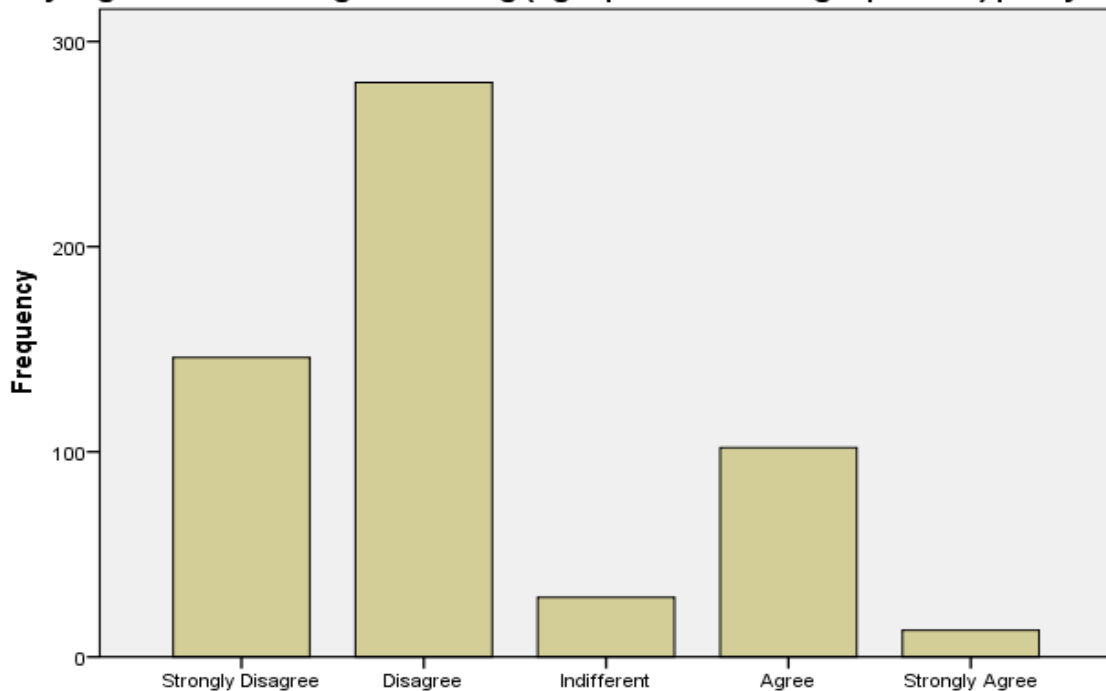


Exhibit: 5

Complaints and grievances are dully addressed by the management				
	Frequency	Percent	Valid Percent	Cumulative Percent

Valid	Strongly Disagree	142	24.9	24.9	24.9
	Disagree	284	49.8	49.8	74.7
	Indifferent	35	6.1	6.1	80.9
	Agree	89	15.6	15.6	96.5
	Strongly Agree	20	3.5	3.5	100.0
	Total	570	100.0	100.0	

Timely and proper handling of employees’ complaints and grievances always lead to better organizational effectiveness, productivity and higher level of job satisfaction. For this, researcher tried to find out their opinion on complaint and grievance handling by management. The results shown in Exhibit 5 displays that almost 3/4th of the total employees were not satisfied with the grievance and complaint handling system in the sampled hotels as supported by the diagram no. 4.20 also. Therefore, it can be concluded that hotels in Delhi and NCR region have to stress upon their grievance and complaint handling mechanism which ultimately will lead to the employees’ satisfaction.

Bar Diagram: 5

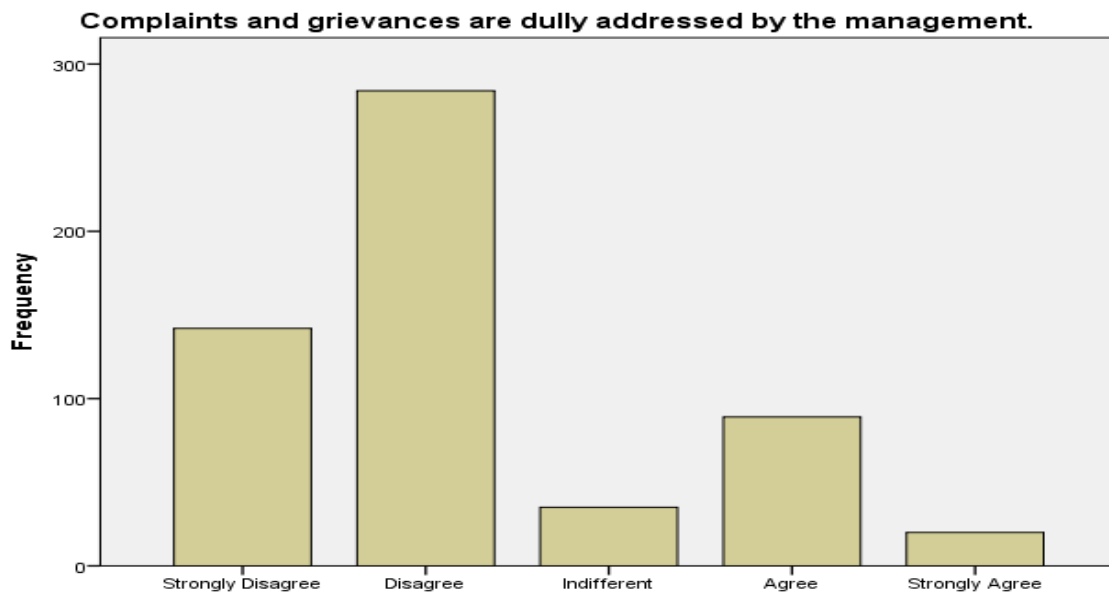


Exhibit: 6

Organization pays attention to qualifications, experience and other requirements while promoting employees					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	154	27.0	27.0	27.0

Disagree	250	43.9	43.9	70.9
Indifferent	43	7.5	7.5	78.4
Agree	91	16.0	16.0	94.4
Strongly Agree	32	5.6	5.6	100.0
Total	570	100.0	100.0	

It is understood from the Exhibit 6 that the majority of the employees, (almost 71 percent), working in the sampled hotels have expressed their dissatisfaction with the statement that organization pays attention to qualifications, experience and other requirements while promoting employees. A little percentage of employees expressed their satisfaction with the same.

Bar Diagram: 6

Organization pays attention to qualifications, experience and other requirements while promoting employees.

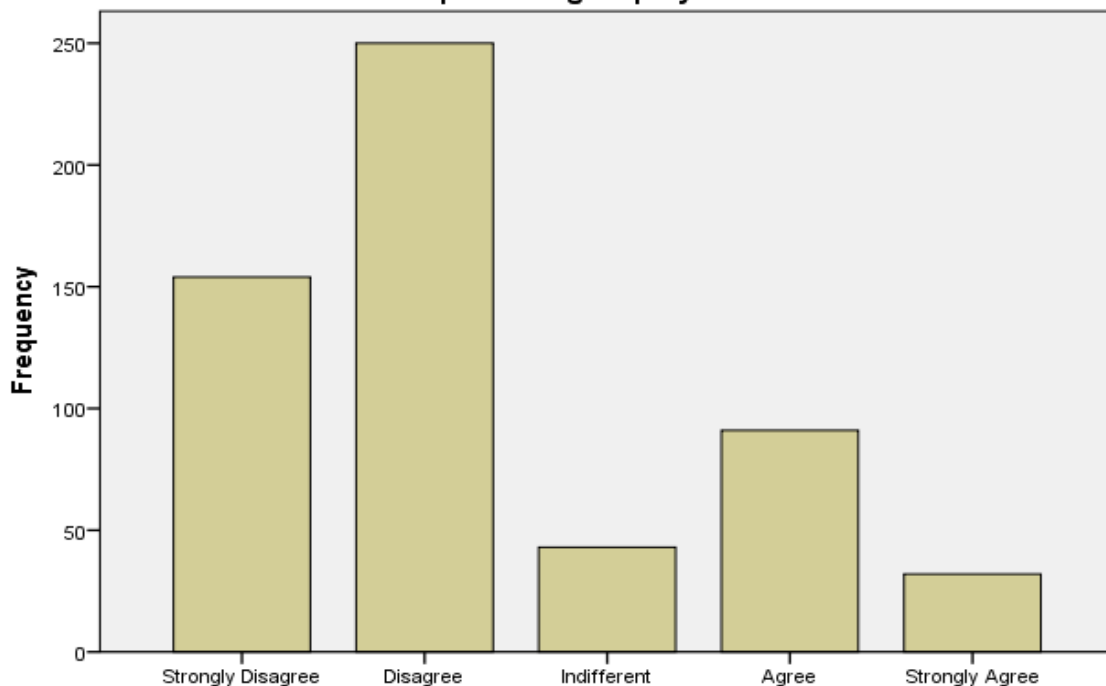


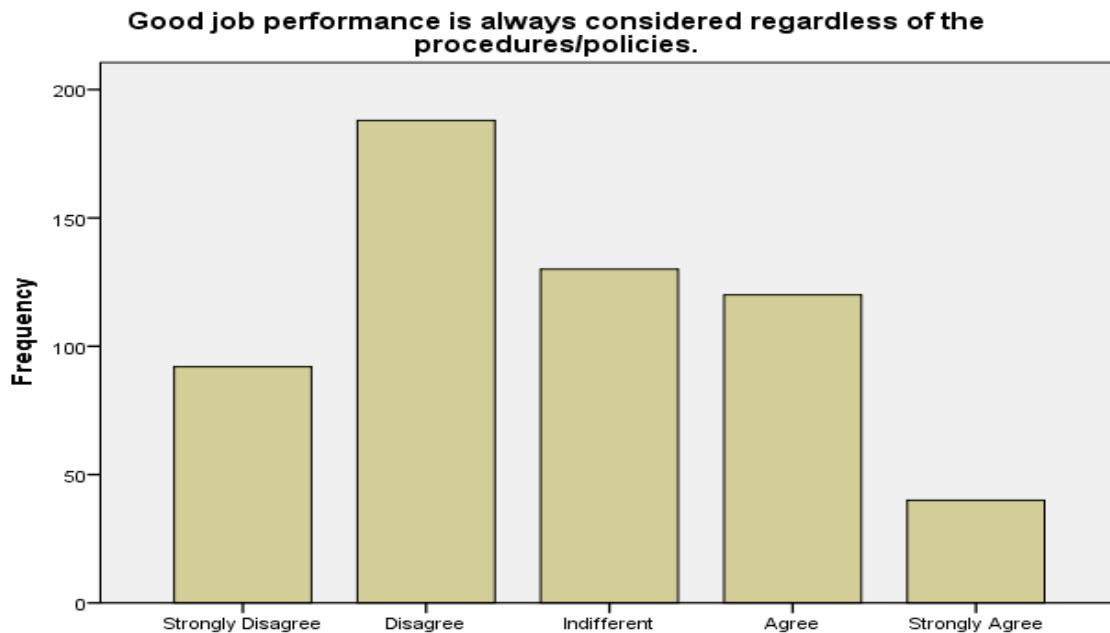
Exhibit: 7

Good job performance is always considered regardless of the procedures/policies					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	92	16.1	16.1	16.1
	Disagree	188	33.0	33.0	49.1
	Indifferent	130	22.8	22.8	71.9

Agree	120	21.1	21.1	93.0
Strongly Agree	40	7.0	7.0	100.0
Total	570	100.0	100.0	

It always motivates an employee when organizations consider the job performance in promotion regardless of policies and procedures prevailed. However, the sampled organization have to pay more attention toward this as almost half of the operational staff members don't feel that their job performance is given due importance while promoting them. Only 28 percent of the employees have shown their positive response whereas a considerable number of respondents i.e. 22.8 percent were of indifferent view.

Bar Diagram: 7



Conclusion

In the dynamic and ever-evolving landscape of the Indian hotel industry, Human Resources (HR) policies play a pivotal role in shaping the success and sustainability of hospitality establishments. These policies are the guiding framework that governs various aspects of employee management, from recruitment and training to performance evaluation and career progression. In an industry where guest satisfaction is paramount, the role of HR policies extends beyond administrative functions; they directly impact the quality of guest service delivery. Well-crafted HR policies ensure consistent and standardized practices, enhancing employee morale, engagement, and job satisfaction. They facilitate the development of a skilled and motivated workforce, enabling hotels to deliver exceptional guest experiences. Moreover, HR policies address legal compliance, employee safety, and diversity and

inclusion, fostering a harmonious work environment that values both employees and guests. Ultimately, the importance of HR policies in the Indian hotel industry lies in their ability to create a cohesive, efficient, and customer-focused operation, thereby contributing to the industry's growth, reputation, and long-term success.

From the present study it has been depicted that around 59.3 percent of the respondents acknowledged that they have no idea about their future as there is no well defined career path exists within their organizations. Employees work with great enthusiasm if there is a policy of advancement within it. Therefore, in order to sustain longer the organizations should have a well defined career path for their employees. Enough and fair promotional opportunities for competent employees not only enhance their level of satisfaction and commitment but also boost their motivation and morale. However, in the sampled hotels almost 60 percent of the respondents are not satisfied with the same and they negatively responded to the statement that organization pays attention to qualifications, experience and other requirements while promoting employees (70.9%). 74.7 percent of the employees are of the opinion that there is not a good and proper staffing in their organizations. Therefore, hotels should recruit and select right person for right place as it is directly associated with satisfaction and productivity. A big percentage (74.7) negatively supported to the statement that complaints and grievances are dully addressed by their management. If the management address and handle them carefully and timely, it can reduces turn over and increase productivity. Almost 50 percent of the employees are found dissatisfied with the policies regarding job performance.

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