

Impact of HRM Development: A Prospective of NCR Chain Hotels



Deepak Kumar, Nitin Girdharwal

Abstract: Human resource development playing a crucial role in the hospitality industry as the human resource department putting effort into hotel growth to recruit experienced, knowledgeable and motivational staff to grow more and more. The HR department not only recruits the best employees, but also allow the employees to grow and shave their career. The purpose of the study is to find out how and which HR practices play an important role in increasing hotel staff satisfaction. This study focuses on a selected five-star hotel in the National Capital Region (Ghaziabad, Gurugram, Faridabad, and Noida). A Pilot study was conducted on hotel staff or employees, HR executives, managers of the hotels were interviewed. Based on these interview factors that affect hotel staff satisfaction were identified: and the questionnaire was designed for hotel employees. This study shows that most of the hotel staff are satisfied with the working conditions and somewhat the salary and other benefits that they are receiving. The employee turnover rate was observed in the hotel industry is relatively high. The management of the hotels needs to take some strong decisions.

Keywords: HR Development, Hotel Employees, Satisfaction

I. INTRODUCTION

Over the last decade, the hotel industry had intensified and alleviated room rate occupancy as it is one of the fastest-growing sectors of the economy and playing an extremely dignified role in the growth of the country. Due to globalization business opportunities between countries have increased. Nowadays people tend to travel more across countries for business, tourism, leisure, and other purposes. Indian hospitality has great image since very early times in the history of travel and tourism. But in the modern concept of mass tourism, the Indian hotel industry started very late as compared to the hotel industry elsewhere in Europe and America. Some of the hotel groups are outstanding in providing Hospitality and the best services and facilities to the guests at the global level.[1]

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II. BRIEF HISTORY OF NCR HOTELS:

The National Capital Region is the central planning region centered upon the National Capital Territory in India. It encompasses the entire National Capital Territory of Delhi and several districts surrounding it form the different states. The National Capital and Planning Board was created in 1985 to plan the development of the region. Prominent cities of NCR include Ghaziabad, Gurugram, Faridabad, and Noida. The NCR is a rural-urban region with a population of over 46069000 and the urbanization level of 62.6% as well as the cities and towns of the NCR contains ecological sensitive area like the Forests and wildlife and bird sanctuaries. The Delhi extended urban agglomeration; part of the Delhi NCR had an extreme GDP of \$293.6 billion approximately.[2] The Hotel industry is also playing well in this region. For the Commonwealth Games, many International hotel brands were introduced in the NCR region and this was a boom period of the Hotel revolution in India.

A. Introduction to HR Department:

In the hotel industry, employees come in direct contact with the guest so that they need well-trained employees to make the guest satisfied. HR Department plan training sessions to make the employee more skillful and satisfied in large hotels, there is a well-established training division of the HR department. Its objectives are to increase sales output, employee knowledge, skills and attributes to work to improve the recruitment, employee loyalty, and image of the company. The purpose of this study is to identify the HR practice in hotel employee satisfaction.[3]

B. Employee Satisfaction:

The satisfaction of employees simply means how much happy and satisfied with their jobs and how hotel employee is more productive for their company, there is a direct relationship between employee attitude and guest satisfaction. Despite their best effort, unhappy and dissatisfied hotel staff cannot conceal their dissatisfaction during interaction with the guests. Any organization, it is important to evaluate employee satisfaction, to identify or resolve the problems of dissatisfaction before they impact on a guest, In addition to this, other benefits of measuring in guest satisfaction are reduced turnover, Training needs assessment streamlined communication and reduction in absenteeism, etc. It also helps in attracting the quality of hotel employees.

III. LITERATURE REVIEW:

Good human resource management practice creates a positive environment within the organization which in result encourages positive employee behavior thus enhances service quality. Mahindra Chand Anesthesia A.Katou (2007)[4,5] studies about the identification of various HR practice and its effect on organization performance in the Indian hotel industry and they find out that there is a positive relation between hotel performance and various HR practice like recruitment, selection, manpower planning, training and development, and pay system. S.C Bagri , Suresh Babu & Mohit Kukreti (2010)[6] on their study on the Taiwan hotel industry concluded that employee turnover rate is relatively high in hotels because hotel employee is not satisfied with the working condition despite getting a good salary. Mohinder Chand (2010)[7] investigates the effect of human resource management practice on service quality, guest satisfaction and performance in the hotel industry and he concludes that good human resource management practice has an appositive influence on service quality of the hotel which leads to guest satisfaction and enhances the better hotel performance.[8]

Problem statement

In the era of the Hotel industry, earlier human resource department presence was not active as today's time. However, in the last 90s service industry started booming and hotels started showing its presence. The various types of hotels came into existence which provided a varied number of services and luxuries to make their guest satisfied. Nowadays, the aim of the hotel industry is growing in a very fast manner because they are providing ultimate guest satisfaction. It is always important to maintain staff satisfaction to give the best services. Therefore, the human resource department came into existence that can look after employee-related activities for making the employees satisfied. The study is to know about various human resource practices carried out in the hotel industry making employee satisfaction.

The objective of the Study

1. To study various HR practices carried out in hotels.
2. To identify the factors leading to employee satisfaction
3. To access the lower level hotel staff satisfaction level

The hypothesis of the Study

H0: There is an association of reward and recognition concerning the tenure of work.

H1: There is no association of reward and recognition concerning the tenure of work.

H0: There is an association between education qualification and salary range

H1: There is no association between education qualification and salary range

H0: There is an association between performance appraisal and salary range.

H1: There is no association between performance appraisal and salary range.

IV. RESEARCH METHODOLOGY:

20-star category hotels of Ghaziabad, Gurugram, Faridabad, and Noida were approached for the study. The degree of satisfaction of Hotel staff on the parameter was quantified by using a 5.likert scale. A pilot study was conducted in which hotel staff executives and managers of the hotel are interviewed. The pilot study help for designing a questionnaire with relevant factors which affect employee satisfaction. For data collection, 145 respondents were contacted by a convenient random sampling method. The exploratory cum descriptive research was designed or adapted for the study. After the fieldwork data were analyzed by using statistical software (SPSS 22.0).

V. RESEARCH APPROACH:

The structured questionnaire was prepared based on the objectives of the study. The hotel staff executive and the managers were contacted directly with the permission of their competent authorities (General Manager/Hotel manager). The structured questionnaire consists of the multiple-choice question that was used to collect data. The questionnaire was prepared in such a way that it includes all the relevant information needed for the study.

A.Data collection:

The data were collected from both primary and secondary sources. For Primary data collection, a structured questionnaire was used with a close-ended question on the 5-point Likert scale. The secondary data were collected from hotel management institute libraries, articles, research papers, and famous journals.

B.Data Analysis:

For analyzing the data, proper tools & Techniques were used. As the Questionnaire was already classified into different heads, it becomes easy to classify the raw data which comes under heads like Training programs, career planning, and employee development, employee satisfaction. Under these heads: Corporate Culture, Employee's role, working condition, employees' immediate manager's behavior, benefits packages and rewards, and recognition program, performance appraisal policies has been covered.

VI. THE QUESTIONNAIRE CONTAINS THREE PARTS:

Part C contains close-ended questions and the data are analyzed with the help of charts. The hypothesis tested with the chi-square test on the Part-A & B. Statistical package with social science (SPSS) has been used to analyze to interpret the data collected with the help of tool by a chi-square test.

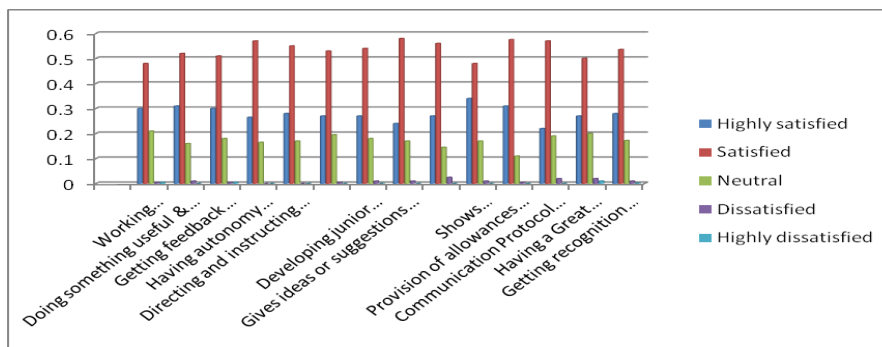


Figure 1 Hotel Staff' satisfaction level

From the above table, we can say that most of the hotel staff in NCR Hotels is satisfied with the HR Practice followed in their hotels. On average, 26% of the hotel staff are highly satisfied, 55.4% seem to be satisfied, 16.1% - neutral and

2% dissatisfied, .01 % highly dissatisfied with the hotel's human resource practice. Association between various factors like Reward recognition, tenure of work, education and qualification, as below.

Factors	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied
Working in friendly environment in Hotel is Good.	30%	48%	21%	0.50%	0.50%
Doing something useful & creative for Hotel.	31%	52%	16%	1%	0%
Getting feedback on your performance.	30%	51%	18%	0.50%	0.50%
Having autonomy and work independently.	26.50%	57%	16.50%	0%	0%
Directing and instructing people working below.	28%	55%	17%	0%	0%
Maintaining close personal relations.	27%	53%	19.50%	0.50%	0%
Developing junior colleagues or subordinates.	27%	54%	18%	1%	0%
Gives ideas or suggestions to your superiors.	24%	58%	17%	1%	0%
Sharing feelings and emotions with others.	27%	56%	14.50%	2.50%	0%
Shows that efficiency rewarded.	34%	48%	17%	1%	0%
Provision of allowances and medical facilities	31%	57.50%	11%	0.50%	0%
Communication Protocol	22%	57%	19%	2%	0%
Having Great freedom to perform a job effectively.	27%	50%	20%	2%	1%
Getting recognition for work done.	28%	53.60%	16.80%	1%	0.20%

VI. RESULT ANALYSIS

A. Hypothesis 1

H0: There is an association of rewards & recognition concerning the tenure of work

H1: There is no association of rewards & recognition for the tenure of work

Symmetric Measures	Value	Approx. Sig.	Chi-Square Tests			
			Value	df	Asymp. Sig. (2-sided)	
Nominal by Phi	0.665	0.04				
Nominal Cramer's V Contingency	0.47	0.04	Pearson Chi-Square	64.136	46	0.04
			Likelihood Ratio	53.296	46	0.214
			Linear-by - Linear Association	1.459	1	0.227
Coefficient N of Valid Cases	0.554 145	0.04	N of Valid Case	145		

Result: The above result shows that the Chi-Square value is less than 0.05, so H1 is not rejected. So we can say that there is no association of rewards & recognition for the tenure of work & phi value shows that there is a stronger relationship of non-association.

B. Hypothesis 2

H0: There is an association between education qualification & salary range

H1: There is no association between education qualification & salary range

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Chi-Square Tests				Symmetric Measures		
	Value	df	Asymp. Sig. (2-sided)		Value	approx. Sig
Pearson Chi-Square	42.586	2	0	Nominal by Phi	0.54	0
Likelihood Ratio	41.007	2	0	Nominal Cramer's V	0.54	0
Linear-by-Linear Association	42.199	1	0	N of Valid Cases	145	
N of Valid Cases	145					

Result: The above result shows that the Chi-Square value is more than 0.05, so H₀ is not rejected. So we can say that there is no association between education qualification & salary range & phi value shows that there is a strong relationship of non-association.

C. Hypothesis 3

H₀: There is an association between performance appraisal & salary range

H₁: There is no association between performance appraisal & salary range

Chi-Square Tests				Symmetric Measures		
	Value	df	Asymp. Sig. (2-sided)		Value	approx. Sig
Pearson Chi-Square	7.406	6	0.285	Nominal by Phi	0.23	0.285
Likelihood Ratio	6.879	6	0.332	Nominal Cramer's V	0.16	0.285
Linear-by-Linear Association	2.656	1	0.103	No. of Valid Cases	145	
N of Valid Cases	145					

Result: The above result shows that the Chi-Square value is more than 0.05, so H₀ is not rejected. So we can say that there is an association between performance appraisal & salary range & phi value shows that there is a stronger relationship in the association of performance appraisal & salary range.

VIII. CONCLUSION:

Employee satisfaction depends on the employee benefits, their training, and development, relationship with the senior managers/supervisors, working conditions, recognition and rewards, empowerment and competition and teamwork. Companies should be sensible of these variables of satisfaction. From the chi-square analysis, we can say that association is not possible between the tenure of work, performance appraisal, reward and recognition, and organization behavior, as the turnover ratio is very high in the hotel industry, performance appraisal is linked with the salary range and both have a strong association. In most of the surveys, it has been found that Education is not related to the salary range as it is a service industry. It is skill-based as a person appointed as a chef, as a senior chef is an under-graduate and his salary range varies as per the designation or the scale.

IX. RECOMMENDATION:

There is an increment in the salary but it is very low as the comparison with other industries. So, it should be raised to some extent. The turnover ratio should be found to be high in the industry. However, the management of the hotel tries to restraint by giving increments and counseling. But, apart from

that they also can provide job enrichment for the hotel staff who has potential and are leaving the hotel.

It is also found that most of the hotel's complaints about absentees. So, management should come up with initiatives like rewarding the hotel staff who has not taken the leave or minimum leaves during the last three months. Hotels have the HR department but they carry proper HR activities like Training, performance management, employee welfare, etc. But as per the competitive time, they need to be more focused on employee engagement activity as well as employee satisfaction. The management also needs to rethink about developing more HR and training activities. To increase the job satisfaction level of hotel staff, the hotel should concentrate on its package as compared to human behavior and the increment and reward structure and motivation.

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AUTHOR' PROFILE



Mr. Deepak Kumar, Research Scholar, Dr. A.P.J Abdul Kalam Technical University, Lucknow. Completed his Masters in Tourism and Degree in HMCT&AN from IHM Pusa. He has a wide experience in Hotel Industry & Academics. He has worked as AGM in Godwin hotels, Training Manager in Radisson Hotel, Varanasi. Mr. Deepak Kumar has more than a decade of experience in teaching. Presently working as a Director in a SRM University, Hararyana.



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