

Impact of Human Resource Practices on Employee Performance in Hotel Industries

Kiran Kumar Thoti*

Sree Vidyanikethan Institute of Management, Tirupati, India

ABSTRACT

Effective human resource practices improve working standards in hotel industries. The research is focus on the human resource function like recruitment and selection, training and development, induction programme, employee performance management, employee safety and security among the employee working in hotel industry in Tirupati, Andhra Pradesh. The sample size for collecting sample was 100. The questionnaires were used for data collection and questionnaires was developed using Likert normal and ordinal scale. The data was analysis using chi-square test and percentage method.

Keywords: hotel industries, HRM, HR practices

Corresponding Author

E-mail: kirankumar3561@gmail.com

INTRODUCTION

Human resource practices become very important to improve the employee performance in organization. Human resource practices contain recruitment, selection, pay scale measurement, employee performance management, induction program, training and development and exit management. Now a day's organization is improving their effective human resource practices and that lead to healthy working environment in the organization. Employees are staying for long hours and engage their work effective that contribute profitability organization development. Compensation and benefits is a disciple of human resource practices that plays important role for the development of the good well among the employees working in organization. Performance of the employees was depended on various effective human resource practices that include employee engagement activities, compensation and benefits for the employees and working environment create the healthy coordination among the

employee working in the organization [1, 2].

REVIEW OF LITERATURE

In ref. [3], the employee job satisfaction was a degree of individuals feel about the working environment i.e., positive or negative feeling or good well of the job. The attitude or emotional factors are responsibility for the task or project that was handling physical or social condition in the workplace. Job satisfaction and motivational activities has significant effect correlation that leads positive employment relationship of individual job performance.

Brown and Peterson (1994) supported this view by defining job satisfaction as the extent to which employees like their work [5].

Statement of the Problem

There is a saying that satisfied employee is a productive employee, any kind of grievance relating to organisation or personal to greater extent influence on the job. So, every organisation is giving higher

priority to keep their employees with satisfaction by providing several facilities which improves satisfaction. Job Satisfaction is considered as a key issue by the management. If an employee is not satisfied with the job there are chances for absenteeism, job turnover, lower productivity, committing of mistakes, etc. keeping all these things in the view, all organizations are trying to identify the areas where analysis to be improved to get out of the above dangers. In the connection a survey was conducted on behalf of Hotel ITC Fortune Select Grand Ridge to identify the employees' satisfaction in terms of strongly agree to strongly disagree on various job-related factors.

Need for Study

Job Satisfaction is the act of increasing the knowledge and skills of an employee for doing a particular job. It utilizes a systematic and organized procedure by which employee learns knowledge and skills. It refers to the learning activities carried on for the primary purpose of helping members of an organization. It aimed at improving behavior and performance of a person. It provides an atmosphere of sharing, synthesizing with the help of trainers and the information already available on the subject. Hence the study on job Satisfaction for the employees at ITC Hotel Fortune Select Grand Ridge helps in analyzing the level of satisfaction of the employees towards the job.

Objectives of the Study

- To study the HR practices towards the salary and other benefits provided by the organisation.
- To identify the factors that influences HR practices among employees in the organisation.

RESEARCH METHODOLOGY

- Source of Data: For the purpose of research data has been taken from the

source i.e. Primary data and Secondary data.

- Primary Data: Sample size of employees is 100. Data is collected through a structured questionnaires, observation and personal interview.
- Total Population: 147 employees.
- Secondary Data: Secondary data is the data that have been already collected by and readily available from other sources i.e., brochures, journals, magazines and internet.
- Type of sampling: To the present study Convenience sampling method is used to collect the data.
- Tools of Analysis: For the study, percentage method was used in the analysis of data.
- Period of study: The study was conducted in the month of May 1st 2017 to June 29th 2017 i.e. 59 days.
- Research Instruments: Research instrument used in the study is questionnaires.

SCOPE OF THE STUDY

The study is conducted in Fourtue Select Grand Ridge (ITC Hotels Ltd). It covers the employees belonging to various segments. To create a right fit between job and employee, to assess the performance of an employee, to determine the worth of a particular task and to analyze training and development needs of an employee delivering that specific job. To establish and document competencies required for a job; identify the job-relatedness of the tasks and competencies needed to successfully perform the job.

LIMITATIONS OF THE STUDY

- Locality: The survey held only in the hotel located in Tirupati.
- Only Fortune Grand Ridge Employees are considered for the survey.
- The employees working in several departments are gathered to take their opinions to the survey process.

- The time period taken to complete the survey is 59 days due to the busy schedule of the employees.

Data Analysis and Interpretation

Analysis

Table 1 shows that 46% of respondents fall in 20–25 of age, followed by 22% in 26–30, followed by 8% in 31–35, followed by 8% in 36–40 and 16% in 41–above.

Table 1. Age of the respondents.

Age	No. of respondents
20–25	46
26–30	22
31–35	8
36–40	8
41–above	16
Total	100

Source: Questionnaire.

Analysis

Table 2 shows that 62% of respondents are males and 38% of respondents are females.

Table 2. Gender of the respondents.

Gender	No. of respondents
Male	62
Female	38
Total	100

Source: Questionnaire.

Analysis

Table 3 shows that 46% of respondents are married and 54% of respondents are unmarried.

Table 3. Marital statuses of the respondents.

Status	No. of respondents
Married	46
Unmarried	54
Total	100

Source: Questionnaire.

Analysis

Table 4 shows that 26% of studied completed 10th and below followed by 18% studied inter, followed by 44% studied degree and 12% are MBAs.

Table 4. Educational qualifications of the respondents.

Dimensions	No. of respondents
5th–10th	26
Inter	18
Degree	44
MBA	12
Total	100

Source: Questionnaire.

Analysis

Table 5 shows that 8% of respondents are from HR department, followed by 4% from accounts department, followed by 14% from maintenance department, followed by 32% from production department, 18% from service department and 8% and 16% are from front office and housekeeping department.

Table 5. Departments of the respondents.

Dimensions	No. of respondents
HR	8
Accounts	4
Maintenance	14
Production	32
Service	18
Front office	8
Housekeeping	16
Total	100

Source: Questionnaire.

Analysis

A total of 60% of employees are responded that they are clear about their roles and responsibilities and 4% of employees replied they are neutral with their job roles and 4% of Employees replied they were not clear and 32% of Employees are very strong about their roles and responsibilities (Table 6).

Table 6. Roles and responsibilities.

Dimensions	No. of respondents
Strongly agree	32
Agree	60
Neutral	4
Disagree	2
Strongly disagree	2
Total	100

Source: Questionnaire.

Analysis

A total of 78% of employees replied their work recognition is very strong by their managers and 16% replied neutral and 6% employees replied poor recognition (Table 7).

Table 7. Managers recognizing at work.

Dimensions	No. of respondents
Strongly agree	28
Agree	50
Neutral	16
Disagree	4
Strongly disagree	2
Total	100

Source: Questionnaire.

Analysis

A total of 46% of employees replied that that the psychometric tests should be used in selection process and 8% of employees replied neutral and 6% of employees replied Disagree to the statement and 40% of employees strongly agree the statement (Table 8).

Table 8. Psychometric tests.

Dimensions	No. of respondents
Strongly agree	40
Agree	46
Neutral	8
Disagree	6
Strongly disagree	0
Total	100

Source: Questionnaire.

Analysis

A total of 22% of employees replied that they got recruited by internal reference and 4% of employees were by walk-ins and 32% of employees by job consultants and 42% of employees by external references (Table 9).

Table 9. Recruitment procedures.

Dimensions	No. of respondents
Internal reference	22
Walk-in	4
Job consultants	32
External reference	42
Total	100

Source: Questionnaire.

Analysis

A total of 52% of employees replied that their training course include special challenges and 12% of employees replied neutral and 4% of employees replied disagree to the statement whereas 32% of employees very strongly agreed that their training course include special challenges (Table 10).

Table 10. Training course.

Dimensions	No. of respondents
Strongly Agree	32
Agree	52
Neutral	12
Disagree	4
Total	100

Source: Questionnaire.

Analysis

A total of 64% of employees replied their managers conduct formative evaluation to improve the training process and 12% of employees replied very poor performance and 24% of employees strongly agreed about their improvement in performance (Table 11).

Table 11. Training process.

Dimensions	No. of respondents
Strongly agree	24
Agree	64
Disagree	6
Strongly disagree	6
Total	100

Source: Questionnaire.

Analysis

A total of 64% of employees strongly agreed induction training is well planned exercise in your organisation and 36% of employees agreed to the statement (Table 12).

Table 12. Induction training.

Dimensions	No. of respondents
Strongly agree	64
Agree	36
Neutral	0
Disagree	0
Strongly disagree	0
Total	100

Source: Questionnaire.

Analysis

A total of 60% of employees replied that their organization considers training as a part of its strategy and 6% of employees replied neutral and 34% of employees strongly agree the statement (Table 13).

Table 13. Organizational strategies.

Dimensions	No. of respondents
Strongly agree	34
Agree	60
Neutral	6
Disagree	0
Strongly disagree	0
Total	100

Source: Questionnaire.

Analysis

A total of 34% of employees strongly agreed that they have job satisfaction in their organisation and 40% of employees agree the statement and 4% of employees replied neutral and 18% of employees replied dissatisfaction and 4% of employees strongly disagree the statement (Table 14).

Table 14. Job satisfaction level.

Dimensions	No. of respondents
Strongly agree	34
Agree	40
Neutral	4
Disagree	18
Strongly disagree	4
Total	100

Source: Questionnaire.

Analysis

A total of 64% of employees replied that the objectives of their organisation are clear in them and 18% of employees replied neutral and 18% of employees strongly agree to the statement (Table 15).

Table 15. Objectives and goals.

Dimensions	No. of respondents
Strongly agree	18
Agree	64
Neutral	18
Disagree	0
Strongly disagree	0
Total	100

Source: Questionnaire.

Analysis

A total of 36% of the employees are strongly agreed, followed by 36% are agreed, followed by 4% are neutral and 26% of employees found disagreed to the statement (Table 16).

Table 16. Working hours.

Dimensions	No. of respondents
Strongly agree	34
Agree	36
Neutral	4
Disagree	26
Strongly disagree	0
Total	100

Source: Questionnaire.

Analysis

A total of 44% of the employees are strongly agreed, followed by 36% agreed and 20% of the employees disagreed to the statement (Table 17).

Table 17. Shift changes.

Dimensions	No. of respondents
Strongly agree	44
Agree	36
Neutral	0
Disagree	20
Strongly disagree	0
Total	100

Source: Questionnaire.

Analysis

A total of 64% of the employees agreed the statement whereas 26% strongly agree, followed by 10% are neutral (Table 18).

Table 18. Colleagues co-operation.

Dimensions	No. of respondents
Strongly agree	26
Agree	64
Neutral	10
Disagree	0
Strongly disagree	0
Total	100

Source: Questionnaire.

Analysis

A total of 38% of the employees showed their satisfaction with their pay structures, followed by 22% strongly agree, followed

by 8% are neutral, 24% disagree and 8% of employees strongly disagree (Table 19).

Table 19. Pay structure in the organisation.

Dimensions	No. of respondents
Strongly agree	22
Agree	38
Neutral	8
Disagree	24
Strongly disagree	8
Total	100

Source: Questionnaire.

Analysis

A total of 68% of the employees strongly agreed that their company's appraisal is fair at every year whereas 26% agree and 6% of employees found neutral (Table 20).

Table 20. Performance appraisals.

Dimensions	No. of respondents
Strongly agree	68
Agree	26
Neutral	6
Disagree	0
Strongly disagree	0
Total	100

Source: Questionnaire.

Analysis

A total of 100% of the employees replied that their company conducts appraisal test once in a year (Table 21).

Table 21. Performance appraisals is conducted for every.

Dimensions	No. of respondents
3 Months	0
6 Months	0
9 Months	0
12 Months	100
Total	100

Source: Questionnaire.

Analysis

A total of 60% of the employees agreed to the statement, followed by 34% strongly agreed and 26% of employees strongly

disagreed and mentioned their opinions (Table 22).

Table 22. Performance appraisal should be based on both merit and seniority.

Dimensions	No. of respondents
Strongly agree	34
Agree	40
Neutral	0
Disagree	0
Strongly disagree	26
Total	100

Source: Questionnaire.

Analysis

A total of 48% of the employees replied company is very good in respecting their family responsibilities also, followed by 42% agreed and 10% found neutral (Table 23).

Table 23. Company respect your family responsibilities.

Dimensions	No. of respondents
Strongly Agree	48
Agree	42
Neutral	10
Disagree	0
Strongly Disagree	0
Total	100

Source: Questionnaire.

Analysis

A total of 64% of the employees agreed to the statement, followed by 32% strongly agreed and 4% found neutral (Table 24).

Table 24. Welfare facilities.

Dimensions	No. of respondents
Strongly agree	32
Agree	64
Neutral	4
Disagree	0
Strongly disagree	0
Total	100

Source: Questionnaire.

Analysis

A total of 44% of the employees agreed that their physical conditions of the workplace are healthy and hygienic,

followed by 52% were strongly agreed and 4% found neutral (Table 25).

Table 25. Physical conditions of work place.

Dimensions	No. of respondents
Strongly agree	52
Agree	44
Neutral	4
Disagree	0
Strongly disagree	0
Total	100

Source: Questionnaire.

Hypothesis Testing

- H_0 : Employee are not satisfied with pay structure in organization
- H_1 : Employee are satisfied with pay structure in organization

Observed (O)	Expected (E)	O-E	(O-E) ²	(O-E) ² /E
22	20	2	4	0.2
38	20	18	324	16.2
8	20	-12	144	7.2
24	20	4	16	0.8
8	20	-12	144	7.2
Total				31.6

Source: Table 19.

- Chi-square calculate value is 31.6
- Degree of freedom (df) = $n-1 = 5-1 = 4$
- Level of significance = 5%
- Chi-square table value= 9.488

Hence, chi-square table value is less than chi-square calculate value i.e., null hypothesis is rejected, and alternative hypothesis is accepted that means employee are satisfied with pay structure in organization.

Findings

- 64% of the employees satisfied that the induction training is a well-planned exercise in their organisation.
- 50% of the employees agreed that their managers recognize at their work in the organisation.

- 70% of the employees felt that they are happy with the flexible working hours.
- 40% of the employees have responded that they have job satisfaction in the organisation.
- More than 50% of the employees agreed that their job will give identity in the society.
- 64% of employees expressed that the objectives and goals of organisation are transparent and clear.
- 20% of the employees have responded that they are not satisfied with their colleague's cooperation.
- 40% of the employees are not satisfied with promotion polices of organisation.

Suggestions

By the observation and analysis there is employee job satisfaction to the organisation, but to standardized and improve, some steps have to be taken as follows:

- The organisation has looking to the area of salary and proportionate to the level of experience in the organisation.
- The management has to encourage employees to do more roles in the organisation by using job enrichment, job enlargement and job rotation.
- The suppliers in the organization have to define the clear roles and responsibility to the subordinates.
- The HR department has to conduct various training program which relate to their department activities.
- The top-level management has to ensure that an organisation goal has to reach to the lower level employees in the organization. So that they can reach the vision of the organisation.
- The management has to educate employees with respect to organisation policy and procedures.
- In order to solve employee problem, the company should conduct regular

meetings and proper feedback should take from the employees.

- Employee's promotion policies of the organisation have to redefine for the organisation of growth.
- Employee's proposals have to recognize during important decision-making activities.

CONCLUSION

The job satisfaction of the employee is good at organisation policy of growth and development, encouragement at all levels of creativity, innovativeness, initiative, highly approachable, cooperation of the organisation to the employees. Company can evaluate their performance through the feedback forms. As a part of research, I learnt how to interact with the management and employees and also the way of grabbing the information by the employee for the hard questions.

REFERENCES

- [1] A.O. Agho, C.W. Mueller, J.L. Price. Determinants of employee job satisfaction: an empirical test of a causal model. 1993
- [2] T.A. Wright, R. Cropanzano. Psychological well-being and job satisfaction as predictors of job performance. 2000.
- [3] U.S. Patent No. 5,257,620 (1993), Invs.: J.W. Schermerhorn. Washington, DC: U.S. Patent and Trademark Office.
- [4] A. Bourguignon, V. Malleret, H. Nørreklit. The American balanced scorecard versus the French tableau de bord: the ideological dimension, *Manage Account Res.* 2004; 15(2): 107–34p.
- [5] S.P. Brown, R.A. Peterson. The effect of effort on sales performance and job satisfaction, *J Market.* 1994; 70–80p.
- [6] C. Ostroff, D.E. Bowen. Moving HR to a higher level: HR practices and organizational effectiveness. 2000.
- [7] P.M. Wright, T.M. Gardner, L.M. Moynihan. The impact of HR practices on the performance of business units, *Hum Resourc Manage J.* 2003; 13(3): 21–36p.
- [8] P.M. Wright, T.M. Gardner, L.M. Moynihan, M.R. Allen. The relationship between HR practices and firm performance: examining causal order, *Person Psychol.* 2005; 58(2): 409–46p.
- [9] L.H. Nishii, D.P. Lepak, B. Schneider. Employee attributions of the “why” of HR practices: their effects on employee attitudes and behaviors, and customer satisfaction, *Person Psychol.* 2008; 61(3): 503–45p.