



OUT COMES OF HUMAN RESOURCES MANAGEMENT PRACTICES IN HOTEL INDUSTRY- A STUDY WITH REFERENCE TO CHENNAI

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Introduction

Building and strengthening relations with customer is vital in Hotel Industry. The Hotel Industries build up and maintain firm relationship with their customers it is hard for their competitors to beat them. The most significant area for hotels these days is to make their customers loyal. It depends on lifelong relationship, with their customers as the customer groups, generally profits also grow so customer loyalty ultimately increases hotel industries profits.

Hotel industries basic purpose is to make profit and to remain successful and making customers loyal through HRM practices among the employees. It helps the employees to have smooth inter personal relationship among the employees as well as with customers. .

Literature Reviews

Kumar and Vijayan (1994) looked at the OD efforts of Marico Organisation that kept human processes at the center of business effort. They indicated the need to focus on team building and other collective processes to meet the emerging challenges of change.

Likhite (1994) dealt with the Mafatlal experience in using HRM interventions to improve the quality of their products and services.

Ames and Heide (1991) studied on different firms in US and Japan, and suggested that firms would need to improve these internal organisations to remain competitive. They pointed out variables that were felt to be critical for Organisational Effectiveness as task design, workflow, and people, where the proactive firm that established the climate for teamwork would prosper in the future.

Neuman et al. (1989) conducted a meta-analysis examination of the effects from 126 studies that employed OD interventions to modify satisfaction and/or other attitudes, concluded that Organisational Development (OD) techniques had been used to achieve both organisational and employee goals by improving organisational effectiveness and productivity. He emphasized on employees welfare and the lessening of problems facing organisations and their members.

Roback (1989) analyzed some of the major research perspectives existing in the public sector HRM and HRM environment, and confirmed the key links between individual learning and organisational effectiveness.

Vittal (1994) observed the man to man interface of the service sector where service consisted almost exclusively of interaction between human beings, the role of HRM becomes virtually synonymous with improvement in services.

Dandekar, Karnik and Sathye (1994) conducted their study on the Maharashtra State Electricity Board, and stressed that the most important requirement for improvement in the performance of these public sector undertakings was the development of Human Resources available in the organisations.

Objectives of the Study

The following are the main objectives of the research

1. To analyze various subsystem of human resource practices in star hotels.
2. To explore the effectiveness of HRM in the form of employee commitment..

Methodology

The study is conducted using both analytical and descriptive type of methodology. The study primarily depends on primary and secondary data. The primary data are collected through survey method. The survey is conducted using well formulated Questionnaire. Convenient Sampling method is applied for generating data. Samples for the purpose of the study are selected from hotels systematically.

Sample Size and Data Collection

The researcher collected the sample from well reputed 5 star, 4 star and 3 star hotels. The researcher circulated 200 questionnaires, fifty each in all the four companies. But the researcher is able to obtain only 144 responses, after scrutiny 21 of them found with flaws. Hence the sample size of the research is 123.

Data Analysis

The researcher used Linear multiple regression analysis, Analysis of variance, F-test and t-test to analyse the primary data.

Analysis and Discussion

The outcomes of HRM practices can be identified through the three types of employee commitment namely affective commitment and normative commitment respectively, The HRM practices are considered as independent variables and commitment is considered as dependent variables. The application of regression analysis on independent and dependent variables brought the following results.

Influence of HRM Practices on Affective Commitment Practiced in the Selected Hotels

The influence of five characteristics of HRM practices of independent factors on the dependent factor affective commitment is measured in the following model summary table

Table 1: Model Summary – Affective Organisational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.533(a)	.284	.279	.43917

a. Predictors: (Constant), recruitment work environment, training and development, performance appraisal, transfer, promotion and career planning.

From the above table, it is found that R-square value = 0.533, adjusted R-square is 0.279 shows that the independent variables are 53.3% variance over the affective commitment a dependent factor. This leads to the further verification of fit of regression out of unique dependent and multiple independent variables.

Table 2: ANOVA Affective Organisational Commitment

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.015	4	10.254	53.165	.000(a)
	Residual	103.184	535	.193		
	Total	144.200	539			

a. Predictors: (Constant), work environment, training and development, performance appraisal, transfer, promotion and career planning.

b. Dependent Variable: affective commitment.

From the above table it is found that the F-value 53.165, P-value = 0.000 are statistically significant at 5 percent level. This implies the regression fit is significant and the affective organisational commitment significantly has influence on the independent variables . The individual influence of affective commitment is estimated through the following co-efficient table.

Table 3: Coefficients - Affective Organisational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.860	.169		5.086	.000
	training and development	.168	.048	.158	3.542	.000
	Performance appraisal	.075	.046	.086	1.654	.099
	transfer, promotion and career planning	.164	.055	.161	2.984	.003
	Work environment	.269	.045	.263	5.955	.000
	recruitment	.085	.049	.089	1.854	.103

a. Dependent Variable: affective commitment.

From the above table it is found that training and development ($t=3.542$, $p=0.000$), transfer, promotion and career planning ($t=2.984$, $p=0.003$), work environment ($t=5.955$, $p=0.000$) are significant towards affective commitment. Therefore, it can be concluded that the executive employees are satisfied towards the training and development conducted for the employees by their organisation, transfer, promotion and career planning of job strategic HRM policy followed and maintenance of work environment by their organisation and this increases their interest towards their job and in turn help the organization achieve their goals and values.

Influence of Strategic HRM Practices on Normative Commitment Practiced in the Selected Hotels

The influence of five characteristics of HRM practices as independent factors on the dependent factor normative commitment is measured in the following model summary table.

Table 4: Model Summary – Normative Organisational Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.535(a)	.287	.280	.43890

a. Predictors: (Constant), recruitment, performance appraisal, work environment, training and development, transfer, promotion and career planning.

From the above table, it is found that R-square value = 0.535, adjusted R-square is 0.280 shows that the independent variables are 53.5% variance over the dependent factor namely normative commitment. This leads to the further verification of fit of regression out of unique dependent and multiple independent variables.

Table 5: ANOVA – Normative Commitment

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	41.334	5	8.267	42.915	.000(a)
	Residual	102.866	534	.193		
	Total	144.200	539			

a. Predictors: (Constant), recruitment, performance appraisal, work environment, training and development, transfer, promotion and career planning.

b. Dependent Variable: Normative commitment.

From the above table it is found that the F-value 42.915, P-value = 0.000 are statistically significant at 5 percent level. This implies the regression fit is significant and the normative organisational commitment significantly has influence on the independent variables. The individual influence of normative commitment is estimated through the following co-efficient table.

Table 6: Coefficients - Normative Organisational Commitment

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	B	Std. Error
1	(Constant)	.804	.175		4.609	.000
	training and development	.144	.051	.135	2.813	.005
	Performance appraisal	.081	.046	.092	1.760	.079
	transfer, promotion and career planning	.149	.056	.146	2.648	.008
	Work environment	.258	.046	.251	5.595	.000
	Recruitment	.060	.047	.060	1.286	.199

a. Dependent Variable: Normative commitment.

From the above table it is found that training and development ($t=2.813$, $p=0.005$) work environment ($t=5.595$, $p=0.000$) are significant towards normative commitment. Therefore, it can be concluded that the executive employees working in star hotels are satisfied towards the training and development conducted for the employees and maintenance of work environment by their organisation and this increases the employees' loyalty towards the star hotels they work and continue to work in the same organisation even if they are not much benefited from the organisation.

Findings and Conclusions

The star hotels have taken up mass training facilities as the immediate need in the industry to reduce the gap between demand and supply of skilled workforce. The next generation job aspirants are expected to possess a positive attitude towards the profession and equip themselves with the required skills to enter the industry. Long run benefits accrue to the employees attuned to sustained performance and consistent hard work with career aspirations. The hotels in the study domain are expected to upgrade their product/service quality to meet the requirements of the global customers with global standards.

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