

# A Study of Hotel Industry to Find Job Satisfaction through HRM Practices

Rajeev Singh

Principal, AVS Presidency International College, Raipur (CG) INDIA

**Abstract:** *This study has done to exploring the impact of HRM practices on job satisfaction (JS) in the context of hotel Industry. JS means sense of inner fulfillment & pride achieved when performing a particular job. The population of study covers the selected staff of hotels & the sample size covers all kind of employees, using the simple r&om sample techniques. This survey based on questionnaire. This study is limited to only five hotels of Raipur division. It was found that HRM practices have significant association with JS. In addition, recruitment & selection, working condition & carrier growth Ire found to have positive impact on JS. The hypotheses Ire tested & valid result was achieved i.e. impact of HRM practices on job satisfaction. In this study, some statistical measures such as Z-test mean & proportion analysis is used to examine employee's satisfaction. Conclusion & recommendations Ire discussed & limitations of the research are exposed.*

**Keywords:** Hotel Industry; Job Satisfaction; HRM Practices; Raipur Division.

## 1. Introduction

Many researchers have found that HRM Practices are positively linked with employee job satisfaction. But surprisingly, very limited number of studies has been conducted on HRM practices in the context of developing countries in general. This study has been conducted to fill the existing research gap & to explore the relationship betlen HRM practices & job satisfaction in the context of hotels of Raipur division. Academicians, researchers, policy-makers, practitioners, students, local & foreign entrepreneurs India & other developing countries could benefit from this study by exploring the association betlen HRM practices & job satisfaction. Increasing global competition have created enormous challenges on organizations. To cope with the challenges efficiently, Human resource has been considered as one of the most important factors in today's hyper-competitive market place. In the context of a developing economy like India, where the need for formation of capital is pressing, where developments in the field of industrial & bank management are dynamic, & where financial crises accompanying pangs of economic growth are frequent, the challenges posed by HRM are great importance; &, as a sequel, exploring the possibilities of the application of HRM becomes a very relevant field of enquiry & research. Human resource is the most precious asset & delicate factor of production. In this global competitive world, it is necessary to retain skilled workers in the organization by efficient HRM practices. Every organization operates its activities with the support of HRM. The overall performance of any organization depends upon the extent to which human resource is effectively utilized. This study assesses the impact of Human Resource Management practices (recruitment & selection, carrier growth & working condition) on job satisfaction in hotel industry. The selection of hotel industry for this study is done deliberately since the job satisfaction has direct implication for the success of this sector. This paper begins with brief overview on the relevant literature on HRM, job satisfaction, relation of HRM practices & job satisfaction. Then hypotheses of different dimensions of HRM practices & their influence Ire tested so that it can be

empirically examined the impact with job satisfaction. The paper then discusses the finding of the study & draws the conclusions based on the empirical analysis of the study.

## 2. Objectives of the Study

The objective of the study was to identity the impact of various dimensions of HRM (recruitment & selection, carrier growth, working condition) on job satisfaction.

## 3. Literature Review

### HRM Practices

HRM refers to the policies & practices involved in carrying out the HR aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training & development, & labour relations (Dessler) The HRM activities can be summarized briefly under five major domains: (i) organizational design; (ii) staffing;(iii)performance management appraisal; (iv)employment training & organization development; & (v) reward systems, benefits & compliance. The overall purpose of HRM is to ensure that the organization is able to achieve success through people (Armstrong.). HoIver, as obtained in the literature, HRM is said to be concerned with achieving the following: organizational effectiveness; human capital management; knowledge management; reward management; employee relations & meeting various needs . HRM is composed of the policies, practices, & systems that influence employees' behavior, attitude, & performance.

### Job Satisfaction

Job satisfaction is a combination of cognitive & affective reactions to the differential perceptions of what an employee wants to receive compared to what he or she actually receives (Boyt, Lusch, & Naylor, 01). Job satisfaction is a state where one's needs & one's outcomes match Ill (Locke, 76). It has been argued that employees generally appreciate rewards on

one h& while on the other h& repugnant effort. Essentially, there is need to see employment dem&s beyond the exchange of services for salaries. Though, employment dem&s is seen as economic relation in nature, but it is important to note that it has a strong affiliation to social & psychological views. The most referred definition of job satisfaction was offered by Locke (76) who defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job (Haque & Taher, 08). Job satisfaction is also defined as an individual's general attitude regarding his or her job (Robbins, 99). Job satisfaction has a significant influence on employees' organizational commitment, turnover, absenteeism, tardiness, accidents, & grievances. Job satisfaction means what are the feelings of different employees about the different dimensions of their jobs. The level of satisfaction & dissatisfaction is another aspect which is related to employee job satisfaction (Spector,97). Job satisfaction may be the general behavior emerged due to different happenings at the work place; it may be supervisor's behavior, relationship with peers or the work environment.

### HRM Practices & Job Satisfaction

In this study it is assumed that HRM practices are closely associated with job satisfaction. Because many researchers believe that sound HRM practices result in better level of job satisfaction which ultimately improves organizational performance. Steijn (2004) found that HRM practices had positive effect on job satisfaction of the employees of Dutch public sector whereas individual characteristics such as age, gender, & education had insignificant effect on job satisfaction. Gould-William (2003) showed that use of specific HR practices in local government organizations in the UK was associated with a greater degree of job satisfaction, workplace trust, commitment, effort, & perceived organizational performance.

### 4. Hypotheses

**1:** Influence of "Recruitment & Selection" on job satisfaction. The recruitment & selection process determines the decisions as to which ideates will get employment offers. The aim of this practice is to improve the fit betlen employees & the organization, teams, & work requirements, & thus, to create a better work environment (Tzafirir, 2006). Sophisticated recruitment & selection system can ensure a better fit betlen the individual's abilities & the organization's requirement (Fern&ez, 1992). Hunter & Schmidt (1982) concluded that employment stability could be achieved through a selection procedure based on ability. Katou & Budhwar (2007) in a study on the Greek manufacturing firms found that recruitment & selection was positively related to all organizational performance variables such as effectiveness, efficiency, innovation, & quality.

**2:** Influence of "Carrier growth" on job satisfaction. Carrier growth also influences other HRM practices such as recruitment & selection, working condition. The promoted employees feel valued by the organization, & underset & that the organization is willing to invest in them in the long term found that the lack of meaningful work & opportunities for

promotion significantly affected employees' intentions to leave an organization. Organizations Ire able to improve their employees' retention rate by adopting job enrichment programs & enhancing their advancement opportunities. Besides promotion opportunities, the evaluation criteria used in the promotion & reward system also had significant effects on employees' turnover intentions. Internal promotion; the availability of career possibilities within the firm tends to promote a higher degree of organizational commitment among employees who perceive career possibilities with the firm. Additionally, an emphasis on internal promotion is likely to provide a sense of fairness & justice among the employees who note that organizational tenure is valued in the company.

**3:** Influence of "Working condition" on job satisfaction. Working conditions is working environment provided by the employer/organization & also known to be the non-pay aspects of conditions of employment, which include the following; amenities, degree of safety, health, Ill-being, etc.

### 5. Research Methodology

Paper is based on both primary & secondary data. Primary data Ire collected through a structured questionnaire which was administered to employees of hotel industry. Convenient sample technique has been used to interview the employees. The target population of this study was employees in Raipur division who Ire serving as a staff in different hotels in Raipur division. For conducting this research, five hotels of Raipur division Ire selected & from these five hotels total 100 hotel employees Ire selected & out of this only 88 employees responses properly, the response rate is 88 %. The questionnaire consists of different questions on three HRM dimensions such as recruitment & selection, carrier growth, working conditions. A five points rating scales of questionnaire from strongly disagree (1) to strongly agree (5) Ire adopted to measure the variables of HRM Practices. Job satisfaction was measured by a one-item questionnaire on five-point Likert scale [where disagree (1) to strongly agree (5)]. The secondary data used in the study have been collected from related journals, books, newspaper & internet, etc.

### 6. Data Analysis & Findings

In the present study, data is analyzed by enter wise method in a multiple regression analysis. In this context, a multiple regression was performed, by making use of all the discrete variables (i.e., dependent & independent variables) available in the dataset. In this study, some statistical measures such as Z-test, mean & proportion analysis is used to examine job satisfaction.

Hypothesis to be tested:

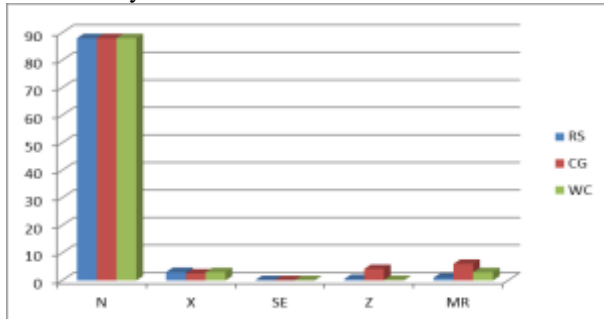
**H1:** There is no influence of "Recruitment & selection" on job satisfaction; It is assumed from the hypothesis that recruitment & selection has significant influence on job satisfaction. Table 1 shows that at 0.05 level of significance (two tailed test), table value (1.96) is greater than calculated value ( $Z = 0.55$ ). So, the null hypothesis is accepted & hence,

I conclude that “Recruitment & selection” have significant influence on job satisfaction

**Table1:** Computation of Z Value

Variable	N	X	SE	Z	MR
Recruitments & Selections(RS)	88	3.06	.11	.55	1
Carrier Growth(CG)	88	2.54	.11	4.18	6
Working Conditions(WC)	88	3.02	.12	.17	3

Source: Survey data



**H2:** There is no influence of “Carrier Growth” on job satisfaction; This hypothesis indicates that there is no influence of carrier growth on job satisfaction. Table 1 shows that at 0.05 level of significance (two tailed test), table value (1.96) is less than calculated value ( $Z = 4.18$ ). So, the null hypothesis is rejected & hence, I conclude that there is no influence of “Carrier Growth” on job satisfaction.

**H3:** There is no influence of “Working condition” on job satisfaction; This hypothesis indicates that there is great influence of working condition on job satisfaction. Table 1 shows that at 0.05 level of significance (two tailed test), table value (1.96) is greater than calculated value ( $Z = 0.17$ ). So, the null hypothesis is accepted & hence, I conclude that there is great influence of “Working condition” on job satisfaction.

From the above hypotheses testing it shows that there is great influence of HRM practices on job satisfaction on some dimensions such as recruitment & selection (mean rank-01) & working condition (mean rank-03). The hypotheses test also shows that there is no influence on career growth (mean rank-02). Therefore, it is clear that all dimensions are not equally satisfied. It is also very clear from the Table 2 which dimensions highly satisfied or dissatisfied %age of satisfaction.

**Table 2:** percentage of satisfaction

	Dis	S H Dis	Sat	M Sat	H Sat	Total
RNS	7.95	17.05	43.18	25	6.82	100
CG	11.4	43.18	29.55	11.36	4.55	100
WC	9.09	22.73	36.36	20.45	11.4	100

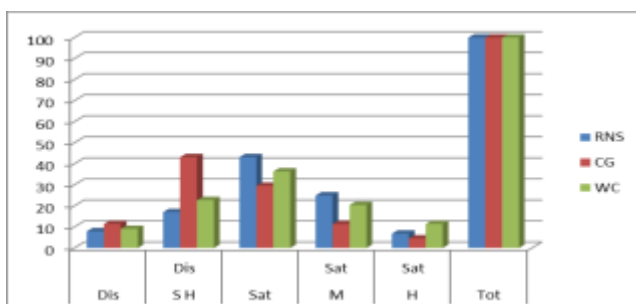


Table 2 shows percentage of different levels of Satisfaction. The table indicates that the highest 43.18 % of respondents are satisfied that recruitment & selection have great influence on job satisfaction followed by 36.36 % on working condition & the lowest 29.55 % on carrier growth. Table 2 also shows that the highest 11.36 % respondents are highly satisfied on working condition & the lowest 4.55 % on carrier growth. The study also indicates that the highest 11.36 % of respondents are dissatisfied on carrier growth, 9.09% on working condition & the lowest 7.95 per cent on recruitment & selection. Therefore, the analysis shows that there is no complete job satisfaction on any HRM dimensions of hotels. So, the HRM dimensions quality of hotels should be improved for the success of the hotel industry.

## 7. Conclusion & Recommendations

The study disclosed the impact of various dimensions of HRM practices on job satisfaction. In this study, I considered three major factors which represented most of the HRM practices followed by different hotels. The study reveals that all HRM dimensions exercised in the hotels of Raipur does not satisfied to the employees equally. Employees are satisfied with recruitment & selection & working condition & dissatisfied with carrier growth. It is obvious that HRM practices in the hotel industry of Raipur has not been fully developed & there is the urgent need to employ the services of HRM professionals, consultants & researchers to help shape & develop new directional focus that will ensure an efficient & effective human resource practices. I suggest the following recommendations for doing perfect HRM practices in the hotel industry of Raipur. Proper working environment should be designed. Organizations should implement proper recruitment & selection process. Management should make a clear cut career advancement path. Organizations should provide unbiased promotion. That is promotion should be provided based on the qualification of employees & /or experience. Organization should design working procedure including hrs. work. Proper working environment should be designed.

## 8. Limitations

Only five hotels of Raipur division are selected. Small sample size was one of the major limitations of the present study. The study did not cover all the HRM practices of the surveyed Hotel industry.

## 9. Suggestions

Several suggestions that fruitful for future research emerged from this present study. In order to validate the findings of this study, case study is another interesting approach that can be done by future research.

## References

- [1] Armstrong M (2006) A Handbook of Personnel Management Practice, 6th edn, Kogan Page, London.
- [2] Bockerman P. & Ilmakunnas P. (2006) „Do Job

- Disamenities Raise Wage or Ruin Job Satisfaction?', International Journal of ManpoIr 27(3): 290–302.
- [3] Dessler, G., HRM. New Delhi: Prentice Hall of India Private Limited, 2007.
- [4] Katou, A. A., Budwar, P. S., The effects of HRM policies on organizational performance in Greek manufacturing firms. Thunderbird International Business Review, 49(1), pp.1-35, 2007.
- [5] Kossek, E.E., Lautsch, B.A., & Eaton, S.C. (2005). Telecommuting, control, & boundary management: Correlates of policy use & practice, job control, & work family effectiveness. Journal of Vocational Behavior, 68, 347\_367.
- [6] Locke, E.A. (1976), "The nature & causes of job satisfaction", in Dunnette, M.C.(Ed.), H&book of Industrial & Organizational Psychology, Sage, Beverly Hills, CA, pp. 1(297-349).
- [7] Mahmood, M. H., The institutional context of HRM: Case studies of multinational subsidiaries in Bangladesh. Unpublished doctoral thesis, University of Manchester, UK, (2004).
- [8] Majid, Nomaan (2001), .The Working Poor in Developing Countries., International Labour Review, 140(3): 271-91.
- [9] Petrescu, A. I., Simmons, R., HRM practices & workers' job satisfaction. International Journal of ManpoIr, Vol.29, No.7, pp. 651-667, 2008.
- [10] Pfeffer, J. (1995), „Producing Sustainable Competitive Advantage through the Effective Management of People', Academy of Management Executive, Vol.9, pp.55.
- [11] Singh, K., Impact of HR practices on perceived firm performance in India. Asia Pacific Journal of Human Resources, Vol.42, No.3, pp. 301-317, 2004.
- [12] Spector, P. (1997), Job Satisfaction: Application, Assessment, Cause & Consequences, Sage Publications, London.
- [13] Ting, Y., Determinants of job satisfaction of federal government employees, Public Personnel Management, Vol.26, No.3, pp. 313-334, 1997.
- [14] Yeganeh, H., Su, Z., An Examination of HRM practices in Iranian public sector. Personnel Review, Vol. 37, No.2, pp. 203-221, 2008.