
A STUDY ON THE ATTITUDE OF EMPLOYEES TOWARDS HUMAN RESOURCE MANAGEMENT PRACTICES IN THE HOTEL INDUSTRY OF TAMIL NADU

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ABSTRACT

The Hotel Industry in Tamil Nadu is one of the largest employment providers in the state, also generating foreign revenues that contribute to the States financial growth. The opening of several international and national hotel chains has given rise to employment opportunities in the hotel Industry. This has brought about a change in the human resources management practices that are demanded in the hotels in order to frame employee friendly policies and promote workforce efficiency. The purpose of this research section is to examine the profile of employees, the attitude of employees towards various human resource management practices and the factors influencing employee problems faced in the hotel industry. These essential findings have suggested some appropriate human resource management techniques that will alter the prevailing satisfaction level of employees in their hotels.

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INTRODUCTION

Employees form the pillar of the Hotel industry. Their service is important in sustaining the working of the hotel organization and fulfilling the guest expectation towards the various amenities, facilities provided by the hotel organization. The hotel organizations policies influence the professional and personal attitude of the employees towards the organization. Employee satisfaction is a must in order to help run the hotel organization. Since the growth of the hotel industry is very closely associated with travel and tourism industry, more than 75 percent of the expenditures that guests make are into accommodation, food and beverages. This generates huge revenues for the hotel organization and employees play an important role in providing professional service to guests that satisfies their expectations. Prompt and quality service by the employees

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towards the guest will help attract the same profile of guests again. Therefore, in order to stimulate the workforce, competitive human resource management practices are devised. Hiking salaries and increment benefit policies are strategically used by the hotel organizations to improve employee morale, encouraging them to perform better at work that directly help the hotels to achieve their targets within a stipulated timeframe. Though the hotels from the Star category provide adequate employee benefits, the hotels from the Non-star and resort category have traditionally been regarded as poor, with substantial evidence of tough working conditions, high work load, low promotional avenues, poorly rewarded work culture and unprofessional managements. This makes it unattractive for employees who are in search of better jobs in the hotel industry. Therefore, an attempt has been made to analyse the sample hotel employees in the urban towns of Chennai, Ooty, Kodaikanal and Kanyakumari of Tamil Nadu. The present study confines to the socio-economic profile of employees, attitude of employees towards various human resource management practices and the factors influencing employee problems faced in the hotel industry which covered the non-star, star and resort category of hotels.

1.1 Literature Review

The term hotel employee is defined as a person working for a hotelier or a hotel organization for a given specific salary below the non-executive or management level.

A. Anbazhagan, L. J Soundar.Rajan, A. Ravichandran (2013), Competition in the industry is growing and business heads are taking many steps like introducing new technology, downsizing, fixing target and making more pressure to complete assign work within the target time to be an active competitor and keep their market position. Due to these changes, employees working in hotel industry are experiencing high level of job stress. Stress is an unavoidable consequence of modern living. Major result of their study concluded that moderate job stress prevailing in the hotel field.

Krishnendu Hazra, Partha Pratim Sengupta & Prosenjit Ghosh (2013), Employees performance is crucial for the organization as it is closely linked to guest satisfaction. It is therefore in the best interest of an organization to devote a substantial amount of effort examining ways to improve as well as to maximize the employee's performance in their workplace. When creating HR policies, hospitality organizations must make sure their total HR policies are competitive not only within the industry. HR policies have really good impact on employee's performance at hospitality. After certain years of experience, employees quit from the hotel sector because of lack of performance appraisal and since satisfactory level of the employees are not equal to job. To retain the best manpower for the betterment of organization which is the great challenge for HRM, they should think or take some necessary measures to keep retention rate high.

S. Lavanya, L. Shankari Parivallal, Shakeel UL Rehman (2013), says that grievance management has not been new subject in Hospitality Industry and it has been one of the most persistent areas of study of all times. In India, the guest is treated with utmost warmth and respect and is provided the best services. A home away from home is what one must feel while getting the services of any Hotel. The delivery of service is the responsibility mostly of middle and lower level management. If the people working in an organization are not very well motivated and interested in delivering services to the customer, then whole of the game spoils. This may be primarily due to grievance of

employees with their management. So grievance is deterioration on human relations and would include any discontent or dissatisfaction experienced by an employee affecting the performance of the organization directly or indirectly.

Dr. Asma Farooquei, Habibuddin (2015), Factors leading to the result of employees leaving the hotel organization is due to the round the clock nature of the hospitality industry; long working hours have become an inevitable part of this industry. Employees of the hotel are at times asked to work for more than 12-14 hours per shift due to business operations without any additional overtime pay. Due to this the stress levels of most of the associates in the hotel industry is high. Tired and frustrated employees then look for better prospects in other industries. Due to the proactive nature of the industry; all its employees are expected to be proactive. The characteristic traits of all the associates working in a hotel require them to be constantly attentive and employees are at a move all the time. At time the employees of the hotel are asked to do break shift whose timings are not well defined. During peak operations, there are times when employees don't even get their weekly offs.

1.2 Statement of the Problem

The hotel industry is the only industry that completely relies on its employees for providing its services to guests. This is also a potential problem for hotel organizations since every year many employees leave a hotel organization in search of better prospects. The need to introduce better human resource management practices is very important in order to retain employees. Therefore, the present study is a fresh effort to analyse the impacts of HRM practices on the attitude of employees, the factors contributing to the employees' problems and the association between personal profile and HRM practices. Over the years, research on the hotel industry has multiplied but no substantial work has conventionally been done on the above aspects. Thus the research focuses on the gaps that are to be studied.

1.3 Objectives of the Study

- To analyse the socio-economic profile of the employees.
- To analyse the impact of HRM practices on the attitude of employees.
- To identify the factors influencing employee problems.
- To analyse the association between Personal profile and HRM practices of Hotel Industry.

METHODOLOGY

In order to connect with the objectives of study, 390 respondents were selected as sample unit. The questionnaires were filled by 390 respondents which were structured with questions of socio-economic profile and Likert scale. The collected data are analysed with suitable tools like ANOVA, Factor analysis, Multiple linear regression analysis and Garrett ranking. The usefulness in using the secondary data benefited in supplementing information and advancing newer structures on the importance of the measures adopted by

the HR department in a hotel organization. Archival information was utilized from university libraries and institutions.

2.1 Limitations of the Study

- It is possible that the information gathered from the employees may be exaggerated or biased about the hotel organization the employees worked in since the results of the survey is based on employees' response.
- It remained a challenge to personally meet and gather information of the employees during working hours, before work shift and after working hours.
- The results obtained during the research do not take into account the neighboring states of Tamil Nadu, since the state of Tamil Nadu was the prime focus of the survey.

ANALYSIS OF DATA AND INTERPRETRATION

Table 1: Age – Wise Classification of Employee

Age (in years)	Category of Hotel			Total
	Non-Star Category	Star Category	Resort	
20 – 30	90 (60)	45 (30)	70 (77.8)	205 (52.6)
30 – 40	45 (30)	75 (50)	15 (16.7)	135 (34.6)
40 – 50	15 (10)	30 (20)	5 (5.5)	50 (12.8)
Total	150 (100.0)	150 (100.0)	90 (100.0)	390 (100.0)

Source: Primary Data / Data in parentheses are in percentage

From table 1.1 it is concluded that of the 390 respondents, 205 respondents (52.6 percent) are aged between 20 – 30 years, 135 respondents (34.6 percent) are in the age group of 30 – 40 years, and 50 respondents (12.8 percent) are in the age group of 40 – 50 years. In non-star category, among the 150 respondents, the majority 90 respondents (60 percent) are in the age group of 20 – 30 years. In star category, among the 150 respondents, the majority of respondents (50 percent) are in the age group of 30 – 40 years. In resort category, among the 90 respondents, the majority 70 respondents (77.8 percent) are in the age group of 20 – 30 years.

Table 2: Gender – Wise Classification

Gender	Category of Hotel			Total
	Non-Star Category	Star Category	Resort	
Male	105 (70)	105 (70)	60 (66.7)	270 (69.2)
Female	45 (30)	45 (30)	30 (33.3)	120 (30.8)

Total	150 (100.0)	150 (100.0)	90 (100.0)	390 (100.0)
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Source: *Primary Data / Data in parentheses are in percentage*

Table 1.2 shows that out of the 390 respondents, 270 respondents (69.2 percent) are male and 120 respondents (30.8 percent) are female. In non-star category, among 150 respondents, 105 respondents (70 percent) are male and 45 respondents (30 percent) are female. In star category, among 150 respondents, 105 respondents (70 percent) are male and 45 respondents (30 percent) are female. In resort category, among the 90 respondents, 60 respondents (66.7 percent) are male and 30 respondents (33.3 percent) are female.

Table 3: Qualification of Respondents

Professional Qualification	Category of Hotel			Total
	Non-Star Category	Star Category	Resort	
Bachelor of hotel management	15 (10)	35 (23.4)	10 (11.1)	60 (15.4)
Diploma in hotel management and catering	15 (10)	15 (10)	20 (22.3)	50 (12.8)
PG	30 (20)	40 (26.6)	15 (16.7)	85 (21.8)
UG	90 (60)	60 (40)	45 (50)	195 (50)
Total	150 (100.0)	150 (100.0)	90 (100.0)	390 (100.0)

Source: *Primary Data / Data in parentheses are in percentage*

The table 1.3 highlights that out of the 390 respondents, 195 respondents (50 percent) are undergraduates, 85 respondents (21.8 percent) are post graduates, 60 respondents (15.4 percent) hold a bachelor of hotel management degree and 50 respondents (12.8 percent) hold a diploma in hotel management and catering degree. In the Non-star category, among the 150 respondents, the majority 90 respondents (60 percent) are Undergraduates. In the Star category, among the 150 respondents, the majority 60 respondents (40 percent) are undergraduates. In the resort category, among the 90 respondents, the majority 45 respondents (50 percent) are undergraduates.

Table 4: Designation

Designation	Category of Hotel			Total
	Non-Star Category	Star Category	Resort	
Manager	30 (20)	45 (30)	15 (16.7)	90 (23.1)
Supervisor	45 (30)	90 (60)	45 (50)	180 (46.1)
Staff	75 (50)	15 (10)	30 (33.3)	120 (30.8)

Total	150 (100.0)	150 (100.0)	90 (100.0)	390 (100.0)
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Source: *Primary Data / Data in parentheses are in percentage.*

It is clear from table 1.4 that out of the 390 respondents, 180 respondents (46.1 percent) are supervisors, 120 respondents (30.8 percent) are staff and 90 respondents (23.1 percent) are managers. In the non-star category, among the 150 respondents, 75 respondents (50 percent) work as staff. Among the 150 respondents from the star category, 90 respondents (60 percent) work as supervisors. Among the 90 respondents in the resort category, 45 respondents (50 percent) work as supervisors.

3.1 Impact of Human Resource Management Practices on Employee

In order to examine the relationship between the eight human resource management factors namely selection and recruitment, work place atmosphere, salary and wages proceeds, increment, perks and non-financial benefits, statutory assistance, food, travel and accommodation, ancillary services provided and training and development the statistical tool multiple regression analysis has been applied. For this purpose, the category of hotels namely – star hotels, non- star hotels and resort hotels – is considered as the dependent variable and the eight human resource management practices are assumed as independent variables.

Table 5: *Impact of Human Resource Management Practices*

Sl. No.	HRM practices	Regression co-efficient in hotel Industry		
		Non-Star Category	Star Category	Resort
1.	Selection and recruitment	0.273**	0.044 ^{NS}	0.213**
2.	Workplace atmosphere	0.016 ^{NS}	0.016 ^{NS}	-0.008 ^{NS}
3.	Salary and wages proceeds	0.216 ^{NS}	0.252**	0.320**
4.	Increment, perk and non-financial benefits	0.309**	0.464**	0.555**
5.	Statutory assistance	0.295**	0.351**	0.146*
6.	Food, travel and accommodation	0.516**	0.238**	-0.050 ^{NS}
7.	Ancillary services provided	0.002 ^{NS}	0.311*	0.320**
8.	Training and development	0.152 ^{NS}	0.143 ^{NS}	0.311**
	Constant	1.243**	1.385*	1.528*
	R ²	0.724	0.747	0.951
	F-Statistics	46.168**	52.087**	197.425**

Source: *Primary Data*

* - *Significant at 5% level*

** - *Significant at 1% level*

^{NS} – *Not Significant*

Table 1.5 depicts that the regression analysis for employees from non-star category shows that the R² value is 0.724, which implies that 72.4 percent of variation in the gross

value of the employees from the three categories of hotel has been explained by all the eight independent variables included in the regression model. The significantly impacting Human resource management factors on the gross value of the employees in the non-star category is selection and recruitment, salary and wages proceeds, increment, perks and non-financial benefits, statutory assistance and food, travel and accommodation, since their respective regression co-efficient are significant at 1 percent level.

Among the employees from the star category, the regression analysis reveals that the R² value is 0.747, reflecting that 74.7 percent of variation in the gross value of the employees from the three categories of hotel has been explained by all the eight independent variables included in the regression model. The significantly impacting human resource management factors on the gross value of the employees in the star category is salary and wages proceeds, increments, perks and non-financial benefits, statutory assistance and food, travel and accommodation, since their respective regression co-efficient are significant at 1 percent level and ancillary services provided are significant at five percent level.

For the employees from the resort category, the regression analysis reveals that R² value is 0.951. This reflects that 95.1 percent of variation in the gross value of the employees from the three categories of hotel has been explained by all the eight independent variables included in the regression model. The significantly impacting human resource management factors on the gross value of the employees in the resort category is selection and recruitment, salary and wages proceeds, increments, perks and non-financial benefits, ancillary services provided, training and development, since their respective regression co-efficient are significant at one percent level and statutory assistance which is significant at five percent level.

3.2 Reasons for Employee Problem

The Hotel industry is a vast industry employing many employees. The problems faced by the employees are many and varies with designation. These problems can affect the employee in many ways which results to the decline in staff working productivity. The researcher has identified seven major problems faced by employees in hotel industry. The employees were asked to rank some of the identified reasons. The order of merit assigned by the employees was converted in to scores by using Garrett's ranking technique.

Table 6: *Factors Influencing Employee Problems in Hotel Industry*

Sl. No.	Factor	Garrett rank mean score	Rank
1.	Long working hours	53.2	I
2.	Poor working conditions	47.4	II
3.	Stress (due to guest demands)	42.1	III
4.	Limited training program	39.9	IV
5.	Workplace harassment	36.5	V
6.	Weekend and night shifts	35.2	VI

7.	Unsatisfied amenities	33.1	VII
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Source: *Primary data*

It is observed from the table 1.6 that long working hours is a major employee problem with a mean score of 53.2 and ranks I. Long-working hours physically make an employee tired making them unfit for work. As a result, the employee will not be able to concentrate fully on the job. The second major factor of employee problem is poor working conditions with a mean score of 47.2 and ranks II. Lack of working facilities provided to employees will make their work less efficient. The third important employee problem is stress (due to guest demand) with a mean score of 42.1 and ranks III. Most guests expect better service. This demand for better service will force the employee to serve the guests much quicker. This will lead to mental as well as physical stress. The fourth major employee problem is limited training program with mean score of 39.9 and ranks IV. The fifth important employee problem is workplace harassment with mean score of 36.5 and ranks V. The sixth major employee problem is night and weekend shifts with mean score of 35.2 and ranks VI. The seventh and last reason for employee problem is unsatisfied amenities with mean score of 33.1 and ranks VII. Unattractive amenities like less increment, will demoralize the employee, forcing them to look for better career prospects in other hotels.

3.3 Association Between Personal Profile and HRM Practices of Hotel Industry

To determine the strength of two or more variables between the personal profile and HRM practices among all the three categories of hotels are discussed in the table below.

Table 7: *Association Between Personal Profile and HRM Practices of Hotel Industry*

Personal Profile	F – Statistic
Age	2.752*
Gender	5.331**
Qualification	1.778 ^{NS}
Nature of Job	6.964**
Monthly Income	0.882 ^{NS}
Experience in Present Hotel	5.343**
Experience in other Hotels	5.947**
Members in Family	10.831**

Source: *Primary Data*

* – **Significant at 5% level**

** – **Significant at 1% level**

^{NS} – **Not Significant**

From the table 1.7 it is concluded that all the three categories of hotel are associated with 6 variables and not associated with qualification and monthly income.

SUGGESTIONS

The following suggestions are recommended,

- The employees should be given all possible supports in the form of financial resources and monetary compensations, on a periodical basis to increase their working morale that helps to provide better service.
- It is expected of the hotel managements to focus on the well trained and committed employees to increase work output significantly.
- The hotels should come up with a balanced shift hourly work basis that will help the employees overcome work stress, so that heavy work load will not impact their productivity.

CONCLUSION

The study on the employee attitude towards human resource management practices in the hotel industry has tempted many research scholars to explore more in this particular area of study. It is well evidenced from the above reviews presented that efforts are being made to study the impact of HRM practices on the employees in the hotel industry of Tamil Nadu and the factors that contribute to an employee problem. Gradual efforts are being taken to improve the standards of workplace culture and work environment that will give job satisfaction to the employee. The study therefore has mainly focused on filling the gaps.

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