ABSTRACT

This study aims at exploring the impact of Human Resource Management (HRM) practices on job satisfaction (JS) in the context of hotel Industry. JS means sense of inner fulfillment and pride achieved when performing a particular job. The population of study cover the selected staff of hotels and the sample size of 88 employees were selected, using the simple random sample techniques. The survey instrument used in the collection of data was the questionnaire. This study is limited to only five hotels of Udaipur division. It was found that HRM practices have significant association with JS. In addition, recruitment and selection, working condition and carrier growth were found to have positive impact on JS. The hypotheses were tested, and valid result was achieved i.e. impact of HRM practices on job satisfaction. In this study, some statistical measures such as Z-test, mean and proportion analysis is used to examine employee’s satisfaction. Conclusion and recommendations were discussed and limitations of the research are revealed.

Keywords: HRM Practices; Hotel Industry; Job Satisfaction; Udaipur Division

INTRODUCTION

A lot of researchers have found that HRM Practices are positively linked with employee job satisfaction (Wright et al., 2003; Spector, 1997); Petrescu & Simmons, 2008). But surprisingly, very limited number of studies have been conducted on HRM practices in the context of developing countries in general (Sing, 2004, Yeganeh and Su, 2008, Mahmood, 2004). This study has been conducted to fill the existing research gap and to explore the relationship between HRM practices and job satisfaction in the context of hotels of Udaipur division. Academicians, researchers, policy-makers, practitioners, students, local and foreign entrepreneurs India and other developing countries could benefit from this study by exploring the association between HRM practices and 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 and bank management are dynamic, and where financial crises accompanying pangs of economic growth are frequent, the challenges posed by HRM are great importance; and, as a sequel, exploring the possibilities of the application of HRM becomes a very relevant field of enquiry and research. Human resource is the most precious asset and 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 which includes top level managers,
executives, supervisors and other employees. 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 and selection, carrier growth and 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 and job satisfaction. Then hypotheses of different dimensions of HRM practices and their influence were tested so that it can be empirically examined the impact with job satisfaction. The paper then discusses the finding of the study and draws the conclusions based on the empirical analysis of the study.

OBJECTIVES OF THE STUDY

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

LITERATURE REVIEW

Human Resource Management Practices

Human resource management (HRM) refers to the policies and practices involved in carrying out the ‘human resource(HR)’ aspects of a management position including human resource planning, job analysis, recruitment, selection, orientation, compensation, performance appraisal, training and development, and labour relations (Dessler, 2007). The Human Resource Management (HRM) activities can be summarised briefly under five major domains: (i) organizational design; (ii) staffing; (iii) performance management appraisal; (iv) employment training and organization development; and (v) reward systems, benefits and compliance (Beardwell, et al., 2004). The overall purpose of human resource management is to ensure that the organization is able to achieve success through people (Armstrong, 2006). However, 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 and meeting various needs (Armstrong, 2006). HRM is composed of the policies, practices, and systems that influence employees’ behavior, attitude, and performance (Noe, Hollenbeck, Gerhart, and Wright, 2007).

Job Satisfaction

Job satisfaction is a combination of cognitive and affective reactions to the differential perceptions of what an employee wants to receive compared to what he or she actually receives (Boyt, Lusch, & Naylor, 2001). Job satisfaction is a state where one’s needs and one’s outcomes match well (Locke, 1976). It has been argued that employees generally appreciate rewards on one hand while on the other hand repugnant effort. Essentially, there is need to see employment demands beyond the exchange of services for salaries. Though, employment demands is seen as economic relation in nature, but it is important to note that it has a strong affiliation to social and psychological views (Baron and Kreps, 1999). The most referred definition of job satisfaction was offered by Locke (1976) who defined job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person’s job (Haque and Taher, 2008). Job satisfaction is also defined as an individual’s general attitude regarding his or her job (Robbins, 1999). Job satisfaction has a significant influence on employees’ organizational commitment, turnover, absenteeism, tardiness, accidents, and grievances (Byars and Rue, 1997; Moorhead and Griffin, 1999). Job satisfaction means what are the feelings of different employees about the different dimensions of their jobs (Robbins, 2003). The level of satisfaction and dissatisfaction is another aspect which is related to employee job satisfaction (Spector, 1997). 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 (Janet, 1987).
HRM Practices and Job Satisfaction

HRM practices and job satisfaction are studied widely in different parts of the world. It is assumed that HRM practices are closely associated with job satisfaction (Ting, 1997). Because many scholars and practitioners 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, and education had insignificant effect on job satisfaction. Gould-William (2003) showed that use of specific HR practices in local government organizations in the United Kingdom (UK) was associated with a greater degree of job satisfaction, workplace trust, commitment, effort, and perceived organizational performance.

HYPOTHESES

Hypothesis 1: Influence of “Recruitment and Selection” on job satisfaction.

The recruitment and selection process determines the decisions as to which candidates will get employment offers. The aim of this practice is to improve the fit between employees and the organization, teams, and work requirements, and thus, to create a better work environment (Tzafrir, 2006). Sophisticated recruitment and selection system can ensure a better fit between the individual’s abilities and the organization’s requirement (Fernandez, 1992). Hunter and Schmidt (1982) concluded that employment stability could be achieved through a selection procedure based on ability. Katou and Budhwar (2007) in a study on the Greek manufacturing firms found that recruitment and selection was positively related to all organizational performance variables such as effectiveness, efficiency, innovation, and quality.

Hypothesis 2: Influence of “Carrier growth” on job satisfaction.

Carrier growth also influences other HRM practices such as recruitment and selection, working condition. The promoted employees feel valued by the organization, and understand that the organization is willing to invest in them in the long term (Pfeffer 1995). Miller and Wheeler (1992) found that the lack of meaningful work and opportunities for promotion significantly affected employees’ intentions to leave an organization. Organizations were able to improve their employees’ retention rate by adopting job enrichment programs and enhancing their advancement opportunities. Besides promotion opportunities, the evaluation criteria used in the promotion and reward system also had significant effects on employees’ turnover intentions (Quarles, 1994). Internal promotion; the availability of career possibilities within the firm tends to promote a higher degree of organizational commitment among employees (Guest, 1997) who perceive career possibilities with the firm. Additionally, an emphasis on internal promotion is likely to provide a sense of fairness and justice among the employees who note that organizational tenure is valued in the company (Pfeffer, 1995).

Hypothesis 3: Influence of “Working condition” on job satisfaction.

Working conditions is working environment provided by the employer/organization and also known to be the non-pay aspects of conditions of employment, which include the following: amenities, degree of safety, health, well-being, etc., (Bockerman and Ilmakunnas, 2006). Working conditions is the conditions in which employee works and activities such as training; working time, work-life balance, etc., (Majid, 2001). Essentially, there is a distinct difference between employees and jobs. Employers may choose to provide different working conditions for different employees regarding the type of employment offered; contract or permanent. However, the study shall take some of the components into consideration such as safety at work, flexible arrangement, overtime, with no preference to any. Work flexible arrangements have impact on employee family conflict (Kossek et al., 2005). Overtime plays a vital role (Peters, 2000; Robert Reich, 1992). Employees demand more friendly work flexibility (Fleetwood, 2007); they demand employee-friendly flexibility, where they determine how much, when and where they work, which include voluntary part-time work, flexible working hours, etc. Unfavorable working conditions greatly increase the level of job dissatisfaction (Bockerman and
Ilmakunnas 2006). Thus, the above review of literature shows that there have been several studies around the globe focusing on HRM practices and job satisfaction. However, studies portraying the impact of HRM Practices on job satisfaction in the hotel industry have not yet received proper attention in India and other developing countries. This study has been undertaken to fill the existing research gap.

RESEARCH METHODOLOGY

Data Sources and Instrumentation

This paper is based on both primary and secondary data. Primary data were 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 Udaipur division who were serving as a staff in different hotels in Udaipur division. For conducting this research, five hotels of Udaipur division were selected and from these five hotels total 100 hotel employees were selected and out of this only 88 employees responses properly, the response rate is 88 percent. The questionnaire consists of different questions on three HRM dimensions such as recruitment and selection, carrier growth, working conditions. A five points rating scales of questionnaire from strongly disagree (1) to strongly agree (5) were 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 and internet, etc.

DATA ANALYSIS AND 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 and independent variables) available in the dataset. In this study, some statistical measures such as Z-test, mean and proportion analysis is used to examine job satisfaction.

Hypothesis to be tested:

H1: There is no influence of “Recruitment and selection” on job satisfaction;

It is assumed from the hypothesis that recruitment and 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 and hence, we conclude that “Recruitment and selection” have significant influence on job satisfaction.

Table 1. Computation of Z value

<table>
<thead>
<tr>
<th>Variables</th>
<th>N</th>
<th>Mean</th>
<th>Standard Error</th>
<th>Z Value (Calculated Value)</th>
<th>Mean Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recruitment and Selection</td>
<td>88</td>
<td>3.06</td>
<td>0.11</td>
<td>0.55</td>
<td>1</td>
</tr>
<tr>
<td>Carrier Growth</td>
<td>88</td>
<td>2.54</td>
<td>0.11</td>
<td>4.18</td>
<td>6</td>
</tr>
<tr>
<td>Working Condition</td>
<td>88</td>
<td>3.02</td>
<td>0.12</td>
<td>0.17</td>
<td>3</td>
</tr>
</tbody>
</table>

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 and hence, we 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 and hence, we 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 and selection (mean rank-01) and 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 percentage of satisfaction.

**Table 2. Percentage of Satisfaction**

<table>
<thead>
<tr>
<th></th>
<th>1= Dissatisfied</th>
<th>2= Some How Satisfied</th>
<th>3= Satisfied</th>
<th>4= Moderately Satisfied</th>
<th>5= Highly Satisfied</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. RNS</td>
<td>7.95</td>
<td>17.05</td>
<td>43.18</td>
<td>25</td>
<td>6.82</td>
<td>100</td>
</tr>
<tr>
<td>2. CG</td>
<td>11.36</td>
<td>43.18</td>
<td>29.55</td>
<td>11.36</td>
<td>4.55</td>
<td>100</td>
</tr>
<tr>
<td>3. WC</td>
<td>9.09</td>
<td>22.73</td>
<td>36.36</td>
<td>20.45</td>
<td>11.36</td>
<td>100</td>
</tr>
</tbody>
</table>

Note: RNS1 = Recruitment and Selection, CG= Career Growth, WC= Working Condition

Table 2 shows percentage of different levels of Satisfaction. The table indicates that the highest 43.18 percent of respondents are satisfied that recruitment and selection have great influence on job satisfaction followed by 36.36 percent on working condition and the lowest 29.55 percent on carrier growth. Table 2 also shows that the highest 11.36 percent respondents are highly satisfied on working condition and the lowest 4.55 percent on carrier growth. The study also indicates that the highest 11.36 percent of respondents are dissatisfied on carrier growth, 9.09 per cent on working condition and the lowest 7.95 per cent on recruitment and 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.

**CONCLUSION AND RECOMMENDATIONS**

The study disclosed the impact of various dimensions of HRM practices on job satisfaction. In this study, we 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 Udaipur division does not satisfy to the employees equally. Employees are satisfied with recruitment and selection and working condition and dissatisfied with carrier growth. It is obvious that HRM practices in the hotel industry of Udaipur division has not been fully developed and there is the urgent need to employ the services of HRM professionals, consultants and researchers to help shape and develop new directional focus that will ensure an efficient and effective human resource practices. We suggest the following recommendations for doing perfect HRM practices in the hotel industry of Udaipur division.

- Proper working environment should be designed.
- Organizations should implement proper recruitment and 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 and/or experience.
- Organization should design working procedure including hours work. Proper working environment should be designed.
LIMITATIONS
Only five hotels of Udaipur division were 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.

DIRECTIONS FOR FUTURE RESEARCHES
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