

INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE, IT & MANAGEMENT

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A STUDY ON HUMAN RESOURCES MANAGEMENT PRACTICES ON EMPLOYEE COMMITMENT AT HOTEL GATEWAY – VIJAYAWADA

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ABSTRACT

In this era of highly competitive environment, organizations in Manufacturing sector and Service sector are trying hard to win the mind of customers by providing them value added service and quality innovative products to remain competitive in the market. At the same time employee commitment levels are also playing greater role. Hence, it is imperative on the part of the management to ensure better HRM practices to enhance employee commitment. An organization which fails to bring the required commitment levels may not achieve its goals. In this context the research study focussed on identifying the most influencing HRM practices that inculcates employee commitment which in turn will have significant impact on organizational performance.

KEYWORDS

HRM practices, employee commitment, organizational performance.

INTRODUCTION

Success in today's competitive market depends less on advantages associated with economies of scale, technology, patents but are more derived from organizational human resources and high involvement of human resource management practices (Tahir Masood Quresh, Ayisha Akbar, Mohammad Aslam Khan, Rauf A. Sheikh and Syed Tahir Hijazi, 2010). For an organization to be more effective it should have skilful and innovative employees to work and should also try to motivate them.

They enhance internal capabilities of an Organization to deal with current or future challenges to be faced by an Organization.

Good HR practices also energize people working in the Organization. The commitment and motivation built through good HR practices can lead to hard work. The culture so built can help to create a sustainable and lasting capability of the Organization to manage itself and not only cope with the external turbulence (Aneet, 2006).

Good employees are supposed to have such characteristics as high satisfaction with their jobs, high commitment towards the organization, high motivation to serve the public and strong intentions to work for the organization willingly and devotedly. (Sangmook Kim, 2004).

EMPLOYEE COMMITMENT

Employee commitment is one of the highly asserted modern management concepts. Studies about the concept of Employee commitment have increased since the 1970s, although the history dates back to 1950. Commitment, as the word, means "always show respect, love and loyalty against one". Employee commitment is "an emotional return to particular entity". When reviewing the literature about Employee commitment, it is possible to encounter several definitions. The definitions of Employee commitment in different studies are listed below.

Integration of employee with his purposes and organization, and a desire to continue his Employee membership.

It is the attitudes or orientations that connect the identity of the employee to the organization.

For the employee, it is to continue to stay in the organization, to identify with the entire success, interest and activities of the organization, commitment of the employee towards the organization and concern with success of the organization. Employee commitment can be defined as, employee's efforts to achieve these goals, accept institutional purposes and values, and the desire to maintain membership. Under this definition, there are three conditions that determine Employee commitment.

- (i) A strong belief to the organization's values and goals, and acceptance.
- (ii) The desire for making efforts to achieve the objectives of the organization.
- (iii) A strong desire to continue membership in the organization.

Organizations that have a high level of employee commitment are more active and efficient. Because the possibility of being late for work, leaving work, engaging in negative behaviours such as absenteeism of these individuals, are lower than those without strong loyalty. Those who adopt goals of organizations and make effort above and beyond to achieve these goals improve the competitiveness of organization. In addition, those who work with high Employee loyalty express positive opinions to others about the organization; facilitate the organization to appeal qualified personnel. Employee commitment is also one of the ultimate goals of the organizations to continue their existence. The reason is that employees who have been loyal to their organizations are more compatible, have more job satisfaction and productivity and work with a high degree of responsibility and a sense of loyalty. Consequently, those who work with high Employee commitment bring fewer costs to organization.

Employee commitment has become a vital issue for organizations depending on five reasons. The first reason is that Employee commitment seems closely related to absenteeism, quitting, retreat and job searching activities; the second reason is related to job satisfaction, behavioural, emotional and cognitive structures such as morale and performance; the third reason is related to features towards to employee's job and his role such as the autonomy, responsibility, participation and, sense of duty; the fourth reason is related to the personal characteristics of employees such as age, gender, education and duration of work. Finally, it is estimated that knowing the estimators of the Employee commitment that employees have would provide benefits greatly in the future and improving the Employee Commitment Employee would greatly reduce the Employee costs.

There are different HR Practices for the Organization to adopt, in-order to have Employee Commitment. HR practices contribute to the Organization's bottom line, areas such as recruitment, selection, training, development and performance appraisal which should be consistent, integrated and strategically focused. Firms need to build long-term commitment to retain their work force.

In this context the researcher has taken into consideration of the following combination of Human Resource Practices in the study:

1. RECRUITMENT AND SELECTION

It is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in an Organization (Edwin B. Flippo, 1980). Some organizations like public sector adopt centralized recruitment whereas other organizations resort to decentralized system. There can be different sources of recruitment namely internal sources like vacancies, transfers, promotions, retired and retrenched employees, dependants and relatives of deceased and disabled employees or it can be external sources like education and training institutions, search engines, employment exchanges etc. Recruitment technically precedes selection. Selection is the process of choosing the most suitable persons out of all applicants. It is the process of matching the qualifications of applicants with job requirements. According to Dale Yodder (1972) Selection involves Test, Interview and Medical examination of the candidates. Referrals of candidates are also checked for predicting their behaviour and performance. If the Organization's Recruitment and Selection procedures are well designed it leads to developing Employee Commitment.

2. TRAINING AND DEVELOPMENT

Training is the process of increasing the knowledge and skills for doing a particular job. The purpose of training is basically to bridge the gap between job requirements and present competence of an employee. Training is aimed at improving the behaviour and performance of persons. There are different types of training programmes like Orientation training, Job training, Safety training, Promotional training, Refresher training, Remedial training etc. to enhance the skills of employees. Executive development is a systematic process of learning and growth by which managerial personnel gain and apply knowledge, skills, attitudes and insights to manage the work in their organizations efficiently and effectively. It is necessary for the managerial personnel so as to cope up with the size and complexity of organization, technological changes. It is also necessary to recognize their social and public responsibilities etc. Well-designed and frequent Training and Development programs help the Organizations to inculcate Commitment levels among Employees.

3. COMPENSATION

Wage, Salaries and other forms of employee's compensation constitute a very large component of operating costs. No Organization can expect to attract and motivated employees unless it pays them fair compensation. Employee compensation can be classified into two categories- Basic or Primary compensation and Supplementary compensation. Basic pay refers pay in the form of wages and salaries. It is fixed and non-incentive payment. Supplementary compensation consists of incentive and variable payments, based on either individual output or output of group as a whole. Employee commitment to organizations is a topic that has generated considerable research interest in other industries but has been given limited attention in the foodservice industry (Lam and Zhang, 2003). It is important to the future success of foodservice Organizations to have a committed workforce. Good compensation systems enhance commitment levels among employees.

4. CAREER GROWTH

Before the deep dive into the employee behaviour focus on the actual Career growth that is providing an intrinsic and extrinsic materialistic environment in an Organization and keep hold of their employees. Based on employees' performances receiving and appreciating enticement to match contribution that's may be also rewarded corresponding with the Hotel Management. One factor is employee's physiological or emotional attachment that is responsible for the positive responses from organization through loyalty, warmth, belongings and pleasure etc.

Career commitment supports the goal of the organization. For proving this statement many analytical reviews, models, theories have been circulated, but we emphasize and highlight Meyer and Allen conceptualization model. Organizational career commitment is largely planned and strategic procedures under control of one wave and imply on entire management. Behavioural characteristics are mainly considered in the recital work done in environment to continue improvement in current job and job mobility attentiveness. It is well-designed that Career Growth of the Organization level will includes with the commitment of the employees. It does not mean working for a different company with a different role or different title or different compensation, however fancy they sound or the amount is. Career growth means Employees taking up more responsibilities today than what they did yesterday and continue to do that at regular intervals. The ability to learn new skills and put them to work, the opportunity to take on new challenges and responsibilities', potentiality to improve the employee's credentials and management skills.

Since Career Growth paves way for employees to improve their skills and competencies the influences is high on Employee Commitment.

REVIEW OF LITERATURE

TABLE 1: REVIEW OF LITERATURE USED IN THE ARTICLE

S.No	Name of the Article	Name of the Author	Year	Findings
1	Human Resource Management Practices in the Hotel Industry in Sri Lanka	Shamil, M. M. M.* Samarakoon, S. M. A. K.*	2007	Researchers of this study are in pursuit of identifying HRM practices in the hotel industry in Sri Lanka in relation to demographic factors such as ownership of hotel and type of hotels.
2	The Impact of Human Resource Management Practices on Service Performance of Taiwanese Hotel Industry — Organisational Commitment as a Mediator	Tsang Kai Hung	2006	The result of this study can provide human resource professionals with useful information to decide what human resource practices should be effectively implemented in their organizations.
3	Direct and Indirect Contribution of HRM Practice to Hotel Company Performances	Marinela Dropulic Ruzic	2015	It investigate whether HRM results measured at an individual level (employee engagement, skills, attitude and behaviour) at an organisational level (consequences of employee loyalty) mediate in the link between HRM practice (quantitative and perceived data) and hotel company financial performance and whether hotel company ownership and size are moderating the link.
4	A comparative analysis of best human resource management practices in the hotel sector of Samoa and Tonga	Suwastika Naidu and Anand Chand	2014	This study also found that best HRM practices differ based on differences in internal and external environmental factors present in different geographical areas. The findings of this paper support the assumptions of the Contextual Paradigm of HRM and strategic human resource management.
5	Human Resource Management Practice Tourism and Hotel Industry	S.A. Al Hrouf, B. Mohamed	2014	Reviews recommend provision of array of opportunity for capability building and conducive working environment to promote productivity. Also worth considering, employee, employer relationship, Other variables such as attitude and productivity of employees, relationship between employees and employers, increase and decrease in financial assets should be taken into account.

RESEARCH GAPS

Based on the literature review that is available the following gaps were identified.

- Availability of few studies in Hotel Industry pertaining to this topic.
- Regional specific studies are also few.
- Since Hotel Industry is also contributing towards the economy in a significant way, the study is giving more scope for the Research.

SIGNIFICANCE OF THE STUDY

Employee commitment is the level of commitment and involvement an employee has towards his organization and its value. A committed employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. Thus it is a barometer that determines the

association of a person with the organization. In the area of cut throat competition and globalization, organizations have realized the importance of making their employees feel fully connected to their organizations and to be passionate about their job. Since the hotel industry plays significant role in the service sector, hence it is important to throw light on employee commitment levels which brings loyalty, morale, motivation and higher productivity. In this context the researcher felt that to take up a study on this research topic.

OBJECTIVES OF THE STUDY

1. To understand the concept of Employee commitment at Hotel Gateway – Vijayawada.
2. To identify the most significant Human Resources Management Practices that impact Employee Commitment.
3. To suggest measures to bring Employees Commitment into the organization.

HYPOTHESIS

Pertaining to this study the following five hypotheses have been established.

Hypothesis 1

H0: There is no relationship between HRM Practices and Employee Commitment.

Hypothesis 2

H0: There is no significant impact of Recruitment and Selection on Employee Commitment.

Hypothesis 3

H0: There is no significant impact of Training and Development on Employee Commitment.

Hypothesis 4

H0: There is no significant impact of Compensation on Employee Commitment.

Hypothesis 5

H0: There is no significant impact of Career Growth on Employee Commitment.

The above hypotheses are tested at 5% level (0.05)

Empirical Model

$$DV = \alpha + \beta_1 IV_1 + \beta_2 IV_2 + \beta_3 IV_3 + \beta_4 IV_4$$

Techniques Used: Multiple Regressions

Software Used: SPSS 20

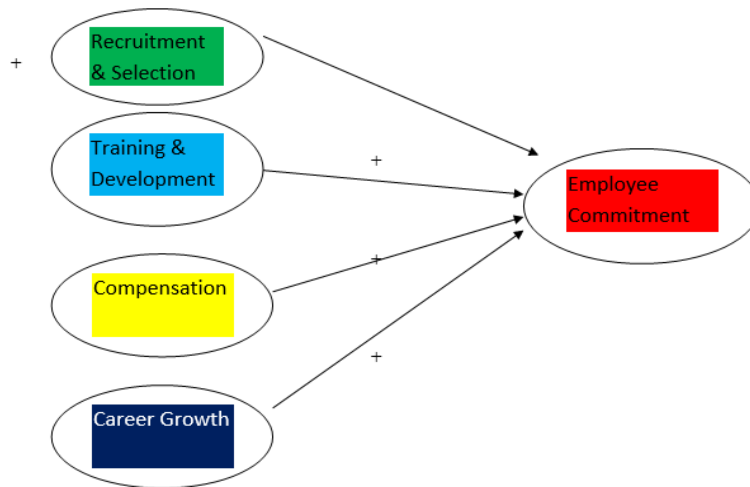
RESEARCH METHODOLOGY

The research design is survey research in nature. The sample size is 100, Comprising of Front Office, House Keeping, Room Service, Waiters/Waitress, Kitchen Staff and Administrative Staff of Hotel Gate Way Vijayawada. A structured Questionnaire having 30 Statements was used for data collections. Responses are measured on a Likert 5 point scale comprising the following (Where SA= Strongly Agree-1, A=Agree-2, UD=Undecided-3, D= Disagree-4, SD=Strongly Disagree-5.)

With respect to the study that was taken the following are the details of the various variables.

Dependent variable is Employee Commitment, and Independent variables are Recruitment and Selection (RS), Training and Development (T&D), Compensation (COM), Career Growth (CG).

FIGURE 1: SHOWING THE RELATIONSHIP BETWEEN INDEPENDENT VARIABLE AND DEPENDENT VARIABLE



$$EC=f(\text{HRM Practices}) =f(\text{RS, T\&D, COM, CG})$$

Whereas RS= Recruitment and Selection, T&D= Training and Development, COM= Compensation, CG= Career Growth

Testing of Hypothesis: Data Analysis and Interpretation

Descriptive Statistics

TABLE 2: SHOWS THE DESCRIPTIVE STATISTICS FOR THE SAMPLE DATA

Variable	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic
Employee Commitment(DV)	100 100	35.00	10.00	45.00	33.8700	.92175	9.21752
Recruitment and Selection (RS)(IVS)	100 100	11.00	4.00	15.00	11.9000	.34656	3.46556
Training and Development (T&D)(IVS)	100 100	20.00	5.00	25.00	19.4700	.55313	5.53128
Compensation (COM)(IVS)	100 100	32.00	8.00	40.00	30.7700	.85267	8.52667
Career Growth (CG)(IVS)	100 100	16.00	4.00	20.00	14.8500	.41836	4.18360

TABLE 3: SHOWS IMPACT OF HRM PRACTICES ON EMPLOYEE COMMITMENT
DV = Employee Commitment (EC)

Independent Variables (IV)	Estimated Co-Efficient	P-Value	Significance	Direction
Recruitment & Selection (RS)	-0.186	0.272	No	Negative
Training & Development (T&D)	0.374	0.53	yes	Positive
Compensation (COM)	0.663	0.000	yes	Positive
Career Growth (CG)	0.434	0.015	yes	Positive

RESULTS AND DISCUSSIONS

From the above table 3 it is evident that:

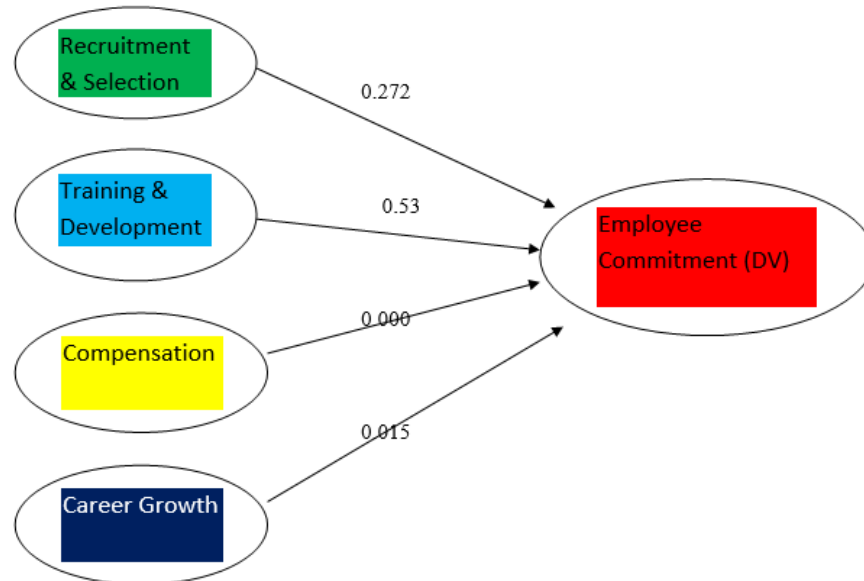
As the P-value for Recruitment & Selection (RS) is 0.272, which is more than the stipulated 0.05 we cannot reject H0 that means there is the no relationship between the independent variable RS and Dependent variable EC (H01)

Similarly, the P-value for Training and Development (T&D) is 0.05, which is equal to stipulated P-value 0.05, Hence we can reject H0 and may say that there is a significant relationship between independent variable T&D and dependent variable EC.

Then the P-value for Compensation (COM) is 0.000<0.05, which is less than stipulated P-value. Hence we can reject H0 that means there is a significant relationship between independent variable COM and dependent variable EC.

Finally, the P-value for Career Growth (CG) is 0.01<0.05 which is stipulated P-value. Hence we can reject H0 that means there is a significant positive relationship between independent variable GC and dependent variable EC.

FIGURE 2: SHOWCASING THE RELATIONSHIP OF IV AND DV AFTER HYPOTHESES ESTABLISHMENT



MODEL

The following is the theoretical model that is used for the analysis.

$$EC = \alpha + \beta_1 RS + \beta_2 T\&D + \beta_3 COM + \beta_4 CG$$

Based on the data collected the estimated model is:

$$EC = 1.944 - 0.186 (RS) + 0.374 (T\&D) + 0.663 (COM) + 0.434 (CG)$$

CONCLUSION

Based on the data analysis it was observed that out of the four independent variables i.e., Recruitment and Selections, Training and Development, Compensations and Career Growth only one variable that is Recruitment and Selection (RS) do not have the significant impact on Employee Commitment. The remaining independent variables have significant impact on Employee Commitment in the following order of priority i.e., COM, CG and T&D.

FINDINGS

- 74% of the respondents agreed that organization places right person in right position.
- 73% of the respondents agreed that they were provided with adequate information during their recruitment process.
- 69% of the respondents agreed that selection of the candidates is based on his/her merit.
- 73% of the respondents agreed that performance appraisal process is systematic.
- 78% of the respondents agreed that organization is assessing training needs of the employees and are trained accordingly.
- 77% of the respondents agreed to the statement that training is based on the relevant change in job & business needs.
- 84% of the respondents agreed that they were assigned challenging jobs to charge their enthusiasm and develop his/her skills.
- 83% of the respondents were encouraged to participate in various seminars and workshops.
- 84% of the respondents agreed that there are being paid adequately for the work they do.
- 79% of respondents agreed that Pay increments offered by their organization are satisfactory.
- 82% of respondents agreed organization makes all payments due to them in time.
- 69% of respondents agreed organization follows the policy of matching pay with performance.
- 74% of respondents agreed pay they receive is competitive compared to employees of other organization.
- 82% of respondents agreed they are satisfied with benefits they receive.
- 72% of the respondents agreed that recognition is systematic and fair distribution of rewards & incentives.
- 70% of the respondents agreed that rewards at their workplace are based on employee performance.
- 73% of the respondents agreed that periodical performance review take place in the organization.
- 71% of the respondents agreed that top management takes care of career growth of employees.
- 70% of the respondents agreed that growth opportunities are systematic based on their performance.

20. 65% of the respondents agreed that employees do not work under the threats of losing their jobs.
21. 66% of the respondents agreed that recreational activities and occasional celebrations are organized in order to let employees show their creativity.
22. 66% of the respondents agreed that they were motivated to work collectively towards achieving common goals
23. 81% of the respondents agreed that Continuous efforts are made in their organization to create a sense of belonging.
24. 70% of the respondents agreed that top management permits employees in decision making roles.
25. 73% of the respondents agreed that they are loyal towards their organization.
26. 74% of the respondents agreed employees and organization values were matched.
27. 71% of the respondents agreed that employees in the organization have good understanding of Employee vision.
28. 71% of the respondents agree that morale in the organization is good.
29. 71% of the respondents agreed that Employee goals and objectives are systematic.
30. 66% of the respondents agreed that organization inspire the best job performer.
31. It was also found from the data analysis, out of the four independent variables i.e., Recruitment and Selections, Training and Development, Compensations and Career Growth only one variable that is Recruitment and Selection (RS) do not have the significant impact on Employee Commitment.
32. It was also found from the data analysis, that Compensation, Career Growth and Training and Development being independent variables have significant influence on the dependent variable i.e., Employee Commitment in the order of priority.

RECOMMENDATIONS

1. It was observed from the findings that employees in the organization have certain level of job insecurity; hence management has to take initiatives to remove such insecure feelings about jobs from the mind of employees.
2. Management has to focus on improving 'motivational' levels among employees; hence commitment levels can be increased.
3. Selections procedures in the organization should focus completely on merit basis, which improves employee commitments.
4. Rewards procedures in the organization should focus completely on performances basis, which improve employee commitment.
5. Growth opportunity in the organization should focus completely on employee dedication, hence it also improve employee commitment.
6. Career Growth in the organization should focus completely on employee interest, hence it increases employee commitment.
7. Employees should be given an opportunity in decision making process, hence it increases employee commitment.
8. Organization goals and objectives should be developed in more specific and clearly communicated to all levels of employees; hence commitment levels can be enhanced.

CONCLUSION

It is evident from the study that the following independent variables Compensation, Career Growth and Training and Development have a significant positive impact on Employee Commitment in the order of priority.

Hence it is recommended that the Recruitment and Selections procedures should be more focused or given attention by the top management in Hotel GATEWAY at Vijayawada, so that there is every possibility to enhance the Employee Commitment levels pertaining to this study.

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