

Employee's Perception on Human Resources Practices on Employees in Hotel Industry

Raman Kumar^{1*}, Dr. Pardeep Saini²

¹ Research Scholar, Sunrise University, Alwar, Rajasthan

² Assistant Professor, Sunrise University, Alwar, Rajasthan

Abstract - A high-quality service industry, the hotel sector relies heavily on its employees, and the quality of service is what drives hotel performance. As a result, this study examines how hotel workers evaluate their company's HR policies and how it affects their job engagement. Moreover, it attempts to determine if the link is mediated by the perceptions of organizational support that people have. There are a large number of women working in the hotel sector, yet there is still a significant gender gap. As they go through the ranks, the gender gap widens even further. Study participants who had a college degree were shown to be more engaged at work than those who received no education. There was a strong correlation established between the level of work engagement and a person's position within a company. It was shown that a highly engaged workforce may be achieved if HR strategies are centered on the needs of employees and put employees first. Managers' HR policies should make workers see them as a means of assistance rather than only as a means of administration.

Keywords - Employee, Perception, Human Resources, Practices, Hotel Industry, etc.

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INTRODUCTION

Many new ideas and tactics have emerged in today's hectic and tumultuous economic climate, allowing firms to generate more while using fewer resources. Since the vigor, longevity, and profitability of organizations largely depend on staff traits like competence, dedication, and engagement, more and more practical enterprises are realizing that intellectual capital is an important source of competitive advantage. As a result, many human resources and management experts now see employee engagement as one of the most significant and vital factors for corporate success today. Employee engagement is a hot subject in human resources management right now. It's a measure of how much an organization's employee's care about its purpose, vision, and goals, as well as how much they participate in the day-to-day operations of the business. (1) Employee engagement is a multifaceted issue that is influenced by a wide range of circumstances.

To achieve employee engagement in an organization, there is no universal "one kit fits all." Accordingly, effective participation will be determined by the flexibility of the method best suited for each company's unique needs and circumstances. HR's influence on the bottom line is a given in today's society. Even more intriguing, though, is the process of finding out what is most effective at making an impression. Increasing a company's worth through investing in its people is a process that makes the company more

"intelligent" - faster to react, more adaptable, more decisive and able to take advantage of new possibilities.(2) An important aspect of HR's duty is to assist design processes that will help the company accomplish its goals. Organizational effectiveness is influenced by a variety of factors, one of which is the level of employee involvement. There is several ways in which HR may influence employee engagement and hence the success of the organization.

Definitions of Employee Engagement

"Avery et al. 2007; Stairs and Galpin, 2010" cite Kahn (1990) as the creator of engagement. His main premise was based on an understanding of the relationship between individual involvement and workplace separation at the workplace. "Psychological meaningfulness, psychological safety, and psychological availability" are the three psychological criteria that he found necessary for payrolls to become highly involved in their job.

Kahn defines "engagement" as being "spiritually," "emotionally," and "physically present" while assuming and executing an impregnable and outstanding position. Each and every day, members of an association's staff exhibit their commitment to their organization by engaging in "passionate and academic responsibilities" for their organization. Voluntary efforts of workers towards their employers might also be included in this definition. (3)

The Concept of Employee Engagement

Businesses are under increasing pressure to improve their overall performance and enhance the level of dedication of their employees.. Increased employee involvement has become a compelling commercial case in recent years. Profit, people, and the planet are the three Ps that make up the triple primary point. An evaluation of a company's financial, social and environmental impacts is the goal of this study. Every company's greatest asset is its workforce. Employee morale and productivity both go up when they are happy. Having a large number of disengaged and uninterested employees in the workplace can be a red flag for many organizations.

Organizational progress is increasingly dependent on the level of employee participation. Employers realized the importance of employees in the knowledge economy as competition heated up. It is imperative nowadays those businesses maintain and improve their competent workforce and productivity in an ever-changing global economy. As the sole remaining factor that can make this happen, the desire to do much more is mingled with the mandate to concentrate on increasing employee engagement, it requires more time, effort, dedication, and investment to raise engagement levels and keep them there. In this way, the employee's positive outlook on the firm and its values is transformed. (4)

Employees that are actively involved in their work are well-versed in the organization's operations and work collaboratively with their coworkers to improve overall performance. The company must seek to increase and maintain employee involvement, which necessitates collaboration between the employer and the employee on both sides.

Employee Engagement Strategies

Worker commitment and its influence on company execution have been the focus of our discussions thus far. We've discussed representative commitment's formation, importance, and control mechanisms. As a further step, let's talk about the factors that influence a company's ability to keep its employees engaged. Management must consider the 8 items listed below in order to maintain "engaged personnel" in any organization. (5)

1. Start it on day one:

The management of new capacity-securing frameworks is assisted by several affiliations. Regardless, they need the use of appropriate mechanisms for maintenance. There are two key building blocks that must be put in place on the first day of development for each new employee: practical decision and presentation programs. Chiefs should use caution while gathering the new illustrative probable utmost compasses through gainful assurance.

2. Start it from the top:

Developing clear and open objectives is a prerequisite for effective representative involvement. As long as the top thinkers don't believe that worker engagement is a real thing, the rest of the workforce won't believe it, and it won't become a "trend" or "another HR bandwagon."

3. Enhance employee engagement through two-way communication:

Incoming and outgoing communications should be consistent for administrators. A worker isn't just a blank piece of parchment on which someone may scribble out their thoughts and judgments without allowing the employees to retain their own voice on things that have a direct impact on their job and career.

4. Providing satisfactory opportunities for development and advancement:

Management should encourage people to think for themselves and offer them more latitude in their job. As a result, workers should be able to select how and when they work in order to attain the desired results.

5. Ensuring that employees have everything they need to do their jobs:

For the genuine purpose to be successfully fulfilled, leaders must guarantee that specialists "have all of the advantages, for example, physical or material, financial and information resources."

6. Employees are given appropriate training:

The representatives need to be given proper trainings to assist them improve their skills and increase their knowledge. Here, the simple rule of thumb is that when a representative is more informed about the newest developments in his or her field, his or her confidence grows.

7. Building a strong feedback system:

Businesses should set up an administrative structure that holds both managers and employees accountable for the amount of engagement they foster. "Overview of representative engagement level" aids in finding the components that make employees engaged in their job. All components must be written down in this light, and then 3-4 factors should be selected from them all. It is not realistic to analyze all components at once, thus attention should be placed on the final few areas that have been selected.

8. Incentives have a part to play:

Delegates who exhibit more vital duty in their jobs should have both fiscal and non-budgetary advantages worked out by administrators. Plethoras of association hypotheses have revealed the tendency of delegates to put in as much effort as feasible in the workplace while receiving considerably attractive salaries, certification, and praise. (6)

Hospitality Sector in India

When it comes to fueling the growth of the Indian economy, hospitality has emerged as one of the important businesses driving the services sector. The direct contribution of tourism and hospitality to GDP increased by 23.6% in 2017, according to IBEF, bringing the industry's share to Rs 5.9 trillion (US\$ 91.3 billion). India's 9.4% GDP contribution from tourism is also the country's third-largest source of remittances outside the country, and it was the country's 7th-largest contributor to GDP in 2017. Tourism in India has a bright future, because to the country's diverse landscapes, rich cultural and historical history, diverse biodiversity, and stunning natural beauty. Tourism is a key employer as well as a significant source of revenue in terms of foreign exchange for our country. FEEs from tourism grew 8.30 percent year-on-year to US\$ 23.54 billion in the first nine months of 2018.

Importance of Employee Engagement

In order to achieve high levels of organizational performance, employee engagement is essential. Better customer happiness, higher levels of inventiveness, fewer absences, improved retention, and fewer catastrophes are all linked to higher levels of employee engagement. By enabling managers to strengthen their people administration abilities and adopting the behavior proven to be vital in this framework study insight, organizations may be able to improve employee engagement, health and well-being. An organization's success depends on having people who aren't only content but also inspired, spurred, and eager to try new activities or embrace new working principles that will benefit both the company and themselves, according to Asset Skills (2013). Because of this, employee engagement may play a significant part in explaining the success of a firm. As a result, employers must get a better grasp of how to keep people happy and motivated to accomplish excellent results. (7)

Employee Engagement: An Important Antecedent of Organizational Success

There are varying degrees and intensities of engagement across employees, but those that show a higher level of commitment to the company are more inclined to go the additional mile. Emotional, cognitive, and behavioral patterns are thought to be linked to high levels of employee engagement. Employees' emotional patterns reflect how they view their company, their managers, and their coworkers and subordinates. An employee's conviction in his or her

organization, supervisors, coworkers, and subordinates is referred to as their "cognitive engagement." The behavioral component is the increased value of an employee's job effort, which includes things like brainpower, extra time, and energy. It is thought that employees who have a strong interest in their company's work procedures are more engaged. (8)

The book covers this topic in detail: - Review of Literature. Employees that are more engaged in their companies' work procedures and have a good attitude are more likely to perform at a higher level, which is a major factor in a company's success. High-performance work systems were discovered to be used by organizations with considerably greater worker productivity in 2005 by Datta and his colleagues, who studied survey answers from 132 U.S. manufacturing enterprises.

Employee Engagement Defined In Managerial Perspectives

It is defined as the degree to which employees appreciate, enjoy, and believe in their work. That is to say, it is a measure of how deeply a worker cares about his or her work, the organization, and the ideals it upholds. Employees who are engaged are loyal to their employer, have a strong sense of job ownership, and put in more effort in terms of energy, time, and productivity compared to those who are not involved. As a concept, employee involvement has been characterized in a variety of ways, but all communicate the same meaning and understanding. According to this view, motivating employees has been described as both a psychological and a complicated process, because motivating employees has been shown to depend on a variety of factors. For one employee, this strategy may work, but it won't engage another. This is because of the complexities of human psychology.

A competitive advantage may be gained by a company if an engaged employee is able to successfully connect with both customers and the business. The employee engagement positively impacts organizational performance outcomes, such as staff retention, profitability and customer loyalty. In addition, these employees are aware of the business environment, and they work together with their coworkers to improve their company. They put their inherent abilities to good use for the good of the company. (9)

Organizational Perspective of Employee Engagement

Each theory has its own set of advantages and disadvantages when applied to a commercial or business organization. In the next section, several business and public sector interaction strategies are discussed. According to Vodafone, a company's ability to engage its workforce is a consequence of its employees' willingness to put in their best effort

for the benefit of the company as a whole. When it comes to employee engagement, another international telecommunication service provider feels that the mix of elements such as ideas, attitudes, and actions that determine the level of loyalty and responsibility of employees is the most important. Engaged employees are those who have a strong emotional connection to the company and a rational knowledge of the company's strategic aims and values.

They are also those who are motivated and willing to put in extra effort to go above and beyond in order to help the company achieve its goals. However, Johnson & Johnson, an American-based global corporation, takes a different tack and views employee engagement as a measure of how pleased individuals are with their employment, how valued they feel, and how much teamwork and trust they experience. Employees that are happy in their jobs are more likely to stay with the firm for a longer period of time and to develop new and better methods to contribute to the company's success. An organization with high performance and sustained production is the end outcome of this strategy. (10)

Academic Perspectives of Employee Engagement

Employee involvement has been described in a variety of academic contexts, including that of the employee, the employer, and even the institute itself. In 1990, Kahn coined the phrase "employee engagement." In his work, he referred to employee engagement as a unique entity that is distinct from job participation, dedication, and intrinsic motivation. The psychological experiences of work, according to him, are linked to how people present or refrain from doing their professional tasks. There are three psychological factors that impact job engagement, according to his research: availability, safety and purpose. Employees' commitment to their jobs was shown to be higher when they were in environments where they felt more psychologically safe and that their work had greater psychological purpose, according to his findings. Kahn's approach was empirically validated in 2004, and the results showed a strong link between engagement and accessibility, security and significance.

According to their findings, a supervisor's ability to foster a pleasant and satisfying working relationship is positively correlated with both their sense of purpose and the quality of their function in the organization. In addition, engagement is linked to a sustainable workload, emotions of choice and control, appropriate recognition and reward, a supportive work community, fairness & justice, meaningful & valued work, and a sense of belonging. Social exchange theory (SET) said that "obligations are formed through a sequence of exchanges between parties in a situation of reciprocal dependency." According to the social exchange hypothesis, a relationship develops trust, loyalty, and mutual commitment as long as both sides adhere to mutual exchange rules. A research by

Robinson et al. used a similar technique to define engagement. Engagement, in their view, refers to a two-way, symbiotic connection between an employer and an employee in which the person, rather than receiving monetary compensation, devotes more time, energy, and mental resources to their jobs. In addition, the employee's favorable attitude about the firm and its worth contributes to employee engagement. Additionally, they emphasized the importance of employees who are actively involved in their work being abreast of business developments and collaborating with colleagues to improve their own performance and that of the company as a whole. (11) It has also been proposed that a greater index of employee involvement in a company is dependent on actions from both employees and employers, a concept reinforced in a study by the Institute of Employment Studies.

Overview for Perspective and Opinions of Employee Engagement

There are some important distinctions between the definitions of employee involvement presented in the preceding sections, but there are also many essential similarities. The primary focus of a company's definition of success is on the benefits that the company receives as a result of the engagement. "All definitions of engagement, regardless of source, have a commonality that depicts employee engagement as a desirable condition that has an organization's purpose and "connotes involvement, commitment," "passion," "enjoyment," "focused effort and energy, so it has both attitudinal and behavioral components."

Employee engagement is defined differently in different industries, but the preceding concepts serve as the foundation for their agreement. There is a wide range of levels of employee engagement described by them. (12) According to their definition, "engagement" refers to an employee's willingness to put in extra effort on behalf of the company by making a personal commitment, advocating for the organization, and utilizing their skills to their greatest potential. It also emphasized the necessity of a company's employees having a personal connection to it. Consequently, those who are committed to their work and the company as a whole are not only invested in their roles, but also in the company's success.

CONCLUSION

Organizations are under more and more pressure than ever before to boost their bottom lines. In order for an organization to achieve this, it must perform well in all areas. In order to manage a successful organization, it must be good in every element. The success of an organization is built on the individual contributions of its members. As a result, individuals at all levels of an organization must be fully engaged and involved in order to cooperate, unite behind the

vision and goal of the organization, and build wealth by serving the wants and ambitions of consumers. As a result, organizations will need to implement long-term strategies to keep their staff engaged. The hotel sector relies heavily on the level of service provided by its employees. This would allow organizations to see employee engagement in a more strategic light and create and implement human resource strategies that would improve employee engagement. Understanding how HR practices affect work engagement is essential.

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Corresponding Author

Raman Kumar*

Research Scholar, Sunrise University, Alwar, Rajasthan