

Study of HRM Practices Employed in the Hotel Sector with a Specific Focus on Lucknow and its Impact on Employee Satisfaction.

Neeraj Shailli Singh^{1*}, Dr. Archana Sharma²

^{1*}Research Scholar, Amity Business School, Amity University, Lucknow (U.P.)

²Associate Professor, Amity Business School, Amity University, Lucknow (U.P.)

Corresponding Author: Neeraj Shailli Singh^{1*}

Abstract: The current research aims to assess the satisfaction level of staff members at hotels in Lucknow, India, by examining the human resource management (HRM) strategies employed in the hospitality industry. Research study data was obtained from a combination of Secondary as well as primary sources. The sample comprises employees from the premier hotels in Lucknow. The survey findings suggest that employee satisfaction as well as job motivation are being increasingly recognized as vital components in companies. The findings of this investigation can be utilized to improve the efficiency of hotels in other cities nationwide.

Keywords: Contentment, Efficacy, Drive, Efficiency, Warmth

1. Introduction

The industrial and economic sectors in many nations, particularly emerging ones like India with a low per capita income, are grappling with the issue of employee job discontent and a high turnover rate. Job satisfaction refers to One's sentiment or psychological state towards the essence of their occupation. Job satisfaction can be influenced by various aspects, including the type of supervision, organizational policies and administration, remuneration, and quality of life. Employers have a desire to retain employees and prevent them from seeking employment with other organizations [1]. To effectively retain employees, it is crucial to offer job satisfaction and ample opportunity for professional development. "The scarcity of promising opportunities is more prevalent now than ever before due to the growing competitiveness of the job market." This article examines the elements of work culture in hotels and estimates their impact on employee satisfaction. Additionally, it explores the significance of comprehending various tactics employed and their impact on job satisfaction. The primary objective was to identify the different approaches to employee satisfaction in prominent hotels in Lucknow, and to determine potential areas for enhancement through Human Resource techniques. The evaluation of the investigation's results is based on many concepts within the field of Human Resource Management. Multiple concepts of inspiration, management, and culture are utilized to elucidate and evaluate the result. The main aim of the research is to determine the different human resource management practices utilized by the hotel industry, specifically in the Lucknow area. The second objective of the research is to examine the different variables and evaluate their impact on satisfaction with work. The main area of study in the field of HRM has been the examination of how HRM practices impact organisational performance. A number of scholars have investigated the impact of human resource management (HRM) practices on productivity in the Hotel & Tourism industry. Only a restricted number of academics have investigated the human resource management (HRM) techniques and their impacts in the Hotel & Tourism industry in India. Furthermore, there has been no research conducted

on the Human Resource Management (HRM) practices, their resulting effects, and the impact of these procedures on satisfaction with work among employees working in the leading hotels in Lucknow. Therefore, the objective of this study is to address the current research gap pertaining to the Hotel sector in Lucknow. The objective of this study is to find strategies for the human resource management (HRM) practices implemented by hotels in Lucknow. More precisely, it aims to ascertain the impact of HRM strategies on staff happiness, dedication, and retention. What is the impact of HRM practices on the efficiency of leading hotel chains in Lucknow? Therefore, the findings of this research are significant for clarifying the effects of HRM practices on HRM outcomes, like motivation among workers, staff commitment, retention of staff, etc., at well-known hotels in Lucknow. Additionally, it sheds light on the relationship between these outcomes and employee satisfaction. The study's findings offer significant insights for management to assess the efficacy of the human resources (HR) efforts they are presently executing.

Our investigation developed assumptions that are specifically related to our research objective, based on an extensive analysis of current literature. The subsequent are the four assumptions or elements that lead to satisfaction among workers in the hotel industry:

Hypothesis 1: There is a positive correlation between providing staff training and an improvement in employee satisfaction.

Hypothesis 2: Providing compensation based on performance is directly linked to higher levels of employee satisfaction.

Hypothesis 3: There exists a positive association between the level of employee participation in the process of making decisions and the subsequent improvement in employee satisfaction.

Hypothesis 4: An efficient mechanism for handling grievances is directly associated with higher levels of employee contentment.

2. Methodology

The specific field of study focused on the prominent hotel in Lucknow and its surrounding areas. The employee satisfaction survey targeted prominent hotels in Lucknow, such as Taj, Ramada, Featuring, Hyatt Regency, Novotel and Clark Avadh. Personnel from the top, middle, and bottom tiers of management were all engaged in the research project. The poll included personnel from all departments of the hotels to ensure a comprehensive and unbiased outcome in relation to the research subject. The total number of responses was 209. This study employed a quantitative research approach, which involves mathematically analyzing numerical data to explain phenomena (2). Defining the phenomena is the initial step in any research, whether it is quantitative or qualitative in nature. The existence of the phenomena is essential for the research to be valid. In quantitative research, data must be presented in numerical form due to the reliance on mathematical tools for analysis. A quantitative research method, such as a questionnaire, is employed to do this research. The investigation is conducted using both secondary and primary data sources. The secondary data is obtained by doing an in-depth review of relevant literature. Data is primarily acquired using a standardized questionnaire.

Development of Questionnaires and Measurement Instruments

The purpose of the investigation is to examine the human resources strategies employed by the hotel sector in India. The assertions in this review have been carefully formulated following an extensive analysis of pertinent literature. This survey is comprised of two sections. The initial section of the survey consisted of demographic inquiries pertaining to age, gender, education, and tenure with the organization. The second section of the survey has 34 statements that pertain to the HR initiatives implemented by the hospitality business in India. These statements pertain to the process of selecting and hiring employees, their training and professional growth, evaluating their performance, promoting personnel, managing grievances, providing salary and job-related social benefits.

The accomplishment of this important mission will solely rely on the honest and uninhibited opinions of the respondents regarding their work in their individual hotels. The information you enter will be held in strict confidence and used solely for statistical purposes.

Data Analysis

The Cronbach's alpha test is administered to evaluate the scale's reliability. The correlation coefficient of the Pearson test is performed to ascertain the extent of correlation between two variables. The study utilized a regression approach to investigate the relationship between the independent variable and the dependent variable. The statistical evaluation of all these tests was performed utilizing the Statistical Package for the Social Sciences 21 (SPSS).

3. Results

The sample consisted of 209 respondents employed in various sectors of different departments at prominent hotels in Lucknow. **Table 1** depicts the distribution of responses based on gender.

Table 1: Demographic distribution of respondents by gender.

Sex	(%)
Male	53.6
Female	46.4
Total	100.0

The age distribution of the responders is displayed in **table 2**. The data indicates that most responders fall within the age range of 21-30. Specifically, 35.4% of the participants. Individuals that are 3.8 years old or older fall into the age category of 51 or above.

Table 2: Division of respondents by age.

Age	Percent (%)
51 >	3.8
40 – 51	16.7
30 – 40	27.8
21-30	35.4
Under 21	16.3
Total	100.

Participants were requested to specify their highest level of educational attainment. **Table 3** presents the compiled data about the highest level of educational attainment. Based on the data presented in table 3, Most participants in the sample have indicated that they possess a hotel management degree that spans a duration of three years as their highest level of schooling. In other words, a total of 91 employees have successfully completed a 3-year degree program. Furthermore, table 3 displayed the respondents' organizational service periods.

Table 3: Education Qualification and Service Periods of Respondents.

Highest EducationQualification	Percent (%)	Service period	Percent (%)
Post Graduate	10.0	0-3 years	78.4
4 Years- Degree	4.4	3-5 years	8.6
Bachelor's degree - 3 years	43.5	5-8 years	7.7
Diploma	42.1	More than eight years	5.3
Total	100.0	Total	100.0

Reliability testing

Cronbach's alpha was utilised in the present investigation to evaluate the reliability of the items. Cronbach's Alpha coefficient is a statistical metric employed to evaluate the internal consistency of a measurement instrument. The representation consists of values that span from 0 to 1, with larger values denoting a greater degree of reliability. **Table 4** displays the outcomes of the reliability test for each HRM practice. All the alpha levels surpass 0.6. According to Table 4, the alpha value for grievances handling is 0.911, indicating the greatest alpha value among all HR Practices. The alpha values computed for three HRM practices exceed 0.7. The three domains encompass grievances management, performance evaluation, and recruiting and selection. The results suggest that the Cronbach's alpha coefficient is 0.722 for all 34 dimensions of HRM practices. These figures demonstrate a robust internal coherence across the objects and the concept in question.

Table 4: Reliability Statistics for Six HRM Practices.

HRM practice	Cronbach's Alpha
Practices for recruiting and selecting employees	0.711
Practices related to the training and development of individuals	0.630
Methods of evaluating employee performance	0.797
Remuneration and welfare perks	0.613
Methods of advancing or elevating individuals within an organization	0.652
Grievances Handling	0.911
	0.722

Table 5: Statistical analysis of the dependability of HR results

HR	Cronbach's

Employee dedication	0.743
Job satisfaction	0.767
Retention of employees	0.774
	0.761

The following table presents the Cronbach's alpha coefficients for each HR outcome, namely employee happiness, dedication, and persistence. All of the alpha values are clearly above 0.74. Therefore, the items demonstrate adequate internal consistency in relation to the concept. Furthermore, it delineates the alpha coefficients corresponding to every aspect of HR outcomes. The numerical value is 0.761.

Correlation Analysis

Correlation is a statistical tool that measures the extent that any number of variables show simultaneous changes. The six primary categories of correlation include negative correlation, positive correlation, absence of association, strong correlation, perfect correlation, and weak correlation. In a positive correlation, variables demonstrate a simultaneous growth or decrease. In a situation where there is zero correlation, the variations in variables are completely independent and have no connection to each other. A perfect correlation is observed when there is a distinct and effective connection between the variables. In a robust correlation, the data points on the line exhibit a significant level of closeness to one another. A weak correlation is characterized by a significant distance between the data points on a line. Regression analysis is a robust scientific method employed to identify the factors that have a substantial influence. It provides answers to the question: Which aspects are of the highest significance? Which objects or circumstances might we exclude or disregard? How do those components mutually influence one another? Furthermore, it is essential to determine the degree of certainty concerning these factors (Gallo, 2016). The Pearson correlation coefficients demonstrate a direct correlation between all the variables that are independent and employee satisfaction. Thus, hypothesis 1 was validated, demonstrating a distinct correlation between providing employee training and improving employee satisfaction.

Table 6 displays the correlation coefficient among the employee satisfaction, dependent variable, and the independent variables, that consist of the four components of development and training practice. The correlation coefficients of three independent variables are highly significant at a level of significance of 1%. A regression analysis was conducted to investigate the correlation between employee satisfaction and the four components of development and training in relation to hypothesis 2. The revised R square value of 0.132 suggests that 13.2% of the total variation in staff satisfaction can be ascribed to the training variable. The results demonstrate that the F value is 8.896, which exhibits statistical significance at a p-value of 0.000. These findings indicate that the four characteristics of the training variable have had a substantial impact, explaining 13.2% of the variation in employee satisfaction. The regression analysis indicated that the greatest significant factor in describing the disparity in employee satisfaction was having the requisite training to properly do the job ($t = 4.081$; $p = 0.000$). The observed result demonstrates statistical significance with a level of significance of 1%. The component that had the greatest influence on staff satisfaction, as evidenced by a standardized coefficient beta of 0.295, was the provision of adequate job training. Regarding hypothesis 2, the null hypothesis posits that there is no significant link between the implementation of training programmes and the enhancement of employee satisfaction. The regression analysis results support hypothesis 2. Consequently, the null hypothesis is refuted, and the dataset provides support for the alternative hypothesis, which asserts a positive correlation between the provision of training and increased employee satisfaction. The correlation analysis indicates that the p-value for the two-tailed test of relevance is 0.000 and the Pearson correlation coefficient is 0.439. These figures indicate a strong and positive association between employee happiness, and performance-based compensation as expected. Therefore, hypothesis 2 was validated, suggesting that the introduction of compensation based on performance is positively associated with enhanced employee satisfaction.

Table 6: Pearson correlations were conducted to examine the relationship between training characteristics and satisfaction with work..

(Training)	(Employee Satisfaction)
Professional development for career advancement	0.233**
Acquiring the necessary training to perform the job proficiently.	0.360**
Prospects for acquiring knowledge and developing oneself	0.261**
Job-related training session	0.090

**Significant at the 0.01 level (2-tailed).

Table 7: Regression analysis results for staff satisfaction.

Standard error	0.003
Regression coefficient	0.022
t-value	7.039
Standardized Coefficient (β)	0.439
Significance level (p)	0.000
F value	49.552
Adjusted R^2	0.189

A regression study was conducted, employing compensation based on performance as the independent variable and employee satisfaction as the dependent variable. The corrected R square value is 0.189, signifying that based on performance remuneration may account for 18.9% of the variability in employee satisfaction. The F value is 49.552 with a p-value less than 0.000. The regression coefficient (B) was 0.022(0.003), which means there was a significant divergence from zero. The t-value was 7.039 and the p-value was 0.000, both suggesting significance at a 1% level. Therefore, the results obtained from the analysis of regression support hypothesis 3. Thus, the null hypothesis is refuted and the alternative hypothesis, which asserts that the introduction of compensation based on performance is positively associated with enhanced employee satisfaction, is validated.

The correlation analysis indicates that the p-value for the two-tailed test of significance is 0.000 and the Pearson correlation coefficient is 0.496. This relationship exhibits statistical importance at a level of significance of 1%. The figure of 0.496 demonstrates a positive link between employee involvement with decision-making and employee happiness, as expected.

The regression analysis findings are presented in **table 8**. An analysis of regression was conducted, with staff participation in the decision-making process as the independent variable and employee satisfaction as the dependent variable. The adjusted R^2 value of 0.243 suggests that the employee involvement in decision making variable is a strong predictor, explaining 24.3% of the variability in employee satisfaction. The F value is 67.640

with a p-value of 0.000. The regression coefficient (B) is 0.025(0.003), indicating a statistically significant deviation from zero ($t = 8.224$; $p = 0.000$) at the 1% significance level. Thus, the results of the regression analysis support hypothesis 3. Thus, the null hypothesis is refuted, and the data obtained from famous hotels in Lucknow supports the alternative hypothesis that asserts a positive correlation between employee engagement in decision making and higher employee satisfaction.

Table 8: Results of Regression Analysis.

Significance level (p)	0.000
Standard error	0.003
Regression coefficient	0.025
t-value	8.224
Adjusted R^2	0.243
Beta (Standardized Coefficient)	0.496
F	67.640

Table 9: Results of Pearson Correlations for Employee Satisfaction.

dimensions of Grievances handling	Employee satisfaction
supervisor delegates work effectively	-0.127
Availability of supervisor	-0.012
The supervisor effectively manages work-related matters.	-0.049
Clear & formal procedures for GH	-0.020

Table 9 presents the correlation coefficients between the dependent variable, the independent variables, and employee satisfaction, the four elements of grievances processing. The correlation study findings demonstrate a negative link between all the independent factors and employee satisfaction. These statistics suggest that there is an unexpected inverse correlation between the grievance management system of Hotels in Lucknow and employee pleasure. Nevertheless, it is important to acknowledge that this conclusion is highly unclear. A regression analysis was conducted, using retention of staff as the dependent variable and four aspects of grievances processing as the independent variables. The updated R square value is 0.025, suggesting that 2.5% of the total variation in employee satisfaction can be attributable to the combined influence of all four elements

of grievances processing. The findings suggest that the F value is 2.338 ($p = 0.057$), indicating that the four characteristics of grievances processing have a statistically significant impact, explaining 2.5% of the variation in employee satisfaction at a 10% level of significance.

The supervisor's ability to delegate work is highly significant at a 1% level of significance, as evidenced by a negative t-value of -2.892 and a p-value of 0.004. The parameter that had a statistically significant effect on employee satisfaction, based on a significance level of 10%, was the presence of a supervisor ($t = 1.785$; $p = 0.076$). Regarding hypothesis 4, the null hypothesis suggests there is no significant link between the management of grievances and increased employee satisfaction. The outcomes of the regression analysis do not support hypothesis 4. Thus, the null hypothesis remains unchallenged, whereas the alternative hypothesis asserting a positive correlation between the grievances handling system of notable hotels in Lucknow and higher employee satisfaction is refuted. Therefore, the data collected from employees using a well-organized questionnaire does not offer any proof to substantiate the alternative hypothesis that the grievance management system of leading hotels in Lucknow is positively associated with a rise in employee satisfaction in those establishments.

4. Conclusion

Only a limited cohort of academics have investigated the human resource management (HRM) methods and their impact in hotels situated in Lucknow. None of the research have directly examined the HRM practices, their outcomes, and the impact of HRM on the correlation between employee happiness and hotels in Lucknow.

Therefore, the objective of this study was to address the current research gap about Hotels in Lucknow.

The study's findings offer useful insights into the HRM techniques that exhibit a strong association with HR outcomes, such as staff commitment and employee satisfaction in hotels situated in Lucknow. Hence, the findings of this research hold significance for managers in evaluating the efficacy of the HR techniques they already employ and identifying the HRM outcomes linked to them. The study's findings offer useful insights into the HRM techniques that exhibit a positive link with HR results, such as staff commitment, and employee satisfaction in hotels situated in Lucknow.

Hence, the findings of this investigation have significant worth for managers in assessing the efficacy of their present HR strategies and identifying the HRM outcomes linked to their endeavours. The study results demonstrate a direct relationship between clusters of HRM practices and increased employee satisfaction. Therefore, the adoption of effective HRM practices leads to the satisfaction of employees. The results revealed that just four distinct facets of HRM practices were recognised as determinants of employee satisfaction within the hotel industry in Lucknow. These practices include compensation and benefits, performance review, skills and knowledge development, and the hiring and selection process. The correlation between remuneration and social benefits and employee happiness was extremely substantial. The current study had several constraints, specifically, it solely relied on questionnaires as the survey methodology for data gathering. Hence, it is recommended to employ diverse survey approaches to acquire thorough data during subsequent study. Certain participants may exhibit a lack of honesty and dedication when filling out the survey, thereby undermining the precision of the findings. Moreover, gaining an understanding of the variables that impact employee attrition and job satisfaction will be beneficial for the organization. Acquiring this information can help in efficiently overseeing and maintaining potential staff, hence decreasing the expensive rate of employee turnover for the organization.

5. References

- [1] A Study on Employee Retention Strategies and Factors with. (2019). International Journal of Business and Management Invention (IJBMI), 1-8.
- [2] A STUDY ON EMPLOYEE RETENTION STRATEGIES IN IT/ITES SECTOR:. (2017). Indian journal of applied research, 183-185.
- [3] A.A. Khan, B. M. (2011). An empirical study of retention issues in hotel industry: A case study of Serena Hotel, Faisalabad, Pakistan. European Journal of Economics, Finance and Administrative Sciences.

- [4] AN EMPIRICAL STUDY OF EMPLOYEE RETENTION IN IN RELATION TO HRM PRACTICES OF PRIVATE SECTOR BANKS. (2015). *International Journal of Engineering Research* , 35-42.
- [5] Asamoah, D. (2013). Effect of human resource management practices on employee retention: perspectives from the mining industry in Ghana. *International Research Journal of Arts and Social Sciences*, 30-48.
- [6] Azeez, S. A. (2017). Human Resource Management Practices and Employee Retention: A Review of Literature. *Journal of Economics, Management and Trade*, 1-10.
- [7] Balakrishnan*, C. (august 2013). Impact of Internal Communication on Employee. *International Journal of Scientific and Research Publications*.
- [8] Chamoli, D. V., & Sangeeta, D. (2019). The Impact of Employee Training Practices on Employee Satisfaction, Commitment and Retention: A Case study of Hotels in Chandigarh. *International Standard Serial Number*, 152-159.
- [9] Das, B. L., & Baruah, D. M. (2013). Employee Retention: A Review of Literature. *IOSR Journal of Business and Management*, 8-16.
- [10] Eva Kyndt, F. D. (2009). Employee Retention: Organisational and Personal Perspectives. *Vocations and Learning* .
- [11] Gilani, H., & Cunningham, L. (2017). Employer branding and its influence on employee retention: A literature review. *International Standard Serial Number*, 239-256.
- [12] Kumar, M. M. (2017). EMPLOYEE RETENTION STRATEGY -A STUDY IN TCS COMPANY. *International Research Journal of Management Sociology & Humanity*. *International Journa*.
- [13] kumar, M. M., & Mohd, D. K. (2017). Employee Retention Strategy-A study in TCS company . *International Reasearch journal of management sociology & humanity*, 250-258.
- [14] maqsood haider, a. R. (2015). The Impact of Human Resource Practices on Employee Retention in the Telecom Sector. *International Journal of Economics and Financial Issues* 5.
- [15] Maqsood Haider, A. R. (january 2015). The Impact of Human Resource Practices on Employee Retention in the Telecom Sector. *International Journal of Economics and Financial Issues* .
- [16] Masibigiri, V. A. (2011). Factors affecting the retention of Generation X public servants: An exploratory study. *SA Journal Of Human Resource Management*.
- [17] mathur, a. (january 2013). A Study on Impact of Employee Retention in Private Sector Sugar Mill. *International Journal of Emerging Research in Management &Technology*.
- [18] Muathe, O. D., & Kwenin. (2013). The Influence of Employee Rewards, Human Resource Policies and Job Satisfaction on the Retention of Employees in Vodafone Ghana Limited. *European Journal of Business and Management*, 13-20.
- [19] Narang, & Uma. (2013). Analysed the impact of HRM practices i.e. Career development opportunities, supervisor support, working environment, rewards and work-life policies on employee retention in the banks. *International Journal of Engineering Research & Management Technology*.
- [20] Nazia, S. &. (2013). EMPLOYEE RETENTION PRACTICES IN INDIAN CORPORATE -A STUDY OF SELECT mncs. *International Journal Of Engineering And Management Sciences*.
- [21] Shanmugam.R., A. (2012). AN EMPIRICAL STUDY ON RETENTION OF EMPLOYEES IN ITINDUSTRIES WITH SPECIAL REFERENCE TO WIPROTECHNOLOGIES. *INTERNATIONAL JOURNAL OF MANAGEMENT* .
- [22] Singh, D. (2019). A Literature Review on Employee Retention with Focus on Recent Trends. *International Journal of Scientific Research in Science and Technology*, 425-431.
- [23] Sinha, M. D. (2013). A STUDY OF EMPLOYEE RETENTION IN THE PHARMACEUTICALS SECTOR IN DEHRADUN CITY. *International Journal of Education and Psychological Research*, 30-39.
- [24] Thite, M., & Russell, B. (2010). Work organization, human resource practices and employee retention in Indian call centers. *Asia Pacific Journal of Human Resources*, 356-374.
- [25] Yousuf, M. S. (2019). Factors Influencing Employee Retention: A Karachi Based Comparative Study on IT and Banking Industry. *Nternational Journal of Human Resource Studies*.