

Human Resource Practices and Job Satisfaction in the Hotel sector in India: An Organizational Perspective with Smart PLS Analysis

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Abstract: *The present time is going through one of the worst global crises due to the lockdown, social distancing norms as one of the measures for containing COVID-19, in almost all the countries. Even before the crisis, the hotel industry as a whole lacked proper appreciation and professionalism. This reduction could be due to low employee satisfaction arising out of unstructured and poor wage systems and professionalism. Human resources management is imperative for better commitment to the workplace and for the employee job satisfaction. Therefore, considering the research gap, the motive of this paper is to assess the relationship between human resource practices (HRP) and job satisfaction (JS). Data were collected through questionnaire from 82 hotels in Uttarakhand. The validity of the model and hypotheses was tested from Smart-PLS. The results showed two practices (recruitment & selection and performance appraisal) of human resources have a positive relationship with JS. The limitations and directions for future research are discussed. This study extends the literature by empirically adducing evidence the relationship between HRM practices and job satisfaction of the hotel industry in Uttarakhand.*

Keywords: *Job Satisfaction, SEM-PLS, COVID-19*

Introduction

The hotel sector which is an integral part of the tourism and hospitality industry generates revenue and creates employment ranging from the local level to the national and international levels. It caters to the need of all sections of the society depending upon the affordability of the individual or group. In spite of the importance, most of the hotels lack professionalism, and the approach towards customers is casual. These may be due to the fact that this service sector lacks well trained and skilled manpower and organized operations are not in proper shape with regular disturbances in the tourism industry stated that for a boom in economic growth, growth in the

hotel industry plays a crucial role and the key to its success is the well trained and efficient workforce. Lack of training and lower compensation can result in employee's dissatisfaction at their workplace, which can further result in customer dissatisfaction and ultimately a loss to the organization. Davidson & Wang, (2011) observed that for better future results of the organization, it's imperative that sound human resource practices be in place, which results in satisfaction of the employees. This study investigates one main research question for exploring the relation between HRP and JS in the hotel sector.

Literature Review

Human Resource (HR) Practices: Human resource management can be described as a productive practice of people, to satisfy the individual needs of the employees. Different aspects of HR practice (recruitment and selection, compensation, performance appraisal, training and development etc) have been researched earlier about hotels, tourism and hospitality. The important models of Human Resource Management are Harvard Model, Fombrun Model, Tichy&Devanna Model, the Guest Model and Warwick Model. The model formulated by Fombrun et al., 1985 was considered and selected for the study. The HR practices such as Recruitment & Selection, Training & Development, Compensation and Performance Appraisal. The description of these four practices of HR as the following ways:

Recruitment & Selection: A systematic, efficient and sophisticated recruitment & selection system is used to identify the right applicant with a success potential (Holzer, 1987). Therefore, a robust selection system creates a sense of elitism, generates high-performance standards, and suggests to the organization that the people are important.

Training & Development: Employees in the hotel organizations should be trained in the various courses including knowledge related to their adjustment in a particular organization scheme and social knowledge for the benefit of the organization (Lam et al., 2002). Effective training system enhances employees' productivity at the workplace (Davis, 2001). Training programs should be regularly implemented by the organizations for upgrading the skills of the employee as untrained and unskilled staff causes impediments in performance of the organization. Hence, training is required for the JS of employees and improving the performance of the employees and the organization.

Compensation system: The salary is the main result or benefit earned by an employee for the services he/she offers. Pizam & Thornburg, 2000

indicated that over 86 percent of the employees left their job as they were not satisfied with the compensation system. Nankervis & Debrah, 1995 proposed compensation schemes as an essential part of maintaining workers and generating job satisfaction for the success of HRM practices.

Performance Appraisal System: Performance of an employee is evaluated through a systematic process during a particular period. Employee satisfaction in an organization is greatly influenced by the HRP and the appraisal system (Absar et al., 2010; Kumar, 2019)

Job Satisfaction (JS): Job satisfaction for the employee in an organization, particularly in the service sector, is an essential for better performance. Locke (1976) defined "job satisfaction as a pleasing or positive emotional state resulting from the evaluation of a person's job". Employee satisfaction in the service industry is an important aspect. Karatepe et al., (2006) revealed that there is a high tendency of leaving the workplace due to a low level of satisfaction at work. Employees' commitment to the organization, their absenteeism, punctuality, turnover rate, grievances and accidents is highly influenced by their job satisfaction.

Relationship between HRP and JS in the Hotel Sector: The connection between Human Resource Practices and job satisfaction are widely studied across the world (Javed et al., 2012). Many academicians and practitioners observed that organizational performance is ultimately improved by adopting good human resource practices that boosts the job satisfaction level of the employees (Appelbaum et al., 2000; Prowse & Prowse, 2010). HRM activities aim to increase the satisfaction of workers and to enhance employee engagement in their turn to address labour and skills problems. After developing the initial research question, the researcher's responsibility is to identify the related literature as per the objective of the study. Numerous studies have been reviewed through various electronic data bases like EBSCO, ProQuest, Google Scholar, etc. This helped the researcher to understand the type of research done in the

area of HRM and job satisfaction in the hotel sector. The present compositions have secured research conducted on the connection between

HRP and Job satisfaction in hotel sector throughout 2005-2021 (insert table 1 here).

Table 1: Literature on HRP and JS in the Hotel Sector

Author	Sample area	Human resource practices	Finding	Research Tool
(Akour&AIW ahaibi, 2021)	final analysis was executed on 380 responses of the hotel industry in Oman	HR practices (job security and job crafting)	Job security and job crafting was better source of job satisfaction	Smart-PLS
(Dinesh &Senthil, 2019)	from 10, star hotels in Coimbatore, India	Training & Development, Performance Appraisal, Performance Rewards, Staffing and Internal Communication System	Performance Rewards do not impact on JS	Structural equation modeling
(Hewagama et al., 2019)	Thirty hotels in Sri Lanka.	Training, Rewards	Rewards has negative relation with JS	Correlation & Regression analysis
(Ashton, 2018)	Thai Hotel	Job Security, Leadership Empowerment, Promotion, Pay / fringe benefits, Training, Quality of working life, Leadership	Pay/fringe benefits insignificant with employee satisfaction	Regression technique
(Bangish et al., 2016)	10 Hotels of Peshawar, Pakistan	Recruitment, empowerment, working conditions and compensation	Compensation has negative effect on JS	Correlation & Regression analysis
(Chauhan & Patel, 2014)	five-star hotels of Udaipur (India)	Recruitment and selection, working conditions and career growth	All HRP have a positive relations with JS	Correlation & Regression analysis
(Chan, K. L., Lee, C. F. Y., Lee, Y. C., Loh, C. Y., & Low, S. M., 2013)	Malaysia hotel industry	training and development, performance of appraisal, compensation, benefit, safety, and health	All HRP have a positive relations with JS	Correlation & Regression analysis
(Chiang et al., 2005)	Four hotels in Kansas and Missouri	Employee Training	training has positive relation with and JS	Regression analysis

Source: Previous Researches

Based on the majority of previous research (insert table 1 above) on the link between HRP and JS in the hotel sector. Dinesh &Senthil, (2019) found that the impact of HRP (staffing, training & development, performance appraisal, and

internal communication system) on JS. But there was no impact of performance reward on job satisfaction for females. another side, Ashton, (2018) have found a positive relationship between HR practices (Quality of working-life,

Employment Security, Empowerment, Promotion, Training, Leadership) and job satisfaction in Thai hotels but there were insignificant relationship employee's benefits and job satisfaction. Bangish et al., (2016) investigated the negative effect of compensation on job satisfaction in the prospects of the Hotel Industry of Pakistan. Chauhan & Patel, (2014) found the positive relationship between all HR practices (Recruitment and selection, working conditions and career growth) and job satisfaction. Chan, K. L., et Al., (2013) examined the impact and relations of HRP (training & development, performance appraisal, safety& health, compensation & benefit) toward employee JS in the hotel industry in Pulau Pinang, Kuala Lumpur and Johor. Chiang et al., (2005) found that there is a positive relation between employee training & development and in JS. Hewagama et al., (2019) found the negative effect of the reward system and job satisfaction in 30 hotels in Sri Lanka.

Current Hypotheses

Most studies have confined empirical work on HR practices and job satisfaction to non-Indian context, only a two research studies have been done in Indian context (Chauhan, et. Al; 2014; L. Dinesh et. Al; 2019) upon the hotel sector. Survey of this current study in the Indian hotel sector with special references to Dehradun (Uttarakhand) can provide a fresh contribution with organizational perspectives into the universality. Delery& Doty, (1996) have followed in theorizing human resource management (HRM) and classified these in three approaches: Universalistic, Contingency, and Configurational. This study demonstrates the Universalist approach is used to validate the HR- JS link in the Hotel sector in Dehradun. This study concluded from the above literature that most of the HRP like recruitment & selection, training & development system and performance appraisal system have positive relation with JS, but compensation has a negative relation with JS. Again, this paper, investigates this relationship on an organizational perspective, in the hotel

sector and to fill the present research gap with the following hypotheses:

- 1 There is a positive relation of recruitment & selection with Job Satisfaction.
- 2 There is a positive relation of training & development with Job Satisfaction
- 3 There is a negative relation of compensation system with Job Satisfaction
- 4 There is a positive relation of performance appraisal with Job Satisfaction

Importance of the Study

This will be applicable in all the sectors including the hotel sector. The results of this study will be significant; it will help them identify HRM practices leading to increased job satisfaction and productivity in the hotel industry.

Methodology

In literature (Williams, 2021), there are common research approaches such as qualitative (Dana & Dumez, 2015), quantitative, and mixed methods. The objective of this section is to describe and discuss the research methodology that has been used for this research.

Sampling and data collection: The respondents for the study were selected using purposive and convenience sampling techniques.

To initiate a sample, we mailed the questionnaire to HR managers, Owners of Hotel, Assistant Managers, of more than 150 hotels located in Dehradun and nearby regions. Due to the missing data, after case-wise deletion was applied, only 82 hotels were retained in our final sample, ranging from single-star to five-star, responded to a self-administered questionnaire that measured four main HRM practices.

Statistical Tools: In this study, the partial least squares (PLS) method for structural equation modeling (SEM) was used to establish a clear and concise model of the relationship between HRP and JS. For several reasons, the PLS-SEM approach has been used. First, there is a relatively small quantum of data collected. PLS enables smaller sample sets to be worked compared to other statistical methods. Secondly, this research

focuses on predicting a model of HRP and JS, and lastly, PLS-SEM becomes more and more useful in explaining complex behavioral research (Henseler et al., 2016)

Research Instrument:

HRM practice: The questionnaire for HR practices consists of 14 items comprising four HR practice measure viz. (recruitment & selection- 3 items, training system-4 items, compensation systems- 3 items, and performance appraisal- 4 items) from the literature on Likert 5 point scale: 1 as ‘very strongly disagree’ to 5 as ‘very strongly agree’.

Job Satisfaction: Participants were asked, ‘In general, how satisfied are you with your job?’ (Wanous et al., 1997; Nagy, 2002) on Likert 5 point scale: 5 as Very Satisfied to 1 as Very Dissatisfied.

Analysis of the Data

SMART PLS is the most popular software used for research using an analysis of structural equation modeling (SEM). The HR practices represent the exogenous latent variables and Job

satisfaction represents the endogenous for this research.

Exploratory Factor Analysis: SEM recently has two indicators of measurement: formative and reflective. Using SMART-PLS software, an initial test was needed to exclude any reflective indicator with low loading with its corresponding construct. The large value of the item (closer to one) indicates variables to fit the factor solution better, and vice versa, loads of 0.40 or more are acceptable. In this initial test, there are a total of fourteen reflective items of four constructs of HR practices. It has been shown that the software has been adjusted to a maximum of 300 iterations with a stop criterion on 7. As can be seen, the outcome of the initial test revealed that one item (HR_TD4) recorded low loads (0.274) of Training & Development’ constructs. Similarly, one item (HR_PA2) recorded low loads (0.011) of ‘Performance appraisal’. Similarly, one item (HR_CS3) recorded low loads (0.295) of the Compensation system. All these three items will be excluded from the final form to achieve better validity and reliability of the model.

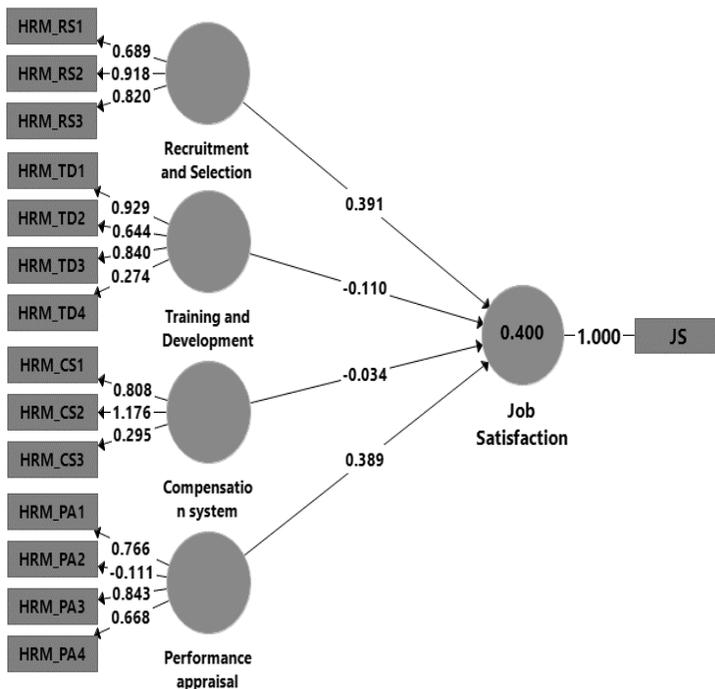


Figure 1: Relationship between HRP and JS (initial test)

Construct reliability and validity reliability:

The value of composite reliability will be addressed to test the internal consistency for the reflective constructs, by which the outer loadings for the interchangeable reflective indicators will be considered what made it more appropriate to test the internal consistency in the reflective measurement models comparing to the Cronbach’s alpha test which assumes that the indicators loadings in the population are identically adding to its sensitivity to the number

of the interchangeable indicators for four construct clarifies the values of HR practices scale composite reliability (0.818 to 0.889), which is more than 0.7, an acceptable level of reliability of internal consistency has been recorded (Hair et al., 2012). Similarly, the average variance extracted for the construct of HR practices was .663 to .889 and was satisfied as it exceeds the required value of .5. It resulted in the calculation of construct reliability for the construct of HR practices.

	Cronbach's Alpha	rho_A	Composite Reliability	AVE
Recruitment & Selection	0.855	0.868	0.854	0.663
Training & Development	0.887	0.913	0.889	0.732
Compensation system	0.863	0.951	0.893	0.813
Performance Appraisal	0.819	0.827	0.818	0.602
Job Satisfaction	1.000	1.000	1.000	1.000

Fornell - Larcker criterion: This is one of the best tests to measure discriminant validity depending on cross-loading values. The idea here is to compare the square root value of the extracted average variance (AVE) with its correlation values in the structural model for each

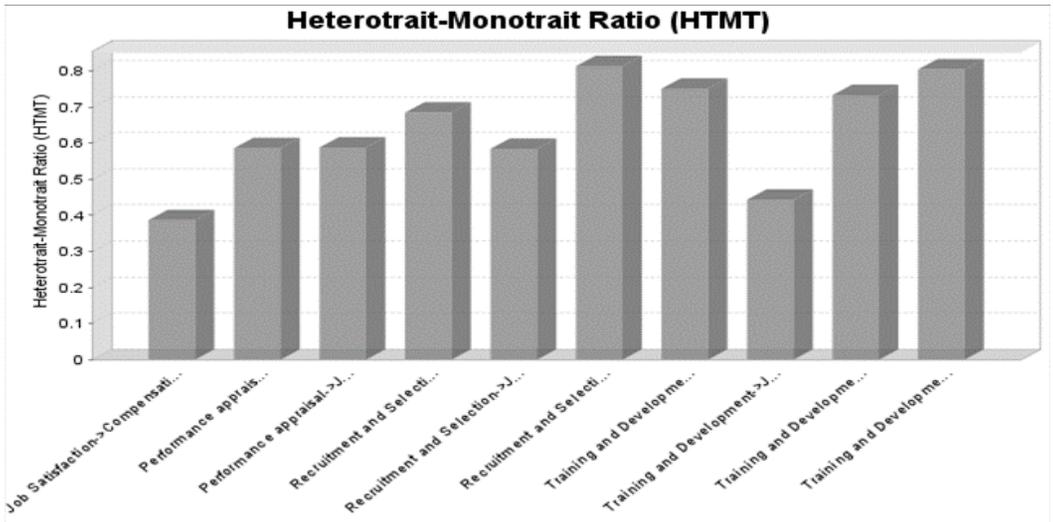
construct with other constructs. For each construct, this study, the AVE values (are higher than their correlated values with other constructs) so discriminating validity was accepted according to the Fornell - Larcker Criterion.

Table 3: Fornell - Larcker criterion (N=82)

	Compensation system	Job Satisfaction	Performance Appraisal	Recruitment & Selection	Training & Development
Compensation system	0.901				
Job Satisfaction	0.380	1.000			
Performance Appraisal	0.564	0.590	0.776		
Recruitment & Selection	0.659	0.588	0.799	0.814	
Training & Development	0.704	0.445	0.724	0.789	0.856

HTMT Criteria: The value of HTMT should be less than 0.90. For this study, the HTMT value

for four constructs of HR practices was .584 to .813 which has been accepted.



The coefficient of determination (R²): This study shows the following R² values of endogenous latent variables in the structural model of research; 0.75 as high, 0.50 as moderate, and 0.25 as low. The value of R² for the endogenous latent variable (Job satisfaction) is 0.392 by looking at figure 2. This result means that 12 exogenous items that are four constructs of HR practices can explain 39.2 percent of the total variance of Job satisfaction.

Effect Size (F²): It is possible to mark the effect size values as follows: (0.02; small, 0.15; medium, and 0.35; large) effect size. The size of the effect calculated for 'performance appraisal' and 'recruitment & selection' for this study was 0.076 and 0.068 respectively, which was acceptable.

Predictive Relevance (Q²): Predictive relevance Q² which estimates that the model should adequately estimate the indicators of each latent endogenous construct. The result of the

blindfolding test shows that HR practices and job satisfaction value are 0.298 which is higher than zero; hence the path model has a positive predictive relevance.

Model fit test and Structural equation modeling results: The value of SRMR should not exceed 0.08 while NFI value is ranging from 0 to 1, the closer the NFI to 1 means better fit (Hair et al., 2013). SRMR value for this study was 0.088, which was less than 0.08, indicating a fit well. Besides, the NFI value is approximately 0.722, which is an acceptable fit for the research model. After evaluating the reliability and validity criteria for all reflective measurement of the research model and ensuring the integrity of research data, the SMART - PLS Algorithm was run after determining 300 maximum iterations with a stop criterion of 7, using the path weighting scheme to maximize the value of R² (39.2 percent) for the endogenous model Latent variables i.e. job satisfaction

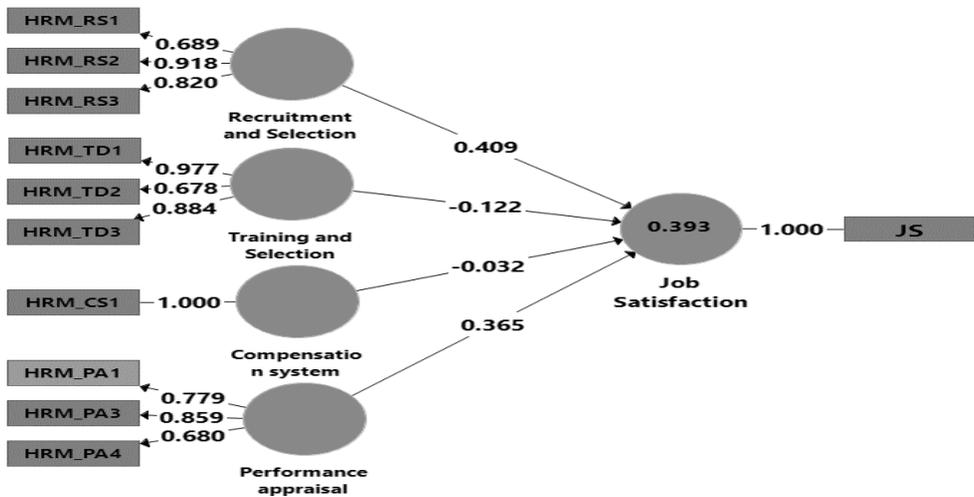


Figure 3: Relationship between HRP and JS (final test)

Path coefficients significance using the bootstrapping test: Using PLS-SEM, the meaning level of the path coefficients can be tested using (T-statistics) and the bootstrapping method can further verify the T-test values. In this study, P-Value coefficients between exogenous variables (recruitment & selection and

performance appraisal) and endogenous variable job satisfaction (JS) are lower than 0.05. Thus, for this relationship path coefficients of structural equation modeling are statistically significant, depending on the meaning level of $\alpha < 5$ percent and as T-Statistics values are greater than 1.96.

Table 5: Path Coefficient

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics ((O/STDEV))	P Values
Compensation system -> Job Satisfaction	0.031	0.036	0.115	0.271	0.786
Performance appraisal -> Job Satisfaction	0.308	0.312	0.119	2.583	0.010
Recruitment & Selection -> Job Satisfaction	0.340	0.336	0.173	1.966	0.050
Training & Development -> Job Satisfaction	-0.028	-0.018	0.159	0.176	0.861

Discussion

This research discovered an important connection (insert table 6 here), between HR practices and job satisfaction.

Status of the hypothesis

Hypothesis	Hypothesis Statement	Status
H1	Recruitment & selection –JS	Supported
H2	Training System –JS	Rejected
H3	Compensation –JS	Rejected
H4	Performance appraisal –JS	Supported

The paper was initiated to explore the relations between HRP and JS in Indian hotels. All the hypotheses were verified, the table above signify that Recruitment & selection (H1) and Performance appraisal (H4) have positive relationship with JS aligning with previous studies (Bangish et al., 2016, Chauhan & Patel, 2014). In this study, we have also found there is no significant difference between compensation (H3) and JS aligning with previous studies (Dinesh & Senthil, 2019; Ashton, 2018). In previous studies, a significant positive relationship was found; contrary to that, the current study depicts no relation between training system and JS.

Conclusion

The study authenticated that the recruitment and selection and performance appraisal have positive relation with the job satisfaction of the employees in the hotel sector. The hotel sector in order to survive and be competitive in the long run, should emphasize on proper recruitment and selection systems. The selection should be specific and based on job requirement. Candidates having appropriate knowledge and skill, attitude and temperament, integrity etc be hired and trained and retained. Sound appraisal system will help in instilling job satisfaction among the hotel staff. The challenges before the hotel sector will be for survival in the post lockdown period in the coming years, due to lockdown and the exit lockdown guidelines for containing COVID-19, will be followed by social distancing, sanitization norms, social restriction etc followed by liquidity crunch in the economy. The demand for hotel booking will be reduced. The hotels with good reputation will sustain and survive which is only possible through satisfied professional staff.

Implication of the Study

This research contains four dimensions of human resources practices, followed by hotels in Dehradun (India). The result shows that the two practices (recruitment & selection and performance appraisal) of human resources have a positive relationship with job satisfaction of employees. This research was confined to the identification of HR practices in the hotel sector, in line with the universalized approach, that ‘recruitment & selection and performance appraisal’ is the best practices in the hotel industry in Dehradun, and this is one of the best approaches to tackle labor and skill gaps. Hotel Sector should implement adequate performance assessment systems, manage performance monitoring, and provide benefits between them to acknowledge subordinates who operate diligently. The satisfied and skilled staff will be crucial for the survival of the hotel sector as the coming years will pose challenges on account of less booking, cancellation of existing booking overall fewer customers as compared to pre lockdown period. This can be done through rewards, motivation and other advantages etc, and equal employment opportunities should be implemented by organizations.

Limitation and Scope for Future Research

The constructs in this study were measured through the employers/hotel owners/top management/HR manager perspectives as reported in the self-completion survey. The employee perspective also needs to be explored to gain a fuller understanding of the individual constraints to HR policy. Future research should explore moderator factors such as types of hotels (chain & individual), category of hotel (two stars, three-star, etc.), to explore the relationship between HR practices and job satisfaction.

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