



A STUDY ON HUMAN RESOURCE MANAGEMENT IN HOTEL INDUSTRY AT TAMILNADU

Mr. Mohamed Faizal S.¹ and Dr. Ziaudeen A.²

¹Assistant Professor of Commerce , P.hd Part Time Research Scholar ,
Khadir Mohideen College, Adirampattinam .

²Associate Professor , Research Guide ,
Khadir Mohideen College, Adirampattinam.

ABSTRACT

The study has continued investigating various HRM practices and whether these practices are prejudiced by various demographic factors pertaining to industries and organizations. Researchers of this study are in pursuit of identifying HRM practices in the hotel industry in Tamilnadu in relation to Possession of hotel and type of hotels. One fifty hotels responded to the questionnaire belonging to six tourist destinations in Tamilnadu such as Chennai, Madurai, Tirunelveli, Coimbatore, Tiruchy and kanyakumari. Overall there are Ten HRM practices in the list. It was accomplished that there is a significant relationship between the type of hotel and HRM practices. This study used primary data.

KEYWORDS: HRM Practices, Hotel Industry, Compensation, Possession, Correlation.

1. INTRODUCTION

The concept of Human Resource Management (HRM) emerged in the early 1980s and continues to evolve as a separate field of study. Extant literature suggests that (Beer et al. 1985) Harvard University and (Fombrun et al. 1984) Michigan University contributed to the initial frameworks on HRM (Truss et al. 1997). According to Schneider and Bowen (1993) effective utilization of human resources provide a competitive edge for organizations (Chand Katou 2007). Thus, human resource management practices are an important component of the process of HRM and are important to investigate the adoption of human resource management practices in service industry. Since, service industry is mainly driven by efficiency and effectiveness of employees in organizations.

This industry has taken rapid strides in recent years as instruments of all-round growth. The wide ranging achievements in this field have led to a marked improvement in the general standard of living. The notable advances seem to be in providing employment opportunities for the educated unemployed. As the modern star hotels provide many facilities in addition to lodging like Restaurants, Bar, Communication, etc., they provide indirect employment to many people.

HOTEL INDUSTRY IN INDIA

The real beginning of the hotel industry in India was made in the early 1900s. Before that, hotels were not professionally managed. In India, there were 186 approved hotels in 1963. But the industry witnessed a growth of 10.17 times during 2004¹. The hotel industry in India consists of approved and unapproved hotels. The approved hotels consist of different star classifications and also unclassified hotels whereas the unapproved hotels do not come under the purview of any organized body. But the unapproved hotels dominate the scene in India.



The Hotel Industry has witnessed multidimensional transformation from traditional to the modern age. Significant developments in the transportation facilities, inventions and innovations in the field of communication, industrialization, rapid urbanization and further development of tourism as an industry paved ways for the development of hotels.

- In CY2017, foreign tourist arrival in India stood at 10.177 million and reached 2.12 million in CY 2018 (up to February).
- Foreign tourist arrivals into the country is forecast to increase at a CAGR of 7.1 per cent during 2005–25
- The numbers of Foreign Tourist Arrivals (FTAs) in February 2018 were 1.05 million as compared to FTAs of 956,000 in February 2018 and 849,000 lakh in February 2016.
- The growth rate in FTAs in February 2018 over February 2017 was 10.1 per cent.
- The Government of India has set a target of 20 million foreign tourist arrivals (FTAs) by 2020 and double the foreign exchange earnings as well.
- The Government of India is working to achieve 1 per cent share in world's international tourist arrivals by 2020 and 2 per cent share by 2025.

TOURISM AND HOTEL INDUSTRY IN TAMILNADU

Tourism is the fourth largest foreign exchange earner in Tamilnadu. In the year 2007 tourism earned US \$ 384.4 million as foreign exchange, and this was a contribution of 4.1% to the total foreign exchange earnings in Tamilnadu (Tamilnadu Tourism Development Authority, 2007). Employment generation in the tourism sector grew by 8.7% in 2007. This emphasizes that the Tamilnadu hotel industry has continued to grow and has a significant role in the economy. Therefore, examining the hotel industry in Tamilnadu is significant in current context. Furthermore, HRM is relatively new to Tamilnadu organizations and there is little information on how Tamilnadu organizations are embedding HRM. Hence exploring HRM practices in hotels in Tamilnadu would provide insights on how HRM is shaping these organizations.

Current HRM literature identifies significant and positive relationship between human resource management and organizational performance. Therefore, managing human resources in an organization is very important towards achieving organizational goals and objectives. The hotel industry is necessarily labour intensive and this makes HRM practices particularly important and it should develop effective human resource practices and policies to achieve competitive success (Alleyne et al. 2006). Researches on HRM practices in the Service sector industries are relatively few and the hotel sector is a major segment of service industry (Collier & Gregory, 1995). According to Hoque (1999, p. 420) the hotel industry has typically reported poor practices and a lack of interest in HRM among managers“. However interest in HRM within the hotel industry has significantly increased over the years and heterogeneity in the service sector is identified as an obstacle to investigate the sector as whole (Hoque, 1999; Chand & Katou 2007).

2. REVIEW OF LITERATURE

The analyses conducted within Chapters 3 and 5 have demonstrated an undeniably high degree of experimentation with new approaches to HRM within the hotels under investigation here. This chapter returns to the 1995 Survey of Human Resource Management in the Hotel Industry in order to examine the relationship between HRM, business strategy and organizational effectiveness. Effectiveness is considered in terms of human resource outcomes such as commitment, flexibility and absenteeism, and also in terms of performance outcomes such as quality of service and financial performance. This is an important test of the relevance of HRM within the hotel industry. It would only be sensible to encourage the adoption of such an approach if it can be demonstrated that it has a beneficial impact on performance.

The analysis of the relationship between HRM and performance has become a research key issue in recent times. Researchers have used large-scale data sets to attempt to ascertain the links between what Wood and Albanese (1995) and Wood and De Menezes (1998) describe as high commitment management (HRM), or what Huselid (1995) describes as 'high-performance work practices, and performance. However, as discussed in Chapter 1, researchers have tended for the most part, to either focus on manufacturing (for

example Arthur (1994) looked at steel minimills and MacDuffie (1995) focused on the auto industry), or alternatively, they have not treated services as a variable, but have looked at the HRM and performance relationship across the economy as a whole (see, for example, Fernie and Metcalf, 1995; Huselid, 1995). With systematic tests of the relationship between HRM and performance yet to be conducted within the services, it would seem that the tendency for the services to be overlooked in HRM and industrial relations research is now being replicated within the debate concerning the impact of HRM on performance. By looking at the HRM and performance relationship within a service-related context, the analysis reported here begins to redress this imbalance.

3. OBJECTIVES OF THE STUDY

- To study on Human Resource Management in hotel industry at Tamilnadu.
- To identify the human resource practices in hotel industry
- To analyze the effectiveness of human resource performance & Practices in Tamilnadu hotel industry.

4. RESEARCH METHODOLOGY

The study is used primary as well as secondary data. The data is collected from various sources Questionnaires', Govt database (HRD & Tourism Development), newspapers, magazines and internet websites. For presentation table and chart are used and for analysis percentage method used.

5. DATA ANALYSIS AND DISCUSSION

First discussions of the analysis provide an impression on background data pertaining to the study.

Table 1: Regions of Respondent Hotels

Region	Frequency	Percent
Chennai city	12	8.0
Madurai	22	14.7
Coimbatore	62	41.3
Trichy	10	6.7
Tirunelveli	36	24.0
Kanyakumari	4	2.7
Other	4	2.7
Total	150	100

Inference:

41.3% of the hotels respond come from Coimbatore. The second respond come from Tirunelveli which is 24%. Respond from Madurai and Chennai area are 14.7% and 8% respectively.

Table 2: Hotel Possession

Possession	occurrence	Percent
Domestic	128	85.3
Foreign	22	14.7
Total	150	100

According to data on hotel Possession provided in Table 2, it can be stated that 85.3% of the hotels responded to the questionnaire were domestically own hotels and 14.7% were hotels with foreign Possession.

Table: 3 HUMAN RESOURCE PRACTICES IN TAMILNADU HOTELS

HRM Practices	Chain	Independent
No required idleness	2.06 (.82)	1.96 (.795)
Trainability as a main choice criterion	2.55 (.548)	2.30 (.588)
profession planning	2.34 (.644)	2.16 (.638)
official training & development	2.52 (.664)	2.59 (.502)
purposeful development of a learning business	2.28 (.758)	2.09 (.650)
An unambiguous policy require all staff to use a specified minimum period annually in official training	2.21 (.734)	1.96 (.752)
flexible job images that are not linked to one specific task	2.25 (.751)	2.19 (.792)
purposeful design of jobs to make full use of workers' skills and abilities.	2.59 (.497)	2.45 (.675)
Work planned around team working for the mainstream of Staff	2.68 (.519)	2.64 (.660)
A conservative of workers at present involved in quality circles or quality enhancement teams	2.07 (.847)	2.12 (.884)

Table 4 provides data on the mean and significance (p) levels on HRM practice in chain hotels and independent hotels.

The authors further conducted the t-Test to determine whether HRM practice in chain hotels is significantly dissimilar from independent hotels.

There was no evidence to reject the hypothesis that HRM practice in chain hotels and independent hotels are dissimilar.

Table 4: HRM Practices

HRM Practices	Chain	Independent
No required idleness	2.07 (.818)	1.97 (.795)
Trainability as a main choice criterion	2.54 (.547)	2.29 (.588)
profession planning	2.34 (.645)	2.16 (.638)
official training & development	2.52 (.665)	2.581 (.501)
purposeful development of a learning business	2.27 (.758)	2.10 (.651)
An unambiguous policy requiring all staff to use a specified minimum period annually in official training	2.21 (.734)	1.98 (.752)
Flexible job images that are not linked to one specific task	2.25 (.751)	2.19 (.792)
purposeful design of jobs to make full use of workers' skills and abilities.	2.59 (.497)	2.45 (.675)
Work planned around team working for the mainstream of Staff	2.68 (.518)	2.65 (.661)
A mainstream of workers at present involved in quality circles or quality enhancement teams	2.07 (.846)	2.13 (.885)

6. SUGGESTIONS & RECOMMENDATIONS

- ❖ The recruitment through the internal source such as employee and friends reference
- ❖ Provide skillful & effective training programme
- ❖ Create a positive organizational climate
- ❖ Superiors should thoroughly discuss performance appraisal with employees.

- ❖ Performance appraisal must be maintained

7. CONCLUSION

This study mainly focused on HRM practices in Tamilnadu hotel industry. This is an important test of the relevance of HRM within the hotel industry. It would only be rational to persuade the adoption of such an approach if it can be established that it has a beneficial impact on performance. The study analyzes different HR practices in Tamilnadu state. There is a significant relationship between the type of hotel and HR practices.

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**Assistant Professor of Commerce , P.hd Part Time Research Scholar ,
Khadir Mohideen College, Adirampattinam .**