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HRM Practices of Hotels in Jalandhar

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ABSTRACT

To successfully complete in the new millennium, organizations need to reinvent Human Resource Management (HRM) and the structure of the organization around explicit and implicit human resource information processes rather than based on traditional function. As per the Human Development Report of UNDP, about 40 percent GDP in India comes from service's in industrial countries this is close to 60 per cent. Therefore, we need to improve the effectiveness and efficiency of the services. The services that need to be improved, comes from strategic sector like banks and financial institutions, transportation (rail, road and air), telecommunication, post and telegraphs, media including radio, television and newspapers, municipal services, hospitals, educational institutions, government, hotels and the like. The present Paper focuses on identifying the HRD practices adopted in hotel industry with specific reference to hotels in Jalandhar.

KEYWORDS : HRM Practice, Hotels, Jalandhar

Introduction

There are now more sophisticated HRM applications, which are being used by the service organizations. These among the others, include preparation of the human resource inventory, human resource profile as well as the human resource information system. It is of recent that human resource information system is playing an important role and creating HRD systems for different manpower groups. This has resulted in the development of various layers of human resource inventory. To successfully complete in the new millennium, organizations need to reinvent HRM and the structure of the organization around explicit and implicit human resource information processes rather than based on traditional functions, because with globalization, it is the information system which will prove to be a paramount importance in any developmental activity. Success will be determined by the speed with which organizations are able to study the changing scenario and their ability to introduce and implement human resource development processes and practices. The HRM methodology needs to introduce team spirit, harmonious work, integrity, accountability, visibility and a work culture. Similarly, the organizations need to develop a family environment where each employee feels equally empowered.

There are now two angles to HRD programs first, to stop attrition and reduce the rate of decay and second, to win back employee loyalty through novel reward activities. This would mean that HRM intervention needs to be for each and every employee in the organization .As per Sharma (2000) techniques of HRM are also called HRM methods, HRM instruments or HRM mechanisms or HRM subsystems. They include (i) Performance Appraisal (ii) Potential Appraisal (iii) Career Planning (iv) Career Development (v) Employee Training (vi) Executive Development (vii) Organizational Development (viii) Organizational Change (ix) Social and Cultural Program (x) Worker's Participation in Management (xi) Quality Circles (xii) Employee Counseling (xiii) Team Work (xiv) Role Analysis (xv) Communication Policies and Practices (xvi) Monetary Rewards (xvii) Non-Monetary Rewards (xviii) Employee Benefits (xix) Grievance Mechanism.

HRD is a continuous process, which matches organizational needs for human resources and the individual needs for a career development. It enables the individuals to gain their best human potential by attaining a total all round development. It promotes dignity of employment of every employee of an organization and provides opportunity for team work personal development and career development. Such a human resource development system may have the following elements. (i) Development of leadership (ii) Career planning and development (iii) Performance Appraisal (iv) Potential Appraisal (v) Effective Counseling (vi) An effective grievance handling (vii) Technical development (viii) Supervisory development (ix) Training and educating (x) Succession planning (xi) Feedback.

Selection of sample

For the present study 15 hotel units of Jalandhar and around have been selected as sampling units. A total of 200 employees were randomly selected as sample for data collection.

Research tools

- Extensive library work and field survey have been made to collect required data and information.
- A structured questionnaire has been operated on management and employees to collect required data.
- Personal visits, and contacts with respondents, meetings, interviews and interaction have made for data collection.
- Published data have been used to focus facts.
- Statistical tests have been employed to get inferences about population.

Findings

Due to constraints of time availability only 180 employees out of selected 200 were accessed and their responses are analyzed and presented in the form of tables. On the basis of responses given by the employees selected as sample the different practices of HRM in hotels of Jalandhar are identified as Very good, Good, Average and Poor. Table 1 represents the viewpoint of employees about the different HRM practices used in the hotel of Jalandhar whereas table 2 represents the employee's viewpoint about the key HRM aspects of hotel industry.

Table 1.Employee's view point about HRM practices based on compiled and analyzed data collected through field work

Component of HRM	Employees view				Total
	Very good	Good	Average	Poor	
HRD	30	68	60	22	180
HRP	72	62	24	22	180
Recruitment	72	42	42	24	180
Training Programs	122	30	16	12	180
Wage structure	34	42	48	56	180
Motivation	56	34	54	36	180
Job satisfaction	30	34	74	42	180
Counseling	44	32	44	60	180

Table 1 represents employee's point of view about the considered components of HRM in hotels of Jalandhar. The table shows that HRP, Recruitment and Training as component of are considered as Very good practices in the view point of most of the employees under the study. All three components can be respectively ranked as 1st 2nd and t\3rd. on the other hand Counseling, Wage structure and Job satisfaction are three poorly considered practices by the employees under study.

Table 2 will describe the analysis of responses about the key HRM as-

pects in Jalandhar hotels from the point of view of employees under the study.

Table 1.Employee's view point about key HRM aspects based on compiled and analyzed data collected through field work

Important Aspects	SD	D	NN	A	SA
Human resource is treated as extremely important resource in the organization.	8	16	6	108	42
Employees are helped to acquire the skills and gain competence in doing their job.	12	10	20	80	58
The top management makes efforts to identify and utilize the potential of the employees.	10	24	16	66	64
Employee in his training practices takes point to find out their strength and weakness from their seniors.	20	56	44	40	20
Delegation of authority to encourage junior is quite common in their organization.	6	26	8	80	60
Employees at all the levels are considered for training.	38	38	30	42	32
Training in human skills is provided to develop human relation.	20	50	32	48	30
Training needs are identified before sending the employees to undertake it.	18	30	26	62	44
There is well developed human resource information system in the organization.	14	12	12	84	58
When seniors delegate authority to juniors they use it as an opportunity.	0	6	14	68	92

1. 108 out of 180 employees are agree and 42 strongly agree that human resource is treated as extremely important resource in the hotel.
2. 80 respondents agreed and 58 strongly agreed that employees are helped to acquire the skills and gain competence in doing their job.
3. 66 out of 180 employees agree and 64 strongly agree that the top management makes efforts to identify and utilize the potential of the employees.
4. 56 respondents disagree that employee in their training practices takes point to find out their strength and weakness from their seniors while 44 said its neither nor.
5. 80 employees agree that delegation of authority to encourage junior is quite common in their organization and 60 is strongly agree.
6. 42 out of 180 employees agree and 38 strongly disagree that employees at all the levels are considered for training.
7. 50 out of 180 respondents disagree and 48 agree that training in human skills is provided to develop human relation.
8. 62 out of 180 employees agree and 44 strongly agree that training needs are identified before sending the employees to undertake it.
9. 84 out of 180 employees agree and 58 are strongly agree that they have well developed human resource information system in the organization.
10. 92 out of 180 employees strongly agree and 68 agree that when seniors delegate authority to juniors they use it as an opportunity.

*** SD strongly disagree, D Disagree, NN neither nor, A Agree, SA strongly agree**

Suggestions

Jalandhar is now one of the fastest developing cities in India and competing globally in all areas of human activity. It has variety of natural tourist destinations, historical monuments and heritage buildings around and in the city. In such circumstances Government of Punjab and entrepreneurs should work hand in hand to improvise HRD policies to uplift Jalandhar as a destination for the whole world.

India has become a member of the WTO, and it is expected that by 2020 India will be a developed country. To achieve this goal, hotel units should adopt democratic and free rein leadership philosophy, irrespective of their size and form.

Promotion policy is one of the key factors that affect HRD. Therefore, it is suggested for the hotel units that there should be increased monetary and non-monetary incentives associated with promotion, as at present incentives are inadequate. It is further suggested that these benefits, once granted, should be provided with immediate effect.

Hotel is a service industry in India and employs large number of people directly and indirectly. At present very few institutes impart HRD training to hotel employees. Furthermore, in Jalandhar no effective and formal education and research is available to train the required manpower for hotel industry. Therefore it is suggested that Universities should come out with educational programs to impart formal education specialized in hotel and hospitality.

For the performance appraisal in hotel units it could be suggested that performance must be evaluated regularly and scientifically of all employees and at all levels.

For wage structure which is at present fragile and traditional. It should be revised and new consistent and acceptable wage system and structure should be adopted for better HRD. Employment and working conditions should be improved to that of international standard at hotel destination.

There should be a continuous monitoring system for maintaining the discipline of hotel units. Career planning guidance centers should be opened in each hotel units, where career counseling is made available to employees.

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