

# The Impact of HRM Practices on Job Satisfaction in the select Star Hotels of Coimbatore

L. Dinesh, V.M. Senthil kumar

**Abstract:** *Employees are the greatest asset for any organization and they are pivotal to organization's effectiveness. Satisfied employees can contribute more to the attainment of organizational goals (Maimako, 2016). According to literature survey (Jeet, 2014; Hassan, 2013) the high level of employee job satisfaction will lead to lower turnover, increase in production, increase in customer service, cost reduction in recruitment and selection, lower training cost and improvement in team work. Oyeniyi, Afolabi and Olayanju (2014) and Maimako, (2016) state that good Human Resource Management (HRM) practices like training and development, performance appraisal, compensation and safety and health have direct impact on employee job satisfaction and this leads to increase in satisfaction level. For this research, five HRM practices (Staffing; Training and Development, Performance Appraisal, Performance Rewards, and Internal Communication System) were taken to find their impact on Job satisfaction. Data collected from ten star hotels in Coimbatore city show that human resource management practices have positive impact on job satisfaction. The moderation effects of gender and salary also have had an impact on employee job satisfaction.*

**Keywords :** *HR Practices, Job Satisfaction, Hotel Industry, Gender, Salary, Star Hotels.*

## I. INTRODUCTION

Today, Indian hospitality and tourism industry is significantly contributing to Indian economy (Mohinder, 2010). The recent data with the Tamil Nadu tourism department says, domestic tourism has been flourishing in Coimbatore and the number of domestic tourists coming to the district has tripled from 2014 to 2017. The 'Queen of Hills' has seen a significant increase of nearly 50% in footfall of tourists in three years' time. While 23.4 lakh tourists visited Ooty

in 2014, around 32.69 lakh visited in 2017, according to official records. Also, the increase in number of tourists in 2017 is about 1.5 lakh compared to 2016. As the tourist inflow is seen increasing every year. (Times of India, Jan'13, 2018).

The CEO of The Oil Resources Development Company, Nigeria Limited states that, every organization requires five

basic resources for effective business flow around the world. The minimum resources are Men, Money, Machinery, Minutes and Material. Above all managing man power will be very crucial and essential. (Henry Omoregie, 2015). Every organization has certain goals and objectives. To achieve these Goals, the organization has to utilize its human resources most effectively. Thus, Human Resource is a crucial sub-system in the process of management (Yahya and Goh, 2002). The management has to effectively utilize the skills, knowledge and ability of every employee to reach organizational goals. The management of other resources like money, machinery, minutes and material is entirely different from managing human resource (Armstrong and Taylor 2014; Kelliher, 1997). The psychological and sociological behavior and the ethical values that people have vary from individual to individual. Hence, some extra risks should be taken in the management of human resource, since assessing its value is important if its utility is to be optimized. The effective Human resource management will determine the efficiency of the organization (Becker and Gerhart 1996; Alleyne, 2006).

Satisfied employees can bring more value to the organization (Steijn, B, 2004; Khan, Ahmad, Aleem and Hamed, 2011; Sageer, Dr. Rafat, and Agarwal, 2012; Ali, 2013; Oyeniyi, Afolabi and Olayanju, 2014; Maimako, 2016; Crony, 1988). Job satisfaction is seen as one of the important factors for business effectiveness (Harter, Schmidt and Hayes 2002; Ostroff, 1992).

The high level of employee job satisfaction contributes to low employee turnover. Good human resource management practices can improve employee job satisfaction, service quality, customer satisfaction and performance in the Indian hotel industry (Kelliher and Johnson, 1997; Chand, 2010(b)).

An employees' job satisfaction depends upon various factors. The factors which influence job satisfaction are staffing, training, salary, performance appraisal and work environment (Rehman Saif, Khan and Nawaz, 2013 and Conway, Williams and Green 1987). Since previous researchers (Chand, 2010(a); Maimako 2016; Jenaibi 2010; Ijigu 2015) revealed the positive relationship between Human Resource Management practices and Job Satisfaction, this study intended to do the same kind of research in the context to Coimbatore star hotels.

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**Diensh L.**, Research Scholar, Karpagam Academy of Higher Education, Coimbatore-21

**Dr. V.M. Senthil Kumar**, Associate Professor- Management (MBA), Karpagam Academy of Higher Education, Coimbatore-21

are fine and satisfactory. Author (s) can make rectification in the final paper but after the final submission to the journal, rectification is not possible.

## II. PROBLEM OF THE STUDY:

The problem of the study is to know:

How effective are the HRM practices followed in the star hotels in Coimbatore? Do they have any impact on Job Satisfaction? How far can HRM practices influence employee job satisfaction?

To find out these, this paper has the following specific objectives:

## III. OBJECTIVES OF THE STUDY

To find out the impact of Human Resource Management practices on Employee Job Satisfaction among the star hotel employees with respect to Coimbatore.

To identify the moderation effect of Gender and Salary in the impact of HRM practices on Job satisfaction.

Due to the huge cotton production and textile industry, Coimbatore is often referred to as the Manchester of South India. It is also renowned for automobile and engineering industry. Education sector is also flourishing in Coimbatore. Since many tourist cities like Ooty, Kodaikanal, Madurai, Thekkadi, Palkkad, Pollachi and Munnar are nearby Coimbatore, so the city has location advantage too. International and National visitors often visit Coimbatore for various reasons. Though the hotel industry is flourishing in Coimbatore, there is deficiency in quality of service (Santhiya, Murugan, Narayanan and Panneerselvam, 2014).

In this paper, an empirical research of HRM practices on job satisfaction in the hotel industry with star rating has been done, specially in Coimbatore region of Tamil Nadu, India. This paper is different in a few aspects such as: taking the Southern part of India with special reference to Coimbatore.

attempting to find the relationship between independent and dependent variables, so that an organization can concentrate more on such aspects.

adding to the instruments used by Maimako and Bambale (2016) it uses more instruments for an in-depth study, though the approach of job satisfaction measurement is the same.

A detailed survey of literature is presented in the following chapter for identifying the gap and framework of research.

## IV. LITERATURE REVIEW AND THEORETICAL FRAME WORK

First, Hoppock, R. (1935) brought the term job satisfaction into the lime light. After reviewing various research papers, he has observed that after satisfying the physiological, psychological and environmental needs a person says "I am satisfied with my job". It simply means that he is happy with

his job. It means that there are many variables that influence job satisfaction.

In general, Job satisfaction refers to an individual's positive emotional reactions to a particular job; is the condition of establishing healthy environment in an organization (Steijn, 2004; Khan, Ahmad, Aleem and Hamed 2011). Aswathappa, (2008) mentions Job satisfaction is the end state of feeling. It emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place, whether it is a highly individualistic effort of writing a book or the collective endeavor of constructing a dam. These tasks/ activities can just be experienced. But in all cases, they satisfy a certain need. The feeling on a task can be positive or negative. It depends upon the need and opportunities that are made available. Job satisfaction is defined as the 'pleasurable' state of emotion resulting from the appraisal of one's job as achieving or facilitating the achievement of one's values. Job satisfaction refers to a person's feeling of satisfaction on the job, which acts as a motivation to work. It is not self-satisfaction, happiness or self-contentment, but the satisfaction on the job. The term relates to the total relationship between an individual and the employer for which he is paid. Satisfaction is a state of feeling that follows the attainment of any goal.

Overwhelming customer demand for quality products and service has in recent years become increasingly evident to professionals in the tourism and hotel industry (Lam, 1999; Mohan and Arumugam, 2016). The biggest contemporary challenge of any management in service industries is to provide and maintain customer satisfaction (Avelini Holjevac, 2000). If one is interested to know its consequences, a high level of job satisfaction may lead to improved productivity, increased turnover, improved attendance, reduced occurrence of accidents, less job stress, lower unionization and, of course, customer satisfaction (Adelabu, 2005; Dugguh, 2014).

The impact of human resource management practices on the job satisfaction if employees has been widely studied by the

scholars in different parts of the world at different times (Maimako, 2016; Steijn, 2004; Oyeniya, Afolabi and Olayanju 2014; Khan, Ahmad, Aleem and Hamed 2011). The approach of the father of Scientific Management, (Taylor, 1911) to job satisfaction is based on most pragmatic and essentially pessimistic philosophy

that man is motivated by money alone, that the workers are essentially “stupid and phlegmatic” and that they would be satisfied with work if they get higher economic return from it. Years have passed by and we have moved to more humanistic orientation from Taylor’s solely monetary approach.

The organization's development depends purely upon the effective utilization of skills and abilities of their employees. Every human being is special in his own way. The Human Resource Development is the only solution to improve the abilities of an individual and direct him to the right way to get job satisfaction and overall organizational development (Berger & Ghei, 1995). Human resource practices followed by Indian hotel industry have a positive impact on employee job satisfaction. Satisfied employees of the hotel industry are contributing more to customer satisfaction and effectiveness of the organization (Chand, 2010(a)). The bundle of human resource management practices like recruiting and selection, training and development, performance appraisal, performance rewards and internal communication system will have a positive impact on employee job satisfaction (Ijigu, 2015).

In this study we tested the five human resource management practices such as Staffing, Training and Development, Performance Appraisal, **Performance Rewards** and Internal Communication System used by Maimako, (2016), Woods & Mayer, (2005) against Job Satisfaction.

**Staffing and job satisfaction:** The staff recruitment and selection has an impact on both employees and on organizations. Therefore, one can say that the act of recruitment is one of the key acts of the management. The main job of recruitment and selection is to get the right persons for the right jobs at the right time for an organization. After recruitment, selection process starts. Recruitment is an activity in which an organization attracts the candidates who have the capability and attitude that is needed to assist the organization to accomplish its goals (Glueck 1974; Absar, 2012). The success or the failure of the recruitment process has a significant impact on job satisfaction, which leads to organizational effectiveness (Buşe, 2009).

H1: There is positive relationship between staffing and job satisfaction

**Training and development and job satisfaction:** Hotelier’s only job is to make the guest happy at his every stay. A trained employee can do this job more effectively. Guest satisfaction will ultimately cause employee satisfaction (Bulgarella, 2005).

Training & development will bring positive attitude; improve the skills and abilities and enhance knowledge; lead

to improve the performance of the organization and ultimately employee job satisfaction (Jehanzeb and Rasheed, 2013; Khan, 2016)

H2: There is positive relationship between Training & Development and job satisfaction

**Performance Appraisal with job satisfaction:** Vikram & Sayeeduzzaffar (2014) reviewed the influence of human resource management practices on job satisfaction of private sector bank employees, from which they found that performance appraisal had a significant impact on job satisfaction. Also performance appraisal motivated the employees, which in turn brought job satisfaction. Ijigu (2015) researched the relationship between performance appraisal and employees’ job satisfaction and stated that both were strongly related.

H3: There is positive relationship between Performance Appraisal and job satisfaction

**Performance Rewards with job satisfaction:** Salary is the major outcome or compensation which an employee receives for the services he renders to the company. Rasouli (2013) found evidence for the compensation or performance rewards correlating with job satisfaction. According to him, compensation is a pay system to employees designed by his employer. Hassan, (2013) found that three HR practices such as compensation, empowerment & appraisal system, employee satisfaction were related to loyalty in government owned public sector banks. Hence they proved the strong relationship between performance rewards and employee satisfaction.

H4: There is positive relationship between Performance rewards and job satisfaction

**Internal Communication System with Job Satisfaction:** Effective communication system, quality of supervisory communication and information exchange among colleagues, will lead to increase in satisfaction (Snyder, & Morris, 1984). Organizational communication received strong support as a predictor of job satisfaction and weak support as a moderator of the job performance-job satisfaction relationship (Pettit Jr. 1997)

H5: There is positive relationship between internal communication system and job satisfaction

### Theoretical Model of the study

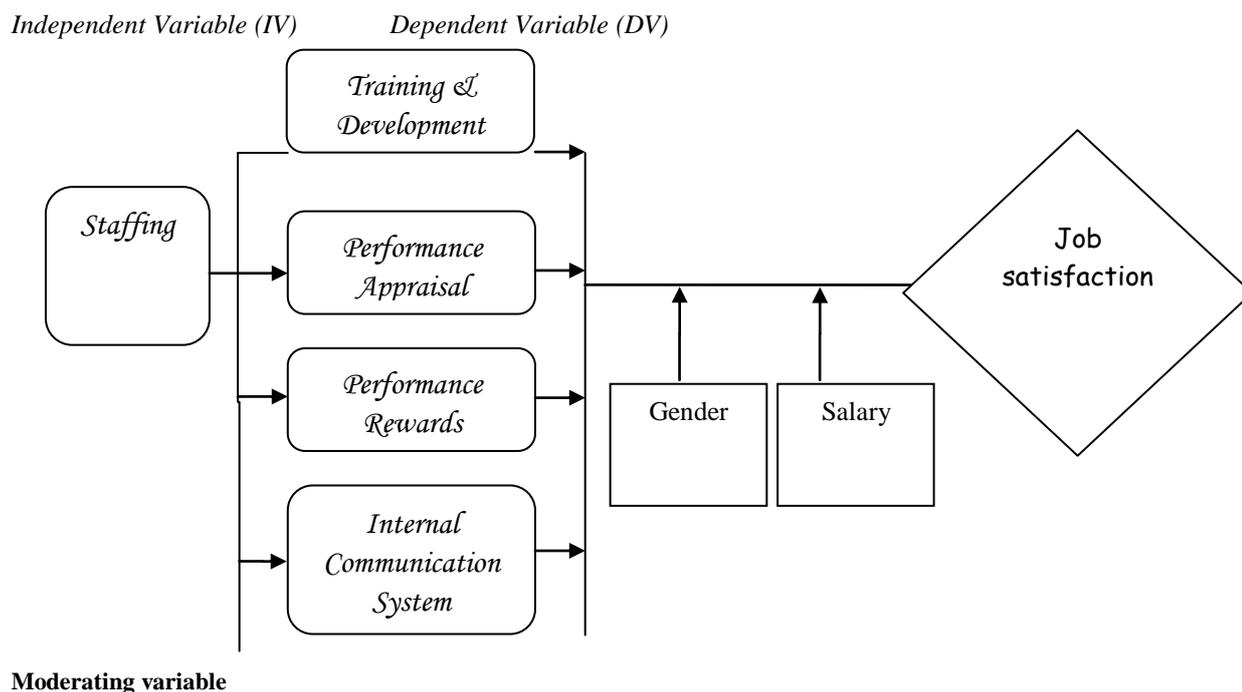


Figure1. Theoretical Model of the study

Research methodology:

Research Methods for meeting the objectives of this paper and hypotheses testing are given in the following section.

5.1. Sampling unit: The employees of star hotels belong to various cadres such as Food & Beverage service, F&B Production, Housekeeping, Front Office, Administration, maintenance, etc.

The frequency analysis is given as

Table1. Breakup of data collected

Department (in Hotel)	Frequency	Percentage
F & B Service	281	42.6
F & B Production	185	28.1
House Keeping	82	12.4
Front Office & Sales	65	9.9
Maintenance, Security & Administration	46	7.0

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Maintenance, Security & Administration	46	7.0
Total	659	100.0

5.2 Population size: The study focuses on star hotels situated in and around Coimbatore city employing about 4000 people.

5.3 Method of data collection: Questionnaire is used to collect data, since much exploratory and descriptive research is done on HR practices. Each employee is considered a sampling unit and is given a structured questionnaire by online survey tool (Google Form), personally or through social media.

5.4 Sampling frame: Price (1994) found that companies having more than 30 employees would follow good human resource practices. This research involves Ten star hotels, each employing more than 200 persons. Since the employees of hotels are being changed from one hotel to another during the data collection, the population taken in the research was assumed to be around four thousand.

5.5 Sampling method: A structured questionnaire was distributed by email, personally and through social media. It may be considered as a snowball sampling method. In sociology and statistics research, snowball sampling (or chain sampling, chain-referral sampling, referral sampling) is a non-probability sampling technique, where existing study subjects recruit future subjects from among their acquaintances. A Wald-Wolfowitz run test was executed (and found  $p > 0.05$ ) to assure the randomness of the sample, which was the precondition for applying tests of significance.

5.6 Sample size targeted and achieved: Our sample target was 20% of them (800) and after purification of data due to incompleteness and non-responses, 659 is arrived at. Therefore, the response rate is  $659/800 = 82\%$ . To ensure the sufficiency of sample collected a power analysis was executed after data collection. Gpower3.0 power software package was used on the sample size achieved and the result was shown as 653 with high power. Also it is interesting to note that it was

more than 10% of the assumed population (is a rule of thumb). Therefore, the sample size taken in this research is sufficient enough to do regression modeling, keeping the effect size moderate.

5.7 Instrument development: A detailed questionnaire consists of five point Likert scale. Cronbach's alpha is the most widely used method. Its value varies from 0 to 1 but satisfactory value is 0.6 (Malhotra 2002; Cronbach, 1951). The appropriate method of adopting the instruments for data collections is more challenging, since there are various methods of explaining the study of variable Job satisfaction. Numerous papers have measured the Job satisfaction with different measurements. Basically there is difference in opinion among experts about the approaches/theories of job satisfaction (SubbaRao, 2010). The theories are:

**Fulfillment theory:** According to this theory, satisfaction is measured by the rewards received by a person or the extent of satisfaction of his needs. Also there is a positive relationship between job satisfaction and the actual satisfaction of the needs that is expected (Naganna, D., 2002).

**Discrepancy theory:** According to the theory, satisfaction is the state of feeling and a gap between what a person actually receives from his job and what he expects from the job. When an employee receives more than what he expects he is satisfied with the job. If he receives less than what he expects from the job he gets dissatisfied (Naganna, D., 2002).

**Equity theory (Stacy Adams, 1963):** According to this theory the perceived equity determines one's satisfaction. A person's satisfaction is determined by his input-output balance, when compared to other's input-output balance. Input-output balance is the perceived ratio of what a person gets from his job to what he puts into it. Also it says that both under rewards and over rewards lead to dissatisfaction. (Dugguh & Ayaga, 2014; Maimako, 2016; Naganna, D., 2002).

**Herzberg's Two – Factor theory:** According to Herzberg, Manusner, Peterson and Capwell, satisfying the basic needs alone does not lead to job satisfaction. There is categorization of both people (those satisfied or unsatisfied) developed in this theory. Achievement, recognition and responsibility are some of the satisfying factors which lead to job satisfaction. (Naganna, D., 2002).

For this research, the instruments were according to the above theories

I am satisfied with my job. (Fulfillment theory)

I feel valued and affirmed at work (Herzberg's two – Factor theory)

I know what my supervisor expects of me at work (Equity theory)

I feel confident that my job will be satisfying in the future. (Fulfillment theory)

I have the right amount of independence in my job. (Discrepancy theory)

The instruments of HRM practices were developed from the previous research (Woods &Mayer, 2005) and a detailed questionnaire consisted of five point Likert scale. The instruments were tested for reliability (by widely used method of Cronbach’s alpha) during the pilot study and after full data collection. Cronbach alpha and composite reliability values are given in Table 2.

The work requirements of my job are reasonable. (Equity theory)

My work gives me an opportunity to be creative and innovative. (Discrepancy theory)

**Table2. Reliability and AVE**

Construct	Full form	Composite Reliability	Cronbach Alpha
Staffing	Staffing	0.813698	0.539480
Traing	Training & Development	0.778687	0.620068
PerfApp	Performance Appraisal	0.775887	0.614042
PerRew	Performance Reward	0.832618	0.699248
IntComm	Internal Communication System	0.791914	0.669244
JobSat	Job Satisfaction	0.84042	0.767644

Cronbach Alpha value varies from 0 to 1 but satisfactory value is 0.6 in managerial and other social science researches (Cronbach, 1951) and here most of the coefficients are greater than 0.6 and are found acceptable. Though a construct Staffing has slightly lower ones than expected, due to theoretical requirement of such question, it is retained.

5.8. Statistical Tools applied: Structural equation modeling is applied in this study. Structural equation modeling (SEM) includes a diverse set of mathematical models, computer algorithms and statistical methods that fit networks of constructs to data. SEM includes confirmatory factor analysis, path analysis, partial least squares path modeling and latent growth modeling.

5.9 Software packages used: Visual PLS 4.0b software is used in this research. After years of stagnancy, Partial least square (PLS) path modeling has recently attracted renewed interest from applied researchers. For data analysis, among structural equation modeling (SEM) software packages, Visual PLS is popular (Vinodh, & Joy, (2012). Basic analysis was performed through SPSS 17.0.

6. Descriptive analysis (or) Percentage Analysis:

This chapter provides the results and discussion of the research. The descriptive analysis is given in Table 3.

Table3. Descriptive statistics of the study variables



Construct	Indicator	Mean	SD	Number Strongly agreed	Percentage of Strongly agreed
Staffing	st01	3.77	0.78	107	18.1%
	st02	3.62	0.79	74	12.5%
	st03	3.87	0.92	185	31.3%
	st04	3.75	0.84	123	20.8%
Training	trd01	3.65	0.88	102	17.3%
	trd02	3.66	0.86	93	15.7%
	trd03	3.81	0.95	169	28.6%
	trd04	3.73	0.95	141	23.9%
Performance Appraisal	prap01	3.73	0.85	114	19.3%
	prap02	3.63	0.92	108	18.3%
	prap03	3.75	0.98	155	26.2%
	prap04	3.76	0.89	128	21.7%
Reward	rw01	3.66	1.00	133	22.5%
	rw02	3.50	0.95	81	13.7%
	rw03	3.65	1.00	137	23.2%
Internal Communication	ic01	3.77	0.83	121	20.5%
	ic02	3.72	0.88	129	21.8%
	ic03	3.76	0.89	132	22.3%
	ic04	3.77	0.88	128	21.7%
	ic05	3.70	0.84	105	17.8%
Job Satisfaction	js01	3.75	0.86	106	17.9%
	js02	3.73	0.90	137	23.2%
	js03	3.80	0.90	149	25.2%
	js04	3.79	0.90	155	26.2%
	js05	3.73	0.89	134	22.7%
	js06	3.76	0.87	127	21.5%
	js07	3.72	0.92	143	24.2%

The HRM practices and Job satisfaction are greater than 3 and it can be inferred that mostly the respondents answered towards the 'agree' in a five point scale data. Also, it is inferred that sufficient variation (SDs) exists in the data set, which is a necessity for a correlation study of variables.

Table 4 also states that there is sufficient correlation (Karl Pearson) for applying the SEM.

Table4: AVE and Correlation coefficient among the latent (construct) variables.

Construct	AVE	Staffing	Train	PerfApp	PerRew	IntCom	OrgPerf
Staffing	0.419600	1.000					
Traing	0.468648	0.492	1.000				
PerfApp	0.464275	0.492	0.724	1.000			
PerRew	0.624000	0.361	0.634	0.687	1.000		
IntComm	0.433370	0.433	0.666	0.691	0.630	1.000	
JobSat	0.481323	0.463	0.639	0.654	0.609	0.664	1.000

A SEM model applied in VPLS have been shown in the following result

### 7. SEM modeling for the justification of hypotheses:

**Table5. Structural Model-Boot Strap resample test**

	Entire Sample estimate	Mean of Subsamples	Standard error	T-Statistic
Staffing->JobSats	0.1160	0.0724	0.0427	2.7176
Taining->JobSats	0.1680	0.2024	0.0560	3.0002
PerfAppr->JobSats	0.1630	0.1824	0.0588	2.7718
Reward->JobSats	0.1720	0.1574	0.0447	3.8474
IntComn->JobSats	0.2810	0.2558	0.0536	5.2384

**Figure 2:**

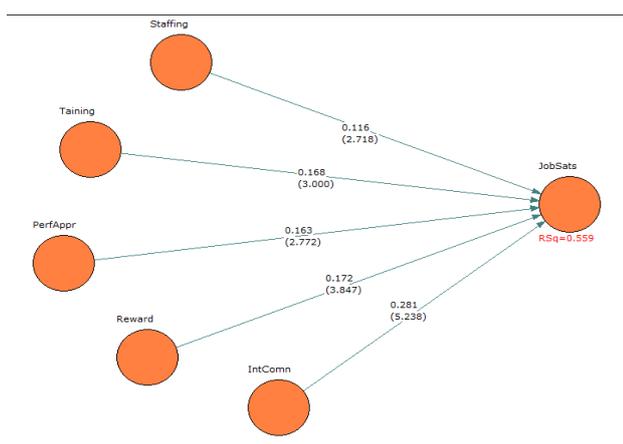


Figure2: SEM Model for Influence of HRM practices on the Job Satisfaction (Full sample n=659 employees) From Table 5 and Figure 2, it is inferred that there is a high degree impact of staffing on the job satisfaction since T value (given in parenthesis) is greater than T standard value 2 at 5% level of significance (H1 is supported). It coincides with the study results of Buş, (2009); Glueck(1974); Absar, (2012) who have shown results on the possible positive impact of these staffing practices on job satisfaction. From the descriptive analysis, it is found that more than 60% of respondents agree that the hotels have formal employment planning; internal recruiting policies; structured interviews and pre-employment tests. These practices have brought employee satisfaction. Also, it is inferred that there is a high degree impact of training and development on job satisfaction, since T value (given in parenthesis) is greater than T standard value 2 at 5% level of significance (H2 is supported). It supports the study results of Bulgarella, (2005); Jehanzeband Rasheed, (2013); Khan, (2016) have shown positive impact of training and development practices on job satisfaction. From the descriptive analysis, it is found that more than 60% of respondents agree that the hotels have

good training and development policies such as Training Need Analysis, Induction Training, Training to Increase their Promotability, Feedback system. These practices have brought satisfaction to employees.

Another inference says that there is a high degree impact of performance appraisal on the organization performance (H3 is supported). It coincides with the study results of Vikram&Sayeeduzzaffar (2014); Ijigu, (2015) which says structured performance appraisal system will have positive impact on job satisfaction. From the descriptive analysis, it is found that more than 60% respondents agree that the hotels have good performance appraisal system such as Periodical Evaluation, Objective Oriented Results, Quantifiable Results and Periodical Feedback System. These practices have brought satisfaction to the employees.

It is inferred that there is a high degree impact of performance reward practices on organization performance (H4 is supported). It supports the study results of Rasouli, (2013); Hassan(2013) which says that the structured performance reward will have positive impact on job satisfaction. From the descriptive analysis, it is found that more than 60% respondents agree that the hotels have good performance reward system; promotions are based on performance, employees receive monetary benefits based on organizational profits and performance based reward system. These practices have brought the employee job satisfaction.

It is interesting to note that there is a high degree impact of internal communication system on organization performance (H5 is supported). It coincides with the study results of Pettit Jr. (1997); Snyder & Morris (1984) which says that good internal communication system will have positive impact on job satisfaction. From the descriptive analysis, it is found that more than 60% of respondents agree that hotels have a good internal communication system and a complaint-resolution system. This ensures the participation of employees in quality improvement and problem

solving. These practices have brought job satisfaction to employees. The main model has been validated with Average Variance Explained (AVE) and correlation matrix. Most of the constructs have AVE values greater than 0.5 (convergent validity) and square off correlation is less than AVE value (discriminant validity). However, some constructs are lagging behind these conditions. So the model can be validated only at moderate level. Re-sampling results for the inner (measurements with all T significant) model and confirmatory factor analysis results (with higher loadings) are given in the appendix showing the relevance of the questionnaire indicators to the constructs taken in the model. Moderation effect of Gender and Income on the relation: In this section, an attempt is made to identify the moderation effect of two demographic variables by splitting the data set category-wise.

n=248 (37.6% of the respondents) From Figure 3(b), it is found that the results are similar to the full sample. But, Performance Rewards (Compensation) given to female employees have no impact on job satisfaction, since T value (given in parenthesis) is less than T standard value 2 at 5% level of significance. Other human resource management practices (Staffing, Training & Development, performance Appraisal and Internal Communication System) given to female employees have an impact on job satisfaction, since T value (given in parenthesis) is greater than T standard value 2 at 5% level of significance. It is proved that female employees do not worry much about the performance Rewards they receive. Hence, "Taylor's (1911) approach to job satisfaction saying that man is motivated by money alone" is proved wrong.

Figure3(a).

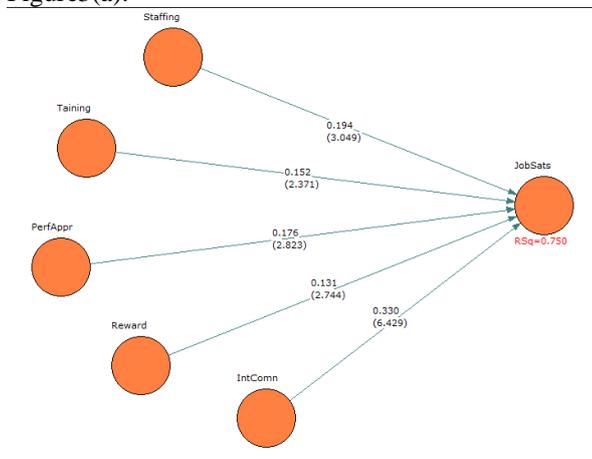


Figure3(a). SEM Model for Influence of HRM practices on the Job Satisfaction (Select sample Gender (MALE) n=411 (62.4% of the respondents))

From Figure 3(a), it is inferred that the results are same as for the full sample

Figure3(b):

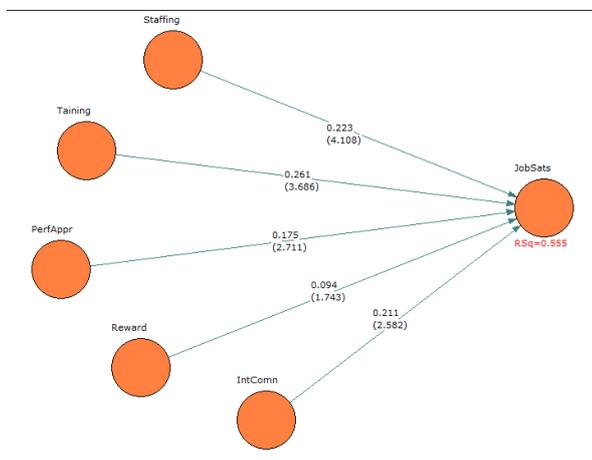


Figure3(b): SEM Model for Influence of HRM practices on the Job Satisfaction (Select sample Gender (FEMALE))

Figure4(a):

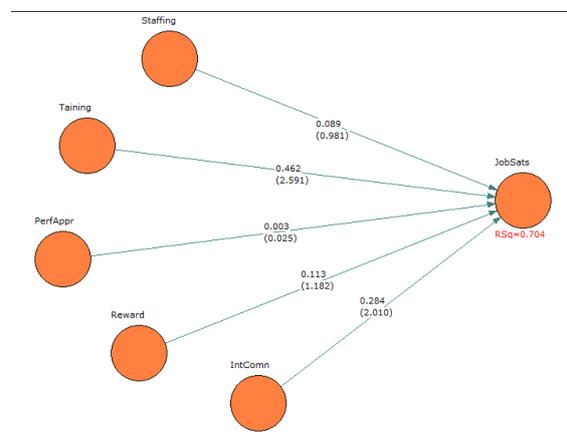


Figure4(a). SEM Model for Influence of HRM practices on the Job Satisfaction (Select sample salary (less than Rs. 10,000/pm-) n=60 (09.1% of the respondents))

From Figure 4(a), it is inferred that the human resource management practices (Staffing, Performance Appraisal and Performance rewards) given to the employees who are getting less than Rs. 10,000/pm have no impact on job satisfaction, since T value (given in parenthesis) is less than T standard value 2 at 5% level of significance.

The employee who falls in this category is not bothered about the human resource practices and policies. It is learnt that these employees' salary is a big concern; their first priority is salary to survive in the contemporary world. Moreover, these employees are new to the industry; so are in initial stage, and may have confusion in choosing the industry for their future (career growth).

So the human resource practices will obviously have no impact on their job satisfaction. These employees are interested in training, since training will help them in building their career.

Figure4(b):

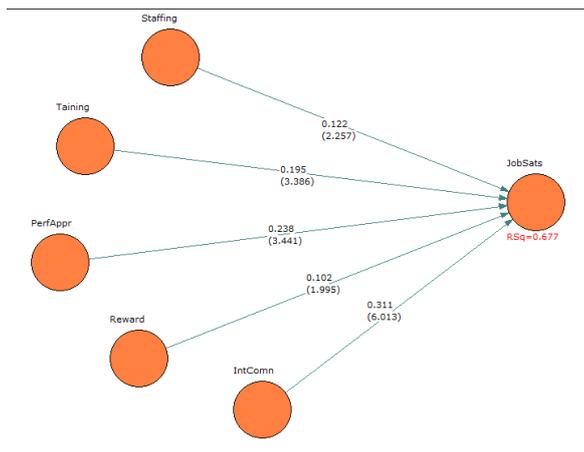


Figure4(b): SEM Model for Influence of HRM practices on the Job Satisfaction (Select sample salary (Rs. 10,000/pm- to Rs. 20,000/-) n=399 (60.5% of the respondents)

- From Figure 4(b), it is observed that the human resource management practices with regard to the employees who are getting salary between Rs. 10,000/pm- and Rs. 20,000/- have impact on job satisfaction, since T value (given in parenthesis) is greater than T standard value 2 at 5% level of significance.
- It is learned that these employees are much interested in the HR practices, since they already started building their career in the industry or the organization.
- The better human resource practices will make them more satisfied and work better for the betterment of the organization.

Figure4(c):

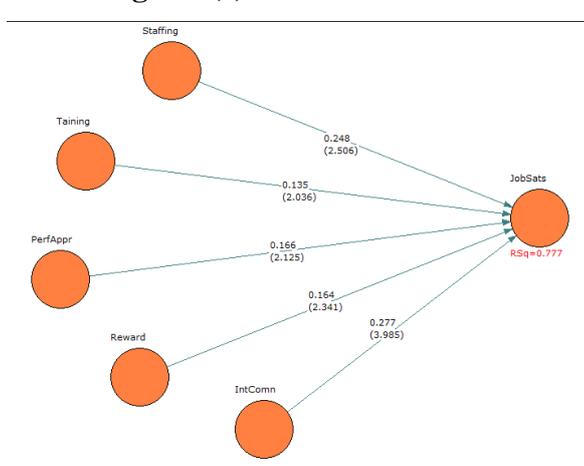


Figure4(c): SEM Model for Influence of HRM practices on the Job Satisfaction (Select sample salary (Rs. 20,000/- to Rs. 30,000/-) n=165 (25% of the respondents)

- From Figure 4(c), it is observed that the human resource management practices with regard to the employees who are getting salary between Rs. 20,000/pm and Rs. 30,000/- have more impact on job satisfaction, since T value (given in parenthesis) is greater than T standard value 2 at 5% level of significance.
- It is learned that the employees in this category are much more interested in the HR practices, since they are build their career in the industry or in the organization. These employees are aspirants who want to build their career in the same industry.
- The better human resource practices benefit these employees who are satisfied with their performance.

➤ Figure4(d):

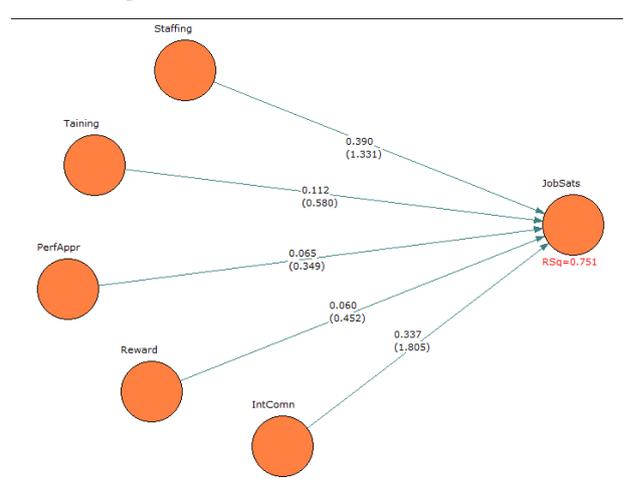


Figure4(d): SEM Model for Influence of HRM practices on the Job Satisfaction (Select sample salary (Rs. 30,000/- and above) n=35 (5.3% of the respondents)

From Figure 4(d), it is observed that the human resource management practices with regard to the employees who are getting Rs. 30,000/- pm and above have no impact on job satisfaction, since T value (given in parenthesis) is less than T standard value 2 at 5% level of significance.

It is learnt that these employees are not happy with the HRM practices. Since most of them already worked in abroad and



have thorough knowledge of the industry, they expect world class standards in Coimbatore hotel industry.

Most of the employees under this category have been, or strgoing, abroad. So, they may not be happy with the practices followed in a two-tier city like Coimbatore.

### VI. CONCLUSION:

This study examined the impact of staffing, training and development, performance appraisal, performance rewards and internal communication system on employee job satisfaction in star hotels in Coimbatore.

❖ From the analysis it is inferred that there is a high degree impact of staffing, training and development, performance appraisal, performance rewards and internal communication system on the employee job satisfaction. The impact of performance rewards given to female employees has no impact on job satisfaction. And the HRM practices with regard to employees getting less than Rs. 10,000/pm- and more than Rs. 30,000/- have no impact on job satisfaction. The industry has to concentrate more on human resource management practices to get better job satisfaction from the correlation matrix, the highest positive value of training and development, Performance Rewards and Internal communication system (T value more than 2.00). The management of hotels should focus more on these variables to get better job satisfaction level. So the organization can focus on betterment of the above HR practices to increase job satisfaction.

❖ On the contrary, many studies have just studied the relationship between HRM practices and job satisfaction. This paper tested the moderation effect of relationship among independent and dependent variables. The study covers only employees of star hotels in Coimbatore and in future; it can be conducted in different industries in different places. Only five HR practices were tested against job satisfaction to find the R-square range of 55% to 77% and the theory says that job satisfaction indicators influence one other. Therefore, this may also extend to many other variables in future.

### VII. SUGGESTIONS:

We tested the relationship among independent and dependent variables. The theory says, HRM practices have great impact on Employee Job Satisfaction. Our study results coincide with the theory (Chand, 2010(a); Mamaiko 2016; Jenaibi 2010; Ijigu 2015).

✚ It is inferred that the HRM practices have positive influence on Employee Job Satisfaction (Maimako, 2016). The five hypothesis framed are (H1 to H5) found to be correct. So, it is suggested to maintain the same level of HRM practices to get optimum results from the employees

✚ The moderation effect of Gender-Female has low impact on job satisfaction. It is suggested that salary alone cannot make women employees feel satisfied. For them other factors like security, Staffing, Training & Development, Performance appraisal and Communication are important. So, it is suggested these factors be given importance in the case of women employees.

✚ It is inferred that, training & development has a high degree of impact on job satisfaction. So, organizations can concentrate more on T&D activities which make employees satisfied.

✚ The moderation effect of salary implies that, the employees receiving a salary of less than Rs. 10,000/pm- and more than Rs. 30,000/- have less HRM practices impact on them. HRM Practices provided to the employees who receive salary between Rs. 10,000/-pmandRs. 20,000/- and Rs.20,000/- andRs. 30,000/- have great impact on Job Satisfaction. It is suggested that organizations have to concentrate more on HRM practices with regard to all those who are not satisfied with the HRM practices.

✚ Human Resource Department has to bring innovations in the HRM practices to match with global standards which will increase employee job satisfaction level in the hospitality industry (Avelini, 2000).

✚ They further mentioned other factors like staffing, job security, compensation, training and development activities, skill development activities, employee engagement, career advancement schemes, statutory returns and Full & Final Settlement benefits are the prioritized practices which will increase the levels of job satisfaction. So, managements have to concentrate more on these activities (Khan, 2011).

So the organization can focus on betterment of the above HR practices to increase the job satisfaction levels.

### VIII. FUTURE SCOPE OF THE STUDY:

Due to time constraint the scope of the study covers only employees of star hotels in Coimbatore. In future, the study can be conducted in different industries in different places. This study has only five HR practices tested against Job Satisfaction. In future, researchers can conduct research on more variables such as innovative methods of HRM.

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## AUTHORS PROFILE

**Diensh L**, Research Scholar , Karpagam Academy of Higher Education, Coimbatore-21

**Dr. V.M. Senthil Kumar**, Associate Professor- Management (MBA), Karpagam Academy of Higher Education, Coimbatore-21