Examining the Impact of Human Resource Practices on Organizational Culture in 5-Star Category Hotels of Delhi NCR

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Abstract

The organizational culture of hotels is greatly impacted by the HR policies used there, and this has a significant impact on the establishments' overall success and long-term viability. The study's primary objective is to analyze the impact of HR practices on organizational culture. Structured questionnaire was framed to collect data from the employees of 5-star category hotels of Delhi-NCR. Structured questionnaire was framed using Google forms and distributed to respondents using online platforms. Convenience sampling technique were used for the collection of the data. Total of 100 valid responses were found. Descriptive statistics were used for the analysis of the data. The findings of the first objective revealed that top 5 features which are highly influenced by HR practices of the hotels in the order of importance are: The performance evaluation process in our hotel aligns with the values and goals of our organizational culture, HR practices foster a sense of pride and identity among employees with regard to the organizational culture, HR practices actively promote diversity and inclusion within the organizational culture, HR practices effectively address and resolve conflicts to maintain a harmonious organizational culture and The HR practices in our hotel effectively communicate the organizational values and mission. Second objective of the study suggested important measures to professionals of HR department of hotel industry to enhance their organizational culture.

Keywords: Human Resource, Practices, Organizational Culture, 5-Star Hotels, Delhi-NCR.

Introduction

As the backbone of the worldwide hospitality sector, the hotel industry is a dynamic and multidimensional field that is distinguished by its ongoing evolution and flexibility in response to changing consumer expectations. With a wide range of services including lodging, eating, events, and recreational opportunities, hotels are essential to the tourist and travel industry. This sector not only drives the economy but also functions as a centre of culture and society, providing a

wide range of experiences to a diversified clientele. Researchers have looked into a number of areas to gain an understanding of the complexities and difficulties facing the hotel industry. These areas include workforce management (Upneja & Kar, 2018), customer satisfaction (Smith & Johnson, 2018), the effect of technology on guest experiences (Buhalis & Amaranggana, 2015), sustainability initiatives (Font, 2019), and the role of leadership in hotel management (Harrington & Ottenbacher, 2016). A thorough grasp of the subtleties of the hotel sector is shown by a synthesis of diverse academic viewpoints, underscoring its importance as a hub of social, cultural, and economic aspects.

Human resource (HR) practices are crucial in the hotel sector since they influence employee happiness, organizational dynamics, and ultimately, the guest experience. In order to guarantee that hotel employees have the abilities and characteristics required to provide great service, recruitment and selection procedures are essential (Guzzo et al., 2017). There are many programmes for employee training and development that fulfil the demand for ongoing skill improvement and adjust to changing industry standards (Kim & Lee, 2018). Moreover, performance management systems are put in place to track and evaluate worker performance, coordinating personal aims with company goals (Boxall & Macky, 2019). Initiatives to increase employee engagement are becoming more popular as a result of research showing a link between happier employees and higher customer satisfaction (Brown &Swarbrooke, 2017). In order to develop a workforce that represents the different demands of the global customer, diversity and inclusion practices are also being prioritised (Kusluvan et al., 2010). It is clear that leadership plays a part in HR procedures, and that good leadership is essential to developing a favourable workplace culture and high employee morale (Shipton et al., 2017). Together, these HR procedures help to provide a work environment that draws top talent and guarantees that employees are skilled, engaged, and committed to the industry's overall objectives.

The notion of organizational culture, which has its origins in the study of organizational behaviour, has attracted a lot of interest due to its significant impact on the dynamics, behaviours, and general operation of workplaces. Organizational culture is defined as a collection of common values, beliefs, and practices that define a company. It acts as a compass, influencing employee behaviour, decision-making procedures, and the general atmosphere of the workplace (Schein, 2017). The importance of organizational culture in affecting employee engagement (Denison, 1990), creativity (Cameron & Quinn, 2011), and overall organizational performance (O'Reilly & Chatman, 2018) has made the study of organizational culture essential for academics and practitioners.

The organizational culture of hotels is greatly impacted by the HR policies used there, and this has a significant impact on the establishments' overall success and long-term viability. For example, hiring and selection procedures in hotels have a big impact on the makeup of the staff and help create a culture where certain abilities, traits, and dispositions are valued (Guzzo et al., 2017). Programmes for employee training and development, which place an emphasis on skill development and ongoing improvement, help to foster a learning-oriented culture inside the hotel (Kim & Lee, 2018). As essential components of HR procedures, performance management systems help to establish an environment of accountability and achievement by coordinating individual employee goals with organizational objectives(Boxall & Macky, 2019). Incorporating

employee engagement activities into HR processes is critical to developing a happy and engaged workforce, which in turn impacts the hotel's organizational culture as a whole (Brown &Swarbrooke, 2017). HR diversity and inclusion initiatives help to build a vibrant and diverse company culture that represents the many experiences and viewpoints of both visitors and staff (Kusluvan et al., 2010). It is impossible to overstate the importance of leadership in HR procedures since it helps to create a productive workplace, encourage teamwork, and shape the values that characterise hotel organizational cultures (Shipton et al., 2017). Essentially, the way that HR procedures and organizational culture are intertwined in hotels highlights how important strategic HRM is to building a work environment that is consistent with the objectives and values of the hospitality sector.

The objective of this study is to augment the current corpus of knowledge by investigating the particular HR practices that facilitate or impede the establishment of a unique organizational culture in Delhi NCR's five-star hotels. Investigations into employee engagement tactics, performance management systems, training and development programmes, and hiring and selection procedures will be focused on. Through an examination of these aspects, the research aims to disentangle the ways in which HR procedures influence the attitudes, convictions, and actions that characterise the corporate culture of five-star hotels.

Review of Literature

Concept of Organizational Culture

Organizational culture is a broad and intricate concept that has attracted a lot of interest from academics in a variety of fields. The idea is essential to comprehending the common values, presumptions, and beliefs that influence how people behave inside an organization. Three levels of organizational culture were identified by Schein (1985) in his groundbreaking framework: professed values, underlying assumptions, and artefacts and behaviours. This approach, which offers a thorough understanding of how culture appears at various levels inside an organization, is still fundamental. A thorough explanation of organizational culture is given by Denison (1990), who defines it as "the shared values, beliefs, and assumptions that exist in an organization and that shape the behaviour of its members."A more nuanced definition of organizational culture is provided by Cameron and Quinn (2011), who state that it is "a set of norms and values that are widely shared and strongly held throughout the organization, yet allow for diversity in terms of the behaviour and attitudes of organizational members." The inclusivity of organizational culture is highlighted by Schein (2010), who defines it as "a pattern of shared basic assumptions that the group learned as it solved its problems of external adaptation and internal integration, that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think, and feel in relation to those problems."

HR Practices in Hotel Industry

The personnel dynamics and organizational culture in the hotel business are significantly shaped by the Human Resources (HR) department. Because of its complexity, the hospitality industry requires a deliberate and competent HR approach to handle the special opportunities and

problems that come with running a hotel. HR procedures, from hiring and choosing staff to providing training and growth, are essential to hotels' ability to draw in, keep, and develop highly qualified and driven workers who can provide outstanding guest experiences. Effective hiring and selection procedures are critical to the hotel sector, as research by Li et al. (2016) highlights, as they have a direct impact on guest satisfaction and employee performance. Additionally, Poulston's (2008) research highlights how crucial training and development initiatives are to raising staff members' skill and competency levels, which raises overall service quality. Kim and Kandampully (2012) examine the relationship between HR procedures and worker engagement in the hotel sector, emphasising the favourable relationship between happy workers and higher levels of customer satisfaction. Furthermore, Gomezelj and Mihalic's (2008) study highlights HR's responsibility for employee relations management, acknowledging that HR affects the organizational atmosphere and, in turn, the visitor experience. Research on how HR practices enhance organizational innovation and competitive advantage (Jiang et al., 2012) adds more credence to HR's strategic position in the hotel business. An effective HR department is essential to coordinating human resource initiatives with the organization's overall objectives as hotels pursue excellence in service delivery and guest pleasure.

Impact of HR Practices on Organizational Culture

Academics have explored the complex ways that HR procedures affect and shape organizational culture. Vermeeren et al.'s (2021) study, for example, examines how HR practices might support an innovative culture. It highlights the significance of HR activities in creating an atmosphere that encourages creativity and ongoing improvement. Expanding on this, Huang et al.'s research (2020) looks at how HR practices affect workers' well-being and finds a strong correlation between proactive HR procedures and an environment at work where workers' health and happiness are given priority. Furthermore, Jackson et al.'s (2019) research highlights the critical role HR plays in advancing diversity as a core value and the relationship between diversity and inclusion-focused HR practices and the creation of an inclusive organizational culture. Al Ariss et al.'s (2018) study, which looks at an international context, explores how HR practices affect organizational culture in various cultural contexts. It offers insights into the cross-cultural dynamics of HRM and how it affects the development of a unified organizational culture.

Objectives of the Study

➢ To examine the impact of HR practices on organizational culture of 5-star hotels of Delhi NCR.
➢ To suggest measures to professionals of HR department of hotels to enhance the organizational culture of their organization.

Research Methodology

Type and source of data

Structured questionnaire was developed to collect the primary data. Books, journals, previous researches, websites, government reportsetc. helped in collection of secondary data. Both evidences were used for the study.

Data Collection

The questionnaire was distributed to 170 respondents and out of 170, 110 respondents had filled the questionnaire. Out of 110 received responses, 100 responses were found valid. Thus, analysis of the data was done based on 100 valid responses. Convenience sampling was used to collect data from respondents of the Delhi-NCR. The survey included respondents who work in 5-star category hotels of Delhi-NCR. The structured questionnaire was prepared using online platform Google forms and were circulated to respondents through their email ids and other social media platforms. The surveyed questionnaire consisted closed ended questions in two sections. The first section consisted questions on demographic profile of respondents. The second section consisted questions on the impact of hotels HR practices on the organizational culture in 5-star category hotels of Delhi-NCR. The questions of second section were asked on a likert scale of 1 to 5 where 1 indicates strongly disagree, 2 indicates disagree, 3 indicates neutral, 4 indicates agree and 5 indicates strongly agree. All the variables in the questionnaire were framed after extensive review of literature and taking consultation from research supervisor, academicians, HR professionals and employees of hotel industry. The survey was conducted in the month of January, 2024.

Data Analysis and Interpretation

Demographic Profile of Respondents
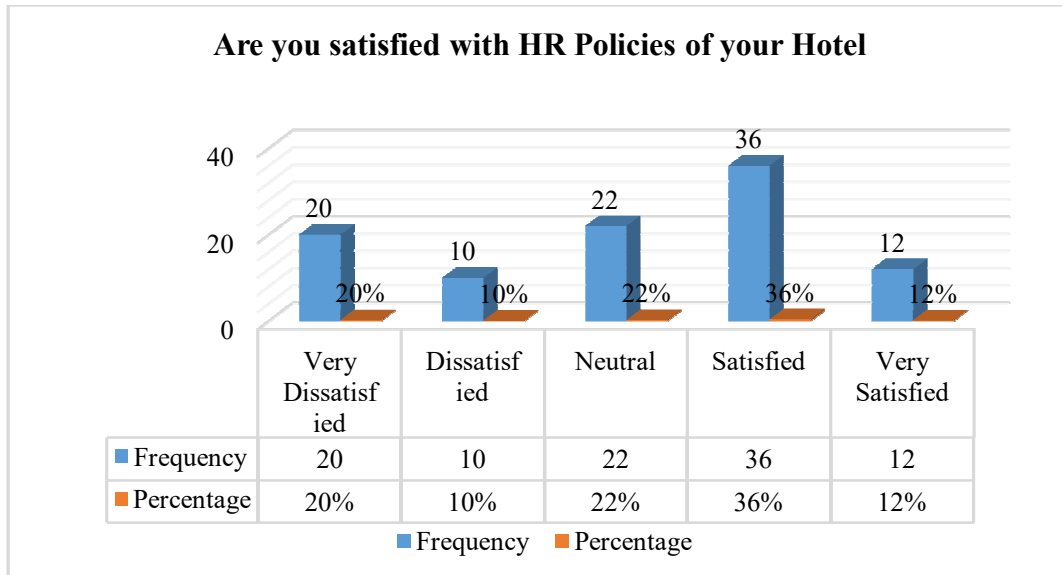
Table 1: Demographic Profile of Respondents

Variables		(%)
Gender	Male	80
	Female	20
	Prefer not to say	--
Age	18-30 years	66
	31-40 years	20
	41-50 years	12
	51-60 Years	2
Marital Statis	Single	56
	Married	40
	Prefer not to say	4
Educational Qualifications	Undergraduate	36
	Graduate	26
	Postgraduate	24
	Doctorate	10
	Others	4
Native of Delhi-NCR	Yes	70
	No	30
Area of Residence	Rural	38
	Sub-Urban	18
	Urban	44

Department in Hotel	Food Production	22
	F&B Service	20
	Front Office	22
	Housekeeping	14
	HR	12
	Others	10
Position	Operational Level	36
	Supervisory Level	28
	Managerial Level	36
Years of Experience in Present Hotel	Less than a year	48
	1-3 Years	16
	3-6 Years	14
	6-10 Years	16
	More than 10 Years	6
Total Experience in Hotel Industry	Less than a year	48
	1-3 Years	8
	3-6 Years	10
	6-10 Years	26
	More than 10 Years	8
Annual Income	Up to 4 Lakhs	30
	4-8 Lakhs	48
	8-12 Lakhs	12
	More than 12 Lakhs	10

Table 1 is indicating the demographic profile of the respondents. Gender distribution shows that 80% of the respondents are males and 20% are females. Age distribution shows that 66% of the respondents are in the age group of 18-30 years, 20% are 31-40 years, 12% are between 41-50 years and 2% are between the age group of 51-60 years. 56% of the respondents are single and 40% are married and 4% of the respondents preferred not to mention their marital status. 36% of the respondents are undergraduate, 26% are graduates, 24% are postgraduates, 10% are doctorates and 4% are having other educational qualification. 70% of the respondents are native of Delhi-NCR and 30% are not native of Delhi-NCR. 38% of the respondents are residing in rural area, 18% are residing sub-urban area and 44% are residing in urban area of Delhi-NCR. 22% of respondents are working in food production department, 20% are working in F&B service department, 22% are working in front office, 14% are working in housekeeping, 12% are working in HR department and 10% of the employees are working in other departments of the hotel. 36% off the employees are working in operational level position, 28% are working on supervisory level position and 36% of the respondents are working in managerial level position. 48% of the respondents are having less than a year experience in the present hotel, 16% are having experience of up to 3 years, 14% are having experience of 3-6 years, 16% are having 6-10 years of experience and 6% are having more than 10 years of experience in the present hotel. 48% of the respondents are having less than a year experience in hotel industry, 8% are having up to 3 years' experience, 10% are having 3-6 years of experience, 26% are having 6-10 years of
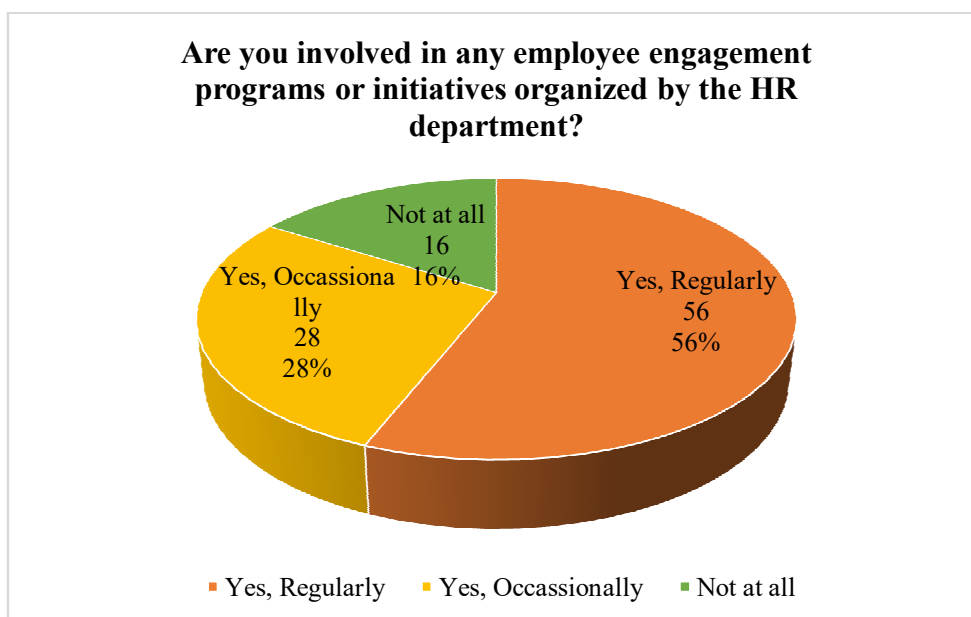
experience and 8% are having more than 10 years of experience in the hotel industry. 30% of the respondents are earning annual income of up to Rs. 4 Lakhs, 48% are earning 4-8 Lakhs, 12% are earning 8-12 Lakhs and 10% are earning more than 12 Lakhs per year.

Bar graph 1 indicates the satisfaction level of employees with the HR policies of their current hotel. It indicates that 20% of the respondents are highly dissatisfied, 10% dissatisfied, 22% are neutral, 36% are satisfied and 12% are highly satisfied with the HR practices of their hotel.

Are you satisfied with HR Policies of your Hotel

	Very Dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
▪ Frequency	20	10	22	36	12
▪ Percentage	20%	10%	22%	36%	12%

▪ Frequency ▪ Percentage

Bar Graph 1: Satisfaction with HR Policies of Current Hotel

Bar graph 2 indicates the employees' involvement in employee engagement programs or initiatives organized by HR department. 56% of the employees mentioned that they are regularly involved, 28% mentioned that they are occasionally involved and 16% mentioned that they are not involved in employee engagement program initiated by HR department of their hotel.

Are you involved in any employee engagement programs or initiatives organized by the HR department?

Not at all 16 16%
Yes, Occassionally 28 28%
Yes, Regularly 56 56%

▪ Yes, Regularly ▪ Yes, Occassionally ▪ Not at all

Bar Graph 2: Involvement in employee engagement programs

Bar graph 3 indicates employee agreement level with the HR practices support in their professional development. 26% of the employees strongly disagree, 10% disagree, 10% are neutral, 42% agree and 12% of the respondents are strongly agree that HR practices of their hotels support employee professional development.

Bar Graph 3: HR practices in your hotel support employee professional development

Impact of HR Practices on Organizational Culture

The first objective of the study is to analyse the impact of HR practices on organizational culture. Table 2 is indicating the impact of HR practices on organizational culture. 44% of the respondents agreed that the HR practices of their hotel effectively communicate the organizational values and mission. 45% of the respondents agreed that HR practices of their hotel contribute to a positive organizational culture.42% of the respondents agreed that the training and development programs provided by HR enhance the skills and competencies needed for a strong organizational culture.42% of the respondents agreed that the HR practices effectively promote teamwork and collaboration among employees.44% of the respondents agreed that the HR practices in their hotel support and recognize employee achievements and contributions.42% of the respondents agreed that the employees in our hotel are actively involved in decision-making processes through HR initiatives.42% of the respondents agreed that the communication channels established by HR contribute to a transparent and open organizational culture.42% of the respondents agreed that the recruitment and selection processes in our hotel ensure a cultural fit with the organization.45% of the respondents agreed that HR practices effectively address and resolve conflicts to maintain a harmonious organizational culture.38% of the respondents agreed that Employees feel a strong sense of commitment and loyalty due to the HR practices in our hotel.46% of the respondents agreed that HR practices actively promote diversity and inclusion within the organizational culture.47% of the respondents agreed that HR practices foster a sense of pride and identity among employees with regard to the organizational culture.48% of the respondents agreed that the performance evaluation process in our hotel aligns with the values

and goals of our organizational culture.42% of the respondents agreed that HR practices play a significant role in shaping and reinforcing our hotel's organizational culture.

Table 2: Impact of HR Practices on Organizational Culture

Parameters	Strongly Disagree (1)	Disagree (2)	Neutral (3)	Agree (4)	Strongly Agree (5)	4+5
The HR practices in our hotel effectively communicate the organizational values and mission.	37	12	6	20	25	45
I feel that HR practices in our hotel contribute to a positive organizational culture.	36	18	2	24	20	44
The training and development programs provided by HR enhance the skills and competencies needed for a strong organizational culture.	36	12	10	20	22	42
HR practices effectively promote teamwork and collaboration among employees.	36	12	10	26	16	42
HR practices in our hotel support and recognize employee achievements and contributions.	30	18	8	20	24	44
Employees in our hotel are actively involved in decision-making processes through HR initiatives.	36	18	4	28	14	42
The communication channels established by HR contribute to a transparent and open organizational culture.	38	12	8	24	18	42
The recruitment and selection processes in our hotel ensure a cultural fit with the organization.	32	16	10	24	18	42

HR practices effectively address and resolve conflicts to maintain a harmonious organizational culture.	32	13	10	20	25	45
Employees feel a strong sense of commitment and loyalty due to the HR practices in our hotel.	32	20	10	24	14	38
HR practices actively promote diversity and inclusion within the organizational culture.	32	14	8	26	20	46
HR practices foster a sense of pride and identity among employees with regard to the organizational culture.	27	14	12	24	23	47
The performance evaluation process in our hotel aligns with the values and goals of our organizational culture.	32	14	6	28	20	48
Overall, HR practices play a significant role in shaping and reinforcing our hotel's organizational culture.	36	14	8	24	18	42

Suggestive measures to professionals of HR department of hotels to enhance the organizational culture of their organization

Second objective of the study is to suggest measures to professionals of HR department of hotels to enhance organizational culture of their organization. Boosting the organizational culture of hotels is essential to creating a happy workplace, raising staff morale, and eventually boosting visitor experiences. These are some actions that HR staff members at hotels can take to improve organizational culture.

➢ HR specialists collaborate with the leadership to establish the fundamental principles that embody the hotel's intended culture, mission, and vision. Make sure all staff members understand these values by providing them with training materials, orientation courses, and frequent reminders.

> ➢ Senior management and HR specialists should set an example of the desired culture via their choices, actions, and interactions with staff members. Leaders must live up to the ideals they wish to espouse since they are looked up to by their subordinates.
>
> ➢ HR specialists create official initiatives to honor and commend workers who embody the company's ideals and enhance the culture. Acknowledgment can come in many different forms, including cash incentives, public acknowledgements, awards, and certificates.
>
> ➢ Senior management and HR specialists create an atmosphere where workers feel free to share their thoughts, worries, and criticism. Establish suggestion boxes, frequent feedback meetings, and open-door policies to promote two-way contact between personnel and management.
>
> ➢ HR professionals and upper management need to offer chances for professional development via workshops, seminars, training courses, and initiatives for educational reimbursement. Investing in employees' education and training builds their relationship with the company and shows a commitment to their long-term success.
>
> ➢ Senior management and HR professionals should understand the value of work-life balance and encourage employees to take frequent breaks, promote wellness programs, and offer flexible work schedules. Encouraging workers' personal well-being results in a happier, healthier workforce.
>
> ➢ HR professionals and upper management need to embrace staff members with various origins, cultures, and viewpoints in order to cultivate an inclusive and diverse work environment. Establish employee resource groups, put diversity training programs into action, and support campaigns that advance inclusivity and equality.
>
> ➢ HR professionals and upper management need to plan social events, retreats, and team-building exercises that promote employee cooperation, camaraderie, and relationship-building. A work atmosphere that is more cohesive and encouraging is a result of stronger interpersonal interactions.
>
> ➢ HR specialists and upper management need to assign tasks and provide workers the freedom to decide what falls within their purview. Giving people autonomy fosters a sense of accountability and ownership, which can improve morale and increase job satisfaction.
>
> ➢ HR professionals and upper management use performance indicators, focus groups, and surveys to regularly evaluate the success of cultural initiatives. Employee input should be sought, and data-driven insights should be used to hone tactics and make the required changes to guarantee alignment with company objectives.

HR professionals may significantly improve the organizational culture of hotels by putting these strategies into practice. This will result in a work environment where staff members feel appreciated, involved, and inspired to give their all.

Conclusion

The organizational culture of hotels is greatly impacted by the HR policies used there, and this has a significant impact on the establishments' overall success and long-term viability. The first objective of the study is to analyse the impact of HR practices on organizational culture. The findings of the first objective revealed that top 5 features which are highly influenced by HR

practices of the hotels in the order of importance are: The performance evaluation process in our hotel aligns with the values and goals of our organizational culture, HR practices foster a sense of pride and identity among employees with regard to the organizational culture, HR practices actively promote diversity and inclusion within the organizational culture, HR practices effectively address and resolve conflicts to maintain a harmonious organizational culture and The HR practices in our hotel effectively communicate the organizational values and mission. Second objective of the study suggested important measures to professionals of HR department of hotel industry to enhance their organizational culture.

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