

**A STUDY OF EMPLOYEE BEHAVIOUR AND ITS IMPACT ON CONSUMER  
PERCEPTION IN 3, 4, 5 STAR HOTELS IN PUNE CITY (2011-2014)**

**A Thesis submitted to  
Tilak Maharashtra Vidyapeeth, Pune  
For the Degree of Doctor of Philosophy (Ph.D.)**

**Under the Faculty of Management**

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**Month and Year: November 2016**

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I hereby declare that the thesis entitled **“A Study of Employee Behaviour and Its Impact on Consumer Perception in 3, 4, 5, Star Hotels in Pune City (2011-2014)”** completed and written by me has not previously been formed as the basis for the award of any Degree or other similar title upon me of this or any other Vidyapeeth or examining body.

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**Date:**

**Dr. Seema Zagade**

**Research Guide**

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# CHAPTER 1

# INTRODUCTION

## 1.1A Brief History of India's Hotel Industry

Before World War II, most hotels in India were created in areas that were frequented by the British and Indian nobility. This period saw the advancement of lodgings being attempted by individual British and Indian business visionaries, with just a couple of organizations owning hotels in India, for example, The Taj Group- - Indian Hotel Company (owned by J. R. D. Tata) and Faletti's Hotel, East India Hotels Oberoi Group.

The essential hotels that were built during India's British period were:

Table 1: Hotels built during British rule in India

The Rugby, Matheran	(1876)
The TajMahal Hotel, Mumbai	(1900)
The Grand, Calcutta	(1930)
The Cecil Hotels, Shimla and Muree	(1935)
The Savoy, Mussoorie	(1936)

India gained independence in 1947, and the hotel business had a period in which no lodging improvement occurred. Upon his arrival from the Non-Aligned Movement Conference in 1956, Late Pandit Jawaharlal Nehru, then Prime Minister of India, perceived that tourism could be a motor for the nation's financial development and was inspired to assemble quality hotels in India for visiting foreign dignitaries. This prompted the first-ever government interest in the hotel business with the working of the Ashoka Hotel in New Delhi.

The India Tourism Development Corporation (ITDC) was set up in 1966 as an enterprise under the Indian Companies Act of 1956, with the merger of Janpath Hotel India Ltd. and India Tourism Transport Undertaking Ltd. Today, ITDC gives a complete scope of tourism administrations, including accommodation, catering, and entertainment and shopping, hotel consultancy, duty free shops, and an in-house travel agency.

The government gave the tourism business another support when it made the Ministry of Tourism and Civil Aviation in 1967, isolating it from the Ministry of Transport and Shipping, in this manner perceiving that tourism was not just about transporting individuals from point A to point B yet had a much more extensive part to play in the country's economy.

Simultaneously, Rai Bahadur M. S. Oberoi, Chairman of East India Hotels Ltd., was growing his realm by developing New Delhi's first present day multi-story hotel, which was franchised to U.S. - based Inter-Continental Hotels. The arrangement of Oberoi hotels comprised of The Cecil, Shimla; The Oberoi Grand, Calcutta; The Oberoi Clarks, Shimla; The Oberoi Palm Beach; and Gopalpur on the Sea.

The TajMahal Hotel in Bombay was next to be the franchising pattern in 1970 when it received an Inter-Continental hotel establishment for its new hotel in Bombay. During the same time, the Oberoi Tower Hotel under development in Bombay went into an establishment and administration concurrence with Sheraton. Holiday Inn likewise made its entrance into India through franchising its hotel venture in Bombay.

This was the start of the deliberate arranging, planning, embellishing, and outfitting of lodgings in India, alongside the establishment of frameworks for working different offices in a hotel. The training of managerial and other staff was an essential establishment advantage, and the initial few clumps of supervisors prepared by the Inter-Continental Hotel Company set another pattern of professional expert hotel administration for India's lodgings that continues to guide India's hotel industry today. Prior to the promoting effect of hotel franchising and hotel management by expatriate managers could be surveyed and could multiply. However, there was a surge of patriotism in India, bringing about the disposal of administration as an integral part of franchise agreement

In 1975 ITDC dispatched its hotel business with the securing of a hotel in Chennai, which was rechristened "Hotel Chola." The goal of ITDC's entrance into the hotel business was established in the idea of making worth for the country. ITDC picked the lodging business due to its capability to earn high levels of foreign exchange, make a tourism base, and produce vast scale direct and indirect employment Three Welcome Group Hotels were charged somewhere around 1975 and 1977; these were non-franchised hotels, propelled by the motto "Be Indian, Buy Indian" and utilizing Indian ability. At last, be that as it may, these hotels received the Sheraton framework in

1978 and utilized the administrations of expatriates for the motivations behind updating staff preparing and introducing Sheraton working frameworks all without an administration contract. This gave the Welcome Group a decent start. It must be noted, however, that it set aside time for these hotels to accomplish considerable outside inhabitations. The inferred debilitation of remote franchising by the administration drove the main Indian lodging organizations in particular The Taj, the Oberoi hotels, and the Welcome Group-to launch their own particular franchising and administration programs, offering ascend to indigenous establishment operations. Their focus nonetheless, was the 5-star and 5-star-special classes of lodgings. Such hotels were situated in the prominent metropolitan cities and a couple select resorts, prompting a centralization of franchised hotels in these zones. Propelled by the examples of overcoming adversity of the hotels in the metro urban communities, singular business people started developing hotels in secondary cities/resorts amid the late 1970s.

At the point when India agreed to host the 1982 Asian Games, a boost was given to the nation's hotel industry. The government declared a national strategy on tourism and plots the nation's tourism improvement destinations. This strategy was planned to help the nation meet the enormous requirement for hotel rooms in New Delhi, the venue of the Asian Games. The government granted licenses for building lodgings to the Taj-Taj Palace, Asian Hotels - Hyatt Regency, India Tourism Development Corporation-Lodhi Hotel, Samrat Hotel, Kanishka, Le Meridien, and Surya Sofitel, with the stipulation that their new hotels must be finished in time for the games. With the opening of these lodgings, hotel franchising in the first class /5-star hotel segment inside the metro city communities got further reinforced. It additionally offered ascend to the false notion that tourism was an elitist action that needed mass appeal.

The Government officially recognized tourism as an industry in 1986. This made the industry eligible for several government incentives, including tax, subsidies, and priorities in the sanctioning of loans by state and financial institutions, and preferences in acquiring electric and water connections. However these incentives were a primary reason for a subsequent boom in the hotel development. There were various reasons as well:

- Land was made available at a reasonable price.
- The hotel industry was perceived as a profitable business, giving quick returns on investments.

- Hotels were considered as a best option for businessmen to invest their surplus money, generated from other business.
- Many Indian businessmen believed in a misleading notion that hotels were easy to operate
- Owning a hotel gave the owners recognition and greater visibility.

However, many of the hotels built during the period were not well planned to facilitate operations. They lacked character and standardization and were run as mom and pop operations. Taking a note of this sudden increase of hotels in secondary locations, India's Department of Tourism made it obligatory for new hotel projects having ten or more sellable rooms, or having a minimum carpet area of 120 square feet per room, to seek prior approvals from the governments, Hotel and Restaurant Approval and Classification Committee (HRACC). Hotels that were approved by the committee became eligible for various fiscal relief and benefits that the government announced from time to time. This carrot and stick policy was aimed at controlling the mushrooming development of hotels.

It was only in 1987 that the government, after a critical evaluation, permitted an Indian firm to franchise 3 and 4 star hotels. This was intended to help the emerging group of individual entrepreneurs whose means were just sufficient to build and run small and medium size 3 and 4 star hotels. The goal was to extend to these hotels the benefits of proper technical planning, international standards of comfort, assured hygienic services, and a focus on customer satisfaction.

It was also recognized that, by franchising a number of hotels in the second tier cities and resorts, the availability in these areas of hotel facilities that met international standards would be made known to travel agents and tourists worldwide. The dissemination of such information would help disperse tourists to new areas within India, benefiting the economies of these areas by generating more employment and more support for arts and crafts.

Tourism was made a priority sector for foreign direct investment in 1991, making the industry eligible for automatic approvals of hotels in which up to 51 percent of equity was provided by a foreign partner.

A National Strategy for the Department of Tourism was announced in 1996, which advocated the strengthening of human resource development, the creation of an Advisory Board of Tourism

Industry and Trade, the incorporated advancement of traveler destinations, and the advancement of the private sector in tourism development.

Tourism was conceded "Export House" status in 1998, making hotel owners, travel agents, tour operators and tourist transport operators qualified for different government incentives. This empowered the section of a few noteworthy worldwide lodging networks into India.

Keeping in mind the end goal to exploit India's changed financial administration and monetary improvements occurring far and wide, another national tourism approach is under consideration by the government.

Speculation patterns subsequent to 1996 uncover that the greater part of framework interests in India are being made in the hotel business, when contrasted with other framework commercial enterprises

A few specialists trust that a monetary retreat is the best time for purchasing hotel properties and starting work on new hotel development. Chain hotel companies are as of now working in essential secondary markets to expand their spread of hotels. It is evaluated that there will be a normal development of five percent in hotel development activities in most cities

Throughout the years, the Indian hotel industry has accomplished a huge level of development, and most of the large portion of the major hotel chains has successfully settled particular brands to target distinctive sections of the business sector. For instance, East India Hotels (The Oberoi Group) has the Trident brand of lodgings focusing on the business section and the Oberoi brand in the 5-star-deluxe segment. Global chains, for example, Six Continents, Carlson Group, and Choice Hotels have embraced the system in India that they take after internationally to enter the budget business section with their Holiday Inns, Country Inns and Suites, and Quality Inn Brands, individually. Table 3 highlights the set up brands of the large hotel chains in India

**Table 2: Hotel chains and brands in India**

<b>Sr. No.</b>	<b>Hotel Chain</b>	<b>Key Brands</b>
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1	Indian Hotel Company	Taj (including Taj Residency, Taj Gateway, Taj Palace)
2	India Tourism Development Corporation	Ashoka
3	East India Hotels	Oberoi, Trident
4	ITDC Hotels	Welcome Group, Sheraton, Fortune
5	Six Continents	Inter-Continental, Crown Plaza, Holiday Inn
6	Hotel Corporation of India	Centaur
7	Hyatt International	Hyatt Regency, Grand Hyatt
8	Le Meridien	Le Meridien, Le Royal Meridien
9	Choice Hotels	Quality Inn, Comfort Inn
10	Clarks Hotels	Clarks

## 1.2 Industry Outlook

The year 2000 saw a positive execution for the Indian hotel industry vis-a-vis its dull execution over the past five years. The effect of an enhanced micro environment what's more, a generally stable political atmosphere empowered the business to recoup from \ reliably declining normal room rates and inhabitation rates. This change in the general full scale financial situation in 2000 prompted an expansion in business certainty.

The present Indian lodging market mirrors the way that hotel request has moved forward after a time of a few years. However, hoteliers are worried about the new supply of hotels, which, at an expected room size of 100 rooms for every lodging, mirrors an expansion of 9,900 extra hotel rooms in India, or roughly 11 percent of India's present lodging room supply

Opportunities still exist for the financial backing hotel category and, in a couple occurrences, for the id-market hotel segment. Hotel owners must utilize this opportunity to merge and carry out

changes to their properties to plan for better times ahead. A large portion of the new hotels at present a work in progress ought to discover when they open that the interest for lodging rooms is more grounded than the interest that exists today

There will be further advancement additionally of legacy and boutique hotels later on. Officially, various palaces in Rajasthan and different ranges near Delhi are being changed over for this reason. Weekend destinations are getting to be well known spots with individuals of the more youthful era who need to get away from the bustling life in the metros.

On the tourism front, the Central and State governments are forcefully seeking after the tourism plan, promoting the shorelines of Goa and Kerala, alongside other essential legacy destinations, like Jaipur, Udaipur, and Jodhpur. Rising pay levels in India have empowered the business to draw in a higher number of local vacationers to such destinations.

### **1.3 The Global Hotel Industry and Trends for 2016 –**

The worldwide hotel industry income is anticipated to reach \$550 billion US dollars in 2016. The business income was worth \$457 billion US dollars in 2011, which showcases an expansion in income of just about \$100 billion US dollars in the previous five years as we move into 2016, on the off chance that this expectation turns out to be valid.

Europe and Asia Pacific keep on being key areas for the business everywhere with the most noteworthy hotel inhabitation rates to be found there at more than 68% individually. Both the Middle East and Africa are the most costly areas for lodging room rates with a \$165.97 US dollar day by day room rate overall.

Over the business, there are key business, hotel acclaim and hotel showcasing patterns that are set to flourish and affect the business in general in 2016. These extents from the ascent of the millennial voyager as the prevailing customer bunch by 2017, to the expanded enthusiasm for utilizing cell phones and applications to empower more customized lodging visitor administrations.

### **1.4 Hospitality Industry**

One of the fastest developing segments of economy of our time is the Hotel business. This industry alone is the multibillion dollar and developing enterprise. Due to its diversity, it offers boundless openings for employment of different representatives/ employees. Employees have extension to work in various ranges of interest and still be utilized inside the Hotel business industry.

#### **1.4.1 Hotel- The Concept:**

English/ British law characterizes a "Hotel" or "Inn" as: "A spot where a bonafide traveler can get food and shelter provided he/she is in a position to pay for it and is in a fit condition to be received." Whereas the precedent-based law says that, a hotel is a place where all who behave appropriately and who being capable and prepared to pay for their entertainment, accommodation and different services including the boarding. It is "a home away from home" where all the present day amenities and facilities are accessible on a payment basis.

Subsequently a hotel fundamentally should provide shelter and food. Yet, with the advancement of hotels and its improvement around the globe, we see diverse sorts of hotels to suit distinctive requests of the visitors. Hotels can be arranged according to its area, number of rooms, possession, valuing arrangement, kind of client, length of guest stay, and the facilities offered. There are Five star, Four star, Three star hotels depending on the kind of facilities provided by them.

There is a probability every hotel has its particular variant of internal organizational structure; they all share some significant divisions. Among the major departments in many hotels, Rooms Division, and Food and Beverage Division are the two which encounter the most professional contact with guests. Concerning the hotel premises where guests are experienced, the property can further be divided into front of the house and back of the house. The former refers to the parts of hotel premises where clients/ guests meet such staff as front desk where each guest is welcomed, Hotel housekeeping department, where the room attendants work on the floors to tidy up the guest rooms and other public areas, for example, Restaurants, Banquets, Business centre's, etc The guest experiences different services of the hotels and interacts with the hotel staff. Amid these communications the guest expects a fast and proficient administration with a warm smile which demonstrates willingness to work. Back of the house refers to regions that are not generally seen by guests, i.e., staff zones, reservations department, kitchens etc.

Modern hotels give high class services to their guests. The industry always believes guests as their God. Like different enterprises, hotel industry additionally needs to investigate avenues for development so that a reasonable mixing of center and fringe administrations is conceivable. To accomplish this, the main hotel organizations of the world have been heightening examination to improve their fringe administrations with adding extra attractions to their administration blend.

#### **1.4.2 Hotel Industry in Pune:**

**Pune** is the 9th most populous city in India and the second largest in the state of [Maharashtra](#) after the state capital [Mumbai](#). Pune is also the 101st largest city in the world, by population.

It is situated 560 metres (1,837 feet) above sea level on the [Deccan plateau](#), on the right bank of the Mutha River. Pune city is the administrative headquarters of [Pune district](#) and was once the centre of power of the [Maratha Empire](#) established by [Shivaji Maharaj](#).

In the 18th century, Pune became the political centre of the [Indian subcontinent](#), as the seat of the [Peshwas](#) who were the prime ministers of the Maratha Empire.

Pune is considered the cultural capital of Maharashtra. Since the 1950s and 1960s, Pune has had a traditional old-economic base. Most of the old industries continue to grow. The city is also known for its manufacturing and automobile industries, as well as for research institutes of information technology (IT), education, management and training, which attracts students, and professionals from India, South East Asia, the Middle East and Africa. Pune is also one of the fastest growing cities in the [Asia-Pacific](#) region. The 'Mercer 2015 Quality of Living rankings' evaluated local living conditions in more than 440 cities around the world where Pune ranked at 145, second in India after Hyderabad (138). It also highlights Pune among evolving business centres and emerging 9 cities around the world with citation "Hosts IT and automotive companies".

As one of the largest cities of India and major centre of learning with several colleges and universities, Pune is emerging as a prominent location for IT and manufacturing. Pune has the eighth largest metropolitan economy and the sixth highest per capita income in the country.

The Hinjawadi IT Park (officially called the Rajeev Gandhi IT Park) is a project being started by MIDC to house the IT sector in Pune. When completed, the Hinjawadi IT Park is expected to encompass an area of about 2,800 acres (11 km). The estimated investment in the project is 600

billion (US\$8.9 billion) to facilitate economic growth, the government made liberal incentives in its IT and ITES Policy, 2003 and leased properties on MIDC land. The IT sector employs more than 70,000 people. Software giant Microsoft intends to set up a 7 billion (US\$100 million) project in Hinjawadi.

### **Pune since Indian Independence**

After [Indian independence in 1947](#) from Britain, Pune saw a lot of development, such as the establishment of the [National Defence Academy](#) at [Khadakwasla](#) and the [National Chemical Laboratory](#) at [Pashan](#). Pune serves as the headquarters of the [Southern Command](#) of the [Indian Army](#). Industrial development started in the 1950s and '60s in [Hadapsar](#), [Bhosari](#), [Pimpri](#) and [Parvati](#). Telco (now [Tata Motors](#)) started operations in 1961, which gave a huge boost to the automobile sector.

In 1990, Pune began to attract foreign capital, particularly in the information technology and engineering industries. New businesses like [floriculture](#), [food processing](#), and wineries started to take root in and around the city. In 1998, work on the six-lane [Mumbai-Pune expressway](#) began, and was completed in 2001. IT Parks were established in [Aundh](#), [Hinjawadi](#) and [Nagar Road](#). In 2008, the [Commonwealth Youth Games](#) took place in Pune, which encouraged additional development in the northwest region of the city.

### **Pune as a Potential market**

Over the last decade, Pune has seen tremendous growth across all key parameters that drive a city's economy - education, services, industry, and health care as well infrastructure. This has led to more and younger people migrating to Pune for pursuing higher education and eventually their careers. Not surprisingly, F & B, apparel, footwear and electronics account for the highest share among all retail categories in the city. That said, Pune still remains a price-sensitive market, with a consumption index that is lower than Cochin.

### **World Trade Center in Pune, Maharashtra**

Pune Food Cluster development project is an initiative funded by the World Bank. It is being implemented with the help of SIDBI, Cluster Craft to facilitate the development of the fruit and vegetable processing industries in and around Pune.

Pune has also emerged as a new start up hub in India with tech start-ups like Pub matic, Firstcry.com, Storypick.com, Trip Hobo, TastyKhana.com (acquired by Food panda), and Swipe setting up base in Pune. NASSCOM in association with MIDC has started a co-working space for city based start-ups under its '10,000 start-up' initiative at Kharadi MIDC. It will incubate start-up such as Kandawale from Oh My Dealer in first batch.

The Meetings, Incentives, Conferencing, Exhibitions trade is expected to get a boost once the Pune International Exhibition and Convention Centre (PIECC) complete in 2017. The 97-hectare PIECC will boast a seating capacity of 20,000 with a floor area of 13,000 m<sup>2</sup> (139,931 sq ft). It will have seven exhibition centres, a convention centre, a golf course, a five-star hotel, a business complex, shopping malls, and residences. The US\$115 million project is developed by the Pimpri-Chinchwad New Town Development Authority. Nowadays a growing number of automotive dealerships are springing up all over the city. They include luxury car makers like Jaguar Land Rover, Mercedes Benz, BMW, Audi, and motorcycle manufacturers like Kawasaki, KTM, and Harley Davidson.

### **Background of other industries in Pune**

The emergence of industrial Pune began in the early 1960s, with mechanical engineering industries arriving. Pune's proximity to Mumbai, good climate, and availability of talent made it a destination for large firms like Tata Motors (TELCO then), Thermax, Buckau Wolf (ThyssenKrupp now), Kirloskar Group, KSB Pumps, Cummins, Hindustan Antibiotics, and several others. Serum Institute of India, the world's fifth largest vaccine producer by volume has a manufacturing plant located in Pune.

Pune is the largest hub in India for German companies. According to the Indo-German Chamber of Commerce, Pune has been the single largest hub for German companies for the last 60 years. Over 225 German companies have set up their businesses here.

### **Development of Hotel industry in Pune**

Pune is the second largest city in Maharashtra and has been the most happening place for the hospitality industry in the last decade. The city has witnessed phenomenal hospitality investments in the last ten years riding on the IT, automobile and pharmaceutical industry boom

From a totally under-served hospitality market, Pune's emergence as a quality hospitality hub has been phenomenal. Today, Pune's skyline dots with almost all the domestic and international hotel brands. It has virtually become a playground of international hospitality to say the least. Pune hardly had less than 800 classified room inventories in 2006-07. As per the latest statistics, the city has about 6,000 hotel rooms.

The Compounded Average growth of 39.9 per cent registered by Pune between 2006-07 and 2012-13 in hotel room supply is the highest in India for any city.

The demand for quality hotel rooms was necessitated by the changing profile of the city over the years. Boom in the industrial sector including automobile, pharmaceuticals, engineering, etc. along with IT necessitated quality accommodation space in the city.

### **The supply-demand dynamics**

As in many other cities in India, Pune has also had its share of woes in the demand front. Supply outpaced the demand resulting in heightened competition among hotels. This resulted in drastic downward correction in the Average Room Rates (ARRs), and Revenue per available room (Rev PARs). However, in the last couple of years, with supply becoming marginal, the city hotels has started witnessing some sort of stability or upward march in ARR and Revenue per available room (Rev PARs) to some extent. But, this marginal growth is negligible considering the exorbitant increase in operating cost and inflationary trends in the market.

### **Future prospects**

Despite drastic correction in rates due to new supplies and slowdown in demand due to negative business sentiments in the overall business economy in the city in the last few years, the stakeholders of the industry are quite confident that hospitality industry would bounce back in near future considering the rapid infrastructural and other developments that are in the pipeline. "The recent upswing in the US economy is sure to act as a catalyst for economic growth in Asia. Hotels are a cyclical business, and given some of the early indicators, we believe that 2017-18 would be when the hotel industry should achieve top of cycle conditions. This would be due to the higher

demand for industries that form the key business drivers of the city – IT, Auto-manufacturing, Biotechnology and Education.

Over the previous decade, the Pune hotel sector has risen as an undoubtable contender to other hospitality markets in the country, developing from an unimportant base of marked hotel rooms in most recent couple of years, taking it now to the India's main five hotel markets. Over the course, it has battered numerous storms extending from impressive supply increments to different episodes of financial vulnerability, both internationally and territorially.

This was broadly been dictated by the impact of the various business divisions flourishing in Pune, going from ITs to Manufacturing and Assembling, Medicinal services and various Educational Establishments. Generally, these have reliably given the right sort of base for accomplishment for economy hotels in any business sector.

## **1.5 Characteristics of the Hotel Industry**

### **1. Intangibility**

Tourism products are services and, as such, they are largely intangible though with tangible, concrete elements. The importance of the abstract elements is such that we must make them tangible in order to apply marketing techniques to the services we provide. A direct consequence of intangibility is that the properties of tourism products cannot be transmitted, displayed or tested in advance. It is their use what is transmitted. This implies that the purchased product is unique and, in contrast to tangible products, tourism products are fundamentally experiences. Besides, intangibility implies that buyers are not sure about what they buy or about what they will get. This is why those who are planning to contract the services of a tourism package will look for information about it in advance in order to reduce uncertainty to the maximum.

### **2. Limited life-span**

Tourism products cannot be stored so, unless consumed when planned, they are waste. This affects hotel industry in such a way that we must choose between selling at the market's pace and selling in advance (through agents). In fact, overbooking is a consequence of this limited life-span, an inherent feature of tourism services that we must try to counterbalance.

### **3. Agreeability**



A tourism product can be formed by aggregating various products, and this makes its commercialization and quality control more difficult. Prices can vary by eliminating or adding services to the existing pack, creating new, customized, products.

#### **4. Heterogeneity**

As mentioned, agreeability implies a difficulty when it is about controlling all phases so that they are at the same level of excellence. A single mistake in any aspect affects the final product. Nevertheless, agreeability allows preparing custom-designed products, no matter how standardized they are initially. In this sense, we can talk about “heterogeneous standardization”. It is not only the product what is being customized but a given trip will be different from any other even if they share the same characteristics.

#### **5. Simultaneity of production and consumption**

While other products are created, stored, purchased and then used, tourism products are purchased first and then produced and consumed simultaneously, at the same place and time. This implies that services cannot be separated from their providers and, therefore, consumers have to travel to the location of the product, not vice versa. For this reason, the human component in the provision of services is extremely important

#### **Impact of internet on customers**

Demographic changes and changes in customers’ attitudes towards new technology and Internet, in particular, will have a direct impact on Internet and tourism and hospitality industries respectfully. Nowadays customers are becoming more skilled and advanced in the use of technology. The social system dimension must include the larger social and political processes through which the interests of the different social groups interact with one another and with the technology.

The Internet as a channel of distribution has become one of the most successful channels used by consumers to research travel options, compare prices and make reservations for airline tickets, hotel rooms and car rental. Therefore, the provision of online travel services is the single most successful business-to-consumer (B2C) segment on the Internet.

Collins, Buhalis and Peters (2003) state that the overall percentage of hotel rooms booked online grows tremendously each year and will be increased by 20 per cent in 2005. Moreover, the Internet is also having a profound effect on the internal and external operating procedures within the hospitality industry (Cheng and Piccoli, 2002)

The Internet helps to access new customers on a global basis and enables to streamline operating procedures. Integrating daily operations such as sales, marketing and distribution as well as aggregating demand to drive down prices on the procurement side are some of the major benefits of the Internet. The majority of large tourism and hotel organizations are currently present in the global distribution systems (GDSs). GDSs serve more than 50,000 travel agents world-wide (Collins, Buhalis and Peters, 2003). The Internet is one of the main distribution channels, which enable tourism and hospitality companies to overcome their challenge of being globally represented.

### **Bargaining Power of Customers**

The competitive environment of Internet and its impact on the tourism and hospitality industries is widely recognized as being complex, dynamic, and highly segmented. Increasingly hotel chains are competing directly with one another in the same locations. This is a notable change for an industry reliant on specific locations to limit the threat of competition. All major hotel chains are currently entering the Internet market of sales and communications. As organizations are dependent on their environments for resources, they will attempt to manage their dependency by developing and maintaining strategies. Hotel groups are being forced to follow other sectors by implementing marketing strategies, often based on product differentiation, growth in new markets, high value for money, or emerging brands. Such strategies are formulated and implemented within the context of environmental uncertainty and require an understanding of industry structure and environmental change.

### **Customer engagement strategies**

The final positive strategy for building customer retention is to build customer engagement. Highly engaged customers have levels of emotional or rational attachment or commitment to a brand, experience or organization that are so strong that they are highly resistant to competitive influence. The terms engagement, attachment and commitment tend to be used interchangeably to describe this phenomenon. To build Customer engagement constantly send Mailers, SMS, emails to its existing as well as prospect customers in order to keep them updated about the happenings of their hotel & to give them a feeling of belongingness. This also makes the customers feel that the hotel cares about their specific needs & has remembered him.

### **Customer Expectations**

Gone are the days when customers were happy just receiving "please" and "thank you" or getting service with a smile. Although those go into the recipe for proper etiquette, it's just not enough. Satisfied customers are looking for a memorable experience and dynamic service where it counts. From receiving quick service to bending the standard practices -- such as extending a guest check-out in a hotel or customizing a menu item in a restaurant -- customers want to feel as if their business is appreciated. To be on the receiving end of customers' satisfactory ratings in surveys and among their network, anticipate their needs and be able to have your staff deliver accordingly.

### **Employee Attribute**

Remember the example from company A and company B in the beginning of this article? A good employee really can make the difference in a purchase decision. The qualities of customer-facing employees should not be discounted, and don't make the mistake of thinking that employees will just "improve" with time. When screening and hiring, look for employees who show the characteristics highlighted above, and then spend time training and arranging your work environment to get the best out of your employees. Your customer-facing employees can truly make or break a sale, and they are the face of your brand, so it's worth investing in employees who will represent your company in the best light.

Employees have different personality characteristics and ways of handling customers, but they should all be able to work off of your core company and brand values. In other words, your customer-facing employees need to be able to show a united front. Do they make decisions

based off of your corporate ethos? Employees should be able to think creatively and flexibly, but your job is to ensure that they understand what your company stands for. Customers should not get drastically different experiences from different employees. Make sure your employees are able to demonstrate your values. Put effort into communicating and training your employees so they reflect your company culture.

Employees with certain temperaments may naturally display more pride in their work, but for many employees, their level of pride will be a reflection of the workplace. Training employees make them knowledgeable and confident about their product. Are the employees treated well, given adequate time-off, and respected? Do you specifically tell your employees to show their pride when dealing with customers? Customers notice employee pride, so when hiring and training, this quality is one of the top characteristics that comes through.

### **1.6 Scope of the study:**

Research demonstrates that individuals'/employee fundamental qualities and states of mind drive a large portion of their conduct in the work environment. At the point when an association enlists individuals with qualities that adjust to your organizations qualities and in addition those with a decent disposition, the organization will probably experience less issues with worker conduct. Worker practices will have a higher probability of being in accordance with your organizations qualities.

In many cases, organizations and managers don't get the conduct they need from employees since they essentially don't discuss it or stress on it enough. It ends with who is employed.

Recruiting the right individuals who fit the organizations culture and values, less time is spent in managing and overseeing conduct not required in the work environment, and additional time working with and perceiving individuals with the practices that the association needs.

The hospitality business has different administrations on offer, for example, In - room dining, laundry services, Valet, Spa and so forth, the experience of these services are upgraded just by Human Resource. In services, a request made from a guest has to be met very promptly, as the time of compliance is very short. The employee has to observe the guest and at times interpret his request through his body language. He needs to comprehend the guest's uncommon needs and react accurately to fulfill that need. As services are given by people, it is very important to

standardize them. Quality control is a major challenge. Undesirably, service is done by individuals who may differ in their attitude and consistency everyday

Even though standard parameters and standard operating procedure have been informed in their training sessions which enhance representative conduct, takes its own due course of time as it identified with human instinct and there are different personal and professional variables that affect a human, so is unconventional.

As it is a service industry human presence plays an imperative part in guest's fulfillment. This can make or ruin an image about an organization and so is given most extreme significance.

Client / customer feedback (Positive or Negative) do assume an essential part, as they are a measure taken by the management to enhance or find an answer to keep their customers satisfied.

This information is kept up by all organizations and utilized as a part of their instructional meetings or training sessions, to enhance and update their employees. However this secret information is kept confidential as it can be a source of information by other organizations or competitors and can help to up sell their product bring down the status of any organization.

The Human Resource has spoken about the employee conduct and its significance in the organization however was reluctant as few instances on sharing data with respect to the same.

It is a progressing procedure of the Human Resource, to enhance employee and find different courses on inspiring their staff to keep them going.

Research has been led independently on issues relating to employee behavior and consumer perception, however the study would connect these two viewpoints identified with the hospitality industry and furthermore distinguish the Human Resource practices adopted towards enhancing employee conduct/ employee behavior.

### **1.6.1 Definitions of the key words**

#### **Employee Behaviour**

Representative conduct is characterized as a worker's response to a specific circumstance at working environment. Representatives need to carry on sensibly at working environment not just to pick up gratefulness and admiration from others additionally to keep up a healthy work culture. One needs to follow the rules and regulations of working place.

*Source:* <http://www.managementstudyguide.com/employee-behaviour.htm>

The term employee behavior refers to the course of action an employee would react to particular conditions or circumstances in the working environment. While numerous components decide an individual's behaviour in the working environment, employees are shaped by their cultural approach of life and by the association's cultural approach. Individual and corporate society influences the way employees communicate and cooperate with each other and with management. Moreover, an employee's convictions influence his or her morals and feeling of ethical obligation.

*Source:* <http://study.com/academy/lesson/employee-behavior-definition-issues-expectations.html>, 14<sup>th</sup> August, 2014

Hotels rely on their employees to convey great quality services. However, inside an organization, employees conduct is affected by a variety of strengths, both interior and outer. These strengths can either have a positive or negative impact on their conduct. Some of these forces are sure a positive environment, innovation, and guest requests. Organizations which can proficiently construct an inner society that depends on shared appreciation, collaborated work, and support will attract and hold representatives/ employees with great conduct and behavior. Innovation may help in encouraging the operations inside the organization; this will help employees be more motivated and effective. A customer request is an external force that forms an employee's conduct. Employees should also adopt new changes and mould their behavior with the latest demands. Employees are also termed as the Brand Ambassadors or the face of any organization; all guests interact with the employees' right from the reception to the room and restaurants. All their requests are entertained by the employees taking care that the customer is satisfied and carries a good impression of the hotel leading to more business and repeat clientele.

**Customer:** A customer may or may not also be a consumer, but the two notions are distinct, even though the terms are commonly confused. A customer purchases goods; an

consumer uses them. An ultimate customer may be a consumer as well, but just as equally may have purchased items for someone else to consume

### **Consumer Perception**

Consumer Perception is the point at which he perceives the quality and advantage in the item and also, the service you are offering and the quality they get from that matches the value you have set and the experience they get.

Consumer Perception = How your brand is perceived by your (potential) customers.

A marketing concept is that which includes a customer's impression, mindfulness and/or awareness around an organization or its offerings. Consumer perception is normally influenced by promoting, audits, advertising, online networking, individual encounters and different channels.

*Source:* <http://www.businessdictionary.com/definition/customer-perception.html>

Consumer perception is characterized as the level of concordance amongst desires and experience where similarity is clear. Consumer loyalty is seen as the result of an examination procedure between perceived product, service, execution and thought expectations. At the point when execution surpasses desires, positive disconfirmation leads to fulfillment. However, execution of services below standards will bring negative disconfirmation and disappointment.

The employees of an association are in this manner key for guaranteeing complete satisfaction of customers. As they are the people who are in charge of giving a quality service that meets the expectations of customers/ consumers.

### **1.7 Role of Human Resource in Hotel Industry**

The Human Resource office has stepped in hotel industry and inside a limited focus of time it has turned into a critical part of the organization. It plays the part of the facilitator between the employee and the employer. There are diverse divisions in a five star lodging, and a considerable measure number of employees are included in various employments. Here, it becomes essential to guide them in the right course in order to accomplish the organizational objective. Hence the principle assignment of Human Resource office is to direct and mould employee's individual commitments into an effective whole, and transforming them into skilled specialists who know

how to carry out their job/employment well. Human Resource Department oversees and successfully communicates with the top administration and all the departmental heads.

The personnel policies of the Human Resource Department are related with each of the following areas:

**1. Employment:**

- Advertisement
- Receiving of Application
- Screening/ Scrutiny
- Interview
- Psychological and aptitude tests
- Referral Checks
- Selection
- Medical examination
- Appointment letters
- Administration and transfers
- Promotion and termination
- Recruitment

**2. Education and training:**

- Orientation of new employees
- Educational needs for employees
- Multi - tasking
- Handling situations
- Training development programmes
- Introducing of New techniques and trends
- Communication

**3. Health and Safety:**

- Occupational health



- Emergency medical care
- Safety program
- Preventive measures

#### **4. Employee Services**

- Cafeteria
- Staff Lockers
- Counseling

#### **5. Wages and salary administration**

- Salary structure
- Performance appraisals

#### **6. Benefits:**

- Pension scheme
- Insurance
- Medical plans

#### **7. Labour and Industrial Relations:**

- Elections
- Collective Bargaining
- Grievance Procedures

#### **8. Administration:**

- Personnel records
- Security
- Holidays/ leaves

Other than the previously mentioned elements of the Human Resource Department, one of the real difficulties confronted by them is the increasing attrition rate that the business is confronting now. To beat this issue a considerable measure of hotels are coming up with representative welfare plans

to gratify their employees. Today they are dealt with as an "**Internal customer**". At the same time hotels are additionally preparing their employees to be all the more obliging in their service with the goal that they comprehend the primary concern of the hospitality services. Much the same as some other organization, a hotel employee is in charge of the proficiency of its organization. To accomplish this level of skill, a few practices, for example, employee welfare plan, fair employment practices are given emphasis upon by the hotels. This is an imperative step towards enhancing the productivity of the employees. Some of those employment practices followed by the hotel industry can be classified in the following areas.

### **1.7.1 Monetary Benefits**

The hotel business is known as one of the enterprises which pay a relatively less compensation contrasted with the measure of workload. The same is much lesser when contrasted with some other industry. The reason behind it is the bottle neck competition in the business sector. The hotels are finding it hard to get the best end products to meet their customer demand and the expansion in the operational expenses in the meantime. Because of this, generating profits is an extremely difficult task. Hence salary or the labor cost is the main cost that might be controlled or kept inside a breakeven point. Notwithstanding that, the strengths of interest and supply of work have kept the pay at a lower level. In any case, because of the expanding competition in the business, talented employees have different choices accessible because of which the attrition rate has expanded in the business. To check this and to keep the representatives fulfilled and propelled the hotels have reexamined their remuneration systems by acquainting the accompanying monetary benefits to its employees:

- Better salary & wages
- Incentive schemes
- Overtime compensation

### **1.7.2 Training & Development**

The primary goal of the Training and Placement Department is to improve the current aptitudes of their employees and to make them more able. This is a continuous movement of activities for them.

The extensive training and development programs have been introduced by the hotels. These projects might be as on the job training or formal classroom training. The industry stresses on continual improvement of its service delivery process to meet with the international standards. In addition with the entry of international chain hotels, the hotels have recognized the need of its representatives to adapt up to the challenge by getting the essential aptitude sets through these exercises.

### **Need & Importance:**

Training is the most indispensable action today. The hospitality business needs to go to the perspective that training is vital to its survival and achievement, given the high pressure to contend, enhance quality, upgrade client service, and lower costs. Besides, innovation has crawled into the hospitality business, which has generally been a hand-on industry. We see microwaves in food operations, networked reporting frameworks, wakeup call software, Mini bars, food dispensers on hotel floors, and so on. Out of date quality is turning into a feared word nowadays. Innovation is getting obsolete at every eighteen months. Hospitality experts need to stay up with the latest with innovation to survive in the profession. Dynamic hotels incorporate training with their lifestyle.

### **Meaning and Purpose of Training**

Training is a process of adapting a sequence of customized conduct. It is the utilization of learning. It gives individuals an attention to the principles and methodology to control their conduct. It endeavors to enhance their execution on the present place of employment or set them up for an intended job. As indicated by "The Purpose of Training is to accomplish an adjustment in the conduct of those trained and to empower them to carry out their jobs better. " In order to accomplish the end goal, any training system should attempt to acquire positive changes:

- Knowledge -It helps a learner to know realities, policies, systems and principles relating to carry out his job.
- Skills – It assists him to expand his specialized and manual efficiency fundamental to the job and

- Attitude – It shapes his conduct towards his colleagues and supervisors and makes an awareness of other's expectations or responsiveness in the trainee.

## **Importance of Training**

The reasons why training is essential:

1. Training empowers the management to confront the pressure of evolving environment.
2. Training ordinarily brings about an increase in the quality and quantity of yield.
3. Training prompts work fulfillment and higher morale of the employment.
4. Trained employees require less supervision.
5. Trained employees empower the undertaking to face competition from opponent associations.
6. Training empowers the employees to create and ascend inside the association and their earning capacity.
7. It molds the worker's mentality and helps them to accomplish better co-operation inside the association.
8. Trained employees improve a financial utilization of materials and gear bringing about lessening of wastage and decay.
9. Training educates the employees towards better employment modification and lessens the rate of labour turnover and absenteeism.

## **Benefits to Organization**

A project of training gets to be crucial with the end goal of meeting the particular issues of a specific association emerging out of the presentation of new lines of creation, changes in design, the demands of competition and so on. The significant advantages of training to an association are:

### **1. Higher Productivity**

Training can help employees to expand their level of execution on their present task. Training builds the aptitude of a worker in the execution of a specific job. Apparently training expands execution and profitability and also helps employees who are not yet completely aware of the

most productive and compelling methods in performing their job. An expansion in expertise for the most part increases both amount and nature of yield.

## **2. Better Organizational Climate**

An unending chain of positive responses comes about because of an all around organized training program. Expanded assurance, less supervisory pressures, enhanced product quality; expanded money related motivating forces, internal promotions and so forth, result in better Organizational climate.

## **3. Less Supervision**

Training does not dispense with the requirement for supervision, but rather it diminishes the requirement for steady supervision.

## **4. Prevents Manpower Obsolescence**

Manpower obsolescence is avoided via training as it encourages the activity and innovativeness of employees. An employee can adjust to mechanical changes.

## **5. Economic Operations**

A trained staff will make economic utilization of materials and equipment. This will diminish wastage in materials and damage to equipment and machinery.

## **6. Prevents Industrial Accidents.**

## **7. Improves Quality**

Trained employees are less likely to commit operational errors in this way expanding the nature of the organization's products.

## **8. Greater Loyalty**

A typical goal of training system will form employee's state of mind to accomplish support for Organizational exercises and to acquire better collaboration and more greater loyalty. In this way training helps in building a productive and steadfast work power.

#### **9. To Fulfill Organizations Future Personnel Needs**

At the point when the need emerges, organizational vacancies can be staffed from interior sources, if an Organization starts and keeps up a satisfactory training program.

#### **10. Standardization of Procedure**

Trained employees will work intelligently and commit fewer errors when they have the required know how and have comprehensive knowledge of their jobs.

### **Benefits to Employee**

1. **Self-improvement:** Employees on an individual level pick up exclusively from training. They secure more extensive mindfulness, enhanced ability and improved self-improvement.
2. **Development of New Skills:** Training program enhances the performance of the employees and makes them more helpful and beneficial. The ability created through training serves as an important individual asset for the employee. It remains forever with the employee.
3. **Higher Earning Capacity:** By imparting skills, training encourages higher compensation and other monetary advantages to the employee. Subsequently, training helps every employee to utilize and build up his maximum capacity.
4. **Helps Adjust with Changing Technology:** Old employees need refresher training to empower them to stay updated concerning the evolving strategies, systems and utilization of modern tools and equipment's.

5. **Increased Safety:** training can prevent any industrial accidents. Trained employees handle the machines safely and securely. Subsequently, they are less inclined to industrial accidents. An employee carries a more stable frame of mind in a safe work environment.
6. **Confidence:** Training helps create confidence. It gives a sense of safety and security to them in the organization.

### **1.7.3 Work-Life Balance**

The hotel business is described with long working hours in various shifts, diligent work, unannounced/ irregular/ unplanned weekly offs. Along these lines the employees have a poor work-life balance with very less social life. The normal working hours of the hotel employees are 12-14 hours amid which, they are relied upon to be on their feet constantly. In addition, because of seasonal variations in the business, the hotels work with small staff to keep the labour cost low particularly amid the off-peak season accordingly expanding the workload and work timings of the current representatives. The operations in hotels are exceptionally busy at times and can be irregular in nature numerous a times to adapt up to the same, employees need to work on their day offs at the expense of their plans with their families on such days. During a festive season the hotel business is in blast consequently the employees are required to be on their toes while their families are enjoying the celebrations without them. In spite of the fact that, the industry has begun understanding this reality, it has not possessed the capacity to discover an answer on the same. With a rationale to bring down the gravity of this issue, hotels have started the accompanying measures:

- Additional Leaves/Holidays/Weekly offs
- Employee Leisure Clubs/Family Get together
- Fixed number of working hours every day

### **1.7.4 Work Culture**

An association is framed to accomplish certain objectives and destinations by uniting people on a typical stage and propelling them to convey their level best. It is vital for the employees to enjoy at the work environment for them to build up a feeling of dependability towards it.

Work culture accept a key part in removing the best out of representatives and making them hold the relationship for a more drawn out range. The affiliation must offer a positive air to the delegates for them to concentrate on their work as opposed to intruding in each other's work.

### **What is Work Culture?**

Work culture is a thought which deals in the examination of:

- Beliefs, perspectives, mindsets of the employees.
- Ideologies and measures of the affiliation.

It is the work society which picks the way delegates speak with each other and limits of an affiliation.

In layman's language work society implies the state of mind of the agents which further picks the atmosphere of the affiliation.

An affiliation is said to have a strong work society when the agents take after the affiliation's fundamentals and controls and adhere to the present rules. However there are certain affiliations where delegates are reluctant to take after the bearings and are made to work just by strict frameworks. Such affiliations have a weak culture.

*Source:* Msg Management study guide

Work culture or Organizational culture is the conduct of people who are a part of an association and the implications that the general population append to their activities.

It influences the way individuals and groups connect with each other, with customers, and with partners. In the service industry, dissimilar to some other industry the accentuation is on customer or visitor interaction which has an immediate impact of the work society prevailing in the association.

### **1.7.5 Employee relations**



This interprets the professional relationship between "Employer –Employees" and within employees. This is a noteworthy part of work culture since the operations of the organization revolves around the same. Particularly in the hotel business where it is to a greater extent a team effort in making the guests experience vital, proficient relationship within the employees from the team or "Team bonding" is crucial. A solid work society makes a bother free work climate in which the employees can completely concentrate on the core operational issues.

### 1.7.6 Interactions

These are a crucial part of any organization. Interactions within the formal association might be as vertical or horizontal communications. As discussed earlier, it is all the more a team effort that is required to offer a service to the guest. This exertion is negligible without appropriate team interaction within the colleagues. These interactions might be by method of meetings, briefings, exchanges, orders, directions, feedback and so forth. The achievement of any business exceedingly relies on upon these interactions.

**Fig 1: Importance of Communication**



*Source:* <https://asd-hswikispaces.com/importanceofcommunication>

### 1.7.7 Healthy work atmosphere

An anxiety free work air is described with just and reasonable hierarchical approaches, friendly representative relations, very much characterized association structure with clarity of every single individual's part in the organization. Such a climate prompts higher representative good which directly affects the employee's execution and general profitability.

### **1.7.8 Employee Welfare**

Employee welfare will be welfare circulated by industry as a component of business and it incorporates perks, salary related advantages, measures expected to enhance the proficiency of the workforce and some generous measures. These welfare measures greatly affect the representatives. Indeed in today's aggressive surroundings, organizations are concentrating on this occupation viewpoint to attract and hold talent. The hotel business is no exception to this. Although each hotel has its own corporate approach towards arrangement of representative welfare exercises, the accompanying practices are followed by major hotels.

### **1.7.9 On the Job Meals**

This is an extremely regular element seen in every hotel. Employees are provided with meals when on duty. A hotel being in catering business, arrangement of meals to its employees is convenient and cost effective. In spite of the fact that this perspective is often underestimated by the employees, it turns out to be an essential part particularly when employees are working in odd shifts or working for extended hours.

### **1.7.10 Transport Facilities**

This facility is not an extremely common element in the hotel business. However, few hotels give this facility to outstation employees. The most compelling motivation for not giving this facility is uneven work timings of the employees. Nonetheless, it is obligatory to give a home drop office to lady employees working till late night.

### **1.7.11 Accommodation Facilities**

This is a typical feature seen in Resorts where major part of the employees is outstation, and rental settlement is restricted and costly. In any case, business hotels give family or shared accommodation to its outstation employees on a temporary or permanent basis with or without a nominal charge based on the policy of the hotel.

#### **1.7.12 Family Medical Benefits**

In view of the organization policy, this advantage might be as medical insurance plan, Employees State Insurance Scheme (ESIC), medicinal allowance or repayment/ reimbursement of medical expenses to employees. However this may be given to the employee and not to the family. In spite of the fact that a few of the hotels may extend the same to the immediate family of the employee, it might be confined as a perk for senior management.

#### **1.7.13 Child Education Plans**

This plan is extremely uncommon in the hotel business. A few of the hotels may give the same as a perk to the senior management.

#### **1.7.14 Family Pension Scheme / Insurance schemes**

As per the organization management, this scheme might be as group insurance schemes, Employee Provident fund etc.

#### **1.7.15 Employee Recognition**

Recognition /Acknowledgment of employees go far in propelling them towards upgrading their performance. It demonstrates that the management recognizes the efforts taken by the employees. Employee recognition is not only a pleasant thing to accomplish for individuals, it is a specialized instrument that fortifies and rewards the most essential results individuals make for your business. When you perceive individuals effective, you strengthen, with your chosen method of recognition, the activities and practices you most need to see individuals repeat. A compelling employee recognition framework is basic, quick, and capably strengthening. A couple of employee recognition apparatuses generally followed in hotels are:

- Rewarding employees for extraordinary performance.
- Appreciation of steady performing employees.
- Employee of the month for extraordinary commitment during the month.

### **1.8 Impact of Human Resource practices on Employee Productivity**

The Human Resource practices implemented for the employees are with an aim of making a positive effect on their performance. They ought to help with boosting the morale of the employees and persuading them to perform far better in terms of productivity. Productivity /Efficiency can be a measure taken to accomplish the hierarchical objective. Research has for the most part supported the thought that when the Human Resource practices are appropriately designed, it can help associations improve their performance However; they ought to be attempted and tried for its outcomes. Once the effect is distinguished, associations can alter on such practices to upgrade the performance of its employees. The hypothetical comprehension of how Human Resource practices and execution of the worker relate; substantially more research that inspects variables that may be included in the notorious "black box" between Human Resource frameworks and representative execution is required Here it is additionally critical to note that every employees recognition about the Human Resource practices shifts as they connect distinctive implications to them. This is prone to go before the employee conduct and mentality. Consequently all together for Human Resource practices to apply their desired impact on employee's states of mind and practices, they first must be seen and translated. This proposes the impact of Human Resource practices is not generally of course; rather, their impact will change according to the implications that employees append to it. To connect the Human Resource framework to performance in desired ways, it must draw obvious impression of climate, or the behaviour that management would expect, reward and support. This can be further clarified with the assistance of a case. The criteria for a secured climate in an organization are perceived in a different way by a few representatives and in this way there is a distinction in their perception. Some may feel that it is the administration's sympathy toward the employee well being; while others may perceive that it is been executed to cut expenses connected with mishaps on occupation. While these are the few effects talked about here, it certainly influences the conduct of an employee while he is working which thus would be in charge of the worker's productivity.

## **1.9 Aspects of Employee Behaviour**

**Definition:** The term employee behaviour refers to the path in which employees react to particular conditions or circumstances in the working environment. While numerous components decide an individual's conduct in the working environment, employees are molded by their culture and by the organization culture.

Employees take a huge part in making the environment of an organization. If the employee is productive, with a decent state of mind that likewise shows proficient conduct, he can help the business to be effective. But if he carries a negative attitude towards work and is not concerned about the accomplishment of his association, likewise take the business superficially; show intimidation towards co employees and most importantly the customers can just harm the organization. Thus an employee conduct can in this manner, either help or hurt an organization. To the extent hotel industry is apprehensive; there are sure expected traits that the employee ought to follow. Some of them are listed below:

### **A Warm Welcome**

At the point when a hotel is viewed as, an open door and a welcome smile can prompt an excellent experience for a guest, in spite of the fact that it is very basic but is critical in the hotel business. What you look like, dress and present yourself says a lot about your approach towards the customers. It is imperative to comprehend, that regardless of what your employment part, you're the face of the organization. The display of a well groomed employee also exhibits an organization presentable. Carrying a warm smile dependably may appear to be troublesome, yet it goes far in making guests feel welcome.

### **Understanding of norms & protocol**

You collaborate with both professional and individual people. As every time it is critical to follow the implicit rules of the business. This guarantees a paramount ordeal for the guest/visitor and repeated business for you.

### **Attitude & Outlook**

As a right disposition of an employee positive attitude is expected by each industry, hospitality industry is not a special case. It requests a quiet, composed & inspirational attitude. Your non-verbal communication/ approachable body language should make the guest/visitor comfortable in dealing with you.

### **Etiquette**

Visitor acknowledges right manners. It is essential to know the correct approach to act, be it a well-mannered way of talking or a lively walk. One can learn it through right training.

### **Communications skills**

This is the most vital faculty quality that one needs to procure to be a part of the hospitality business. It is sensible to be polite, as well as well-spoken. Knowledge and use of a foreign language will always be appreciated.

The communication with the guest is important, as well as the interpersonal correspondence with the staff ought to likewise be viable, where proposals are invited and employees can express their perspectives openly. Correspondence empowers representatives to comprehend what their organization anticipates from them. It helps in changing an individual's state of mind and manner of thinking. Difficult employees should never be disregarded, however ought to be watched over. Their issues should be managed with complete consideration.

### **Fig 2: Interpersonal Skills**



Source: <https://asd-hswikispaces.com/interpersonalskills>

## **Leadership**

Managers are an essential part in impacting the conduct of subordinates at a work environment. It is their duty to organize the employees in a right attitude. Train them in their everyday operations and help them procure new aptitudes and update their facts. Make them feel vital.

## **Work Culture**

It ought to be positive an environment for the employees to feel great and working. This will make a positive environment in the organization. Employees should pursue guidelines and controls drafted by the management. Truthfulness at all levels is crucial. Professional stability and safety is a obvious amongst the most significant variables influencing employee behaviour

## **Job Responsibilities**

Jobs ought to be planned considering the employee's ability and aptitudes. Every employee is not capable to carry out skillful tasks and deliver it perfectly. Human Resource managers should place employees in positions where the employees can learn on the job and learn the skill.

## **Family Relationship**

Bothered family life will negatively affect worker's state of mind. This prompts anxiety and irrationality in him. Additionally an individual ought to keep personal and professional life independent.

## **Relationship at Work**

Relations with the co employees ought to be open and willing. Clashes between them cause groupism and distract them from finishing their objectives. It is important to have companions at the working environment with which a worker can share his experience, talk about issues and open up. Avoid arguments at any point.

### **1.10 Factors contributing to the impact of customer perception about the hotel**

There would be numerous components that add to the consumer's perception about the hotel management. These components will help assembling the reliability of the guest to come back to the specific hotel property or not. The choice would be founded on his own experience during his stay at the property. Subject to this, the consumer perception would be either positive or negative.

Consumer perception is a promoting idea that envelops a client's impression, mindfulness and/or awareness around an organization or its offerings.

*Source:* <http://www.businessdictionary.com/definiton/customerperception.html>

It is regularly influenced by promoting, surveys, advertising, online networking, individual encounters and different channels. In spite of the fact that influenced by these, in the hotel environment, where rivalry commands, hoteliers must study the qualities and shortcomings of their items and administrations and precisely gage which components will impact ideal guest fulfillment. Guests Satisfaction is a disposition or assessment that is shaped by the guest contrasting their pre purchase expectations of what they would get from the product to their subjective perception of the execution they really received. Fulfillment is a man's sentiments of joy or frustration coming about because of contrasting an item's apparent execution (or result) in connection to his or her desire.

Consumer loyalty is an aggregate result of discernment, assessment and mental responses to the consumption experience with a service or product.

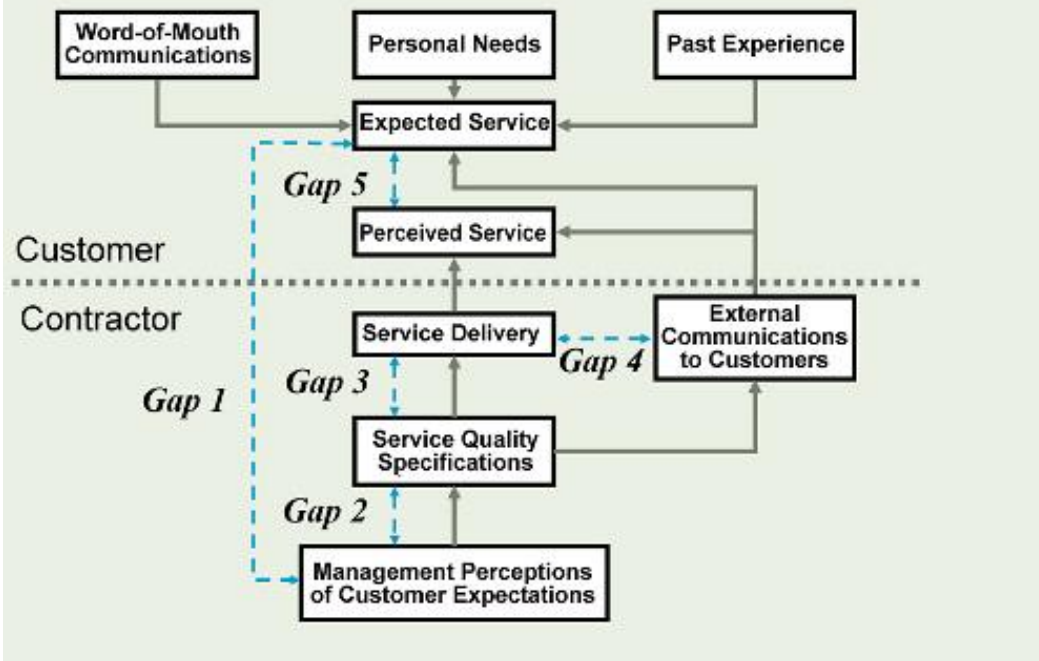


The most critical parts of service quality are intangible and tangible services. Tangible parts of a hotel may incorporate building outline and stylistic theme, the atmosphere of the hotel, the room amenities, which are considered to affect the guests view/ perception of property. According to the physical environment with every one of its parts is a key variable which affects individuals' emotions, which is one of the responses that urge and drive individuals to stay in the hotel where they are in or to take off. Furthermore, it has been affirmed that shoppers rely on upon the intangible services which likewise thinks about consumer perceptions. It thinks about the different abilities required by the representatives in hotel industry. It focuses on an extensive variety of soft skills and specialized technical skills, particularly with regards to Hospitality. With the extreme rivalry developing along the business sector, the hoteliers should rely, both on improvements of physical item and on great delivery of service to stay amazingly remarkable in the business sector. In today's focused surroundings, excellent guest administration is turning into the center upper hand in hotel industry. Accordingly, the organization ought to perceive the significance of its employee representation in speaking to and fortifying the brand picture of the organization and conveying the service effectively from the guest perspective

**Figure 3: Gap Model for Service Quality**

# ServQual

Source: Zeithaml, Parasuraman & Berry, Delivering Quality Service



Customers compare the service they 'experience' with what they 'expect' and when it does not match the expectation, a gap arises.

The GAP Model's five contributory factors of unsuccessful customer service

GAP 1: Gap between consumer expectation and management perception: arises when the management or service provider does not correctly perceive what the customers wants or needs.

GAP 2: Gap between management perception and service quality specification: this is when the management or service provider might correctly perceive what the customer wants, but may not set a performance standard.

GAP 3: Gap between service quality specification and service delivery: may arise pertaining to the service personnel. This could arise due to there being poor training, incapability or unwillingness to meet the set service standard.

GAP 4: Gap between service delivery and external communication: consumer expectations are highly influenced by statements made by company representatives and advertisements. The gap arises when these assumed expectations are not fulfilled at the time of service delivery.

GAP 5: Gap between expected service and experienced service: this gap arises when the consumer misinterprets the service quality.

### **1.11 Role of employee behaviour on the customer perception about the hotel:**

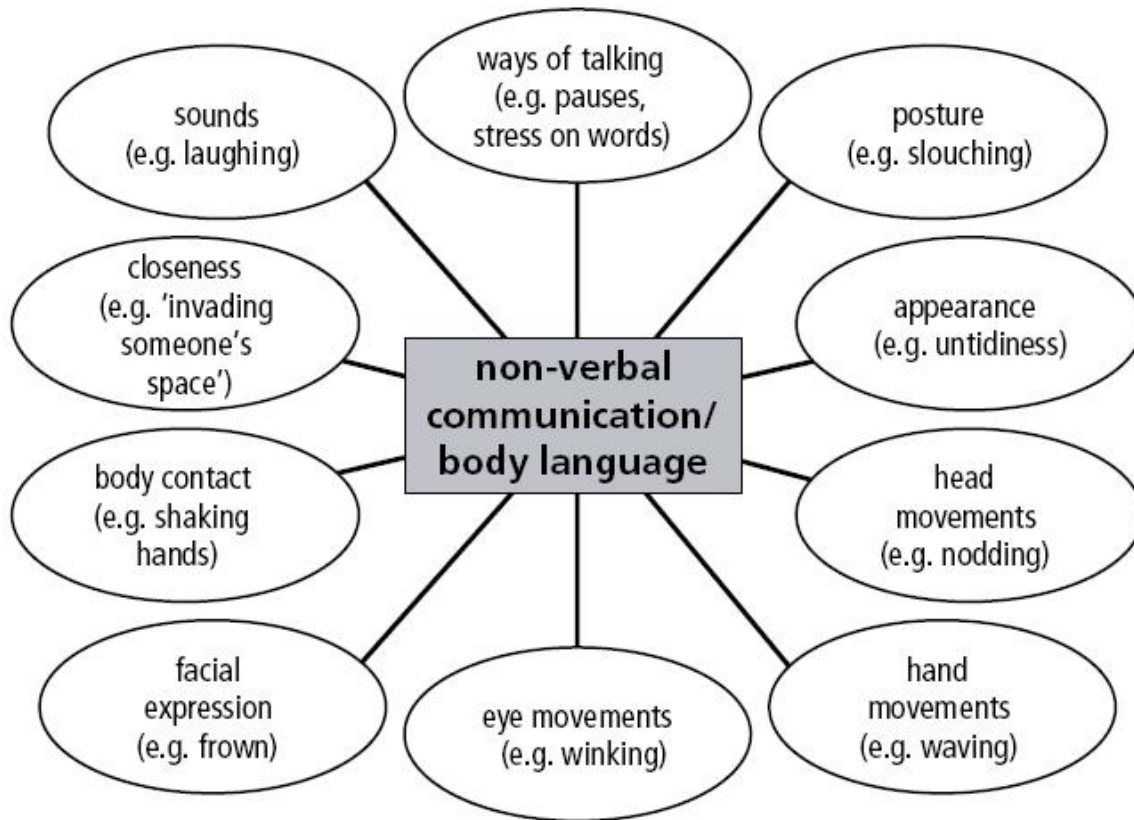
Understanding the significance of service quality in the context of hospitality, the hoteliers ought to give careful consideration in employee behaviour as a center quality concept in forming the service culture and differentiating them from their competitors. In his exploration remarked that, in the hotel business, organization anticipate that service employees should display a cheerful and well-disposed feelings when communicating with customers. This is on account of the guest measure their service experience essentially in view of employee state of mind and practices, for example, individual consideration, representative kind disposition, and promptness in service. Various studies demonstrate that consumer loyalty is to a great extent variable on the service attitude of employees, and that different guests served by the hospitality industry worldwide require unmistakable customer service accentuations; decided five components pivotal to guests' view of professional competency among hotel employee: industry learning, proficient aptitudes, communication capacity, administration capacity, and an excellent service disposition; of these five components, the creator observed service attitude to be basically essential.

Hotel Employees are service suppliers who make an association between the guest and the hotel and are the most imperative components that speak to the association. The conduct/ behaviour showed by employees towards guest during the service process decide guests' impression of service quality and additionally their fulfillment. At whatever point a visitor stays in a hotel, he would interface with the employees at the front desk, in the restaurant, in the guest rooms, and so on. Amid this association the guest is encountering the service and additionally the conduct of the employee, as the service is being delivered to the guest. Hence the perception of the guest and the employee behaviour has an immediate association between them.

In a hotel, there is a wide assortment of employee behaviours that can happen inside the working environment. Employee behaviour is characterized as different groupings of activities did by employees inside the association. Some of these practices could be sure and can help the hotel in representing a decent effect on the customer. In any case a few practices might be negative and may devastate a gainful workplace. The event of negative practices can produce stress& incite minor problems and even cause unhappiness among employees. The danger is that these negative practices are like an epidemic and can spread like a flame inside the whole association. This will demonstrate an enormous expense to the association regarding employees' efficiency, their

wellbeing and in the long run their execution. It could destroy the business in specific results, when an unhappy guest complains about the service of the hotel. It likewise has the punishment of heading out guests & harming employees' morale and expanding/ increasing their turnover rates. Hence employee behaviour is critical in a service industry as they connected with its guests. On a positive note a decent conduct can keep up consumer loyalty by satisfying the requests of the guest. Representatives' practices have impacts on both, the client view of administration quality and on consumer loyalty. The service employees, who exhibit a great deal of professionalism, create a great impact in the customers mind. At the point when the service representatives give the exact service as expected by the guest, the guests loyalty may improve, the organization carries a great deal of reputation in the market and can then have a great market share and charge a higher price for its services. The service employees, who are capable, understanding, and worried about the guests' needs, likewise impact the five measurements of service quality: dependability, responsiveness, compassion, affirmation, and tangible. It is crucial to comprehend and meet what the guest's needs and needs with service employees capacity to convey.

**Fig 4 Importance of Non Verbal communication/ body language**



Source: <https://asd-hswikispaces.com/nonverbalcommunication>

### **1.12 Customers perceived value:**

A customer's perceived value is a customer's opinion of a product's value to him or her. It may have little or nothing to do with the products market price, and depends on the products ability to satisfy his or her needs or requirements

### **1.13 Customer Relationship Management:**

Customer Relationship Management is an upright concept or strategy to solidify relations with customers and at the same time reducing cost and enhancing productivity and profitability in business.

It also can be defined as a business strategy to select and manage the most valuable customer relationships. Customer Relationship Management requires a customer centric business philosophy and culture to support effective marketing, sales and service processes. Customer

Relationship Management applications enable effective customer relationship management, provided that an enterprise has the right leadership, strategy and culture.

#### **1.14 Customer Retention:**

Customer retention is a strategic process to keep or retain the existing customers and not letting them to diverge or defect to other suppliers or organization for business. Usually a loyal customer is tended towards sticking to a particular brand or product as far as his basic needs continue to be properly fulfilled. He does not opt for taking a risk in going for a new product. More is the possibility to retain customers the more is the probability of net growth of business.

Retaining customers in a highly competitive business environment like in the hotel industry is critical for any company's survival because a lost customer represents more than the loss of a next sale. The company loses the future profits from that customer's lifetime of purchase. Also keeping customers makes the cost of selling to existing customers lower than the cost of selling to new customers. Therefore acquisition should be secondary to retaining customers and enhancing relationships with them (McCarthy, 1997). A customer may demonstrate his/her retention propensity in many ways; by expressing preference for a company over others, by continuing to buy from it or by increasing its business in the future (Zeithaml et al.1996). In summary the goal of customer retention is aimed at benefitting both relationship parties to facilitate exchanges, make relationship exchanges more possible, reduce transaction costs and maximize the relationships economic and non-economic benefits in order to repeat the exchange processes in the future

#### **1.15 Customer Demands:**

An organization can never assume what actually a customer needs. Hence it is extremely important to interview a customer about all the likes and dislikes so that the actual needs can be ascertained and prioritized. Without modulating the actual needs it is arduous to serve the customer effectively and maintain a long term deal.

#### **1.16 Customer Loyalty:**

It is the measure of success of the supplier in retaining a long term relationship with the customer. Thus customer loyalty is when a supplier receives the ultimate reward of his efforts in interacting with its customer.

Loyalty also means that customer is sticking to the hotel on certain grounds though he may be having other options also. It may be possible that the supplier may not have the best product or the customer may be having some problems with the supplier in respect of his supply of the product but the customer likes to ignore other options and prefers to continue with the same supplier as the customer thinks the supplier provides him more value and benefits than others. Such loyal customers tend to spend more money buy more, buy longer and tell more people about the product or the hotel. This type of long term customer loyalty can only be created by making the customers feel that they number one priority

There has been various studies directed based upon the consumer perception and the behaviour of the employees, reporting that service quality or the behavior of the employees report noteworthy impact on consumer perception. However not many of them analyzed the service quality measurements that influence consumer perception in the hotel industry. To give amazing service quality and to accomplish better consumer satisfaction is the most imperative and testing issue confronted by the Hospitality Industry.

Thusly, the primary reason for this study was to analyze the relationship between perceived employee behavior and customer perception in the hotel industry in Pune city. The focus was to distinguish the part of Human Resource in building up the attributes of the employees which eventually enhance the consumer perception about the employees.

**In particular, the present study proposed to answer the accompanying exploration questions:**

1. What are the employee behavioural patterns which builds the impact on customers' perception about the hotel?
2. Which are the factors affecting the behaviour pattern of the employees in Pune hotels?
3. What Measures are adopted by hotels to enhance employee behaviour?
4. What is the impact of Human Resource practices on employee behaviour?



**CHAPTER 2**

**RESEARCH**

**METHODOLOGY**

## **RESEARCH METHODOLOGY**

### **2.1 Statement of Problem:**

The hotel industry succeeds on consumer loyalty for its business and the spine in accomplishing this achievement is the worker who offers these administrations to accomplish a fulfilled client. It is vital that the Human Resource actualizes such practices that will accomplish much better results.

In this manner, the principle reason for this study was to analyze the relationship between perceived employee behavior and consumer perception in the hotel industry of Pune city. The focus was to distinguish the part of Human Resource in building up the qualities of the hotel employees which at last enhance the client perception about the employees.

### **2.2. Significance of study:**

In the most recent decade or two Pune city has seen an enormous development in Auto and Information Technology sector and a sector which has silently yet consistently developed is the hospitality sector particularly the Star category of hotels.

It is an all-around acknowledged truth that the human asset is the foundation of any association. In addition, in a service industry rendering world class service is a major challenge. Besides the star category of hotels are totally needy upon the nature of human asset to empower them to render all around acknowledged service.

However it has been observed that, employees are a noteworthy part in the progression of business environment. In case a beneficial employee who exhibits a decent attitude and shows proficient conduct, can help the business to succeed.

Customers frequently see the conduct of an association's employees as illustrative of how the entrepreneur runs his organization. An employee who goes to additional push to help a client fix an issue can make an image in the customers mind, that an organization is helpful and proficient.

Furthermore, a customer who needs to wait for service and is attended by an employee with a terrible, inhumane attitude may leave with a negative picture of the organization.

Hence the need to distinguish the effect of Employee conducts on the consumer perception, and to find the steps taken by the Human resource towards enhancing employee behavior to meet customer expectations.

### **2.3 Objectives of the study:**

2.3.1 To identify the factors influencing employee behaviour in hospitality industry.

2.3.2 To identify the aspects of employee behaviour in the hospitality industry

2.3.3 To analyze the impact of human resource practices on employee behaviour

2.3.4 To study the customer perception towards employee behaviour in hotels

2.3.5 To study the impact of employee behaviour on customer satisfaction in hotels

2.3.6 To identify the measures taken by hotels to enhance employee behaviour to meet customer expectations.

### **2.4. Hypotheses:**

#### **2.4.1.1 Hypothesis 1**

H0: There is no significant impact of human resource practices on employee behaviour in hotels

H1 There is significant positive impact of human resource practices on employee behaviour in hotels.

#### **2.4.2 Hypothesis 2**

H0: There is no significant impact of employee behaviour on customer satisfaction in hotels

H1 There is a significant positive impact of employee behaviour on customer satisfaction in hotels

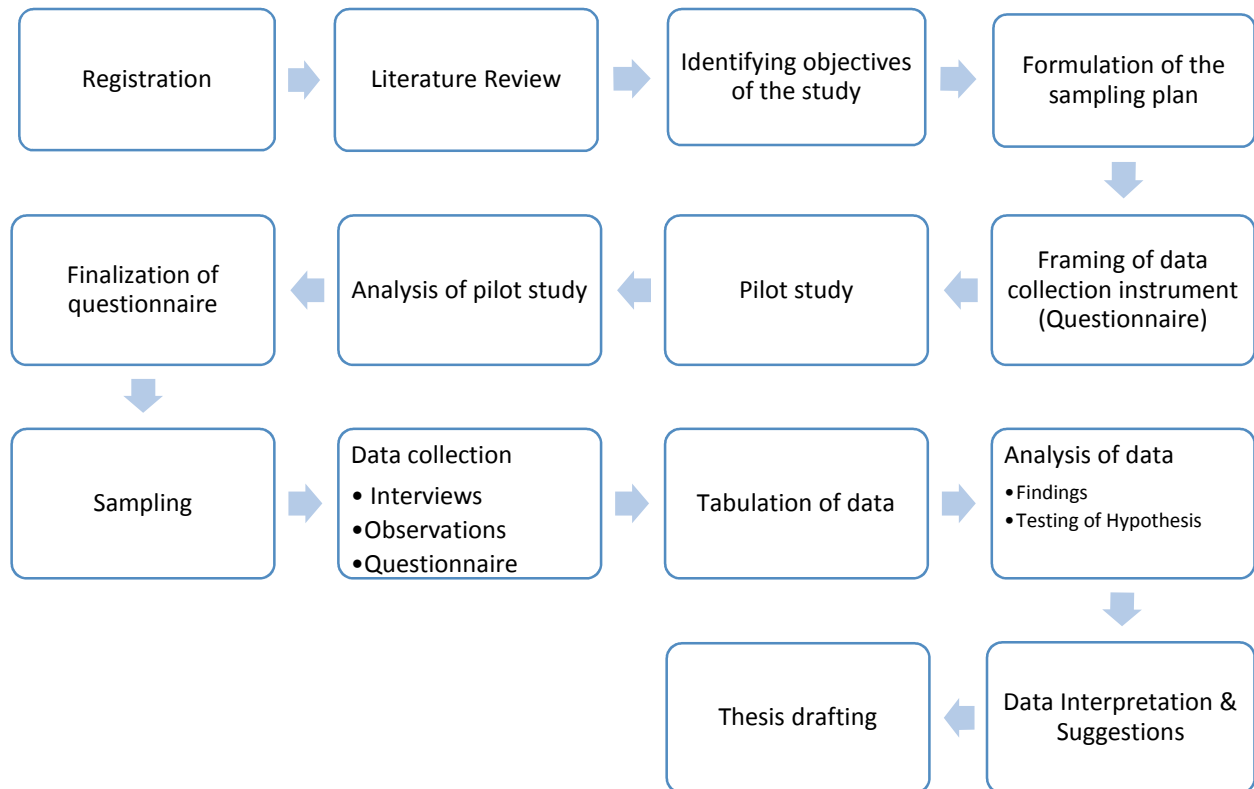
### **2.5. Methodology**

Type of Research:

This research is descriptive in nature and has dealt with the impact of employee behaviour on consumer perception in 5, 4, 3, Star hotels in Pune city.

The research design selected has made enough provision for protection against bias and maximizes reliability of data.

**Fig 5: Stages of Research Design:**



## 2.6. Area of study:

The study is conducted in Five star Four Star and Three Star Hotel properties in Pune City during the period 2011-2014

Pune City comprises of Pune Municipal Corporation (PMC) and the Pimpri Chinchwad Municipal Corporation (PCMC) area

The PMC comprises of 15 Villages under its jurisdiction including Mhalunge, Sus, Bavadhan, Kirkatwadi, Pisoli, Lohegoan, Dhavade, Kopare, Kondhwa Dhavade, Nanded. Khadakwasla, Shivane, Hadapsar, (Sadesatara Nali part), Mundwa (Keshavnagar), Manjari, Narhe, Ambegoan,

Dhayari, Urli Kanchan and Phursungi along with the main suburbs as Swargate, Shivajinagar, Pune Station of Pune City

The PCMC comprises of 4 major parts, Pimpri, Chinchwad, Akurdi and Bhosari

## **2.7. Data:**

### **2.7.1 Description of data**

The data required for the research was collected from Customers, Employees (different levels of hierarchy) and Human Resource managers belonging to Five star, Four star and Three star Hotel Properties in Pune City

The data was collected for the following information

**Table 3: Parameters for Consumer Feedback**

S. No.	Parameter
Personal Attributes	
1	Well groomed
2	A Warm and Welcoming Smile
3	Body language
4	Overall personality
Professional Attributes	
1	Ethical at work
2	Organized
3	Responsiveness
4	Resourceful
5	Dependable
6	Alert
7	Courtesy
8	Enthusiastic
9	Honest



Going an Extra mile	
1	Personalized attention
2	Friendly approach
3	Understanding guests' specific needs
4	Patient listening to the guest

**Table 4: Parameters for Employee Feedback**

<b>Sr. No.</b>	<b>Parameter</b>
Factors Affecting Behavioural Pattern	
1	Personal factors like Family conflicts, work life balance, financial concerns etc. have a great influence on behavioural pattern of employee
2	Professional factors like Monetary benefits, nature of work, work culture, interpersonal relationship etc have a great influence on behavioural pattern
Measures Adopted by Hotels to enhance Employee Behaviour	
1	Monetary Benefits (Salary & Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour
2	Training & Development (Skills development, Development programmes) is a measure adopted by your hotel to enhance employee behaviour
3	Work-Life Balance (Weekly offs, Holidays, Duty timings) is a measure adopted by your hotel to enhance employee behaviour
4	Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by your hotel to enhance employee behaviour
5	Employee welfare ( Family health Schemes, Children Education Insurance) is a measure adopted by your hotel to enhance employee behaviour

6	Employee recognition (Rewards & Appreciation) is a measure adopted by your hotel to enhance employee behaviour
7	Counselling helps in resolving personal issues affecting the employees behaviour and is a measure adopted by your hotel to enhance employee behaviour
8	Grievance handling measures help in addressing professional factors, is a measure adopted by your hotel to enhance employee behaviour
<b>Impact of HR practices</b>	
1	HR practices adopted by Hospitality industry are adequate to alter employee behaviour
2	Monetary Benefits (Salary & Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour
3	Training & Development (Skills development, Development programmes) is a measure adopted by your hotel to enhance employee behaviour
4	Work-Life Balance (Weekly offs, Holidays, Duty timings) is a measure adopted by your hotel to enhance employee behaviour
5	Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by your hotel to enhance employee behaviour
6	Employee welfare ( Family health Schemes, Children Education Insurance is a measure adopted by your hotel to enhance employee behaviour
7	Employee recognition (Rewards & Appreciation) is a measure adopted by your hotel to enhance employee behaviour



**Table 5: Parameters for Human Resource Manager Feedback**

S. No.	Parameter
Aspects of Employee Behaviour Pattern	
1	Personal Attributes like Well groomed, Smile, Body language etc are important aspects of employee behaviour that has a great impact on customers perception of the hotel
2	Professional Attributes
3	Going an extra mile
Factors Affecting Behavioural Pattern	
1	Personal factors like Family conflicts, work life balance, financial concerns etc. have a great influence on behavioural pattern of employee
2	Professional factors like Monetary benefits, nature of work, work culture, interpersonal relationship etc have a great influence on behavioural pattern
Measures Adopted by Hotels to Enhance Employee Behaviour	
1	Monitory Benefits (Salary & Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour
2	Training & Development (Skills development, Development programmes) is a measure adopted by your hotel to enhance employee behaviour
3	Work-Life Balance (Weekly offs, Holidays, Duty timings) is a measure adopted by your hotel to enhance employee behaviour
4	Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by your hotel to enhance employee behaviour
5	Employee welfare ( Family health Schemes, Children Education Insurance) is a measure adopted by your hotel to enhance employee behaviour
6	Employee recognition (Rewards & Appreciation) is a measure adopted by your hotel to enhance employee behaviour
7	Counselling helps in resolving personal issues affecting the employees behaviour
8	Grievance handling measures help in addressing professional factors

Impact of HR Practices	
1	HR practices adopted by Hospitality industry are adequate to alter employee behaviour
2	Monitory Benefits (Salary & Wages, Overtime, Incentives) have a great impact on behavioural pattern of employees
3	Training & Development (Skills development, Development programmes) have a great impact on behavioural pattern of employees
4	Work-Life Balance (Weekly offs, Holidays, Duty timings) have a great impact on behavioural pattern of employees
5	Work Culture (Employee relations, interactions, healthy work atmosphere) have a great impact on behavioural pattern of employees
6	Employee welfare ( Family health Schemes, Children Education Insurance) have a great impact on behavioural pattern of employees
7	Employee recognition (Rewards & Appreciation) have a great impact on behavioural pattern of employees

## 2.8 Sampling Techniques:

The sample size and the technique is category specific and depending upon the homogeneity of the population.

The study covers only the Hospitality Industry in Pune City. This Industry is categorized as Five star hotels, Four star Hotels, Three star Hotels.

A total sample of 330 was collected, the break up being as follows Customers- 150, Employees- 150 and HR managers- 30 for the study. The sample was represented by --- hotels from Pune city comprising of Customers, Employees (Top management, Middle Management and Lower management) and Human Resource managers

Sampling was done as below:

- Category Sampling:

This will consists of a separate sample representing various categories of the Hospitality Industry viz. Five star hotels, Four star Hotels, Three star Hotels.

- Hierarchical Sampling:

This consists of various samples representing different levels in the hierarchy in the Industry viz. Sr. Management sample, Middle management sample and Entry staff sample.

The sampling technique to be adopted would be “Simple random sampling”. This is the process of drawing a sample from a population in such a way that each member of the population has an equal chance of being included in the sample. This method has an added advantage to estimate the population values accurately.

**Table No. 6 Information on the Category of Hotels and the number of respondents received**

<b>Sr. No.</b>	<b>Category of Hotels</b>	<b>Number of Respondents</b>
1	5 Star	80
2	4 Star	53
3	3 Star	22

**Table 7: Information on the number of Employee Feedback received from various Star Category Hotels:**

<b>Sr. No</b>	<b>Star Category</b>	<b>Respondents</b>
1	5 Star	92
2	4 Star	32
3	3 Star	15

**Table 8: The number of Employee Feedback (Department wise) received from various Star Category Hotels**

<b>Sr. No.</b>	<b>Departments</b>	<b>Number of Respondents</b>
1	Food Production (Chefs)	37
2	Food and Beverage Service (Room Service, Butlers etc)	41
3	House Keeping (Laundry, Health club, swimming pool Attendant, Spa Attendant etc.)	37
4	Front Office (Concierge, Reservations Guests relation Executive etc.)	24
5	Allied (Sales, Marketing, Accounts, Purchase, Human Resource etc.)	19

**Table 9: Information on the number of respondents from various Star category hotels.**

<b>Sr. No</b>	<b>Name of the Hotel</b>	<b>Category</b>	<b>Respondents</b>
1	J W Marriott	5 Star	12
2	Courtyard by Marriott	5 Star	4
3	Marriott	5 Star	17
4	IBIS	5 Star	1
5	RadissionBlu	5 Star	10
6	Gateway Taj	5 Star	1
7	Vits	5 Star	3
8	Sayaji	5 Star	1
9	Double Tree By Hilton	5 Star	1
10	Westin	5 Star	6
11	Hyatt Regency	5 Star	1

12	Sun n Sand	5 Star	1
13	Holiday Inn	5 Star	8
14	ITC	5 Star	3
15	Le Meridian	5 Star	11
16	Novotel	5 Star	4
17	Vivanta by TAJ	5 Star	8
18	Seasons Apartment	4 Star	11
19	Cocoon	4 Star	18
20	The Pride Hotel	4 Star	7
21	Lemon Tree	4 Star	1
22	Oakwood Premiere	4 Star	2
23	Oakwood Residency	4 Star	2
24	Park Estique	4 Star	1
25	Deccan Rendezvous	3 Star	5
26	Le Royale Residency	3 Star	10

**Table 10: Information on the number of Feedback received from various Star Hotel Human Resource Manager**

Sr. No	Star Category	Respondents
1	5 Star	19
2	4 Star	10
3	3 Star	3

**Table 11: Details of Feedback received from various Star Hotel Human Resource Manager**

Sr. No	Name of the Hotel	Category
1	Le Meridian	5 Star
2	Radisson Blu	5 Star
3	JW Marriott	5 Star
4	Novotel – Pune	5 Star
5	Westin – Pune	5 Star

6	Sayaji Hotels	5 Star
7	Vivanta by Taj – Blue Diamond Pune	5 Star
8	Hotel Hindustan International	5 Star
9	Novotel- Pune	5 Star
10	Le Meridian	5 Star
11	Hyatt Regency Pune	5 Star
12	Courtyard by Marriott Pune City Centre	5 Star
13	Holiday Inn Pune	5 Star
14	Westin- Pune	5 Star
15	Vivanta by Taj – Blue Diamond Pune	5 Star
16	Holiday Inn Pune	5 Star
17	Sun n Sand Pune	5 Star
18	IBIS Hotel Pune	5 Star
19	Courtyard by Marriott	5 Star
20	Aurora Towers	4 Star
21	Pride Hotels Ltd	4 Star
22	Corinthian Clubs and Resorts Pune	4 Star
23	Le Royale Residency	4 Star
24	O Hotel	4 Star
25	Aurora Towers	4 Star
26	Pride Hotels Ltd	4 Star
27	The Central Park Hotel	4 Star
28	Cocoon Hotel- Pune	4 Star
29	The Central Park Hotel	4 Star
30	Orbett Hotels	3 Star
31	Magarpatta Clubs and Resorts Pvt Ltd	3 Star
32	Centurion Groups of Hotels, Resorts and Inn	3 Star

**Table 12: Information on the number of Sample hotels used**

<b>Sr. No</b>	<b>Star Category</b>	<b>Respondents</b>
1	5 Star	19
2	4 Star	10
3	3 Star	3

**Table 13: Detailed information regarding the Sample Hotels used for research**

<b>Sr. No</b>	<b>Name of the Hotel</b>	<b>Category</b>
1	J W Marriott	5 Star
2	Courtyard by Marriott	5 Star
3	Marriott	5 Star
4	IBIS	5 Star
5	RadissonBlu	5 Star
6	Gateway Taj	5 Star
7	Vits	5 Star
8	Sayaji	5 Star
9	Double Tree By Hilton	5 Star
10	Westin	5 Star
11	Hyatt Regency	5 Star
12	Sun n Sand	5 Star
13	Holiday Inn	5 Star
14	ITC	5 Star
15	Le Meridian	5 Star
16	Novotel	5 Star
17	Vivanta by TAJ	5 Star
18	Seasons Apartment	4 Star
19	Cocoon	4 Star
20	The Pride Hotel	4 Star

21	Lemon Tree	4 Star
22	Oakwood Premiere	4 Star
23	Oakwood Residency	4 Star
24	Park Estique	4 Star
25	Deccan Rendezvous	3 Star
26	Le Royale Residency	3 Star

## **2.9 Methods of data collection:**

### **2.9.1 Primary Data:**

Communicating directly with subjects: Within this category, two specific techniques are included:

2.9.1.1 Questionnaire

2.9.1.2 Personal Interview

2.9.1.3 Observation

#### **2.9.1.1 Questionnaire**

It is a tool for acquiring answers to a set of questions by the respondent who independently fills the questionnaire. It is an orderly gathering of questions submitted or a set of people from whom the data is required

Why Questionnaire?

- To the point answers to particular inquiries identified with the subject can be found.
- Total scope is accomplished as the questionnaire can reach to an expansive cross-segment of the employees at a little cost.
- Ambiguity in answers can be avoided by framing close ended questions
- Simple questions for the respondent to react.

#### **2.9.1.2 Personal Interview:**



It frames one of the essential techniques for information gathering. It includes efficient discussion between an agent and the respondent for getting pertinent data for a predetermined exploration issue. It seems to be superior, as individuals want to talk than write.

Why Personal Interview:

- In depth information can be achieved.
- The precision and nature of data enhances as more data can be had.
- This strategy is fit for gathering a great deal of supplementary data supporting the principle data.
- It is flexible, as it can be adaptable and versatile to the ideas of people.

### **2.9.1.3 Observation:**

Observation in philosophical terms is the methodology of filtering immaterial information through the perspective. Data is gained by method for hearing, sight, notice, taste, or touch and after that analyzed through either objective or pointless thought. Reasoning's about what practices are awesome or disagreeable may be arranged not the scarcest piece on slants about building associations, or examination of the results happening as a result of the viewed conduct. With the movement of time, impressions set away in the mindfulness about various related recognitions, together with the resulting associations and results, permit the individual to assemble and create moral ramifications of behavior.

### **2.9.2 Secondary Data:**

- Federation of Hotel and Restaurant Association of India (FHRAI)
- Poona Hotelier Association (PHA)
- Magazines, books, Internet, literature and journals.

*Importance:*

Results or discoveries of this information can be utilized into this research if pertinent and helpful. Once the document, journal etc. is located, one can promptly get results from secondary data which is compiled by others.

Sampling Technique / Methodology:

The specimen size and the strategy is class particular and relying on the homogeneity of the population in the example.

The study covers just the Hospitality Industry in Pune City. This Industry might be classified as Five star Hotels, Four star Hotels, Three star Hotels.

Sampling shall be done as below:

- **Category Sampling:**

This will comprise of a different example speaking to different classifications of the Hospitality Industry viz. Five star hotels, Four star Hotels, Three star Hotels.

- **Hierarchical Sampling:**

This comprises of different examples representing various levels in the hierarchy in the Industry viz. Sr. Management sample, Middle management sample and Entry staff sample.

The sampling technique to be received would be "Stratified Sampling" "Cluster Sampling", and "Reference Sampling". This is the way toward drawing an example from the population in a manner that every individual from the population has an equivalent shot of being incorporated into the specimen. This strategy has an additional favorable position to evaluate the population values precisely.

The upside of using helper data is that an extraordinary part of the preparation required for the study has starting now been finished already, for occasion: overviews of writing, logical examinations may have been concentrated some time recently, appropriated data and quantifiable examination could have been starting now used as a part of the past, media headway and individual contacts have also been utilized.

The past work is crucial in light of the fact that the auxiliary data have a pre joined attempted level of adequacy and steadfastness which require not be reexamined by the expert who is using such data again for his exploration. Also, secondary data can moreover be useful for the arranging ensuing fundamental examination in the related zones and may outfit a reference line with which the recently assembled data and results can be appeared differently in relation to. Therefore, it is

continually urged to begin any investigation activity with a definite audit of the open discretionary data.

The secondary data was collected using the following tools:

Academic Journals (Print & online version):

An academic journal is an associate investigated periodical in which grant identifying with a specific journal discipline is published. Academic journals serve as gatherings for the presentation and presentation for investigation of new research, and evaluate the existing research. Content normally appears as articles exhibiting unique exploration, survey articles, and book audits.

Books:

Books are valuable for exploration since they:

- Give inside and out scope of a subject
- Often give foundation data on a point
- Are used to get a review of a subject
- Demonstrate how an examination theme identifies with more extensive, smaller and related issues
- Lead readers to other related books and reference sources through their lists of sources.

Periodicals:

Periodicals are published work that is distributed as new versions on a set recurrence. The most known illustrations are the daily newspapers that are for the most part distributed every day, or week by week; or magazines, normally distributed week after week, month to month, or as a quarterly. Different illustrations are abstract magazines, bulletins. Periodicals can be further grouped into two sorts: academic and prevalent. The insightful periodicals are found in libraries and information bases while the well-known periodicals are magazine and daily papers. Exchange/Professional diaries are likewise case of periodicals. They are composed for a group of people who are expert in the related fields.

## **2.10 Human Resource management System (HRMS):**

Human Resource Management is a management function that helps managers to recruit, select, train and develop members for an Organization.

HRM is concerned with the dimension of people in the Organizations.

It is the planning; organizing, directing and controlling of the acquirement, improvement, pay, combination, upkeep and division of HR to the end that individual Organizational and social objectives are accomplished.

### **Nature and Characteristics of HRM**

- HRM manages the elements of arranging, sorting out, staffing, coordinating and controlling the labor of the organization. to accomplish the objectives.
- It is a nonstop procedure of improving the identity of a person at work and additionally off the employment, manages the overall growth
- Human Resource to be dealt with as an advantage which has the potential for development and not generally as a commodity for trade.
- Human Resource is formed, controlled and guided in an approach to accomplish the objectives and advantage the association and the person.
- Human Resource is concerned with recruitment, compensation, advancements, incentives, industrial relations etc.

### **Guest Satisfaction Tracking System in hotels (GSTS):**

Guest fulfillment is of most extreme significance to all business houses, yet perhaps it is of most prominent significance in the hospitality business. Mouth publicity can make or smash or dishonor the reputation of any association and is important in the current world where visitors not just share their experience, they additionally impart them to the worldwide group posting on observations or web journals on sites. GSTS gives an immaculate visitor fulfillment following framework to get

valuable knowledge into the judgment of your customers. A GSTS ordinarily includes the accompanying:

#### E-mail

After the visitor's stay it sends a programmed email to the visitor's consequent to their stay in the hotel, basically to show appreciation towards them for choosing the hotel and to ask for their perspective on your product, administration and general experience.

#### Online comment card

It utilizes internet technology to put out an online comment card for the guests. This definitely builds the amount of feedback the hotels get –either good or bad. Identify key regions/ areas to focus upon

The most capable device that the remark card record will offer is recognizable proof of key regions that requires consideration and focus of the administration.

#### Investigative record

The guest tracking system offers the advantage by shaping an effective scientific framework permitting the hotel to easily understand and make a action upon the feedback received from guests.

#### Participation tracking:

This mechanism will update the hotel about how many emails were sent, how many guests replied to your post-stay emails and how many accessed the same.

#### Response tracking

The answers to exact client comments utilizing the framework, as a part of manufactured reactions following framework that permits the administration to see what number of complaints you can address.

#### Demographic analysis

Perceive the prerequisites of your objective market all the more proficiently by looking at the desires of your guests in view of their demographic profile.

## Employee appreciation

Utilize the framework to help positive employee appreciation either autonomously or by the department for increment in consumer satisfaction points or individual positive guest feedback comments.

CHAPTER 3  
LITERATURE  
REVIEW

The literature reviewed in the chapter is related to employee behaviour and its impact to consumer perception. Various authors have mentioned the importance of employee behaviour and its impact on customers and how it affects the business.

The key areas in the literature review were:

- Role of Human Resource Department in the Hotels
- Impact of employee behaviour
- Consumer perception about the employee

Various researchers have stated the importance of employee behaviour and consumer perception at different levels, the current study has tried to bridge the gap and studied the impact of employee behaviour on consumers.

**1**

**Authors: Dr. Amanda Beatson, Dr. Ian Lings & Associate Professor Siegfried Gudergan**

This paper analyzes relationship quality as a multidimensional meta construct involving three measurements; fulfillment, trust and duty. The part of relationship quality in its nomological (Nomological network is a representation of the concepts (constructs) of interest in a study, their observable manifestations, and the interrelationships among and between these) system with administration introduction as a predecessor build and buyers' certain behavioural expectations, saw exchanging expenses and activism as the results is investigated. Review information from 728 voyagers are utilized, utilizing auxiliary conditions demonstrating to test this conceptualization. It is found that administration introduction influences relationship fulfillment and trust, and that the last impacts fulfillment and duty. Thusly, fulfillment, trust and responsibility positively affect positive behavioural expectations, trust negatively affects activism, and duty a positive one on saw exchanging costs. The consequences of this applied and experimental comprehension of relationship quality are talked about and bearings for future examination introduced.



2

**Authors: Jane Collier and Rafael Esteban, ‘Corporate social responsibility and employee commitment’**

Compelling corporate social obligation arrangements are a prerequisite for now's organizations. Arrangements have not just to be figured, they additionally must be conveyed by corporate representatives. This paper utilizes existing examination discoveries to distinguish two sorts of elements that may effect on representative inspiration and responsibility to CSR 'purchase in'. The first of these is relevant: worker dispositions and practices will be influenced by hierarchical society and atmosphere, by whether CSR approaches are framed as far as consistence or as far as qualities, and by whether such arrangements are incorporated into business forms or just an 'extra' that serves as window-dressing. The second arrangement of components is perceptual. Inspiration and duty will be influenced by the degree to which they can adjust individual character and picture with that of the association, by their view of equity and decency both when all is said in done and as far as how CSR execution is compensated, and by their impressions concerning the state of mind of top administration to CSR issues and execution.

3

**Authors K. Alfes, A. D. Shantz, C. Truss & E. C. Soane, ‘The Link between perceived human resource management practices, engagement and employee behaviour: a moderated mediation model’**

This study adds to our comprehension of the interceding and directing procedures through which human asset administration (HRM) practices are connected with behavioural results. We created and tried a directed intervention model connecting saw HRM practices to authoritative citizenship conduct and turnover goals. Drawing on social trade hypothesis, our model sets that the impact of saw HRM hones on both result variables is intervened by levels of representative engagement, while the relationship between worker engagement and both result variables is directed by saw hierarchical backing and leader–member trade. Generally speaking, information from 297 employees in an administration part association in the UK bolsters this model. This recommends the sanctioning of positive behavioural results, as an outcome of engagement, to a great extent relies on upon the more extensive hierarchical atmosphere and representatives' association with their line director. Suggestions for practice and headings for future exploration are talked about.

## **The Contribution of supervisor behaviour to employee psychological well- being**

**Authors: Brad Gilbreth & Philip G. Benson**

Numerous representatives confirm that chiefs influence worker prosperity, and examination has shown relationship between director conduct and representative mental prosperity. Notwithstanding, what hasn't been clear is the degree to which the relationship with manager conduct contrasts and that of different variables known not prosperity. This exploratory study addresses that issue. Our speculation was that chief conduct can add to the expectation of psychiatric unsettling influence past the commitment of other persuasive variables. We made another, survey based instrument to quantify manager conduct. We tried our speculation utilizing stepwise relapse with a comfort test of 167 men and ladies working in an assortment of associations, occupations, and commercial enterprises in the USA. Results bolstered our speculation: boss conduct made a measurably noteworthy commitment to the expectation of psychiatric unsettling influence past a stage one variate contained age, wellbeing rehearses, support from other individuals at work, support from home, upsetting life occasions, and unpleasant work occasions. This gives extra confirmation that administrator conduct can influence representative prosperity and recommends that those trying to make more beneficial working environments ought not to disregard supervision. We trust that there is presently plentiful avocation for those worried with psychosocial working conditions to consider manager conduct as a conceivably compelling variable.

Besides, we trust that we have displayed another instrument for surveying administrator conduct that can possibly be of worth in future studies.

**Author(s): Golnaz Sadri and Brian Lees (California State University, Fullerton, California, USA)‘ Developing corporate culture as a competitive advantage’**

Characterizes the idea of corporate culture and shows how it influences associations (both emphatically and adversely). Enterprises that have been effective in building up and cultivating positive societies are profiled. The creators find that a compelling society must be adjusted to

representative values and be predictable with the earth in which the association works. While it is best to build up a positive society with which representatives can recognize amid an association's outset, it is conceivable to change a current society. Such change is best proficient by displaying sought conduct at all levels of administration and by arranging occasions that foster regular communication among cross-functional representatives. It is presumed that a positive society can give a huge upper hand.

6

**Authors: Ruži , MarinelaDropuli marinela@iptpo.hr, Aug2015, Vol. 49, p56-65. 10p.**

The research problem is the dimension of direct and indirect HRM contributions to hotel company economic performance. The theoretic multi-level model established in this paper is based on Resource Based View theory, the Motivation, Ability, Opportunity outline and a universalistic, eventuality and configurationally methodology to measure affiliations. It studies if HRM effects measured at an singular level (member of staff engagement, expertise, attitudes and performance) and at an Organizational level (significances of employee trustworthiness) intervene in the association concerning HRM practice (measureable and perceived data) and hotel company monetary presentation and whether hotel company proprietorship and scope are curbing the link. Records were acquired from Human Resource managers and employees in hotels in all sections of Croatia. The outcomes suggest the significant HRM accomplishments which mark the principal involvement towards employee engagement, skills, attitudes and behaviour, dependability and hotel company economic performance. Organization inferences of the outcomes are conversed and opportunities for additional exploration are suggested.

7

**Authors: Yang, Jen-Te jenteyang@mail.nkuht.edu.twWan, Chin-Sheng Wu, Chi-Wei**

**Source: Tourism & Hospitality Research, Oct2015, Vol. 15 Issue 4, p267-280. 14p.**

The purpose of this research was to find the execution of internal branding in international tourist hotels and to examine the impact of internal branding and employee brand commitment on employee brand behaviour. The feedback received from 661 questionnaires received from

international tourist hotels in Taiwan, internal branding and employee brand commitment have a considerable effect on employee brand behaviour. In addition, internal branding and employee brand loyalty and behaviour change significantly according to individual factors such as work experience and age, and in different grades of tourist hotels. The finding of the study state that hoteliers can shape employee behaviour and attitudes by means of internal branding, and it is thus suggested that internal branding should be added to update on corporate education and training.

## 8

**Authors: Wong, Simon Chak-keungLi, Jane Shiyin, Source: International Journal of Contemporary Hospitality Management., 2015, Vol. 27 Issue 5, p853-877. 25p.**

This research aims to scrutinize how Chinese hotel employees (Zhejiang province in mainland China) distinguish unprincipled executive behaviour. It targets to discover any fundamental scope that prevails among the hotel employees. This research also aims to find out any relationship between overall job contentment and the consequential scope. The effects of demographic variables on employees' job fulfillment and its connection with unprincipled managerial behaviour are also investigated. Recommendations are suggested to hoteliers and human resources managers on building a principled climate in the hotel industry. The data was collected with quantitative mixed methods included both in-depth interviews on identifying 20 unprincipled managerial behaviours among hotel employees, and statistical analyses of the scope of the said behaviours were useful to this research. As quantitative analysis was the major data analysis technique adopted to test the hypotheses on hotel employees' awareness of unethical managerial behaviour and job satisfaction, a self-administrated questionnaire was prepared. A total of 268 completed questionnaires were gathered, and factor analysis, multiple regression, independent t-test and ANOVA were conducted to analyze the data.

The findings bring to focus that there are three factors of unprincipled managerial behaviour were developed: unprincipled treatment of employees; unjust and not kept promises to employees; and injustice and insensitive treatment of employees. "Unprincipled conduct of employees" was found to be considerably related to overall job contentment among hotel employees in multiple regression

analysis. Demographic differences were also established to put forth effects on the three factors and in general job contentment.

Practical implications – This paper productively identified three primary dimensions that exist among Chinese hotel employees' awareness of unprincipled managerial behaviour. Three suggestions are offered to hoteliers as well as human resources managers for developing a principled climate in the hotel industry.

**9**

**Authors: Gong, Taeshik, Yi, Youjae youjae@snu.ac.kr, Choi, Jin Nam**

**Source: Journal of Service Research. Feb2014, Vol. 17 Issue 1, p102-116. 15p.**

This research explores job stress interventions for employees dealing with legitimate customer complaint behaviour, managerial interventions relating to illegitimate, unreasonably dysfunctional customer behaviour have been largely overlooked. Drawing on justice theory and using survey and experimental data, this study investigates perceived justice as the underlying mechanism through which managerial interventions affect satisfaction and loyalty among employees exposed to dysfunctional customer behaviour.

**10**

**Authors: Eren, DuyguBurke, Ronald J. Astakhova, MarinaKoyuncu, MustafaKaygısız, NeseCullu**

**Source: Anatolia: An International Journal of Tourism & Hospitality Research, Sep2014, Vol. 25 Issue 3, p341-351. 11p.**

Substantial amount of research indication has emerged representing a link between aspects of organizational culture and employee behaviour. The current research examined the relationship of levels of service rewards understood by service employees working for four- and five-star Turkish hotels to be provided by their organizations, and employees engaging in pro social service behaviours.

The Data was collected from 241 employees working in 16 different hotels in Cappadocia, Turkey, using questionnaires, with a 60% feedback rate. The respondents rated both levels of service rewards and levels of pro social service behaviours provided to them by their hotels as comparatively high. Personal demographic uniqueness was weak and incoherent predictors of both

in favor of social service behaviours and perceptions of service rewards. Service rewards, controlling for personal demographics, were strong and constant predictors of the three pro social service behaviours studied in the research.

11

**Authors: Sharma, Amita Chaubey, D. S.**

**Source: International Journal of Research in Commerce, IT & Management, Oct2014, Vol. 4 Issue 10, p8-13. 6p.**

Opening of Indian economy has enhanced the customer brand consciousness. Various brands of edible oil are available in the market. Consumers with their specific preferences & choice evaluate them on the basis price, quality, health & packaging etc. The authors have done this study to examine the consumer attitude and perception toward edible oil brands. Researcher has tried to establish relationship between product quality with consumer satisfaction and brand loyalty. The Data was collected from 323 respondents who are customers in Dehradun city and analyzed the demographic profile of customers and their relationship with the brand and their preferences. Findings say that quality is the main consideration in selecting the edible oil brand. It is also been noticed that quality leads to satisfaction and further helps in enhancement of brand loyalty.

12

**Authors: Namasivayam, KarthikGuchait, Priyanko Lei, Puiwa, Source: International Journal of Contemporary Hospitality Management. 2014, Vol. 26 Issue 1, p69-84. 16p.**

This study aims to examine the role that psychological empowerment (PE) and employee satisfaction (ES) play in the relationship between leader empowering behaviours (LEB) and customer satisfaction (CS) and employees' organizational commitment (OC). The findings indicate that LEB influences PE, and PE in turn influences employee satisfaction, which consequently results in higher employees' OC levels and higher customer satisfaction.

13

**Authors:** Luoh, Hsiang-Fei Tsaur, Sheng-Hshung shenght@mail.ncyu.edu.tw Tang, Ya-Yun,  
**Source:** *International Journal of Contemporary Hospitality Management.*, 2014, Vol. 26  
**Issue 7, p1100-1117. 18p.**

This research aims to explore the relationship between job standardization and employee innovative behaviour, also the mediating and moderating effects of employee psychological empowerment. Less focus has been on the conflicting concepts of job standardization and employee innovative behaviour. The respondents for the study are the staffs who are in guest services of tourist hotels in Taiwan

The findings were analyzed using the hierarchical regression models. Findings -- The findings put forward that standardization has a negative effect on employee innovative behaviour. Furthermore; employee psychological empowerment mediated the effect of job standardization on innovative behaviour. Consequently, employee psychological empowerment had a buffering role and moderated the job standardization and innovative behaviour relationship.

A few Practical implications -- Hotel management should use both training and work process review to help employees innovate and also understand the meaning of the work done by them, enhancing their self-efficacy, self-determination and the results of decision-making. The study gives both theoretical and empirical evidence which clarifies the effect of psychological empowerment on the standardization of job importance and innovative behaviour in organizations.

14

**Authors:** NEKORANEC, Jaroslav, **Source:** *Journal of Defense Resources Management.*  
**Apr2013, Vol. 4 Issue 1, p93-98. 6p.**

It is necessary to focus more on organizational behaviour. This requires managers to get familiar with several social and psychological scientific disciplines which can help them answer the questions related to the impact of the organization and organizational philosophy on the behaviour of managers and employees. In addition, organizational behaviour includes knowing individual differences between people in the organization and their impact on fulfilling organization's objectives.

15

**Authors: King, Ceridwyn ceridwyn.king@temple.eduSo, Kevin Kam Fung kevinkamfungso@gmail.comGrace, Debra d.grace@griffith.edu.au,**

**Source: International Journal of Hospitality Management. Sep2013, Vol. 34, p172-180. 9p.**

As foreign hotel brands persist to squash their investments in China, the spirited landscape intensifies. The Fundamental to the success of these hotel brands is their capacity to offer the distinctive features of their service offering, as reflects on the hotel brand, in which employees play a key role. Though, in the Chinese market, where the beginning of foreign hotel brands is in its preliminary stages, employee brand knowledge may be limited resulting in service behaviours that are not consistent with the brand. However, the adoption of a service brand orientation to direct employee attitudes and behaviour is measured to be necessary. In an effort to realize dynamic service staff, this research paper examines the significances of adopting a service brand direction. Results analyses reveal that a service brand orientation is essential for positive employee brand-oriented behaviours as well as customer-oriented behaviours that are a outcome of an employee customer orientation.

**16**

**Authors: Luo, Zhenpengluo\_zhenpeng@yahoo.com,Marnburg, Einar, Øgaard, Torvald, Larsen, Svein**

Source: Journal of China Tourism Research. Oct2013, Vol. 9 Issue 4, p395-412. 18p.

DOI--10.1080/19388160.2013.839411

The purpose of this study is to explore the relationships between interpersonal justice, employee affective commitment, leader-member exchange (LMX) and employee helping behaviour. The analysis shows that group commitment plays a crucial role in influencing employee helping behaviour. The results of this study can be instructive to managers in the hospitality industry working to improve service quality by motivating employee helping behaviour.

**17**



**Authors: Syed Muhammad Javed Iqbal AghaAmadNabi ammadagha@yahoo.com  
SaqibMuneer ,Melati Ahmad Anuar**

**Source: Information Management & Business Review. Dec2013, Vol. 5 Issue 12, p601-607.  
7p.**

Organizations today spend millions of dollars on training to enhance the performance of their employees, which leads to formation of expectation on employers end as well as employees ends observing this phenomena, this research was conducted to analyze the expectations of employee and employer and its impact on post training satisfaction. The difference or similarity between the perception and expectation of employees and employer, after the analysis it was found that there is significant difference between the perception of employee and employers on the expected training outcomes and no similarity existed between the expectation of employee and employer which did not have positive effect on post training satisfaction.

**18**

**Authors: Koyuncu, MustafaBurke, RonaldFixenbaum, LisaTekin, Yasemin**

**Source: Anatolia: An International Journal of Tourism & Hospitality Research. Nov2013,  
Vol. 24 Issue 3, p427-437. 11p.**

This paper explores past history and penalty of employee voice behaviour among front-line employees working in the hotel industry in Turkey. The data was collected from 594 front office and service staff in general staff who come in contact with guest working in 15 top-quality hotels. Respondents showed a moderate level of voice behaviour. Work situation characteristics and personal demographic characteristics had a few and inconsistent relationships with employee voice behaviour. Males and females were equally likely to engage in voice behaviours. The two aspects of workplace culture were associated with higher levels of employee voice behaviour. The findings also state that those employees engaging in more voice behaviour were also more likely to remain with their employer, job-satisfied, more work-engaged.

**19**

**Authors: Jung, Hyo Sun chefcook@khu.ac.krYoon, Hye Hyun hhyun@khu.ac.kr**

**Source: International Journal of Hospitality Management. Jun2012, Vol. 31 Issue 2, P369-378. 10p.**

This research paper understands the interrelationship between the emotional intelligence of employees in a deluxe hotel, their counterproductive work behaviours, and organizational citizen behaviours. The study was done with a feedback from 319 food and beverage (F&B) employees of a five-star hotel in Korea. The findings were that as elements of emotional intelligence, others' emotion appraisal, use of emotion, and self-emotion appraisal significantly affected counterproductive work behaviours, whereas self-emotion appraisal and use of emotion affected organizational citizen behaviours. In addition to that moderating effects were evident related to job positions in the causal relationships among emotional intelligence, counterproductive work behaviours, and organizational citizen behaviours.

**20**

**Authors: Ma, Emily [emily.ma@griffith.edu.au](mailto:emily.ma@griffith.edu.au) Qu, Hailin [h.qu@okstate.edu](mailto:h.qu@okstate.edu)**

**Source: International Journal of Hospitality Management.**

**Sep2011, Vol. 30 Issue 3, p680-688. 9p.**

This research paper studied and empirically tested a three-dimensional framework of organizational citizenship behaviour (OCB) in the hotel industry. By using a social exchange perspective, the study extended social exchange theory's emphasis on leader-member exchange which included coworker exchange and customer-employee exchange. The three social exchange types i.e. organizational, interpersonal and customer were tested as motivators for three types of OCB. The findings reveal the distinctiveness of the three OCB and the value of social exchanges as motivators for OCBs. This study adds on to the literature on social exchange theory's application, as well as OCB dimensionality in service organizations, to discretionary performance in the hotel industry.

**21**

**Authors: Walls, Andrew Okumus, Fevzi Wang, Youcheng (Raymond), Kwun, David Joon-Wuk., Source: Journal of Hospitality Marketing & Management. 2011, Vol. 20 Issue 2, p166-197. 32p. ISSN: 1936-8623 and DOI: 10.1080/19368623.2011.536074**

The study findings indicate that hotel guest experiences constitute both physical environment and human interaction dimensions. The research findings suggest that luxury hotel experiences are affected by trip-related factors and personal characteristics of consumers, which impact perceived experience dimensions. This article contributes to the overall understanding of consumer experience by illuminating the experience perceptions of consumers within the luxury hotel segment.

22

**International Journal of Contemporary Hospitality Management.2011, Vol. 23 Issue 4, p498-516. 19p.**

This research goal to analyse the past, current and future tendencies in human resource management (HRM) in the hospitality industry, with a precise focus on large international hotels. The background of this analysis is in the situation of general HRM concept advancement. This research offers a comprehensive evaluation of the literature, circumstantial, problems and tendencies in HRM. It changes from the general Human Resource appraisal to scrutinize the hospitality industry and precise distinguish able movements and concerns. Moreover, individual conversation with senior industry administrators is used to highlight particular zones/ regions.

The findings state that Problems of training and skills improvement and of service quality are as vital in the future as in the past. New machinery and equipment is now set to transform the way HRM is directed. Generational change and how Generations X and Y understand effort necessitates new approaches for HRM. Actualization and subcontracting will develop more governing means of employment. Strategic human resource management (SHRM) and its performance have the elasticity to complement importance to forthcoming hospitality Organization performance. The forthcoming of HRM in the hospitality industry will want to interpret these verbal developments but will likewise be subjective by local conditions.

Research restrictions/inferences – This is a theoretical paper grounded on a assessment of literature that talks about a vast area of both generic and hospitality HRM, and emphasizes on a precise sector of the hospitality industry.

Practical associations – The research provides a foundation for being considerate on how the several HRM movements are evolving, and speaks about the points required to meet forthcoming encounters in the industry.

**Authors: Chand, Mohinder,**

**mohinderchand67@yahoo.co.inmohinderchand@rediffmail.com, Mar2010, Vol. 21 Issue 4, p551-566. 16p.**

The paper studies the special effects of HRM practices on customer satisfaction, service quality and performance in the hotel industry. A theoretical model is developed and four research theories/hypotheses are empirically scrutinized using structural equation modeling. The data was collected from a survey of Indian hotels. 52 hotels in India replied to questionnaires totaling up to 52 Human Resource managers 260 employees (5 from each hotel) and 260 customers (5 from each hotel). The outcomes specify that HRM practices have affirmative impact on the enhancement of service value as well as on customer contentment and hotel performance. The research further affirmed the affiliation among them, and offers valuable material for forthcoming hotel management needs. The inferences specify that formation of customer satisfaction importance in the hotel can be skillful through accumulative accessibility to consumers' requests and that the conception of customer significance which have an optimistic impact in the company's productivity. The outcomes recommend that HRM practices progress hotel service efficiency and in significance firm performance is an improved advantage in a HRM background study. The research also recommends that administration should give importance on the growth of intra-departmental knowledge and interpersonal proficiencies. The results of this study are essential for the hotel industry as the segment is confronted with cumulative competitive stresses in a particularly fragmented, high growth market, and tests that intimidate its practicability as proven by recent associations, union & acquirement, contracting and foreign association, etc. Additional, in relations of speculative assistances, this study proposes that HRM developments are as much a consequence of methodological and operative procedures as they are of administrative, directorial and inter-organizational proficiencies. In conclusion, the study surfaces the way for additional research that would assimilate HRM practices and functioning aspects in the background of analyzing enhancements in service value, retentive clients and hotel performance.

**Authors: Taegoo (Terry) Kim [tgkim@khu.ac.kr](mailto:tgkim@khu.ac.kr) Yong Kun Suh Gyehee Lee Byong Gil Choi,**  
**Source: International Journal of Tourism Research. Nov/Dec 2010, Vol. 12 Issue 6, p709-725.**  
**17p. 4 a**

The purpose of the research paper was to examine the relationship between hotel information system (HIS) users' personal perceptions and beliefs of the given system and their daily routine usage intention via the technology acceptance model (TAM), considering the two external variables (motivational variables) of the model - 'task-technology fit' (extrinsic motivation; system feature) and 'self-efficacy' (intrinsic motivation; personal feature). Data was collected from the employees of 13 upscale hotels in Jeju, South Korea, and T test structural model and hypotheses path analysis was utilized. The findings provided empirical support for an extended TAM, and confirmed its strength in predicting hotel employees' intention to use a HIS.

**25**

**Authors: Reychav, Iris Sharkie, Rob, Source: Journal of Intellectual Capital. 2010, Vol. 11 Issue 4, p227-247. 21p.**

This study seeks to examine antecedents of perception of trust as a foundation for extra-role behaviour in the public sector non-profit Organizations. It was found that perceptions of trust in management, psychological support, management values and rewards were strong antecedents of employee perceptions, which in turn were positively correlated with employee extra-role behaviour. Employee participation in decision making and contributions from autonomous employees were strong indicators of extra-role behaviour, whereas intrinsic job motivation and the sharing of knowledge were found to be weaker indicators of discretionary extra-role behaviour.

**26**

**Authors: Heide, Morten, Grønhaug, Kjell [kjell.gronhaug@nhh.no](mailto:kjell.gronhaug@nhh.no), Source: Cornell Hospitality Quarterly. Feb 2009, Vol. 50 Issue 1, p29-43.**

Attaining a distinctive atmosphere has become a pivotal concern for hospitality managers, since atmosphere is perceived an essential factor to attract and satisfy guests. Distinctiveness was found to be the main factor in atmosphere; consequently, it is reasonable to assume that a certain degree of distinctiveness is a prerequisite for creating atmosphere. Beyond that, however, hospitality

emerged as the main determinant for guest satisfaction, loyalty, and word of mouth. Furthermore, employees have an essential role for ensuring hospitality, and consequently, hotel establishments should not focus solely on the guests' needs but also pay attention to employee training.

**27**

**Authors: Hui-O Yang 96063@mail.wtuc.edu.tw, Dr. Hsin-Wei**

**Fu Hfu@Isu.edu.tw Summer 2009, Vol. 2 Issue 1, p201-224. 24p. 1**

This article provides information on a research which discovers the opinions of executives in the hotel industry in Taiwan as to the most significant concerns in human resource management (HRM) in their trade. The outcome recommended that maximum contributing hotels are dedicated on concentrating with the everyday functioning encounters, such as deficiencies of inappropriately skilled staff and employee turnover. While they distinguish these problems as important and stimulating, they were frequently persuaded to understand these as 'facts of life' in the industry, relatively than providing more essential and tactical resolutions for dealing with them. This research determines that the existing and evolving tasks being faced in the industry in Taiwan mandate a methodology to HRM which is far more planned than the customary concentration on employee's management; and that HRM has a significant part to play in generating and supporting viable improvement in organizations. Nevertheless, this will involve a substantial modification in the capability of rational thinking about HRM at administrative level.

**28**

**Authors: Tsai, Chien-Wen, Source: Service Industries Journal. Nov 2009, Vol. 29 Issue 10, p1437-1449. 13p.**

This research paper studies the relationship between the employee's emotion management and service behaviour by analysing the data of employees in the international tourist hotel, which involves high degrees of emotional labour which is more complex than the other industries. With reference to the empirical indication, the ability of self-emotional appraisal and other's emotional appraisal are the important factors for in-role cooperative service behaviour and extra-role service behaviour.

The practices can regard emotion management as the intimation to forecast applicant's future service behaviour, and use it as a means to choose employees with good service performance.

**29**

**Author- Arnold B. Bakker and Wilmar B. Schaufeli, DOI: 10.1002/job.515, Volume 29, Issue 2, pages 147–154, February 2008**

A comparison of the studies suggests that the pattern and outcomes of commitment are influenced by the nature of the job and of the work context. Consistent with social exchange theory, attitudinal and behavioural outcomes are predicted by commitment. . There is evidence that global organizational commitment mediates the relationship between foci-specific commitments and organization-related outcomes.

**30**

**Authors: Beatson, Amanda Lings, Ian Gudergan, Siegfried, and Source: Service Industries Journal. Mar2008, Vol. 28 Issue 2, p211-223.**

This paper examines relationship quality as a multidimensional metaconstruct comprising three dimensions; satisfaction, trust and commitment. The role of relationship quality in its nomological network with service orientation as an antecedent construct and consumers' positive behavioural intentions, perceived switching costs and activism as the consequences is explored.

**31**

**Authors: Kattara, HananSaad, Weheba, Dina, El-Said, Osman Ahmed  
Source:Tourism& Hospitality Research. Oct2008, Vol. 8 Issue 4, p309-323. 15p.**

The present study is an attempt to investigate the relationship between employees' positive and negative behaviours, customers' perception of service quality and overall customer satisfaction. Results of the current study revealed that all employees' behaviours, either negative or positive, are highly correlated to the customers' overall satisfaction.

**32**

**Authors: Hemdi, Mohamad Abdullah *moham984@salam.uitm.edu.my* Mohd. Nasurdin, Azzat azzat@usm.my, Source: Journal of Human Resources in Hospitality & Tourism. 2008, Vol. 7 Issue 1, p1-23. 23p. 4**

This research paper studies in detail the links between employees' perceptions of organizational justice and organizational citizenship behaviour (OCB) intentions and also the turnover intentions at large hotels in Malaysia. The study proposed that a positive influence will be made by procedural and distributive justice on OCB intentions and a negative influence on turnover intentions. Feedback for the study was taken from 380 (Three hundred and eighty) operational hotel employees, a hierarchical multiple regressions were used to prove the posited hypotheses. The findings indicate that distributive justice perceptions were significantly related to OCB and turnover intentions. On the other hand, procedural justice was only significantly related to turnover intentions.

**33**

**Authors: Chow, Chee W., Haddad, Kamal khaddad@mail.sdsu.edu, Singh, Gangaram International Journal of Hospitality & Tourism Administration. 2007, Vol. 8 Issue 2, p73-88. 16p.**

This research studies the practice of nine human resource management (HRM) objectives among 46 hotels in San Diego. Findings show that the hotels used in the study practice training and development to take along employees up to a standard level of presentation, and then depend on permitting employee a expression to have them involved. The practice of HRM differed by hotel types (e.g., economy vs. resorts.), and the procedures had a statistically substantial connection with job fulfillment, morale, and positivity about the future of the hotel. These qualities, in turn, were expressively interrelated to business/ revenue purposes.

**34**

**Authors: Matzler, Kurt, Renzl, Birgit, Rothenberger, Sandra, Source: Scandinavian Journal of Hospitality & Tourism. Sep2006, Vol. 6 Issue 3, p179-196. ISSN: 1502-2250 and DOI: 10.1080/15022250600872850**



Service quality, customer satisfaction and price are important selection criteria for the guests and key determinants of post-purchase behaviour such as word-of-mouth and repurchase. Using structural equation modeling, the authors of this study investigate the drivers of service and price satisfaction, and the impact of service and price satisfaction on loyalty.

35

**Authors: Heung, Vincent C. S. [hmvheung@polyu.edu.hk](mailto:hmvheung@polyu.edu.hk) Fei, ChandaHu, [Cherrytreblefire@sohu.com](mailto:Cherrytreblefire@sohu.com), Source:China Tourism Research (CTR). Sep2006, Vol. 2 Issue 3, p270-297. 28p. A**

China is a country rich cultural heritages and long history. It has plentiful tourism resources and extensive range of tourism facilities, making it one of the most prominent tourist destinations in the world. However, the continuous development of the tourism industry and its conflict with protection of environmental has become a difficult for many countries. Development of green hotels could be a solution in this situation. However, consumers' have very less knowledge of green hotels. This study associates the perceptions of consumers and employees about green hotels with the use of standards of green hotels issued by China's National Economic and Trade Commission. The comparative importance of each of the green standards was assessed and was found that consumers were indistinct or unaware about the characteristics of a green hotel. Different classes of consumers and employees have different discernments about a green hotel. Consumers are optimist about the increase and improve green consumption while hotels anticipate strengthening management and sales of green hotels. It was suggested that in order to promote green culture, the government may have to collaborate with the industry in framing laws and regulations on environmental fortification, enlightening consumers about green culture, empowering the green promotion and management in hotels and increasing the knowledge of environmental protection in our people.

By reviewing the five-star green hotels in three major cities in China where the tourism and economy are developing rapidly, employee and customer perceptions of a green hotel were

discovered. The outcomes of this study would be beneficial and used as a reference for other star-rated hotels and also the management and marketing of high star-rated green hotels in China so as to meet the problems or challenges of entering the World Trade Organization (WTO).

**36**

**Authors: Chris Lin, Jiun- Sheng jlin@ba.ntust.edu.tw Pei-ling Hsieh, Source: International Journal of Service Industry Management. 2006, Vol. 17 Issue 5, p497-517., 21p.**

This study aims to examine how technology readiness (TR) influences customers' perception and adoption of self-service technologies (SSTs) through development of an empirical model to explore the relationships among TR, perceived service quality, satisfaction and behavioural intentions toward SSTs. This study represents an early attempt at explaining the role of TR in customer SST usage.

**37**

**Authors- Tom Redman and Ed Snape**

**Article first published online: 22 FEB 2005 DOI: 10.1111/j.1467-6486.2005.00498.x Volume 42, Issue 2, pages 301–328, March 2005**

This study examined the independent and joint contributions of employees' creativity-relevant personal characteristics and three characteristics of the organizational context—job complexity, supportive supervision, and controlling supervision—to three indicators of employees' creative performance; patent disclosures written, contributions to an organization suggestion program, and supervisory ratings of creativity.

**38**

**Author: Sheng- Hshiong Tsaor shenght@ms28.hinet.net Yi-Chun Lin, Aug2004, Vol. 25 Issue 4, p471-481. 11p.**

Tourist hotels in Taiwan are concentrating their responsiveness on refining customer service value. In a broad-spectrum, a organization's human resource management (HRM) objectives can generate

an atmosphere that inspires affirmative employee behaviour, thereby improving service value. This conceptualization is stuck in a widespread assessment of the literature, combining together previously contrasting research components. The resolution of this research is to empirically discover the connection among human resource management practices, service quality and service behaviour in the tourist hotels. The outcome show HRM objectives had moderately a straight influence on customer views of service quality and a secondary consequence through employees' service performance. This means that service performance only moderately intervenes the connection between human resource management objectives and service quality. The inferences for HRM and forthcoming study suggestions of this outcome are conferred.

**39**

**Authors: Hanna, V, Backhouse, C.J., Burns, N.D. *N.D. Burns@lboro.ac.uk***

**Source: Proceedings of the Institution of Mechanical Engineers -- Part B -- Engineering Manufacture (Professional Engineering Publishing). Sep2004, Vol. 218 Issue 9, p1167-1177. 11p.**

This paper considers the relationship between human behavioural patterns occurring in industrial environments to the general level of external customer satisfaction, the hypothesis being that by correlating behaviour patterns to levels of customer satisfaction a route can be found to improve performance by changing behaviours. A modification of the quality function deployment (QFD) technique is used to relate attributes that external customers value to internal behavioural patterns.

**40**

**Authors- Greg R. Oldham and Anne Cummings, DOI- 10.2307/256657ACAD MANAGE J June 1, 1996 vol. 39 no. 3 607-634**

In this study the relationship between perceived change implementation in an organization is related to employee self-rated behaviour. The change implementation processes measured were communication, support and participation.

**41**

**Authors: Lewis, Robert C., Source: Cornell Hotel & Restaurant Administration Quarterly. Feb85, Vol. 25 Issue 4, p82. 15p.**

The paper discusses the use of regression analysis to identify the meaningful relative values of different factors that contribute to hotel selection of customers. Details on factors determining choice; result of the multiple regression analysis; information on hotel preference.

**42**

**Participation and Empowerment, ISSN:0143-7739**

**An International Journal merged into Leadership & Organization Development Journal.**

This is a special issue of the Journal of Organizational Behaviour *on* positive organizational behaviour (POB). POB emphasizes the need for more focused theory building, research, and effective application of positive traits, states, and behaviours of employees in organizations. It is argued that in order to make a substantive contribution to organizational science, POB will need to show the added value of the positive over and above the negative.

**43**

**Authors: Narnasivayam, Karthik kun@psu.eduLin, Ingrid ingrid88@gmail.com**

In this paper the authors mention that the employee behaviour has a negative impact on consumer perception. Employees' deviant behaviours reduce consumers' perceptions of control and therefore their satisfaction with an exchange. In order to improve consumer satisfaction, it is important to investigate potential causes of deviant behaviour. Individuals' perceptions of organizational support and psychological empowerment are described as antecedents to employee deviant behaviour.

**44**

**Authors: Kumar Piyush kumarp@rice.edu, Kalwani, Manohar U. kalwani@mgmt.purdue.edu Dada, Maqbool dada@mgmt.purdue.edu**

In this paper the authors bring forward that the waiting experiences are typically negative and have been known to affect customers' overall satisfaction with the product or service. A waiting time guarantee is a commitment from a firm to serve its customers within a specified period of time. If the firm fails to meet this commitment for some customers then it compensates them for the delay.

**45**

**Authors: Armario, Enrique Martín Ruiz, David Martín**

This paper analyzes the effect that service company employee behaviour has on customer perceptions of the quality of services received, and the consequent company performance. Organizational citizenship behaviour has been recognized as relevant behaviour of some employees, but its role regarding customer perceptions and company profitability remains unexplored.

**46**

**Authors: Wei, Wei [wwei@purdue.edu](mailto:wwei@purdue.edu), Miao, Li [lmiao@purdue.edu](mailto:lmiao@purdue.edu), Huang, Zhuowei (Joy) [joyhuang@illinois.edu](mailto:joyhuang@illinois.edu)**

Specifically, this study examined potential customers' perceptions of Customer Engagement Behaviours (CEBs) and hotels' management responses to CEBs. The results of an experimental study showed that customers' perceived motivational drivers underlying CEBs vary with their targets and positive CEBs enjoy more favorable evaluations than negative CEBs.

**47**

**Authors: NEKORANEC, Jaroslav**

**The author suggests that it is necessary to focus more on organizational behaviour.** This requires managers to get familiar with several social and psychological scientific disciplines which can help them answer the questions related to the impact of the organization and organizational philosophy on the behaviour of managers and employees. In addition, organizational behaviour includes knowing individual differences between people in the organization and their impact on fulfilling organization's objectives.

**48**

**Authors: Dienhart, John R.**

The author emphasizes on the importance of positive attitude in the hospitality organization, effect of employee attitude on consumer perception, consequences of attitude on the operations of the company; discussion of the relation of managers with subordinates.

**49**

**Authors: Catherine Cheung, Rob Law and Haiyan Kong- School of Hotel and Tourism Management, The Hong Kong Polytechnic University, Hung Hom, Kowloon, Hong Kong**

The primary aim of this research study is to scrutinize whether organizational citizenship behaviours, in-role behaviours, employees' empowerment and employees' branding can encourage customers' observed service quality.

A model is suggested based on three interlinked literature strands that consider human resources management, brand management, and hospitality management. The survey mechanism will be established based on the results of the focus groups and the literature. A set of relationships among employees' behaviours, service quality and employees' branding will be examined by structural equation modeling. The outcomes would inspire hotels to allocate resources to advance those acute essentials which can assist in achieving top results.

**50**

**Authors: OGUzTurkay, Sakarya University, Turkey, SerkanSengul- AbantIzzetBaysal University, Turkey**

It is important to create a good customer employee relationship which will benefit the customer satisfaction which in return will benefit the organization. It is important to find out which employee behaviour has a greater influence on customers perception about the organization. To analyze the same structured interviews and focus group interviews were conducted with employees from five star hotel who are in constant interaction with customers. The findings state that there are three important positive employee behaviours which are Being Polite and Cheerful, Making the customer feel special and being Knowledgeable enough to respond to the questions. There were two negative findings which state that giving negative answers and strong reactions to questions and being sulky. It was also noticed that the employees and customers had a mutual opinion on the negative and positive impact of these behaviours.

51

**Author David E. Bowen**

In this paper the author states that Theory building has protected on the midway relations responsible for the connection between HRM and the organization performance. The authors introduce the paradigm “strength of the HRM system” and describe the sturdy structures of an HRM system that result in managerial climate, parallel to Mischel’s “strong situation,” in which individuals or employees have a common understanding of what behaviours are anticipated and rewarded.

The forte of the HRM structure can help explain how particular employee qualities accumulate to affect organizational efficiency.

52

**Zeithaml (1988) a consumer’s overall assessment of the utility of a product based on perceptions of what is received and what is given.**

This definition is almost identical to the one of Monroe (1991), but Zeithaml also points out that perceived value is subjective and individual, and therefore varies among consumers. In addition, a person might evaluate the same product differently on different occasions. The price may be the most important criterion at the time of purchase; a clear and easily comprehensible manual may be of importance at installation and assembly. Zeithaml does not given a reason as to why consumers may have different perceptions of the value of an offering. Our suggestion is that this phenomenon must be related to the different personal values, needs and preferences as well as the financial resources of consumers, since these factors clearly must influence the perceived value (Ravald, 1996)

53

**Monroe (1990) a tradeoff between the quality or benefits they perceive in the product relative to the sacrifice they perceive by paying the price Spreng,**

Dixon and Olshavsky (1993) a consumer’s anticipation about the outcome of purchasing a product or service based on future benefits and sacrifices Peter and Olson (1993) the value or utility the

consumers receive when purchasing a product Holbrook (1994) an interactive relativistic consumption preference experience

**54**

**Woodruff and Gardial (1996)**

A customer's perceived perception of what they want to happen in a specific use situation, with the help of a product and service ordering, in order to accomplish a desired purpose or goal Woodruff (1997) a customer's perceived preference for and evaluation of those product attributes, attribute performances, and consequences arising from use that facilitate (or block) achieving the customer's goal and purposes in use situations

**55**

**Chen and Dubinsky (2003) a consumer's perception of the net benefits gained in exchange for the costs incurred in obtaining the desired benefits**

**56**

**Woodall (2003)** any demand-side, personal perception of advantage arising out of a customer's association with an organization's offering, and can occur as reduction in sacrifice; presence of benefit (perceived as either attributes or outcomes); the resultant of any weighted combination of sacrifice and benefit (determined and expressed either rationally or intuitively); or an aggregation, over time, of any or all

**57**

**What Is Customer Satisfaction? by Gigi De Vault Updated March 29, 2016**

Customer satisfaction is a continuous variable that can be represented as a continuum.

The ends of this continuum would be labeled "Not at all satisfied" and "Completely satisfied." Some value in between these extremes represents the level of satisfaction for a particular customer. Generally, market researchers consider the agreement between the point on the customer satisfaction scale and the actual opinion of the customer regarding their satisfaction to be inexact.



However, it is feasible and even likely that the point on the scale approximates the customer's satisfaction. Since it is an approximate value, the market researcher will allow for a small degree of error. Because of this small approximation error, a market researcher would consider customer satisfaction to be a latent variable.

#### What Is the Difference Between Latent Variables and Manifest Variables?

Latent variables are those concepts in psychology, sociology, economics, and other social sciences that cannot be measured explicitly. For instance, market researchers are often interested in consumers' motivations or attitudes. But these concepts-like the concept of satisfaction-cannot be measured directly in the same way as, say, age, weight, or level of education. These demographic attributes are referred to as manifest variables and they can be measured explicitly-they are manifest in a tangible form.

Theoretically, scientists generally agree that for every latent variable being measured, several manifest variables should be associated with the latent variable. In this way, it is possible for the market researcher to explore the relationships between a latent variable-which cannot be measured directly-to several manifest variables which can be measured directly.

#### 58

#### **Service Encounters: The Missing Link between Service Quality Perceptions And Satisfaction**

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Relationship promoting stresses that for a firm to be gainful, it must be mindful to those variables that influence benefit fulfilment. Surviving examination in the administration part uncovers two essential determinants of administration fulfilment. One is administration quality, and the other is the administration experience, speaking to the connection between the client and the administration supplier. Promote, it has been exhibited that administration quality is additionally identified with client view of the administration experience.

Notwithstanding, a question that a remaining parts unanswered is about the exact way of the relationship between administration quality and administration experience on one hand, and

administration fulfilment on the other. Is the relationship immediate or aberrant? Does one of the variables rather serve as an arbiter? This concentrates on gives a reply by analyzing an example of modern clients in Singapore who assessed the administration measurements of sea cargo shipping lines. Comes about uncover that the relationship between administration quality and administration fulfilment is not immediate, but rather it is characterized or intervened by client view of administration experiences. Ramifications of the outcomes are talked about.

**59**

### **Customer Satisfaction, Perceived Service Quality and Mediating Role of perceived Value**

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**Received: June10, 2011 Accepted: November 1, 2011 Published February 1, 2011**

The principle goal of this study is to first discover saw benefit quality utilizing SERVQUAL and afterward the role of saw esteem as an intervening variable in the administration part of Pakistan. Both illustrative and inferential statistical methods are utilized to dissect the impacts of free factors (i.e. seen benefit quality) on customer fulfilment (subordinate variable) and the part of intervening variable (i.e. seen esteem). Step wise regression examination is utilized to analyze the impact of the intervening variable (i.e. seen esteem) on consumer loyalty. Seen esteem was discovered unequivocally associated with fulfilment. Comes about recommended that perceived value is a critical calculate clients' assessment of satisfaction. Unlike different studies, in use an aggregate score for saw benefit quality rather than administration quality attributes.

In latest years researchers have dedicated a great deal of devotion to investigating the linkage between Human Resource practices and secure performance. Based on research indication to date, it is becoming progressively clear that the Human Resource system is one important component that can help an organization become more effective and achieve a competitive advantage. Conversely, a larger question remains unanswered: How does HRM add to firm performance? More specifically, if there is indeed an impact of HRM systems on firm presentation, how do these effects occur? What are the devices through which these effects become noticeable by themselves?

These problems call for theory enhancement and the enhancement of more far-reaching models of the HRM-firm performance relationship that include intermediary linkages and margin conditions. In this research on the HRM–firm performance association, scholars have often assumed two viewpoints. One has been established on a systems approach. Research in this range has moved from an application on distinct HRM practices and employee performance to a wider focus on the whole set of HRM practices and organization performance.

That is, the leading trend in research on the HRM– organization performance bond has been to take a systems vision of HRM by bearing in mind the overall pattern or aggregation of HRM practices, relatively than by examining the effects of specific HRM practices on organization performance or on specific performance. A second methodology has been the intentional view point on HRM, which has taken on different meanings in the literature. In one strategic-based methodology, researchers have surveyed the particular “fit” between various HRM practices and the organization’s economic strategy. In this embedded view is the opinion that organizations must also parallel align their numerous HRM practices toward their planned objective and that practices must complement one another to accomplish the firm’s business strategy.

The managerial logic is that a firm’s HRM practices must improve employees’ skills, awareness, and motivation such that employees perform in ways that are contributory to the application of a specific policy. Correspondingly, researchers have taken a stand by perspective, with the statement that the efficiency of the Human Resource system rest on circumstantial structures such as industry, firm size, or manufacturing policies

## **Book Literature review**

## **Organizational Behaviour (Sixth Edition)**

### **Concepts, Controversies and Applications – Stephen P. Robbins**

In the first chapter The Author defines “Organizational behaviour as a field of study that investigates the impact that individuals, groups and structure have on behaviour within organizations, for the purpose of applying such knowledge toward improving organization effectiveness.”

Behaviour is generally predictable and if we know the person how he has perceived the situation and what is important, guest behaviour may not appear rational, there is a reason to believe and is usually intended to be rational and is rational by them. An observer may see this behaviour as non-rational because the observer does not have access to the same information or does not see the situation the same way.

While speaking about work force diversity the author mentions about the melting pot, which an approach to differences in Organizations, assuming that people who were different would somehow automatically want to assimilate. It is also been realized that people do not let their cultural values and lifestyles preferences when they come to work. The major challenge for hotels is to make them more accommodating to diverse groups of people by addressing their different life styles, work styles and family requirements. The melting pot assumption is being replaced by one that recognizes and values differences.

In the fourth chapter the author speaks about foundations of individual behaviour, Absence, turnover and satisfaction are the variables that affect the employee productivity. The motivation level, say or power relations and organizational culture are difficult to assess. It is more valuable to find factors that can be easily defined and available readily, the obvious characteristics of an employee would be age, gender, marital status, number of dependents, and length of service with the organization, Enough research has been done that has specifically analysed these biographical characteristics.

## **Human Resource Management- A Textbook for the Hospitality Industry- Sudhir Andrews-Dean- Ecloe Hoteliere Lavasa**

Training and development of employees benefit the employee as well as the organization. It helps in improving quality, lower costs, enhances customer service and brings in a competitive spirit. Progressive hotels build training in their way of life. The new trends and technology has to be updated at regular intervals to keep up with the pace of competition, continuous education has become the key word for survival nowadays

Organizations train their staff for the following reasons, to convert competencies into currencies, to get a competitive advantage, fear of obsolescence, change to new technologies, globalization, improve productivity, retain customers and avoid lawsuits.

Individual's viewpoint about training: individuals do realize the importance of training to keep up to date; it helps them improve their worth. Organization invests in such trainings to improve the employee's performance, capabilities that will give them good returns on investment. Individuals also benefit as they do not invest but are a part of the continuous education and development. The individuals train for the following reasons: job security, growth, improvement, challenge, sense of discovery, improve self-worth, recognition, sense of achievement, knowledge of power, social acceptability, contributions to work place, fear of obsolescence, status.

### **3**

## **Human Resource Management in the Hotel Industry- Kim Hoqueis Lecturer in HRM at Cardiff Business School**

The author in his book mentions about the role of HR in the hotel industry. Hotels have adopted new, more refined approaches to HRM. What issues have fortified the acceptance of these new methodologies? How has HRM impacted on structural performance of the hotel industry?

Over a span of ten years, human resource management has come to be regarded as the dominant paradigm within which analyses of the world of work have been located. This book examines the environment and evaluates the influence of HRM within a highly under explored part of the service segment, namely the UK hotel industry.

Common opinions of management practices in the hotel industry characteristically comprise work strengthening, high labour attrition, nonexistence of training and meager career visions, and actualized or general terms and conditions of employment. After analyzing data from survey of over 200 hotels, this book contests such type casts by validating that this portion of the service sector is just as prospective to have tested with new methods to HRM as is manufacturing business. It recommends that principal impacts on managerial decision-making in the hotel industry are no diverse from the major influences affecting decision-making elsewhere, contradicting the disagreement that conventional management concepts are inappropriate within hotels industry. Additionally, where hotels highlight the significance of service quality improvement and where they present HRM as a combined, jointly supporting platform of practices, a solid liaison between HRM and structural performance is identified.

#### **4**

#### **Human Resource Management in the Hotel Industry.1999, p22-48. 27p.**

The chapter focuses on the function of human resource management (HRM) in the hotel industry. The industry has been traditionally known as labour intensive and manipulative, with there being very less or no possibility for developmental approaches to HRM, particularly where the junior staff grades are of more concern. In calculation, hotel industry administrators have frequently been accused of being deficient in planning of a long-term deliberate visualization. There are undeniable points of view to put further that rigid expenditure control measures are critical if hotels are to sustain and also be competitively feasible. On the other hand, there is also similar forceful point of view that as service excellence becomes more and more important for spirited success, so it necessitates for a dedicated and inspired labour force, and administration will not accomplish this task if they do not take care of their employees as good resources. Certainly, the only influences on HRM that can be measured inimitable to the hotel industry are labour return and unsteadiness of requirement, and there is substantial contest over the possible blow of these characteristics anyway. There is modest to put forward that the factors probable to manipulate decision-making in lieu to HRM within the business are extremely diverse from the characteristics that would probably manipulate decision-making in other industries.

5

**Influences on HRM in the hotel industry.**

**Human Resource Management in the Hotel Industry.1999, p67-94. 28p.**

This article puts forward the factors that apply the maximum authority on human resource management (HRM) policy preference. While there is a common conformity that HRM practices and objectives should be put forth with a package that would be mutually reinforcing, there is debate on the precise practices that must be incorporated within that objective. Few may stress on training, others may stress on employee participation and others may stress on job design. Nevertheless, if HRM is to be viewed as a viewpoint of administration relatively than as a set of agreed techniques, its functioning becomes rather complex given to the equi-finite configurations of practices that can be practiced. In the result, a number of the prospective internal influences on HRM had very little or no outcome at all. Labour force confrontation to transform, does not come into sight to have a major control, neither does the percentage of the workforce working part-time (a finding which suggest that the daily change in command within the hotel industry do not present most important logistical issues in terms of the preface of HRM). Finally, the study within this chapter suggests that the factor which influences HRM decision-making within the hotel industry is no diverse from the factors that influence HRM decision-making.

6

**HRM and Performance in the Hotel industry.**

**Human Resource Management in the Hotel Industry.1999, p124-143. 20p.**

This chapter speaks about the affiliation connecting human resource management (HRM), business policy and managerial efficiency. Efficiency is measured in provisions of human resource outcomes such as dedication, plasticity and non-attendance, and also in conditions of performance outcomes such as excellence of service and monetary act. This is a significant test of the consequence of HRM within the hotel industry. The study of the association between HRM and presentation has become an important concern of research in recent times. An association between HRM and presentation only exist along with hotels stressing the significance of excellence improvement and along with hotels in the "other" class/ category. HRM proves unsuccessful where price control is seen as the solution to business policy. This study therefore provides sustainability for the emergency hypothesis that the usefulness of HRM depends upon fit

with business approach. With reference to the hotels in the "other" class/category, the findings suggest that HRM has a parallel impact within these hotels as it does within hotels emphasizing quality improvement. In conclusion, it is value reiterate that the study here intentionally stresses on larger or star hotels, as it is among these hotels that an attention in HRM would be anticipated.

### **Book References:**

1. Introduction to Management in the Hospitality Industry- Clayton W. Barrows, Tom Powers and Dennis Reynolds- Tenth Edition
2. Human Resource Management in Hospitality- Malay Biswas
3. Organizational behaviour- Human Behaviour at Work- John W Newstrom- 12<sup>th</sup> Edition
4. Human Resource Management- A textbook for the Hospitality Industry- Sudhir Andrews, Dean Ecole Hoteliere Lavasa
5. Organizational behaviour – Concepts, Controversies and Applications- Stephen P. Robbins
6. Customer Relationship Management- Shraddha M. Bhome, Dr. Amarpreet Singh Ghura

### **3.2 Research Gap**

- Literature available pertaining to the topic.

There is a lot of Literature available related to Hospitality Industry Abroad, it will gradually be available for the Indian Hospitality industry, which currently is a short come

- Data pertaining to the topic.

Hotel Associations which are not keen on sharing data on various matters like sales, recruitment etc., the association should help with help with the same which will enable the researchers in carrying out their work in the right direction

- Methods of measuring customer satisfaction in Hospitality Industry.

Hospitality industry is one of the most challenging and ever changing with introduction of new trends, customers' demands keep on changing, so the tools applied to measure customer satisfaction also differ, so sometimes may be difficult to prove.

- A Standard format cannot be used by the Human Resource to keep the employee happy.



- Hospitality is a versatile industry, every day a new concept and a new customer which is a challenge.

# CHAPTER 4

# DATA ANALYSIS

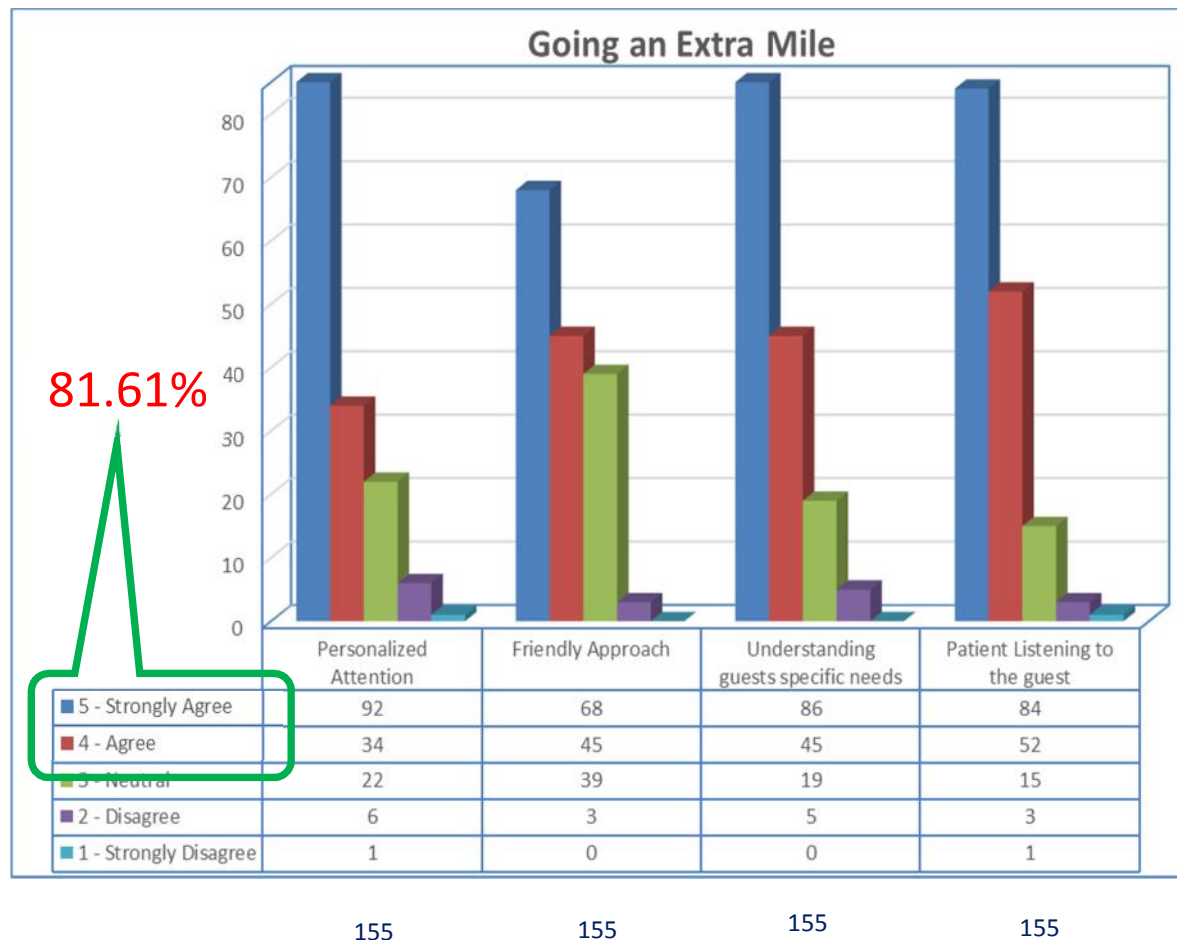
## 4.1 Customer Feedback Analysis

### 4.1.1 Going an Extra Mile

The following four attributes are above and beyond the Personal and Professional factors and considered as ‘Going an Extra Mile’ from the hotel staff which positively help the perspective and the satisfaction level of the customer.

- Personalized attention
- Understanding guests' specific needs
- Friendly approach
- Patient listening to the guests

**Bar Chart No1:** Overall Analysis of the Attributes considered a ‘Going an Extra Mile’:



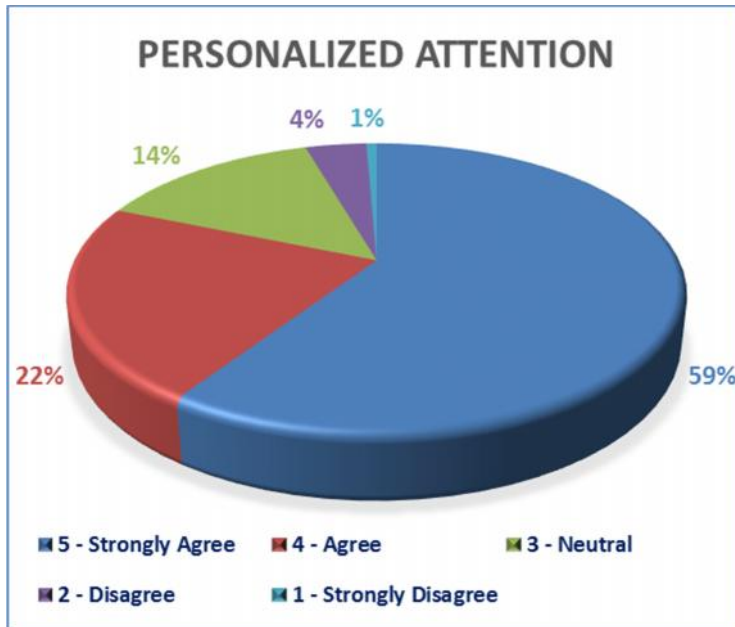
Based on the responses from the customers, it is observed that more than 15% customers have been neutral, and more than 81% of the customers agree that going an extra mile and the

characteristics beyond the personal and professional traits have a positive impact on the customers. The 4% customers feel going an extra mile should not be judge as a criteria in making a perception about the employee. It is an extra effort over and above the role of an employee.

Based on the 155 responses received, 95 respondents feel personalized attention is more important compared to understanding guest at 84 and friendly approach at lowest at 68. Reasons could be analyzed as a customers may feel the employees are venturing into their personal space.

### 4.1.1.1 Personalized Attention

**Pie Diagram No 1:** Statistics around Customer perspective of Hotel Staff providing Personalized Attention.



Every guest entering the hotel feels all his demands and requests be fulfilled as per his needs. To give this special, customized or tailor made feeling would be termed as personalized, focused and undivided attention. Personalized attention plays an important role in guest satisfaction level. This also helps in brand building of the hotel leading to grapevine and also repeat clientele.

Based on the sample data, we realize that 81% customers feel personalized attention is important and 14% are neutral.

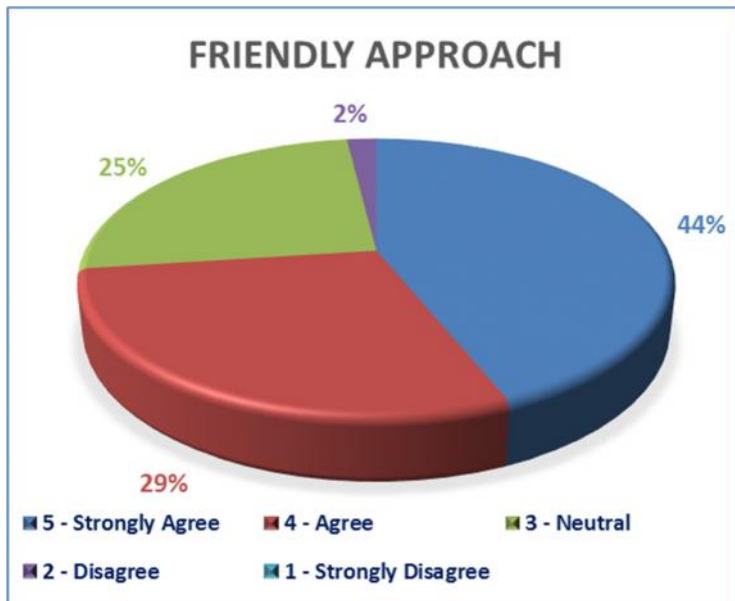
4% Disagree and 1% strongly disagree to the fact that hotel employees should give personalized attention.

## PROVIDING PERSONALIZED ATTENTION

- Customized
- Special effort
- Tailor made
- Meet individual needs, inclinations or specifications
- Makes a conscious effort to reach customer demands

### 4.1.1.2 Friendly Approach

**Pie Diagram No 2:** Statistics around Customer perspective of Hotel Staff being Friendly but maintaining a Professional Approach.



A friendly approach can be used by an employee to make the customer feel comfortable, could be misunderstood to venturing into a personal space which many would not like or accept.

This could be the reason why 25% of people feel neutral about employees having a friendly approach and 2% customers feel they are fine with hotel employees not being friendly.

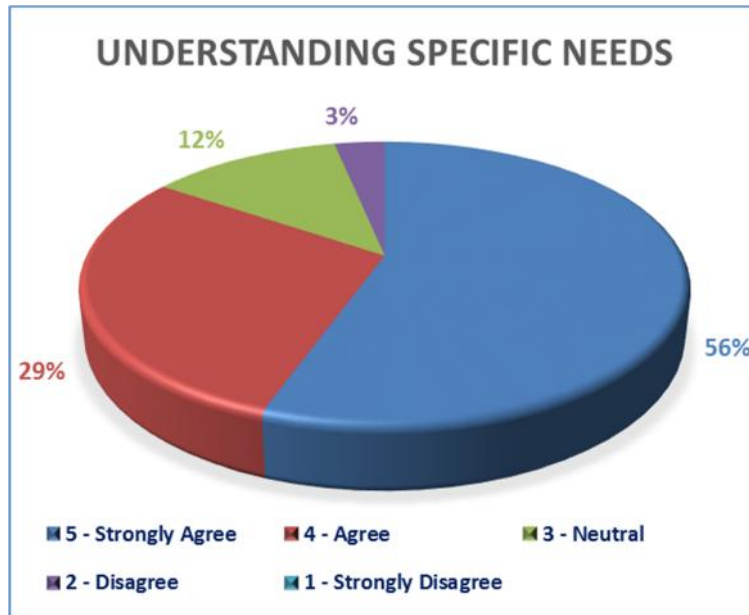
73% customers feel a friendly approach from the hotel staff makes them feel comfortable.

## HAVING A FRIENDLY APPROACH TOWARDS CUSTOMERS

- Cooperative with colleagues and understanding with guests
- Close approximation, a means adopted in tackling a problem, job or work

### 4.1.1.3 Understanding Specific Needs

**Pie Diagram No 3:** Statistics around Customer perspective of Hotel Staff who understand guest requests or needs and reciprocate professionally.



Most of the customers expect a good value for their money. A little extra or a special request to be taken care of can satisfy a customer. Understanding these needs is the role of a hotel employee. One happy customer can do wonders to the business.

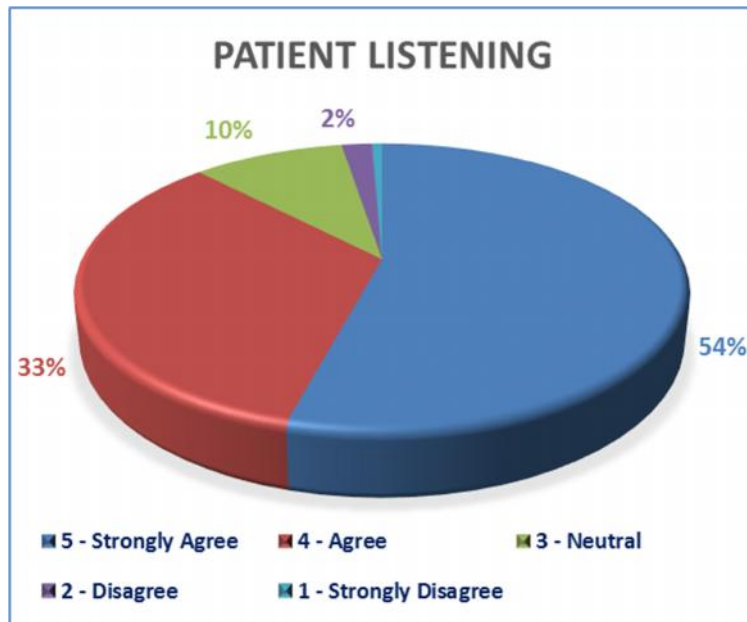
85% customers feel that their needs should be understood correctly by the employee. Sometimes the guest is satisfied with the services offered by the hotel, 3% such customers feel understanding their need is not an important criterion to judge an employee, but they would be annoyed if their requests are not entertained at all.

### UNDERSTANDIGN THE SPECIFIC NEEDS OF CUSTOMERS

- To reach guest needs over n above the regular but being in the limit / rule of the organization
- Problems that customers intend to solve with the purchase of goods or service

#### 4.1.1.4 Patient Listening

**Pie Diagram No 4:** Statistics around Customer perspective of Hotel Staff being Patient in listening to customers.



**LISTENING  
PATIENTLY TO THE  
CUSTOMERS**

An attempt made to comprehend the meaning of conversation would be patient listening. It is an important task on the employee's part as a customer can get irritated if he is not heard or understood correctly.

87% customers feel they should be heard patiently by the employees.

2% customers feel they have not encountered a problem with regards to employee not listening or paying attention and hence they strongly disagree

- Not to get irritated with customer on change in orders, understanding correctly the need / demand of the customer
- Acknowledge, Try to upsell.
- Nod to indicate the listening mode

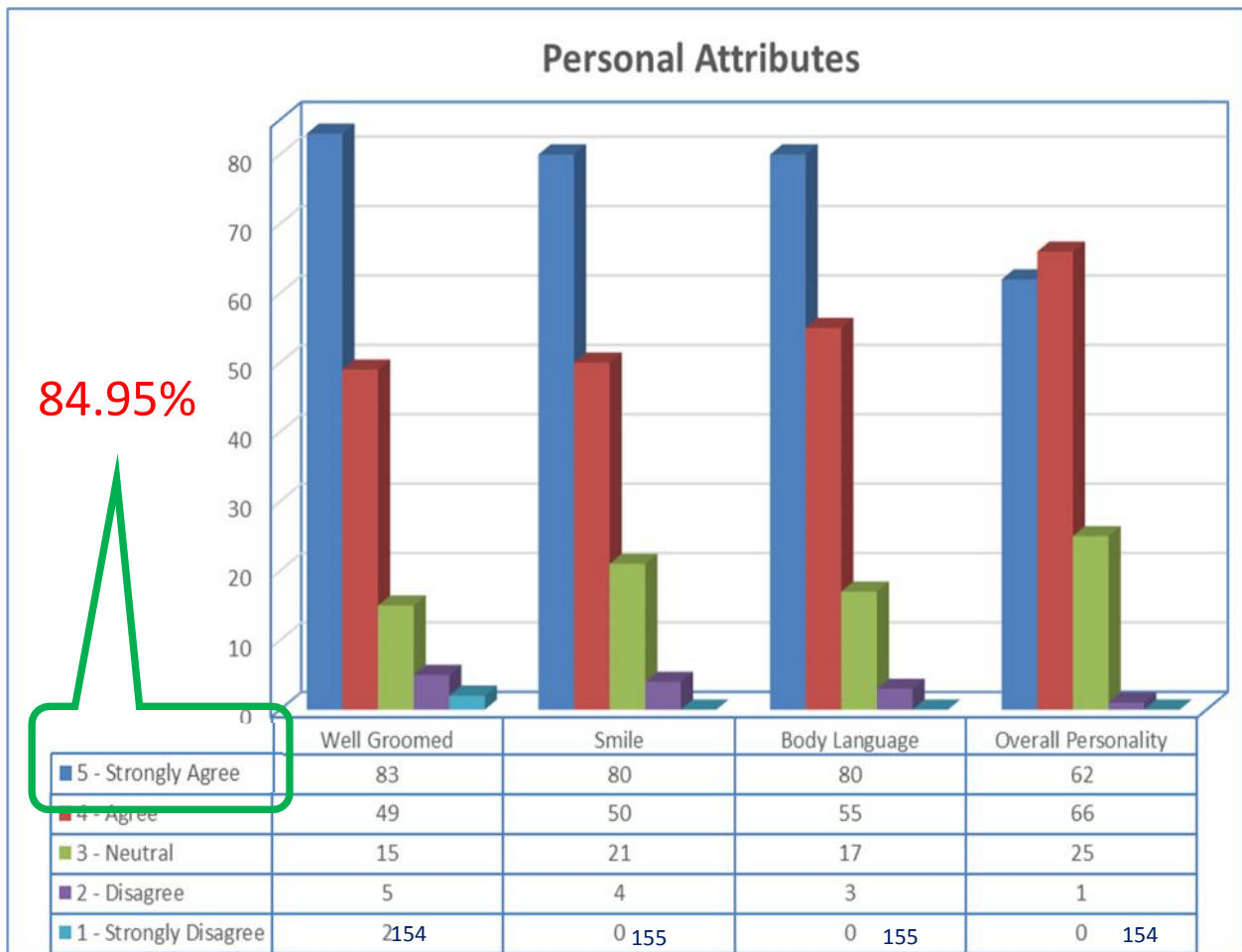


### 4.1.2 Personal Attributes

The following four attributes contributes to the ‘Personal’ aspects of the hotel staff and the way they contribute towards building up a perspective about the satisfaction level of the customer.

- Well Groomed
- Smile
- Body Language
- Overall Personality

**Bar Chart No 2:** Overall Analysis of the Personal Attributes:

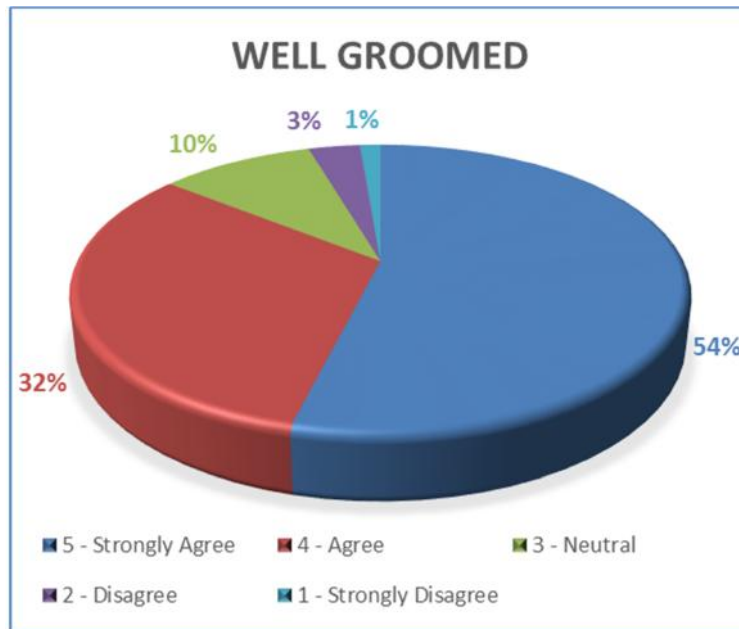


Based on the responses from the customers, it is observed that while more than 12% customers have been neutral, close to 85% of the customers agree that personal attributes make a positive impact on the customers. The 3% feel personal attributes do not make an impact or change their perception about the personal attributes of the employee.

The data analyzed for personal attributes from 155 responses state that 83 respondents believe that well-groomed is an important personal attribute over smile & body language with 80 each & overall personality with 62. (Overall personality has received a minimum less score compared to other parameters. The parameters basically includes all the other parameters.)

### 4.1.2.1 Well Groomed

**Pie Diagram No 5:** Statistics around Customer perspective of Hotel Staff being Well Groomed.



Most of the customers more than agree that there are various factors which comprise under the factor of being Well Groomed and they play a very important role in the customer satisfaction of the services offered by the Hotel.

Based on the sample dataset, we realize that there still are a few (less than 5%) typically from the 5 Star customer base which do not feel the grooming factor plays as an important role in their satisfaction.

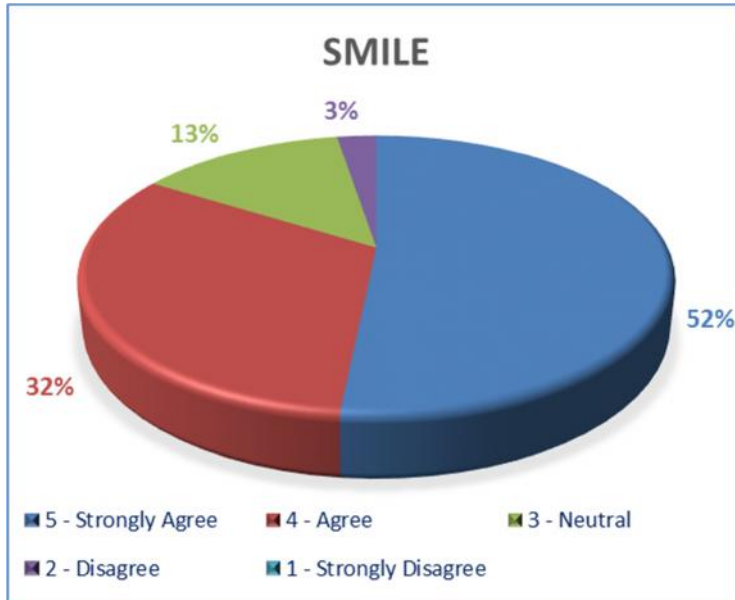
4% customers disagree stating that grooming is not an important criteria.

#### ATTRIBUTES COMPRISING UNDER BEING WELL GROOMED

1. Dress code
2. Cleanliness
3. Pleasant Appearance
4. Presentable Uniform

### 4.1.2.2 Smile

**Pie Diagram No6:** Statistics around Customer perspective of Hotel Staff having a Smile on their face.



Another important factor which makes a lasting impact on the customers is a Smile! A smile costs nothing, but gives so much. It reaches out those who receive without making poorer those who give. It takes but a moment, but the memory lasts sometimes a lifetime.

*“You are not completely dressed until your face wears a SMILE” - Mahatma Gandhi*

84% customers feel a genuine smile is a polite way of welcoming a guest and maintained between the customers & the employee.

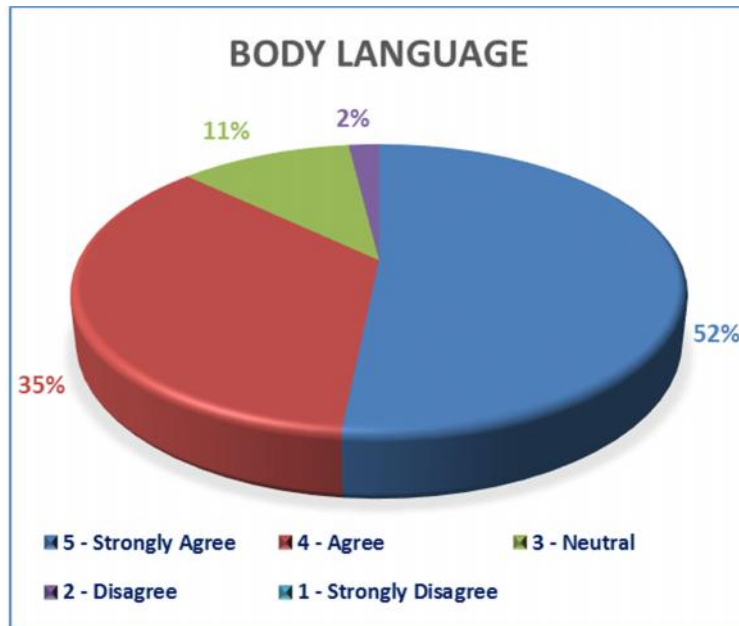
Based on the customer responses, it is derived that there still are a few (less than 3%) section of the customer base which feel that a smile does not play as an important role in their satisfaction. This could be due to the fear of customers having an impression that the hotel staff is seeking undue attention or violating the personal space.

### WHAT DOES A SMILE INTERPRET

1. Polite
2. Forced
3. Genuine

### 4.1.2.3 Body Language

**Pie Diagram No7:** Statistics around Customer perspective and various attributes of Body Language in consideration.



Body language is probably the most important factor which influences the increase in customer's satisfaction level. Hence ensuring an impressive and a positive Body Language is what plays an important role in elevating the appreciation of the hotel staff and in turn the hotels customer satisfaction levels.

Based on the dataset of responses, 87% of the customers agree to the Body Language as an important factor in their overall perspective. 2% customers disagree or do not give importance to body language.

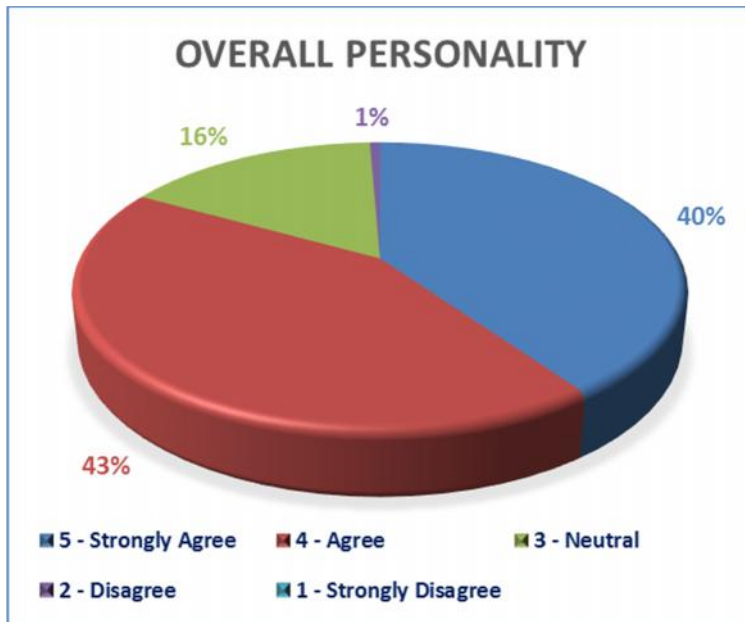
In relation with other parameters such as posture, gesture, eye movement, facial expressions etc. proxemics is also important, it means a safe distance maintained between the customers and the employee.

### CHARACTERISTICS OF AN IMPRESSIVE BODY LANGUAGE

1. Posture
2. Gesture
3. Eye movement
4. Proxemics
5. Facial Expressions

#### 4.1.2.4 Overall Personality

**Pie Diagram No 8:** Statistics around Customer perspective and various attributes in consideration.



#### FACTORS WHICH CONTRIBUTE TO THE OVERALL PERSONALITY

1. Well Groomed
2. Smile on the face
3. Positive Body Language
4. Hardworking and Self Motivated
5. Patience and Calm

Hospitality is one of the most stressful industries in which to work, but if you can manage these stresses, it can be extremely rewarding. This is exactly what the customers perspective indicates based on a survey. More than 83% of the customers have indicated that overall personality of the hotel staff is what gets noticed and helps build a positive impact on the customers.

1% customers feel service is more important compared to personality. Overall personality in comparison to other parameters is very less but in average 128 respondents strongly agree & agree & more disagree to overall personality not being as important.

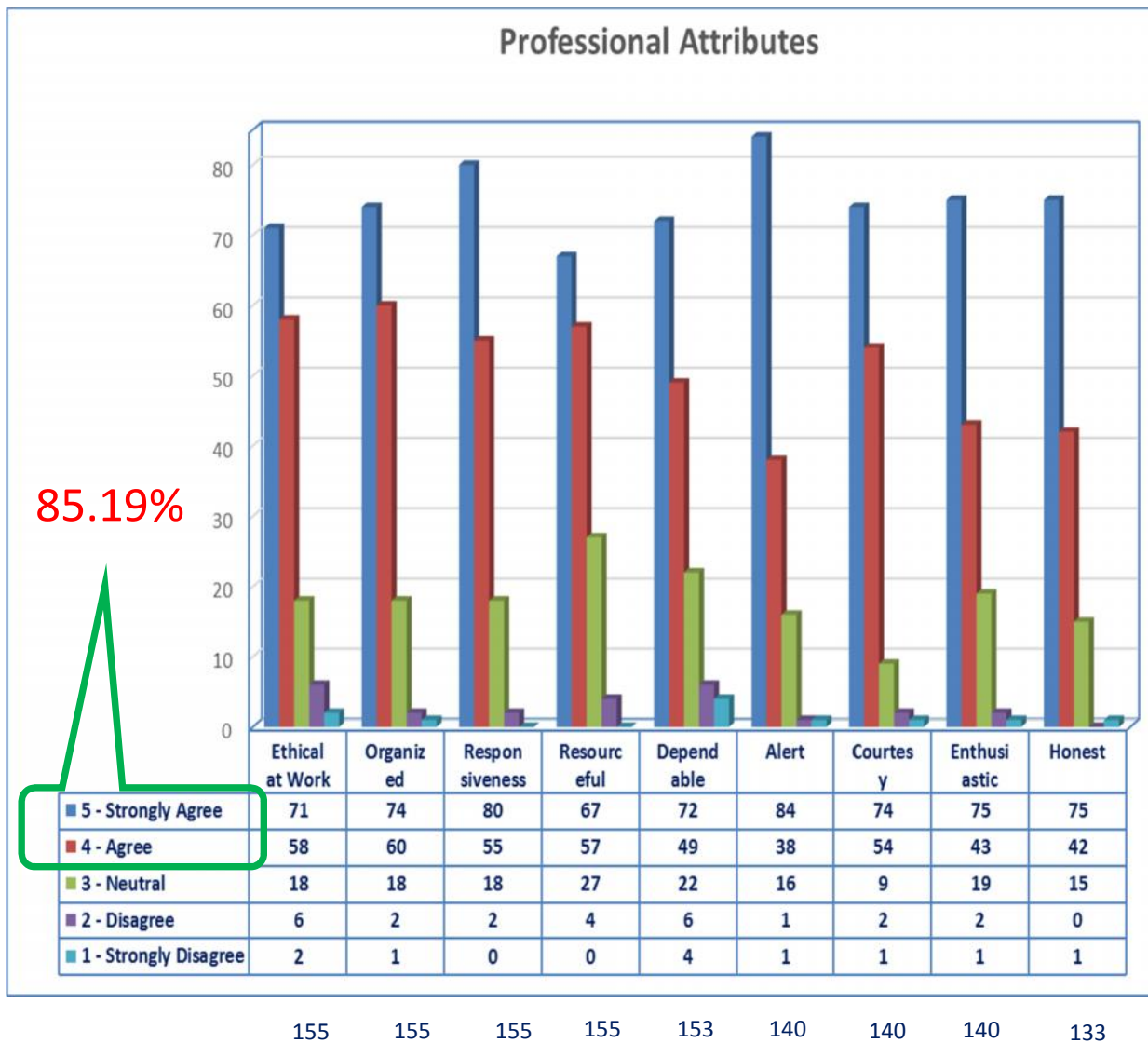
Although a few parameters as hardworking & self-motivated could be judged by guest who stay for a long time but surely contribute to the overall personality of the employee.

### 4.1.3 Professional Attributes

The following nine attributes contributes to the ‘Professional’ aspects of the hotel staff and the way they contribute towards building up a perspective about the satisfaction level of the customer.

- Ethical at work
- Alert
- Courtesy
- Organized
- Resourceful
- Enthusiastic
- Responsiveness
- Dependable
- Honest

**Bar Chart No3:** Overall Analysis of the Professional Attributes:



Based on the responses from the customers, it is observed that close to 12% customers have been neutral, More than 85% of the customers agree that the professionalism and the characteristics comprising of the professional attributes does have a positive impact on the customers. From the responses received from 155 respondents on professional attributes 84 respondents feel. ‘Alert’ is an important attribute compared to others with responsiveness at 80, Enthusiastic and Honest at 75 each, Courtesy at 74, Organized at 74, Dependable at 72, Ethical at Work with 71 and Resourceful 67.



### 4.1.3.1 Ethical at Work

**Pie Diagram No 9:** Statistics around Customer perspective of Hotel Staff being Ethical at Work.



### ATTRIBUTES COMPRISING UNDER BEING ETHICAL AT WORK

1. Accountability
2. Respect
3. Moral Responsibility

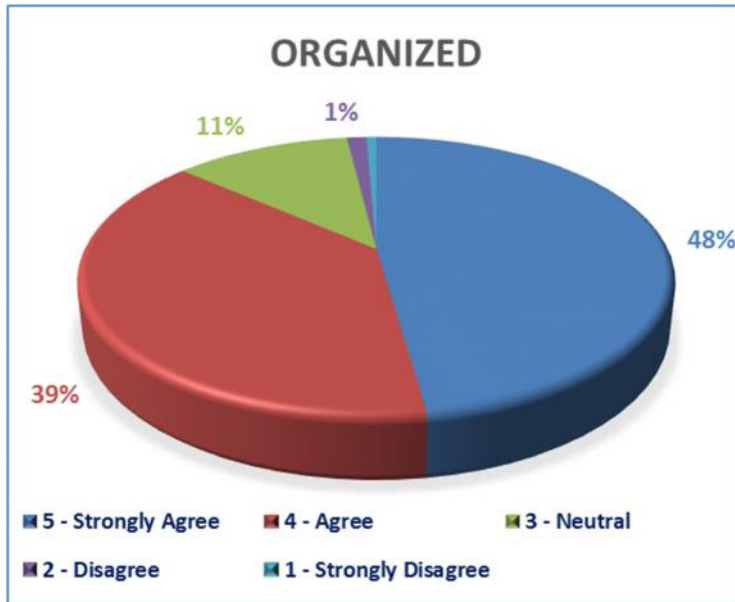
Behaviour means which is in accordance with the accepted rules/ principles of conduct in a profession. Disrespecting customers, not being responsible for behaviour or accountable for work are a few things an employee should avoid as it definitely carries a bad impression about his personal and professional ethics.

83% customers feel ethics carries an important path in an employee's personal and professional career.

Customers would not be in a position to completely comment on these parameters as they encounter for a very limited course of time.

### 4.1.3.2 Organized

**Pie Diagram No 10:** Statistics around Customer perspective of Hotel Staff being organized.



**ATTRIBUTES  
COMPRISING UNDER  
BEING  
ORGANIZED**

1. Efficient
2. Methodical
3. Categorical
4. Being Prompt

Organized can be defined as a methodical approach or a way of categorizing work as per priority or having an ability to prioritizing work to confirm a smooth /efficient flow of operations.

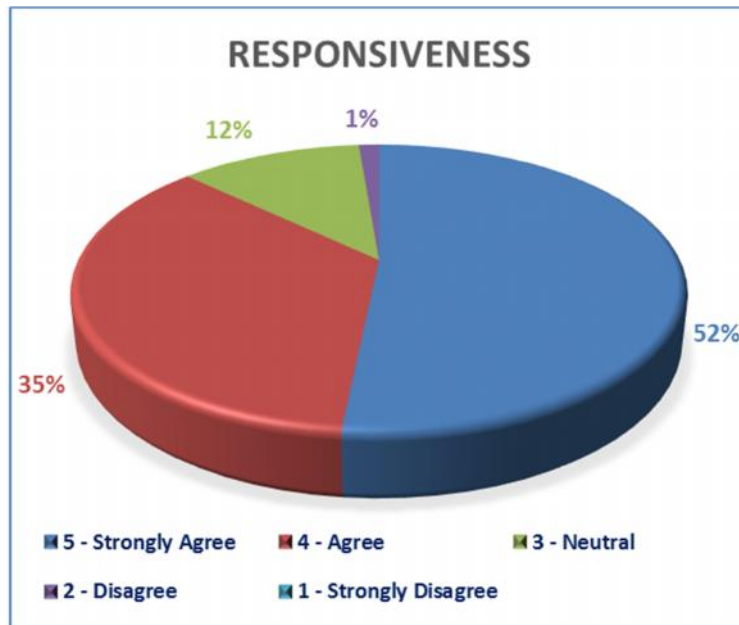
Planning your days' work, being methodical and prioritizing your work makes your jobs easy. It reduces the work pressure or minimizes chances of error.

From the feedback received 87% customers feel if an employee is organized, they can be catered to at a faster rate without any dissatisfaction.

1% customers disagree to the fact being organized can have an effect on employee professionalism.

### 4.1.3.3 Responsiveness

**Pie Diagram No 11:** Statistics around Customer perspective of Hotel Staff being Responsive.



#### ATTRIBUTES COMPRISING UNDER BEING RESPONSIVENESS

Readily or willingly reacting to appeals, suggestions efforts or requests can be termed as responsiveness.

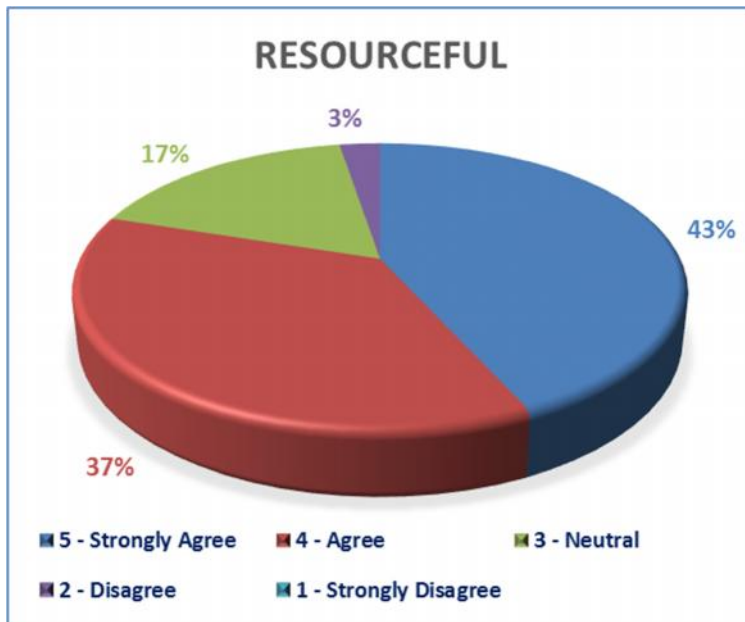
A guest would not always demand his needs at one go, the employee at the front desk, public area restaurant etc. should be alert at times to gauge what would be required and reduce the lead time required to reach out to the customer.

85% customers feel responsiveness is an important quality in being a professional.

1. Alert
2. Proactive
3. Reduced lead time

#### 4.1.3.4 Resourceful

**Pie Diagram No 12:** Statistics around Customer perspective of Hotel Staff being Resourceful.



#### ATTRIBUTES COMPRISING UNDER BEING RESOURCEFUL

1. Inventive
2. Capable
3. Quick Witted
4. Talented
5. Able
6. Enterprising
7. Indigenous

An ability of an employee to respond in an effective way, especially in difficult situations.

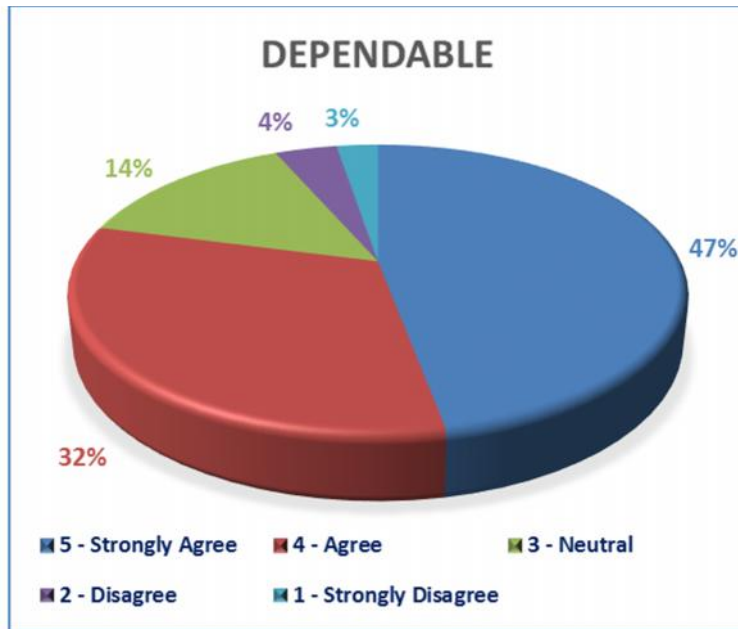
A customer demands for a dish out of the menu, in such a situation the employee resources it out from the chef or finds a best solution to it would be resourcefulness.

80% feedback states that the employees should be resourceful enough to reach customers expectation.

3% customers feel that the staff was not competent enough to satisfy their request or meet their expectation.

### 4.1.3.5 Dependable

**Pie Diagram No 13:** Statistics around Customer perspective of Hotel Staff being Dependable.



**ATTRIBUTES  
COMPRISING UNDER  
DEPENDABLE**

1. Reliable
2. Faithful
3. Undeviating
4. Steadfast
5. Trustworthy

This adjective can be defined as a consistent performer. A person who can be trusted upon, specially in cases of stress, emergency or a difficult situations.

In the service industry dependability on employee's performance is maximum. They should not misuse this fact and yet give their 100%.

72% customers feel their satisfaction levels are proportionate to the fact that, the dependency level should be minimum.

3% strongly disagree to the fact that they do not depend on hotel staff which affects their satisfaction.

### 4.1.3.6 Alert

**Pie Diagram No 14:** Statistics around Customer perspective of Hotel Staff being Alert.



An employee who is in a position to think clearly, notice things, who is watchful and prompt to notice or foresee a danger or an emergency in a situation.

Many requests of customers go unnoticed because of the attentive behaviour of the employee. An attentive or a vigilant employee will not wait for a demand / request been made by the customer. He would anticipate and react accordingly counteract.

87% customers believe in that the employee should be attentive and vigilant towards them.

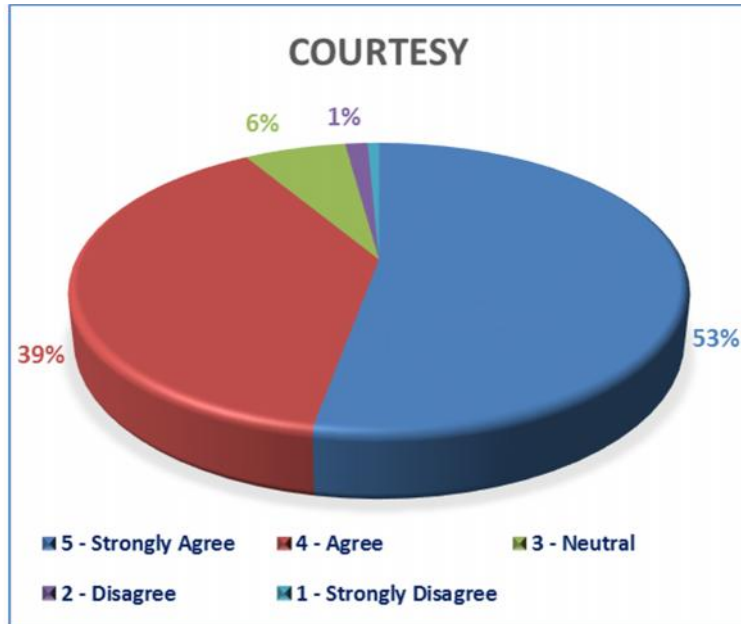
1% customers believe that employees need not be observant.

### ATTRIBUTES COMPRISING UNDER BEING ALERT

1. Aware
2. Observant
3. Watchful
4. Attentive
5. Vigilant

### 4.1.3.7 Courtesy

**Pie Diagram No 15:** Statistics around Customer perspective of Hotel Staff being Courteous.



#### ATTRIBUTES COMPRISING UNDER BEING

1. Chivalry
2. Respect
3. Polite Gesture
4. Polite Remark

An employee who is civilized, shows chivalry towards customers, that contributes to smoothness and ease in dealings and social relationships.

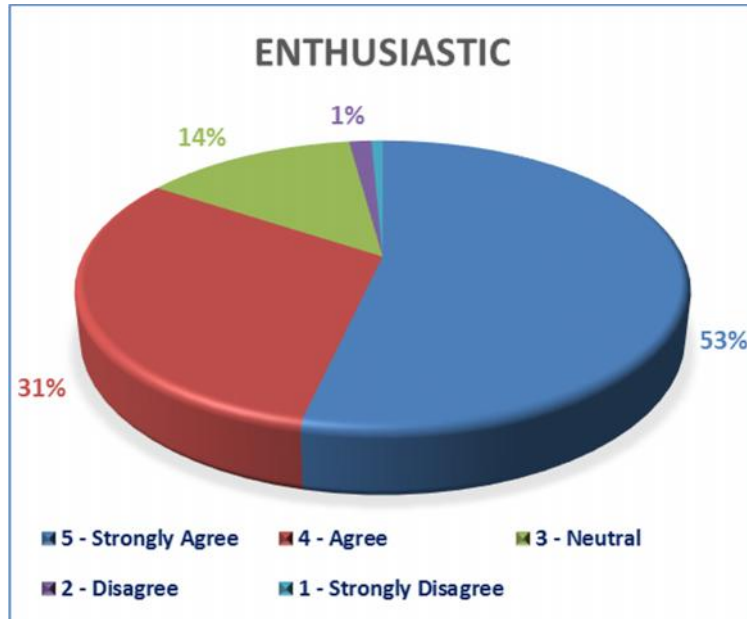
An appreciate behaviour towards customer which makes him feel important by means of being courteous or carry a polite gesture.

82% feedback received state that being courteous is a major criteria they would observe in an employee.

1% strongly disagrees to being courteous as an important parameter in an employee being professional.

### 4.1.3.8 Enthusiastic

**Pie Diagram No 16:** Statistics around Customer perspective of Hotel Staff being Enthusiastic.



**ATTRIBUTES  
COMPRISING UNDER  
BEING  
ENTHUSIASTIC**

1. Warm
2. Passionate
3. Lively
4. Energetic
5. Dynamic

Enthusiastic means to have a lively approach towards work. Being enthusiastic shows a strong excitement creating a positive environment.

From a customer's perspective it would mean the warmth and passion exhibited by the employee. It is a dynamic approach towards the customers.

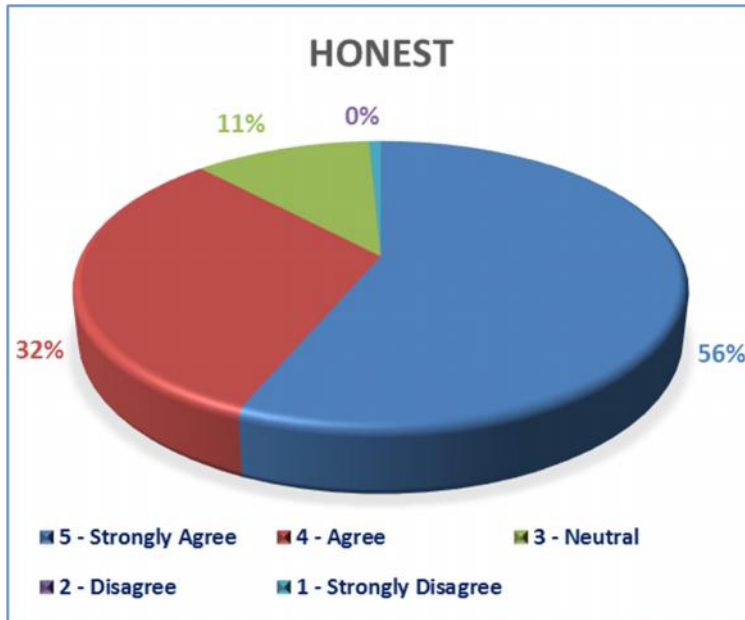
84% customers feel the employees who help them should be enthusiastic, lively and be dynamic at the same time.

1% customers are fine with the employees not being passionate towards their work.



### 4.1.3.9 Honest

**Pie Diagram No 17:** Statistics around Customer perspective of Hotel Staff being Honest.



As it is very correctly said honesty is the best policy. A trait that would be expected of any employee. Cheating on the company can lead to severe losses to the company in cash and kind.

Cheating on a customer should not be prerogative of the employee to earn some brownie points.

88% customers believe honesty is an important trait that a professional should have.

11% are neutral to the fact and none of them feel honesty is not important.

### ATTRIBUTES COMPRISING UNDER BEING HONEST

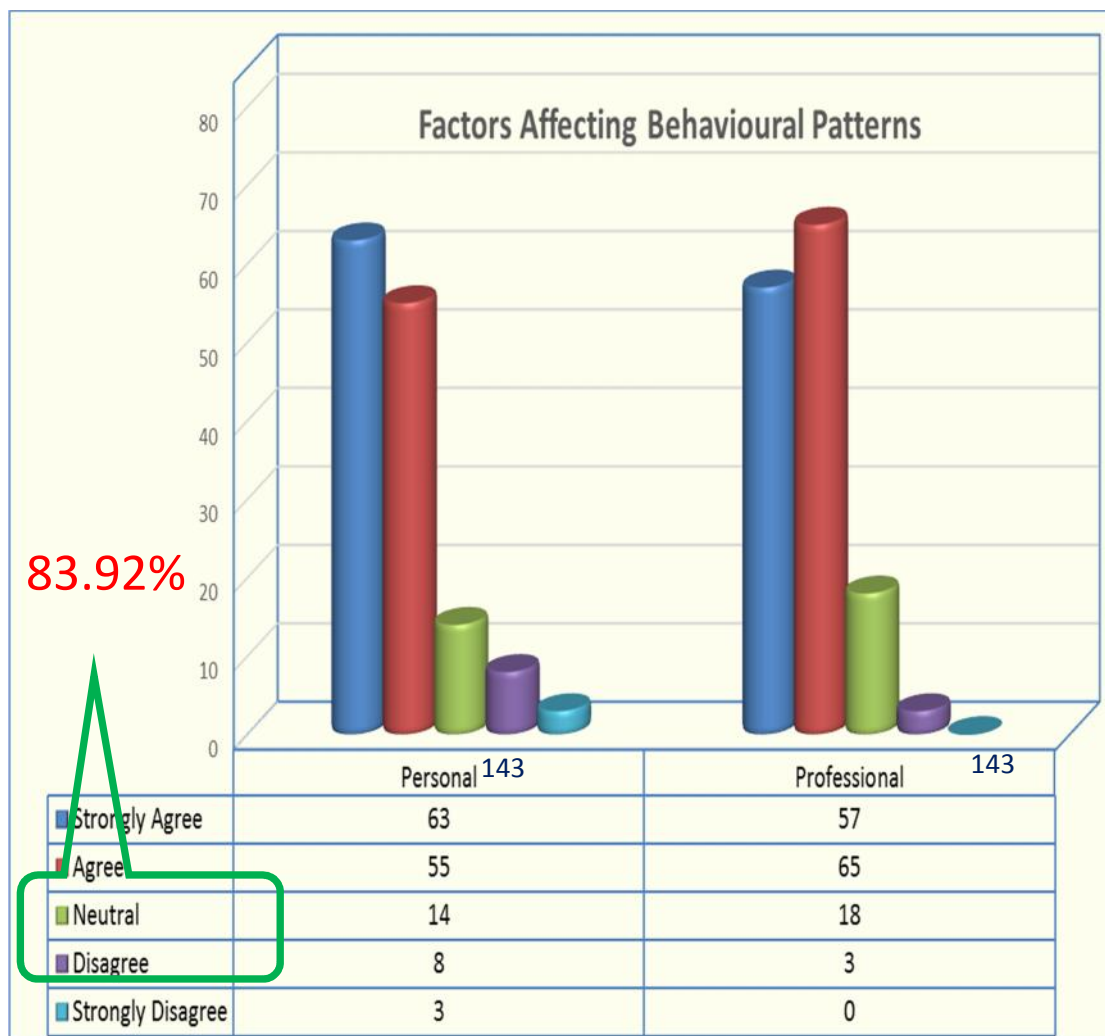
1. Sincere
2. Forthright
3. Straight Forward
4. Genuine
5. Truthful
6. Frank

## 4.2 Employees

There are multiple factors which influence or contribute or are associated with the behaviour of an employee at the work place. These are categorized primarily into the following categories...

- Personal
- Professional

**Bar Chart No 4:** Overall Analysis of the Personal and Professional factors influencing the employee behavioural pattern:



Based on the responses from the employees of the hotels chosen for the survey, around 11% of the employees have been neutral and close to 84% of the employees agree that their personal and professional attributes factoring to their behaviour have a very positive influence on the customers.

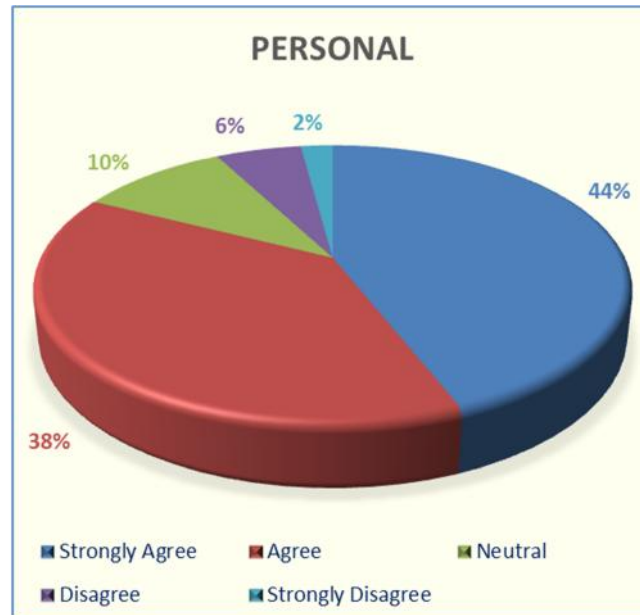
Out of the 143 respondents 63 employees strongly agree personal problems affect their behavioural pattern and 57 employees feel their professional problems affect their behavioural pattern.

## 4.2.1 Factors Affecting Behavioural Pattern

### 4.2.1.1 Personal

**Pie Diagram No 18:** Statistics around Personal factors contributing to the behavioural pattern of the Hotel Staff.

<b>PRIMARY PERSONAL ATTRIBUTES</b>
5. Family Issues
6. Work Life Balance
7. Financial Problems



Personal factors like Family conflicts, work life balance; financial concerns etc. have a great influence on behavioural pattern of employee.

Energy working individual carries his happiness or his worries to work which in turn have a positive or a negative impact. It cannot be avoided but surely can be worked upon with the help of his colleagues & support of the H.R.

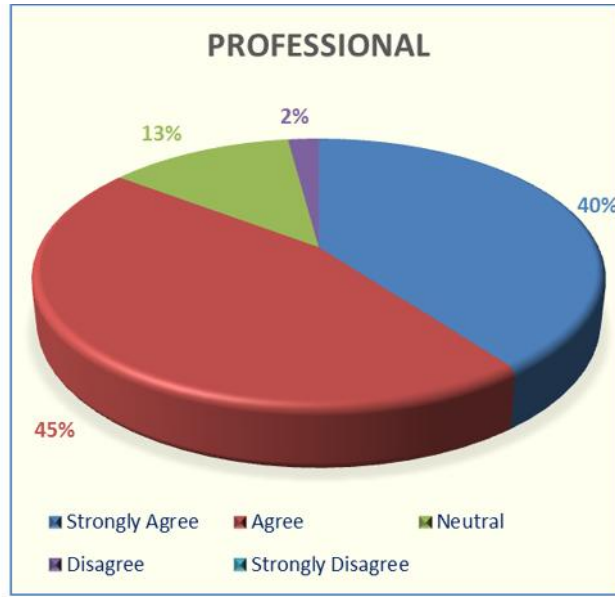
82% employees feel that personal problems carry a major impact on their work.

6 & 2% employees, 8% disagree to the fact that personal problems do not affect their professional work.

### 4.2.1.2 Professional

**Pie Diagram No 19:** Statistics around Professional factors contributing to the behavioural pattern of the Hotel Staff.

<b>PRIMARY PROFESSIONAL ATTRIBUTES</b>
1. Monetary Benefits
2. Work Culture
3. Interpersonal Relations



Professional factors like monetary benefits, nature of work, work culture, interpersonal relationship etc. has a great influence on behavioural pattern.

Issues related to person and HR contributes towards professional problems. Every employee needs support of his fellow colleagues perform a task, in the work culture plays an important role. Being paid appropriately gives a sense of satisfaction & confidence about the HR to the employee.

85% employee state that professional factors have a major impact on their behavioural patterns.

2% employees disagree to the fact that such professional factors do not affect them.

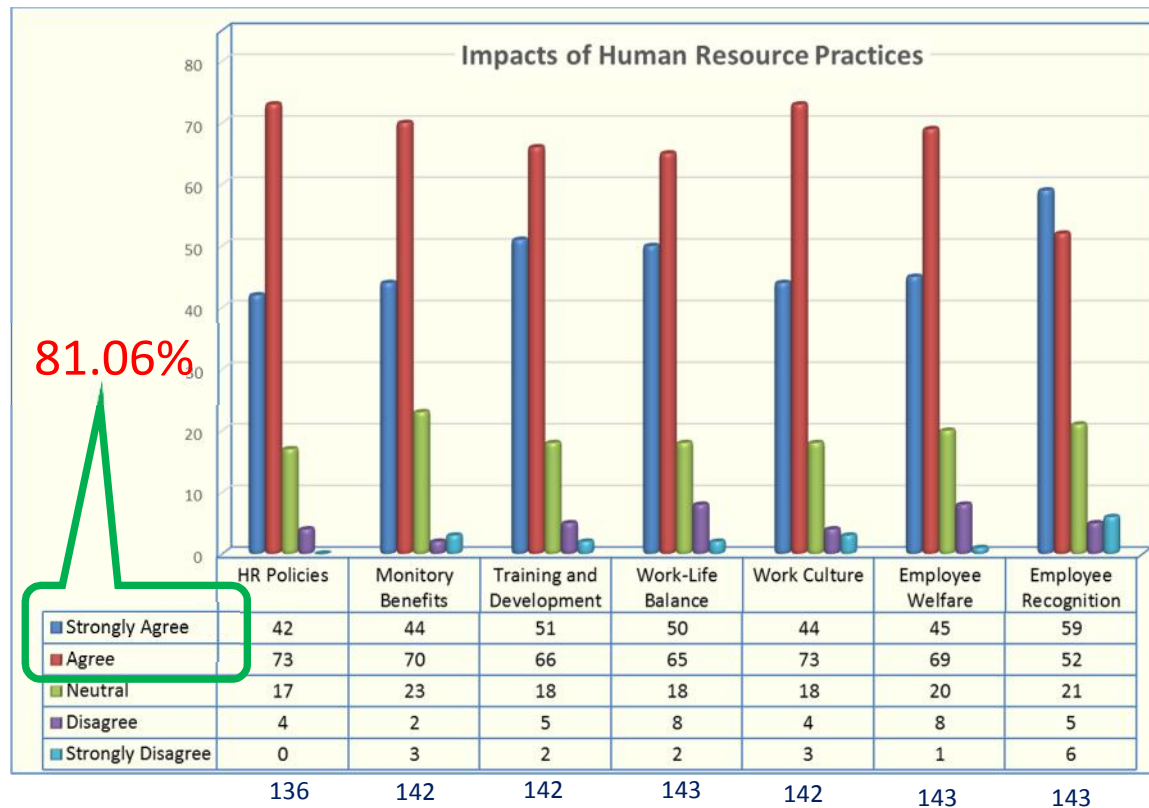
## 4.2.2 Impact of Human Resource Practices

The Human Resource departments of Hotels implement various practices to improve their employee behaviours. These practices primarily focused towards employee improvements result into improving the employee behaviour which directly helps obtaining and achieving better customer feedback.

These are the practices adopted by the hospitality industry...

- HR Policies
- Monitory Benefits
- Training and Development
- Work-Life Balance
- Work Culture
- Employee Welfare
- Employee Recognition

**Bar Chart No 5:** Overall Analysis of the various practices adopted by the hotel's human resource department towards improving the employee behaviour and the employee perspective:



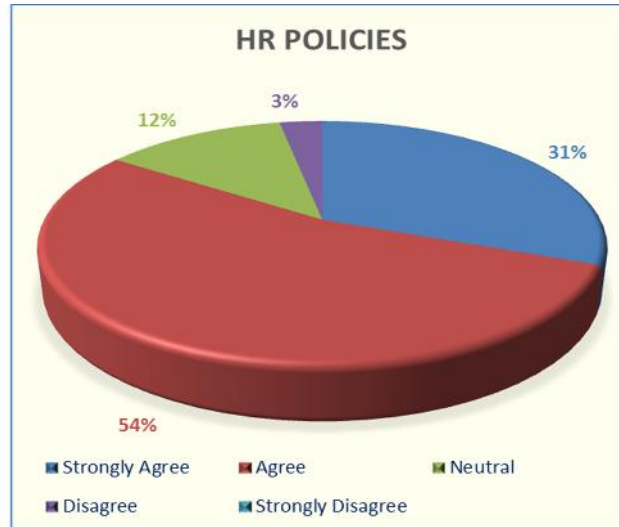
Based on the responses from the employees of the hotels chosen for the survey, around 11% of the employees have been neutral and more than 81% of the employees agree that the practices and guidelines implemented by the Human Resource Department positively impact the behaviour of the employees.

On the analysis done for the impact of HR practices 59 employees feel employee recognition is more important as compared to the other criteria's such 51 for Training and Development, 50 for work life balance , 45 for employee welfare , 44 for Work culture & Monetary benefits and the least impact is of HR policies which is at 42.

### 4.2.2.1 Human Resource Policies

**Pie Diagram No 20:** Statistics of the employee perspective for the Policies outlined by the human resource department towards improvements.

HUMAN RESOURCE POLICIES
1. Training
2. Grievance Cell
3. Compensation
4. Duty Timings
5. Fair Wages and Salaries



HR practices adopted by Hospitality industry are adequate to alter employee behaviour. HR policies have always played a key role in an employee's behaviour and performance.

Employees are governed by the HR rules and regulations and have a positive or a negative impact on the employee's performance.

An employee would always like his performance to be better looks upon for HR to organize trainings. Employee would always want his problems to be discussed, duly and fairly compensated for the work done. An employee who has confidence in HR can do wonders to the business.

85% employees believe good human resource practices build their morale. 3% employees feel irrespective of the HR policies they would perform.

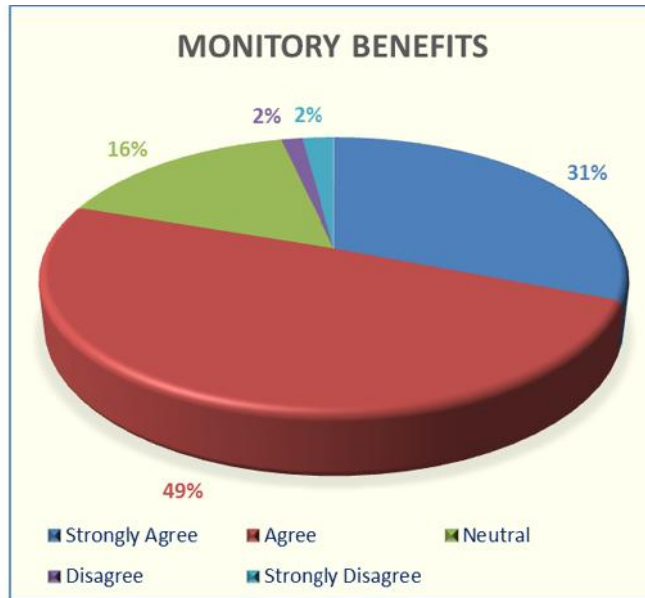


### 4.2.2.2 Monetary Benefits

**Pie Diagram No 21:** Statistics of the employee perspective for ‘Monitory Benefits’ as a measure adopted by the hotel’s human resource department.

**HUMAN RESOURCE  
MONITORY  
BENEFITS**

1. Incentives
2. Bonus
3. Allowance
4. Medical Benefits



Monitory Benefits (Salary & Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour.

Every individual is paid for the duty he has performed, over and above the salary he is paid he would expect a few monetary benefits from the organization as overtime, incentives and subsidized meal rates etc. If the HR provides a medical benefit he is relieved of his family pressures.

81% employees agree to the fact benefits over and above the salary relieves them off a few personal & professional pressures.

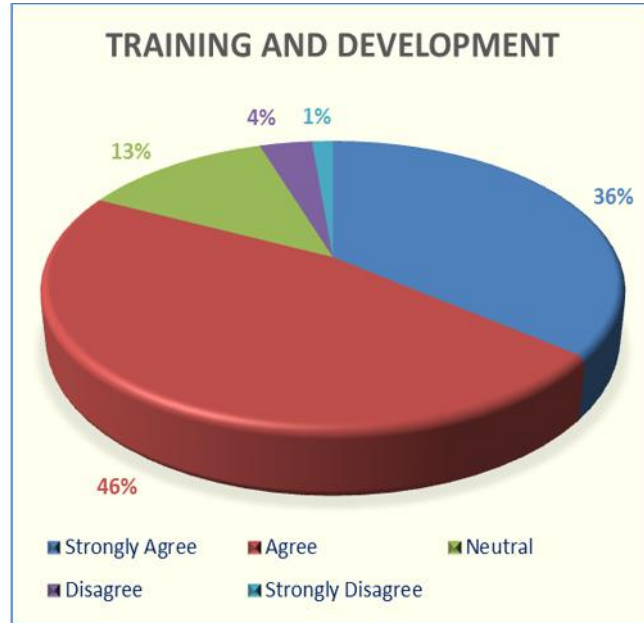
2% employees disagreement could be interpreted as benefits over and above the salary is not the responsibility of the H.R.

### 4.2.2.3 Training and Development

**Pie Diagram No 22:** Statistics around Training and Development plans for employees resulting into contributing to the behavioural pattern of the Hotel Staff.

**HUMAN RESOURCE  
TRAINING AND  
DEVELOPMENT**

1. Better Performance
2. Update
3. Caring Attitude of HR
- 3.



Training & Development (Skills development, Development programs) is a measure adopted by your hotel to enhance employee behaviour. To better performance of an individual

Everyday a new concept, a new idea is discovered, a better way of performing it and learning it and updating is the need of the business. The ideas are further implemented by the HR as Training and development activity. It also helps in uniform knowledge or SOP and better performance of an individual

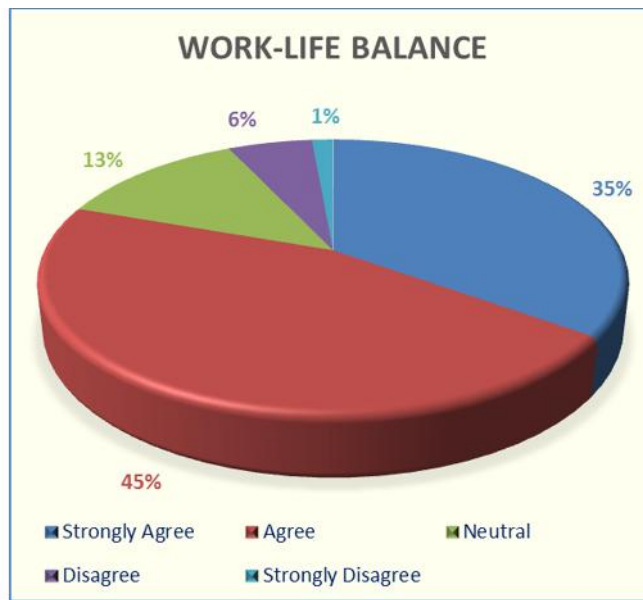
82% employees believe training & development will help them in better performance. 1% disagreement could be to the fact that such employee's feel it is not the HR initiative. It is also the individual's responsibility to update.

#### 4.2.2.4 Work Life Balance

**Pie Diagram No 23:** Statistics around maintaining Work Life Balance for employees which contributes to the improvement of behavioural pattern of the Hotel Staff.

**HUMAN RESOURCE  
PRACTICES FOR  
BETTER WORK**

1. Family Time
2. Duty Timings
3. Weekly and  
Compensatory Offs
4. Holidays



The HR believes in helping an employee maintain a good work life balance which will help an employee in improving his performance.

An employee would always carry work pressure home and carry family issues to work which affects his performance at work.

The HR role is very important in helping the employee in maintaining a correct work life balance which is a win-win situation for employee and business.

80% employees believe in correct work life balance is necessary for better performance.

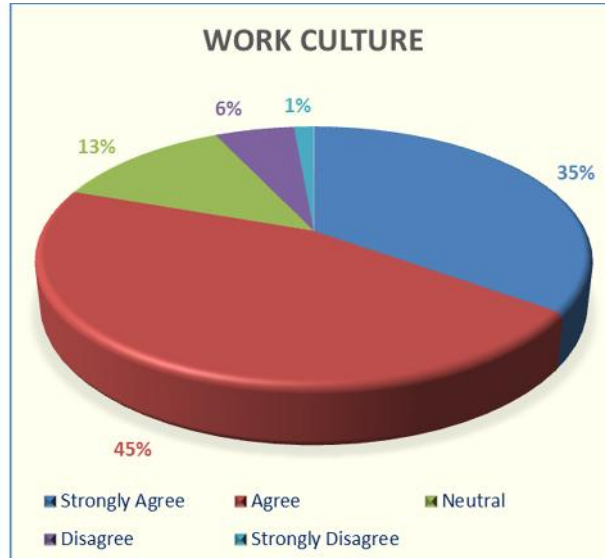
1% employees disagree as the balance in work and family is the individual responsibility and not the HR

### 4.2.2.5 Work Culture

**Pie Diagram No 24:** Statistics around planning better Work Culture for employees which contribute to the improvement of behavioural pattern of the Hotel Staff.

#### HUMAN RESOURCE PRACTICES FOR BETTER WORK CULTURE

1. Reduce Attrition
2. Good Communication
3. Create Passion
4. Give Space
5. Take View of Employee



Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by the hotel to enhance employee behaviour.

Culture here is not in context with religion. It is with the work atmosphere that an employee works in or performs. A

healthy work culture can improve relation between employees. HR has to give prime importance to work culture as an employee’s behaviour is majorly affected by the policies which should be conducive for a healthy work culture.

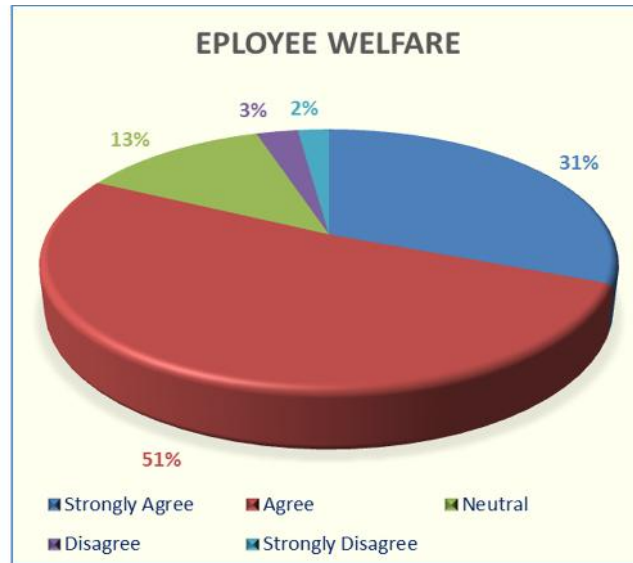
80% employees believe in a healthy work atmosphere gives better results.1% employees do not believe in a healthy work culture.

### 4.2.2.6 Employee Welfare

**Pie Diagram No 25:** Statistics around implementing Employee Welfare programs for improving behavioural pattern of the Hotel Staff.

**HUMAN  
RESOURCE  
PRACTICES FOR**

1. Schemes
2. Job Insurance
3. Medical Insurance
4. Children Education Scheme



Employee welfare (Family health Schemes, Children Education Insurance is a measure adopted by your hotel to enhance employee behaviour.

“A man of confidence is full of courage.” The confidence is built in when

An individual spends his quality time of the day to earn bread for his family. Earning money is not the only sole responsibility of the individual but also to provide a safe and secure future for his family.

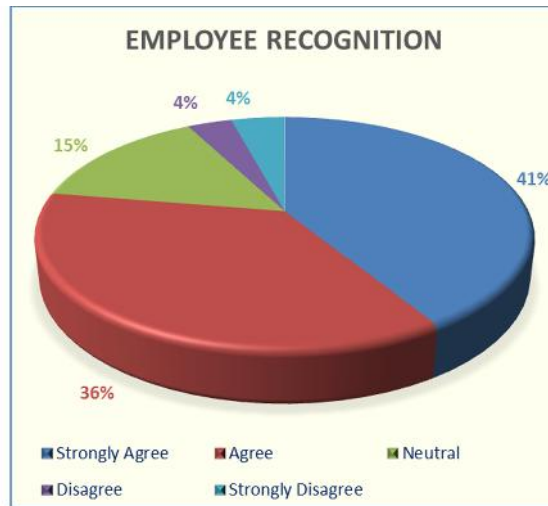
If the organization takes responsibility of this, the employee is relieved that he and his family are insured for a better future.

82% believe that the H.R. should implement a few welfare schemes for betterment of their future. 2% do not believe that the HR should take responsibility of their future.

#### 4.2.2.7 Employee Recognition

**Pie Diagram No 26:** Statistics around implementing Employee Recognition programs for improving behavioural pattern of the Hotel Staff Statistics around implementing Employee Recognition programs for improving behavioural pattern of the Hotel Staff.

<b>HUMAN RESOURCE PRACTICES FOR EMPLOYEE</b>
<ol style="list-style-type: none"> <li>1. Recognition</li> <li>2. Acknowledgement</li> <li>3. Employee of the Month / Year</li> <li>4. Taking Views during</li> </ol>



Employee recognition (Rewards & Appreciation) is a measure adopted by your hotel to enhance employee behaviour, Goals and values. Recognition is a tool used for giving due credit to an employee performance / work.

An employee is satisfied when he is appreciated for his performance. A view or a suggestion put forward and considered can also be a recognition given to an employee. Rewards and appreciation boosts the morale of an employee encouraging him to perform better and also learning for his colleagues.

77% employees believe in rewards and recognition in a morale boost. 4% employees do not acknowledge employee rewards as a tool to boost employee behaviour.

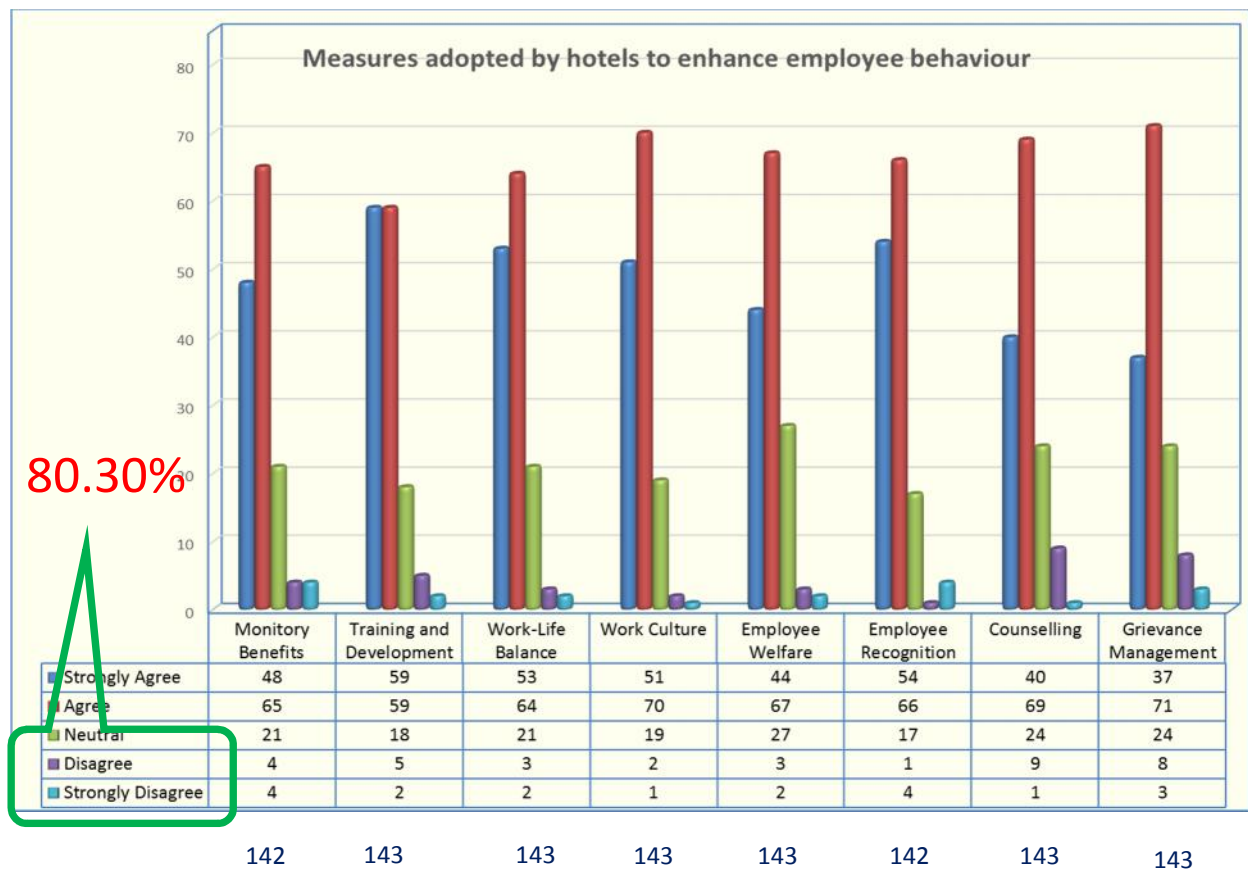
#### 4.2.3 Measures Adopted by Hotels to Enhance Employee Behaviour

Hotels adopt various measures to improve on their overall customer satisfaction. These measures adopted for the hotel employees result into improving the employee behaviour which directly helps obtaining and achieving better customer feedback.

These are the measures adopted by the hospitality industry...

- Monetary Benefits
- Training and Development
- Work-Life Balance
- Work Culture
- Employee Welfare
- Employee Recognition
- Counselling
- Grievance management

**Bar Chart No 6:** Overall Analysis of the various measures adopted by the hotel and the employee perspective towards improving the employee behaviour:



Based on the responses from the employees of the hotels chosen for the survey, around 11% of the employees have been neutral and more than 80% of the employees agree that the measures adopted

by the hotels to enhance the personal and professional attributes factoring to their behaviour have a very positive influence on the customers.

On the analysis done on measures adopted by hotels to enhance employee behaviour, 59% employee feel Training and Development is an important measure in comparison to 54 employee recognition 53 – work life balance. 5 % work culture 48- monetary benefits, 44- employee welfare, 40- counseling and least impactful is grievance management with 37 employee feedback.

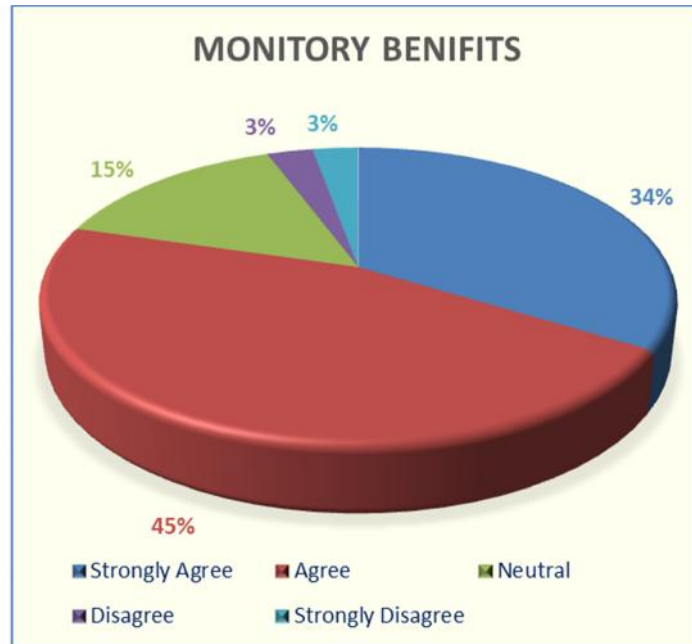


### 4.2.3.1 Monetary Benefits

**Pie Diagram No 27:** Statistics of the employee perspective for ‘Monitory Benefits’ as a measure adopted by the hotel.

**METHODS OF ADDRESSING THE**

1. Salary
2. Wages
3. Overtime
4. Incentives



Monitory Benefits (Salary and Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour.

Such measures always have a positive impact as employee. It is a tool adopted by the hotel to relieve the employee of his few financial pressures.

79% employees believe that the HR should implement monetary benefits.

3% believe that implementing of monetary benefits will not affect employer behaviour

### 4.2.3.2 Training and Development

**Pie Diagram No 28:** Statistics around Training and Development plans for employees resulting into contributing to the behavioural pattern of the Hotel Staff.

**PLANS  
AROUND  
TRAINING**

1. Skills  
  
Development



Training and Development (Skills development, Development programs) is a measure adopted by your hotel to enhance employee behaviour.

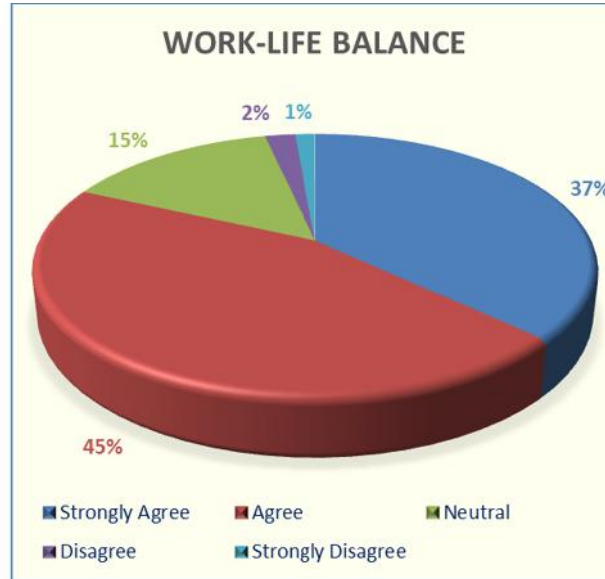
The HR takes as initiative in the growth of employee which in turn helps in prospering of the business. New concepts, Ideas, Theories should be shared as a common platform for uniform knowledge sharing.

82% employee states that Training and Development is an important tool in enhancing of employee knowledge.1% do not believe training and development as an important tool in enhancing employee behaviour.

### 4.2.3.3 Work Life Balance

**Pie Diagram No 29:** Statistics around maintaining Work Life Balance for employees which contributes to the improvement of behavioural pattern of the Hotel Staff.

<b>VARIOUS METHODS FOR IMPROVING WORK LIFE</b>
1. Monitoring of Duty / Shift Timings
2. Long Working Hours
3. Weekly Offs



Work-Life Balance (Weekly offs, Holidays, Duty timings) is a measure adopted by your hotel to enhance employee behaviour.

One of the major roles of the department is to provide duty / shift timings to the employees. The rules for the same have to be governed by the H.R. and monitored as well. Long working hours and no weekly offs is a clear indication of failure in the

planning process of the H.R.

82% employees feel the HR should help employees maintain a good work life balance.

1% employee disagree that there is any contribution required by the HR to maintain a good work life balance.

### 4.2.3.4 Work Culture

**Pie Diagram No 30:** Statistics around planning better Work Culture for employees which contribute to the improvement of behavioural pattern of the Hotel Staff.

**IMPROVING THE  
WORK CULTURE**

1. Work Atmosphere
2. Employee Relations
3. Work Culture



Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by your hotel to enhance employee behaviour.

The HR plays a major role in developing a health work culture. It should display uniformity in rules, uniformity in packages being offered and uniformity in punishments.

85% employees feel that HR's planning a good work culture.

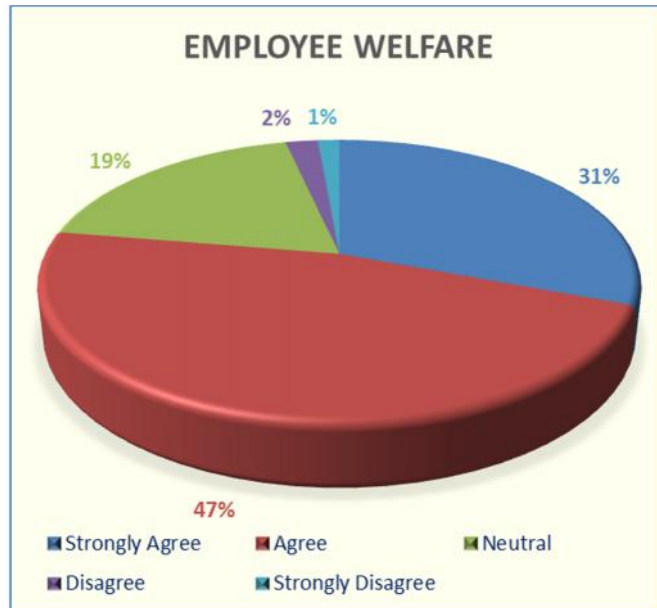
1% employees feel interpersonal relations with co-employees is the responsibility of employee not the H.R.

### 4.2.3.5 Employee Welfare

**Pie Diagram No 31:** Statistics around implementing Employee Welfare programs for improving behavioural pattern of the Hotel Staff.

**IMPLEMENTING  
EMPLOYEE  
WELFARE**

1. Welfare Schemes
2. Children Education Insurance
3. Health / Medical Insurance



Employee welfare (Family health Schemes, Children Education Insurance) is a measure adopted by your hotel to enhance employee behaviour.

The employee works for himself as well as for his family and their future. The HR should consider this important aspect of human psychology and introduce welfare schemes. This also brings to focus that HR is concerned about the employee.

78% employees believe the HR should plan about employee welfare of the employees in stills a great deal of confidence.

1% employee feel it is their responsibility for their own well-being.

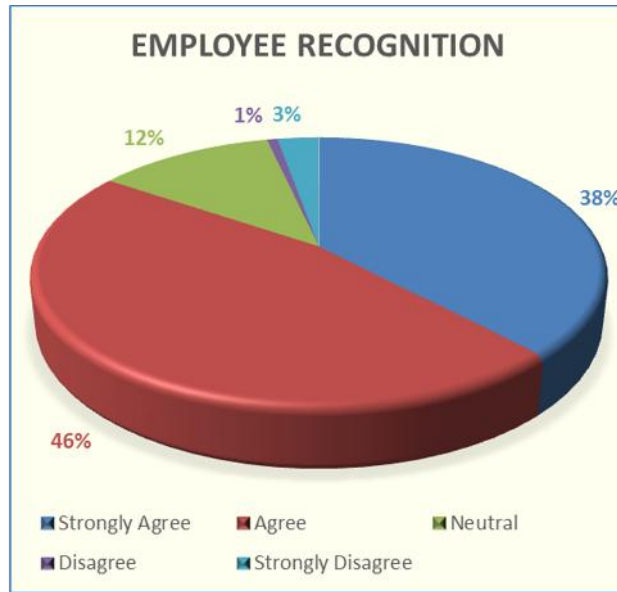
### 4.2.3.6 Employee Recognition

**Pie Diagram No 32:** Statistics around implementing Employee Recognition programs for improving behavioural pattern of the Hotel Staff.



#### IMPLEMENTING EMPLOYEE RECOGNITION PROGRAMS

1. Employee of the Month
2. Employee of the Year
3. Excellence / Special Award



Employee recognition (Rewards and Appreciation) is a measure adopted by your hotel to enhance employee behaviour.

Appreciation is a measure adopted by HR to boost employee morale. Recognition through seniors always improves your self-confidence. It also works as a platform that the look up to.

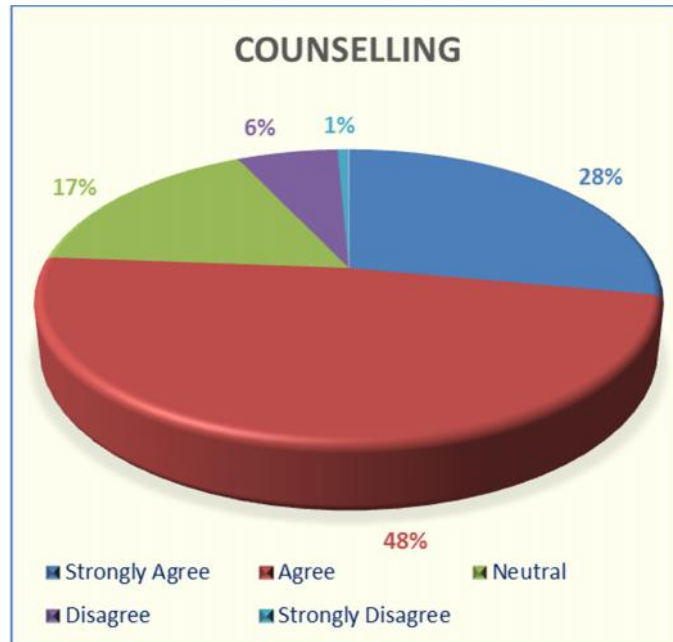
84% employees feel appreciation is needed to boost their confidence.

3% employees do not believe recognition or appreciations is needed for better work performance.

### 4.2.3.7 Counseling

**Pie Diagram No 33:** Statistics of providing counseling for hotel staff and improvements in behavioural pattern.

<b>PROVIDING COUNSELLING FOR</b>
1. Personal Issues
2. Professional
Issues



Counseling helps in resolving personal issues affecting the employee's behaviour and is a measure adopted by your hotel to enhance employee behaviour

An employee faces various problem personal / professional which affect his work. A dual platform has to be created by H.R. one is which the employee is called and can be counseled for his performance or improvement required; and the second one for the employee to reach the H.R. to resolve his personal issues professional.

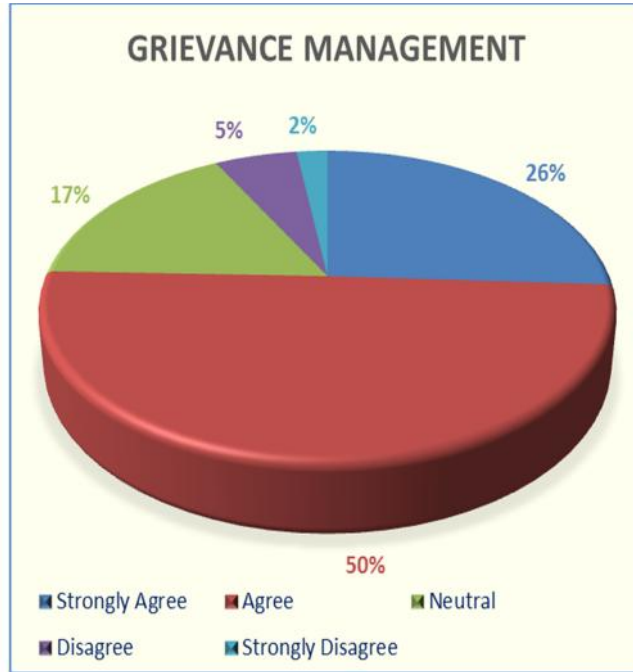
76% employees believe. They should have a platform to address their issues with the H.R. 1 % employees believe, they can resolve their personal issues.

### 4.2.3.8 Grievance Management

**Pie Diagram No 34:** Statistics about deploying Grievance Management sessions for hotel staff to result into improvement on their behavioural pattern.

**PROVIDING  
GRIEVANCE  
MANAGEMENT**

1. Personal Conflicts
2. Professional conflicts



Grievance handling measures help in addressing professional factors is a measure adopted by your hotel to enhance employee behaviour various conflicts, problems, personal and professional are forced by an employee.

A grievance mechanism has to be deployed by the H. R. to resolve such problems. These grievances can further affect the work culture and belief in the H.R. A platform has to be made available to address such grievances.

76% employees believe that issues can be resolved over discussion and hence a grievance cell is required. 2% employees feel grievance cell do not have an impact or behaviour of pattern.

### 4.3 Human Resource Manager Feedback



Employee behaviour is the customer facing aspect of the hospitality industry. The Hotels and the Human Resource departments implement various practices to improve their employee behaviours. These practices primarily focused towards employee improvements result into improving the employee behaviour.

HR perspective of the aspects of Employee behaviour patterns are captured across these categories.

- Personal
- Professional
- Extra Mile

**Bar Chart No 7:** Overall Analysis of the various aspects of employee behaviour in the perspective of the Human Resource representatives:



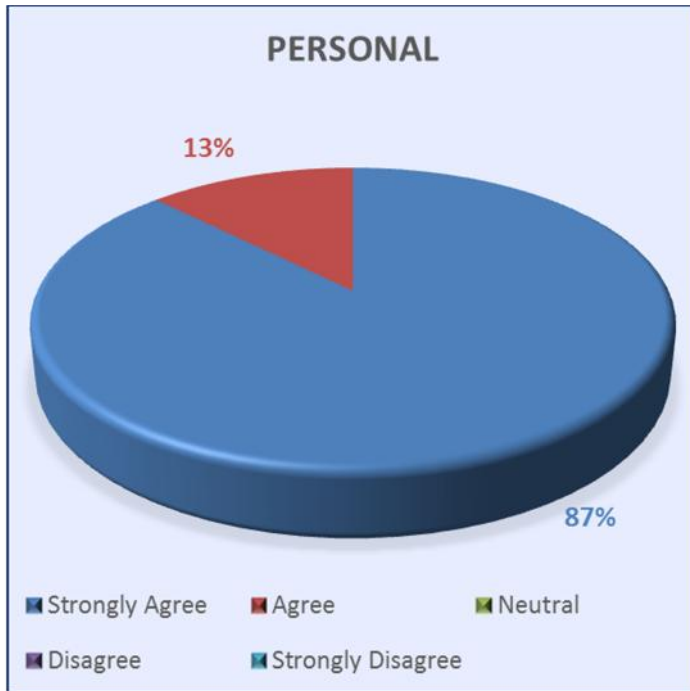
Based on the responses from the Human Resource representatives of the hotels chosen for the survey, around 2% of the representatives have been neutral but more than 98% of the responses agree that behavioural pattern of employees are important for customer satisfaction.

From 32 feedbacks received from HR on their perspective on aspects of employee behaviour. 28 out of 32 HR believe personal aspects highly affect employee behaviour, over professional being 24 & extra mile being 21.

### 4.3.1 Aspects of Employee Behaviour

#### 4.3.1.1 Personal

**Pie Chart No 35:** Statistics of the HR perspective for the personal traits of the hotel staff.



**Personal**

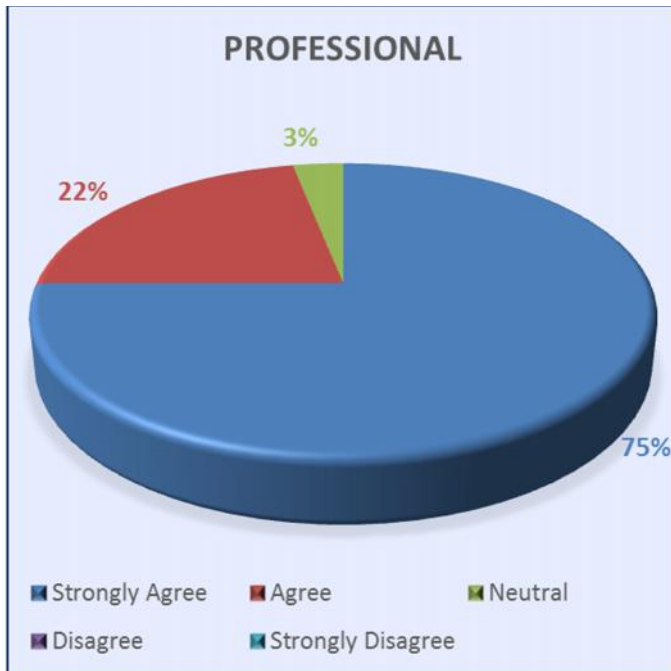
- Well Groomed
- Smile
- Body language

Personal Attributes like Well groomed, Smile, Body language etc. are important aspects of employee behaviour that has a great impact on customers perception of the hotel

The HR should give significant importance to Personal Attributes as the guest carries an impression of the organization, on various tangible and intangible factors. Grooming, Smile and Body language are a few tangible factors which the guest would carry with him as a perception of the hotel. A human presence adds value, having a long lasting impact. 87% HR believe personal factors play an important role in employee behaviour at work.

### 4.3.1.2 Professional Attributes

**Pie Chart No 36:** Statistics of Human Resource department's perspective for Professional behaviour displayed by the hotel staff.



Attribute can be defined as a quality/ competency required by a professional. An individual who possess an excellent attitude, willingness to learn and innovative will surely achieve great heights in their career and also flourish the business.

75 + 22 % HR believe professional factors affect employee behaviour & needs to be considered.

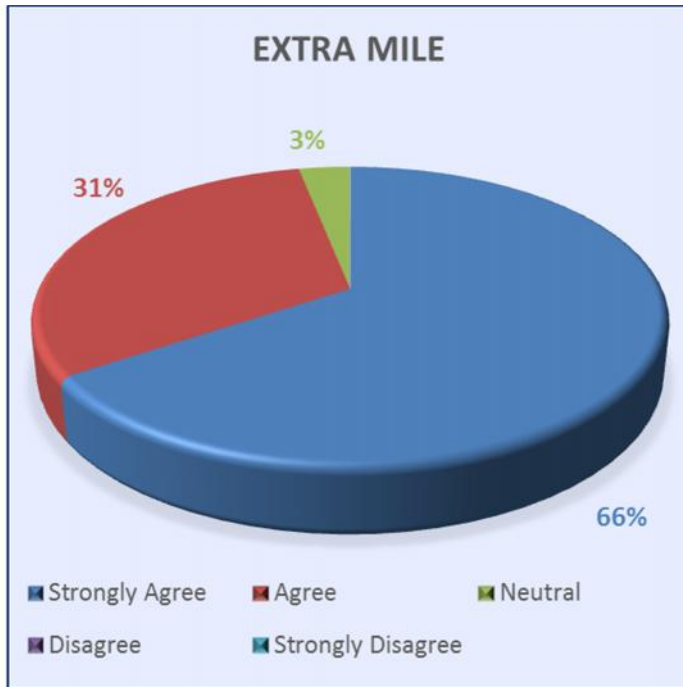
3% HR do not believe that professional factors do not affect the behaviour of an employee.

**Professional**

- Competent
  
- Positive Attitude
  
- Willingness to work
  
- Professionalism is environmental. Amateurism is anti environmental. Professionalism merges the individual into patterns of total environment. Amateurism seeks the development of the total awareness of the individual and the critical society. The amateur can afford to lose.  
[Marshall McLuhan](#)

### 4.3.1.3 Going an Extra Mile

**Pie Chart No 37:** Statistics around Human Resource department's perspective of Going an Extra Mile towards behavioural pattern of the Hotel Staff.



Every job is bound with certain rules and regulations, especially in case of the hospitality industry, sometimes the employee has to perform over and above his job profile to make the guest comfortable, helping a medically unfit guest, helping a foreigner understand the city or the language etc. , this can be understood as going an extra mile.

66 + (31) % HR believe going an extra mile is an important attribute of an employee & should be appreciated.

3% HR believe going an extra mile does not affect employee behaviour.



If you want to succeed at any job, make yourself invaluable. Go the extra mile; make them never be able to imagine what life without you there would be like.

[Ross Mathews](#)

There are three qualities that make someone a true professional. These are the ability to work unsupervised, the ability to certify the completion of a job or task

### 4.3.2 Factors Affecting Behavioural Pattern

Employee behaviour is the customer facing aspect of the hospitality industry. The Hotels and the Human Resource departments implement various practices to improve their employee behaviours. These practices primarily focused towards employee improvements result into improving the employee behaviour.

HR perspective of the aspects of Employee behaviour patterns are captured across these categories...

- Personal
- Professional

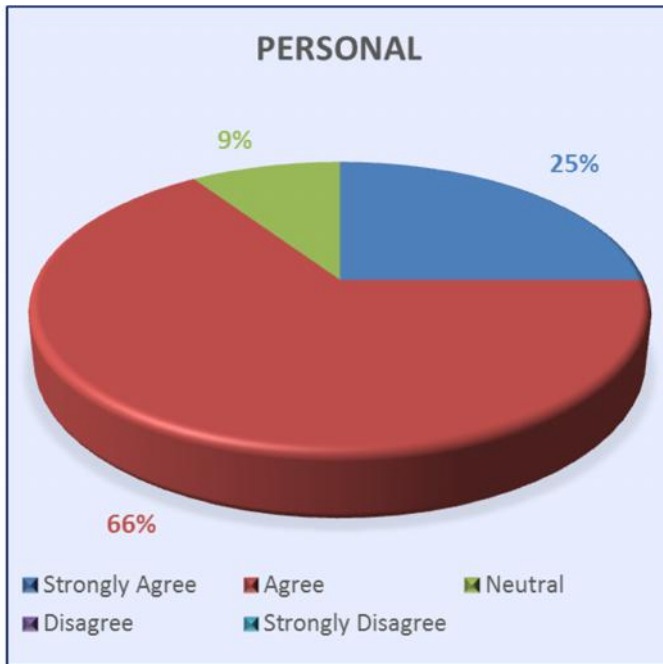
**Bar Chart No 8:** Overall Analysis of the various aspects of employee behaviour in the perspective of the Human Resource representatives:



Based on the responses from the Human Resource representatives of the hotels chosen for the survey, close to 8% of the representatives have been neutral but more than 92% of the responses agree that behavioural pattern driven by personal and professional factors of employees are important for customer satisfaction.

### 4.3.2.1 Personal

**Pie Chart No 38:** Statistics of the Human Resource perspective for the personal traits of the hotel staff.



Personal factors like Family conflicts, work life balance, financial concerns etc. have a great influence on behavioural pattern of employee.

Every human being is highly influenced by his family and home. It is very common that many of us carry work pressure home and personal issues to work. These issues can have a positive / negative impact on the employee's performance.

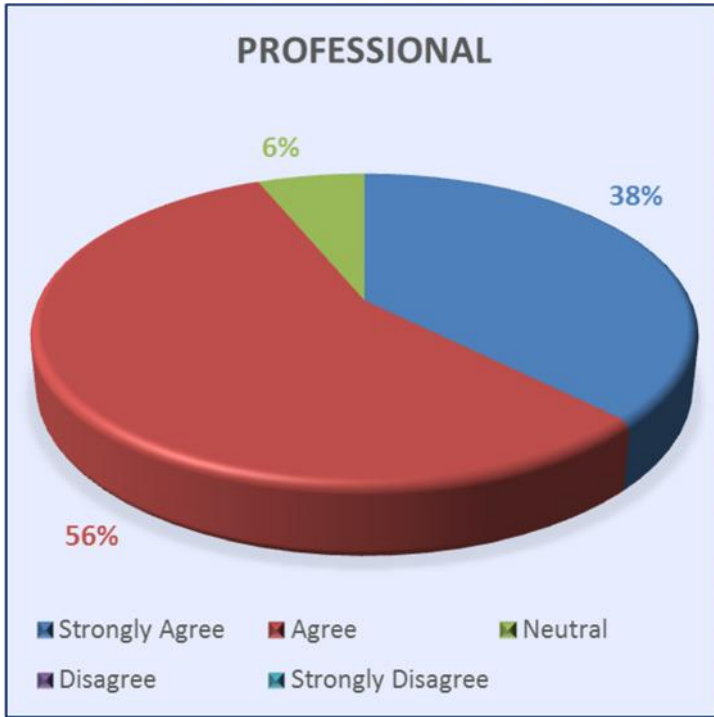


- Family Conflicts
- Work Life Balance
- Financial Concerns



### 4.3.2.2 Professional

**Pie Chart No 39:** Statistics of Human Resource department's perspective for Professional behaviour displayed by the hotel staff.



- Nature of work
- Work Culture
- Interpersonal relationship
- Monetary benefits

Professional factors like monetary benefits, nature of work, work culture, interpersonal relationship etc. has a great influence on behavioural pattern

Employees are always satisfied when they feel they are being paid correctly for the nature of job they perform. This satisfaction leads to a healthy environment which induces a healthy work culture.

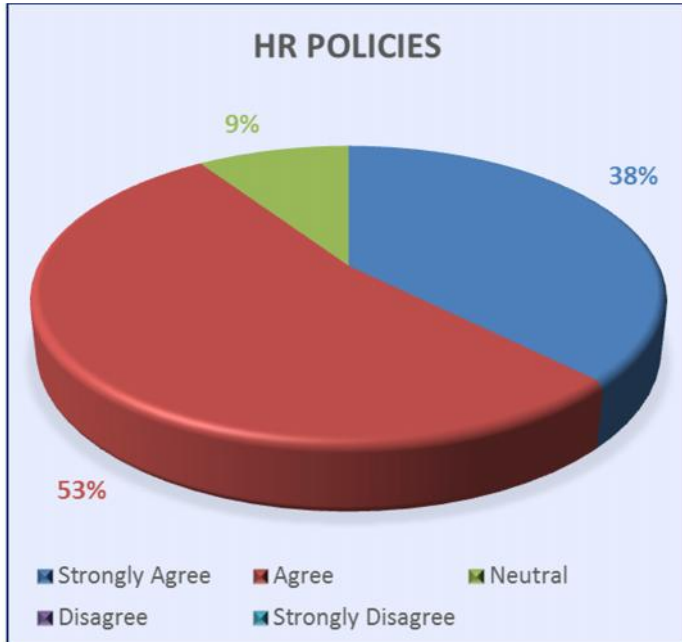


Based on the responses from the Human Resource representatives of the hotels chosen for the survey, close to 7% of the representatives have been neutral but more than 93% of the responses agree that impact of the HR practices influence the employee's behaviour.

From the responses received from HR, 23 representatives say employee recognition of has a greater impact on employee behaviour in comparison with work life balance is 19 , work culture 18, Training and Development 17, Monetary Benefit 16, Employee Welfare 13 and HR policies 12.

### 4.3.3.1 Human Resource Policies

**Pie Chart No 40:** Statistics about implementing Human Resource policies and the perspective around the impact on employees for their behavioural pattern.



HR practices adopted by Hospitality industry are adequate to alter employee behaviour?

Fifth wheel employees are those who are a result of the mistake made by the human resources wing, i.e. by recruiting wrong person to the wrong job just to fill in the vacancy and then expect better performance. Further such an employee is unable to put in his best and is just an additional mass available within the organization.”

**-Henrietta Newton Martin**

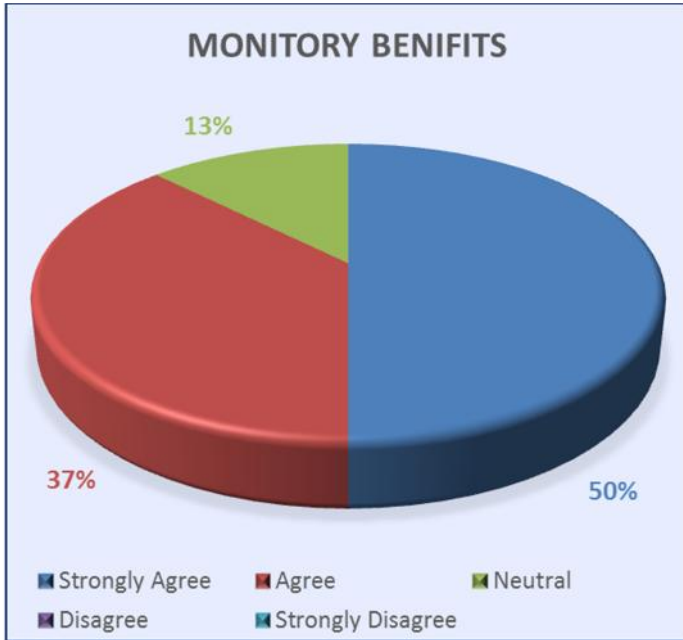
### Human Resource Policies

Human resources are like natural resources; they're often buried deep. You have to go looking for them; they're not just lying around on the surface. You have to create the circumstances where they show themselves.

**- Ken Robinson**

### 4.3.3.2 Monetary Benefits

**Pie Chart No 41:** Statistics of the Human Resource Departments perspective for providing various plans around 'Monitory Benefits'.



Monitory Benefits (Salary & Wages, Overtime, Incentives) have a great impact on behavioural pattern of employees

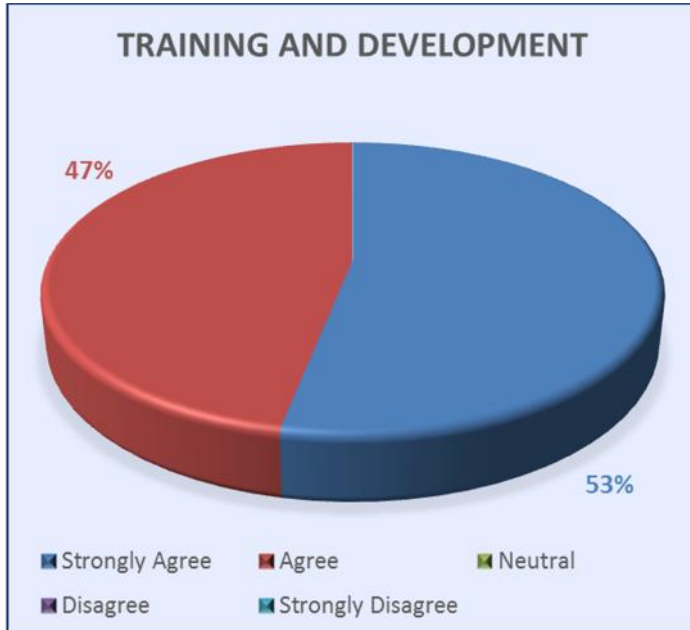
HR needs to plan certain monetary benefits over n above. The wages & salaries paid to an employee. 87 % HR believe that monetary benefits have an impact on employee behaviour.

### Monitory Benefits

- Incentives Bonus
- Allowance
- Medical benefit

### 4.3.3.3 Training and Development

**Pie Chart No 42:** Statistics around Training and Development plans for employees resulting into contributing to the behavioural pattern of the Hotel Staff.



Training & Development (Skills development, Development programs) have a great impact on behavioural pattern of employees

53 % HR strongly agree & the remaining 47 % agree to the fact Training and Development& D

Helps impart new ideas & technology to employee boosting their Confidence.



- Better Performance
- Update
- Caring attitude of the H.R.

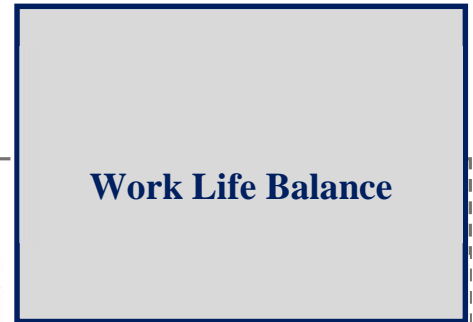
### 4.3.3.4 Work Life Balance

**Pie Chart No 43:** Statistics around maintaining Work Life Balance for employees which contributes to the improvement of behavioural pattern of the Hotel Staff.



Work-Life Balance (Weekly offs, Holidays, Duty timings) have a great impact on behavioural pattern of employees

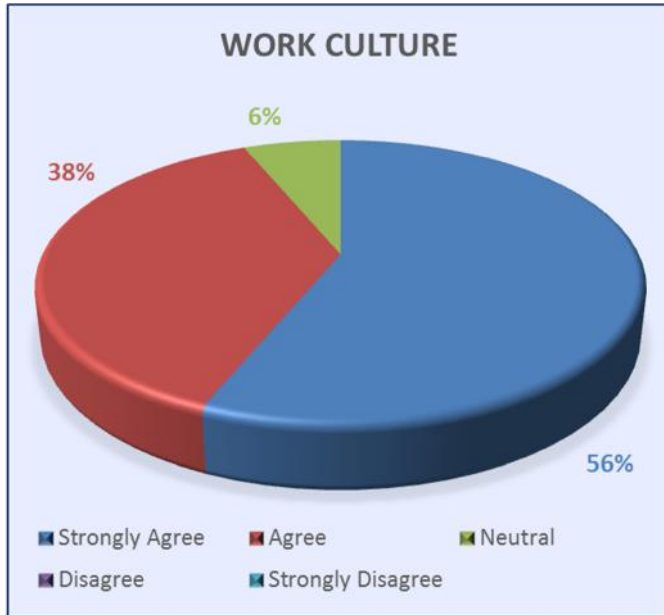
59% HR feel if they help employees in maintaining a great Work Life Balance it has a positive impact on the employee behaviour.



- Family time
- HR is concerned about duty timings & offs
- Weekly offs
- Holidays
- Duty timings
- Compensatory Offs

### 4.3.3.5 Work Culture

**Pie Chart No 44:** Statistics around planning better Work Culture for employees which contribute to the improvement of behavioural pattern of the Hotel Staff.



Work Culture (Employee relations, interactions, healthy work atmosphere) have a great impact on behavioural pattern of employees.

56% HR believe they should help maintain a great work & maintain Good relation, beneficial mutually.

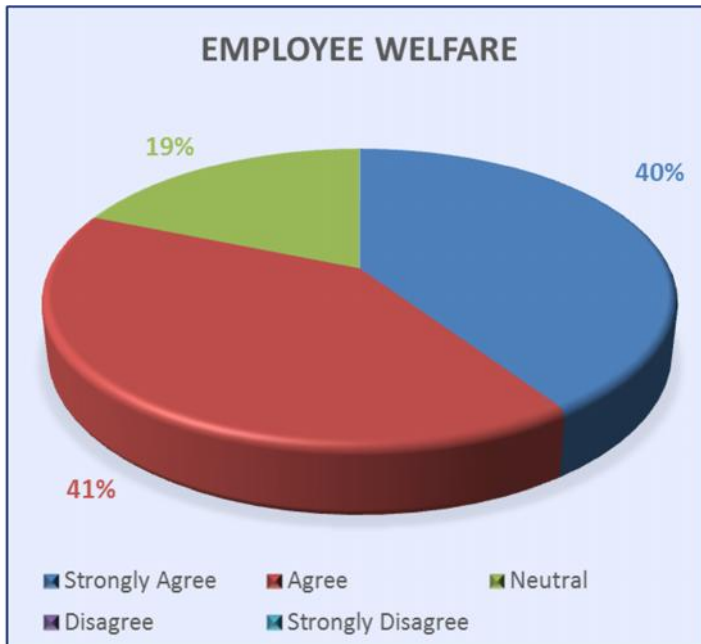


- Helps reduce Attrition
  - Improve Employee relations
  - Healthy Work Atmosphere
-



### 4.3.3.6 Employee Welfare

**Pie Chart No 45:** Statistics around implementing Employee Welfare programs for improving behavioural pattern of the Hotel Staff.



Employee welfare (Family health Schemes, Children Education Insurance) have a great impact on behavioural pattern of employees.

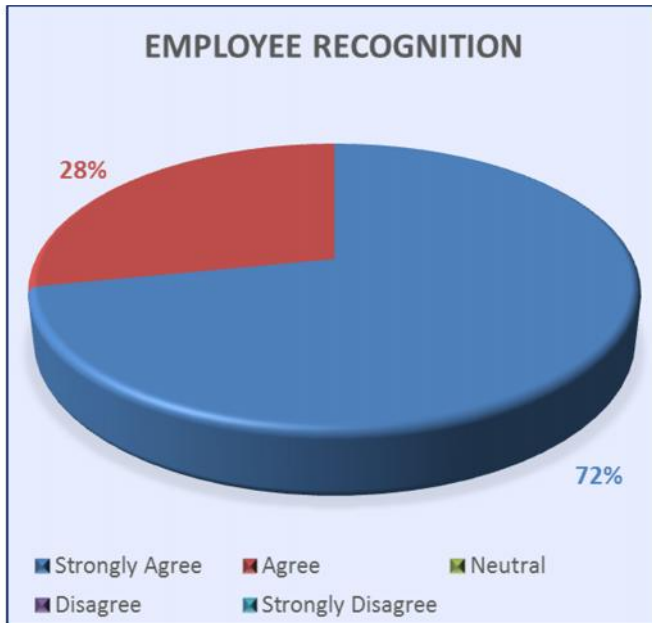
81% HR believe they should have employee welfare schemes to relieve a few pressures of the employees.

Employee Welfare

- Health schemes
- Insurance

### 4.3.3.7 Employee Recognition

**Pie Chart No 46:** Statistics around implementing Employee Recognition programs for improving behavioural pattern of the Hotel Staff.



**Employee Recognition**

- Rewards
- Appreciation

Employee recognition (Rewards & Appreciation) have a great impact on behavioural pattern of employees that any form of appreciation boost employee behaviour.

2% HR believe & as per the comparative employee recognition carries maximum feedback of 23/32 which states that HR should implement substantial employee recognition method to boost employee behaviour.

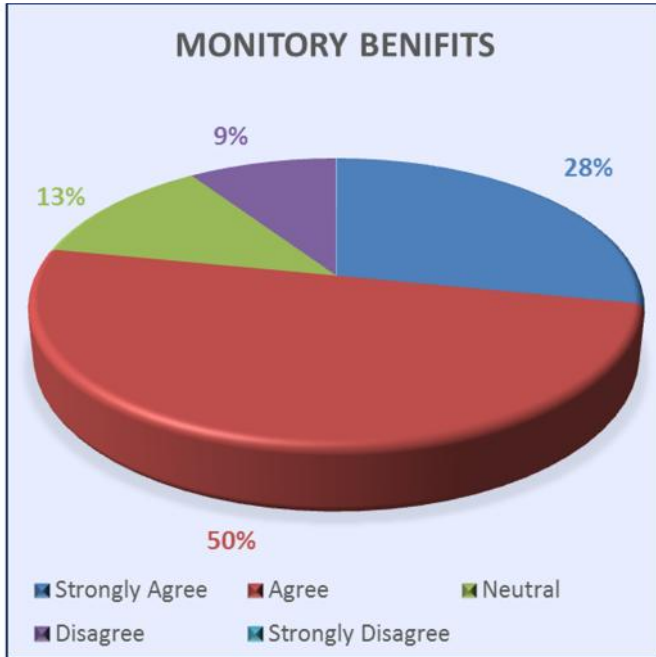


Based on the responses from the Human Resource representatives of the hotels chosen for the survey, around 9.38% of the representatives have been neutral but more than 89% of the responses agree that behavioural pattern of employees are important for customer satisfaction.

From the feedback received from HR on their perspective of the measures adopted by the hotel. Employee recognition carries maximum weightage of 24 followed by Training and Development at 18 and the least being 9 for monetary benefits.

### 4.3.4.1 Monetary Benefits

**Pie Chart No 47:** Statistics of the Human Resource Departments perspective for providing various plans around 'Monitory Benefits'.



**Monitory Benefits**

An employee is always paid for his services rendered to the organization. Over and above his regular salary any monetary benefit received is a sense of achievement for the employee which also is understood that the company is taking care of him/ her and noticing his hard work.

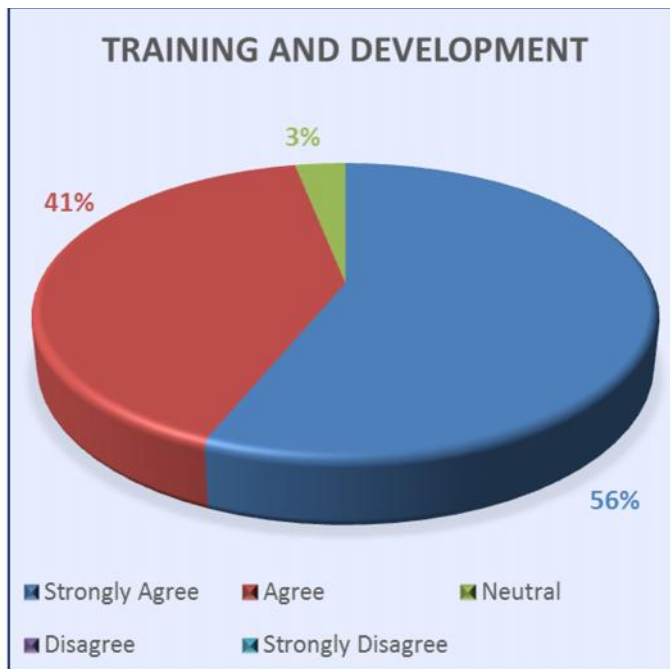
Monitory Benefits (Salary and Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour

An employee is always paid for his services rendered to the organization. Over and above his regular salary any monetary benefit received is a sense of achievement for the employee which also is understood that the company is taking care of him/ her and noticing his hard work.

78% HR believe that implementation of monetary benefits have improved or have a positive impact or employee behaviour.

### 4.3.4.2 Training and Development

**Pie Chart No 48:** Statistics around Training and Development plans for employees resulting into contributing to the behavioural pattern of the Hotel Staff.



Training and Development (Skills development, Development programs) is a measure adopted by your hotel to enhance employee behaviour

Training has always imparted greater knowledge and instilled greater confidence in the employees. This boosts their morale and enhances their performance.

97% HR believe that the Training and Development programs have a positive impact and boosted employee confidence and also have changed their behaviour.

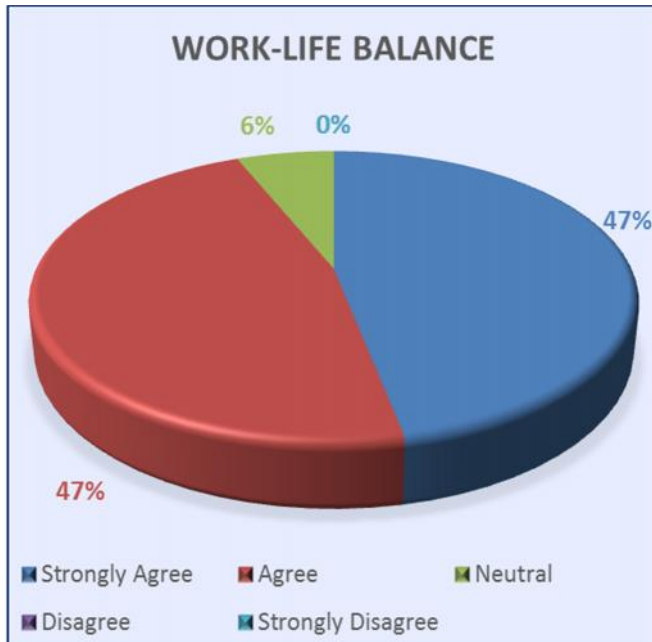
### Training and Development

- Skills development

Initiatives

### 4.3.4.3 Work Life Balance

**Pie Chart No 49:** Statistics around maintaining Work Life Balance for employees which contributes to the improvement of behavioural pattern of the Hotel Staff.



Work-Life Balance (Weekly offs, Holidays, Duty timings) is a measure adopted by your hotel to enhance employee behaviour

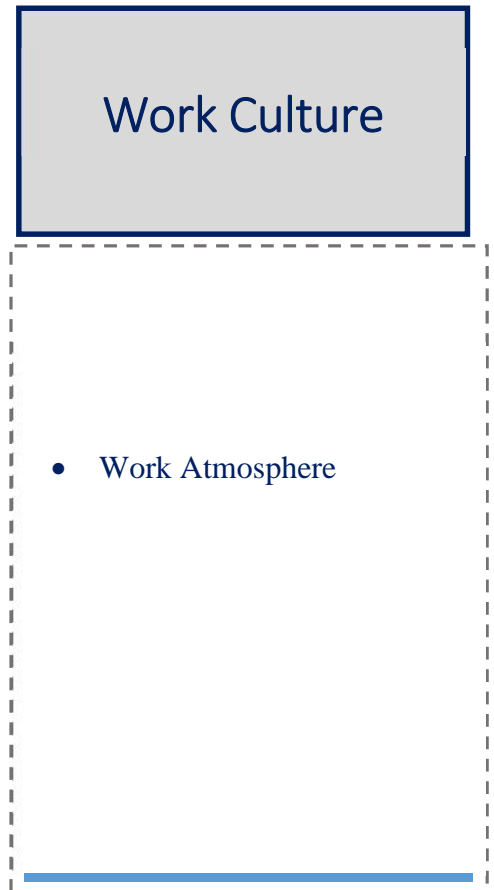
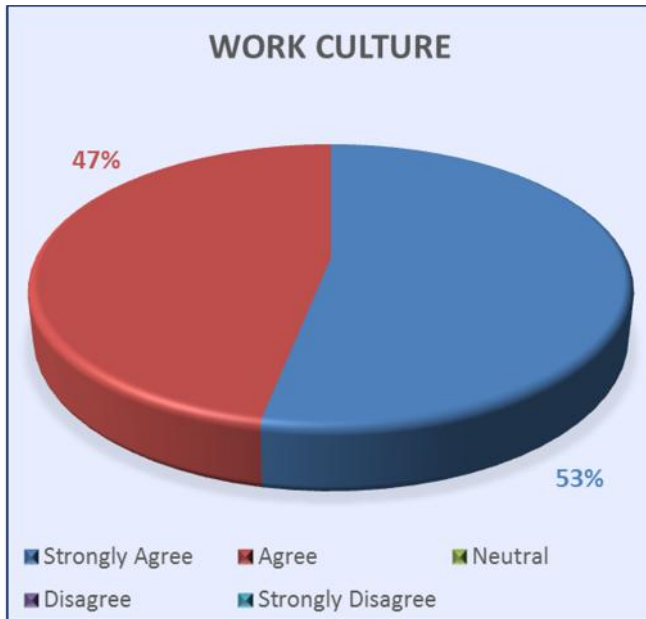
**Work Life Balance**

- Weekly Offs
- Vacation
- Duty timing
- Salary
- Wages
- Overtime

A weekly off is guaranteed by the employer and is governed by the rules of the government. It is his due for the services given by him. It is not always the case with all organizations, many promises for 9 hours of duty and a weekly off but fails to keep them. An employee always understands the need of the hour but if it a regular strategy of long working hours or no weekly offs can hamper his work life balance, with worth ample amount of rest is also required for consistent performance. 94% HR in their feedback have proved that their help in maintaining a correct work life balance have made a positive impact on employee behaviour.

#### 4.3.4. 4 Work Culture

**Pie Chart No 50:** Statistics around planning better Work Culture for employees which contribute to the improvement of behavioural pattern of the Hotel Staff.



Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by your hotel to enhance employee behaviour

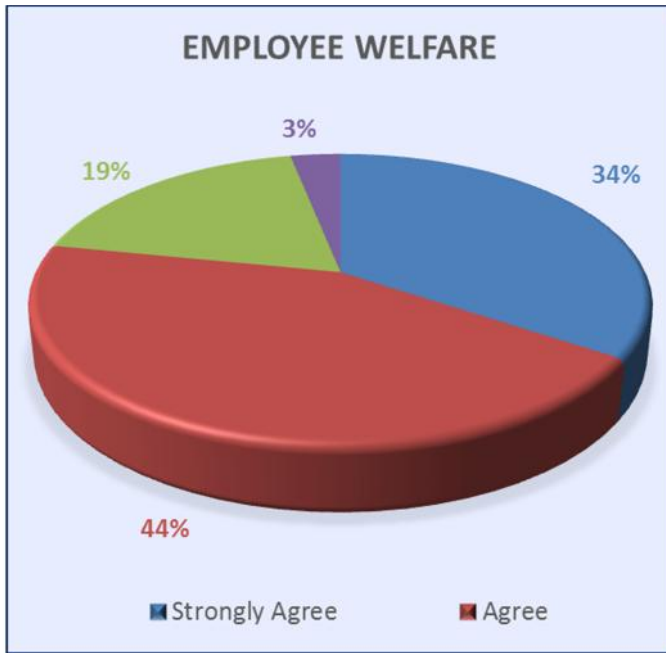
It is not an individual who can make wonders in the organization, it is the team effort. The atmosphere should be conducive enough for a healthy work culture, too much of pressures can lead to mistakes, which could lead to irreversible damages to the organization.

Almost 100% HR believe their role in developing a positive work culture brings in a positive atmosphere and positive behaviour.



### 4.3.4.5 Employee Welfare

**Pie Chart No 51:** Statistics around implementing Employee Welfare programs for improving behavioural pattern of the Hotel Staff.



Employee welfare (Family health Schemes, Children Education Insurance) is a measure adopted by your hotel to enhance employee behaviour

78% HR's believe that the welfare schemes for employee bring in a positive change in employee behaviour.

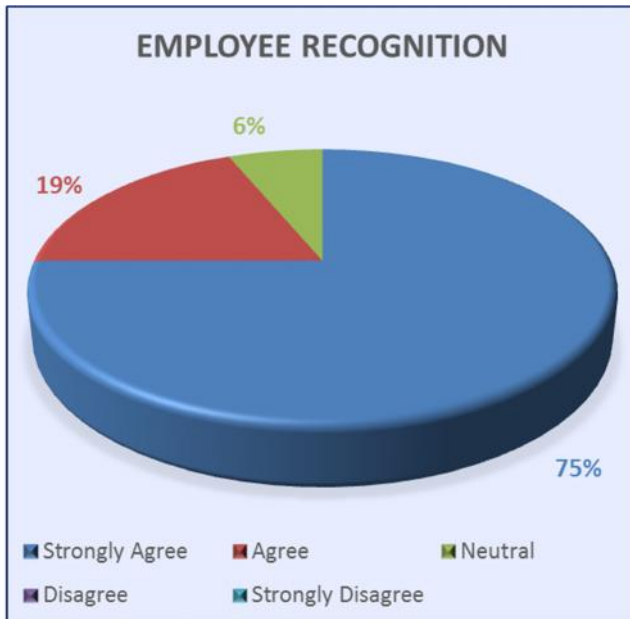
## Employee Welfare

- Health Schemes

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#### 4.3.4.6 Employee Recognition

**Pie Chart No 52:** Statistics around implementing Employee Recognition programs for improving behavioural pattern of the Hotel Staff.



**Employee Recognition**

- Rewards
- Appreciation

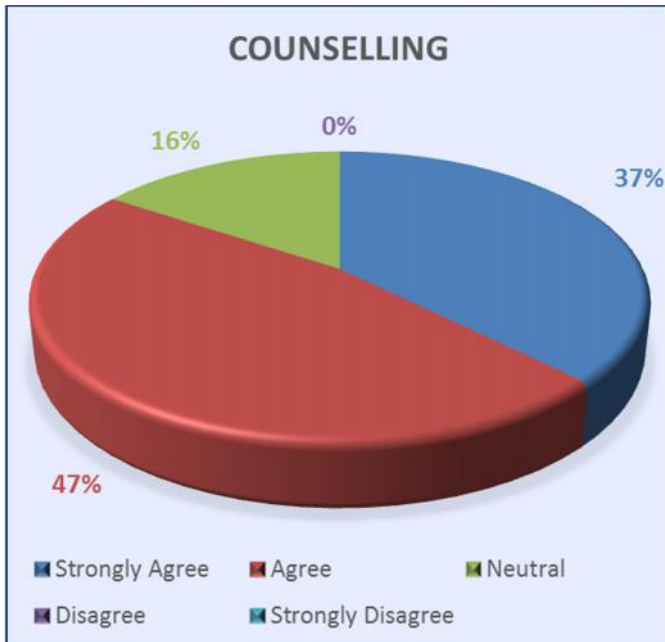
Employee recognition (Rewards and Appreciation) is a measure adopted by your hotel to enhance employee behaviour.

Reward, as small as a "Pat on the back" or a word of appreciation can boost the employee's morale encouraging him to perform much better. It is also a bench mark for others to reach. Needless to say that this act by the Human Resource or Management does not go unnoticed by the employees, ascertaining that their efforts are being noticed and rewarded.

75% HR plan employee's recognition or appreciation schemes for employees which has a positive impact on their behaviour.

### 4.3.4.7 Counseling

**Pie Chart No 53:** Statistics of providing counseling for hotel staff and improvements in behavioural pattern.



**Counseling**

- Personal issues
- Peer Problems

Counseling helps in resolving personal issues affecting the employee's behaviour.

The act of exchanging opinions and ideas or, or professional guidance given to help resolve personal conflicts and emotional problem. It is an advice or support given to a person, help him deal with problems and make important decisions.

84% Human Resource managers believe introducing a counseling cell has reduced tensions of employees, bringing in a positive impact or in their behaviour.

### 4.3.4.8 Grievance Management

**Pie Chart No 54:** Statistics about deploying Grievance Management sessions for hotel staff to result into improvement on their behavioural pattern.



**Grievance Management**

- Professional Issues
- Personal Issues

Grievance handling measures help in addressing professional factors.

A point of disagreement or a difference to be settled can be termed as grievance. Grievances need to be sorted at the earliest; ignorance can lead to misunderstandings and further to disputes. Resolving them can help build a good professional atmosphere not only between employees but also the management and the employee.

87% HR believe grievance management is very important for smooth functioning of operations. The employees address their issues which are resolved by the Human resource and which have a positive impact on their behaviour.

## 4.4 Hypothesis Testing

**The t-test has been used for the hypothesis testing, the reason for the same is explained below:**

It is a test to compare sample means.

It is conducted when:

- The data is small.
- The data is Scaled (i.e. interval or ratio)
- The population mean is not known.
- The population Standard Deviation is not known.

In **Hypothesis 1 and 2**, the researcher has used a one sample right tailed t-test to compare the results of the main data collected from the respondents with that of the overall standards as mentioned by the experts of the industry in their interviews with the researcher.

The formula used for t-test is:

$$t = (\bar{x} - m) / SE; \text{ where}$$

t is the standardized variable,

m is the sample mean

SE is the Standard Error of the distribution.

SE is given by:

$$SE = s / \sqrt{n}; \text{ where}$$

s is the sample standard deviation

n is the sample size.

The researcher has used the SPSS software to conduct the t-test.

The SPSS directly gives the p-value. If the p-value is less than the level of significance than the null hypothesis is rejected.

Limitations of SPSS:

1. It applies t-test even when the population mean and standard deviation are known.
2. It applies a two tailed test on every hypothesis.

If the mean of the data is in positive direction; it proves that the experimental mean is greater than the standard mean.

## **Hypothesis1**

Ho- There is no significant impact of human resource practices on employee behaviour in hotels

H1- There is a positive significant impact of human resource practices on employee behaviour in hotels

### **Mathematical Representation:**

Ho:  $\mu_E = \mu_o$

H1:  $\mu_E > \mu_o$

$\mu_o$ : It is the standard benchmark (minimum rating) fixed by the industry experts defining overall HR practices, affect the employee behaviour.

$\mu_E$ : It is the average rating, calculated on the basis of respondents view.

#### 4.4.1 Hypothesis Testing 1

**Table 14: One Sample Statistics for Human Resource Feedback**

One-Sample Statistics				
Parameters	N	Mean	Std. Deviation	Std. Error Mean
HR Policies	32	4.28	.634	.112
Monitory Benefits	32	4.38	.707	.125
Training and Development	32	4.53	.507	.090
Work-Life Balance	32	4.59	.499	.088
Work Culture	32	4.50	.622	.110
Employee Welfare	32	4.22	.751	.133
Employee Recognition	32	4.72	.457	.081

**Table 15: One Sample t Test for Human Resource Feedback**

One-Sample Test						
Parameters	Test Value = 4.0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
HR Policies	2.509	31	.018	.281	.05	.51
Monitory Benefits	3.000	31	.005	.375	.12	.63
Training and Development	5.927	31	.000	.531	.35	.71
Work-Life Balance	6.731	31	.000	.594	.41	.77
Work Culture	4.546	31	.000	.500	.28	.72
Employee Welfare	1.648	31	.109	.219	-.05	.49

Employee Recognition	8.901	31	.000	.719	.55	.88
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Since p- value of all the factors is less than the significance level i.e. 0.05, therefore the null hypothesis is rejected and the alternative hypothesis which means “there is a positive significant impact of human resource practices on employee behaviour in hotels” is accepted

## Hypothesis 2

Ho- There is no significant impact of employee behaviour on customer satisfaction in hotels

H1- There is significant positive impact of employee behaviour on customer satisfaction in hotels

### Mathematical Representation:

Ho:  $\mu_E = \mu_o$

H1:  $\mu_E \neq \mu_o$

$\mu_o$ : It is the standard benchmark (minimum rating) fixed by the industry experts defining overall HR practices, affect the employee behaviour.

$\mu_E$ : It is the average rating, calculated on the basis of respondents view.

### 4.4.2 Hypothesis Testing 2

**Table 16: One Sample Statistics for Customer Feedback**

One-Sample Statistics				
	N	Mean	Std. Deviation	Std. Error Mean
Well Groomed	148	4.32	.905	.074
Smile	148	4.34	.804	.066
Body Language	148	4.37	.749	.062
Overall Personality	148	4.22	.736	.061
Ethical at Work	148	4.22	.900	.074
Organized	148	4.31	.772	.063
Responsiveness	148	4.38	.741	.061



Resourceful	148	4.20	.822	.068
Dependable	148	4.14	.997	.082
Alert	148	4.30	.899	.074
Courtesy	148	4.26	.936	.077
Enthusiastic	148	4.23	.955	.079
Honest	148	4.26	.921	.076
Personalized Attention	148	4.36	.896	.074
Friendly Approach	148	4.15	.868	.071
Understanding guests specific needs	148	4.37	.819	.067
Patient Listening to the guest	148	4.39	.797	.065

**Table17: One Sample t Test for Customer Feedback**

One-Sample Test						
	Test Value = 4					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Well Groomed	4.359	147	.000	.324	.18	.47
Smile	5.110	147	.000	.338	.21	.47
Body Language	6.033	147	.000	.372	.25	.49
Overall Personality	3.685	147	.000	.223	.10	.34
Ethical at Work	2.923	147	.004	.216	.07	.36
Organized	4.895	147	.000	.311	.19	.44
Responsiveness	6.208	147	.000	.378	.26	.50
Resourceful	2.900	147	.004	.196	.06	.33
Dependable	1.732	147	.085	.142	-.02	.30
Alert	4.021	147	.000	.297	.15	.44
Courtesy	3.426	147	.001	.264	.11	.42
Enthusiastic	2.925	147	.004	.230	.07	.38
Honest	3.480	147	.001	.264	.11	.41

Personalized Attention	4.862	147	.000	.358	.21	.50
Friendly Approach	2.084	147	.039	.149	.01	.29
Understanding guests specific needs	5.521	147	.000	.372	.24	.50
Patient Listening to the guest	5.985	147	.000	.392	.26	.52
Well Groomed	4.359	147	.000	.324	.18	.47

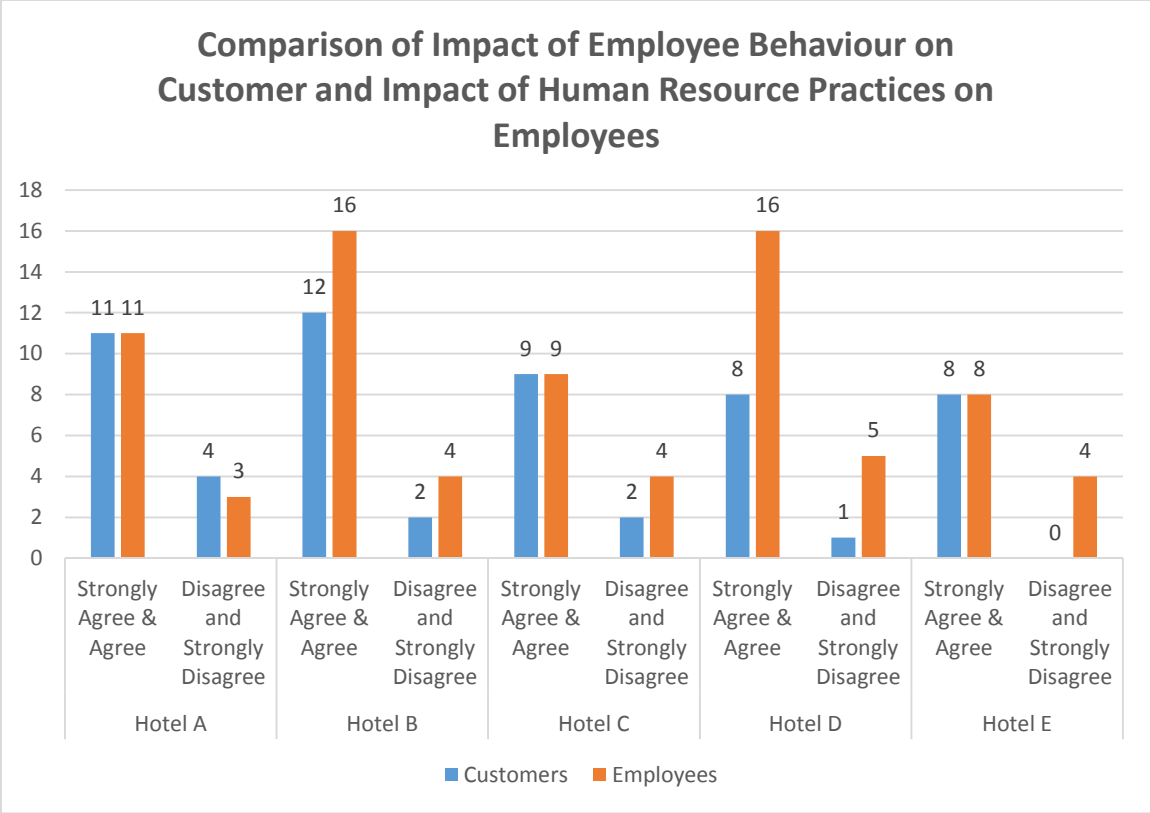
Since p- value of all the factors is less than the significance level i.e. 0.05, therefore the null hypothesis is rejected, and the alternative hypothesis which means “there is significant positive impact of employee behaviour on customer satisfaction in hotels” I accepted.

#### **4.4.3 Comparison of Impact of Employee Behaviour on Customer and Impact of Human Resource Practices on Employees**

Employee is the direct link between the Human Resource managers and Customers, hence the questions were asked to Customers regarding if employee behaviour has a positive impact on their perception about the hotel and the Employees were asked does Human Resource Practices have a positive impact on their behaviour.

This prompted a comparison of Impact of Employee Behaviour on Customer and Impact of Human Resource Practices on Employees which can be seen in the following table given below:

Parameters	Hotel A		Hotel B		Hotel C		Hotel D		Hotel E	
	Strongly Agree & Agree	Disagree and Strongly Disagree	Strongly Agree & Agree	Disagree and Strongly Disagree	Strongly Agree & Agree	Disagree and Strongly Disagree	Strongly Agree & Agree	Disagree and Strongly Disagree	Strongly Agree & Agree	Disagree and Strongly Disagree
<b>Customers</b>	<b>11</b>	<b>4</b>	<b>12</b>	<b>2</b>	<b>9</b>	<b>2</b>	<b>8</b>	<b>1</b>	<b>8</b>	<b>0</b>
<b>Employees</b>	<b>11</b>	<b>3</b>	<b>16</b>	<b>4</b>	<b>9</b>	<b>4</b>	<b>16</b>	<b>5</b>	<b>8</b>	<b>4</b>



**Bar chart no 11: Comparison of Impact of Employee Behaviour on Customer and Impact of Human Resource Practices on Employees**

From the above chart it can be observed that in Hotels A, C, D, E where there is a positive impact of Human Resource practices on employees, there is consequently a positive impact of employee behaviour on customer satisfaction.

This clearly indicates that Human Resource practices have a positive impact on employee behaviour which results in better performance of employees to ensure provision of services effectively to the customers, there by leading to a positive impact of employee behaviour on customer satisfaction.

# CHAPTER 5

# FINDINGS

## **FINDINGS**

### **5.1 Customer**

#### **5.1.1. Customer Perspective on Going an Extra Mile**

The following four attributes are above and beyond the Personal and Professional factors and considered as 'Going an Extra Mile' from the hotel staff which positively help the perspective and the satisfaction level of the customer.

- Personalized Attention
- Friendly Approach
- Understanding guests specific needs
- Patient listening to the guests

#### **Overall Analysis of the Attributes considered a 'Going an Extra Mile':**

Based on the responses from the customers, it is observed that more than 15% customers have been neutral, and more than 81% of the customers agree that going an extra mile and the characteristics beyond the personal and professional traits have a positive impact on the customers. The 4% customers feel going an extra mile should not be judge as a criteria in making a perception about the employee. It is an extra effort over and above the role of an employee.

Based on the 155 responses received, 95 respondents feel personalized attention is more important compared to understanding guest at 84 and friendly approach at lowest at 68. The reasons could be analyzed as customers may feel the employees are venturing into their personal space.

**The Analysis states that personalized attention is more important for customers and more attention is required on the friendly approach parameter**

##### **5.1.1.1 Personalize Attention**

Statistics around Customer perspective of Hotel Staff going above and beyond.

Every guest entering the hotel feels all his demands and requests be fulfilled as per his needs. To give this special, customized or tailor made feeling would be termed as personalized, focused and undivided attention. Personalized attention plays an important role in guest satisfaction level. This also helps in brand building of the hotel leading to grapevine and also repeat clientele.

Based on the sample data, we realize that 81% customers feel personalized attention is important and 14% are neutral.

4% Disagree and 1% strongly disagree to the fact that hotel employees should give personalized attention.

**The analysis states that personalized attention is important and more attention is required**

#### **5.1.1.2 Friendly Approach**

Statistics around Customer perspective of Hotel Staff being professional.

A friendly approach can be used by an employee to make the customer feel comfortable, could be misunderstood to venturing into a personal space which many would not like or accept.

This could be the reason why 25% of people feel neutral about employees having a friendly approach and 2% customers feel they are fine with hotel employees not being friendly.

**The Analysis states that 73% customers feel a friendly approach from the hotel staff makes them feel comfortable.**

#### **5.1.1.3 Understanding Specific Needs**

Statistics around Customer perspective of Hotel Staff being professional.

Most of the customers expect a good value for their money. A little extra or a special request to be taken care of can satisfy a customer. Understanding these needs is the role of a hotel employee. One happy customer can do wonders to the business.

Sometimes the guest is satisfied with the services offered by the hotel, 3% such customers feel understanding their need is not an important criterion to judge an employee, but they would be annoyed if their request is not entertained at all.

**The Analysis states that 85% customers feel that their needs should be understood correctly by the employee.**

#### **5.1.1.4 Patient listening**

Statistics around Customer perspective of Hotel Staff being professional.

An attempt made to comprehend the meaning of conversation would be patient listening. It is an important task on the employee's part as a customer can get irritated if he is not heard or understood correctly.

2% customers feel they have not encountered a problem with regards to employee not listening or paying attention and hence they strongly disagree

**The analysis states that 87% customers feel they should be heard patiently by the employees.**

#### **5.1.2 Personal Attributes**

The following four attributes contributes to the 'Personal' aspects of the hotel staff and the way they contribute towards building up a perspective about the satisfaction level of the customer.

- Well Groomed
- Smile
- Body Language
- Overall Personality

#### **Overall Findings of the Personal Attributes:**

Based on the responses from the customers, it is observed that while more than 12% customers have been neutral, close to 85% of the customers agree that personal attributes make a positive impact on the customers. The 3% feel personal attributes do not an impact or change their perception about the personal attributes of the employee.

The data analyzed for personal attributes from 155 responses state that 83 respondents believe that well-groomed is an important personal attribute over smile & body language with 80 each & overall personality with 62. (Overall personality has received a minimum less score compared to other parameters. The parameters basically include all the other parameters.)

### **5.1.2.1 Well Groomed**

Statistics around Customer perspective of Hotel Staff being Well Groomed.

Most of the customers more than agree that there are various factors which comprise under the factor of being Well Groomed and they play a very important role in the customer satisfaction of the services offered by the Hotel.

Based on the sample dataset, we realize that there still are a few (less than 5%) typically from the 5 Star customer base which do not feel the grooming factor plays as an important role in their satisfaction.

4% customers disagree stating that grooming is not an important criterion.

**The analysis states that 83 % respondents believe that a well-groomed employee plays an important role in customer satisfaction.**

### **5.1.2.2 Smile**

Statistics around Customer perspective of Hotel Staff having a Smile on their face.

Another important factor which makes a lasting impact on the customers is a Smile! A smile costs nothing, but gives so much. It reaches out those who receive without making poorer those who give. It takes but a moment, but the memory lasts sometimes a lifetime.

Based on the customer responses, it is derived that there still are a few (less than 3%) section of the customer base which feel that a smile does not play as an important role in their satisfaction.

This could be due to the fear of customers having an impression that the hotel staff is seeking undue attention or violating the personal space.

**The analysis state that 84% customers feel a genuine smile is a polite way of welcoming a guest**

### **5.1.2.3 Body Language**

Statistics around Customer perspective and various attributes in consideration.

Body language is probably the most important factor which influences the increase in customer's satisfaction level. Hence ensuring an impressive and a positive Body Language is what plays an



important role in elevating the appreciation of the hotel staff and in turn the hotels customer satisfaction levels.

Based on the dataset of responses, 2% customers disagree or do not give importance to body language.

In relation with other parameters such as posture, gesture, eye movement, facial expressions etc. proxemics is also important, it means a safe distance maintained between the customers and the employee.

**The Analysis states that 87% of the customers agree to the Body Language as an important factor in their overall perspective.**

#### **5.1.2.4 Overall Personality**

Statistics around Customer perspective and various attributes in consideration.

Hospitality is one of the most stressful industries in which to work, but if you can manage these stresses, it can be extremely rewarding. This is exactly what the customers perspective indicates based on a survey.

1% customers feel service is more important compared to personality. Overall personality in comparison to other parameters is very less but in average 128 respondents strongly agree & agree & more disagree to overall personality not being as important.

Although a few parameters as hardworking & self-motivated could be judged by guest who stay for a long time but surely contribute to the overall personality of the employee.

**The Analysis states that 83% of the customers have indicated that overall personality of the hotel staff is what gets noticed and helps build a positive impact on the customers**

#### **5.1.3 Professional Attributes**

The following nine attributes contributes to the 'Professional' aspects of the hotel staff and the way they contribute towards building up a perspective about the satisfaction level of the customer.

- Ethical at work

- Alert
- Courtesy
- Organized
- Resourceful
- Enthusiastic
- Responsiveness
- Dependable
- Honest

### **Overall Analysis of the Professional Attributes:**

Based on the responses from the customers, it is observed that close to 12% customers have been neutral, More than 85% of the customers agree that the professionalism and the characteristics comprising of the professional attributes does have a positive impact on the customers. From the responses received from 155 respondents on professional attributes 84 respondents feel. ‘Alert’ is an important attribute compared to others with responsiveness at 80, Enthusiastic and Honest at 75 each, Courteous at 74, Organized at 74, Dependable at 72, Ethical at Work with 71 and Resourceful 67.

**The overall analysis brings to focus that professionalism is the highest parameter rated by the customers**

#### **5.1.3.1 Ethical at Work**

Statistics around Customer perspective of Hotel Staff being professional.

Behaviour which is in accordance with the accepted rules/ principles of conduct in a profession. Disrespecting customers, not being responsible for behaviour or accountable for work are a few things an employee should avoid as it definitely carries a bad impression about his personal and professional ethics.

Customers would not be in a position to completely comment on this parameters as they encounter for a very limited course of time.

**The Analysis states that 83% customers feel ethics carries an important path in an employee’s personal and professional career.**

### **5.1.3.2 Organized**

Statistics around Customer perspective of Hotel Staff being professional.

Organized can be defined as a methodical approach or a way of categorizing work as per priority or having an ability to prioritizing work to confirm a smooth /efficient flow of operations.

Planning your days 'work, being methodical and prioritizing your work makes your pols easy. It reduces the work pressure or minimizes chances of error.

1% customers disagree to the fact being organized can effect on employee professionalism.

**The Analysis states that 87% customers feel if an employee is organized, they can be catered to at a faster rate without any dissatisfaction.**

### **5.1.3.3 Responsiveness**

Statistics around Customer perspective of Hotel Staff being professional.

Readily or willingly reacting to appeals, suggestions efforts or requests can be termed as responsiveness.

A guest would not always demand his needs at one go, the employee at the front desk, public area restaurant etc. should be alert at times to gauge what would be required and reduce the lead time required to reach out to the customer.

**The analysis states that 85% customers feel responsiveness is an important quality in being a professional.**

### **5.1.3.4 Resourceful**

Statistics around Customer perspective of Hotel Staff being professional.

An ability of an employee to respond in an effective way, especially in difficult situations.

A customer demands for a dish out of the menu, in such a situation the employee resources it out from the chef or finds a best solution to it would be resourcefulness.

3% customers feel that the staffs were not competent enough to satisfy their request or meet their expectation.

**The analysis states that 80% employees should be resourceful enough to reach customers expectation.**

#### **5.1.3.5 Dependable**

Statistics around Customer perspective of Hotel Staff being professional.

This adjective can be defined as a consistent performer. A person who can be trusted upon, especially in cases of stress, emergency or a difficult situations.

In the service industry dependability on employee's performance is maximum. They should not misuse this fact and yet give their 100%.

3% strongly disagree to the fact that they do not depend on hotel staff which affects their satisfaction.

**The analysis state that 72% customers feel their satisfaction levels are proportionate to the fact that, the dependency level should be minimum**

#### **5.1.3.6 Alert**

Statistics around Customer perspective of Hotel Staff being professional.

An employee who is in a position to think clearly, notice things, who is watchful and prompt to notice or foresee a danger or an emergency in a situation.

Many requests of customers go unnoticed because of the attentive behaviour of the employee. An attentive or a vigilant employee will not wait for a demand / request been made by the customer. He would anticipate and react accordingly counteract.

1% customers believe that employees need not be observant.

**The Analysis state that 87% customers believe in that the employee should be attentive and vigilant towards them.**

#### **5.1.3.7 Courtesy**

Statistics around Customer perspective of Hotel Staff being professional.

An employee who is civilized, shows chivalry towards customers, that contributes to smoothness and ease in dealings and social relationships.

An appreciate behaviour towards customer which makes him feel important by means of being courteous or carry a polite gesture.

1% strongly disagree to being courteous as an important parameter in an employee being professional.

**The Analysis states that 82% feedback received state that being courteous is a major criteria they would observe in an employee.**

#### **5.1.3.8 Enthusiastic**

Statistics around Customer perspective of Hotel Staff being professional.

To have a lively approach towards work. Being enthusiastic shows a strong excitement creating a positive environment.

From a customer's perspective it would mean the warmth and passion exhibited by the employee. It is a dynamic approach towards the customers.

1% customers are fine with the employees not being passionate towards their work.

**The Analysis states that 84% customers feel the employees who help them should be enthusiastic, lively and be dynamic at the same time.**

#### **5.1.3.9 Honest**

Statistics around Customer perspective of Hotel Staff being professional.

As it is very correctly said honesty is the best policy. A trait that would be expected from employees. Cheating on the company can lead to severe losses to the company in cash and kind.

Cheating on a customer should not be prerogative of the employee to earn some brownie points.

11% are neutral to the fact and none of them feel honesty is not important.

**The Analysis states that 88% customers believe honesty is an important trait that a professional should have.**

## **5.2 Employee Perspective**

### **5.2.1 Factors Affecting Employee Behavioural Pattern**

There are multiple factors which influence or contribute or are associated with the behaviour of an employee at the work place. These are categorized primarily into the following categories...

- Personal
- Professional

#### **Overall Analysis of the Personal and Professional factors influencing the employee behavioural pattern:**

Based on the responses from the employees of the hotels chosen for the survey, around 11% of the employees have been neutral and close to 84% of the employees agree that their personal and professional attributes factoring to their behaviour have a very positive influence on the customers.

Out of the 143 respondents 63 employees strongly agree personal problems affect their behavioural pattern and 57 employees feel their professional problems affect their behavioural pattern.

#### **5.2.1.1 Personal**

Statistics around Personal factors contributing to the behavioural pattern of the Hotel Staff.

Personal factors like Family conflicts, work life balance; financial concerns etc. have a great influence on behavioural pattern of employee.

Energy working individual carries his happiness or his worries to work which in turn have a positive or a negative impact. It cannot be avoided but surely can be worked upon with the help of his colleagues & support of the Human Resource.

6&2% employees, 8% disagree to the fact that personal problems do not affect their professional work.

**The Analysis states that 82% employees feel that personal problems carry a major impact on their work**

#### **5.2.1.2 Professional**

Statistics around Professional factors contributing to the behavioural pattern of the Hotel Staff.

Professional factors like monetary benefits, nature of work, work culture, interpersonal relationship etc. has a great influence on behavioural pattern.

Issues related to person and HR contributes towards professional problems. Every employee needs support of his fellow colleagues perform a task, in the work culture plays an important role. Being paid appropriately gives a sense of satisfaction & confidence about the HR to the employee. 2% employees disagree to the fact that such professional factors do not affect them.

**The Analysis states that 85% employee state that professional factors have a major impact on their behavioural patterns.**

#### **5.2.2 Impact of Human Resource Practices on Employees**

The Human Resource departments of Hotels implement various practices to improve their employee behaviours. These practices primarily focused towards employee improvements result into improving the employee behaviour which directly helps obtaining and achieving better customer feedback.

These are the practices adopted by the hospitality industry...

- HR Policies
- Monetary Benefits
- Training and Development
- Work Life Balance
- Work Culture
- Employee Welfare
- Employee Recognition

## **Overall Analysis of the various practices adopted by the hotel's human resource department towards improving the employee behaviour and the employee perspective:**

Based on the responses from the employees of the hotels chosen for the survey, around 11% of the employees have been neutral and more than 81% of the employees agree that the practices and guidelines implemented by the Human Resource Department positively impact the behaviour of the employees.

On the analysis done for the impact of HR practices 59 employees feel employee recognition is more important as compared to the other criteria's such 51 for Training and Development, 50 for work life balance , 45 for employee welfare , 44 for Work culture & Monetary benefits and the least impact is of Human Resource policies which is at 42.

### **5.2.2.1 Human Resource Policies**

Statistics of the employee perspective for the policies outlined by the human resource department towards improvements.

HR practices adopted by Hospitality industry are adequate to alter employee behaviour. HR policies have always played a key role in an employee's behaviour and performance.

Employees are governed by the Human Resource rules and regulations and have a positive or a negative impact on the employee's performance.

An employee would always like his performance to be better looks upon for Human Resource to organize trainings. Employee would always want his problems to be discussed, duly and fairly compensated for the work done. An employee who has confidence in HR can do wonders to the business. 3% employees feel irrespective of the Human Resource policies they would perform.

**The analysis states that 85% employees believe good human resource practices build their morale.**

### **5.2.2.2 Monetary Benefits**

Statistics of the employee perspective for 'Monitory Benefits' as a measure adopted by the hotel's human resource department.

Monitory Benefits (Salary & Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour.



Every individual is paid for the duty he has performed, over and above the salary he is paid he would expect a few monetary benefits from the organization as overtime, incentives and subsidized meal rates etc. If the Human Resource provides a medical benefit he is relieved of his family pressures. 2% employees disagreement could be interpreted as benefits over and above the salary is not the responsibility of the Human Resource.

**The Analysis state that 81% employees agree to the fact benefits over and above the salary relieves them off a few personal & professional pressures.**

### **5.2.2.3 Training and Development**

Statistics around Training and Development plans for employees resulting into contributing to the behavioural pattern of the Hotel Staff.

Training & Development (Skills development, Development programs) is a measure adopted by your hotel to enhance employee behaviour. To better performance of an individual

Everyday a new concept, a new idea is discovered, a better way of performing it and learning it and updating is the need of the business. The ideas are further implemented by the HR as Training and development activity. It also helps in uniform knowledge or SOP and better performance of an individual, 1% disagreement could be to the fact that such employee's feel it is not the Human Resource initiative. It is also the individual's responsibility to update.

**The analysis state that 82% employees believe training & development will help them in better performance.**

### **5.2.2.4 Work Life Balance**

Statistics around maintaining Work Life Balance for employees which contributes to the improvement of behavioural pattern of the Hotel Staff.

The Human Resource believes in helping an employee maintain a good work life balance which will help an employee in improving his performance.

An employee would always carry work pressure home and carry family issues to work which affects his performance at work.

The HR role is very important in helping the employee in maintaining a correct work life balance which is a win-win situation for employee and business.1% employees disagree as the balance in work and family is the individual responsibility and not the Human Resource

**The Analysis state that 80% employees believe in correct work life balance is necessary for better performance.**

#### **5.2.2.5 Work Culture**

Statistics around planning better Work Culture for employees which contribute to the improvement of behavioural pattern of the Hotel Staff.

Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by the hotel to enhance employee behaviour.

Culture here is not in context with religion. It is with the work atmosphere that an employee works in or performs. A healthy work culture can improve relation between employees. HR has to give prime importance to work culture as an employee's behaviour is majorly affected by the policies which should be conducive for a healthy work culture.

**The analysis states that 80% employees believe in a healthy work atmosphere gives better results.1% employees do not believe in a healthy work culture.**

#### **5.2.2.6 Employee Welfare**

Statistics around implementing Employee Welfare programs for improving behavioural pattern of the Hotel Staff.

Employee welfare (Family health Schemes, Children Education Insurance is a measure adopted by your hotel to enhance employee behaviour.

The confidence is built in when an individual spends his quality time of the day to earn bread for his family. Earning money is not the only sole responsibility of the individual but also to provide a safe and secure future for his family.

If the organization takes responsibility of this, the employee is relieved that he and his family are insured for a better future, 2% do not believe that the HR should take responsibility of their future

**The Analysis state that 82% believe that the Human Resource should implement a few welfare schemes for betterment of their future.**

### **5.2.2.7 Employee Recognition**

Statistics around implementing Employee Recognition programs for improving behavioural pattern of the Hotel Staff.

Employee recognition (Rewards & Appreciation) is a measure adopted by your hotel to enhance employee behaviour, Goals and values. Recognition is a tool used for giving due credit to an employee performance / work.

An employee is satisfied when he is appreciated for his performance. A view or a suggestion put forward and considered can also be a recognition given to an employee. Rewards and appreciation boosts the morale of an employee encouraging him to perform better and also learning for his colleagues, 4% employees do not acknowledge employee rewards as a tool to boost employee behaviour.

**The Analysis states that 77% employees believe in rewards and recognition in a morale boost.**

### **5.2.3 Measures Adopted by the hotel to Enhance Employee Behaviour**

Hotels adopt various measures to improve on their overall customer satisfaction. These measures adopted for the hotel employees result into improving the employee behaviour which directly helps obtaining and achieving better customer feedback.

These are the measures adopted by the hospitality industry...

- Monetary Benefits
- Employee Welfare
- Training and Development
- Employee Recognition
- Work Life Balance
- Counseling
- Work Culture
- Grievance Management

**Overall Analysis of the various measures adopted by the hotel and the employee perspective towards improving the employee behaviour:**

Based on the responses from the employees of the hotels chosen for the survey, around 11% of the employees have been neutral and more than 80% of the employees agree that the measures adopted by the hotels to enhance the personal and professional attributes factoring to their behaviour have a very positive influence on the customers.

On the analysis done on measures adopted by hotels to enhance employee behaviour. 59% employee feel T and D is an important measure in comparison to 54 employee recognition 53 – work life balance. 5 % work culture 48- monetary benefits, 44- employee welfare, 40- counseling and least impactful is grievance management with 37 employee feedback.

### **5.2.3.1 Monetary Benefits**

Statistics of the employee perspective for ‘Monitory Benefits’ as a measure adopted by the hotel.

Monitory Benefits (Salary and Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour.

Such measures always have a positive impact as employee. It is a tool adopted by the hotel to relieve the employee of his few financial pressures, 3% believe that implementing of monetary benefits will not affect employer behaviour.

**The analysis states that 79% employees believe that the Human Resource should implement monetary benefits.**

### **5.2.3.2 Training and Development**

Statistics around Training and Development plans for employees resulting into contributing to the behavioural pattern of the Hotel Staff.

Training and Development (Skills development, Development programs) is a measure adopted by your hotel to enhance employee behaviour.

The HR takes as initiative in the growth of employee which in turn helps in prospering of the business. New concepts, Ideas, Theories should be shared as a common platform for uniform knowledge sharing.

1% do not believe training and development as an important tool in enhancing employee behaviour.

**The Analysis states that 82% employees believe Training and Development is an important tool in enhancing of employee knowledge.**

### **5.2.3.3 Work Life Balance**

Statistics around maintaining Work Life Balance for employees which contributes to the improvement of behavioural pattern of the Hotel Staff.

Work-Life Balance (Weekly offs, Holidays, Duty timings) is a measure adopted by your hotel to enhance employee behaviour.

One of the major role of the departure is to provide duty / shift timings to the employees. The rules for the same have to be governed by the Human Resource. and monitored as well. Long working hours and no weekly offs is a clear indication of failure in the planning process of the H.R.

1% employee disagree that there is any contribution required by the Human Resource to maintain a good work life balance.

**The Analysis states that 82% employees feel that the Human Resource should help employees maintain a good work life balance.**

### **5.2.3.4 Work Culture**

Statistics around planning better Work Culture for employees which contribute to the improvement of behavioural pattern of the Hotel Staff.

Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by your hotel to enhance employee behaviour.

The HR plays a major role in developing a health work culture. It should display uniformity in rules, uniformity in packages being offered and uniformity in punishments. 1% employees feel interpersonal relations with co-employees is the responsibility of employee not the Human Resource.

**The Analysis states that 85% employees feel that the Human Resource policy planning should lead to a good work culture.**

#### **5.2.3.5 Employee Welfare**

Statistics around implementing Employee Welfare programs for improving behavioural pattern of the Hotel Staff.

Employee welfare (Family health Schemes, Children Education Insurance) is a measure adopted by your hotel to enhance employee behaviour.

The employee works for himself as well as for his family and their future. The Human Resource should consider this important aspect of human psychology and introduce welfare schemes. This also brings to focus that Human Resource is concerned about the employee. 1% employee feel it is their responsibility for their own well-being.

**The analysis state that 78% employees believe the Human Resource should plan about employee welfare of the employees in stills a great deal of confidence.**

#### **5.2.3.6 Employee Recognition**

Statistics around implementing Employee Recognition programs for improving behavioural pattern of the Hotel Staff.

Employee recognition (Rewards and Appreciation) is a measure adopted by your hotel to enhance employee behaviour.

Appreciation is a measure adopted by Human Resource to boost employee morale. A recognition through seniors always improve your self-confidence. It also works as a platform that the look up to.

3% employees do not believe recognition or appreciations is needed for better work performance.

**The analysis states that 84% employees feel appreciation is needed to boost their confidence.**

#### **5.2.3.7 Counseling**

Statistics of providing counseling for hotel staff and improvements in behavioural pattern.

Counseling helps in resolving personal issues affecting the employee's behaviour and is a measure adopted by your hotel to enhance employee behaviour

An employee faces various problem personal / professional which affect his work. A dual platform has to be created by Human Resource. one is which the employee is called and counseled for his performance or improvement required, and the second one for the employee to reach the H.R. to resolve his personal issues professional, 1 % employees believe, they can resolve their personal issues.

**The Analysis states that 76% employees believe they should have a platform to address their issues with the Human Resource.**

### **5.2.3.8 Grievance Management**

Statistics about deploying Grievance Management sessions for hotel staff to result into improvement on their behavioural pattern.

Grievance handling measures help in addressing professional factors, is a measure adopted by your hotel to enhance employee behaviour various conflicts, problems, personal and professional are forced by an employee. A grievance mechanism has to be deployed by the Human Resource to resolve such problems. These grievances can further affect the work culture and belief in the Human Resource. A platforms has to be made available to address such grievances, 2% employees feel grievance cell do not have an impact or behaviour of pattern.

**The analysis state that 76% employees believe that issues can be resolved over discussion and hence a grievance cell is required.**

## **5.3 Human Resource Manager Feedback**

### **5.3.1 HR Perspective on Aspects on Employee Behaviour**

Employee behaviour is the customer facing aspect of the hospitality industry. The Hotels and the Human Resource departments implement various practices to improve their employee behaviours. These practices primarily focused towards employee improvements result into improving the employee behaviour.

HR perspective of the aspects of Employee behaviour patterns are captured across these categories...

- Personal
- Professional
- Extra Mile

### **Overall Analysis of the various aspects of employee behaviour in the perspective of the Human Resource representatives:**

Based on the responses from the Human Resource representatives of the hotels chosen for the survey, around 2% of the representatives have been neutral but more than 98% of the responses agree that behavioural pattern of employees are important for customer satisfaction.

From 32 feedbacks received from Human Resource on their perspective on aspects of employee behaviour. 28 out of 32 HR believe personal aspects highly affect employee behaviour, over professional being 24 & extra mile being 21.

#### **5.3.1.1 Personal**

Personal Attributes like Well groomed, Smile, Body language etc. are important aspects of employee behaviour that has a great impact on customers perception of the hotel

The Human Resource should give significant importance to Personal Attributes as the guest carries an impression of the organization, on various tangible and intangible factors. Grooming, Smile and Body language are a few tangible factors which the guest would carry with him as a perception of the hotel. A human presence adds value, having a long lasting impact.

**The analysis of the Human Resource state that 87% believe personal factors play an important role in an employee's behaviour at work.**

#### **5.3.1.2 Professional**

Attribute can be defined as a quality/ competency required by a professional. An individual who possess an excellent attitude, willingness to learn and innovative will surely achieve great heights in their career and also flourish the business, 3% HR do not believe that professional factors do not affect the behaviour of an employee.

**The analysis states that 97 % Human Resource believe professional factors affect employee behaviour & needs to be considered.**



### **5.3.1.3 Going an Extra Mile**

Statistics around Human Resource department's perspective of going an extra mile towards behavioural pattern of the Hotel Staff.

Every job is bound with certain rules and regulations, especially in case of the hospitality industry, sometimes the employee has to perform over and above his job profile to make the guest comfortable, helping a medically unfit guest, helping a foreigner understand the city or the language etc., this can be understood as going an extra mile, 3% HR believe going an extra mile does not affect employee behaviour.

**The Analysis states that 97 % Human Resource believe going an extra mile is an important attribute of an employee & should be appreciated.**

### **5.3.2 HR Perspective on Factors Affecting Behavioural Pattern**

Employee behaviour is the customer facing aspect of the hospitality industry. The Hotels and the Human Resource departments implement various practices to improve their employee behaviours. These practices primarily focused towards employee improvements result into improving the employee behaviour.

HR perspective of the aspects of Employee behaviour patterns are captured across these categories...

- Personal
- Professional

Overall Analysis of the various aspects of employee behaviour in the perspective of the Human Resource representatives:

Based on the responses from the Human Resource representatives of the hotels chosen for the survey, close to 8% of the representatives have been neutral but more than 92% of the responses agree that behavioural pattern driven by personal and professional factors of employees are important for customer satisfaction.

#### **5.3.2.1 Personal**

Statistics of the HR perspective for the personal traits of the hotel staff.

Personal factors like Family conflicts, work life balance; financial concerns etc. have a great influence on behavioural pattern of employee.

**The Analysis states that every human being is highly influenced by his family and home. It is very common that many of us carry work pressure home and personal issues to work. These issues can have a positive / negative impact on the employee's performance.**

### **5.3.2.2 Professional**

Statistics of Human Resource department's perspective for Professional behaviour displayed by the hotel staff.

Professional factors like monetary benefits, nature of work, work culture, interpersonal relationship etc. have a great influence on behavioural pattern

### **5.3.3 HR Perspective on Impact of Human Resource Practices**

The Human Resource departments of Hotels implement various practices to improve their employee behaviours. These practices primarily focused towards employee improvements result into improving the employee behaviour which directly helps obtaining and achieving better customer feedback.

These are the practices adopted by the hospitality industry...

- HR Policies
- Work Culture
- Monetary Benefits
- Employee Welfare
- Training and Development
- Employee Recognition
- Work Life Balance

**Overall Analysis of the various practices adopted by the hotel's human resource department towards improving the employee behaviour and the employee perspective:**

Based on the responses from the Human Resource representatives of the hotels chosen for the survey, close to 7% of the representatives have been neutral but more than 93% of the responses agree that impact of the HR practices influence the employee's behaviour.

From the responses received from Human Resource, Work life balance is 19, work culture 18, Training and Development 17, Monetary Benefit 16, Employee Welfare 13 and HR policies 12.

**The analysis brings to focus that 23 representatives of HR say employee recognition has a greater impact on employee behaviour**

### **5.3.3.1 Human Resource Policies**

Statistics about implementing Human Resource policies and the perspective around the impact on employees for their behavioural pattern.

HR practices adopted by Hospitality industry are adequate to alter employee behaviour.

The analysis states that 91% Human Resource believe the Policies have an impact on the employees.

### **5.3.3.2 Monetary Benefits**

Monitory Benefits (Salary & Wages, Overtime, Incentives) have a great impact on behavioural pattern of employees.

Human Resource needs to plan certain monetary benefits over n above. The wages & salaries paid to an employee.

**The analysis states that 87 % Human Resource believe that monetary benefits have an impact on employee behaviour.**

### **5.3.3.3 Training and Development**

Statistics around Training and Development plans for employees resulting into contributing to the behavioural pattern of the Hotel Staff.

Training & Development (Skills development, Development programs) have a great impact on behavioural pattern of employees, 47 % agree to the fact Training and Development& D

Helps impart new ideas & technology to employee boosting their Confidence.

**The analysis states that 53 % Human Resource strongly agree to the fact of training and development has a great impact on the employee.**

#### **5.3.3.4 Work Life Balance**

Statistics around maintaining Work Life Balance for employees which contributes to the improvement of behavioural pattern of the Hotel Staff.

Work-Life Balance (Weekly offs, Holidays, Duty timings) have a great impact on behavioural pattern of employees

**The Analysis states that 59% HR feel if they help employees in maintaining a great Work Life Balance it has a positive impact on the employee behaviour.**

#### **5.3.3.5 Work Culture**

Statistics around planning better Work Culture for employees which contribute to the improvement of behavioural pattern of the Hotel Staff.

Work Culture (Employee relations, interactions, healthy work atmosphere) have a great impact on behavioural pattern of employees.

**The analysis states that 56% Human Resource believe they should help maintain a great work& maintain good relation, beneficial mutually.**

#### **5.3.3.6 Employee Welfare**

Statistics around implementing Employee Welfare programs for improving behavioural pattern of the Hotel Staff.

Employee welfare (Family health Schemes, Children Education Insurance) have a great impact on behavioural pattern of employees.

**The analysis states that 81% Human Resource believe they should have employee welfare schemes to relieve a few pressures of the employees.**

#### **5.3.3.7 Employee Recognition**

Statistics around implementing Employee Recognition programs for improving behavioural pattern of the Hotel Staff.

Employee recognition (Rewards & Appreciation) have a great impact on behavioural pattern of employees that any form of appreciation boost employee behaviour.

28% HR believe & as per the comparative employee recognition carries maximum feedback.

**The Analysis states that 72% Human Resource should implement substantial employee recognition method to boost employee behaviour.**

#### **5.3.4 HR Perspective on Measures Adopted by the hotel to Enhance Employee Behaviour**

The Human Resource Departments of the hotels implement various practices for development of the Hotel staff. These practices adopted for the hotel employees result into improving the employee behaviour which directly helps obtaining and achieving better customer feedback.

These are the measures adopted by the hospitality industry...

- Monetary Benefits
- Employee Welfare
- Training and Development
- Employee Recognition
- Work Life Balance
- Counseling
- Work Culture
- Grievance Management

**Overall Analysis of the practices implemented by the hotel and the human resource department's perspective towards improving the employee behaviour:**

Based on the responses from the Human Resource representatives of the hotels chosen for the survey, around 9.38% of the representatives have been neutral but more than 89% of the responses agree that behavioural pattern of employees are important for customer satisfaction.

From the feedback received from HR on their perspective of the measures adopted by the hotel. Employee recognition carries maximum weightage of 24 followed by Training and Development at 18 and the least being 9 for monetary benefits.

#### **5.3.4.1 Monetary Benefits**

Statistics of the Human Resource Departments perspective for providing various plans around 'Monitory Benefits.

Monitory Benefits (Salary and Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour

An employee is always paid for his services rendered to the organization. Over and above his regular salary any monetary benefit received is a sense of achievement for the employee which also is understood that the company is taking care of him/ her and noticing his hard work.

**The Analysis states that 78% Human Resource believe that implementation of monetary benefits have improved or have a positive impact or employee behaviour.**

#### **5.3.4.2 Training and Development**

Statistics around Training and Development plans for employees resulting into contributing to the behavioural pattern of the Hotel Staff.

Training and Development (Skills development, Development programs) is a measure adopted by your hotel to enhance employee behaviour

Training has always imparted greater knowledge and instilled greater confidence in the employees. This boosts their morale and enhances their performance.

**The Analysis states that 97% Human Resource believe that the Training and Development programs have a positive impact and boosted employee confidence and also have changed their behaviour.**

#### **5.3.4.3 Work Life Balance**

Statistics around maintaining Work Life Balance for employees which contributes to the improvement of behavioural pattern of the Hotel Staff.

Work-Life Balance (Weekly offs, Holidays, Duty timings) is a measure adopted by your hotel to enhance employee behaviour

A weekly off is guaranteed by the employer and is governed by the rules of the government. It is his due for the services given by him. It is not always the case with all organizations, many

promises for 9 hours of duty and a weekly off but fails to keep them. An employee always understands the need of the hour but if it a regular strategy of long working hours or no weekly offs can hamper his work life balance, with worth ample amount of rest is also required for consistent performance

**The analysis states that 94% Human Resource in their feedback have proved that their help in maintaining a correct work life balance have made a positive impact on employee behaviour.**

#### **5.3.4.4 Work Culture**

Statistics around planning better Work Culture for employees which contribute to the improvement of behavioural pattern of the Hotel Staff.

Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by your hotel to enhance employee behaviour

It is not an individual who can make wonders in the organization, it is the team effort. The atmosphere should be conducive enough for a healthy work culture, too much of pressures can lead to mistakes, which could lead to irreversible damages to the organization.

**The Analysis states that almost 100% Human Resource believe their role in developing a positive work culture brings in a positive atmosphere and positive behaviour.**

#### **5.3.4.5 Employee Welfare**

Statistics around implementing Employee Welfare programs for improving behavioural pattern of the Hotel Staff.

Employee welfare (Family health Schemes, Children Education Insurance) is a measure adopted by your hotel to enhance employee behaviour

**The Analysis states that 78% Human Resource believe that the welfare schemes for employee bring in a positive change in employee behaviour.**

#### **5.3.4.6 Employee Recognition**

Statistics around implementing Employee Recognition programs for improving behavioural pattern of the Hotel Staff.

Employee recognition (Rewards and Appreciation) is a measure adopted by your hotel to enhance employee behaviour.

Reward, as small as a "Pat on the back" or a word of appreciation can boost the employee's morale encouraging him to perform much better. It is also a benchmark for others to reach. Needless to say that this act by the Human Resource Management does not go unnoticed by the employees, ascertaining that their efforts are being noticed and rewarded.

**The Analysis states that 75% Human Resource plan employee's recognition or appreciation schemes for employees which have a positive impact on their behaviour.**

#### **5.3.4.7 Counseling**

Statistics of providing counseling for hotel staff and improvements in behavioural pattern.

Counseling helps in resolving personal issues affecting the employee's behaviour.

The act of exchanging opinions and ideas or, or professional guidance given to help resolve personal conflicts and emotional problems. It is an advice or support given to a person, help him deal with problems and make important decisions.

**The analysis states that 84% Human Resource believe introducing a counseling cell have reduced tensions of employees, bringing in a positive impact on their behaviour.**

#### **5.3.4.8 Grievance Management**

Statistics about deploying Grievance Management sessions for hotel staff to result into improvement on their behavioural pattern.

Grievance handling measures help in addressing professional factors.

A point of disagreement or a difference to be settled can be termed as grievance. Grievances need to be sorted at the earliest; ignorance can lead to misunderstandings and further to disputes. Resolving them can help build a good professional atmosphere not only between employees but also the management and the employee. The employees address their issues which are resolved by the HR and which have a positive impact on their behaviour.

**The Analysis states that 87% Human Resource believe grievance management is very important for smooth functioning of operations.**



# CHAPTER 6

# RECOMMENDATIONS

## **6.1 Recommendations for the Human Resource Department in Hotel Industry**

The Human Resource department has recently stepped in hotel industry and within a limited focus of time it has turned into an essential part of the association. It plays the part of facilitator between the worker and the employer. Here, it is important privilege to guide them the right direction in order to accomplish the goals of the organization. Thus the primary assignment of Human Resource department is to direct and shape representatives' individual commitments into an effective entire, and transforming them into skillful specialists who know how to carry out their job well. Human Resource Office administers and effectively communicates with the top administration and all the departmental heads.

The personnel policies of the Human Resource Department are connected with each of the mentioned and need additional consideration which will choose the right representative for the job and consequently meet hierarchical objectives

The Recommendations made to the business depend on the accompanying parameters:

**6.1.1 Employment:** This is the initial phase in which the Human Resource and the employee interact with each other and the following steps to be taken:

The HR should examine the resume against the Job Analysis, Job Description and Job Specification and check whether the applicant fits the position.

Employees must be educated about the regulatory approaches – payment terms, advancement also, transfers which eliminate out the likelihood of further misunderstanding and attrition

Psychological and Aptitude tests should be done for applicants

### **1.1.2 Education and Training:**

On finishing of the recruitment procedure, the employee should undergo induction during which the following points need to be highlighted:

The administration at the induction stage itself ought to give the standard working/ operating procedure to the worker and is sure about what is expected.

Latest upgrades through training should be imparted.

**6.1.3 Health and Safety:** The Human Resource should give significant importance to the Health and Safety of the employees:

The Human Resource should execute Health Insurance plans for their employees.

As these parameters are helpful for the worker due consideration is required. It additionally helps the association as the representative feels that the association is considerate.

**6.1.4 Employee Services:**

A counseling cell with its operation strategy to be made accessible to every employee.

Grievance cell-An unambiguous guideline manual to be made available to all employees.

**6.1.5 Wages and Salary Administration:**

An unambiguous compensation and pay strategy to be made accessible to every one of the employees which is controlled by the State Government

Increments should be linked to the Appraisals

Monetary Benefits in the event of Family or medical crisis should be made accessible

Incentives or reward in the form of bonus or HRA should be given to the employee

**6.1.6 Work-Life Balance**

With an intention to bring down the gravity of this issue, hotels should initiate the following measures:

Every worker should be entitled for 6 paid days offs spread over a month.

Employees should be permitted 8 casual leaves amid the year so they can meet with their individual/family commitments.

The duty timing should not surpass 8 hours for each day and the employees should be paid extra overtime for the extra hours put in or can be remunerated with an extra day off.

### **6.1.7 Work Culture**

The management should build up a sound work culture having guidelines and directions clearly expressed and reducing the distinction between the three levels of administration.

Along with Formal associations within various levels of management by method for meetings, briefings, discussions, orders, directions, feedback etc., the management should empower casual associations by arranging employee get together and bonding initiatives which can develop a healthy work culture.

### **6.1.8 Employee Welfare**

Although each hotel has its own corporate policy towards arrangement of employee welfare exercises, the accompanying practices are additionally prescribed.

#### **6.1.8.1 Accommodation Facilities**

Lodgings ought to give family or shared accommodation to its outstation employees on a temporary or permanent basis with or without a minimal charge

#### **6.1.8.2 Family Medical Benefits**

In view of the organizational policy, this benefit may be in the form of medical insurance schemes, Employees' State Insurance Scheme (ESIC), medical allowance or repayment of expenses to the employees.

### **6.1.8.3 Employee Recognition**

Acknowledgment of employees goes far in inspiring them towards improving their performance by means of:

1. Rewarding employees for remarkable performances.
2. Appreciation of consistent performing employees..
3. Employee of the month for remarkable commitment and contribution during the month.

### **6.1.9 Training and advancement**

The HR enhances their policies for their employees in an aim of making a positive effect on their work. This recommends the impact of Human Resource practices is generally not surprising; rather, their impact will change according to the implications that employees join to it. Employees assume a noteworthy part in making the environment of an association. Employee conduct along these lines can either help or hurt an association. To the extent hospitality industry is concerned, there are expected qualities prescribed for the employees.

The management should ensure that the employees are trained in these attributes:

A warm smile and correct grooming standards is to be carried by an employee, especially those in front of the house.

Every employee should carry a calm, composed positive attitude, etiquettes and the right body language during work.

Communication is an important part of the industry and right efforts should be put in by employees Managers should help their subordinates acquire new skills and upgrade their knowledge and guide them in the right direction.

Employees should follow the rules and regulations drafted by the management.

Employees should take new challenges as it will improve their capacity and skills.

An /employee should make use of the counseling and the grievance cell in case of personal and professional issues

These suggestions are made on the basis of the perceptions made with employees and top management, while gathering primary data. Certain recommendations are also drawn on the basis of data analysis.

## **6.2 Recommendations for further Researchers:**

A comparative study of the Human Resource practices followed in 5 Star, 4 Star and 3 Star properties in Pune and different cities in India

A study on the Employee monetary benefits and welfare schemes adopted by the Human Resource department in Star Category hotels.

A study on various training and development programmes conducted by the Human Resource department in Star Category hotels.

CHAPTER 7  
CONCLUSION

The study was aimed at finding out the impact of employee behaviour on consumers visiting 5 Star 4 Star 3 Star properties in Pune city.

Over the past decade, the Pune hotel sector has emerged as an undoubtable competitor to other the hospitality markets in the country, growing from a negligible base of branded hotel rooms in last few years, taking it now to the India's top five hotel markets. Over the course, it has battered multiple storms ranging from considerable supply increases to multiple bouts of economic uncertainty, both globally and regionally.

This was widely been determined by the influence of the multiple business sectors thriving in Pune, ranging from ITs to manufacturing, healthcare as well as numerous educational establishments. Traditionally, these have consistently provided the right kind of base for success for economy hotels in any market.

The hotel industry succeeds on customer satisfaction for its business and the backbone in achieving this success is the employee who offers these services to attain a satisfied customer. It is important that the Human Resource implements such practices that will achieve much better results.

Therefore, the main purpose of this study was to examine the relationship between perceived employee behaviour and customer perception in hotel industry in Pune city. The focus was to identify the role of Human Resource in developing the attributes of the hotel employees which ultimately improve the customer perception about the employees.

Hence the need to identify the impact of Employee behaviour on the consumer perception, and to analyze the steps taken by the Human resource towards improving employee behaviour to meet customer expectations.

The following questions were answered during the study

1. What are the employee behavioural patterns which builds the impact on customers' perception about the hotel?
2. Which are the factors affecting the behaviour pattern of the employees in Pune hotels?
3. What Measures are adopted by hotels to enhance employee behaviour?



#### 4. What is the impact of HR practices on employee behaviour?

The following are the major findings of the study:

### **7.1. Customer Perspective of Hospitality Staff:**

#### **7.1.1 Conclusion based on Consumer Perception about the employee behaviour**

An employee must go an extra mile for enhancing customer perception, based on the responses from the customers, it is observed that more than 15% customers have been neutral, and more than 81% of the customers agree that going an extra mile and the characteristics beyond the personal and professional traits have a positive impact on the customers. The 4% customers feel going an extra mile should not be judge as a criteria in making a perception about the employee. It is an extra effort over and above the role of an employee.

Based on the 155 responses received, 95 respondents feel personalized attention is more important as every customer feels he should be treated as a special guest, compared to understanding guests specific needs at 86, patient listening at 84 and friendly approach at lowest at 68. The reasons could be analyzed as a customer may feel the employees are venturing into their personal space, which means that customers expect that the employees should make a conscious effort to fulfill their demands. It is although not a part of the duties of the employee, it becomes obligatory.

**The Findings on the Consumers perception about the Employee behaviour state that the personalized attention has been rated as the highest parameter in going an extra mile.**

#### **7.1.2. Conclusion based on customer perspective about the Personal attributes of Employees**

An employee is judged by the consumer on the various personal attributes, the same can be supported from the responses received from the customers, it is observed that while more than 12% customers have been neutral; close to 85% of the customers agree that personal attributes make a positive impact on the customers. The 3% feel personal attributes do not an impact or change their perception about the personal attributes of the employee.

The data analyzed for personal attributes from 155 responses state that 83 respondents believe that well-groomed is an important personal attribute over smile & body language with 80 each & overall personality with 62.

**The findings on customer perspective about the Personal attributes of Employees state that “Grooming of employees” is an important personal attribute employee which has a highest impact on customer’s perception about the hotel.**

### **7. 1.3. Conclusion based on customer perspective about the Professional Attributes of Employees**

A Professional approach has to be maintained by the employee as the consumer expects a certain kind of behaviour from the employee which is visible through the responses from the customers, it is observed that close to 12% customers have been neutral, More than 85% of the customers agree that the professionalism and the characteristics comprising of the professional attributes does have a positive impact on the customers. From the responses received from 155 respondents on professional attributes 84 respondents feel. ‘Alert’ is an important attribute compared to others with responsiveness at 80, Enthusiastic and Honest at 75 each, Courteous at 74, Organized at 74, Dependable at 72, Ethical at Work with 71 and Resourceful 67.

**The findings on customer perspective about the Professional Attributes of Employees state that professional attributes have been rated the highest.**

## **7.2 Employee feedback**

### **7.2.1 Conclusion based on factors influencing Employee Behavioural Pattern**

The employee behaviour is influenced by majorly two factors Personal and Professional. Based on the responses from the employees of the hotels chosen for the survey, around 11% of the employees have been neutral and close to 84% of the employees agree that their personal and professional attributes factoring to their behaviour have a very positive influence on the customers.

Out of the 143 respondents 63 employees strongly agree personal problems affect their behavioural pattern and 57 employees feel their professional problems affect their behavioural pattern.

**The findings about the factors influencing Employee behavioural pattern state that personal problems have a major impact on the employee behaviour at work.**

**7.2.2 Conclusion based on the Impact of Human Resource Practices on Employees** There are various practices adopted by the hotel's human resource department towards improving the employee behaviour and the employee perspective.

Based on the responses from the employees of the hotels chosen for the survey, around 11% of the employees have been neutral and more than 81% of the employees agree that the practices and guidelines implemented by the Human Resource Department positively impact the behaviour of the employees.

On the analysis done for the impact of Human Resource practices 59 employees feel employee recognition is more important as compared to the other criteria's such 51 for Training and Development, 50 for work life balance , 45 for employee welfare , 44 for Work culture & Monetary benefits and the least impact is of Human Resource policies which is at 42.

**The Findings about the Impact of Human Resource Practices on Employees state that Employee recognition carries maximum value to them**

**7.2.3 Conclusion based on Measures Adopted by the hotel to Enhance Employee Behaviour**

There are various measures adopted by the hotel and the employee perspective towards improving the employee behaviour:

Based on the responses from the employees of the hotels chosen for the survey, around 11% of the employees have been neutral and more than 80% of the employees agree that the measures adopted by the hotels to enhance the personal and professional attributes factoring to their behaviour have a very positive influence on the customers.

The analysis done on the parameter measures adopted by hotels to enhance employee behaviour which states that 59% employee feel Training and Development is an important measure in comparison to 54 employee recognition 53 – work life balance. 5 % work culture 48- monetary benefits, 44- employee welfare, 40- counseling and least impactful is grievance management with 37 employee feedback.

**The Findings about the Measures adopted by the hotel to Enhance Employee Behaviour in which the employees state that Training and development carries maximum value to them**

### **7.3 Human Resource Manager Feedback**

#### **7.3.1 Conclusion based on Human Resources Perspective on Aspects on Employee Behaviour**

The HR believe that various factors affect employee behaviour which is clear from the Human Resource representatives of the hotels chosen for the survey, around 2% of the representatives have been neutral but more than 98% of the responses agree that behavioural pattern of employees are important for customer satisfaction.

From 32 feedbacks received from Human Resource on their perspective on aspects of employee behaviour. 28 out of 32 Human Resource believe personal aspects highly affect employee behaviour, over professional being 24 & extra mile being 21.

**The Findings about the Human Resource Perspective on Aspects on Employee Behaviour in which the employees state that personal aspects have a high impact on their behaviour.**

#### **7.3.2 Conclusion based on Factors Affecting Behaviour**

The various aspects of employee behaviour in the perspective of the Human Resource representatives is visible from the responses from the Human Resource representatives of the hotels chosen for the survey, close to 8% of the representatives have been neutral but more than 92% of the responses agree that behavioural pattern driven by personal and professional factors of employees are important for customer satisfaction.

**The findings about the Perspective on Factors Affecting Behaviours in which the HR state that professional factors have a major impact on customer satisfaction**

#### **7.3.3 Conclusion based on Impact of Human Resource Practices**

The various practices adopted by the hotel's human resource department towards improving the employee behaviour and the employee perspective which is clear from the responses of the Human Resource representatives of the hotels chosen for the survey, close to 7% of the representatives have been neutral but more than 93% of the responses agree that impact of the HR practices influence the employee's behaviour.

From the responses received from Human Resource, 23 representatives say employee recognition of has a greater impact on employee behaviour in comparison with work life balance is 19 , work culture 18, Training and Development 17, Monetary Benefit 16, Employee Welfare 13 and HR policies 12.

**The findings about the Impact of Human Resource Practices on employees in which the HR state that employee recognition has a major impact on employee behavior**

#### **7.3.4 Conclusion based on Human Resource Perspective on Measures Adopted by the hotel**

The practices implemented by the hotel and the human resource department's perspective towards improving the employee behaviour is clear from the responses of the Human Resource representatives of the hotels chosen for the survey, around 9.38% of the representatives have been neutral but more than 89% of the responses agree that behavioural pattern of employees are important for customer satisfaction.

From the feedback received from Human Resource on their perspective of the measures adopted by the hotel. Employee recognition carries maximum weightage of 24 followed by Training and Development at 18 and the least being 9 for monetary benefits.

**The findings about the Human Resource Perspective on Measures Adopted by the hotel for employees in which the Human Resource state that implementing of employee recognition methods have a major impact on employee behaviour**

The findings thereby full all the objectives and prove that human resource practices have a positive impact on the employee behaviour, which further has an impact on the customer satisfaction in hotels.

From the literature reviews stated below the researcher would conclude:

- 1. Customer Satisfaction, Perceived Service Quality and Mediating Role of perceived Value**

SaifUllah Malik Institute of Business Management, Karachi, Pakistan E mail:  
[saifullah\\_142@yahoo.com](mailto:saifullah_142@yahoo.com)

## **2. Service Encounters: The Missing Link Between Service Quality Perceptions And Satisfaction**

SrinivasDurvasula, (E-mail: [srinivas.durvasula@marquette.edu](mailto:srinivas.durvasula@marquette.edu)), Marquette University

Steven Lysonski, (E-mail: [steven.lysonski@marquette.edu](mailto:steven.lysonski@marquette.edu)), Marquette University

Subhash C. Mehta, Kazakstan Institute of Management, Kazakstan

## **3. What Is Customer Satisfaction? by Gigi De Vault Updated March 29, 2016**

It is clear that the consumer perception carries maximum value and has a direct link to customer satisfaction. The overall business is linked to customer satisfaction as a happy customer gives more business and builds in customer loyalty.

Even though the connection between customer perception and satisfaction is linked but cannot be measured to prove its impact on business

Thus the primary reason for this study was to analyze the relationship between perceived employee behavior and customer perception in the hotel industry in Pune city. The focus was to distinguish the part of HR in building up the attributes of the employees which eventually enhance the consumer perception about the employees.

## **7.4 Hypothesis tests**

### **Hypothesis 1**

The Null hypothesis is rejected which means the Alternate hypothesis “There is a positive significant impact of human resource practices on employee behaviour in hotels” is accepted

## **Hypothesis 2**

The Null hypothesis is rejected, which means the Alternate hypothesis there is significant positive impact of employee behaviour on customer satisfaction in hotels” is accepted.

### **7.5 Scope for further research**

The study was focused on the employee behaviour and its impact on consumer perception in 5 Star 4 Star 3 Star properties in Pune City. During the research a few points were identified for further scope of research:

1. A comparison of Human Resource policies adopted by the 5 Star 4 Star 3 Star hotel properties.
2. Human aspects that improve productivity in employees
3. Salary fixation and its impact on motivation of employees.
4. Human Resource policies and its correlation to the employee productivity

The analysis states that employees are always satisfied when they feel they are being paid correctly for the nature of job they perform. This satisfaction leads to a healthy environment which induces a healthy work culture.

# CHAPTER 8

## GLOSSARY TERMS



## **GLOSSARY**

### **Hotel**

A hotel is an establishment that provides lodging paid on a short-term basis. Facilities provided may range from a basic bed and storage for clothing, to luxury features like en-suite bathrooms. Larger hotels may provide additional guest facilities such as a swimming pool, business centre, childcare, conference facilities and social function services

### **Star Category**

Hotel ratings are often used to classify hotels according to their quality. The development of the concept of hotel rating and its associated definitions display strong parallels. From the initial purpose of informing travellers on basic facilities that can be expected, the objectives of hotel rating has expanded into a focus on the hotel experience as a whole. Today the terms 'grading', 'rating', and 'classification' are used to generally refer to the same concept, that is to categorize hotels.

There are a wide variety of rating schemes used by different organizations around the world. Many have a system involving stars, with a greater number of stars indicating greater luxury

### **Human Resource Management (Hotels)**

The process of hiring and developing employees so that they become more valuable to the organization.

Human Resource Management includes conducting job analyses, planning personnel needs, recruiting the right people for the job, orienting and training, managing wages and salaries, providing benefits and incentives, evaluating performance, resolving disputes, and communicating with all employees at all levels

### **Behaviour**

The way in which one acts or conducts oneself, especially towards others

### **Employee Behaviour**

The term employee behaviour, refers to the way in which employee's respond to specific circumstances or situations in the workplace. While many elements determine an individual's behaviour in the workplace, employees are shaped by their culture and by the organization's culture

### **Perception**

Perception (BELIEF)–

A belief or opinion, often held by many people and based on how things seem

Perception (SIGHT) –

1. The quality of being aware of things through the physical senses, especially sight.
2. Someone's ability to notice and understand things that are not obvious to other people

**Customer:** A customer may or may not also be a consumer, but the two notions are distinct, even though the terms are commonly confused. A customer purchases goods; an consumer uses them. An ultimate customer may be a consumer as well, but just as equally may have purchased items for someone else to consume

### **Consumer perception**

Definition 1: The term “perception” can be defined as the ability to derive meaning. Derived from the word “perceive”, it refers to the ability of giving meaning to whatever is sensed by our sense organs. It is the process through which an individual interprets ones' sensory impressions to give meaning to them.

Definition 2: A marketing concept that encompasses a customer's impression, awareness and/or consciousness about a company or its offerings. Customer perception is typically affected by advertising, reviews, public relations, social media, personal experiences and other channels.

### **Guest Satisfaction tracking system (GSTS):**

Guest satisfaction is of utmost importance to all business houses, but maybe it is of greatest importance in the hospitality industry. Mouth publicity can create or shatter the reputation of any organization and the important is the most in today's world where guests not only inform their direct associates about their experience, they also share them with the global community posting observations or blogs on websites. GSTS provides a perfect guest satisfaction tracking system to get precious insight into the judgment of your clients

### **In room Dining**

Room Dining or "in-room eating" is an inn/ hotel administration empowering visitors to pick menu things for conveyance to their inn space for utilization there, served by staff. Room dining is composed as a subdivision inside the Food and Beverage Department of top of the line lodging and resort properties.

### **Valet**

Valet and varlet are terms for male servants who serve as individual attendants to their boss. In the middle ages and Ancient Régime, valet de chambre was a part for junior subjects and authorities, for example, craftsmen in an illustrious court, yet the expression "valet" independent from anyone else regularly indicates to a typical worker in charge of the garments and individual assets of a business, and making minor courses of action. In the United States, the term frequently indicates to a parking valet.

### **Room Amenities**

A hotel amenity is something of a premium nature given in addition to the room at a hotel, motel or lodging. The amenity given in every lodging differs. In some spots of hotel, certain amenities

might be standard with all rooms. In others, they might be discretionary for an extra cost. For e.g.: Television, Computer and Internet access, Mini bar, laundry etc.

### **Organization Culture**

Hierarchical society is an arrangement of shared presumptions, qualities, and convictions, which represents how individuals carry on in associations. These mutual qualities affect the general population in the organization and direct how they dress, act, and play out their occupations.

### **Work life Balance**

Work–life balance is an idea including legitimate organizing between "works" (profession) and "way of life" (wellbeing, delight, recreation, family and otherworldly advancement/contemplation). This is identified with the possibility of direction for living.

### **Work Culture**

An association is shaped to accomplish certain objectives and goals by uniting people on a typical stage and propelling them to convey their level best. It is vital for the representatives to appreciate at the work environment for them to build up a feeling of faithfulness towards it.

### **Employee welfare**

Employee welfare is a term including different administrations, advantages and offices offered to representatives by the businesses. The welfare measures need not be money related but rather in any sort/form, for example, allowances, housing, transportation, medical insurance and food

### **Employee Recognition**

Employee Recognition is the affirmation of an individual or group's conduct, effort and achievements that support the organizations objectives and qualities.

### **Job Analysis**

Job Analysis involves a careful study of each job to find out just what the job includes, what the job holder does, how he does it, under what conditions job is performed, and what specific

qualifications the job holder must have. Thus it is a process of identifying the pertinent facts with respect to the operations and responsibilities of a specific job.

Job analysis provides information used for writing job description and job specification.

### **Job Description**

1. JD is an important document which is basically descriptive in nature and contains a statement of Job Analysis.
2. It provides both Organizational information (location in structure, authority, etc.) and functional (what the work is).
3. It defines the scope of job activities, major responsibilities and positioning of the job in the Organization.
4. It provides the worker, analyst and supervisor a clear idea of what the worker must do to meet the demands of the job.
5. JD is different from performance assessment.
6. JD describes the 'Job' not the 'Job Holder'.

### **Job Specification**

The job specification refers the job description and answers the questions.

1. What human traits and experience is needed to do the job well.
2. It tells what kind of person to recruit and for what qualities that person should be tested.
3. Job specification translates the job description in terms of human qualifications which are required for a successful performance of a job.
4. It serves as a guide in hiring and job evaluation.

Job specification is developed with the cooperation of the personnel department and various supervisors in the whole Organization.

CHAPTER 9  
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# CHAPTER 10

# APPENDICES



## 10.1 Employee Questionnaire

You are requested to kindly fill the questionnaire for research paper titled

“A Study of Employee Behaviour and its Impact on Consumer Perception in 3, 4, 5 Star Hotels in Pune City during the period 2011-2014”

This is to further assure you that the data collected through the questionnaire will be solely used for the research and will be kept confidential.

S. No.	Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b><i>Factors Affecting behavioural pattern</i></b>						
1	Personal factors like Family conflicts, work life balance, financial concerns etc. have a great influence on behavioural pattern of employee					
2	Professional factors like Monetary benefits, nature of work, work culture, interpersonal relationship etc have a great influence on behavioural pattern					
<b><i>Measures adopted by hotels to enhance employee behaviour</i></b>						
1	Monitory Benefits (Salary & Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour					
2	Training & Development (Skills development, Development programmes) is a measure adopted by your hotel to enhance employee behaviour					

3	Work-Life Balance (Weekly offs, Holidays, Duty timings) is a measure adopted by your hotel to enhance employee behaviour					
4	Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by your hotel to enhance employee behaviour					
5	Employee welfare ( Family health Schemes, Children Education Insurance) is a measure adopted by your hotel to enhance employee behaviour					
6	Employee recognition (Rewards & Appreciation) is a measure adopted by your hotel to enhance employee behaviour					
7	Counselling helps in resolving personal issues affecting the employees behaviour and is a measure adopted by your hotel to enhance employee behaviour					
8	Grievance handling measures help in addressing professional factors, is a measure adopted by your hotel to enhance employee behaviour					
<b>S. No.</b>	<b>Parameter</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b><i>Impact of HR practices</i></b>						
1	HR practices adopted by Hospitality industry are adequate to alter employee behaviour					
2	Monitory Benefits (Salary & Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour					

3	Training & Development (Skills development, Development programmes) is a measure adopted by your hotel to enhance employee behaviour					
4	Work-Life Balance (Weekly offs, Holidays, Duty timings) is a measure adopted by your hotel to enhance employee behaviour					
5	Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by your hotel to enhance employee behaviour					
6	Employee welfare ( Family health Schemes, Children Education Insurance is a measure adopted by your hotel to enhance employee behaviour					
7	Employee recognition (Rewards & Appreciation) is a measure adopted by your hotel to enhance employee behaviour					

Name: \_\_\_\_\_

Designation: \_\_\_\_\_

Organization: \_\_\_\_\_

*Thank you so much for your valuable time*

*Warm regards*

## 10.2 Customer Questionnaire

Dear Sir/ Madam

You are requested to kindly fill the questionnaire for research paper titled

“A Study of Employee Behaviour and its Impact on Consumer Perception in 3, 4, 5 Star Hotels in Pune City during the period 2011-2014”

This is to further assure you that the data collected through the questionnaire will be solely used for the research and will be kept confidential.

*‘Behaviour of employees has a great impact on the customers’ perception on the hotel.’*

*Strongly Agree*

*Agree*

*Neutral*

*Disagree*

*Strongly Disagree*

Kindly rate the following employee behavioural patterns on the basis of its impact on customers’ perception about the hotel

(Where 1 = Least impact & 5 = Highest impact)

<b>S. No.</b>	<b>Parameter</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b><i>Personal Attributes</i></b>						
1	Well groomed					
2	Smile					
3	Body language					
4	Overall personality					
<b><i>Professional Attributes</i></b>						
1	Ethical at work					
2	Organized					
3	Responsiveness					

4	Resourceful					
5	Dependable					
6	Alert					
7	Courtesy					
8	Enthusiastic					
9	Honest					
<b>S. No.</b>	<b>Parameter</b>	<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
<b><i>Going an extra mile</i></b>						
1	Personalized attention					
2	Friendly approach					
3	Understanding guests' specific needs					
4	Patient listening to the guest					

Name: \_\_\_\_\_

Name of the Hotel: \_\_\_\_\_

Organization: \_\_\_\_\_

Category of the Hotel: \_\_\_\_\_

*Thank you so much for your valuable time*

*Warm regards*

### **10.3 Human Resource Manager Questionnaire**

Dear Sir/ Madam

You are requested to kindly fill the questionnaire for research paper titled

“A Study of Employee Behaviour and its Impact on Consumer Perception in 3, 4, 5 Star Hotels in Pune City during the period 2011-2014”

This is to further assure you that the data collected through the questionnaire will be solely used for the research and will be kept confidential.

S. No.	Parameter	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
<b><i>Aspects of Employee behaviour pattern</i></b>						
1	Personal Attributes like Well groomed, Smile, Body language etc are important aspects of employee behaviour that has a great impact on customers perception of the hotel					
2	Professional Attributes					
3	Going an extra mile					
<b><i>Factors Affecting behavioural pattern</i></b>						
1	Personal factors like Family conflicts, work life balance, financial concerns etc. have a great influence on behavioural pattern of employee					
2	Professional factors like Monetary benefits, nature of work, work culture, interpersonal relationship etc have a great influence on behavioural pattern					
<b><i>Measures adopted by hotels to enhance employee behaviour</i></b>						
1	Monitory Benefits (Salary & Wages, Overtime, Incentives) is a measure adopted by your hotel to enhance employee behaviour					

2	Training & Development (Skills development, Development programmes) is a measure adopted by your hotel to enhance employee behaviour					
3	Work-Life Balance (Weekly offs, Holidays, Duty timings) is a measure adopted by your hotel to enhance employee behaviour					
4	Work Culture (Employee relations, interactions, healthy work atmosphere) is a measure adopted by your hotel to enhance employee behaviour					
5	Employee welfare ( Family health Schemes, Children Education Insurance) is a measure adopted by your hotel to enhance employee behaviour					
6	Employee recognition (Rewards & Appreciation) is a measure adopted by your hotel to enhance employee behaviour					
7	Counselling helps in resolving personal issues affecting the employees behaviour					
8	Grievance handling measures help in addressing professional factors					

***Impact of HR practices***

1	HR practices adopted by Hospitality industry are adequate to alter employee behaviour					
2	Monitory Benefits (Salary & Wages, Overtime, Incentives) have a great impact on behavioural pattern of employees					
3	Training & Development (Skills development, Development programmes)					

	have a great impact on behavioural pattern of employees					
4	Work-Life Balance (Weekly offs, Holidays, Duty timings) have a great impact on behavioural pattern of employees					
5	Work Culture (Employee relations, interactions, healthy work atmosphere) have a great impact on behavioural pattern of employees					
6	Employee welfare ( Family health Schemes, Children Education Insurance) have a great impact on behavioural pattern of employees					
7	Employee recognition (Rewards & Appreciation) have a great impact on behavioural pattern of employees					

Name: \_\_\_\_\_

Organization: \_\_\_\_\_

Designation: \_\_\_\_\_

*Thank you so much for your valuable time*

*Warm regards*

#### **1.4 Newspaper Articles Pertaining to the Topic**

1.

Job satisfaction boosts workplace ethics: survey

**AGENCIES** Apr 18, 2007, 08.40pm IST



Employees say employees are more likely to steal petty cash and commit other unethical acts when they are dissatisfied and see their own superiors behaving badly, according to research released on Monday.

A good work-life balance and high levels of job satisfaction, on the other hand, were thought to promote ethical behaviour among employees, said the poll of more than 1,000 US adults who work full-time .

Sixty per cent of those surveyed said job dissatisfaction was a leading reason people make unethical decisions at work, second only to lack of personal integrity, according to the 'Ethics and Workplace' survey conducted for Deloitte & Touché USA. Also, 91% said employees who enjoy a good work-life balance are more likely to behave ethically, it said. "To the extent that they are dissatisfied, they also get disengaged. When they get disengaged, perhaps, they just don't take the time or energy or think fully about making the good decisions," said Sharon Allen, chairman of the board of directors of Deloitte & Touché USA.

The behaviours of managers and direct supervisors were said to be the most significant factors in encouraging or discouraging good behavior at work, the survey said. "They reinforce the importance of setting the tone at the top," Allen said. "What they do matters, and what they do makes a difference, and they are always in some way being observed, and they are being used as role models, whether they know it or not.

"Showing preferential treatment toward certain employees, taking credit for other people's accomplishments and rewarding employees who behave badly were the most frequently cited examples of managers behaving badly, the survey showed. Examples of good management were giving proper credit where due, being straightforward and honest and treating employees equally, the survey said. AGENCIES

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2.

Modern office environment makes introverts uncomfortable

**PTI** Jan 10, 2016, 02.10PM IST

(Personality has a big impact....)

LODNON: Modern office features such as hot-desking or desk-sharing and open-plan floors appeal mainly to extrovert employees with others finding them uncomfortable, according to a new study.

Personality has a big impact on the type of office environment people prefer to work in, researchers said.

"Despite changes in technology many people still work in an office. Understanding how personality interacts with the office environment is key to improving job satisfaction and productivity," said John Hackston, Head of Research at business psychologists OPP in UK, who conducted the study.

Over 300 people, 71 per cent female and average age 47 years, completed an online survey about their current office environments.

The participants had previously completed a personality test to ascertain their personality type.

The results showed that many features of the modern office were much more likely to be preferred by extroverts than by introverts.

Extroverts were significantly happier at work and had higher levels of job satisfaction. Personality differences were also shown to be behind areas of conflict in the office, such as people's reactions to the idea of a clear desk policy.

Some features were desired by almost everyone, such as having your own desk and working area, having well-designed workplaces and having 'quiet areas' available. Others, such as desk-sharing or hot-desking, were disliked by most people.

"These results support previous research into the unpopularity of open-plan offices and hot-desking and the positive effects of personalization," Hackston said.

However, there are some simple changes that can be made to improve staff satisfaction and increase productivity.

"These include allowing staff more storage for personal items when hot-desking; creating smaller neighbourhoods within open-plan offices; not overdoing clear desk policies as clearing away all personal items can be demotivating to some people and providing quiet zones for people to work in when needed," he added.

The finding was presented at the British Psychological Society Division of Occupational Psychology's annual conference in Nottingham.

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3.

Job satisfaction not necessarily equals job loyalty: Survey

**PTI** Apr 3, 2015, 02.37PM IST

NEW DELHI: Seven in ten employees are satisfied with their current jobs, but most of them still hunt for new openings, says a survey by CareerBuilder India.

The survey findings indicate that job satisfaction may not necessarily equal job loyalty.

While 71 per cent of employees report being "satisfied" or "very satisfied" in their jobs, more than 63 per cent say they regularly look for new opportunities, the survey said.

As the future of the economy is looking positive, there are many opportunities coming up for job seekers and the scenario looks even better going forward, it added.

"In this situation, job satisfaction will always be a subjective thing which may change and differ from employee to employee," Career Builder India MD Premlesh Machama said.

For some, job satisfaction may be linked to job content, for others, it may be linked to job roles and for many, it may be linked to earnings, he added.

Of the employees who feel satisfied in their jobs, most (59 per cent) said their salary contributes to their feelings of fulfillment at work.

Other reasons contributing to high satisfaction include job title, good work and life balance, ability to innovate, training and learning opportunities, benefits, feeling valued, defined career path and flexibility, the survey said.

"As the labour market opens up and new opportunities arise, employees are beginning to consider their options - three in five employees regularly look for new opportunities despite being satisfied," CareerBuilder Chief Human Resources Officer Rosemary Haefner said. The nationwide online survey of more than 1,000 employees looked at worker satisfaction as it pertains to work and life balance, career advancement and learning opportunities as well as factors that have the biggest impact on job satisfaction.

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4.

Salary or job satisfaction: what is your pick?

**Business Insider** Jun 22, 2015, 01.10PM IST

But for many job seekers, it is about career growth in a company. A survey by Times Jobs revealed that career growth scored over salary while picking employer.

In an online poll conducted by Times Jobs, job seekers were asked-What is the biggest reason you will work for a particular company? Around 35% of the respondents said career growth was the major reason.

The poll also showed that job seekers were not as bothered about job security as parameters such as salary and work culture.

Times Jobs stated that 24% respondents said salary was the biggest reason on which they will decide to work for a particular company, while 21% of the respondents rated work culture as their biggest reason for picking an employer.

Also, 20% polled in favour of job security as the top reason for working in a company - showing a diminishing interest in public sector or government jobs.

This is in contrast to the results of a TimesJobs.com poll from mid-2012. That time, 30% of the job seekers cited job security as the prime reason for going job hunting.

Meanwhile, a recent survey by Universum, a Swedish employer branding company, revealed that for majority of the Indian university students, the ideal employers were Google, Apple and Microsoft and the Reserve Bank of India.

When the survey asked about employer attractiveness, business students listed 'high future earnings', 'a creative and dynamic work environment' and 'leadership opportunities'.

However, engineering students said they felt attracted to 'a creative and dynamic work environment', 'innovation' and 'a friendly working environment'.

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5.

Only 17% work for money; 83% would opt to work for passion: Survey

**SreeradhaBasu, ET Bureau Jul 16, 2015, 01.38PM IST**

MUMBAI: Only 17% work for money; 83% would opt to work for passion, a recent survey by Monster has revealed. However, 56% of respondents could not find a job that meets their passion and only 13% consider themselves fortunate to follow their passion in their current job.

In line with this, Monster is launching 'Love What You Do' - a campaign that aims at provoking and inspiring people to love what they do and pursue their passion. The campaign is launched with the idea of taking the next step towards more happiness in work and more integration of passion with work life.

"In today's age, there are two types of employees- one for whom compensation is the criteria for job satisfaction and the other segment who pursue their passion to make careers; irrespective of pay. The revelation from Monster's poll is that the first segment is only a meagre 17% as compared to the latter," said Sanjay Modi, managing director, (India/Middle East/Southeast Asia/Hong Kong) in a release.

According to him, there still exists around 14% who are unsure of their passion. "We believe that people have latent skills, which are usually spotted by an outsider. With this campaign, we hope to act as an enabler, pushing passion to skills and helping people find better jobs by bringing meaning to their life," added Modi.

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6.

Variety key to job satisfaction, says new study

**PTI** Jun 3, 2011, 04.48pm IST

LONDON: People who are given greater variety and independence in their jobs feel both less stressed and more satisfied, according to findings which suggest that several management practises designed to make employees more efficient also make them happier. Employees are also more likely to be happy when management readily shares information and consults with them, according to a release from the University of Leicester.

Stephen Wood, Professor of Management who led the research, said: "The way jobs are designed has a huge impact on employees' sense of happiness at work. But this is in danger of being neglected, at a time when people are worrying about unemployment, job security and the fairness of large salaries."

The research measures two separate forms of well-being: anxiety and job satisfaction.

It tests to see whether either is different in workplaces where executives practise what management gurus call "high performance work systems": boosting performance by giving people greater involvement in their own companies.

This includes granting employees more variety and autonomy - what Wood calls "enriched jobs".

It also includes "informative management": telling people more about changes in their company, including staffing and its overall financial performance.

Another example is greater consultation between bosses and employees where both sides can put forward their views: "consultative management".

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7.

Poor salaries can be a deal breaker, say employees

May 29, 2014, 04.30PM IST

(A Job Buzz survey indicated...)

**By Apeksha Kaushik, TimesJobs.com Bureau**

Employees leaving jobs due to low salary, points out the Job Buzz Survey.

Nearly 32 per cent of the employees said they left their previous jobs because of low salary, revealed a JobBuzz.com poll. Unsatisfactory work culture is another key reason for leaving a job, as pointed out by 19 per cent of the surveyed candidates.

### **Low salary, high attrition**

An old adage says, people don't leave companies, they leave managers. While this may be true in some cases, in others people actually leave companies most of the times. A Job Buzz survey indicated that the primary reason for employees to leave their jobs was they were not satisfied with their pay package.

It has been pointed out time and again by various TimesJobs.com studies that while career growth and development is becoming important for employees, the criticality of a competitive pay package cannot be ignored. Employees who are paid competitively and appraised fairly are, in general, happier.

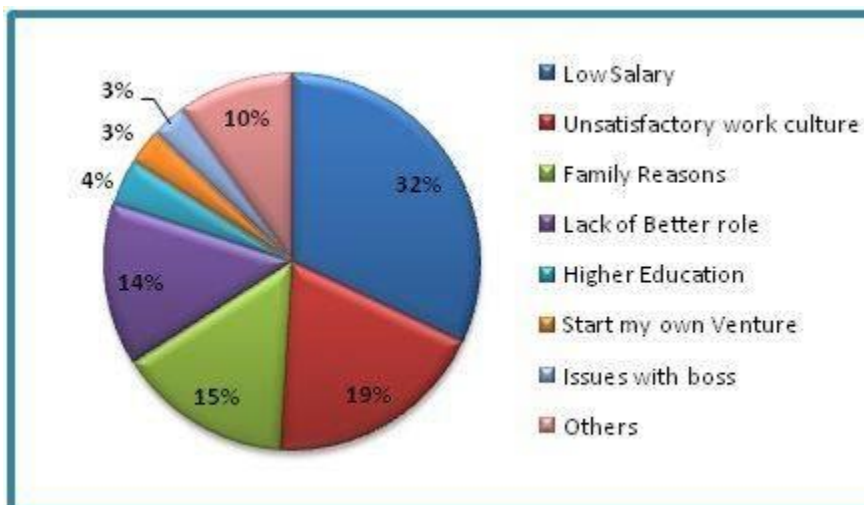
According to the Job Buzz data, organizations in the IT, Oil & Gas and Construction sectors are ranked highest in terms of compensation offered.

### **Dissatisfaction with work culture**

Low satisfaction with work and work environment is cited as another key reason by candidates for leaving their job. However, instilling a feeling of job satisfaction and happiness is not a one-off task. Organizations have to initiate the process from the hiring stage itself, believe industry experts.

"Companies should consider surveying their own workforce to gauge their satisfaction levels. Insights from employees can point employers in the right direction for shaping a positive and creative work environment and developing formal career development programmes," said Lovleen Bhatia, co-founder and CEO, Edureka, in an exclusive conversation with TimesJobs.com.

Organisations in the BFSI and Consumer Durables/FMCG industry have been rated as having the best corporate culture, according to candidate reviews on JobBuzz.com.



### **What else matters?**

Other reasons cited by candidates for leaving their job in the [JobBuzz.com](#) poll included:



Family reasons Lack of challenging opportunities Opting for higher education Turning entrepreneur Long commuting hours Relocation

Human capital is a company's greatest asset. It is believed that a company is only as good as the people it keeps. Hence, it is important to figure out the things that matter to the employees and work towards their expectations. Aravind Sankaran, director of global marketing and sales (Far East), Marlabs Inc. feels that from the time the employee joins till they leave, continuous engagement is a key tool to ensure that they love their company, job and environment.

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8.

What to do if you are underpaid overworked or just bored with your job

**ET Bureau** Apr 7, 2014, 08.00am IST

April is the cruelest month because it's when most companies conduct their annual appraisals. Global HR firm Aon Hewitt estimates that the average wage hikes this year will be 10 per cent, the lowest in a decade. On the other hand, HR firm Randstad says most Indian employees expect better hikes in 2014 compared to previous years.

This mismatch between expectations and reality is likely to result in silent tears, hot arguments, slamming of doors and, perhaps, thousands of resignation letters. Randstad warns that expectations of pay hikes have an impact on the attrition rate of companies. To be fair, the pay package is only one of the many reasons why one changes his job. Job satisfaction, the role in an organization, growth prospects, congenial work environment and lack of challenges also matter.

Are you underpaid? Or overworked? Is your work not admired? Does your boss bully you? And, do your co-employees hate you? Our cover story this week looks at why you should not resign yourself to this misery. A company that pays poorly doesn't deserve your talent.

If your boss is a bully, there's no point losing your health over it. Move out to greener pastures before the shutters come down.

Here, we lay down a road map of how one can proactively change the situation by switching to a new job.

### **BEFORE YOU CHANGE**

First explore if you can change the factors that are riling you.

Changing jobs should be the last resort though. For instance, if you don't get a fair deal in the appraisal, don't counter that with a resignation. If your boss is cut up about punctuality, maybe you need to read up on time management. If you don't get along with your co-employees, find ways to avoid a confrontation. Switch to a new job only if everything else fails.

### **Get the pay you deserve**

The 10 per cent hike estimated by the Aon Hewitt survey is the average and many employees may have to make do with far less. When consumer inflation is more than 10 per cent, a 7-8 per cent pay hike is actually a wage cut in real terms. If you feel that you deserve more, talk to your boss about it. You have to be persuasive without sounding demanding. You have to highlight your capabilities without bragging. Do some spadework beforehand. Size up your contribution in the past year. Empirical evidence is what will convince him that you deserve a better deal.

A word of advice, it's never a good idea to compare your pay with that of another colleague when discussing compensation with your boss. Instead, focus on your own contribution and compensation.

### **Dealing with difficulties**

As mentioned earlier, pay is not the only reason why an individual may want to change jobs. A congenial work atmosphere is also important. If you are facing problems at the workplace, don't let them simmer inside you. If you don't get along well with a colleague, wait for a time of relative calm when the issue can be discussed objectively. Or get your boss to assign duties in a way that you don't have to work with the problem guy.

Your options narrow down significantly if the boss himself is the problem. Working with a bully can be very stressful, which impacts your productivity, as also your health. Avoid confrontations as far as possible. However, a resignation letter is the best known and most effective remedy for a bad boss.

### **Too much or too little work**

The Pareto Principle suggests that 80 per cent of the work is done by 20 per cent of the employees. It's great to be part of this hyper-productive lot, but it can take a toll on your work-life balance. If you feel bogged down by too much work and are unable to find time for your family, talk to your superiors about it. Too much work can be exhilarating in the beginning but can swiftly lead to a burnout.

On the other hand, too little work is also detrimental to your career growth. You don't gain enough experience if all you do through the day is send a few e-mails and check a couple of spreadsheets prepared by someone else. Too easy a job could make you uncompetitive and unfit for a larger role. It could also be a sign that your boss doesn't trust you. Ask for more work if you are bored.

### **SMARTEN YOUR RESUME**

Cutting out irrelevant details and keeping it crisp will make it more effective.

Your resume is a summary, not a laundry list of degrees and awards. Here's how you can cut through the clutter and make it stand out in the crowd.

#### *Keep it short*

Don't make the resume so sketchy that it fits into half a page, but don't also go beyond two pages.

The thumb rule: if you have less than five years of experience, put it in a single page; go for two pages if it's longer.

Keep it neat: recruiters spend 20-30 seconds on a resume before deciding whether to carry on or move to the next. A poorly formatted document stands little chance. But don't get too creative with the design. Too many fonts and extensive use of italics can be jarring. Opt for a straightforward font like Arial and use bullet points wherever possible.

#### *Spellings and grammar*

9.

Compensation, better roles main reasons for job-hopping

**PTI** Mar 5, 2014, 07.07PM IST

MUMBAI: Compensation, job satisfaction and better roles are among the main reasons for employees moving jobs in the engineering, IT, financial services, FMCG and pharmaceuticals sectors, a recent study said.

About 70 per cent of the surveyed employees said that compensation is the reason for changing jobs in the engineering sector. About 15-20 per cent of the candidates switched jobs to get exposure to a new area of work, global workforce solutions firm Kelly Services India's 'Understanding the mind of an employee' report said.

The report throws light on the reasons for employee movements in India in 2013.

In the IT sector, the job satisfaction was one of the primary reasons for switching, whereas for senior employees, monotony in the role was the main factor.

Life science and pharmaceuticals are hiring IT professionals from mainstream IT industry.

"It is vital for leadership teams and Human Resource departments to constantly revive policies for the existing employees. At the same time it is equally important for them to think of various strategies to engage better with them so that the rate of workforce retention increases," Kelly Services India Managing Director Kamal Karanth said.

BFSI continues to lead in hiring IT professionals, as improved technology is important for banking industry.

In the financial services, in the back office space, most of the movement took place for better roles, quality of work and salary hike.

While in the FMCG sector, brand equity reputation of the company was a big reason.

Candidates also look for challenging opportunities where they can use their experience and expertise in setting up new businesses, the report pointed out.

In the Pharmaceutical sector, the major motivator is better and higher position and the benefits associated with it such as compensation hikes, perks, etc.

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### 1.5

#### Data from FHRAI

#### Average Occupancy and Average Room Rate: 33 Cities/Regions in India

Table 2 illustrates average occupancy and rate for 33 cities/regions across the country over the last five years culled from the FHRAI 2012-13 Survey results. This is followed by HVS's viewpoint on the demand-supply scenario and performance of the 20 identified hotel markets, based on in-house research and data from 'HVS 2013 Hotels in India Trends & Opportunities'.

City	Occupancy					Average Room Rate (Rs)				
	2008-09	2009-10	2010- 11	2011-12	2012-13	2008-09	2009-10	2010- 11	2011-12	2012-13
All India	63.1	59.9	62.1	60.9	60.4	4487	4149	4578	4677	4507
Pune	65.5	53.2	53.3	53.2	57.8	4951	3921	3140	3293	2724

Pune is the second-largest city in the state of Maharashtra, and is also known as the cultural and educational centre of the state. The economy of the city is centred on manufacturing and forging industries and more recently on the automobile manufacturing and IT/ITeS sectors. Unlike other major cities, Pune lacks a conventional CBD and demand for hotels is predominantly generated from the industrial pockets of Pimpri, Chinchwad, Talegaon, Chakan, and Rajangaon, along with the IT hubs of Hinjewadi, Magarpatta and Kharadi. In

2012-13, the city witnessed a growth in occupancy as growth in demand outpaced change in supply. Demand growth was fuelled by new projects being set up in Talegaon, Chakan, and Hinjewadi.

Additionally, the city witnessed tremendous increase in Meetings, Incentives, Conferences & Events (MICE) demand as it played host to several large-scale conferences and weddings. As hotels continued to focus on building occupancy levels, average rates declined moderately in 2012-13 when compared with those in 2011-12.

Going forward, in the short term, we anticipate strong growth in demand, led by the IT/ITeS sector. Demand from the manufacturing sector, however, is expected to be subdued owing to the slowdown in the automobile industry. Increase in supply is anticipated to be moderate over the next two to three years and will mainly be concentrated in the pockets of Hinjewadi, Chakan and Nagar Road. With steady growth in demand and modest increase in supply, we expect occupancy levels to continually improve. Average rate growth, however, is expected to remain muted in the short term.

#### **Average Percentage of Trained Employees per Hotel**

Compositio n	Five Star Delux e	Fiv e Star	Fou r Star	Thre e Star	Tw o Star	One Star	Heritag e	Other s	All India Averag e
Number of responses	44	55	97	333	142	39	33	76	819
Managers	94	89.2	90.1	88.2	86.8	83. 9	88.4	88.7	88.4
Supervisors	89.8	87.5	87.4	79.8	73.8	83. 1	93.8	81.6	83.6
Staff	80.9	92.3	73.4	63.2	59.2	62. 4	66.3	63.3	66.7

Total Trained Employees	Avg.	88.4	89.7	83.7	77.1	73.3	76.5	82.8	77.9	79.6
Total Un Trained Employees	Avg.	11.7	10.3	16.4	22.9	26.8	23.5	17.2	22.1	20.4

Trained Employees includes those with a minimum one-year certificate course from a hotel management or equivalent institution; however, some hotels may have included those with short term (in-house) training.