Human Resource Management Practices and Customer Satisfaction in Hotel Industry

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Abstract

Human resource management (HRM) practices are a requirement for each modern company. They cover a number of areas and begin with the hiring of the person and continue throughout their career. The workforce is the driving force behind the lucrative and intensely competitive hospitality industry. A vital requirement for obtaining a healthy position in a highly competitive market is to utilize human resources to their fullest potential. This study aims to examine the function of human resource management techniques in the hotel industry in particular. It also discusses customer happiness, service quality, and HRM practices in hotels. The participants are 315 managers and subordinates who work in different hotels in Nepal. The statistical package for social sciences was used to code and analyze the statistics. The results show that there is a positive relationship between practices of recruitment and training, performance management, delivery of quality in service, and customer satisfaction. However, the results show that there is no relationship between compensation and the delivery of quality service. This study imply that proactive enhancement of human resource strategies is necessary for Nepalese hospitality services to increase the influence on customer satisfaction.

Keywords: *Human resource management, HRM practices, Customer satisfaction, Service quality, Hotel industry*

Introduction

Human resource management (HRM) is one of the most important and influential foundations of every company. It provides business architecture that enables the company to compete in marketplace (Lopez-Cabrales et al., 2009). It focuses on the skill of leading a workforce of people to accomplish corporate objectives (Hassan, 2016). By fostering a favorable work atmosphere and culture, strong human resource rules and regulations assist in inspiring people (Kotey & Sheridan, 2004). Effective procedures in the administration of human resources would benefit not just the employees but also all stakeholders, including the stockholders, creditors, suppliers, and customers (Akhtar et al., 2008). The administration of the organization's human resources must therefore be given special attention (Tzafrir, 2005). For the advantage of the employees, the company should continually adhere to sound human resource procedures. Any company's ability to survive depends on how its people are treated (Snape & Redman, 2010).

Worldwide, the hospitality sector is increasing quickly, and it is anticipated to continue to play a significant role in supporting the world economy by generating needed foreign exchange reserves and opening up

employment possibilities (Sharma & Gursoy, 2018). Regardless of the nation, the development of human resources (HR) continues to be the most important and critical aspect for the success of the hospitality business (Cho et al., 2006). Employees frequently resist change and favor adhering to existing values and traditions, making it difficult to implement HR policies that are meant to enhance business (Surucu & Sesen, 2019). It frequently applies to tourist spots in impoverished mountainous areas. Therefore, it is difficult to create HR practices that are efficient and capable of bringing about change in Nepal's hilly tourist areas (Kusluvan & Karamustafa, 2003). Numerous firms have emerged and are excelling in the development of personnel to reach the finest standards possible in the hospitality industry. But the geographically remote parts of the country are not seeing these changes.

In addition to a personal connection and "serving with a smile," the hospitality industry seeks workers that are multi-skilled, forward-thinking in respect of viewpoint and mentality, and who exhibit tactical, imaginative, and methodical thought (Cantarello et al., 2012). The hoteliers should satisfy or surpass the customers' requirements of customer standards to persuade tourists to choose a certain lodging facility (Wikhamn, 2019). However, due to the oversaturation of digital technologies and expanding globalization, personnel resource managers in the hotel business are facing rapid transformation (Tsaur & Lin, 2004). Maintaining the business's competence on the global stage requires HR advancement through the learning, instruction, and advancement of employees at all levels.

The popularity of tourism has led to a rise in the need for qualified workers. The sector is facing significant challenges due to the rising demand for trained and skilled human resources (Enz & Siguaw, 2000). Effective personnel resource management can provide a hotel with a competitive edge in this intriguing business (Batt & Valcour, 2003). Hotels need to establish human resource management procedures that let them find, hire, and keep qualified staff members who can help them reach their desired organizational goals. Before working in the hotel sector, potential employees are expected to have official educational credentials, experience, and trade skills (Brun & Dugas, 2008). The standard of hospitality schooling in Nepal has substantially increased with the opening of numerous new colleges, and graduates are now more proficient and well-trained to work in this attractive and quickly expanding sector. Training programs must be conducted by hospitality universities to generate skilled workers who can operate effectively in the hospitality industry (Beugelsdijk, 2008). Model curricula are being created by educational institutions to improve students' skills in the hospitality sector. Written and spoken communication, interpersonal skills, and computer literacy are some of the advances that have been included, but students still struggle to learn how to use these abilities in a way that the business world expects.

The hotel industry is a vital service sector that has had tremendous expansion in the modern age and supports the economic development of the nation. The generally acknowledged importance of client interest and happiness is crucial in this business. Customer loyalty and satisfaction are influenced by the way services are provided. The efficiency of internal human resources inside the organization is crucial for good service delivery. Therefore, it is crucial to comprehend the efficacy of human resources practices in the hotel industry. Hence, this research aims to examine the function of human resource management techniques in the hotel industry in particular. The report also discusses customer happiness, service quality, and HRM practices in hotels.

Literature Review

Organizations can apply human resource management practices in order to increase the job satisfaction of their staff members which ultimately helps to increase customer satisfaction in an environment of fiercer competition. They can give their all to satisfy customers and deliver the best possible service by applying effective human resource management practices (Lytras & Pablos, 2008; Suryani, et al., 2018).

Many previous studies have mentioned the role of HRM in organizational activities. Adiguzel et al. (2020) argue that private businesses go above and beyond the established procedures to protect their organization's interests because they are concerned about losing clients in competitive markets. In another study, Arwab et al. (2022) explore a substantial positive correlation between training and task performance of workers in the travel and hospitality sector. Additionally, indicated that participation by staff also serves as a direct and

indirect beneficial mediator in the connection between training and task completion. Nyagadza et al. (2022) investigated the impact of service-related factors such as quality, satisfaction, trust, value, and dedication on the attitudes and behaviors of hotel patrons. They found that the main values play a significant role in how customers consider their needs or want concerning particular hotel services.

Alqudah et al. (2022) present the impact of emotional engagement and powerful methods for personnel management on employees' readiness for change. They found a favorable correlation between a few high-performance human resource management methods and affective commitment as well as change preparedness. The findings also indicate a favorable link between emotional engagement and change readiness.

Qadri et al. (2022) studied the effect of environmentally friendly HR procedures including green pay attention and rewards, green involvement, green performance management, green recruitment, and selection, and green training roles on millennial employees' plans to quit three-, four-, and five-star hotels. They found that the only factors significantly influencing millennial employees' intention to leave their jobs are green rewards and involvement.

Regarding human capital and the sustainability of organizations, Batool et al. (2022) found evidence supporting the effects of trust, spirituality, and behavioral intelligence on the sustainability of organizations. Additionally, evidence was provided to demonstrate the mediation impact of trust.

In fact, human resource procedures are typically seen negatively in the hotel business. Human resource management techniques affect an organization's overall efficacy, regardless of the cause of questionable practices. An organization's ability to compete depends on how well its human resources are used. Any business must have standardized procedures for managing its people resources. Due to the necessity of having high labor intensity, the hotel business should establish efficient human resource practices and policies to succeed in the competitive market. An in-depth analysis of the hotel industry's human resource practices and challenges encountered by human resource managers in carrying out such practices is provided in this research. Additionally, this research work examines the significance of human resource management practices in the satisfaction of customers.

The hospitality and managerial industry's personnel department of recruiting and choosing employees is crucial to ensure that the best candidates are hired to meet the organization's defined goals and objectives by providing excellent customer service. The hardest problem right now is recognizing talent in the hospitality sector. To accomplish the goals of the business and have a significant market share in the current competitive market, an organization must have a clear and refined recruitment policy in today's global candidate short market. In the sense that the best delivery will be enhanced if suitable procedures are implemented and the right people are picked who can perform their responsibilities to the best pleasure of the client, recruiting and selecting the right people is crucial to the success of the hospitality business. Accordingly, a further hypothesis is put out in this study:

H_1: There is a positive relationship between recruitment practices and the delivery of quality service at selected Nepalese hotels.

Applying the knowledge, abilities, and perspectives they have learned during training will make it easier for employees to fulfil their responsibilities. Improve the employees' proficiency and courtesy, as well as their ability to inspire confidence, serve reliably, foster an encouraging willingness to help their internal consumers and offer prompt assistance, and enhance their degree of affection and individualized care regarding their internal customers in the business. Employees are driven to perform well at their employment when they can put what they have learned during training into practice, which is why the relationships exist. Applying newly acquired knowledge, abilities, and attitudes will also help employees manage and complete their work more successfully and efficiently. If someone does not implement their newly acquired skills, expertise, and knowledge in their place of employment, they might not be capable to improve the standard of their position when compared to other workers who do. Accordingly, a further hypothesis is put out in this study:

H_2: There is a positive relationship between training practices and the delivery of quality service at selected Nepalese hotels.

Methods in managing compensation are meant to reward individuals fairly and consistently in line with their contribution to the organization. Employee recruitment and retention are aided by pay. Advantages are positively correlated with retention whereas rewards have an impact on performance. Rewards like autonomy, recognition, and incentive will ultimately increase organizational effectiveness. Numerous investigations have found that there is a correlation between employee performance and the reward system in place. Employee performance eventually improved as a result of a reward plan that increased commitment, retention, and employee engagement. In contemporary HRM, paying for performance was a major concern. Accordingly, a further hypothesis is put out in this study:

H_3: There is a positive relationship between compensation practices and the delivery of quality service at selected Nepalese hotels.

Performance management includes the process of maximizing an organization's output and services while configuring and measuring certain output areas for its stakeholders. Management of performance also has a substantial impact on corporate strategy, training and transfer, career planning, succession planning, individual performance, and organizational and individual performance. Over time, a staff member's performance can change at an institution. The aforementioned supports service optimization as a result of the management control (measures) system used to convert employee potential into desired outputs. Setting goals, assessing employees' progress, giving them feedback, praising good performance, and even letting them go is all part of performance management. Accordingly, a further hypothesis is put out in this study:

H_4: There is a positive relationship between performance management practices and the delivery of quality service at selected Nepalese hotels.

The output of a service delivery system is typically referred to as service quality, and it is tied to consumer satisfaction, perception, and opinions that are formed based on a variety of contributing elements and references. Over the past ten years, this topic has seen a significant increase in attention. It has grown to be a very prominent area of intellectual and academic research. To address and emphasize this issue, numerous models and hypotheses have been developed. Scientific and technological advancements paved the path for the creation of high-quality products; the more frequently, the smaller the gap. Direct service professionals like waiters claim that occasionally, even the best customer service attempts might be derided due to the customer's negative attitude. It is acknowledged that a customer's emotional and physical well-being may have an impact on the practice of influencing them. Consequently, the degree of divergence between customers' accepted standards and their views at the time may change. Accordingly, a further hypothesis is put out in this study:

H_5: There is a positive relationship between the delivery of quality service and customer satisfaction at selected Nepalese hotels.
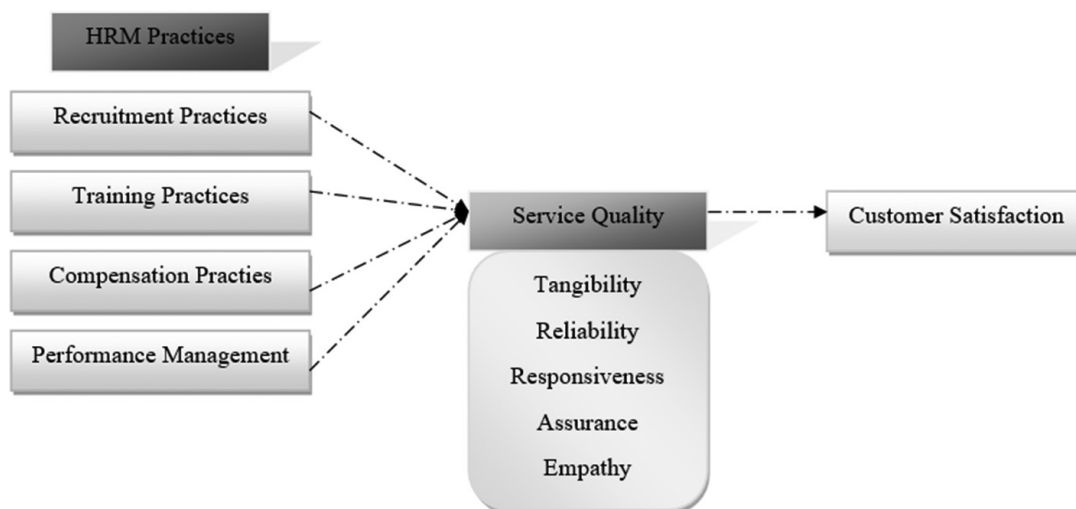

Figure 1: Hypothesis Framework

Research methods

The study's study units are three-, four-, and five-star hotels in Nepal. Human resource managers, subordinates, employers, and customers of certain hotels were consulted for information. Surveys were completed and randomly gathered from each hotel. A total of 62 hotels responded, resulting in a 315 response rate. Figure 2 shows the examination of the respondents' personal data. Men replied to the study in greater numbers than women. Furthermore, respondents between the ages of 40 and 50 reacted most fully, whereas those above 50 responded the least. Furthermore, fewer respondents completed other courses than completed master's degrees, but more respondents finished master's degrees. It was also shown that more respondents had employment histories with less than a year of experience.
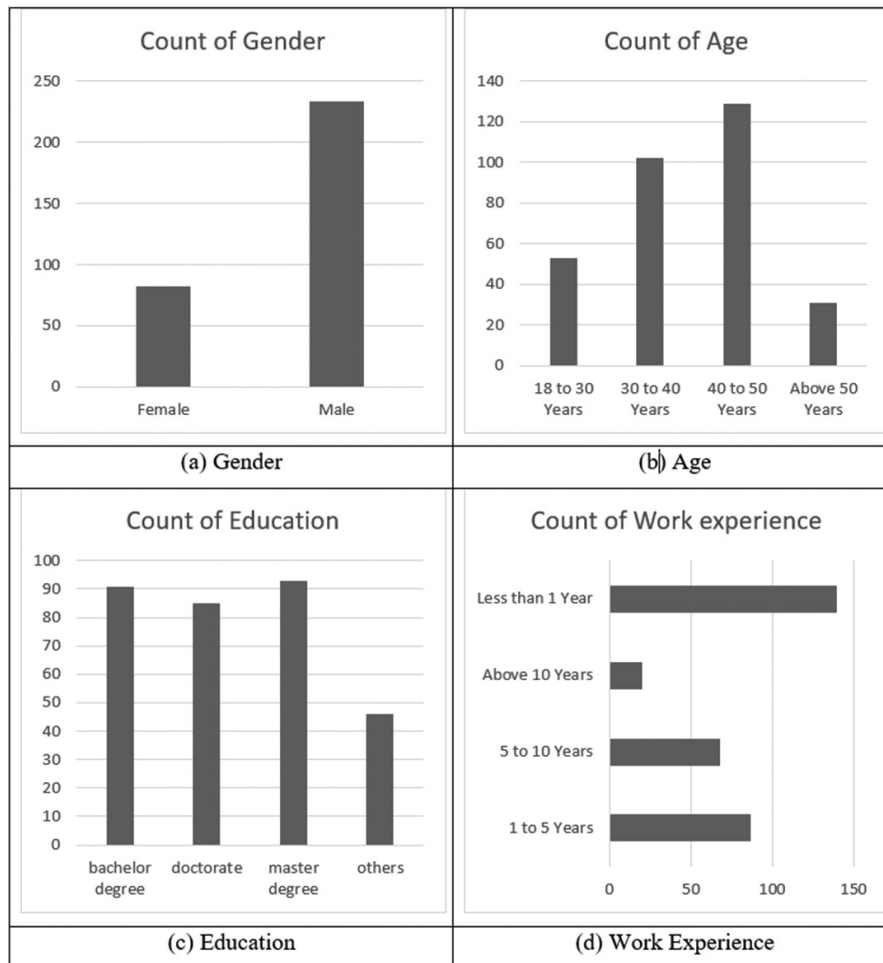

Figure 2: Response Analysis of Personal Details

Results and Discussion

In this part, the results of the data analysis are displayed. The results of the current study were analyzed using the structural equation modeling (SEM) method. However, for the SEM evaluation, AMOS and SPSS software were used. Both the structural model analysis and the measurement model analysis were significant steps in the data analysis process for the research.

Measurement Model Assessment

The measurement model is performed to validate the main two criteria namely validity of the utilized data and reliability of the utilized data. For analyzing the validity measures like Cronbach alpha, Dijkstra-Henseler rho, and Extraction of Variance with its Average Value (AVE) were employed in the measurement assessment and to evaluate the validity, HTMT measures have been employed in the study.

Data Consistency

Internal consistency or closeness of one group with another is measured by the alpha value proposed by Cronbach [Lee Cronbach in 1951]. It is regarded as a gauge of scale dependability. Even if alpha has a "high" value, the measure may not be one-dimensional. The reliability coefficient provides information about a test's dependability. It is represented by the letter "$\propto$". A number between 0 and 1.00, with $\propto = 0$ signifying no reliability and $\propto = 1.00$ signifying complete reliability, is used to express it. From Table 2 it was concluded that the value of "$\propto$" for all the constructs is within the range. Therefore, the data tested were perfectly reliable.

Also, Dijkstra-Henseler rho is performed to find the dependability and level of consistency of utilized data. The constructs' scale is more dependable the higher its value. A value of Dijkstra-Henseler rho exceeding 0.7 implies high internal consistency, whereas 0.4 denotes the lowest limit of appropriateness. From Table 2 it was found the rho value attained for all the constructs scale were exceeding the value 0.7. Therefore, the data tested were perfectly reliable based on the Dijkstra-Henseler rho test.

Furthermore, the AVE is a metric for comparing the variance attained by a construct to the variance resulting from measurement error. An AVE at a minimum of 0.50 is generally suggested. Having said that, an AVE of less than 0.50 indicates that your components account for more inaccuracies than construct variance. An AVE must be determined for each construct in any measurement method and should be at a minimum of 0.50. From the table it is found that the AVE value for all the constructs exceeds 0.50, except for the construct training practices (0.4539) and quality service (0.3624) but, they were at the level of acceptability.

Table 1

Analysis of Data Consistency

Constructs	$\propto$	Rho	AVE
Recruitment Practices	0.8661	0.8819	0.6546
Training Practices	0.6589	0.8015	0.4539
Compensation Practices	0.9412	0.9568	0.7728
Performance Management	0.8494	0.8459	0.5712
Quality Service	0.6130	0.7713	0.3624
Customer Satisfaction	0.8887	0.8932	0.6705

Data Validity

The HTMT standards have been applied to the measurement model regarding data validity. The overall correlations of the variables between constructs are measured by the HTMT standard. Furthermore, the computation of the HTMT simply needs the correlation of the measured variables as data. If the latent variable measurements are not equivalent and the correlations between the latent variables are close, the HTMT tends to be upwardly skewed. Less than 1.0 is required for the HTMT levels. Table 3 expresses that the HTMT values of all the measures were greater than 1.

Table 2

Analysis of Data Validity

Constructs	Recruitment Practices	Training Practices	Compensation Practices	Performance Management	Quality Service	Customer Satisfaction
Recruitment Practices	0	0	0	0	0	0
Training Practices	0.7251	0	0	0	0	0
Compensation Practices	0.3647	0.4114	0	0	0	0
Performance Management	0.364	0.4217	0.7968	0	0	0

Constructs	Recruitment Practices	Training Practices	Compensation Practices	Performance Management	Quality Service	Customer Satisfaction
Quality Service	0.8261	1.2936	0.7084	0.8797	0	0
Customer Satisfaction	0.4182	0.6133	1.0564	0.8206	0.8323	0

Structural Model Assessment

The assessment of the structural model was performed to measure the criterions such as coefficient of path co-efficient, R-squared construct, indirect effect, total effect, correlation analysis, and testing of hypothesis.

Path Coefficient, Indirect, and Total Effects

The direct impact of a certain factor considered to be the reason for another factor considered to be a consequence is shown by a path coefficient. Because they are computed from correlations. Path coefficients were determined as the standardized measure. The value of the path coefficient should be in the range of -1 to 1. Stronger positive relationships are represented by path coefficient values that are "nearer to +1" while stronger negative relationships are represented by path coefficient values that are "nearer to -1." In this research work, table 4 indicates that the value of the path coefficient for all the construct obtained is within the limit and, they are positive. Hence, there occurs an affiliation among the constructs.

Also, the disparity between a correlation as well as the path coefficient determines the indirect impact on any endogenous variable. The table shows that the value attained for indirect effect is "0" for each construct. Thus, table 4 shows that there occurs no indirect relationship between the constructs. While adding the value of the direct effect and indirect effect of the constructs the value of the total effect will be obtained.

Table 4

Analysis of Path Coefficient, Indirect, and Total Effects

Constructs	Path Coefficient	Indirect Effect	Total Effect
Recruitment Practices	0.6833	0	0.6833
Recruitment Practices	0.3268	0	0.3268
Compensation Practices	0.3236	0	0.3236
Performance Management	0.7617	0	0.7617
Quality Service	0.3735	0	0.3735

R- squared construct

The construct R- square measure the relationship among the variables. This also indicated the extent to which a variable that is independently used in regression may account for the variation in the variable that is dependent. For linear models, adjusted R2 is a rectified goodness-of-fit metric. It shows how much of the volatility in the field of the target can be attributed to the inputs themselves. R2 has the propensity to overestimate how well the linear regression fits. The value of R- squared and adjusted R- square is mentioned in Table 5.

Table 5

R-squared Constructs

Constructs	Path Coefficient	Indirect Effect
Recruitment Practices	0.000	0.000
Recruitment Practices	0.4678	0.4653
Compensation Practices	0.1068	0.1039
Performance Management	0.1047	0.1018

Constructs	Path Coefficient	Indirect Effect
Quality Service	0.5802	0.5789
Customer Satisfaction	0.1395	0.1368

Pearson Correlation Assessment

Assessment of Pearson correlation determines the degree as well as the direction of the two variables' linear relationship. The ideal negative correlation would have a correlation coefficient of -1, an ideal positive correlation would have a correlation value of +1, and a correlation coefficient of zero would not correlate at all. The numerical representation of how closely the points are clustered around the fictitious line is .541. The locations of the points would typically be nearer the line if the relationship between them was stronger; if it was weaker, they would typically be farther from the line. Also, keep in mind that any variable that is associated with itself has a relationship value of 1. Table 6 shows that the correlation value attained for all the constructs was within the expected range. Therefore, it is concluded that there is relationship occurs between each of the constructs.

Table 6

Analysis of Pearson Correlation

Constructs	RP- Recruitment Practices; TP- Training Practices; CP- Compensation Practices; PP- Performance Management Practices; QoS- Quality of Service; CS- Customer Satisfaction
Constructs	RP	TP	CP	PP	QoS	CS
RP	1	.541**	.322**	.311**	.616**	.379**
TP	.541**	1	.325**	.317**	.852**	.518**
CP	.322**	.325**	1	.706**	.512**	.949**
PP	.311**	.317**	.706**	1	.589**	.700**
QoS	.616**	.852**	.512**	.589**	1	.615**
CS	.379**	.518**	.949**	.700**	.615**	1

Testing of Hypothesis

Regression in linear form is performed to find the relation between the variables composed. The outcome of the analysis tested is depicted in Table 7. Finding the significant relationships among the two-factor value of significance (sig) plays a most noteworthy role. The expected value of sig is less than 0.05 (<0.05). When the value attained is lesser than the expected, then there is a relation amongst the variables, or else no relation exists between the variables. By evaluating hypothesis H_1, it was found that the value of sig is 0.000 and is lesser than the expected outcome. Therefore, it is concluded that there is a connection between recruiting methods and providing high-quality service at selected Nepal hotels. The sig value attained for H_2 and H_4 is 0.000 and is concluded that there is a connection between training procedures, performance management procedures, and the provision of high-quality service. Also, the value of sig attained for H_3 is 0.377 which is higher than expected therefore, there is no connection between compensation procedures and the provision of high-quality service.

Table 7

Analysis of H_1, H_2, H_3, and H_4

Hypothesis	Un-standardization		sig
	β	S.E.	
H_1- There is a positive relationship between recruitment practices and the delivery of quality service at selected Nepalese hotels.	0.116	0.090	0.000

Hypothesis	Un-standardization		sig
	β	S.E.	
H₂- There is a positive relationship between training practices and the delivery of quality service at selected Nepalese hotels.	0.512	0.020	0.000
H₃- There is a positive relationship between compensation practices and the delivery of quality service at selected Nepalese hotels.	0.024	0.028	0. 377
H₄- There is a positive relationship between performance management practices and the delivery of quality service at selected Nepalese hotels.	0.304	0.030	0.000
H₅- There is a positive relationship between the delivery of quality service and customer satisfaction at selected Nepalese hotels.	0.654	0.047	0.000

Furthermore, by analyzing the relation between the provision of high-quality service and customer satisfaction the value of sig attained is 0.000. Therefore, it is concluded that there is a connection occurs amongst the provision of high-quality service and customer satisfaction. Table 8 shows the significance of H5. Figure 2 shows the representation of the unstandardized coefficient with its path.
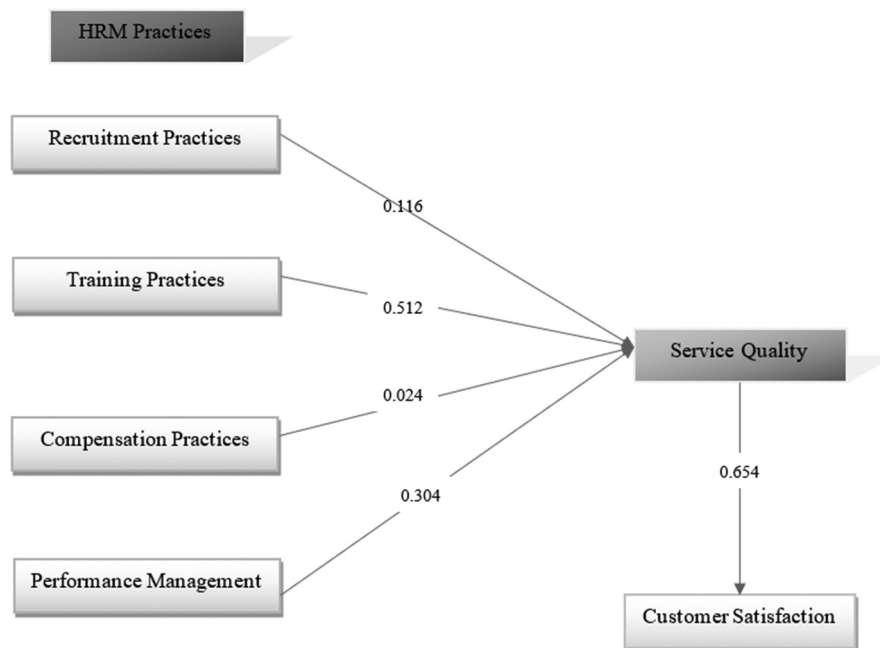

Figure 3: Unstandardised Coefficient of Constructs

Conclusion

In the current study, an effort is made to comprehend HR practices in the hotel sector of Nepal. The results suggest that employers had extremely high standards for their employees and that these expectations were not being met by the current workforce on a variety of levels. Due to their inadequate investment in employee training, employers bear some of the blame. To minimize their staff turnover rates, hotel operators should undoubtedly do a better job of finding qualified candidates and providing them with better professional training. The majority of hotels in this region lack a professional HR department to create human resources that are tailored to their needs. Independent HR departments may assist in resolving employee issues and encouraging personnel to take part in training initiatives. Therefore, the result shows that there is a relationship occurs between practices of recruitment practices and training, performance management, delivery of quality service, and customer satisfaction. In addition, the outcomes show that there is no relationship between compensation and the delivery of quality service. Customers are the primary source

of unpaid advertising for the excellence of goods and services as well as for business profits. Therefore, the HR department needs to develop a particular strategy to increase both the number of customers and their level of satisfaction. These results suggest that proactive strengthening of human resource strategies is needed by Nepalese hospitality services in order to increase the impact on customer satisfaction.

Limitations and Directions for Future Studies

This study has several limitations. There is only one service mentioned (the hospitality service). The findings should be extrapolated into other service areas in future studies. Further study should look into how unobservable characteristics like personality or lifestyle affect service quality and client satisfaction. However, clients in these segments are difficult to identify from factors. It may be argued that segments identified employing particular unobservable variables are typically more homogeneous and their customers respond consistently to marketing efforts. Using a similar line of reasoning, it is probable that due to habituation effects, the relevance of certain service quality indicators varies depending on how frequently customers visit the hotels. This problem should therefore be taken into account in future studies by segmenting the data along such behavioral factors. A long-term investigation could enhance the results and produce a deeper understanding of the dynamics of service quality. The study also provides a cross-sectional evaluation of service quality. The causal relationship between service quality, customer satisfaction, customer loyalty, and customer pleasure may be better identified in the future through trials.

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