

Role of HR Practices and Organizational Culture in Employee Job Satisfaction with Special Reference to 5-Star Hotels in Delhi-NCR

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Abstract:

In order to better understand the connections between organisational culture, human resources (HR) practices, and job satisfaction in India, this research aims to examine such connections. Sample size for the study was 270 and was obtained from a structured questionnaire. The questionnaires were distributed between the employees of 5-star hotels in Delhi-NCR region of India through email, WhatsApp, google form and personally; analysed through SPSS20.0. The findings of this study show that HR practices (Training, Work Environment and Rewards and Recognitions) and Organizational Culture have a significant positive impact on employees job satisfaction. Study further shows that the strongest correlation between work environment and employee job satisfaction while training has the least. As far as limitations are concerned this study solely focused on hotel employees and developing economy thus the findings of this study can only be generalized in terms of hospitality sector and developing economies around the globe.

Keywords: Job satisfaction, Training, Work environment, Organizational culture and Rewards and recognitions.

1. Introduction:

A great number of scholars have focused their attention on the importance of organizational culture. This is due to the fact that organizational culture is not visible to workers; nonetheless, it does impact their thoughts and actions, both consciously and subconsciously, inside a company (Hartnell C.A. et al., 2011). Additionally, the adoption of the company's rules and procedures is impacted significantly by the culture of the organization. The practices of human resources (HR) are not an exception to this rule. By recruiting, developing, motivating, and keeping personnel, human resource practices play a significant role in the practical and successful implementation of businesses' plans (Schuler & Jackson, 1987). There is a considerable correlation between the practices of human resource management (HR) and the success of enterprises. It is possible for firms to achieve both personal and corporate objectives with the assistance of HR strategies that have such multidimensional implications (Jawaad et al., 2019). In the context of the global economy, human resource methods are now more readily available for achieving a competitive advantage (Lee et al., 2018). Changing employee attitudes toward their businesses may be accomplished via the implementation of human resource policies such as recruiting

and selection, job security, training, and assessment (Pfeffer, 2005). These activities are necessary for the sustainability of the organization because they make it easier for the organization to express its values and expectations about the manner in which things should be carried out inside the company. At the same time Over the course of time, the members of the business have consistently shown an appreciation for the significance of human resource processes, such as hiring, placement, promotion, remuneration, and yearly performance reviews.

The word "organizational culture" refers to "the set of shared, taken-for-granted implicit assumptions that a group holds and that determines how it perceives, thinks about, and reacts to its various environments within the organization (Schein E.H., 1997)". Employees have a tendency to be content with their employment and dedicated to their organizations when the culture of the company supports the needs and attachments of the employees. These are traits that are essential to increase the performance of the organization. Employees have a tendency to be content with their employment and dedicated to their organizations when the culture of the company supports the needs and attachments of the employees. These are traits that are essential to increase the performance of the organization(Hartnell C.A. et al., 2011). Numerous researchers have discovered compelling evidence that the culture of a company may have an effect on human resource practices (Biswas Soumendu, 2009; Chow, 2012; Tang T.W. & Tang Y.Y., 2012). Considering the relevance of the organisational culture and the practices of human resources, it would be interesting to investigate how the organisational culture and the practices of human resources might impact the level of satisfaction experienced by employees. Thus, the purpose of this study is to investigate the impact of different HR practices and organization culture on the job satisfaction of employees.

2. Literature Review:

2.1. Job Satisfaction:

Job satisfaction denotes "the pleasurable emotional state arising from the evaluation of one's employment, which is essential for attaining or enhancing one's job value" (Locke, 1969). Additionally, (Kotler P, 1997) defined work satisfaction as the sentiments of joy and disappointment that people experience in relation to the outcomes of their job performance or repercussions in comparison to what they had anticipated would occur. One of the most important employee behaviours in organisations is job satisfaction, which has been extensively used as a measurement tool for many aspects of employee effectiveness and job performance (Ellickson, 2002).

2.2. HR Practices:

The implementation of HR practices is essential for the successful delivery of successful training to workers, the enhancement of their motivation via the implementation of attractive incentive systems, and the reinforcement of the enrolment and determination process. Because of the intense rivalry on a global scale, the persuasive forces behind organisations have been forced to adopt HR practices.

2.2.1. Training:

The purpose of employee training is to improve the workers' level of expertise and capability in order to accomplish a certain assignment. As a result of the fact that workers are considered to be valuable resources for the organisations, businesses make investments in their training programs in order to

enhance the capabilities and capabilities of their employees (Jimenez-Jimenez & Sanz-Valle, 2013). The purpose of training is to fundamentally overcome any obstacles that may exist between the requirements of the job and the capabilities of the personnel. By providing the workers with the appropriate training, it is possible to modify or improve their behaviour and performance. According to (Fong et al., 2011), the purpose of providing workers with opportunities for promotion and training is to facilitate the streamlining of their information and expertise inside the organisation. The conclusion that (Lamba & Choudhary, 2013) came to is that the training that is provided to workers, which includes training that pertains to job orientation, safety, and promotional activities, is intended to increase the knowledge of the human resources department in order to make them more competent. Thus, from the above discussions following hypothesis has formulated:

H1: There is a significant positive relationship between training and job satisfaction of employees.

2.2.2. Rewards & Recognitions:

Those in charge of human resources are always looking for standardized solutions, so that they may suitably reward and acknowledge the achievements of their staff members (Campbell-Allen et al., 2008). A reward system should be a package or structure that includes advantages for employees of the company, such as wages, leaves, medical allowances, transportation allowances, and commissions. These benefits should be provided to employees in addition to paying them. If employees are certain that they will be recognized and rewarded for their efforts, they will be more likely to be interested in the task that they are doing. It is crucial to have a good incentive system and a successful pay structure since it has the potential to raise the motivation of workers to work, which in turn further increases the company's productivity, efficiency, and competitiveness. Inferences have been taken by (Malhotra et al., 2007) that incentives play a significant part in the process of building and maintaining commitment among the workforce. Furthermore, awards ensure that employees are competent and that they achieve their goals. The company's incentive scheme provides several perks. The organisation rewards employees based on their performance, experience, qualifications, and seniority; Benefits include overtime compensation and transportation, medical, and mobile allowances (Lim & Ling, 2012). Thus, from the above discussion following hypothesis has formulated:

H2: There is a significant positive relationship between rewards and recognition and employee job satisfaction

2.2.3. Work Environment:

It is defined the workplace as the environment in which workers perform their duties (Danish et al., 2013). To achieve success, firms should design environments that encourage employee devotion and inspiration, leading to optimal results. According to (Mai & Vu, 2014), as compared to those who feel negatively about their job, workers who are happy there are more likely to work with more passion and value the surroundings. Managers should improve the working environment in this way to ensure the comfort and well-being of their staff. Previous research indicates that workplaces may be evaluated from a variety of perspectives. (Hanaysha & Tahir, 2016) suggested that the workplace is composed of various factors, including administrative control, self-sufficiency, innovation, development, physical comfort, group union, administrator's assistance, assignment introduction, work clarity, and

contribution. According to (Hanaysha & Tahir, 2016; Mai & Vu, 2014), improved work environments had a positive impact on job satisfaction. It is also evident that hierarchical responsibility is significantly influenced by the workplace. Thus, from the above discussions following hypothesis has formulated:

H3: There is a significant positive relationship between improved work environment and employee job satisfaction.

2.2.4 Organizational Culture:

The "consistent, observable patterns of behaviour in organisations" are referred to as organisational culture. "Organisational culture is the collection of values and rituals that function as the "glue" that unites the organization's members"(Watkins, 2013). Individual attitudes towards outcomes, including commitment, motivation, morale, and satisfaction, are believed to be influenced by organisational culture. High levels of employment satisfaction are indicative of a robust organisational culture. In contrast, an organisation with a feeble culture will experience low levels of job satisfaction. Organisational culture is a value that is increasingly prevalent within an organisation, and it is utilised to influence the behaviour of its members. The culture of an organisation is anticipated to enhance employee performance, as employee behaviour is influenced by the environment in which they operate. If the employee's view of the culture in an organisation is in agreement with the desires of the employee, then the employee will be content with the job that he is doing. On the other hand, if a person's view of the culture in an organisation does not support the organization's system, then the employee is not content with his job. Thus, from the above discussions following hypothesis has formulated:

H4: There is a positive and significant relationship between positive organizational culture and employee job satisfaction.

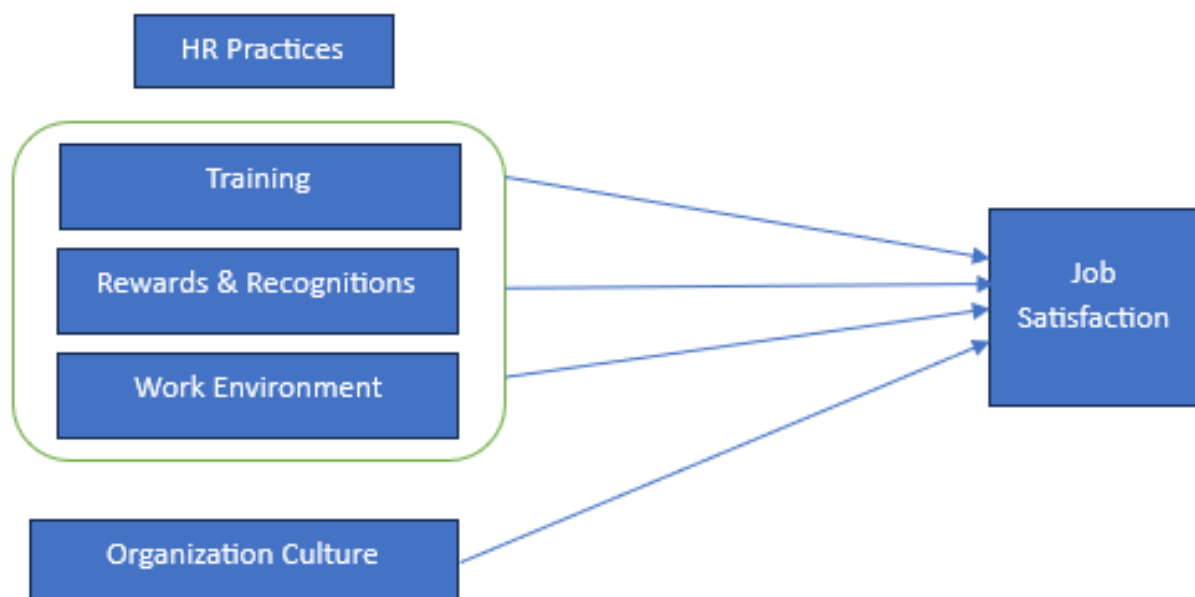


Figure -1 Conceptual Framework:

3. Research Methodology:

3.1. Data Collection:

A closed-ended questionnaire that contained a Likert scale with five points was developed in order to obtain the necessary information. In the English language, the questionnaires were drafted, and they were sent to potential participants via various electronic means, most notably through the use of email. The data for the research was collected via the use of convenience sampling, and the sample size for the study is 270.

3.2. Construct Measures:

The items for Training, Rewards and Recognitions, Work Environment, Organization Culture and Job Satisfaction were adopted from the following sources (Table 1)

Table-1

Constructs	No of Items	Source
Training	3	(Karatepe & Vatankhah, 2014)
Rewards and Recognitions	3	(Kinnie et al., 2005)
Work Environment	3	(Morgeson & Humphrey, 2006)
Organization Culture	3	(Glaser et al., 1987)
Job Satisfaction	3	(Hanaysha & Tahir, 2016)

3.3. Respondent's Profile

Participants in this research were from the Delhi-National Capital Region. Those who participated in the survey were employees of five-star hotels. The following is a list of the demographic features of the individuals that responded: On the other hand, the percentage of male participants in this research was 65%, while the percentage of female participants was 35%. The bulk of the participants in this study were between the ages of 18 and 25 years old, in contrast to the intended age range of this research, which was between 18 and 60 years old.

4. Data Analysis and Findings:

4.1. Reliability test:

For the purpose of determining the overall construct's level of dependability, we used Cronbach's alpha reliability analysis. By looking at Table-3, we can see that the overall construct that is being evaluated has a Cronbach's alpha that is more than 0.70. Based on the findings of (Cavana, R., Delahaye, B. & Sekeran, 2001), it seems that the structure is suitable for potential future examination.

4.2. Validity Test:

In accordance with the findings shown in Table-2, the value of KMO was found to be 0.819. The results of the Bartlett's test of sphericity were statistically significant ($P=0.000$), and there were 66

degrees of freedom with regard to all of the correlations that were included inside the matrix. In light of these findings, it seems that factor analysis was a suitable method for the inquiry. It was shown that all of the constructs had eigenvalues that were more than 1, indicating that they were statistically significant, after the completion of principal component analysis and varimax rotation. There is a high amount of explanatory capacity shown by the components, as seen by the noticeable variations that they display. With regard to the concept of convergent validity, the factor loadings for every construct are higher than the threshold of 0.50, as shown in Table-3.

Table-2 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	0.819
Approx. Chi-Square	3119.566
Bartlett's Test of Sphericity	66
Sig.	.000

Table-3 Factor Loading and Cronbach Alpha

Constructs	Items	Factor Loading
Training (Cronbach's $\alpha = 0.77$)		
	I receive continued training to provide good service	0.782
	I receive training on how to serve customers better	0.793
	I was trained to deal with customers complaints	0.823
Rewards & Recognitions (Cronbach's $\alpha = 0.72$)		
	How satisfied do you feel with your pay?	0.742
	How satisfied are you with your pay compared with the pay of other people that work here?	0.635
	Overall, how satisfied do you feel with the rewards and recognition you receive for your performance?	0.812
Work Environment (Cronbach's $\alpha = 0.85$)		
	The seating arrangements on the job are adequate (e.g., ample opportunities to sit, comfortable chairs, good postural support).	0.845

	The work place allows for all size differences between people in terms of clearance, reach, eye height, leg room, etc.	0.854
	The job involves excessive reaching (reverse scored).	0.878
Organizational Culture (Cronbach's $\alpha = 0.82$)		
	People I work with functions as a team	0.757
	This organization motivates people to be productive and efficient	0.816
	This organization treat people in a consistent and fair manner	0.765
Job Satisfaction (Cronbach's $\alpha = 0.89$)		
	I like doing things that I do at my work place	0.878
	I am satisfied with my earning from my current job	0.818
	Overall, I am satisfied with my current job	0.867

Source: Analysis Output

Table-4 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.784	.614	.608	2.75879

a. Predictors: (Constant), Training, Rewards & Recognitions, Work Environment, Organizational Culture.

The correlation coefficient, represented as 'R', was calculated to be 0.784. This score signifies a statistically significant level of predictability for employee job satisfaction. R², also known as the coefficient of determination, is a statistical metric that quantifies the degree to which the independent and dependent variables can be accounted for by one another. The R² value of 0.614 (Table-4) indicates that 61.40% of the variability in the dependent variable (Employee Job Satisfaction) can be explained by the independent variables, i.e., Training, Rewards & Recognitions, Work Environment, Organizational Culture.

Table-5 ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	3210.553	4	802.638	105.459	.000 ^b
Residual	2016.888	265	7.611		
Total	5227.441	269			

- a. Dependent Variable: Employee Job Satisfaction
- b. Predictors: (Constant), Training, Rewards & Recognitions, Work Environment and Organizational Culture.

The regression model was assessed and analysed as shown in Table 5 to establish its appropriateness for the data. The independent factors included in Table 5 show statistical significance, showing their potential to predict employee Job satisfaction. The analysis reveals that the dependent variable is significantly influenced by these factors, as evidenced by the F statistic (4, 270) =105.459, with a significance level of $P < 0.05$. Therefore, we may deduce that the regression model mentioned above is a suitable match for the given data.

Table-6 Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	3.798	.662		5.741	.000
1 Training	.327	.135	.131	2.424	.016
Rewards & Recognition	.636	.136	.250	4.683	.000
Work Environment	1.103	.097	.442	11.336	.000
Organizational Culture	1.034	.093	.427	11.110	.000

- a. Dependent Variable: Employee Job Satisfaction
- b. Independent Variable: Training, Rewards & Recognitions, Work Environment and Organizational Culture.

It has been determined that the p-value is considerably less than the alpha value of 0.05 in the cases of Training, Rewards & Recognitions, Work Environment and Organizational Culture. Hence, all the alternate hypothesis (H1 to H4) were accepted. Therefore, this finding demonstrated that Training, Rewards & Recognitions, Work Environment and Organizational Culture have a significant impact on employee job satisfaction with respect to 5-star hotels.

Thus, the multiple regression equation for this study will be:

Employee Job Satisfaction=3.798 + 1.103 Work Environment + 1.034 Organizational Culture + 0.636 Rewards & Recognitions + 0.327 Training.

The aforementioned table (Table-6) makes clear that employee job satisfaction and work environment are strongly correlated (strongest relationship), serving as one of the primary antecedents of employee job satisfaction, followed by organizational culture, rewards & recognitions and training.

5. Conclusion & Implications:

The purpose of this research was to investigate the connections between organisational culture, human resource practices, job satisfaction among workers working in five-star hotels in the Delhi-National Capital Region in India. Findings of this study reveals that HR practices and organizational culture have a significant positive impact on employees job satisfaction. Employees may be more committed to their present organisation and feel more content with their job if they are provided with better and more respected working conditions, better training, organization culture and rewards & recognitions which can be provided by HR procedures that have been well planned. Over the course of a considerable amount of time, the culture of an organisation has developed in accordance with the corporate philosophy, fundamental values, common practices, and expectations that have an impact on both people and organisations. More specifically, it has had an impact on HR methods, decision-making procedures, and human resource management systems, regulations, and policies (Singh & Singh, 2020). On the other hand, some scholars have proposed that the organisational culture and HR practices need to be matched in order to provide the most effective utilisation of HR practices from the point of view of contingency planning which ultimately leads job satisfaction among employees.

It is essential that managers exercise extreme caution while putting into practice and enhancing their human resource strategies, since this will ultimately result in increased work satisfaction. It is the responsibility of HR managers to focus on HRM practices, which include the execution of appropriate training, the creation of a work environment that is viable, and the provision of awards and recognitions to workers (Singh & Tanwar, 2018). The HR managers should build a cooperative and viable culture in the organization so that the employees working there feels at home and emotionally attached. This will ensure that employees are motivated and content with their jobs.

6. Future Directions and Limitations:

The hotels business in the Delhi-National Capital Region of India was the centre of this investigation. In the future, researchers will be able to broaden the scope of their studies to include other contexts and economies in order to investigate similar relationships. This will allow them to investigate a more holistic approach and investigate a model that is well integrated between HR practice, organisational culture, and job satisfaction. This will allow them to increase the rate of generalisability. Future research can further investigate the differences between the organisational culture and human resource practices of senior level managers and customer service employees. The focus of the current research remained on investigating the hospitality sector, which had not been properly studied before in the context of the current situation.

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