A
DISSERTATION REPORT
ON
IMPACT OF HR PRACTICES, TRANSITION OF CHANGE AND ATTITUDE ON EMPLOYEE COMMITMENT



FOR THE PARTIAL FULFILLMENT OF THE REQUIREMENT
FOR THE AWARD OF
BACHELOR OF BUSINESS ADMINISTRATION
UNDER THE GUIDANCE OF
Ms. MANCHALA SEEMA

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DECLARATION

I JAYANTH KUMAR, student of Amity Global Business School, Hyderabad here by declare that the Dissertation Project Title "IMPACT OF HR PRACTICES, TRANSITION OF CHANGE AND ATTITUDE ON EMPLOYEE COMMITMENT" is the record of authentic work done by me for submission of the Summer Internship Project as a partial fulfilment and had not been submitted in any other university or Institute for the award of any other Degree. An attempt has been made by me to provide all relevant and important details regarding the topic to support the theoretical aspects and practical evidence related to the topic.

JAYANTH KUMAR

Date:01/04/2022

Hyderabad

CERTIFICATE

This is to certify that the project work done on “IMPACT OF HR PRACTICES, TRANSITION OF CHANGE AND ATTITUDE ON EMPLOYEE COMMITMENT” is a Bonafede work carried out by

Mr. JAYANTH KUMAR under my supervision and guidance.

The project report is submitted towards the partial fulfilment of 3 year, full time Bachelor of Business Administration.

This work has not been submitted anywhere else for any other degree/diploma. The original work was carried during 8/02/2022to 29/03/2022.

Date: 29/03/2022

Name & Signature of Faculty Guide

Ms. MANCHALA SEEMA

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EXECUTIVE SUMMARY

Globalization, technological innovation, information explosion and competitive business environment force organizations to introduce change management. Several studies have pointed that majority of the change projects have not been successfully implemented. Thus there has been a growing interest among researchers in identifying the problems associated with the change process like resistance to change, attitude towards change management, employee reactions in the transition of change, etc. Reported studies on change management in hotel industry have been vastly unexplored. This paper address the gap in literature by focusing on the two important factors in change management literature namely attitude towards change and transition of change. The objective of this paper is analysing the mediating effects of attitude towards change and transition of change on the relationship between human resource (HR) practices and Commitment towards Organization and Job in hotel Industry. A randomly selected sample of 535 employees working in different Five, Four and Three star hotels in the Chennai Region participated in this study. A questionnaire was developed to measure the variables like Transition of Change in the Hotel Industry, Employee Attitude towards Change, HR Practices in the Hotel Industry and Employee Commitment towards Organization and Job. Results indicated that the mediating variables namely attitude towards change and transition of change have significant positive impact on the employee Commitment towards Organization and Job. In addition, HR practices also have significantly positive impact on the employee Commitment towards Organization and Job in hospitality industry. This work analysed and tested significance in the differences among the ix categories of various demographic factors like Gender, Age and Experience on the variables like

"Transition of Change", "Attitude towards Change", "HR Practices" and "Commitment towards Organization and Job".

CHAPTER-I

INTRODUCTION

Among the various industries that flourish in the business world, the first one which impeccably makes an impression in our minds when we think of focus towards customer centricity then it is definitely going to be Hospitality industry. This industry is so much diverse in nature that it enables immense opportunities for business and manpower. This industry contributes largely to the broader spectrum of Service industry, which includes travel, hotels and restaurants, large business/conclave centers, tourism, entertainment and so on. Directly and indirectly, hospitality sector provides largest employment to professionals, semi-skilled, and unskilled labor. When we take account of the numerous contributing businesses in India, one of the progressive and fast growing is the hotels segment. The competition in hotel industry is intense and often the companies seek directions that enable them to sustain their position in the market.

The Indian hotel business structure has changed significantly in the recent decades, and the industry is dealing with a number of challenges. One of the most pressing issues is sustaining a competitive edge in new markets with a complex social-cultural, technological, legal, and political climate (Westcott et al 2018). The only sure way to meet this objective s to effectively manage the appropriate resources, which are divided into three categories: physical, organizational, and human (Senyucel 2009). Human capital is the most valuable and a strategic asset among other resources. Hence, it is important that organizations implement proper policies and procedures for proper recruitment and selection of diverse group of skilled

manpower by offering proper compensation and appreciation (Senyucel 2009).

Ever growing competition among organizations together with the impacts of globalization, changing business environments, technological innovations and governmental regulations are forcing organizations involved in hospitality sector to respond proactively by introducing changes (Cheney et al 2010). Organizations are envisioning changes in every aspect be it in the internal structure, processes and the way the employees work in the organizations. Studies highlighted that if the organizations fail to respond by accepting change, their existence, sustenance and continuous growth in the marketplace would be jeopardized (Herold et al 2008).

Change is an important phenomenon that individuals and organizations face every day (Battilana et al 2010). Implementing change is one of the most important challenging for organizational leaders at different levels (Martins 2011; Herold et al 2018). It is important that organizations acknowledge that change is only persistent and it occurs in on an uninterrupted basis (Schein 2004). The change management has significant managerial implications for organizations. Change management is further explained as “Managing process, structural, technical, staff and culture change within an organization” (Chaffey 2004). “Change management is marrying together the organizational and individual transition states” (Miles and Large 2006). The objective of the change management is to maximize the collaborated benefits and ensure mitigation of minimum risk of challenges/failure in implementing change processes.

Kale (2005) pronounced that since the hospitality industry is closely connected with people, change management has assumed significance in managing customer relations. Moreover, successful management of change in an organization reflects the capability to reinforce its competitive edge operationally. In the hospitality industry, change can be highly predictable because of the factors like “mobile forces of capital sources, industry structure, investment performance, and most relevant, operational performance” (Singh 2004).

Interestingly, several studies have pinpointed that majority of the change efforts in organizations have not been able to meet the intended expectations as the level of commitment required for change is high and it require support from all level of employees (Barrett 2002; Lewis 2014; Burke 2002). Studies suggest that factors like communication around the change (Goodman and Truss 2004) and garnering employee support for implementing change (Weber and Weber 2001; Slåtten and Mehmetoglu 2011; Saks 2006) are important in successful change management in the organizations.

Studying the employee attitude toward change and transition of change has assumed significant importance as change impacts morale, productivity and turnover intensions.

1.1 HOSPITALITY INDUSTRY IN INDIA

Hospitality industry is a large diversified spectrum that covers different businesses offering plethora of services like Air and land travel, Hotel Industry, Food and beverage, Pubs, Clubs and Bars, Entertainment such as Movies/Theatre/Sports, Travel, Tourist attractions and “Catering”. Hospitality Industry in India is contributing over 6.8 percent to the country’s GDP (MoT Report 2020). An anticipated growth of 16.1% Compound Annual Growth (CAGR) is predicted in this industry. Also, it is expected to reach INR 2,796.9 thousand crore in 2022 with an ideal business scenario (MoT Report 2020). Hospitality sector of India is one of the 10 sectors that attract highest Foreign Direct Investment (FDI). This sector is also one of the largest generators of direct as well as indirect employment in the country (MoT Report 2020).

When we focus within travel and tourism sector, hotel industry is the prime and fast-growing industry in India. Fueled by the growth in Information and Technology (IT) sector and the emergence of several global companies, business travelers are gradually increasing. The Key Performance Indicators (KPIs) like the Average Room Rate (ARR) and Revenue Per Available Room (RevPAR) are looking positive for Indian Hotel industry. In FY 2020, ARR was INR 5,458.68, down from INR 5,671.00 in FY 2017 due to COVID-19 pandemic and lockdowns. However, the growth is projected to increase to 6,292.85 INR by FY 2025 at a multiple annual growth rate (CAGR) of 2.49 percent (Business wire 2021). The RevPAR was INR 1,951.34 in FY 2020 and is forecast to hit INR 3,336.28 in FY 2025 (Business wire 2021).

Intensified demands create the need for businesses to evolve day by day. This makes it challenging for hotels to explore ways to implement innovative technology and change in service standards to attain maximized positive customer experience. Changing dynamics of this business makes it mandatory for organizations in this segment to recreate and strategize priorities to retain talented scarce workforce. As mentioned by Luthans and Sommers (2005) in order "to ensure a successful business model focus towards factors such as developing performance, reduction of costs, developing new products and processes, uncompromised quality, and market study are key".

1.2 HUMAN RESOURCE (HR) PRACTICES IN HOTEL INDUSTRY

Numerous former studies (Conrade et al 1994; Jameson 2000; Barrows 2000) have detected that Human Resource (HR) management is one area which has been highly unfocused in the hotel industry. There has been a lack of hotel sector specific literature on HRD practices (Nolan 2002). However, in the recent years, HRM practices have become critical issue in the hotel industry. The traditional sources of competitive advantage that the hotel industry has been relying on have become invalid because of globalization liberalization and market expansion.

This business of involving hotels and restaurants is undeniably a manpower intense industry. The successful accomplishment of a hotel business majorly relies on the "social and technical skills of its personnel, their ingenuity and hard work, their commitment and attitude" (Anastassova and Purcell 1995).

Identifying the right talent and placing them in the right job is key for the success of business. But the scarce talent pool and the demanding skills leave organizations at a dead end but compromise based on availability. However, a smart business solution is to adopt strategies which shall invest in the required human capital to be upskilled and updated on the trends. As explained by Storey (1995), “HRM is a distinctive approach to employment management which seeks to achieve competitive advantage through the strategic deployment of a highly committed and capable workforce, using an integrated array of cultural, structural and personnel techniques”. HRM is a normative principle aimed at making companies more profitable and sustainable by using workforce as the most valuable single commodity.

> Mentioned by Yukl (2013), an organization can effectively manage its human asset to face the growing competitiveness only through high motivation, synergy of human resource, cooperation and collaboration. Furthermore Huselid (2005) have significantly recommended that if organizations are planning on revamping model and want to relook into capitalizing strategies there is huge scope to allocate time and money for their Human resource policies and practices.

Also, Delery and Doty (1996) aimed at studying the core value proposition of HR practices in building a strong Employer brand. Carefully planned and executed policies and business practices design the overall working culture of the organization. However, it is significant to identify what are those factors which may keep the human capital motivated and committed to contribute towards affirming business goals on a timely basis with changing and growing expectations.

Likewise, Schuler and Jackson (1987) have theorized that any HR practice in a specific organization is designed and developed to suit the needs of its human capital. This ensures optimum utilization of this resource through utmost commitment towards organizational goals. Dittmer (2002) mentions that a working individual perceives HR practices as strategies to keep the work force motivated, develop, compensate, reward and retain to meet the business needs. An actively engaged workforce through best HR practices provides a platform for collaborative environment organization's goals.

Building a two-way communication and relationship between employee and the employer enhances overall organization culture. A positive impact and trust towards the organization can be enhanced when the social exchange between the two parties available (Gupta et al 2016). To summarize, Human resource function play a substantial impact on the organizational performance by directly influencing employee performance and experience. In this work, six HR practices were considered namely, Performance Appraisal, motivation towards work, recognition of talents through rewards and wards, upskilling by means of Training and Development, retention through Employee Engagement, and policy and procedure of handling Grievances.

1.3 COMMITMENT TOWARDS ORGANIZATION AND JOB

Researchers in the past have conducted series of deep dive discussions and as broadly explained the ever-evolving concept of Organizational commitment as the relative strength of an individual's identification with, and involvement in, a particular organization (Mowday et al 1979; Allen and Meyer 1990; Opare 2007). An organization's values and vision is strongly imbibed in the minds of an employee who feels committed to perform. Through various researches it is evident that being committed allows or motivates the workforce to go beyond their call of duty at times of business need and crises. (Mowday et al 1982). According to Porter et al (1974), "Organizational commitment is the willingness of employees to exert high levels of effort on behalf of the organization, a strong desire to stay with the organization, and the acceptance of the organization's goals, mission and values". Similarly, Rashid et al (2003) states that an individual may view organizational commitment as a virtue wherein an employee extends additional support, energy and indebted to an organization. Greenberg and Baron (2003) further more explains "organizational commitment is not only concerned with the extent to which an employee identifies with their organization, but also whether the employee is or is not willing to leave their organization".

STATEMENT OF THE PROBLEM

The period of globalization, liberalization and privatization has provided unlimited opportunities to Indian companies to compete in the global market with competitors from across the globe.

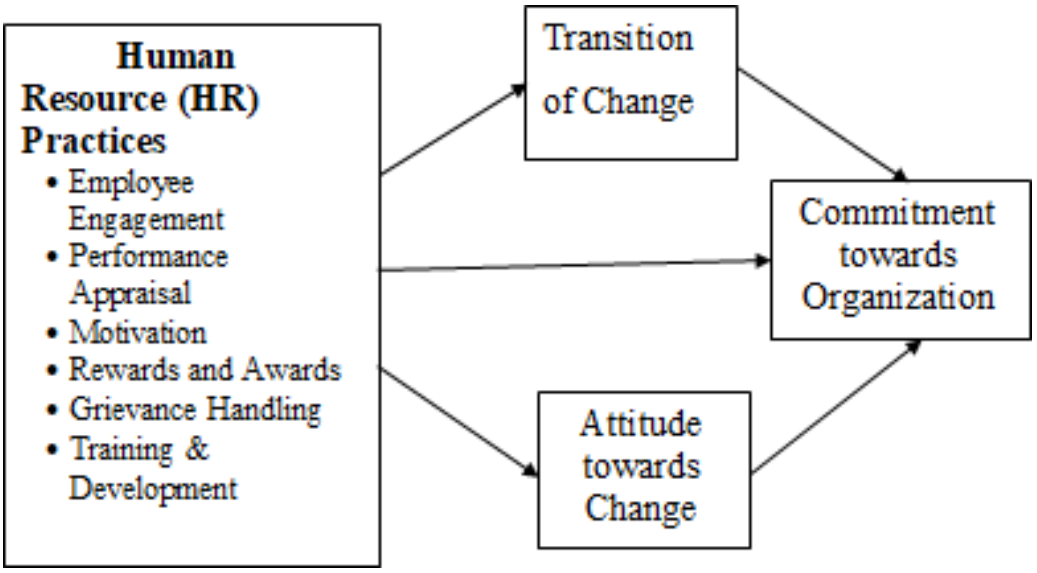
However, the turbulence in the market and rapid changes in the external environment in the last decade has significantly impacted the Indian hotel industry. The industry as whole is undergoing unprecedented changes with the growth and development in the economy.

To sustain in the changing market scenario and maintaining the progress momentum, Indian hotel industry needs a more updated and contemporary approach towards managing their human resource. Hotel industry's progress will be centred towards the productivity of its employees and their effective management in order to help the business accomplish its objectives (Berger and Ghei 1995). However, several studies (Price 1994; Croney 1988; Lucas 1996; Kelliher and Johnson 1997; Haynes and Fryer 2000) highlighted that the administration of human resources in hotel industry is often regarded as a low priority task and often neglected. To overcome the challenges confronting the industry, change management is embraced with the objective of revitalizing the organization’s overall business strategy, framework, focused approach and competences to benefit the constantly changing needs/demands of their internal and external stakeholders.

It is undeniable that for a fruitful and positive implementation of change process it is critical to sustain in the highly competitive and continuously evolving environment. It is experienced and a known fact that success of change management process is highly ambiguous. The acceptance and appreciation of change management by the employees of hotel industry and their attitude toward change management needs detailed investigation. Further, the impact of HR practices on the employee commitment toward organization in the light of change process is an interesting area of research.

FRAMEWORK OF THE STUDY

The primary emphasis of this research is to examine the mediating role of factors like Transition of Change, Attitude towards Change on the association between HR Practices identified that are Performance Appraisal framework, motivation towards work, recognition of talents through rewards and wards, upskilling by means of Training and Development, retention through Employee Engagement, and policy and procedure of handling Grievances to enhance employee relations.



Framework of the Study

A conceptual framework was further established based on the insights received from the associated literature on Change Management, HR Practices and Commitment. The seminal works of different researchers (Meyer and Smith 2000; Bowen and Ostroff 2004; Paul and Anantharaman 2004; Kepes and Delery 2006; Lepak et al 2006; Bambacas and Bordia 2009; Aladwan et al 2015) were highly beneficial to structure, define and develop the research framework.

RESEARCH OBJECTIVES

The following are the enlisted objectives based on which the study is carried out:

- To study the influence of Human Resource (HR) practices that are identified for study such as Performance Appraisal framework, motivation towards work, recognition of talents through rewards and wards, upskilling by means of Training and Development, retention through Employee Engagement, and policy and procedure of handling Grievances to enhance employee relations on commitment to organization and job of employees working in hotel industry.
- To identify the impact of attitude towards organizational change on commitment to organization and Job of employees working in hotel industry.
- To measure the effect of transition of change on commitment to organization and Job of employees working in hotel industry.

  To analyze the mediating role of attitude towards change and transition of change on the relationship between human resource practices identified for study towards the commitment on organization of employees working in hotel industry.

RESEARCH HYPOTHESIS

The list of framed hypotheses framed for the research is as follows:

H1: There is no significant difference in the mean score between respondents with different gender in hotel industry on the variables like Transition of Change, Attitude towards Change, HR Practices and Commitment towards Organization and Job.

H2: There is no significant difference in the mean score among the respondents with different age groups in hotel industry on the variables like Transition of Change, Attitude towards Change, HR Practices and Commitment towards Organization and Job.

H3: There are no significant differences in the mean score among the respondents of hotel industry from different experience groups on the variables like Transition of Change, Attitude towards Change, HR Practices and Commitment towards Organization and Job.

H4: Transition of Change mediates the relationship between HR Practices ("Performance Appraisal", "Motivation", "Rewards and Awards", "Grievance Handling", "Employee Motivation" and "Training and Development") and Employee Commitment to Organization and Job in hotel industry.

LIMITATIONS

The samples for this study are collected during a certain period of time and the perceptions of employees vary depending upon the situation in which they answer. Also, only few HR practices where considered for this study however there are many more to be measured keeping in mind the dynamic nature of this function. The setting of this research is Hyderabad city in Telangana and hence research outcome may not be generalized for other geographies.

CHAPTER-II

REVIEW OF LITERATURE

2.1 INTRODUCTION

The documentation of systematic analysis of published and unpublished work from secondary sources of evidence in the field of special interest to the scholar is known as a review of literature. The aim is to decide which issues have already been investigated and which ones need further investigation. It aids in selecting the study gap between what has already been completed and what needs to be done. It is a systematic analysis of all past research relating to the area of inquiry, providing us with information about what others have learned in the same field of study and how they uncovered it. The recent analysis of research has made a deliberate attempt to put together the work that has already been performed in this field of study.

In this chapter a detailed review of the background themes of the research like hospitality industry in India, commitment towards organization, human resource or people management practices, and management of change is provided. Initially, this chapter begins with an analysis of the hospitality industry in India, followed by studies on human resource (HR) practices in hospitality industry. The subsequent sections focus on the definition of Change Management, which provides a detailed portrayal of the concept from the perspectives of different authors over the last 20 years. The here is a separate section on the studies on change management and transition of change. A separate section on the studies on Human Resource (HR) practices and its impact on commitment is also provided in this chapter. The final section provides the overall conclusion of literature reviewed and research gap.

2.1 REVIEW OF HOSPITALITY INDUSTRY IN INDIA

When we look at the fastest developing business sectors in the world, one of which that is topping the list is tourism and hospitality industry. This accounts to roughly 10% of global GDP (Bharwani and Butt 2012). The Indian tourism and hospitality industry has seen steady growth in the last decade. It includes a wide variety of establishments and facilities, such as travel, lodging, boarding, hospitals, pubs, motels, restaurants and many more. In India, this industry is rapidly expanding due to the increased popularity of tourism and travel in India, thereby opening up doors for many international and national brands to establish substantial new ventures.

In addition, over the past decade a compounded annual growth of 6% was visible with the entry of many foreign tourists. This has evidently increased the overall income generated through travel and tourism. This increase has resulted in earning a significant 2nd position of foreign exchange earner of India with a double benefit of enabling a surge in employment opportunities. Because of this growth in tourism sector, it is anticipated that there would be a progressive economic development due to more international/foreign tourist arrival represented (Figure 2.1).

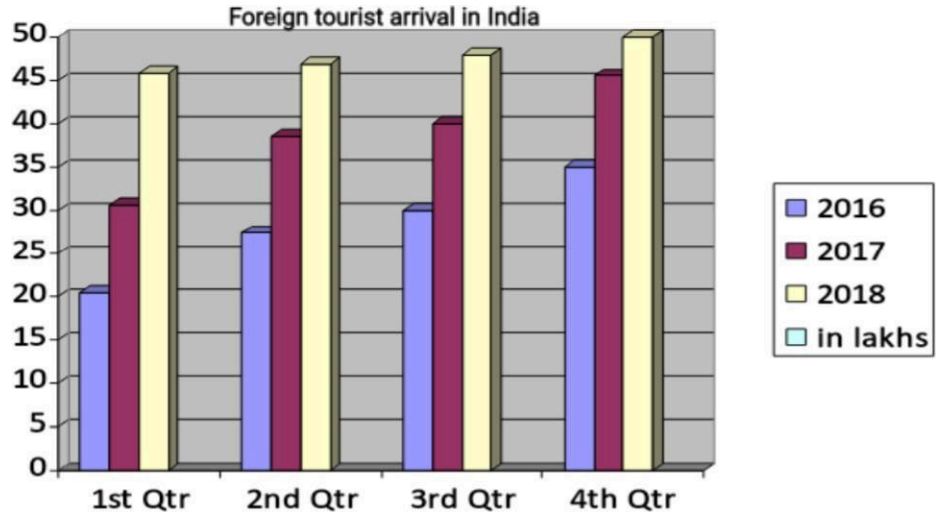


Figure 2.1 Foreign tourist arrivals in India
(Source: www.tourism.gov.in 2019)

Tourism has been one of the major drivers of growth in India. Leonidou et al (2013) have estimated that Indian tourism and hospitality industry shall raise it's presence over 8.2% by the end of year 2020, making it the second largest employer throughout the globe.

Basis IBEF (2021) report, Indian tourism and hospitality sector is expected to grow at 6.7% (USD 488 billion) by 2029 and accounting for 9.2% of total economy. Also the overall impact would be beneficial both in terms of employment and monetary. In terms of a financial contribution we could see a contribution from INR 15.24 lakh crore (US$ 234.03 billion) in 2017. This has the overall influence to India's GDP and is anticipated to grow to INR 32.05 lakh crore (US$

492.21 billion) in 2028. Through the end of 2022, India's total income from this sector is expected to cross $50 billion. The tourism sector in India provided 39 million jobs in FY20, accounting for 8.0 percent of total employment in the region. By 2028, international tourist arrivals are estimated to total 30.5 billion (IBEF, 2021). Figure 2.2 and Figure 2.3 depicts the role of hospitality and tourism to Indian GDP. But however, with changing scenarios this may still not remain the same is also anticipated.

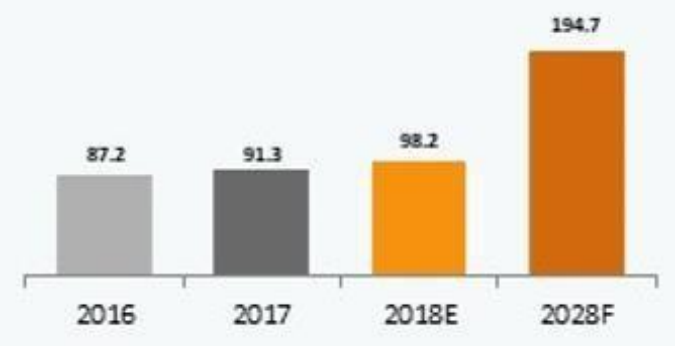


Figure 2.2 Direct Contribution of Tourism and Hospitality to GDP (USD Billion)



Figure 2.3 Total Contribution of Tourism and Hospitality to GDP (USD Billion)

Also, it is noteworthy that the World Economic Forum's travel and tourism competitiveness ranking has clearly demarked the positive rise in India' position from 65th place in 2013 to 34th place in 2019. As mentioned in our discussions in the previous chapter, under the Indian hospitality which is the largest service sector, hotels business plays a pivotal role. This is grouped into three types: chain hotels, independent hotels, and non-classified hotels.

2.3 REVIEW OF LITERATURE ON HUMAN RESOURCE (HR) PRACTICES IN HOSPITALITY INDUSTRY

Human resource is widely recognised as one of the most significant commodities in the travel and hospitality sectors. The human factor is essential for service efficiency, customer retention and

engagement, strategic advantage, and operational success in tourism and hospitality organisations. Many theories, frameworks, and observational research in the policy, operation, and tourism management literatures reinforce this view, emphasising the vital role of human resources for organisations. Several past theories like resource based theory (Wernerfelt 1984; Barney 1991; Grant 1991), dynamic capability theory (Teece et al 1997; Eisenhardt and Martin 2000), competency-based theory (Prahalad and Hamel 1990), knowledge based theory (Grant 1996), organizational social capital theory (Nahapiet and Ghoshal 1998; Leana and Van Buren 1999) and intellectual capital theory (Stewart and Woods 1996; Edwinsson and Malone 1997) have stated that human resources are the valuable, special, non-substitutable, or imperfectly imitable firm-specific assets, properties, and whose skills can be a significant source of sustained competitive advantage and performance differential among firms.

The various attributes such as competency, experience, ability, stakeholder relationships, attitude and so are the contributing elements are the assets of diverse work force. This becomes advantageous for firms in gaining an edge over its competitors. This is a proof that these Employee attributes greatly influences an organization while framing policies, strategies and building a great work culture especially HR practices (Lado and Wilson 1994; Wright et al 1994; Coff 1997; Mueller 1996; Barney and Wright 1998; Wright et al 2001).

REVIEW OF STUDIES ON HUMAN RESOURCE (HR) PRACTICES AND ITS IMPACT ON COMMITMENT

Gardner et al (2001) analysed the connection between “HR practices” and “employee attitudes and behaviours”. They investigated the association between the variables stated above (turnover and absenteeism) mediated by collective attitudes (job satisfaction and commitment) using a sample of 174 autonomous work groups. The findings show that attitudes play a role in mediating the connection between HR activities and employee behaviour. The direct and indirect associations seen in this analysis support the idea that attitudes and behaviours mediate the interaction between HR activities and firm results.

In another study by Chand (2010) a conceptual framework was developed to identify the effect of “HR practices on service quality, customer satisfaction and performance” in the hotels in India. From about 52 hotels responses where collected from employees, customers and mangers from HR dept. It was mentioned that the results showed that the HRM practices have a significant and positive impact on service quality, customer satisfaction and hotel performance. Also the study further recommends that “the customer satisfaction value in hotel to enhance the responsiveness to customers’ needs and also design of customer value to create positive impact in the firm’s profitability. Also it is suggested that HRM practices improve hotel service effectiveness and in consequence firm performance replicates and extends in a HRM context research. The study also suggests that management should emphasis on the

development of intra-departmental learning and relational capabilities". The research finding adds immense value for the hotel industry professional to gather insight in terms of raising importance for HR practices adopted in their organization. With a very competitive market situation and high growth opportunities retention of workforce is very challenging. Hence through this study it is evident that improvement in HR management practices requires emphasis on all aspects of both operational and technical.

Al-Refaie (2015) analysed the efficiency of people management practices like quality of service, employee satisfaction, employee engagement, customer satisfaction and loyalty in hotel industry in Jordan. The sample of the study included HR managers, sales managers, employees and customers of three, four- and five-star Jordanian hotels. For the study researcher used Structural Equation Modelling (SEM) to study the relationship of factors and discovered that HRM practices have significant and positive impact on the performance of the hotel in financial and innovation domains. The study also provided valuable insights and suggestions to top management and key decision makers in Jordanian hotel industry.

Shahnawaz and Juyal (2006) have undertook a comparative study of HR policies between two different organization such as consulting and fashion against the degrees of commitment. It was found that both organisations, HR practices were found to be distinctively different. The mean values were more for fashion company on different HRM practices. The effect of regression found that different HRM

practices greatly predicted organizational participation in two organisations and when they were combined as well.

Fiorito et al (2007) empirically investigated on how the various characteristics of an organization along with commitment makes an impact the critical polices framed for their Human Resource (HR). The declared outcomes states “grievance resolution mechanisms and employee involvement indicators were positively related to organizational commitment”. On the other hand, HR practices like “compensation cuts” were negatively related to commitment towards organization.

Qiao et al (2008) have conducted a study with a sample of 610 IT employees to observe the influence of HR practices on commitment of employees in towards organization. Using hierarchical regression analysis, it was proved that HR practices like communication, talent development, talent attraction, and compensation management had affirmative effect on commitment of employees in the IT industry.

Gellatly et al (2009) have studied on variables like employee views oriented towards strategies of HRM such as advancement, consistency and compensation. Using a study a sample of 317 employees, they explored the effect of HRM strategies on affective and continuance commitment of employees toward origination. They illustrated ways in which organisations can creatively leverage HRM activities to building

and framing committed employee groups.

Giauque et al (2010) analysed the impact of HR practices on the commitment of 198 knowledge workers in Swiss SMEs. From the empirical analysis researcher proves that “organizational support, procedural justice and the organization's credibility can clearly affect the commitment of knowledge workers. While on the other hand, other HRM activities like engagement in decision-making, competence management, and degree of satisfaction with compensation have little effect on the commitment of knowledge workers”.

Again we could evidently see how Paşaoğlu (2015) through research findings expressed the importance of robust human resources practices.

The study was conducted among diverse banking industry in Eskişehir Region. The relations between the variables were explored using correlations and multiple-regression statistics. Findings of the study quotes “that HRM variables like choice, training, performance evaluation, promotion, performance-based rewards, information sharing, job security and human resources management system have significant impact on organizational commitment both singly and systematically”.

A holistic model for human resource activities, affective engagement, work autonomy, and employee imagination has been developed by Jaiswal and Dhar (2017). The proposed model explores the conditions that allow workers to demonstrate their creativity.

A standardised questionnaire was used to gather data from 440 workers from 35 hotels. Through two statistical tools such as confirmatory factor analysis the data was scrutinized and further deep dive using hierarchical regression analysis. Affective commitment served as a mediator between human resource activities and employee creativity, while work autonomy acted as a moderator between affective

commitment and employee creativity, according to the study's results. By going one step ahead the fresh perspective of how employee creativity gets impacted by human resource management practices was a great research understanding. It is also very interesting to find that job autonomy was acting as the moderator of the variables, which emphasizes that letting or providing the employees a culture to adapt and work independently in a favourable climate is essential to improve performance.

An empirical study conducted by Rasool et al (2019) attempted to study a new perspective of how organizational innovation is lead through contemporary HR practices. Of all the variables considered for study performance management showed highest level and created positive impact towards enhancing the organization’s innovation culture. This is evident that HR practice should also have focus towards enhancing performance management tools like timely reviews, recognition of achievements and providing opportunities to perform.

Another research work by Mahmood et al (2019) attempts to evaluate how employee commitment acts as a moderating factor to study influence mechanism of certain HR variables. The sample consisted of two hundred and sixty three employees of the banking industry of Pakistan. Using the SEM tool, it was identified the most positive effect is by the salary component. The study very clearly explains that compensation strategies make a direct impact on job satisfaction. However it also mentions factors like enrichment of job experience instils a greater emotional connect.

Şendoğdu et al (2013) carries out the research among 4 different sectors of in the province of Konya /Turkey, to evaluate the various HR practices. The scale which was developed by Pfeffer (1998) and organizational commitment scale developed by Mowday et al (1979) and Ahmad and Schroeder (2003) were used for research. The sample of respondents included top, middle level and first tier managers from four major sectors which is machinery, electrical and electronics, automotive and food sectors. Using Correlations and multiple regression analysis, the study explored relationship between the variables like HRM practices and organizational commitment. The study found strong positive significant relationship between other HRM variables apart from "training and upskilling on job competencies" and organizational commitment.

In the research conducted by Paul and Anantharaman (2004) they strongly argued that human resource department and HR experts must invest sufficient time in developing org policies which would be leaning towards commitment. Additionally, they also propose that organizations must focus towards initiatives like employee-friendly work culture, career focused development reviews/ appraisal, niche competency training drive positive relationship towards the employer.

Jawaad et al (2019) in their research have studied the relation among people/HR policies and organisational commitment amidst Pakistani telecommunications employees. The study also examined the role of work satisfaction as a moderator between HR policies and organisational commitment. This information was collected from 218 people who

worked for different telecommunication firms in Lahore. Using the SmartPLS 3 programme, PLS and SEM were applied on the primary research data collected from the respondents. The study found that "Recruitment and Selection," "Performance Appraisal Satisfaction," "Rewards and Recognition," and "Work Environment" have statistically significant variations in "Organizational Commitment". “Job Satisfaction” has complementarily mediated the relationship of “Recruitment and Selection”, “Training” and “Work Environment”. Affiliation of “satisfaction on Performance Appraisal” is indirectly mediated by “Job Satisfaction”. Whereas association of “Reward and Recognition” and “Organizational Commitment” was not intervened by overall “Job Satisfaction”.

REVIEW OF DEFITIONS - CHANGE MANAGEMENT

Moran and Brightman (2001) defines change management as “the process of continually renewing an organization’s direction, structure, and capabilities to serve the ever-changing needs of external and internal customers”. Burnes (2004) viewed “change is an ever-present feature of organizational life, both at an operational and strategic

level". As a result, organisational change and organisational strategy are inextricably linked. Because of the complexity of organisational change, managing it has been a widely sought-after managerial competence (Senior 2002).

Graetz (2000) opined that "Against a backdrop of increasing globalization, deregulation, the rapid pace of technological innovation, a growing knowledge workforce, and shifting social and demographic trends, few would dispute that the primary task for management today is the leadership of organizational change". Rieley and Clarkson (2001) believed that organizational change cannot be detached from organizational strategy, or vice versa.

Hiatt and Creasey (2010) demarcated that management of change includes the process, tools and techniques to manage the people-side of business change to achieve the required business outcome, and to realize that business change effectively within the social infrastructure of the workplace.

As explained by Norris and Poulton(2008) Change Management is "set of strategies designed to smooth transitions and helps employees accept and embrace change".

"Change management is the process of developing a planned approach to desired transformations in an organization" (Kale 2005).

Szamosi and Duxbury (2002), stated that: "Change is a simple process. At least, it's simple to describe. It occurs whenever we replace the old with the new. Change is about travelling from the old to the new, leaving yesterday behind in exchange for the new tomorrow. But

implementing change is incredibly difficult. Most people are reluctant to leave the familiar behind. We are all suspicious about the unfamiliar; we are naturally concerned about how we get from the old to the new, especially if it involves learning something new and risking failure" (p. 24).

According to them change management is an plays a pivotal role in any organization's life cycle. Burnes (2004) contends those organization who have a strategic approach towards managing change always had a cutting edge over the leading business players.

As concluded Stewart and Kringas (2003) Change management sometimes becomes a complex model to describe in most cases. According to them the word "change management has become an ubiquitous theme in management literature." Pettigrew et al (2001, p. 697) detailed that "change management has become one of the major subjects of the social sciences."

According to Kotter (1996) and Burke and Trahant (2000), effective change and change management processes are needed for organisations to be part of the competitive race and have a winning edge.

Kotter (1996, p. 16) has recognized the eight significant errors that could expressively impact to the shortcoming of managing change effectively. They are:

- Permitting an extreme amount of gratification in the workplace
- Non establishment of regular review process and consistency in release of consistent policies

- Minimal visualization when it comes to long-term planning;
- There is a lack of coordination inside the company
- Inability to deal with issues as soon as they evolve, compromise on short term benefits while focusing on long-term cost gains
- Recognizing victory in the face of change before it occurs
- Failure to strongly integrate culture of change management in the organization's values.

Kotter (1996) also suggested steps to remedy these errors, as given below:

- Practices and strategies for managing change should be well-cascaded and applied.
- Synergizing of acquisitions and expected results.
- Revamping strategies should have short lead time including those associated with change implementation, in order to reap beneficial results both monetary and non-monetary.

“Change management is considered most effective when learning and change processes connect positively with one another and both employers and workers understand that change is a learning process and learning is a change process”, as stated by Beckhard and Pritchard (1992, p. 14), Nadler and Tushman (1999) take a similar stance, arguing that organisations are comprised of several diverse pieces that present a variety of interrelated and varying obstacles to all employees.

The six major attributes that Tetenbaum (1998) describes are the responsible levers of changes in the organisations, namely:

- The implementation of innovative technologies that have the ability to transform communications, electronics, consumer markets, and sectors those are moving at a faster rate.
- The enhanced connectivity and influence through globalization
- Both the pillars globalization and technology innovations have increased competitiveness and accelerated the rise and fall of market leaders.
- Agile transformation through innovative change processes and methods are emerging at a faster pace than ever before.
- Unprecedented increase in technological speed is emulated in industry. There is a vast changing trends in demands and needs of growing customers which eventually lead product life span to monthly which used to be calculated in years.

REVIEW OF STUDIES ON CHANGE MANAGEMENT AND TRANSITION OF CHANGE

It is quite refreshing to understand how Berger (1995) explains, change management as "the continuous process of aligning an organization with its marketplace and doing it more responsively and effectively than competitors". “Often, change / transformation management focuses on the

adoption of an idea, procedure, process or behaviour that are novel to an organization" as clarified by (Pierce and Delbecq 1977). Meyer (2001) enlightens "that change is important to cope with unforeseen changes in the organizational climate". Similarly, Clarke (1994) stressed "the necessity for organizational change to cope with environmental challenges and accomplishing organizational goals of sustained growth and survival".

Bumes (2000) posited that any transformation is staggered, cross-hierarchical progression that uncovers a muddled development over a period of time and involves a progression of interconnecting missions. He opined that organizational change management is a continuous process that involves experimentation and adaptation with the overall goal to attain the full organizational capabilities in a volatile business environment.

Eby et al (2000) have investigated how perception of employees belonging to two department of a national sales organization on readiness to changes and how the change management transitions into performance efficiency. The studies revealed that to create a culture of readiness to accepting change employees' attitudes and preferences, work group and job attitudes, and are very critical variables. Study findings also stressed in terms of adapting strategies for executing the transition from team-based and then widely large-scale organizational programmes.

Lichtenstein (2000) believed that an organization has to "undergo a transformative change via a multifaceted adaptive system model of change". Moreover the researcher explains about the three stages of Organizational change such as unfreeze- liberation stage, change- implementation stage and refreeze- adaptation stage which needs to be concerned.

Moran and Brightman (2001) theorized that “management of change management is the process of continually renewing an organization’s direction, structure, and capabilities to serve the ever- changing needs of external and internal customers”

Scott (2003) contended that an organization is a system that responds to external environment and undergoes changes naturally and spontaneously in response to a sequential series of developmental events.

Struckman and Yammarino (2003) terms organizational change as “a managed system, process and/or behavioural response over time to a trigger event”. Burnes (2004) believed that change is an “omni present feature of organisational life, both at an operational and strategic level”.

Cummings and Worley (2005) posited that change management can be considered as a movement of an organization from the existing state towards a desired future state in order to increase organizational efficiency and effectiveness.

It is very interesting to note quite a varied inference to organizational change as explained by Vakola and Nikolaou (2005) that it is a challenge to how things are classically done in an organisation, causing a sense of individual misperception and pressure about the possible incapability to encounter the transformed situation.

Adeniji et al (2013) have studied the relationships between HRM interventionist techniques and organisational change, as well as the importance of flexibility in making workers more adaptable and responsive to change. One hundred and twenty-three (123) copies of the questionnaire were obtained and examined out of a total of 160. A hypothesised relationship was studied using Structural Equation Modelling (SEM), which allows complex relationships between variables

to be tested. The results of the proved and validated the proposed model unearthed the relationship between human resource management interventionist techniques and organisational change in the industry under study. Very interesting inferences were confirmed by the hypotheses studied. Among the HR variables the highest correlation value was for staffing, which evidently claims to be affected by the change in organization. Equally important, variables such as fear, planned development, and communication have strong correlation with organizational change. This makes it even more apparent that these factors might contribute to the failure of the employees adapting to change in the organization, thereby resulting in reduced employee morale and affect job performance.

Maheshwari and Vohra (2015) have developed an abstract framework for identifying key HR practices that act as a catalyst to organizational change and explored the effect of different critical factors on employee perception and commitment to change. As an outcome of an in-depth review of literature, the authors identified eight critical HR practices related to organizational change that can potentially impact employee perception and commitment to change. The study suggested that HR practices in areas of culture, leadership, cross-functional alignment, training, collaboration, and technology, when adopted and applied, have a positive impact on employee understanding, decreasing aversion to change and increasing dedication to change. As a result, measuring employee perceptions of essential HR activities at various points of transition initiation, execution, and consolidation will help determine whether or not employees are committed to change. This will also assist HR practitioners in determining the efficacy of HR practices applied during transition.

Elrehail et al (2019) have explored the impact of human resource (HR) practices on achieving competitive advantage through studying the mediating role of employee satisfaction in the context of five-star hotels in Northern Cyprus. Using the structural equation modelling and AMOS the numeric data was analysed to test the hypothesis. The structural model developed by the researchers revealed that HR practices had a significant effect on competitive advantage. By comparison, the research findings revealed that the mediator variable had no effect on achieving competitive advantage for five-star hotels in Northern Cyprus. Also researchers elucidated on rich recommendations to enhance the effectiveness of HR practices such as creating more strategic selection and growth approach, developing appropriate incentive and performance review structure and a healthy and safe work culture.

Therefore, it is important that organizations should develop the capability to identify it needs for the future, and what are the changes that need to be incorporated and devise the necessary change management strategy required for getting there.

CHAPTER-III

RESEARCH METHODOLOGY

RESEARCH APPROACH

Research is defined “as a theoretical and systematic search for relevant knowledge on a particular subject or area of study (Goddard and Melville 2004). Research methodology is the process for solving research problems in a systematic manner”. It is a science that entails using a variety of methods and techniques to gather and analyse data, documents, and content to resolve problems that have been defined as requiring investigation. A research must be planned and the testing procedures and strategies must be understood. Different testing approaches, instruments, and techniques are used depending on the research problem.

A well-defined research methodology is often required to determine the facts behind the hypothesis under investigation and to assess their scientific validity. Primary study entails gathering information directly from respondents. It is carried out to obtain insights into the research issue after a detailed review of secondary research or by reviewing data obtained previously using primary research.

The following study adopted both primary as well as secondary research method. Secondary research involves collecting data from published and unpublished resources. The secondary research is used for referring the conceptual aspect of the background themes like change management, human resource practices, employee commitment etc.

The secondary data were collected from different sources like published documents and reports on tourism and hospitality sector in India, Books on conceptual theories like Commitment, human resource management and development, peer-referred journals and conference proceedings,

magazines, periodicals, research reports, website articles and previously published articles, etc.

RESEARCH PROCESS

The various steps followed in the research process is shown in Figure 3.1. In this research, the research process promulgated by Cooper and Schindler (2003) was adopted.

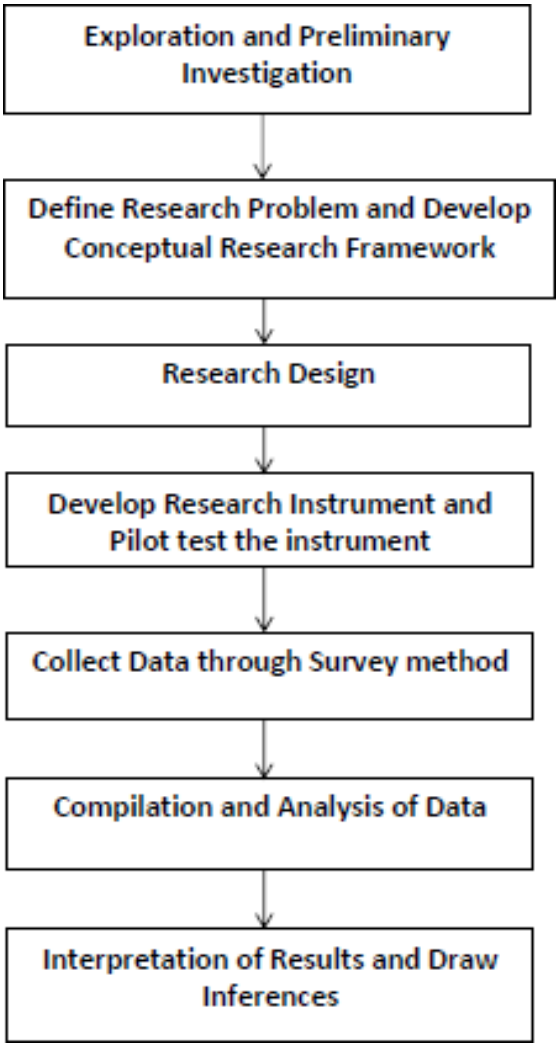


Figure 3.1 Research Process

A brief description on the stages in the research process is given below:

Exploration phase: In this phase, an in-depth understanding on the underlying concepts in research is obtained by reviewing the literature

related with the topic of the research. The knowledge obtained from the review enable the researcher to gain confidence in the research problem, recognize the current status of research, identify the gap in research and narrow down the scope of the research in a progressive manner (Zikmund et all 2003). Exploration stage is also called as “problem discovery phase”. The researcher can get absolute clarity on the identified research problems and incorporate specific research objectives/ research questions.

Problem Formulation Phase: Based on the inputs and insights obtained from the exploration phase as a result of the synthesis of the exhaustive review of literature, research problem was defined. Specific research objectives as well as research hypotheses were framed to examine the proposed research objectives. During this phase a hypothesized model was also developed.

Design of the Study: In this phase, appropriate methodology of research design is selected. Similarly, important decisions related with the identification of population and sampling design are specified. In addition, data collection procedure and methods were also finalized in this phase.

Research design or strategy adopted is categorized into three types as exploratory, descriptive and causal. This study used descriptive as well as exploratory research design method. Exploratory studies help the researcher to understand what is happening. “It helps in seeking new insights, asking new questions and assessing a phenomenon in a new light” as quoted by Yin (1994).

Exploratory research is flexible. Generally, a researcher adopts this design in the initial stages when the scope of a research problem is wider, and not explicitly defined. The study is primarily based on exploratory design, which is suitable to explore and bring out more and more facts. On the other hand, descriptive method is focussed on the description of data and

characteristics of the selected population for the study. The objective of descriptive research is to collect factual, precise, and structured data that can be analyse to interpreted in a variety of ways, such as averages, frequencies, and other statistical calculations. The descriptive method focuses on naturally occurring phenomena or current conditions. The major techniques in the descriptive method are survey and case study. In this study, a quantitative survey instrument was designed by the researcher to collect data responses from the sample participating in the study (Churchill and Iacobucci 2006). It is proposed to use self-administered survey instrument to collect the responses from sample of respondents.

Since the present research was focused on the analysis of relationship between the variables, Quantitative approach of research was used (Gordon and Langmaid 1988). In a quantitative research method, the truth as perceived by the respondent is determined instead of objective truth (Burns 2000).

Instrument Design, Data Collection and Analysis Phase: The next step involves development of questionnaire / survey instrument, pilot testing the instrument, data collection from the actual respondents of the study followed by data compilation and analysis. Final stage of the research process deals with interpretation of the empirical results and drawing inferences from the data analysis results. The detailed steps are discussed in the following sections.

SAMPLE AND SETTING

Area of the Study

The present study covers twenty hotels across the Chennai Region in the state of Tamilnadu, India. The entire Chennai region was distributed into four prominent zones such as East, West, North and South. Roughly five hotels were selected from each zone basis five star, four star and three star.

3.1.1 Sample Selection

Population of this study was employees working in five star, forur start and three hotels in the above mentioned areas of Chennai region. From the overall population samples for administering survey instrument was identified using the simple random sampling technique. Using Krejcie and Morgan (1970) sample size determination calculation method the number of samples for the study where concluded. The survey instrument was administered with 535 employees working in hotels across 20 different hotels in the Chennai Region. The categories of hotels considered were Five, Four and Three star.

3.1.2 Sample Profile

It is very essential that the items in the questionnaire and motive of the study are clear for the respondents. Considering these factors only executive cadre and above were only chosen for the study. This is because those of them below the executive cadre would not in a position to understand the items keeping in mind the industry context. Major functions in a hotel include Food Production, Food and Beverage Services, Front Office, Housekeeping and Admin. These were the departments from which the samples were selected.

DATA COLLECTION PROCEDURE

The structured research instrument which is a well framed questionnaire was administered to the employees of the identified employees through the HR department. The final sample considered for next level of analysis included only 400 employees as few response sheets were not filled completely and few questionnaires were not returned to the author(s). The overall response percentage to the distributed questionnaire was close to 80. For the final consideration of analysis, only 400 responses received from 535 circulated could be considered to be fit by removing the incomplete and duplicated entries for the items. Also unstructured interviews were also conducted with HR professionals of these Hotels to further deliberate on the findings and recommendations of this research.

SURVEY INSTRUMENT

A structured questionnaire/survey instrument was designed in this research for testing the hypothesis and hypothesized conceptual model of the research. In order to address the research objectives, it was thought that the questionnaire method was most appropriate to gather data from a comparatively huge number of respondents in a comprehensive manner during the specified time period in a systematic and economical manner. The research instrument was created using constructs/variables identified through a thorough analysis of the literature on human resources practices and change management in hospitality and hotel industry.

Variables of the Study

The study included four main variables viz. HR Practices in hotel industry, Transition of Change, Attitude towards Change, and Commitment towards Organization and Job. HR Practices was measured using six sub-variables namely, Employee Motivation, Rewards and Awards, Grievance Handling, Employee Engagement, Performance Appraisal and Training and Development.

Structure of the Instrument

The survey instrument comprised of four sections. The contents of the each section are described below:

Section 1: The first section of the survey instrument was designed to collect the information pertaining to the demographic characteristics of the study respondents.

The first section measured the information related with Gender, Age, Education, Designation, Overall Work Experience, Experience in the Present Company and Type of Employment.

Section 2: The second part measured the factors like Attitude towards Change and Transition of Change.

Section 3: The third part of the instrument measure the HR Practices in hotel industry. The study considered the HR practices like

Employee Motivation, Rewards and Awards, Grievance Handling, Employee Engagement, Performance Appraisal and Training and Development.

Section 4: This part covered respondents "Commitment towards Organization and Job". A fourteen-item scale was developed to measure the employees' commitment towards organization.

The Likert and ranking scale where used to take the responses against each question. The detailed instrument is shared as annexure.

OPERATIONALIZATION OF VARIABLES

Employee Motivation

One of the most debated of all HR practices in hotel industry is Employee Motivation. It is crucial to the restaurant industry's potential growth because, if appropriately identified, management could evade the high costs associated with attrition (Dermody et al 2004). "High workload and low wages have long been synonymous with service industry employment, all of which work toward employee motivation and organizational commitment in hotel industry" as cited by Stamper and Van Dyne, 2003.

Grievance Handling

Grievance can be defined “as a formal complaint by an employee or employees ensuing from dissatisfaction in relations between themselves and their supervisors” (Daud Isa Nor and Zainol 2013). Grievance is the “the discord that arises when the goals, interests, or values of different individuals or groups are incompatible, and those individuals or groups block or thwart one another’s attempts to achieve their objectives” (Pines et al 2014, p. 880). Friedman, Tidd, Currall and Tsai (2000) strongly believes that “in labour-intensive industry like tourism and hospitality, managers’ capacity to handle grievances has assumed significant importance in enhancing the quality of employees’ experiences and work life”.

Employee Engagement

Employee engagement can be described as an employee's feeling of being engaged, dedicated, motivated, and encouraged at work, and demonstrating those feelings by their actions. Overall, this denotes to the level of loyalty an employee feels and engagement with the company and its values. “Employee engagement can be accomplished by creating an organizational atmosphere that encourages positive emotions like commitment and pride, which leads to increased organizational success, lower employee morale, and improved health” explains (Robinson 2006).

Performance Appraisal

Performance Appraisal (PA) as defined by Bernardin and Wiatrowski (2013) is “a formal system of review and evaluation of individual or team task performance”. The primary focus of a performance review process is to value employees who are best performers/ talents in the organization. Performance Appraisal is positively correlated with productivity. “A good performance appraisal environment helps the employees to receive exact, regular, and on time feedback” as justified by Kinicki et al (2004).

Training and Development

As mentioned by Ejete-Iroh (2010), it cannot be denied that “Human resources are the most important assets of every organization” “Training is simply a systematic process of changing the behaviour, knowledge and or motivation of employees in a direction to increase their effectiveness and organizational goal achievement” states Samson and Gungul (2014). “As a process, development is focussed on influencing the knowledge and attitude of employees and enables them to perform optimally in their jobs”, says Wanzere and Ward (2000). It is a factual statement “Training and development is a holistic mechanism designed to influence the employees towards goal achievement”, as explained by Nwachukwu (2006).

CHAPTER-IV

INTRODUCTION

The chapter discusses how well the objectives were accomplished and the contribution of the research to the body of literature on HR practices in hotel industry. Data collected from the research samples were empirically investigated and the key findings are summarized further here. The findings of the thesis are examined and compared with the previous observational studies in the field. The final section of the chapter provides recommendations, suggestions, implications and directions of future research in the current field of study.

5.1 SUMMARY OF THE STUDY

As an important management function in hotel industry, HR practices have come a long way. HR practises strive to enhance a variety of worker competencies and promote a proactive work philosophy in the organisation in order to leverage employee competencies and inordinately improve organisational effectiveness (Otoo and Mishra 2018). HR practices enhance the on-job capabilities, productivity and

efficiency of employees in addition to improving the quality of goods and services (Haslinda 2009).

Organizations around the world introduce change management to manage turbulence in the professional environment and maintain competitiveness in the aggressive business situation. In most cases organizations fail to conduct a pre survey or mood check on the foreseen change which later leads to disastrous situation for the business. Sometimes it becomes unrealistic to even compensate on the losses incurred especially the softer aspects. An improper communication and poor management of this definitely leads to unsuccessful implementation of change management. Employee morale becomes a testing in such situations. Many researchers have raised interest further deep diving on these areas to identify changes in industries such as hotel which are prone to indistinct changes (Chiang 2010).

Even in the way back research on Harvard model for HRM proposed by Beer et al (1984) Commitment has assumed an important position. The Harvard model proposes 4C's of management which encompasses Commitment, Congruence, Competence and Cost effectiveness. Often Commitment is considered as a critical outcome of human resource strategy of organizations. The commitment of employees' is weighed as the crucial factor in accomplishing competitive performance. Several attributes of work related are very closely linked to commitment which has three dimensions "normative, affective and continuance forms" that is explained in a very distinctive manner in the model.

The overall tenacity of the study was to investigate how employees' commitment working in hotels is impacted by the different HR approaches and practices. Some of the commonly followed HR practices which were considered for this study was the perception of employees of how they are being engaged at work, their motivation, ways of recognitions through awards and rewarding system, evaluation of performance through timely appraisals, maintaining relations in terms of grievance addressing and finally the training and development opportunities for upskilling. Also further this study made it even more explorative in nature by identifying how employees' attitude towards change and during the transition phase of change played a mediating role.

The study was conducted with sample of employees selected from prominent hotels in Chennai Region, Tamilnadu. 535 employees from twenty different hotels from the four regions of Chennai (East, West, North, South) participated in the study. The study adopted random sampling technique. The important findings of the empirical analysis of the study are summarized in detail in the section below.

5.2 DISCUSSION ON THE FINDINGS

Like business are evolving so are the HR Practices. In general we are aware that the foundation and fundamental guidelines to manage workforce is governed by Human Resource function those policies, practices and strategic operations constitute the umbrella of HR activities. The combination of selected practices can enable organizations in achieving the intended performance and productivity.

Change in the business environment and its management plays a crucial part in organizational success.

5.2.1 Demographic Characteristics

Using the responses received from the employees of identified hotels below are the important findings conscripted based on the empirical analysis:

- From a gender ratio perspective Female employees constituted 74.3% while the remaining percentages of 25.7% were Male employees. This shows that we have more female respondents to the survey.
- 65.7% of the respondents were married and 34.7% were unmarried.
- Regarding the age profile of the respondents, majority were below 30 years and above 21 years of age (29.0%). Similarly, respondents with age between 41 and 50 years constituted the next majority group (23.5%). 21.5% of respondents were aged less than 21 years. 20.3% of respondents were age between 31 and 40 years. The age profile clearly shows that majority of the employees of the study are young people who have fairly good understanding on the change management practices.
- In terms of education, 48.3% of respondents hold post graduate degrees and 30.0% were graduates and only 21.8% were diploma holders.

- Maximum response was from Food Production department which comprised of 37.0% while 25.0% of respondents of the study were from Front Office. Another 18.8% of respondents were from Food and Beverage Service department.
- With respect to the experience of the respondents, the study found that 26.8% have experience between 2 and 5 years, 23.8% of the respondents have Less than 2 years of experience and 18.3% have experience between 5 and 8 years.

5.2.2 Findings of Statistical Analysis

- The HR Practices variable "Grievance Handling" was rated with highest mean of 3.85, followed by Commitment towards Organization and Job with mean value of 3.80 and Attitude towards Change with mean value of M=3.79.
- The variables "Transition of Change" and "Rewards and Awards" have received the lowest mean value of 3.56 and 3.66 respectively.
- The reliability of all the variables of the study are well above the minimum required value of 0.7, indicating that the scale is reliable for data collection and subsequent

- Through correlation analysis it was found that HR Practices considered for this study and other factors including Transition of Change, Attitude towards Change, HR Practices and Commitment towards Organization and Job were significantly correlated.
- By means of AMOS 25.0 tool the assessment and validation on goodness of fit of constructs was checked using Confirmatory Factor Analysis (CFA). The fit measures were complying with the standard measurement values.
- Independent Sample t-test, One way ANOVA analysis were the sstatistical tools adopted for Hypothesis testing. AMOS 21.0 software package was utilized to conduct Mediation analysis
- The final measurement model was developed and tested using AMOS 21.0

5.2.3 Summary of Hypothesis Testing

The summary of the results of the hypotheses testing is presented in Table 5.1.

Table 5.1 Summary of results of the hypotheses testing

H:	Hypothesis	Result	Level of Significance
H1:	There is no significant differences in the mean score between respondents with different gender in hotel industry on Transition of Change, Attitude towards Change, HR Practices and Commitment towards Organization and Job	**Accepted for** Transition of Change, Commitment towards Organization and Job **Rejected for** Attitude towards Change, HR Practices	- 0.05
H2	There is no significant difference in the mean score among the respondents with different age groups in hotel industry on Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job	**Accepted for** Attitude towards Change, HR Practices **Rejected for** Transition of Change, Commitment towards Organization and Job	- 0.01
H3	There is no significant differences in the mean score among the respondents of hotel industry from different experience groups on the variables like Transition of Change, Attitude towards Change, HR Practices and Commitment towards Organization and Job.	**Accepted for** Attitude towards Change, **Rejected for** Transition of Change, HR Practices Commitment towards Organization and Job	- 0.01 0.05 0.05

Table 5.1 (Continued)

H:	Hypothesis	Result	Level of Significance
H4	Employee Attitude towards Change mediates the relationship between "HR Practices" ("Performance Appraisal", "Motivation", "Rewards and Awards", "Grievance Handling", "Employee Motivation" and "Training and Development") and "Commitment to Organization and Job in hotel industry		
H4.1	Employee Attitude towards Change mediates the relationship between HR Practices (Motivation) and Commitment to Organization and Job in hotel industry.	**Accepted**	0.01
H4.2	Employee Attitude towards Change mediates the relationship between HR Practices (Rewards and Awards) and Commitment to Organization and Job in hotel industry	**Accepted**	0.01
H4.3	Employee Attitude towards Change mediates the relationship between HR Practices (Grievance Handling) and Commitment to Organization and Job in hotel industry.	**Accepted**	0.01
H4.4	Employee Attitude towards Change mediates the relationship between HR Practices (Employee Engagement) and Commitment to Organization and Job in hotel industry.	**Accepted**	0.01
H4.5	Employee Attitude towards Change mediates the relationship between HR Practices (Performance Appraisal) and Commitment to Organization and Job in hotel industry	**Accepted**	0.01

Table 5.1 (Continued)

H:	Hypothesis	Result	Level of Significance
H4.6	Employee Attitude towards Change mediates the relationship between HR Practices (Training and Development) and Commitment to Organization and Job in hotel industry	**Accepted**	0.01
	H4.7: Attitude Towards Change mediates the relationship between HR Practices and Commitment to Organization and Job in hotel industry.	**Accepted**	0.01
H5	Transition of Change mediates the relationship between HR Practices ("Performance Appraisal", "Motivation", "Rewards and Awards", "Grievance Handling", "Employee Motivation" and "Training and Development") and Employee Commitment to Organization and Job in hotel industry.		
H5.1	Transition of Change mediates the relationship between HR Practices (Motivation) and Commitment to Organization and Job in hotel industry.	**Accepted**	0.01
H5.2	Transition of Change mediates the relationship between HR Practices (Rewards and Awards) and Commitment to Organization and Job in hotel industry.	**Accepted**	0.01
H5.3	Transition of Change mediates the relationship between HR Practices (Grievance Handling) and Commitment to Organization and Job in hotel industry.	**Accepted**	0.01

Table 5.1 (Continued)

H:	Hypothesis	Result	Level of Significance
H5.4	Transition of Change mediates the relationship between HR Practices (Employee Engagement) and Commitment to Organization and Job in hotel industry.	**Accepted**	0.01
H5.5	Transition of Change mediates the relationship between HR Practices (Performance Appraisal) and Commitment to Organization and Job in hotel industry.	**Accepted**	0.01
H5.6	Transition of Change mediates the relationship between HR Practices (Training and Development) and Commitment to Organization and Job in hotel industry.	**Accepted**	0.01
H.5.7	Transition of Change mediates the relationship between HR Practices and Commitment to Organization and Job in hotel industry.	**Accepted**	0.01

5.3 CONCLUSIONS

The study found that HR practices strongly influences the employee commitment. It was also demonstrated that change management has been accepted positively. The results of the statistical analysis reveal that the mediating variables like attitude towards change

and transition of change have positively impacted the relationship between HR practices and employee commitment in hospitality industry. The results of the study support the hypothesis that HR practices have significant positive impact on the employee commitment toward organization and job in hotel industry. The findings of the study are in consistent with studies (Lam et al 2002; Tsaur and Lin 2004) that "in organizations that promote favorable HR practices, employees are likely to exhibit high level of enthusiasm and emotional attachment to the organization". When HR practices in Hotel Industry are perceived favorably by the employees, it is an indication that organization has taken good care of the well-being of its employees and hence their commitment toward organization improves. The study reaffirms that organizational change and change management in hotel industry are inevitable to improve organizational effectiveness and performance of the individual as well the organization. Organizational change has been well received in the hotel industry. Also a conceptual framework was proposed and tested to study the effect of Transition of Change mediating relationship between HR Practices and Commitment to Organization and Job in hotel industry.

5.4 RECOMMENDATIONS

Some of the recommendations are provided below based on the review of literature and the results of the research findings.

- Implementing change in the organization requires lot of effort, time in terms of planning and execution. In fact it is found that in majority of the management projects, 80% of the time is spent in the planning phase alone.

Only 20% of time is required for completing the project effectively. Several organizations have failed in implementing the change process due to inappropriate strategic planning. Very little importance is provided during the planning stage which also requires a SWOT analysis of the situation.

- Another important factor while implementing change management in organizations is to focus towards opting the right communication channel. An effective communication for change management process involves two way process instead of top down approach. Organizations should create an environment in which employees feel they are equally important and their voices are heard in the change management and process implementation stages. The message regarding the changes to be implemented in the organization should not be mere information but generate a sense of need and address the questions which are raised during the process of implementation.
- It is recommended that change agents are created by drawing members from the various departments within the organization or can also involve the external stakeholders. The role of a change agent will be to facilitate the transition of change in smooth and cordial manner. They act as catalyst between the employees and the management during the change management process. The recent and past studies have revealed that

role of HR as change agents of the Organization add more value to the process itself. This is very evident from the study that HR practices create a significant impact towards the attitude of Employees during the change management process.

- Finally, it is recommended to "Celebrate Success and People". Most organizations forget or fail to accolade their key stakeholders and their contributions after the completion of any successful event in its business. Celebrating Success should be made part of the Organization's culture. This will instill a sense of pride and belongings among the players of the Change management process.

5.4.1 Strategies for Effective HR Practices While Implementing Change Management

Listed below in the table are the various strategies which can be adopted to make HR practices more attractive and effective to increase overall commitment of the employee in the change management process. Strategies are listed only for the six identified HR practices considered for this study.

Table 5.2 Summary of Strategies

HR Practice	Strategy
Employee Engagement	Retention of the top talents in an organization is one of the key focus areas for HR function. A robust model of Employee Engagement to be set up to boost performance and commitment to the organization. Few initiatives organization can adopt to foster engagement are: 1. Conducting Quarterly gamifying interventions 2. Understand the pulse of employees through regular feedback surveys 3. High potential acknowledgement and development projects 4. Set up leadership monthly coffee connects
Training and Development	To enhance the performance and customer experience in hotel industry, Organizations should invest wisely in Training and Developing their workforce. Some contemporary methods are as follows: 1. Introduce blended learning culture 2. Provide platforms to sponsor certifications and upskill 3. Set up regular learning opportunities through cross function job rotation thereby reducing monotony of work. 4. Create learning paths mapped to career paths 5. Reward and acknowledge training achievements 6. Let's open door – for family day

Table 5.2 (Continued)

HR Practice	Strategy
Grievance Handling	To ensure a great work culture, employees should be provided with formal grievance handling procedures to raise concerns, complaints and dissatisfaction in a safe environment. Some of the ways by which grievance handling can be effective to increase trust, reduced attrition and overall reputation of the Employer are as follows: 1. Set up whistleblower system 2. Create culture of accepting feedbacks in its true spirit 3. Set up of collaborative committees with employee and HR representations for redressal of grievances 4. Appoint HR Business Partners and change agents for increasing regular two way communications
Performance Appraisal	Employee development should be mapped and tailor made keeping the professional personal goals in mind. Performance appraisal discussions is one of the most important and critical discussions between a line manager and the subordinate. Listed below are few effective performance management techniques: 1. Set up and document annual targets clearly 2. Provide scope for personal development and upskilling 3. Create a culture of providing regular feedbacks 4. Set up system to identify strength and improvement areas so that development plans can be created 5. Mapping of Career goals and career path 6. Feedback and appraisal discussion standard to be framed so there are actual outputs.

Table 5.2 (Continued)

HR Practice	Strategy
Enhanced Motivation	Showing employees that the organization is interested beyond their professional performance goes a long way in keeping them motivated. 1. Establish Mentorship and Coaching 2. Introduce a buddy system for new joiners 3. Implement regular Team bonding activities 4. Enhance experience of employee on boarding 5. Create forums and program to concentrate on well-being both physical and mind 6. Relook the Employee policies to suit new work culture 7. Create sense of belongingness and equity at work
Rewards and Awards	Awarding and acknowledging the efforts of employees should become the culture of any organization. With the daily business and busy seasons this is an often neglected practice. Few ways to enhance this culture are: 1. Celebrating milestones 2. Quarterly Town hall achievements, 3. Half yearly/ Annual Awards Night 4. Social media shout outs 5. Rewards panel to be set with both Management and Employee representatives 6. Customer appreciation awards 7. Buddy and Thank you appreciations

5.4.2 Relooking HR Practices during Covid 19 Pandemic

Hotel Industry is that one business amongst many others which has seen the major breakdown during the unprecedented times. Many leading brands forming part of this industry faced extreme challenges to cope and reorganize their business priorities in order to maintain the required cash flow. While businesses where impacted, on the other hand there were certain hoteliers who utilized to relook and made use of this an opportunity to evolve and strategize their business goals. Among them many focus areas managing their Talent or their work force also stood as a priority. It was quite clear that this industry had to adapt to this exceptional change which was a never anticipated one. It definitely cannot be disagreed that Covid 19 pandemic made this industry to relook into innovation, reassess their existing structure and adapt to a flood of new ideas to amend their existing policies. HR practices and policies were one among the top priority topic and most invested scope during these times. Some of the changes which were largely implemented are as follows:

a) Cost cutting through downsizing was definitely non-negotiable activity with the meltdown of business. This provided an opportunity for HR team to evaluate the key performers and week players. Talent identification within the organization became more robust.

b) More open and transparent communication channels where incorporated to take control of the situation.

c) Gain trust and be more empathetic in approach.

d) Listen to the voice of Employees and make collaborative decisions.

e) Cross training of identified potentials.

f) Utilizing virtual platforms for work, well-being and other activities which is not traditionally followed by this Industry.

g) Evolution of jobs by creating broader scope, combination of tasks which brought in more employee engagement.

LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

The limitations of the study are as follows:

a) The primary research data for study was collected through a survey administered to employees of certain identified hotels in Chennai region, Tamilnadu. Therefore, extreme care has to be taken when the findings are generalized to other regions.

b) The study analyzed the attitude towards change and transition of change from the perspective of employees of hotels. This research as the next step can be envisioned to further extend by analyzing the mediating effect of variables like Change Management, perceived reactions to Change in the relationship to other HR practices which are not considered for study in this scope

QUESTIONNAIRE

DEMOGRAPHIC RESPONSES

Name: **Designation:**

E-mail id:

Please circle the option that best suits you.

Hotel Category: ☐ 3* ☐ 4* ☐ 5*

Total years of Work experience (In hotel Industry):

Years	Less than 2	2 to 5	5 to 8	8 to 11	Above 11 years

Experience in current company:

Years	Less than 2	2 to 5	5 to 8	8 to 11	Above 11 years

Type of employment:

Permanent	Contractual	Part-time

How many employees report under you?

None	1 to10	11 to 20	21 to 30	> 30

Level of Education: (Tick the Highest Qualification)

Diploma	UG	PG	Ph. D.

Specialization:

Food and Beverage Service	Food and Beverage Production	Front Office	Housekeeping	Others

Age: Less than 21 ☐ 21-30 ☐ 31-40 ☐ 41-50 ☐ above 50 ☐

Gender: Male ☐ Female ☐

Marital status: Single ☐ Married ☐ Divorced/ Widow ☐

Kindly read the statements carefully because some are phrased positively and others negatively. Don't take too long over each question as there are no 'right' or 'wrong' answer. The first answer that comes into your mind is probably the response.

PERCEPTION TOWARDS ORGANIZATIONAL CHANGE

- During your working tenure in this organization have you experienced any Change?

  ☐ Yes ☐ No

- How often does your organization bring in new changes?

  ☐ Every Month ☐ Quarterly ☐ Half Yearly ☐ Annually

- What kind of changes does your Organization mostly undergo?

  ☐ Structural ☐ Technological ☐ Process and Procedures
  ☐ Strategic ☐ People

- Does your organization Communicate and create awareness about the Change through Proper Channel?

  ☐ Always ☐ Occasionally ☐ Never

A1.3 REACTIONS TO CHANGE

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree 1
I counteract to changes I do not agree with					
I am happy with the changes that my organization is currently undergoing / undergone					
The more changes I experience, the easier they are to handle					

When a new change is introduced in my organization I step aside and wait for it to pass					

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree 1
I cannot cope with organizational changes					
If I would not receive sufficient information about a change I would search for it myself					
Even if I don't agree with a change I continue business as usual					
I go against changes I do not agree with					
I openly show my support to changes I agree with					
I accept the change because it is necessary for continuing to working in the organization					
I accept the changes and carry on because it is mandatory					
Organizational changes make me unable to do my job					
Any change in the organization disturbs me mentally					

A1.4 INTERPERSONAL RELATIONS

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree 1
My reporting relationships (others reporting to you and you reporting to others) support me during any new change implementation					
I talk in a positive manner to my team regarding new initiatives in the organization					

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree 1
At any point of my work my team's behavior towards me does not affect me in any way					
My reporting head takes time to explain to me, whenever I need help both officially and personally					
My work group has helped find solutions to problems faced by me.					
I am looked differently by my team when I raise a difference of opinion towards a change in practice or process or policy					

A1.5 TRANSITION OF CHANGE

1. When you're informed about a change in the organization that needs to be followed, what will be your reaction?

☐ I blindly follow ☐ I get stressed ☐ I feel worried

☐ I analyze on the need ☐ I will not accept

☐ I wait and see what others do ☐ I will accept

2. Why will you accept the new changes in the organization? (Rank according to your choice of Priority. From 1- 5. Where 1 is most opted and 5 is least opted)

	Rank (Choose only one number in each Row, and the same no cannot be repeated for other questions)				
It is Mandatory to follow and accept	**1**	**2**	**3**	**4**	**5**
Fear of Losing Job	**1**	**2**	**3**	**4**	**5**
My Performance Appraisal and Salary will be affected	**1**	**2**	**3**	**4**	**5**
I like to take up challenges and work on new assignments	**1**	**2**	**3**	**4**	**5**
My colleagues will not accept me	**1**	**2**	**3**	**4**	**5**

Statements	**Strongly Agree**	**Agree**	**Neutral**	**Disagree**	**Strongly disagree**
I am willing to work more because of the change					
I am willing to solve organization's problems					
I am willing to be a part of new Initiatives					
I am willing to create new ideas					
I find ways to make the change successful					
I will change the way I work because of the change					
I will take responsibility for the change if it fails in my area					
I have more interest towards learning new things					
I will support change					
I want to improve what we are currently doing rather than implement a major change					
I will explain to my coworkers regarding the benefits of adopting to the change in the organization					

Attitude towards Change and HR Practices (Variables which are covered under the scope of Study only)

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
Changes are inevitable					
Changing plans seems like a real hassle to me					
Adapting to changes is too complicating					
Changes in the organization leads to innovations					
If the new changes do not work the way I want, I get worried					
When someone pressures me to change something, I tend to resist it even if I think the change may ultimately benefit me					
I will be motivated to follow a new change in the organization if there is monetary benefit for me.					
The procedures used to determine my pay raise are fair and consistent					
Training is regarded as a way to improve performance					
Adequate training in the organization during a change					
Iam clearly communicated about the purpose of the change					
The training programs offered by the organization helps me to keep my skills and knowledge updated					
This organization prefers to promote from within rather than hire outsider for high level positions					
I am recognized by my organization					

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
for all my achievements.					
I am reviewed regularly on my performance at job					
I am forced to take up responsibilities in the organization					
I am given opportunity to share my views and opinion about the change to my higher authorities					
I can discuss both official and personal concerns openly with the HR team					
During a change in the organization my grievances are addressed and solved					
My organization does not bother about the feelings of employees while implementing a change					
I am satisfied with the way my organization handles change					
The HR practices followed in my organization are as per the industry standards.					
There is sufficient amount of engagement activities to socialize among different team members.					
Iam given opportunity to show case my talents which is apart from my scope of work					
Iam recognized better only if I adhere to the changes happening in the organization					
My organization always tries to retain the best human resources					

Employee Commitment to Organization and Career

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly disagree
I believe that a Growing organization undergoes constant changes					
A growing organization undergoes changes periodically					
I feel proud of working in this organization					
If there was a change, that I did not agree with, I would consider leaving the organization					
I sometimes feel like leaving this job because of the changes in the organization.					
During a change phase I will not put myself down just to help the organization grow.					
Because of new change, even if the organization does not perform well financially, I will not want to change to another organization.					
I would recommend a close friend to join this organization					
Anything New related to the Industry is immediately adopted in my Organization					
I believe that my contribution helps in the growth of the Organization					
Irrespective of whatever my organization changes, I like this profession so much, that I will not give up					
My organization provides an ideal work life balance at all times					
Even if I don’t agree with a change, I will not look for a shift in my career					
My first priority is my profession and then comes the organization					