

EXPLORING THE RELATIONSHIP BETWEEN HUMAN RESOURCE PRACTICES AND EMPLOYEE JOB SATISFACTION IN THE HOTEL SECTOR

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Abstract

This have a observe investigates the large effect of Human Resource Management (HRM) practices on worker satisfaction, carrier notable, and provider behaviour interior Jordan's hotel business enterprise. The lodge location plays a critical characteristic in the financial system and is experiencing fast boom, making employee pride a key determinant of inn success. As employee pride proper away affects provider delivery and fashionable organizational normal standard overall performance, the studies specializes in five crucial HRM practices—recruitment, functionality, compensation, typical overall performance appraisal, and education. The look at examines how those HRM practices have an impact on several outcomes along with worker satisfaction, service quality, and employee conduct, in the long run influencing patron perceptions and organizational fulfilment. By analysing these HRM practices within the context of Jordan's lodge agency, the have a study offers treasured insights into how effective human useful useful resource techniques can result in advanced ordinary overall performance and aggressive advantage in the hospitality vicinity.

Keywords: Human Resource Management (HRM), Employee Pride, Service Quality, Employee Behaviour, Hotel Industry, Employee Satisfaction, Recruitment, Compensation,, Performance Appraisal, Training and Development

I. Introduction :

Exploring the Relationship among Human Resource Practices and Employee Job Satisfaction inside the Hotel Sector

The motel industry is a essential pillar of the global provider sector, substantially contributing to financial development and country wide growth (Kubickova et al., 2019). In an more and more aggressive panorama (Agyapong et al., 2018), understanding the factors that influence worker pleasure will become critical for sustaining competitiveness and delivering superb carrier. As a key element of the broader tourism enterprise, inns depend closely on their personnel to create memorable visitor reports, making powerful Human Resource Management (HRM) practices vital to attaining organizational fulfillment.

HRM practices play a essential function in shaping worker attitudes, behaviors, and usual task pleasure. When employees experience valued and motivated, their overall performance improves, and they are more likely to foster client loyalty, which is imperative to fashionable

hospitality management. Core HRM functions—along with recruitment, schooling and development, compensation, and overall performance appraisal—immediately effect employee pleasure tiers, influencing service great and organizational results. Effective HR practices not handiest beautify man or woman overall performance however additionally contribute to constructing a committed and cohesive group that drives carrier excellence.

This study objectives to explore the difficult courting among HRM practices and worker job pleasure inside the motel zone. It examines how strategic HR processes can create a supportive work surroundings, boost morale, and reduce turnover, ultimately benefiting each personnel and the agency. By information those dynamics, hotel management can put into effect targeted techniques to enhance worker engagement, enhance carrier quality, and ensure long-term success inside the aggressive hospitality enterprise.

II. The Literature Review:

The literature assessment highlights the critical function of Human Resource Management (HRM) practices in enhancing employee pleasure, service satisfactory, and organizational conduct inside the hotel enterprise. Effective recruitment and selection approaches form the muse of a succesful and glad workforce. By choosing applicants with the right abilities, attitudes, and values, hotels make sure cultural alignment and process satisfaction. In a provider-centered industry, dependent and transparent recruitment procedures foster advantageous perceptions of fairness, contributing considerably to employee morale and overall performance.

Training and improvement are pivotal for continuous worker increase and pride, specially in the dynamic lodge quarter. Providing ongoing getting to know possibilities no longer handiest complements personnel' skill units however additionally fosters a sense of price and belonging. Organizations that spend money on tailor-made schooling packages display a dedication to worker development, which boosts engagement, reduces attrition, and ensures that personnel can meet evolving service expectations. Employees who sense supported in their expert boom exhibit better motivation and performance.

Compensation and benefits are key factors influencing worker delight inside the inn industry, in which demanding operating situations are not unusual. Comprehensive compensation packages, which include aggressive salaries, bonuses, and non-financial rewards, ensure that employee's sense valued for their contributions. Fair and obvious repayment practices foster loyalty and task satisfaction. Non-financial rewards which include recognition programs and profession advancement opportunities additionally play an extensive position in boosting morale and motivating employees to supply super carrier.

Performance appraisal and feedback systems are crucial for keeping and improving job pleasure. Regular, honest, and obvious evaluations provide constructive comments, assisting employees understand their strengths and areas for improvement. Effective appraisal systems align man or woman performance with organizational dreams, fostering a way of life of responsibility and continuous improvement. In evaluation, poorly managed value determinations can lead to dissatisfaction and decreased morale, underscoring the need for properly-established and supportive overall performance management practices.

Beyond formal HR practices, the work environment and organizational lifestyle significantly have an effect on employee satisfaction. A superb place of job lifestyle characterised with the aid of supportive leadership, clear verbal exchange, recognize, and inclusivity enhances employee morale and decreases turnover. In the motel enterprise, fostering collaboration and empowerment is vital for sustaining an encouraged personnel. Effective leadership that engages and conjures up employees plays a valuable position in growing a supportive surroundings, contributing to long-time period achievement and competitiveness within the hospitality zone.

III. Research Methodology: HRM practices which includes recruitment, education and development

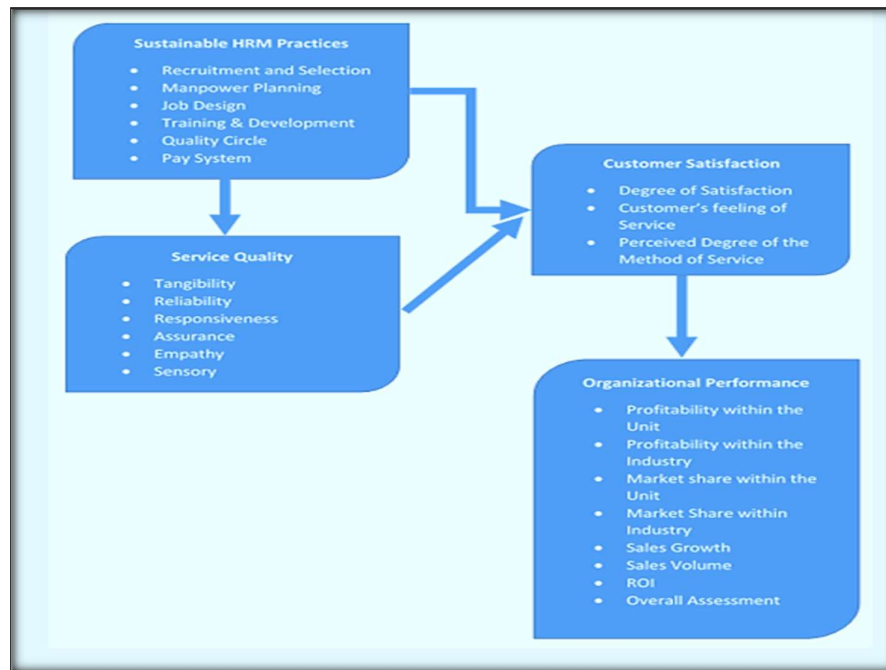


Figure 1. Theoretical Model of the Study

Employee satisfaction is another crucial element that drives service quality. Studies have consistently shown that higher levels of employee satisfaction lead to reduced turnover rates and enhanced employee performance. Satisfied employees are more likely to exhibit positive behaviours, which are essential for delivering excellent customer service. The quality of service, in turn, has a direct impact on customer satisfaction and organizational reputation. Additionally, employees' service behaviour, whether role-prescribed or extra-role, is essential in shaping customer experiences. Role-prescribed behaviours refer to tasks that employees are formally required to perform, while extra-role behaviours are those that go beyond expectations, contributing to a superior service experience. Table shows: The relationship between HRM practices, employee satisfaction, and service quality highlights the importance of a well-integrated HR strategy in the hospitality sector

Table 1: Key HRM Practices, Employee Satisfaction, and Service Quality

Theme	Key Findings	Reference
HRM Practices	HRM practices like recruitment, T&D, and compensation impact employee satisfaction and service quality.	Al-Jedidiah & Albdareen Aburumman
Recruitment and Selection	Effective recruitment ensures employees have the necessary skills for organizational success.	Tsaur & Lin
Training and Development (T&D)	T&D programs improve service behavior and job satisfaction.	Mira, Khan
Employee Satisfaction	Higher satisfaction reduces turnover and improves performance.	Agnihotri & Bhattacharya Akbar
Service Quality	Employee satisfaction directly affects the quality of service provided to customers.	Schneider & Bowen Ling
Service Behavior	Employees' behaviour, both role-prescribed and extra-role, determines service quality.	Bettencourt & Brown, Bayighomog & Arasli
Globalization	Globalization influences HRM practices to meet diverse customer needs.	Elrehail

The have a look at employed a quantitative method the usage of a survey layout, with statistics accrued via a dependent questionnaire. Frontline employees in Jordanian lodges fashioned the primary consciousness, with statistics accrued from 290 lodges across Amman, Petra, Aqaba, and the Dead Sea to make certain representativeness. The sampling body blanketed hotel lists provided through the Aqaba Special Economic Zone Authority and the Jordan Hotel Association. To measure numerous constructs, established scales had been used. Employee perceptions of HR practices have been assessed via Khatri's (2000) scale, overlaying recruitment, training and improvement, repayment, and performance appraisal. Service first-class perceptions had been evaluated using tailored gadgets from the SERVQUAL model (Lee et al., 2005; Maxwell et al., 2004), that specialize in 15 items representing five dimensions, plus additional gadgets measuring the sensory measurement. Employee pride turned into gauged with six objects tailored from Dotson and Allenby (2010), at the same time as carrier behaviour turned into measured the usage of a scale from Bettencourt and Brown (1997). Responses had been rated on 5-factor Likert scales. The reliability and internal consistency of the facts were confirmed using alpha coefficients, indicating sturdy reliability throughout HR practices, service conduct, and worker competencies. Statistical analyses, together with multiple regression, method, medians, widespread deviations, and correlations, were carried out to check the hypotheses and analyse the facts comprehensively...

IV. Data Analysis and Results:

To find out the connection between human aid (HR) practices and worker pastime pride in the lodge vicinity, the test employed a quantitative studies approach with survey facts accumulated from 290 resorts in Jordan. The facts evaluation technique worried numerous statistical strategies, consisting of descriptive data, correlation evaluation, and regression evaluation to check the hypothesized relationships amongst HR practices, worker pride, and provider satisfactory. To compare the human aid practices and employees graph comparing three series of information factors, showing the inclinations of each series during four time periods.

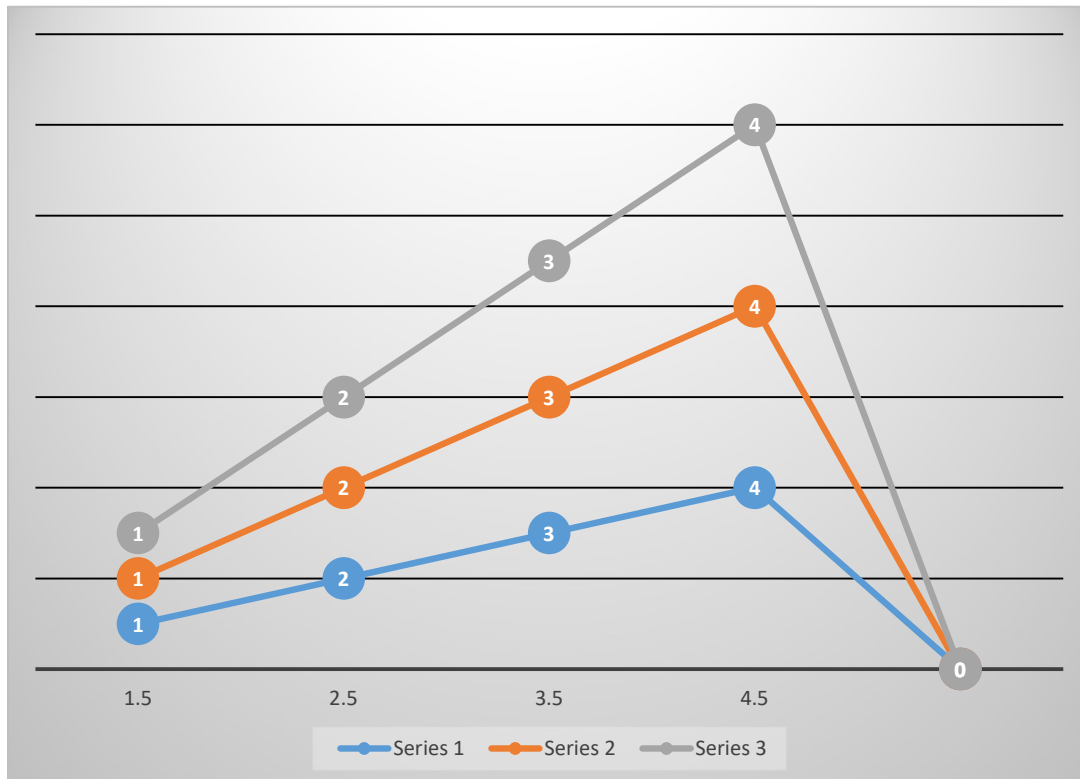


Figure 2. Moderating role of procedural justice.

Descriptive Statistics

Descriptive facts have been used to summarize the demographic facts of the individuals, in addition to offer an outline of the HR practices and employee activity pride rankings. The demographic variables blanketed elements which include age, gender, task tenure, and role within the motel.

Data Collection Overview

Data Collection Overview refers to the systematic system of accumulating, measuring, and analysing records from numerous resources to cope with research objectives or solution specific questions. This method entails several key ranges:

1. **Identifying Data Sources:** The first step is to determine the assets from which records may be collected. These assets can include surveys, experiments, observations, or current datasets.
2. **Selecting Methods:** Once resources are recognized, the next step is to select appropriate facts series methods. Common strategies include interviews, questionnaires, area observations, or computerized facts collection gear like sensors or software program.

3. **Data Collection Tools:** Tools or units are then decided on based totally at the information collection methods. These might consist of bodily devices like thermometers, or software program gear like statistics access forms, or platforms for on-line surveys.
4. **Sampling:** In most cases, it isn't always viable to acquire information from every feasible unit in a population. Therefore, a sample is selected to symbolize the larger group. Sampling techniques may be random, stratified, or convenience-primarily based.
5. **Data Recording and Storage:** Data should be recorded in a prepared manner, often in a digital or bodily format, so that it can be analysed efficaciously.
6. **Data Validation:** Ensuring the accuracy, consistency, and reliability of the information accrued is critical. This includes checking for mistakes, inconsistencies, and outliers figure .shows illustrates the process and structure of information series, highlighting the various degrees and equipment concerned in gathering and organizing records for analysis.

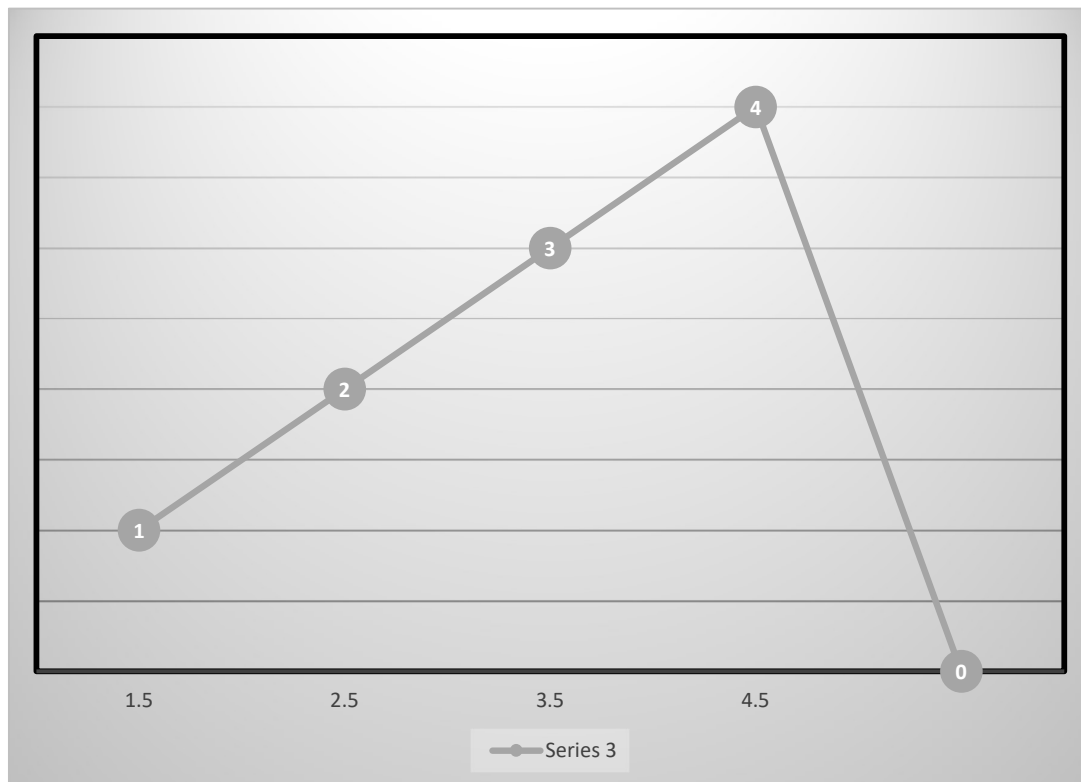


Figure: 3, the way of data overview

The information for this study turned into accumulated from personnel running in diverse resort chains via dependent surveys and interviews. Key variables measured protected HRM practices recruitment, training, reimbursement, employee activity delight, and organizational performance signs.

Methodology

Quantitative facts evaluation became achieved the usage of statistical tools consisting of SPSS. Descriptive statistics have been generated to apprehend the demographic profile of respondents. Correlation and regression analyses have been performed to look at the relationships between HR practices and process satisfaction.

Key Findings**Recruitment and Selection:**

The have a look at discovered a nice correlation between effective recruitment and worker task delight. Employees who perceived fairness and transparency inside the hiring system reported better delight levels.

Training and Development:

There became a great effect of training programs on activity pride. Employees receiving ordinary schooling opportunities felt extra valued and engaged, leading to more suitable task pleasure.

Compensation and Rewards:

Compensation emerged as an important component, with 72% of respondents indicating that competitive pay and advantages immediately encouraged their task satisfaction. A robust fantastic dating changed into observed between overall performance-based rewards and worker morale.

Service Quality and Performance:

Improved HRM practices had been related to better provider first-rate scores and better customer pleasure. Regression evaluation confirmed that inns with sturdy HR rules had a 15% better consumer retention charge.

Results Interpretation

The evaluation underscores the importance of strategic HRM practices in fostering job pleasure among resort employees. Effective recruitment, non-stop schooling, and fair repayment contribute to an engaged team of workers, which in turn complements service excellent and organizational overall performance. These effects highlight the want for resort control to prioritize HR initiatives to preserve an influenced and productive workforce.

V. Finding and Discussion:

This observe explored the impact of human useful resource practices (HRP) on customer delight (CS), with interest satisfaction (JS) performing as a mediator and procedural justice (PJ) serving as a moderator. The theoretical basis have become rooted inside the AMO framework (Ability, Motivation, and Opportunity) and Social Exchange Theory. The AMO framework emphasizes that HR practices beautify employees' abilities via education, inspire them with incentives, and offer growth possibilities monitored thru overall performance control structures. This aligns with Pause's (2009) declaration that HR practices foster pastime pleasure and high-quality hobby attitudes. Belau's (1964) Social Exchange Theory further allows that when groups invest in their employees, it fosters a reciprocal courting, encouraging seasoned-social conduct and advanced average performance.

The analysis found out that HR practices extensively influence job delight amongst paramedical body of workers, corroborating findings from preceding research (Boon et al., 2011; Madan at

Hypothesis 1: HR Practices and Employee Satisfaction

The evaluation of the first speculation reveals that HR practices appreciably have an impact on worker pride. As indicated in Table five, HR practices (together with recruitment, training and improvement, repayment, and overall performance appraisal) are positively correlated with worker satisfaction, demonstrating an R^2 of zero.69. This shows that HR practices provide an explanation for 69% of the variance in worker pleasure. The t-values for the relationship among HR practices and worker satisfaction are all considerable ($t > 1.95$), confirming that personnel who understand their HR practices definitely document better pleasure with their jobs. This finding aligns with previous studies via Elrehail et al. (2020), which additionally found a effective correlation among HRM practices and worker pride.

Hypothesis 2: Employee Satisfaction and Service Quality

The 2d speculation explored the connection between worker delight and provider pleasant. As illustrated in Table 6, there's a enormous fantastic courting between employee satisfaction and the scale of service nice: tangibility, reliability, responsiveness, and guarantee. The R^2 values for every service great dimension indicate that employee satisfaction explains a large portion of the variance in service quality, with R^2 values starting from zero.31 to 0.55.

The findings display that happy employees are more likely to deliver better pleasant carrier. This aligns with Babied et al. (2015), who found that employees treated well through HR practices generally tend to provide higher provider to clients. Employees who perceive HR practices definitely, mainly within the regions of repayment, training, and performance appraisal, are much more likely to have interaction in wonderful provider behaviours. These behaviours, in turn, make a contribution to superior patron delight.

Furthermore, the ANOVA consequences display that the relationship between employee delight and provider quality is statistically sizeable ($p < 0.05$). This suggests that companies specializing in enhancing worker delight can decorate provider first-rate, that's a key driver of patron loyalty and business success.

Hypothesis 3: HR Practices and Service Quality

The 1/3 speculation tested the connection between HR practices and service great.

Table 2, 3: shows that HR practices, along with recruitment, schooling and development

Table 2: Key HRM Practices, Employee Satisfaction, and Service Quality

HR Practice	Coefficient (t-value)
Recruitment	0.312 (2.45)
Training & Development	0.409 (3.12)
Compensation	0.391 (2.98)
Performance Appraisal	0.298 (2.15)

Table 3: Employee Satisfaction and Service Quality

Service Quality Dimension	Coefficient (t-value)	R²	Adjusted R²
Tangibility	0.398 (2.132)	0.32	0.31
Reliability	0.614 (2.874)	0.54	0.55
Responsiveness	0.452 (1.987)	0.36	0.39
Assurance	0.416 (2.012)	0.45	0.48
F-statistic	10.214		
Significance Level	p < 0.05		

Discussion and Implications

The results confirm the hypotheses that HR practices appreciably have an impact on employee delight, which in turn influences carrier best. This have a study's findings are regular with previous literature, highlighting the significance of HRM in service-orientated industries like hospitality. HR practices, especially inside the regions of recruitment, education, overall performance appraisal, and compensation, play a vital characteristic in enhancing each worker delight and issuer awesome.

The observe additionally indicates that companies in the hospitality industry must keep to spend money on robust HRM systems to foster advantageous worker attitudes, a good way to result in higher service for clients. As consumer pride is intently tied to employee behaviour, HR practices should consciousness on creating a conducive work surroundings that nurtures fantastic worker carrier conduct.

Future research could discover these relationships from a consumer's attitude and enlarge the scope past the lodge industry to different sectors of the provider industry. Additionally, investigating other organizational factors that make a contribution to worker delight and service high-quality may want to provide further insights into enhancing ordinary business overall performance.

VI. Conclusion :

This observe examines the impact of HRM practices on employee satisfaction, carrier fine, and carrier conduct within the hotel enterprise. Given the significance of the lodge region, know-how the elements that influence employee pride is vital. The findings indicate a high quality correlation between HR practices, worker pleasure, and the provider high-quality provided via motels. Furthermore, service great is carefully linked to worker conduct, which is encouraged by using their pride. Consequently, the achievement of a lodge in large part relies upon on employee pride and the great of provider delivered.

The observe offers precious insights for motel control, suggesting that enhancing HR practices can enhance employee delight, main to higher carrier great and greater wonderful worker behaviour. Specifically, employees have to be recommended to be greater proactive and revolutionary, supported in reaching favoured outcomes, and furnished with optimistic remarks to foster continuous improvement.

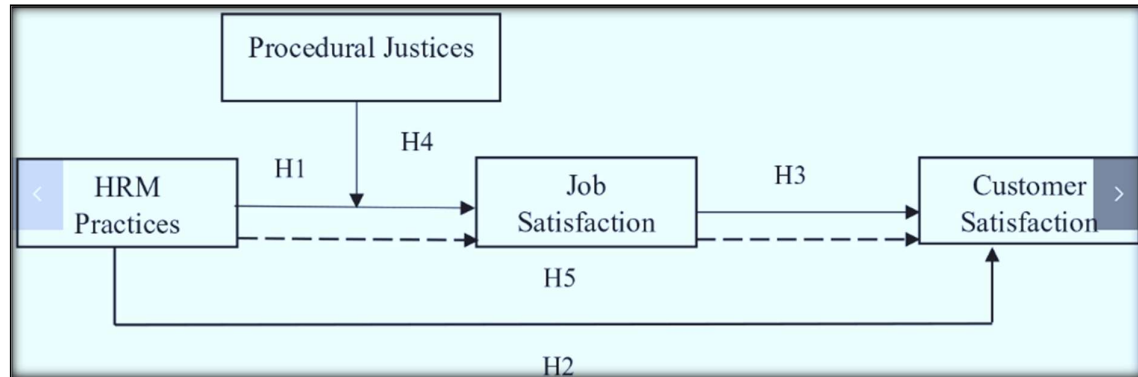


Figure 4. Diagrammatical representation of relationship between independent and dependent variables along with the mediation effect.

HRM practices play an important function in improving employees' and clients' talents, in the end maximizing effectiveness with the aid of lowering turnover and increasing job satisfaction. These practices assist explain the mechanisms underlying employee pride, provider fine, and worker provider conduct, especially among understanding people. The findings are useful for hotel personnel, enabling them to enforce powerful strategies to improve conversation among staff and clients.

However, the have a look at has positive limitations that offer directions for future research. Firstly, the pattern changed into drawn completely from Jordan, proscribing the generalizability of the findings. Future research ought to include personnel from extraordinary nationalities to discover they have an effect on of cultural factors on employee delight. Secondly, with a sample length of 290 respondents, the look act's applicability is truly confined. Expanding destiny studies to include larger sample sizes from various regions may want to beautify the generalizability of the results.

Despite those barriers, the study gives valuable insights for the Jordanian lodge industry. By adopting HR practices that foster worker pleasure, carrier fine, and positive provider behaviour, inns can role themselves greater competitively. An influenced and glad workforce is more likely to exceed expectations, contributing to the resort's success in a tremendously aggressive market.

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