HRM Practices and Organizational Commitment in the Indian Tourism Industry

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Abstract:- In the current wave of technological transformation known as the Fourth Industrial Revolution, industries are undergoing significant changes. This has led to more intense competition among businesses. Retaining committed and skilled employees has become a challenging task, particularly with younger workers who frequently explore new job opportunities and work settings. The increasing focus on striking a balance between work and personal life has also played a role in shaping the level of connection employees feel with their organizations. The article examines how the way Human Resource Management (HRM) is carried out influences how committed employees are to their organizations in the Indian tourism and hospitality sector. The researchers looked into previous studies to figure out the things that impact how dedicated people are to their organizations in India. They discovered that certain HRM practices, like training, performance evaluations, pay, job security, work environment, and support from the organization, actually boost how committed employees are. The article also suggests some ways to improve organizational commitment in companies.

Index Terms - Human Resource Management, organizational commitment, Tourism, Hospitality, Factors affecting.

I. INTRODUCTION

Amid the ongoing 4.0 Industrial Revolution, where technological advancements are reshaping industries, the competition among businesses has intensified. Keeping a hold on dedicated and skilled employees has become a challenging endeavour. This is especially true for younger workers who often seek new job opportunities and work environments. The growing emphasis on maintaining a balance between work and personal life has further influenced how connected employees feel to their organizations. Simultaneously, businesses are investing more heavily in strategies to attract and retain top-tier talent, leading to a decline in traditional employee loyalty. To retain their workforce, companies must consistently invest in their employees through compassionate and sustainable human resource policies. Research findings consistently emphasize the pivotal role of effective human resource management in the success of organizational functions. These practices play a key role in enhancing employee dedication, capabilities, and adaptability. Consequently, they significantly contribute to achieving business objectives and providing additional value to customers (Dessler, 2011).

In 2021, India was ranked 54th in the Travel and Tourism Development Index (TTDI) by the World Economic Forum. The travel and tourism sector played a crucial role by contributing around $178 billion to the country's GDP. The industry is expected to show steady growth, with an annual increase of 6.7%, aiming to reach 9.2% of GDP, totalling $488 billion. Comparing the recent years, in 2020, the industry contributed $121.9 billion to the GDP, while in 2019, it was a higher $212.8 billion. According to the WTTC's Economic Impact 2022 report, India's contribution to the Travel & Tourism GDP increased by 5.8%, which ranked sixth globally, following countries like the US, China, Germany, Japan, and Italy. Notably, tourism stands as the third largest foreign exchange earner for India. The Ministry of Tourism reported positive growth in foreign tourist arrivals. In February 2023, 865,779 foreign tourists were visiting India, marking a remarkable growth of 259.4% compared to February 2022's 240,896 arrivals. During the January-February 2023 period, foreign tourist arrivals reached 1.73 million, compared to 442,000 in the same period in 2022. Foreign exchange earnings from January-November 2022 totalled $14.62 billion, significantly higher than the $7.66 billion earned in the same period in 2021.

A recent survey conducted by WTTC in 2023 revealed that the travel and tourism industry generated 7.90% of all employment, accounting for a total of 38.85 million jobs in the 2022-2023 period. This indicated a positive growth of 4.40% in employment from the previous year. These employees are a vital part of India's tourism and hospitality sector. In the fiscal year 2023, the tourism sector provided approximately 38 million jobs, showcasing a growth of 4.4% compared to the previous year (2022). The travel and tourism industry's contribution to India's GDP in 2022 is estimated to be over $215 billion, a significant driving force for the country's economic development according to IBEF's 2023 report.

However, due to their small and medium-sized characteristics, face many difficulties in business activities, and human resource management activities have not been given proper attention and investment. Maintaining and keeping the commitment of employees in organizations is also becoming increasingly difficult. According to Giauquea, Resenterraa, and Siggenb (2010), it is not always easy to maintain employees in organizations because these enterprises are subject to stiff competition from other business groups. Research on the relationship between HRM practices and employee commitment has received the attention of many scholars around the world. In India, studies on this impact have begun to gain attention but are mainly performed at each enterprise. Research on this topic in the majority of tourism organizations in India is still quite limited, leading to implications for organizations in retaining and retaining employees who are not representative. Moreover, the production and business environment of hospitality and tourism organizations has experienced many changes in the context of the ongoing COVID-19 pandemic worldwide. This has significantly affected the business activities, commitment, and attachment of employees. In that context, this study was conducted to measure the influence of human resource management on the commitment of employees in the hospitality and tourism sector in India, who are greatly affected in this context. From the research results, the article makes some recommendations to enhance employee commitment in hospitality and tourism service providers from the perspective of human resource management.

Effective Human Resource Management (HRM) practices are ones that positively impact the three C's: Competencies, Commitment, and Culture. These practices should be identified and put into action in a way that makes sense financially. It's important to regularly assess and adjust these practices to ensure they remain effective and suitable for the changing circumstances. This approach to HRM is a way to improve its efficiency and relevance over time (Rao, 1999). The hospitality industry is unquestionably reliant on a significant amount of manpower. Its prosperity hinges on the combination of the people's social and technical abilities, resourcefulness, diligent

effort, dedication, and overall approach (Guest, 2001; Anastassova & Purcell, 1995). In today's world, managers understand the importance of fostering employee motivation, as it can have a substantial impact on their performance. Therefore, it's crucial to have a strong and efficient system of motivation across all levels of the organization. This approach is vital for enhancing employee commitment and dedication to their roles.

Organizational commitment refers to an employee's sense of responsibility and inclination to remain with a company. This feeling arises from internalizing the normative practices set by the organization. These practices can either be pressures experienced before or after joining the organization.

There are three distinct forms of organizational commitment:

- **Affective Commitment:** employee's emotional connection or attachment to the organization. In simpler terms, employees with high affective commitment genuinely care about and feel connected to their workplace. Employees with strong affective commitment feel connected, involved, and emotionally engaged with the organization. They stay because they genuinely want to.
- **Continuance Commitment:** This type of commitment is based on employees recognizing the costs associated with leaving the organization. They remain not necessarily because they want to, but because they perceive that leaving might have negative consequences.
- **Normative Commitment:** employees remain with the organization because they feel a sense of duty or obligation. This commitment is often tied to a moral or ethical obligation to stay with the organization.

These three dimensions of commitment—affective, continuance, and normative—are ways in which employees relate to their organization. They influence an employee's decision to stay with the company and their overall dedication to their role (Meyer et al., 1993, Greenberg and Baron, 2003; Law, 2005; as cited in Wong et al., 2002; Yousef, 1999).

II. LITERATURE REVIEW

According to Price (2004), According to Price, an organization or enterprise can gain a competitive advantage by effectively utilizing its employees. This involves tapping into their experience and ingenuity to achieve the organization's set goals. In essence, the idea is that the workforce, when managed and utilized well, becomes a valuable asset that contributes significantly to the organization's success. This perspective underscores the strategic role of human resources in creating a competitive edge. Noe et al. (2006) emphasize that human resource management encompasses activities specifically designed to provide and coordinate an organization's human resources. This definition underscores the strategic and comprehensive nature of HRM, highlighting that it involves not only hiring and staffing but also coordinating various aspects of managing people within an organization. It recognizes that effective HRM contributes to the overall success and performance of the organization. Ahmad and Schroeder (2003), and Dessler (2010) argue that HRM activities contribute significantly to organizational achievements, help achieve organizational goals, and add value to customers. Human resource management is a combination of people-centred management activities, considering employees as assets that need to be developed and maintained skillfully so that they contribute to achieving organizational goals (Senyucel, 2009). According to Armstrong (2013), human resource management activities are the efforts of the organization to properly manage its employees to achieve its objectives. Organizations use these functions to shape employees' attitudes, behaviours, cultures, and perceptions in a way that achieves the organization's desired outcomes (Shannak, Al-Zu'bi, Alshurideh, Altamony, 2012; Al-Sarayrah, Obeidat, Al-Salti, Kattoua, 2016). Regarding the components of human resource management, Guest 1997), and Pfeffer (1998) identified them as Recruitment and selection of new employees, Training, Employee evaluation, Compensation management, Job description, Employee involvement employees, Status and job security, Expanding the sharing of information about financial performance in the organization. Ramlall (2003) measures the effectiveness of HRM and points out the HRM components including Strategic planning, Employee acquisition, Training and development, Organizational development and change, Performance management work, Compensation system, Theory, and organizational behaviour. Meanwhile, Chew and Chan (2008) identified activities as Target match between individuals and organizations, Compensation and recognition, Challenging work, Training, and career development. Bisharat et al. (2017) argue that the practice of human resource management includes: Performance appraisal, Remuneration system, Recruitment and selection, and Training and development. And Suksod and Cruthaka (2020) identified: Performance appraisal, Job promotion, Information sharing, Organizational support, Safety at work.

Mowday et al (1979) defines: "Organizational commitment is the relative strength of employees' identification with the organization and employees' active participation in the organization. a certain organization". Accordingly, commitment includes the uniformity, effort, and loyalty of employees. According to Allen and Meyer (1990), organizational commitment is the psychological state that attaches an individual to the organization. Commitment consists of 3 factors: a desire to be part of the organization (emotional attachment), a willingness to work for a long time (continuous commitment), and a sense of work commitment (attachment) as conclusions on professional ethics. Crewson (1997) breaks down organizational commitment into three distinct factors: The first aspect involves employees having a strong belief in and acceptance of the values and goals of the organization. It suggests that committed employees align themselves with the principles and objectives set by the organization. Another factor is the willingness of employees to exert effort and work hard for the organization. Committed individuals go beyond minimum requirements and are motivated to contribute their best to the success of the organization. The third component is the desire to be a member of the organization. This reflects a sense of belonging and attachment. Committed employees not only see themselves as part of the organization but actively want to remain a member.

In every organization, to achieve the set goals, each employee needs to have a high commitment to the organization, a desire to maintain membership in the organization, and a willingness to devote themselves to work and serve to achieve the goal. The goal comes from the positive attitude and behaviour of all employees. Newman et al. (2011) define commitment to the organization as the influence of an individual's level of attachment and involvement with the organization as well as the sense of obligation (commitment to professional ethics). to work in an organization. Nassar (2017) aggregated employee commitment levels to the organization according to 3 levels. A high level of commitment is characterized by acceptance of the organization's values and a willingness and effort to exceed expectations. At this level, employees stay in the company because they want it (Wood, 1999). The concept of moderate commitment suggests that employees, while not demonstrating an exceptionally high level of commitment, still exhibit a reasonable acceptance and effort toward achieving organizational goals. At this level, for job retention, employee commitment is tied to ethical aspects. In this context,

individuals who exhibit low commitment remain with the company not out of a strong desire or attachment, but rather because they feel they should stay (Way, 2002). This lack of intrinsic motivation or genuine interest in being part of the organization is a key characteristic of low commitment. Employees with low commitment may not fully embrace or accept the goals and values set by the organization. These individuals are not proactive in making efforts to contribute to the organization's goals and values. They may only fulfil basic job requirements without going the extra mile. Employees with low commitment are more willing to leave the company at any time. Their attachment to the organization is weak, and they may not hesitate to explore other opportunities. Individuals with low commitment may experience disappointment with the organization, possibly due to unmet expectations or a perceived lack of support (Wall & Wood, 2005).

Meyer and Smith's (2000) study found a significant impact on career development and assessment of job performance. and remuneration to employee engagement. Paul and Anantharaman (2004) conducted a survey of the software industry in India and discovered a relationship between HRM practices and employee commitment. This suggests that the way human resources are managed in this industry influences the level of commitment employees have toward their organizations.

Browning (2006) focused on service firms in South Africa. The findings indicate that HRM practices have an impact on employee commitment within the service industry in South Africa. This suggests that the strategies and practices employed in managing human resources play a role in shaping employees' commitment levels in this particular context. Payne and Huffman (2005) found an association between HRM practices and employee turnover. This implies that the way organizations manage their human resources is linked to the likelihood of employees staying or leaving. Effective HRM practices could contribute to lower turnover rates.

Employees will quit when they see nothing to commit to or the company simply doesn't commit or keep its commitments to them. Research by Giauquea, Resenterraa, and Siggenb (2010) shows that HRM can help companies improve organizational behavior, and increase employee commitment, capacity, and flexibility. Recently, Nassar (2017) showed the influence of HRM practices on employee engagement in 4-5-star hotels in Egypt, especially affecting emotional commitment and related commitment. customary for the company. Suksod and Cruthaka (2020) show the influence of Performance Appraisal, Job Safety, and Information Sharing on employee commitment in the Thai pharmaceutical industry. In Vietnam, Ho and Pham (2012) confirmed the relationship between job support, training, and coaching to employee commitment of Khanh Hoa travel agency. The relationship between remuneration, career development opportunities, and job descriptions with employees' commitment to the enterprise is found in the study by Pham and Nguyen (2013). Research by Nguyen Ngoc Thang (2015) shows the positive impact of HRM on employee commitment in 3 aspects of employee commitment: affection, labour market, and professional ethics.

III. METHOD:

The present research uses an experimental research design. Secondary data was used from company websites, journals, e-books, and literature on HR practices and Organizational Commitment. This research paper will meet the following objectives:

1. Analyze the concept of Organizational Commitment.
2. Analyze the role of HRM functions in organizational commitment.

IV. RESEARCH OUTCOMES

The research model in this article is established based on inheriting previous studies. Components of human resource management are inherited and selected from the studies of Geringer, Frayne, and Milliman (2002), Bisharat et al (2017), and Nassar (2017). Employee commitment inherited from the study of Allen and Meyer (1990) includes 3 components: emotional commitment, commitment to long-term commitment, and commitment to professional ethics. However, according to Wang, Indridason, and Saunders (2010), ethical commitment, Occupational commitment, and emotional commitment are quite related.

In the realm of managing people at work, Guest (1987) introduced two approaches: the "soft" and the "hard" versions of Human Resource Management (HRM). Imagine the "soft" version as a way of valuing the human side of HRM – it treats employees as important assets. This means that in the soft version, the focus is on getting employees to truly commit to their work. When employees feel committed, organizations tend to perform better (Guest, 1987). On the other hand, the "hard" version of HRM is more about control rather than commitment. It sees human resources more like an expense that needs to be kept as low as possible. In this approach, employees are managed in a more practical and business-oriented manner, following clear rules and procedures (Legge, 1995). Looking specifically at the hotel industry, Worsfold (1999) argues that the soft version of HRM, which is all about building commitment, works well for luxury hotels. This is because luxury hotels value employees who are dedicated to their work, and they believe that this dedication leads to better performance. On the flip side, budget hotels are more likely to lean towards the hard version of HRM. They put more emphasis on control and cost-saving. For budget hotels, it's important to manage employees efficiently and follow specific guidelines.

High-commitment management practices are all about creating a team of dedicated and adaptable employees. These practices help hotels build a workforce that is deeply committed to their work and ready to adjust swiftly to shifts in the competitive market landscape (Knox & Walsh, 2005). Commitment-based Human Resource Management (HRM) is all about working towards getting employees fully engaged in achieving the goals of the organization (Knox & Walsh, 2005). In hotels, commitment-focused HRM practices involve strategies like thorough training, having employees with various skills, designing flexible job roles, promoting open communication, and seeking input from employees. These practices were commonly observed in larger hotels that had embraced more structured HRM methods (Hoque, 1999b; Knox & Walsh, 2005).

V. CONCLUSIONS

Research findings suggest that the tourism and hotel industry tends to adopt both temporary labour strategies and high-commitment Human Resource Management (HRM) practices at the same time, as a way to address their challenges. It's important to note that the hotel sector doesn't simply follow a single approach when it comes to HRM. Instead, hotels are increasingly trying out high-commitment HRM practices. These practices involve things like providing thorough training, enabling employees to have multiple skills, creating flexible job roles, using structured staffing procedures, and promoting more open and comprehensive communication as well as seeking input from employees. These high-commitment HRM practices were commonly observed in larger hotels (Hoque, 1999a, 1999b; Knox & Walsh, 2005; Luo & Milne, 2014). This indicates that organizations are exploring different avenues to effectively manage their human resources and improve their overall operations.

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