CHAPTER 4

QUALITATIVE RESEARCH-VIEWS OF HUMAN RESOURCE MANAGERS

“Don’t think of it as pain. Think of it as an interesting sensation that requires all of your attention” – Ina Mae Gaskin, Spiritual Midwifery

Qualitative research approach was adopted to understand human resource policies of the hotel. Exploratory research design was adopted for the study. The Human Resource Managers of the hotels were approached and their in-depth interviews were conducted. The checklists used for eliciting the views are given below:

Checklist

✓ Departments of the Hotel
✓ No of employees in the respective Departments
✓ Human Resource policies adopted by the hotels.
✓ Recruitment process adopted by the hotel
✓ Selection process of the hotel
✓ Induction programme conducted in the hotel
✓ Motivational tools adopted for employees
✓ Attrition rate of the employees
✓ Strategies for empowering employees
✓ Compensation package offered to the employees by the hotel
✓ Feedback mechanism (employees)
✓ Working conditions of the employees (Managing Employee Relations)
✓ Composition of guests in the hotel
✓ Understanding Demand and supply in hotel
✓ Core competencies of the hotel
✓ Outsourcing of the functions in the hotel
✓ Verbal aggression-coping strategies adopted
✓ Internal service quality measures adopted
✓ Tackling Stress and burnout of employees
✓ Factors that they used to measure employee satisfaction
✓ Tools and instruments used for measuring customer satisfaction
✓ Measures adopted-Customer loyalty
4.1 Views of Human Resource Manager; Output of In-depth Interviews

Human Resource Managers of The Gateway Hotel (Taj Groups), The Grand Bhagwati and The Ginger were approached for conducting in-depth interviews. Their views on the checklist prepared are described in detail below:-

4.1.1 Departments of the hotel

The departments in the hotel, The Grand Bhagwati are the front office department, the House-keeping department, Food and beverage production department, Food and beverage services department, other departments are maintenance (property), Human Resource, finance, EDP (Electronic Data Base) and security. It has a separate club that includes swimming, gymnasium, table tennis and Squash.

The Gateway Hotel (Taj Groups) has following departments. They are Engineering department, Finance department, Food and Beverage department, Food Production department, Front Office department, House Keeping department, Human Resource department, Sales and Marketing department, Security department.

The Ginger Hotel has 5 departments. They are Front office department, House-keeping department, Food and Beverage department, Security department and Maintenance department.

4.1.2 Number of employees in the hotel

The Gateway Hotel (Taj Groups) has 130 frontline employees. The backstage employees are 100 that include 20 security and they have more than 40 contractual staff.

The numbers of employees in The Grand Bhagwati hotel are nearly 700. In the front office they have 40 employees, in the house keeping department they have 60 employees, in food and beverage production department they have 250 employees and in food and beverage services department they have 50 employees.

In The Ginger Hotel, they have 6 employees in the front office, 10 employees in the house keeping department, 20 employees in the food and beverage department, 9 employees in the security department and 4 employees in the maintenance department. They have 65 employees which are hired through Root Corporation Ltd (restaurant people, security services, house-keeping and maintenance services).
4.1.3 Human Resource Policies

4.1.3.1 Recruitment policy and process adopted by the hotel

For The Gateway Hotel (Taj Groups), the recruitment criteria include the following:- educational qualification involves graduate, diploma, hospitality experience. It is done through walk in, referral, Naukri website and employee referral. Criteria for frontline employees are good communication skills, relationship skills and excellent coordinating to tackle guests.

At The Grand Bhagwati hotel, recruitment of the employees is done by the HR department head, HR manager, and general manager. According to position they give advertisement in the print medium. Candidates (for the position of captain, stewards) send their CV’s which is scrutinized either by human resource manager, human resource department head or general manager. They take interviews on telephonic basis and if they are satisfied with the candidate’s information then they take their final interview. If the candidates are from outside they also arrange Skype interviews. When candidates promise to join then there are called for the final personal interviews. The educational qualification depends on the position but generally they require hotel management graduation. In The Ginger Hotel recruitment criteria for hiring employees is basic graduation and diploma degree.

4.1.3.2 Selection Process of the hotel employees

In The Gateway Hotel (Taj Groups), HOD scrutinizes all information and best qualified candidate is selected. In The Grand Bhagwati hotel, the applications are scrutinized by the general manager and the Human resource department and the best qualified is selected for interview. In The Ginger Hotel also, the candidates are scrutinized thoroughly with all the details that they have specified and the best qualified candidate is called upon the interview.

4.1.3.3 Induction programme conducted in the hotels

In The Gateway Hotel (Taj Groups), on joining every employee is introduced to the hotel’s policy, rules, regulation, environment, working method –based on their positions. The Grand Bhagwati hotel mainly focuses on induction to make employees familiar with their working environment. They explain them the rules and regulations, philosophy, vision, mission, plans for staff, welfare activities, and expectations, complete round in house, introduction to show
rooms and every process. In induction they provide employee with minutest of details related to hotel management. The same kind of induction programme is carried in The Ginger Hotel.

4.1.4 Training of the employees in the hotel

Training in The Gateway Hotel (Taj Groups) involves two methods - on the job and off the job training. On the job training is giving to enhance employee’s performance in day to day work activities. Off the job training involves fire fighting, leadership training (executives are selected which provide training on leadership skills), computer training, English fluency training, language training, soft skills training, technical training- i.e. how to do bed making and other process, food and beverage training and SOP training (standard operating procedure-how to work).

The Grand Bhagwati Hotel provides class room training and on the job training (this is done throughout the life time). The General manager Mr. Anoop Soni mainly wants his staff to be upgraded. He wants to upgrade his staff on basis of information on welfare community, city and state and future projects. Mainly training is for polishing body language, grooming, soft skills and language clarity. There is an annual “appraisal system” and the performance of the employee is linked to its monetary benefits. For indisciplinary behavior they take disciplinary action. In training they do employees behaviour “appraisal”.

In The Ginger Hotel, each month they have contract with HIT (Hospitality Training Institute). This HIT goes to ginger hotel every month.

HIT provide 2 types of training:-

i) SOP- Standard operating procedure. Here specific procedure is laid for check in and check-out, for guest complaints.

ii) Soft skills- they provide training on language, knowledge, gestures and courtesy.

4.1.5 Motivational tools adopted for the employees

The motivational tools adopted by The Gateway Hotel (Taj Groups) are R&R i.e. Rewards and Recognition. It is based on behavioral parameters such as guest satisfaction, saving in cost, efficiency (innovative way in doing better i.e. reducing time taken). In the daily morning meetings they decide on R&R. On daily basis guest’s feedback are evaluated and appreciations letters are checked and points are allotted to employees. Thus R & R is decided
among employees. Also they have STARS system i.e. special thanks and recognition system. Certificates are also given such as silver, gold, platinum at the corporate and HOD level.

The Grand Bhagwati hotel provides A to B training, Sports facilities- they arrange cricket tournament in which all people at every level participate enthusiastically, celebrations of every festivals- they celebrate every festivals and everyone participates, birthday celebration of every staff where everyone cuts cake and perform and show their talent. In every 3 months they give employee of the quarter certificate. They give annual employee awards.

In The Ginger Hotel motivational tolls adopted are R&R i.e. Rewards and recognition. Kit is prepared every month. They identify people, give gifts. Based on performance and observation awards are given as in they send their employees on tour visits. This is done on yearly basis.

4.1.6 Attrition Rate in the hotels

The attrition rate is quite high in The Hotel Gateway (Taj Groups). In the last quarter they had 7% and for 2016 they had 20%. At The Grand Bhagwati, the attrition rate is quite high which about 6 to 7 %.

4.1.7 Empowerment policies for employees

The empowerment policies at The Gateway Hotel (Taj Groups) for the employees are: - at head of Department level, every staff has authority to take decisions for customer satisfaction. At the assistant level if the guests are not happy then the Head of department has right to waive certain amount from the bill. At The Grand Bhagwati Hotel, empowerment is encouraged for every staff. They have open environment. They have regular department meetings (briefing is done). Discussions are done on daily happenings. Everyone according to the level has decision taking authority. In The Ginger Hotel, everyone has decision making authority according to their level and designation.

4.1.8 Compensation package offered to employees

The compensation package at The Gateway Hotel (Taj Groups) is different for different departments and at different levels. Compensation package generally starts with Rs.7000. At The Grand Bhagwati hotel, compensation is not fixed. It depends on the level, staff, experience, background. In The Ginger Hotel, the compensation package is not less than
12000 (can go above it). They provide bonus (during festivals) plus incentives (based on performance). Bonus and incentives are given in monetary terms.

4.1.9 Feedback mechanism conducted in the hotel

The Hotel Gateway (Taj Groups) has annual cycle for feedback process. They have gallop system where company conducts survey for employee satisfaction. And for customer satisfaction they have TIC (Taj), GOD (guest of the day) and they take guest feedback through emails. At The Grand Bhagwati Hotel, the General Manager is involved for feedback mechanism. For employee feedback briefing is done with them and for the guests through the guests feedback form. In The Ginger Hotel feedback from employees are taken at the time of resignation through feedback form. They have company gallop system. This company has contract with them. This company is of Tata Group. It does online survey. There is a User ID and password for each employee where employees can give ratings. Employees can login the portal and give feedback. Gallop service happens every year. For the customers feedback they have special portal for customers. After check out customers receive email as how was their stay with the hotel. Guests can directly go to their website and they can rate over there. Also they get guests feedback through social media such as trip advisor, facebook and twitter.

4.1.10 working conditions of the hotel (managing employee relation)

The Gateway Hotel (Taj Groups) provides their employees the following working conditions. They provide cafeteria area, Locker facility, accommodation facility (family accommodation at HOD level), employee engagement- games and uniforms. The Grand Bhagwati hotel has separate division for the staff. They have accommodation at Pandesara (Vadod). They have 3 towers where 600 staff is living. They provide free-food in hotel as well as their residence- Vadod. They give uniforms. They have doctor on site every day; they have tied up with hospitals also to ensure their employee’s good health. The working conditions in The Ginger Hotel include 8 hours work. They provide food to their employees. They provide uniform. Accommodation facilities are given to the employees wherein employees have to share the rooms. If employees have their family then they have to find the accommodation on their own. Once in a year medical check-up is done for the employees.
4.1.11 Composition of guests

The composition of guests at The Gateway Hotel (Taj Groups) is foreign (20%) and domestic (80%). Composition of guest at The Grand Bhagwati is mainly banquets based. Corporate guests are increasing continuously because of proximity to Hazira. Foreign visitors are nearly 20%. The Ginger Hotel has maximum corporate guests. They have leisure traveler. Foreign guests are (20%) and domestic (80%).

4.1.12 Demand and supply in the hotel

The lean period for (The Hotel Gateway) is during the period June, July, August and their peak period (9 months they are busy, generally from October to March). The Grand Bhagwati hotel operates throughout the season. They are busy during October, November to March and from July to September. In The Ginger Hotel Surat there are no lean and peak periods. It is stable entire year. There are no fluctuations. Hence supply is not equal to demand. Still they have December, January and February as their peak periods.

4.1.13 Core competencies of the hotel

The core competency of The Gateway Hotel (Taj Groups) is their services whereas for The Grand Bhagwati hotel it is food and service. They believe they provide quality food. Core competencies for ginger group include SMART Basics. They provide only required things. They do not have baggage service and bell boy system. As they assume people are smart and they do not want to spend extra. So they would accept this as a cost cutting in their own cheque. Also they have business travelers and they have only small luggage which they can carry by themselves. They do not have valet parking. Their clients are such which are smart, require small and clean accommodation. There guest require basic things such as internet, food and clean environment, hygiene environment.

4.1.14 Outsourcing of the functions in the hotel

The Gateway Hotel (Taj Groups) outsource following services:-Security- checkmate, stewarding and public area-cleaning washrooms and lobby. The Grand Bhagwati hotel outsource little only during busy periods. The Ginger Hotel outsources the activities like restaurant people, security service, house- keeping and maintenance services.
4.1.15 Guests Verbal aggression- coping strategies in the hotel

In The Gateway Hotel (Taj Groups), if customers are aggressive verbally then generally employee’s discussions are done to sort out the matter. But very truly, it may lead to job frustration. In The Grand Bhagwati Hotel, if there is any verbal aggression from guest then there is a captain above waiter, he will try to resolve the matter or else human resource manager will be involved. In The Ginger Hotel, in case if any guest shows verbal aggression then they have employees counseling.

4.1.16 Internal service quality enhancement policies in the hotel

The Gateway Hotel (Taj Groups), to enhance their internal service quality adopts the guest history method and training method. In the guest history method they maintain guest history; all data are recorded for the guest so that they can serve them according to their needs. Training is given to enhance the service delivery of the employees such as language skills, efficient work performance. At different levels according to different departments, training is provided to do work properly thereby focusing on improving internal service quality. In the hotel The Grand Bhagwati, all standards are according to 5-star. For internal service quality also training is involved. Training is given by videos, mock rehearsals where senior or manager will rehearse as how to provide services to guests. In The Ginger Hotel, each month they have contract with Hospitality Training Institute where specific procedure is laid for check in and check- out, for guest complaints.

4.1.17 Tackling of Stress and burnout of employees

In the gateway hotels employees stress and burnout situation are handled with utmost care. They arrange for employee engagement games, special menu in cafeteria, picnics, d.j night, employees birthday celebrations, birthday vouchers. In The Grand Bhagwati hotel, for tackling of the employees stress and burnout Human Resource is involved especially Head of the Department. For chefs they provide leave. They pay most emphasis on stress and burnout of employees as there is a labor intensive industry. In Ginger hotel, employees stress and burnout are handled by counselling and by giving leaves.
4.1.18 Measuring Employee satisfaction

At The Gateway hotel, employee can give feedback through Gallop system. At The Grand Bhagwati hotel, employee satisfaction is measured through feedback and by providing welfare measures. In The Ginger Hotel employee satisfaction is measured through gallop system where employees give their feedback.

4.1.19 Measuring Customer satisfaction

The Gateway Hotel (Taj Groups) follows trip advisor comments and guest feedback through emails. The Grand Bhagwati hotel takes feedback to measure customer satisfaction. In The Ginger Hotel customer satisfaction is measured through feedback from special portal where after check out customers receive emails as how was their stay with the hotel. Also guest can directly go to their website and they can give their ratings. They also evaluate customer satisfaction through social media i.e. from trip advisors, facebook, and twitter.

4.1.20 Measures adopted for Customer loyalty

The Gateway Hotel (Taj Groups) adopts certain measures to turn customer into a loyal customer. these measures are:- TIC and guest of the day. The Grand Bhagwati hotel is working on customer loyalty measures. They have planned many programmes which are in progress for customer loyalty. In The Ginger Hotel, they believe that customer satisfaction leads to loyalty. They see to it that clean accommodations and basic things like clean and hygienic environment are provided.