Role Of Employee Behaviour In Hospitality Industry

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Abstract: This study is intended to explore the various approaches of modulating the employee behavior. The study will also focus on impact of employee behavior on guest perception contributing in the development of brand building in the Hospitality Industry. As a nation grows and develops due to its citizen same is the case with Hospitality Industry due to its employee contribution and behavior, so the research will also focus on contributing factors generated by employee performance. The study aims at creating a deeper insight into exploring various reasons making an employee behave in a certain manner and so the study also intends to enlighten on the psychology of employee at workplace in the hospitality industry.

Index Terms: hospitality industry, employee behavior, guest perception, employee performance, employee psychology, recruitment, skill development.

1 INTRODUCTION

Hospitality industry is not just a mere word as it is a comprehensive term which includes several set of fields such as accommodation, service of food and drink in context with service industry event planning, theme parks, transportation, cruise line, travelling, airline in context with the tourism industry. Hospitality industry as a business entity focuses on two important aspects known as extra time of guests and dispensable income of guests & travelers. These features make hospitality industry a one of its own kind. Skills development plays a very crucial role in improved employee behaviors as it leads to better staff performance and guest satisfaction. Talent management is a topic that researchers and practitioners have been concerned with for decades (Iles, Chuai, & Preece, 2010). As talent management plays a very important role in elevating required staff behavior, it has become the prime responsibility of the employers to effectively design and implement effective talent management system for enhancing employee behavior. A talent management system which is linked with effective reward system also plays a major role in talent retention as it becomes a motivating factor for employees for performing as per the required standard and need of the guest. A better working atmosphere also acts as a reward for an employee. According to the World Travel and Tourism Council (WTTC), the hospitality industry is one of the most important labor and employment markets worldwide providing around 100 million jobs with a projected steady annual growth of 4% over the next decade (April 20 2017). Employee behavior is largely based on change circumstances or atmosphere or working conditions. Hence it is very important to understand the relationship between change and employee behavior. While understanding the relationship, it is observed that there are two important key components namely adaptability to change and countering employee resistance to change. These two components if not handled properly may take a form of obstacle becoming a hurdle. Guest perception is defined as the understanding and awareness of the guest about the hotel features, facilities, services and employee behaviors.

On this aspect too, role of employee behavior plays a very crucial role in creating a “wow-factor” to the guest. Guest perception may be tuned to the expectation of hospitality organizations by advertising, reviews, public relations, social media, personal experiences and other channels.

2 SYSTEM MODEL

The basic technique used in the research will be exploring the high quality primary data & secondary data with the observation method.

3 PREVIOUS WORK

Employee behavior is based on various organizational policies. One of them is attracting and retaining employees. Behavior of employees who are highly motivated and recognized plays a very vital role in organizational effectiveness and guest satisfaction. Behavior of talented employees in successful hotels has been a key differentiator & area for researchers to explore. These aspects of behavior of motivated employees are covered in the hospitality literature (Cappelli and Keller 2014). Collings and Mellahi (2009) argued that hospitality organizations invest their resources into the attraction of 74 talented employees in order to sustain competitiveness.

4 PROPOSED METHODOLOGY

This study based upon primary data and secondary data that have been collected from text book, research papers and websites.

5 SIMULATION/EXPERIMENTAL RESULTS

Recruitment is the foundation of creating appropriate employee behaviour. Ambiguous communication styles such as gestures, vocal tones and actions apart from what one employee says to another while communicating in writing or saying directly affect employee behaviour undoubtedly and need to be considered while making attempts are being made by organisations. There are few very important views on internal communications in context with implicit communication. In one view employees are seen as threat to the operational process as they would be not required whenever their need of requirement will be over. This kind of implicit communication certainly mars the vision and mission of any organization and will lead to disdain of loss and inefficiency of employees. Another view appreciates the presence of employees in real sense as in not just a mere
word to express as ‘asset’ in the organisational reports. This view moreover focuses on employees and makes them believe that they are the main point of consideration and have a crucial part to play in the growth and success of the organization. These two above stated visions must be handled carefully by the organisations so that organisations communicate unambiguously about what it originally means rather than creating a confusion or doubt in employees through official or explicit messages. Leadership skills are also one of the core elements of employee behaviour for employees assigned at leadership roles. Hence human resource team managing the recruitment of such staff and further while creating a talent pool must be able to identify staff based on their respective employee behaviour. This also includes talent management as an implicit process for managing employee behaviour. Talent management is a topic that researchers and practitioners have been concerned with for decades (Iles, Chuai, & Preece, 2010). Employee behaviour depends largely on three important key elements which are majorly related with the human resource department. Those key elements are hiring the right candidate for right job, motivating staff through various recognition and incentive programs and putting best performers in succession planning so that employee feel motivated, engaged and ultimately possess an optimistic behaviour. If organized properly this ensures that hotel operations are being managed with zeal and enthusiastic staff behaviour creating wow factor for the hotel guest and so hotel organization gets benefitted at large. Employee behaviour is largely based on managing skilled employee at a right pace meaning directing talented employee at right time so that they stay motivated and engaged with their areas of interest. This is also linked with scrutiny of job applicants, selection of correct manpower and bringing appropriate manpower on-board. Talent management for acquisition and retention of talent is an integral part of Human Resource management. The benefit of retaining skilled employee is that it becomes a one time investment for organisation as skilled employees continue to produce optimum desired results. This not only adds to save cost but also aligns with the goals of organisation which is maximizing revenue and minimizing wastages. InterContinental Hotel Group (IHG) has opted an innovative strategy of training employees for modulating, tuning and improving employee behaviour via online training modules through its Leadership Academy partnership with Harvard Business Publishing. IHG also provides Leadership Development Training to supervisor level and junior level managers facilitated by General Managers and HR Managers. IHG also develops its outstanding talent pool by a 24 month accelerated program for senior leaders through ‘IHG Future Leader Program’ and ‘RISE’ mentor program for female leaders who are aspiring for becoming General Manager. Personal career development is also one of the major aspirations of employees affecting their behaviour and plays very major role in the success of the organisations if managed and organised systematically. This focus will make an important contribution to understand the employee perspective of Talent Management and career development in hospitality industry. While referring a conceptual view point of Jennifer Chishamiso NZONZO and Tsitsi CHIPFUVA regarding their research on ‘Managing Talent in the Tourism and Hospitality Sector: A Conceptual View Point’, we found out that the modernization of tourism training systems, more versatile working methods, flexible working hours and the leverage of existing employees’ skills and competencies are key to this industry’s success. Talent management policies and global competitiveness of the organisation correlate with each other are largely affected due to change in organisational culture. Hence there has to be positive stimuli of culture in the organisation to provide a positive push to the efforts of organisation for global outreach which majorly depends on employee behaviour. Employee retention and employee behaviour are inter-linked in a way of analysing employee behaviour on the theories of understanding human behaviour is an important challenging issue for the hospitality industry. Stable committed workforce is the ultimate requirement of hotel industry for creating a delighted guest experience. Appraisal and incentive program normally implemented to influence employee behaviour and motivating employee in work provides job satisfaction and maximizes hotel’s effectiveness.

6 CONCLUSION
Employee behavior relies heavily on individual value and principal organizational structure or known as management style. For a healthy and competitive work culture, it is necessary that employees know each other very well. This will lead to a better understanding and coordination. Leaders and managers, who are also responsible for managing their team apart from operations and other management functions, must engage with their teams, interact and build a rapport which will eventually lead them to ease of managing team a better staff behavior and performance. Employee behavior may be managed by developing the talented and skilled staff in an organization. This can be managed with the help of an effective reward managed system. Management must formulate and implement such talent management policy and ensure its implementation in the organization processes. For a comprehensive development and growth of optimistic employee behavior, hotels’ policies and strategies must include employee development and appraisal plans linking an effective rewards and incentives. Focus on change management and implementation must be supported by pre-implementation assessment of human needs. A well thought-out strategy including new plans and incentive program may be initiated thereafter.

7 REFERENCES
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