

INNOVATION IN TRAINING PRACTICES ADOPTED BY THE HUMAN RESOURCES DEPARTMENT IN THE FIVE- STAR HOTEL OF DELHI (NCR)

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Abstract

The hotel industry in Delhi NCR has become one of the main drivers of the growth of the service sector. Hotels in India, which saw six out of 10 rooms occupied in 2021, expect a repeat in 2022. One of the main constraints in the development of the hotel industry in India is outdated HR practices. There is no doubt that the success of the hotel business revolves around its people, not capital. The most critical resources in the hospitality industry are the employees, whom it hires, motivates and retains. In a people-intensive business. The organization looks at people's productivity matrices rather than capital, but still existing human resource practices are lacking to bridge the gap between organizational goals and individual goal. To maximize profits, beat the competition and maximum utilization of human resources, you need to make some innovations in human resource management. Without innovation and the closely related theme of creativity, hotels would not develop further and could not succeed in the globalized world. This document proposes integrated and innovative HR practices, such as being qualitative rather than quantitative in the hiring process, organizing skill enhancement programs, timely employee recognition and motivation, etc. for the development of the industry.

Keywords: Hospitality, Innovation, Human Resources Practices, Productivity, Creativity.

Introduction:

In today's world of business and management, human resources provide a practical thanks to lookout of individuals inside any firm, and within the hotel business, people are the foremost critical resource at the extent of results and customer service. Thus, people are the key ingredient of this approach. Since a corporation may be a body of individuals, their motivation for higher levels of skill development , also as ensuring the upkeep of their level of commitment. This task belongs to the Human Resources domain of the Hotel Industry. consistent with Edwin B. Flippo, "Human resource management is that the planning, organization, direction and control of the acquisition, development of resources to realize individual and organizational objectives. This definition reveals that human resource management is that the a part of management that deals with planning, organizing, directing and controlling the personnel functions of the organization. within the current scenario, innovation and creativity are required in Human Resource Management. Innovation is important and crucial to still develop and remain competitive.

Research methodology:

The research is predicated on the analysis of the prevailing literature of various studies, reports, articles and books associated with the topic of study so as to seek out various Innovative HR practices in Hotels. The literature was wont to provide insight into the effect of innovative HR practices on the organization and to specialise in a deep understanding of the subject.

Objective:

- Identify various innovation in training practices adopted by HRM.

Literature review:

India is becoming a hotel hub like all other developed nation. With the rise of foreign visitors to India, hotel organizations guarantee quality of service and customer satisfaction. Patrick et al. (2004), Singh (2004) and Abdullah, Ahsan and Alam (2009) demonstrate that HRD practices have an excellent impact on company performance. Wright et al. (1994) recognized that individual skills are channeled through appropriate individual attitudes and behaviours thanks to the worth of practices in organizations. Human resource (HR) professionals must consider and specialise in individual needs and requirements when formulating policies and practices to

enhance organizational effectiveness (Biswas et al., 2007). consistent with Watson Wyatt, 1999, human resource practices have had a big impact on employee engagement with their organizations. Cohen (1991), Bakan , Büyükbeşe, and Erşahan (2011) suggest that the extent of employee engagement with a corporation could function a robust predictor of turnover rate rates. Schuler and Jackson (1987) explain Human Resource Management practices as a system that draws , develops, motivates and retains employees to make sure the effective implementation and survival of the organization and its members. The rapid development of technology , communications and knowledge technologies has led many organizations to actively seek new ways, experimentation, ideas and innovative solutions to enhance their current product, process, system and technology, which is usually referred to as organizational innovation. consistent with Harter, Schmidt and Hayes (2002), human resource management practices can generate greater knowledge, synergy, motivation and commitment of the workers of a corporation , leading to a source of sustained competitive advantage for the corporate . Human resource management practices set the tone and condition of the employer-employee relationship, which may motivate employees to be more creative (Rousseau and Greller, 1994). Human resource management practices play an influential role in motivating employees to display favorable attitudes and behaviors , which are necessary to support and implement competitive strategy. (Chand M., 2010), Increasing service quality, customer satisfaction, and hotel performance through human resource management practices may be a viable way for hotels to stay competitive. (Chand M., 2010), Significant difficulties in attracting and retaining quality staff lead employers to face severe skills shortages, a restrictive attitude (behavior), and high levels of staff turnover. Human resource management practices affect performance indirectly through the qualitative improvement of consumer-oriented services (Khatri 2000; Lee et al. 2000; Gill, Samantha and Samantha 2004; Sheng and Lin 2004) Creating hotel guest satisfaction are often achieved by responding better to customer needs and creating customer value which will have a positive impact on company profitability (Anderson et al. 1994; Worsfold 1999; Haynes and Fryer 2000; Hoque 2000a; Lucas et al. 2004; Lee et al. 2005) HR managers shouldn't only specialise in operational capabilities, often quantified in terms of increased efficiency, delivery skills, and employee attitude, etc., but should also emphasize development of intradepartmental learning and relational capacities.

Organizational stimulus:

An innovative organizational culture features a shared vision of innovation; Exhibits a good and constructive judgment of opinions; rewards and recognizes innovative work; and it's mechanisms to encourage and develop a lively flow of ideas. The stimulus to the organization refers to all or any organizational support, including mental and support or considering the worth of the workers who contribute to the organization (Aube, Rousseau and Morin, 2007) Organizational encouragement not only includes encouragement from supervisors, group encouragement, and reward, but it also includes other practices. Mentoring is a crucial aspect of an employee's success. Improves professional development that includes: exposure and visibility, sponsorship, training and protection (Booth, 1996). Dawley, Andrews, and Bucklew (2008) said that mentoring is described as an interpersonal exchange between an experienced employee, which is believed to be especially important within the organizational context to reinforce personal learning (Lankau and Scandura,2002) It also can be referred to as a process during which employees acquire the required behaviours and knowledge (Lankau and Scandura, 2002)because the psychosocial support of a mentor generates trust, guidance, encouragement and helps to unravel problems and (Brown, Zablah and Bellenger , 2008) the model is said to imitating the mentor's work behaviour. Therefore, mentoring activity may be a powerful thanks to enhance organizational creativity through innovative behaviour (i.e. enthusiasm, knowledge used, and inspiration). It also provides creative results. Employee training increases employee productivity by affecting their behaviour and supporting creativity. Many researchers found that managing employee development can increase learning with practice and company performance. It means hotel employees can exchange their experiences with one another as training through hotel learning activities. this will help people deal with situations and encourage new ideas. Much of the work on innovation in organizational culture has analysed the correlation between individual cognitive styles and organizational contexts or the formation of creative approaches to problem solving. And, the scope of innovative training programs might be seen as a part of the logical impacts that establish or foster an organizational culture that supports innovative behaviour (Woodman, Sawyer, and Griffin, 1993) and thus , contributes more to the achievement of the creative goals of the organization. Supervisory support is analogous to the perception of some organizational support. It refers to the degree to which employees discover that their employer cares about their well-being. An understanding supervisor will show concern for the emotions and wishes of employees. consistent with Lilly and Virick, 2006, employees with high levels of perceived supervisory support believe that organizations value their work and highly respect the

individual as an employee. (Dawley, Andrews & Bucklew 2008), supervisors act as representatives of the organization; they need direct responsibility for motivating, evaluating and supporting their employees and for systematically aligning proper systems and procedures. Therefore, it's likely that the support of the employer, which is a neighbourhood of organizational encouragement, promote operational expression and innovative organization as an entire (ie enthusiasm of employees, use of data and inspiration for work) , resulting in creative results.

Enough resources:

If the organization wants to get innovative and useful ideas, it must provide sufficient resources to its employees. Resources are often classified into three categories: physical resources, financial resources, and intangible resources. Physical resources include fixed items like construction, equipment and machinery, raw materials, etc. Financial resources include the financial component of the business, like equity, debt, cash flow, etc. The intangible assets relate to things like market price , trademarks, brand knowledge, skills and competence of persons, etc. An employee can perform at their best if they need all the required resources available.

Realistic workload:

One of the most reasons employees are overly stressed with their chosen career is that the huge workload they need on their shoulders. no matter the eagerness of the workers , if the workload are some things which will not continue, then everything can disintegrate thanks to lower productivity within the workplace. Better to supply a sensible workload. Unrealistic goals shouldn't tend , which can impose an undue burden on employees. While some are hooked in to ensuring all work is delivered on time, there'll always be times when an excessive amount of work can cause health problems. it's inappropriate for a hotel organization to line aside employee conditions. If the hotel wants definite progress, it must add more employees who can work on the effective execution of the hotel's strategies. no matter whether the person loves their job, they need the power to end everything in a moment , especially those jobs that need personal dealings. nobody was born with unlimited ideas and strength. they have time to think, plan and work accordingly. Employees are more productive if they're treated well. Improving your productivity within the workplace should be done realistically. If the hotel continues to continue your shoulders, then the work are going to be less effective and possibly poorly done.

Challenging job:

Every organization has goals and recruits people to realize these goals by performing specific tasks. because the tasks are an equivalent a day , and it becomes constant. This constant work environment reduces the extent of motivation of the workers at some point. Therefore, during this world of globalization, where turnover rate is increasing day by day, it's important to form work interesting and challenging for workers . As is common tradition, the work style doesn't allow to precise the talent of the workers in several ways. during this sector of the hospitality industry, the work is that the same, that is, hosting, providing services like cleaning, catering, etc., the worker does it throughout the day for long hours. Every job carries less glamorous responsibilities. But it is also important to balance that tough work with challenging work. When the employer is doing all the repetitive tasks for an equivalent employee, the employer conveys that individual talent doesn't require it within the organization. On the opposite hand, when the employer assigns an employee a challenging task and really shows confidence in him, he ensures the power to try to to an excellent job. it is vital to constantly find new ways to challenge employees, whether meaning developing new projects specifically for his or her talents or just being more conscious of what everyone does best and assigning tasks accordingly. Select employees carefully for the task of coaching new recruits; Giving people this responsibility portrays that the employer not only appreciates their employee permanently add their day job, but the employer wants incoming employees to develop an equivalent habits, skills, and attitude.

Liberty:

If employees have the liberty to form work-related decisions, they're going to feel a greater sense of responsibility, ownership, and accountability for his or her work. They work with dedication to realize the objectives of the organization. Employees can easily get the work done the proper way. All of those reasons drive on working employee to be more productive, providing better performance results for the organization. Employees were motivate to satisfy the challenge and their creativity was release as they restructured their daily work and other functions. Hence, employee productivity rise . Another cost reduction factor is that the increased efficiency of operations thanks to skilled and stabled employees. Employees become involved in day-to-day decisions and pride

oneself in their work, they realize the gap in routine functions that cost the corporate money. consistent with The Gallop Organization, organizations that allow employees to be more empowered and engaged experience 27% higher earnings (Wagner & Harter, 2006) Giving employees freedom within the workplace makes them comfortable by providing cost reduction measures, sharing their innovative solutions with management that benefit the organization. These solutions are invaluable keep the organization running efficiently and effectively without excessive overhead costs.

Teamwork:

Teamwork may be a group of individuals who are interdependent within the activity and share responsibility for the result. Increasing competition within the global market is alarming the organization to strategies for continuous quality improvement. Teamwork enhances the problem-solving process and promotes creativity and originality. Teamwork can only exist if there's a standard goal. consistent with Parker (1991, p. 63) there are four sorts of teamwork: A collaborator may be a task-oriented member who provides the team with good technical information and data, does their homework, and pushes the team to determine top quality standards. performance. A contributor may be a goal-driven member who sees the team's vision, mission, or goal at the highest, but is flexible and appreciative of latest ideas, willing to collaborate and add a diversified way, and may share fame with other team members. A collaborator is flexible, imaginative, cooperative, and independent. A communicator is process oriented. This member is an efficient, understanding, enthusiastic, and inspiring listener. The communicator may be a facilitator of participation, conflict resolution and consensus building. • A Challenger is question-oriented. This member questions the goals, methods, and even the ethics of the team, challenging the team to require well-considered risks. The challenger is perceived as sincere and assertive. A team must be formed in such how that it can make decisions together. an honest team increases the productivity of the organization and increases the arrogance of the workers. consistent with Jones, Richard, Paul, Sloane & Peter, 2007, employees who work as a team produce more results compared to the individual.

Leadership encouragement:

The hotel employee acts as a bridge between the guest and therefore the hotel itself. Researchers believe hotels got to increase competitiveness by evolving employee quality when faced with a competitive environment. Leadership style has more impact on individual behaviour than individual characteristics (Chen WJ, Liu C, 2010) it's vital within the industry to possess a motivated and efficient staff to make sure customer satisfaction. (Ford & Heaton, 2001), Industry gains from providing customer service and excellent customer service are vital to success within the hospitality industry (Alessi end) "It is that the employee of the organization who forms the company; they're the foremost valuable asset to impose any change," says Jean Gabriel Peres, CEO of Movenpick Hotels and Resorts. Leadership is usually considered a crucial element within the coordination and systematization of organizational processes (Lewis, Packard & Lewis, 2007). Difficulties in recruiting and retaining hospitality and tourism staff have amplified the necessity for effective leadership (Boey et al., 1997; Qu & Yee, 1996). Pettaway et al. (1998) argued that strong leadership is required to extend effectiveness and profitability thanks to the labour-intensive nature of the hotel industry, also because the speed of change that occurred. Qu and Yee (1996) suggested that poor leadership also plays a crucial role in staff turnover. Organizational success depends on the extent at which the company culture fosters and maximizes competition. Good leadership practices must start from the highest. For the foremost part, leadership is taken into account a crucial factor affecting organizational performance. It drives change and includes setting direction through vision, aligning people to vision and methods, and motivating and galvanizing staff. (Chen WJ, Liu C, 2010) Scholars have found that leadership behaviors, like developing high-level goals, listening to subordinates, and fostering individual development of subordinates, have an absolute effect on their attitude and that they encourage employees to actively offer services. and support. peers to realize organizational goals within the hotel industry (Lee, Kim, Son and Lee, 2011; Patiar and Mia, 2009). (C. Blayney, K. Blotnick, 2010) Leadership develops an environment during which employees can act quickly and effectively when situations arise that need immediate attention, like a service issue. (C. Blayney, K. Blotnick, 2010), the worker can satisfy the guest by complying together with his requirement and spending up to a particular amount for this to happen, and therefore the management doesn't question his actions or decisions. The study reveals that "the fundamentals of initiative were compressed as compounds of trust in subordinates, a capability to offer a moving vision, correspondence and determination. (Ford and Heaton (2001))", the foremost important work of a pacesetter are often structured beliefs of culture, defining their values, reinforcing the norms of behavior appropriate, identifying and telling stories about who embody what culture should mean for the

customer, and finding every possible occasion to celebrate when members make it happen goodies for your customers ” (p. 41)

Conclusion:

Innovative human resource management practices include the role of the human resources department, selectivity in staffing, incentive compensation is positively associated with perception; organizational performance measures. The HR role is usually seen as ensuring that companies can attract, retain, motivate and develop human resources in accordance with present and future requirements . The study reveals that HRM has become more proactive, helpful, respected and acts as a mentor and tries to match with global best practices. Retaining key talent has been one among the important resources for the competitive advantage of organizations. Freedom as innovative human resource management practices makes employees feel energetic, capable and determined to form the organization successful. As employees are involved in decisions of lifestyle and feel pleased with their work, they realize inefficiencies within the routine functions that cost the corporate money. Employees with having the power-making decisions and therefore the ability to seek out solutions to customer complaints are ready to provide exceptional customer service, producing delighted customers greater loyalty to the corporate . Organizations today are more likely to interact employees in development activities like experimenting, networking, mentoring, or assigning challenging tasks.

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