

## **HR POLICIES AND PRACTICES: A STUDY OF HOTEL SAROVAR PORTICO AND HOTEL FORTUNE SELECT METROPOLITAN OF JAIPUR CITY**

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***Abstract:** Hotel industry which is a part of service industry, where guest experience and satisfaction is most important, is one of the major sectors of generating revenue for the country. Guest satisfaction increases business of the hotels. Guest satisfaction comes from the satisfied employees of the hotel. Well drafted and easy to understand HR policies and practices make the Hotel employees to work in a secure environment in terms of clarity of job benefits and that ultimately results in revenue generation for the Hotel. The main aim of this study is to identify the various HRM policies & practices at Hotel Sarovar Portico, and Hotel Fortune Select Metropolitan in Jaipur city of Rajasthan. This research paper also discusses the various benefits which are provided by these two hotels to motivate their employees and increase their satisfaction level.*

***Key Words:** Hotel Industry, HRM Policies, Practices, Benefits, Employees, Jaipur City.*

### **INTRODUCTION**

Hospitality businesses are open 365 days a year and 24 hours a day. The term Hospitality has become accepted over the years as a generic word which describes all the activities that relate to services and facilities for tourists and travelers. The hotel sector represents a vital part of the hospitality industry since the provision of accommodation, food and beverage is essential for anyone spending time away from home, whether it is for business or pleasure (**Dix & Baird, 2014**). The hotel industry is a sector of business that revolves around providing accommodations for travelers. Success in this industry relies on catering to the needs of the targeted clientele, creating a desirable atmosphere, and providing a wide variety of services and amenities. The hospitality field generally includes businesses such as restaurants and hotels. One essential difference between the hospitality business and other business sectors is that they produce guest satisfaction – an ephemeral product also called as an intangible in the service literature (**Walker, 2009**). The

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establishments serve the public and frequently employ numerous staff members to efficiently accomplish this task. As an administrator of a hospitality organization's most valuable asset – its human resource – the HR department is called on to administer employee-related activities that may be critical to the continued success of the organization. The HR department's role is to support the organization by freeing up management to concentrate on the business of doing business. The hospitality industry caters to people, and successful hospitality ventures make it a priority to expertly serve their guests. A role of the HR department in this endeavor is to recruit good employees and train them to become great employees who enjoy serving others, achieving a high level of customer service. The HR department's role also encompasses compensation and benefits administration. This includes making sure wages and benefits are competitive with other similar restaurants or hotels (**Durai, 2010**). Human resources are frequently cited as a company's most valuable asset and a competitive advantage.

Human resource policies are formal rules and procedures that are directives for certain matters that how they should be addressed in the workplace, including employee rights and duties. Each human resource policy addresses a precise workplace issue and is incorporated into the company's policy manual. HR policies are designed to promote communication and understanding between managers and their underlings, and to give employees an overview of the company's programs.

The establishment of policies can help hotels to demonstrate, both internally and externally, that it meets requirements for diversity, ethics and training of its employees. The establishment of an HR Policy which sets out obligations, standards of behavior and document disciplinary procedures, is now the standard approach to meeting these obligations. These policies provides frameworks within which consistent decisions can be made and promote equity in the way in which people are treated.

HR policies and procedures can help the managers at various levels of decision making to take decisions without the consulting their superiors. Subordinates are more willing to accept responsibility because policies indicate what is expected of them and they can quote a written policy to justify their action. It ensures long term welfare of employees and makes for good employee relationship as biasedness is demoralized. Well-established policies ensure uniform and consistent treatment of all employees throughout the organization.

### **HOTEL FORTUNE SELECT METROPOLITAN, JAIPUR**

Fortune, a member of ITC's hotel group, was set up in 1995 to cater to the mid-market to upscale segment in business and leisure destinations. Today, it is a professionally managed Hotel Management Company with 70 signed properties,

5542 rooms spread across 55 cities in India, out of which 42 hotels are operational at present. It has emerged as one of the fastest growing 'first-class, full-service business hotel' chains in India.

In today's extremely competitive market scenario, all hotels are struggling to continuously stay ahead of the competition. It needs no substantiation that chain hotels by virtue of the immense synergies, distribution network, central reservation systems, pan-India sales and marketing infrastructure, support and a deeper knowledge pool have a tremendous edge over stand-alone hotels. This is what Fortune Hotels provides, besides the pride of being part of India's premier hospitality chain.

Fortune Hotels phenomenal growth rate in the past few years is a testimony to their claims of being leaders in the category of branded first-class, full service business hotels. Contrary to the Western countries, where 85% of all mid-priced hotels are affiliated to a chain, only 15% are affiliated in India. This scenario is changing rapidly in keeping with the international trends and is fueling the growth of the Industry at a pace never seen before.

#### **HOTEL SAROVAR PORTICO, JAIPUR**

Sarovar Hotels & Resorts is a privately owned hotel chain in India. It is the 4th largest hotel chain in India with 62 hotels across India and overseas. The company is affiliated with Carlson Hospitality Worldwide. Carlson Companies are active in hospitality services, comprising more than 1570 hotels, resorts restaurants, and cruise ship operations in 81 countries. The association with Carlson Hospitality makes Sarovar Hotels the master franchisor for the Park Plaza and the Park Inn hotel brands in India. The Company has also launched the domestic brands: Sarovar Premiere, Sarovar Portico and Hometel.

Sarovar Hotels are pioneers in development of the mid-market hospitality segment in India. The Company, over a period of 18 years, has successfully churned the demand in this segment, and is today the third largest hotel chain in the country with over 60 operational hotels across 40 destinations in India and overseas. It has a diverse portfolio encompassing hotels, resorts, restaurants and corporate hospitality. The properties vary by type, size and the market niche they serve. Sarovar Hotels provide a consummate and unmatched international hospitality experience at competitive price offerings.

#### **HR POLICIES & PRACTICES**

According to the literature review done, the below mentioned HR policies and practices evaluated for Hotel Fortune Select Metropolitan Jaipur and Hotel Sarovar Portico, Jaipur are more or less common and complimenting the best practices followed in the industry. They are in parlance to the industry best practices.



### **Manpower Planning and Selection**

Fortune Select Metropolitan Hotel Jaipur and Sarovar Portico Hotel Jaipur both the hotels have common process of planning and selecting manpower.

1. All manpower requirements are to be sanctioned by the Hotel Management.
2. Salary slabs/grades are a must.
3. Proper sanctions to be taken for filing new requirements, including for filling replacement vacancies.

### **Grooming Standards**

Both the Hotels are on common grounds of grooming standards required in Hospitality industry.

1. To ensure that standards are maintained within the organization premises while interacting with the customers/guests.
2. The Guest Relation Executives & Agents will be in uniform according to their position and grade.

3. No much jewelry to be worn by the staff with in the premises.
4. Ladies to have their hair tied and neatly pinned.
5. Gents must be clean shaved with short hair neatly combed
6. Well-redefined language to be spoken with one another and also while interacting with the guests.
7. No staff to chew gum or tobacco during the duty hours with in the premises.

### **Employee Engagement Activities**

Employees must be made to feel that work is fun and not fun is work. Both the Hotels are regularly conducting cultural activities for the staff like quizzes, games, competitions etc. to motivate the employees.

### **Holidays/Leaves**

Fortune Select Metropolitan Hotel Jaipur and Sarovar Portico Hotel Jaipur, both has common Holidays & leave policy for their employees:-

1. Weekly offs to all employees
2. 10 public holidays a year
3. Compensatory Offs in lieu of Public Holidays when employees couldn't take
4. Entitlement of Casual Leaves, Sick Leaves, maternity Leaves as per Organization's norms
5. Leave in advance on a pro-rata basis is granted only in deserving cases
6. Leave taken (SL/CL/PL) to be intimated to HRD through leave card to avoid loss of pay

### **Group Benefits**

Hotel Fortune Select Metropolitan has not disclosed the policies adopted by the group where Hotel Sarovar Portico follows below policies

1. All full-time employees who have successfully completed their probationary period are eligible to join the company benefits plan.
2. Friends & Family Rates
3. Internal Transfers - after completion of 2 years on the request of employee

### **Occurrence Reporting**

Hotel Fortune Select Metropolitan has not disclosed the policies adopted for any occurrence report where Hotel Sarovar Portico follows below policies:

1. If any employee encounter unusual situation such as fire, theft, break-in, significant complaint, unusual accident, sizeable shortage or overage in cash or stock, involvement with police, or any other matters that warrant reporting, an *Occurrence Report* must be completed.

### **Harassment Policy**

Fortune Select Metropolitan Hotel, Jaipur

1. Any Superior who becomes aware of possible harassment should promptly advise Management or the Personnel Department Representative who will handle the matter in a timely and confidential manner.
2. An Internal committee is there to handle such matters

Sarovar Portico Hotel, Jaipur

1. Any Superior who becomes aware of possible harassment should promptly advise Management or the Personnel Department Representative who will handle the matter in a timely and confidential manner
2. For sexual harassment meetings, an NGO - visits the hotel on monthly basis lead by Ms. Manju Sharma from Sanskritik Kala Kendra.

### **Open House Meetings**

Fortune Select Metropolitan Hotel, Jaipur

1. Each department to meet regularly to identify, discuss and solve work related issues.
2. Ideas that can be implemented for the welfare of the organization can be put forth to the Management.

Sarovar Portico Hotel, Jaipur

1. Open House Meetings conducted on Monthly Basis to resolve any issues and for the suggestions by the Employees
2. **Interdepartmental Open House Meeting** - conducted under the supervision of Departmental Heads
3. **Employees Open House Meetings** - Open for all Departments employees, conducted under the supervision of HR Manager and General Manager

### **Separation Policy**

Both the Hotels have moreover common procedure for Separation of employees

1. Management fixes notice period for Resignation based on the grades
2. Before final settlement, workers/staff will have to return the uniform, lockers, identity badges (if any) and other facility provided by the organization

3. Terminal payment on account of exigencies of work during the notice period
4. An exit interview will be conducted by the Head of HRD to take a feedback from the staffs who wishes to resign, to elicit frank opinions about the organization and its personnel policies and also to seek suggestions for improvements.

### **Benefits**

Hotels also offer Benefits to its employees. The benefits are available for employees and can be availed as per the Hotel norms. Some of the important Benefits offered by the two Hotels are discussed.



#### **Staff canteens**

1. Workers/Staff are provided facility of canteens to have their breakfast, lunch and dinner
2. Strict timings to be followed by the workers/staff
3. Canteen discipline (area, dinning manner, etc.) to be maintained

#### **Medical Facilities**

1. Medical entitlements are given to workers/ staff through ESIC for which the staff and management contribute monthly for the welfare of workers/staff
2. Non-ESIC staff are covered under Group Medical Claim

#### **Employee Recognition Programme**

Fortune Select Metropolitan Hotel, Jaipur

1. An employee recognition committee will select one employee each month for recognition as
  - a) Employee of the Month
  - b) Best Groomed Employee
  - c) Best Attendance Employee
  - d) Employee of the Year
2. Recognition in the form of a Certificate of Award and Thank you Letter from the management will be presented to the Recognized Employees

Sarovar Portico Hotel, Jaipur

1. All Supervisors are encouraged to recognize superior performance by employees and reward this performance accordingly
  - a) Service Award – Exceptional Service Employee Award
  - b) Service Award – Housekeeping
  - c) Service Award – Food and Beverage
  - d) Service Award – Employee of the Month
  - e) Service Award – Employee of the Year
2. Recognition in the form of a Certificate of Award and Thank you Letter from the management will be presented to the Recognized Employees

**Professional Development Programme**

Fortune Select Metropolitan Hotel, Jaipur

1. The eligible employees will be given On-the-job and Off-the-job experience and awarded with a Certificate.
2. One week program with Institute of Hotel Management, Jaipur

Sarovar Portico Hotel, Jaipur

1. The eligible employees will be given On-the-job and Off-the-job experience and awarded with a Certificate
2. Fifteen days program with Institute of Hotel Management, Jaipur under Hunar-se-Rozgar scheme

**CONCLUSION**

The indicator to best HR practices is the long-lasting relationship with employees. At the core of this solid foundation lie various HR initiatives, which are rolled out for employees. The HR Policies should be geared towards the future. Organizations need to match HR policies and practices with long-term business strategies required



to compete in the global market place, and generate employee commitment and retention over the long-term. HR practices are required that are incremental and collaborative and provide the opportunity to employees to make decisions affecting their work and to share in the rewards of their creative efforts. Therefore, if HR policy is to contribute to the organization's bottom line, areas such as recruitment, selection, training, development and performance appraisal should be consistent, integrated and strategically focused.

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