

# Impact of E-HRM Practices in Hotel Industry

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**Abstract-** In this paper the researcher will talk about the significance of technology in Indian hotel industry. e-HRM concept is increasing over a period. The managers need to switch over to internet and technology over traditional methods to achieve competitive advantage and go along with the pace of globalization. The Indian hotel industry acquired a growth rate of 11% in 2015-16 and the overall revenue is expected to grow 5%-8% in subsequent years (IIFL, 2015). The traditional human resources practices have been changed to real-time based human resource management practices (Swaroop, 2012). The researcher will also discuss the emergence of social media tools in the promotional practices of hotel industry.

## I. INTRODUCTION

The usage of technology in hotel industry has completely revolutionized the hotel industry and its practices. The impact of technology can be seen on various facets of the hotel industry. Like all other industries, the hotel industry is also facing the problem of skilled labor shortage. Recruitment and selection is a tedious task in hotel industry too. It is not easy job for managers to fit right person at right place. Technology has eased the whole process of recruitment and selection in the hotel industry. The quality of HR administration has improved and overall process is more fasten-up.

Technology has facilitated both internal and external recruitment process in the hotel industry. The technology is making process of recruitment and selection less time consuming, succinct and accurate. Social networking sites are the biggest example of usage of technology at workplace. It is easy for the HR managers to go through the whole profile of the potential candidate through linked-in and they can see whether the candidate is matching their expectations or not. There is no need to do reference checks of the candidates because that data is available on all social networking sites.

## II. E-HRM PRACTICES IN INDIAN HOTEL INDUSTRY

The use of internet and technology in hotel industry reduce the desirability of additional or unwanted staff. It also improves the communication level from top to bottom in the organization (Sharma, 2011). Indian hotel industry is big in size. Still in some places it is non-structured in shape. The big multinational hotels

and medium category hotels have adopted e-recruitment as the new trends. The human resource managers are searching for some cost-effective and less time consuming options. Technology has fulfilled that need of the human resource managers. Internet and technology helped in the overall growth of small and medium organizations in last decade (Dholakia & Kshetri, 2004).

Prior to 2000, the usage of internet and technology was not at larger scale in the recruitment of people. In this 21<sup>st</sup> century, the scenario is different. Not only developed countries but also developing countries are using e-HRM practices for the recruitment. Internet based recruitment can be of two types. In the first type of recruitment, the companies provide their own website for uploading of profile of potential candidates. The candidates use the carrier page of the company for uploading their profiles. The second option is the usage of commercial website. There are many websites like naukri.com, shine.com and monster.com. The candidates upload their profile on those websites and those websites help them to find best match per their skill and talent.

Many small organizations are adopting born-global approach (Zhou, et al., 2007) because internet and technology has provided them the flexibility to attract talent from different corners of the world. E-recruitment is also providing excellent results in India in attracting talent from different regions of the country. The internet based recruitment has reduced the overall cost of recruitment and availability of right resources. The education level of the candidates is increasing in metro cities as well as rural places in India. The e-recruitment has provided the flexibility to graduates at remote locations to apply for the jobs with the help of internet and technology. The overall quality of the candidature has been improved over a period and the organizations who are using technology have competitive advantage over others as well.

The e-HRM practices have also improved the overall communication among the different tiers of the organization. The communication process is smooth; information flow in more instant and timely feedback is also available to the managers as well. The usage of technology is not limited only upto the recruitment of the candidates. The human resource managers are also using it for appraisal of the employees. The candidates got accessed by 360-degree evaluation techniques, technology helped from payroll processing to record keeping. The human resource managers prefer technology over traditional methods because technology is the demand of customers as well as employees. It is required for enhancement of internal customers. Technology has

helped in attaining the transaction goals of the organizations. E-HRM practices have added more professionalism to HR teams and their time management is very specific. The internal capabilities of the organization are accessed based on its core capabilities. The core capabilities of the organization also improved with the usage of technology. The added core capabilities of the hotel and usage of technology has improved the overall image of the hotels.

In this section the researcher will discuss about further types and disadvantages of e-HRM practices. e-HRM practices can be divided into three categories- operational HRM, relational HRM and transformational HRM (Nenwani & Raj, 2013). The focus areas of all three HRM practices are different in nature.

- The focus of operational HRM is to take care about the employees' payroll and personal data.
- Relational HRM practices take care about the recruitment, training and appraisal of the employees.
- Transformational HRM focuses on knowledge management and strategic re-orientation.

The hotels in India are effectively using e-recruitment tools but there are other tools too which help in advancement of the Indian hotel industry. These tools involve e-selection, e-learning, e-training and e-compensation etc. The hotel managers are also using e-training tools to effectively train the employees of the hotel. The main advantage of the e-training tool is that location is not a constraint. The trainers can provide training to the employees at any remote location with the help of internet and technology. The overall training expenditure has also reduced by effectively utilizing the technology.

The writer has discussed several advantages and types of e-HRM practices but there are several disadvantages of e-HRM practices too. The major challenge in adopting e-HRM practices is the attitude and proficiency of the managers working in the hotel industry. The managers especially the old age managers don't like to switch over from traditional methods to the usage of internet and technology. The change management is not taking in effective manner by the hotel managers. They can apply Lewin's change management model (Burnes, 2004) to effectively utilize the new technological changes in the e-HRM practices. The Lewin's change management model talks about three stages which include unfreeze, change and refreeze. The hotel managers need to communicate the employees about the need of implementing the changes in this industry. They need to upgrade themselves otherwise they can lose their competitive advantage. Once the employees and managers have the better understanding of the need of technology then it will be easy to implement those changes. In this era of globalization, the hotel industry needs to switch themselves from traditional practices to e-HRM practices.

### III. USE OF SOCIAL MEDIA CHANNELS

Social media channels are the new tool of promotional mix of the company (Mangold & Faulds, 2009) and these tools have helped in the advancement of hotel industry too. The social media technologies are based on web-application, mobile and cloud based system. The social media played a significant role in the advancement of Indian hotel industry in last decade. The social media channels are more useful because these channels help in reaching global audience in less time, easy accessibility and ubiquitous nature everywhere (Khan, 2012). The social media channels are accessible twenty-four hours and all seven days. Social networking sites like facebook, twitter and Instagram are important part of business strategies of global managers around the world. The business owners and hotel managers in India have acknowledged the importance of social media channels for

marketing their services in India and abroad. The promotional activities on social media sites involve less amount of money and it has global reach. The social media channels help in connecting with mass number of audience. The promotion of hotel services on facebook and other social media channels provide an opportunity of two-way communication with the customers. Traditional marketing channel didn't provide the flexibility of two-way communication with the customers. The current customers and prospective customers can write their opinions and comments on social media channels. Those comments help the hotel managers in changing their approach as per customer's opinion. The effective use of social media will open new markets and opportunities for Indian hotel managers.

The social media channels are very much useful in incorporating the concept of global culture because the social media channels have reduced the cultural differences among the countries. It is an effective source of communication. Social media marketing is not only helpful for big hotel owners but it is equally beneficial for small hotel owners. It doesn't require heavy investment. Many bed and breakfast companies are earning good revenues by using social media for their marketing and promotion. The social media channels didn't require a permanent office so the office cost has also been minimized. In present economic times, many reputed Indian hotels are shifting from traditional marketing approach to social media based marketing approach. It improves the brand image of hotel among the customers, communication is easier and faster. The return on investment is higher by adopting social media channels for marketing purpose (Seth, 2012). The increased use of social media channels is also acceptable from customer's perspective. They can check availability of hotel rooms from any location, book orders, deposit advance and check the status on their mobile phones. Globally the consumers are purchasing more number of products and services online (Bosnjak, et al., 2007).

The use of social media is the demand of time. The Indian luxury hotels have also started the use of social media in their main business strategies. For example, Trident hotels at Mumbai recently launched a social media campaign which was very much visible on twitter. The duration of campaign was for two days (Ajmera, 2015). Three social media influencers have participated in the social media campaign of Trident hotels.

The main objectives of Trident social media campaign are to reach out and build a community of like-minded people who love to travel, enjoy hotel cuisines and new experiences. The second objective is to directly engage with the customers and the third objective is to improve the reputation of Trident at global scale. This idea of social hotel has been proved beneficial for Trident because the hotel authorities were successful in attracting a huge number of customers through twitter hash tags. The use of social media channels in marketing and overall business strategies of hotels is still at very nascent stage in Indian hotel industry and there is scope of improvement. Only few luxury hotels are serious about their digital marketing strategies. With the passage of time, the hotel managers, owners and other stakeholders will realize the importance of social media marketing for getting sustainable competitive advantage.

### IV. CONCLUSION

On the basis of overall discussion, it can be concluded that the use of technology has helped Indian hotel industry in increasing its revenue, sales, customer-base and global reach. The use of e-HRM practices and social media channels is very beneficial in saving time and cost of the hotel owners and managers. The uses of technology at hotels provide ample time to the human resource managers to think about process improvement and performance

management of the employees. It also helps the organizations in fulfilling their corporate social responsibility because use of paper has been reduced to certain extent by using e-HRM and social media practices. The use of social media is new trend of service industry. Customers remain connected to their social media channels even during personal hours.

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