

# Mediating Effect of Attitude towards Change on the Relationship between HRM Practices and Employee Commitment to Job and Organization with Reference to Hotels in Chennai

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## Abstract

Globalization, technological innovation, information explosion and competitive business environment forces organizations to introduce change management. Reported studies on change management in hotels have been vastly unexplored. This paper address the gap in literature by focusing on the two important factors in change management literature namely attitude toward change and transition of change. The objective of this paper is analyzing the mediating effects of attitude towards change and transition of change on the relationship between human resource management (HRM) practices and Commitment towards Organization and Job in hospitality Industry. A randomly selected sample of 400 employees working in different hotels in the Chennai Region participated in this study. A 59 item questionnaire was developed to measure the variables like "Transition of Change in the Hospitality Industry", "Employee Attitude towards Change", "HRM Practices in the Hospitality Industry" and "Employee Commitment towards Organization and Job". Results indicated that the mediating variables namely "attitude towards change" and "transition of change" have significant positive impact on the employee commitment towards organization and job. In addition, HRM practices also have significantly positive impact on the employee commitment towards organization and job in hospitality industry. AMOS 21.0 was used for performing mediation analysis and testing model fit.

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## Introduction

Increasing level of competition among organizations (Weber & Weber 2001), globalization, changing business environments, technological innovations and governmental regulations (Lewis, 2000) force organizations to respond in an effective manner by introducing changes in the internal structure, processes and the way the employees work in the organizations (Cheney et al. 2010). Studies highlighted that if the organizations fail to respond by accepting

change, their sustenance and maintaining continuous growth in the marketplace would be difficult(Herold et al. 2008).

Change is often considered as an important phenomenon that individuals and organizations face every day (Battilana et al., 2010). Implementing change is one of the most important challenge for organizations and their leaders at various levels (Herold et al. 2008; Martins 2008). Thus, it is important that organizations acknowledge that change is only persistent and it

occurs in on an uninterrupted basis (Schein, 2004). The change management has significant managerial implications for organizations. Change management is defined as “Managing process, structural, technical, staff and culture change within an organization” (Chaffey, 2009). The objective of the change management is to maximize the collective benefits and minimize the risk of failure in implementing change processes.

Kale (2005) opined that since the hospitality industry is closely connected with people, change management has assumed significance in managing customer relations. Moreover, successful management of change in an organization reflects the ability to strengthen its competitive edge in terms of its operation. In the hospitality industry, change can be highly predictable because of the factors like “mobile forces of capital sources, industry structure, investment performance, and most relevant, operational performance” (Singh, 2000).

Interestingly, several studies have pinpointed that majority of the change efforts in organizations have not been able to meet the intended expectations as the level of commitment required for change is high and it required support from all level of employees (Barrett, 2002; Lewis, 2000; Burke, 2017). Studies suggest that factors like communication around the change (Goodman & Truss, 2004) and garnering employee support for implementing change (Rodrigues, 1994; Weber & Weber, 2001; Slåtten & Mehmetoglu, 2011; Saks, 2005) are important in successful change management in the organizations. Studying the employee attitude toward change and transition of change has assumed significant importance as change impacts morale, productivity and turnover intentions.

### **Hospitality Industry in India**

Hospitality industry is a large umbrella industry that encompasses different businesses like “Air and land travel”, “Hotel”, “Food and beverage”,

“Entertainment such as movies/theatre/sports” and “Tourist attractions”. Hospitality Industry in India is growing at an incredible pace contributing over 7.5 percent of the country's GDP. It is estimated that Indian Hospitality Industry is expected to grow at 16.1 percent CAGR to reach Rs 2,796.9 thousand crore in 2022 (IBEF, 2017). Hospitality sector of India is one of the 10 sectors that attract highest Foreign Direct Investment (FDI). This sector is also one of the largest generators of direct as well as indirect employment in the country.

### **Objectives**

The objectives of the study are listed below:

- To study the impact of human resource management (HRM) practices on commitment to organization and job of employees working in hospitality industry.
- To study the impact of attitude towards change on commitment to organization and Job of employees working in hospital industry.
- To study the impact of transition of change on commitment to organization and Job of employees working in hospital industry.
- To analyze the mediating role of attitude towards change and transition of change on the relationship between human resource (HRM) practices in hospitality industry on the commitment to organization and Job of employees working in hospitality industry.

### **Methodology**

In this study, descriptive research method was adopted (Churchill et al. 2004) as the purpose of the study was to provide an accurate portrayal of the phenomenon like implementation of change and its impact on HRM practices and job commitment in hospitality industries. Descriptive research methods can be either quantitative or qualitative (Dulock, 1993). Quantitative research methods focus on collecting numerical data from the sample of the study in order to quantify the attitudes, opinions, behaviors, and other defined

variables and to generalize results from a larger sample population(Churchill et al.2004). On the other hand, Qualitative research methods are exploratory in nature and are mainly focusing on gaining detailed insights about the phenomenon(Churchill et al.2004).

In the present study, quantitative research method was adopted in which a self-administered survey instrument was used to collect data from the respondents.

### **Sample and setting**

This study was conducted with the randomly selected employees of prominent hotels in Chennai Region, Tamilnadu, India. The choice of number of sample was arrived using sample size determination calculation (Krejcie&Morgan, 1970). The survey instrument was administered with 500 employees of hotel industry working across 20 different hotels in the state of Chennai Region. The categories of hotels considered were Five-Star Deluxe, Five, Four, Three, Two, One-Star and Heritage hotels. The final sample considered for next level of analysis included only 400 employees as few response sheets were not filled completely and few questionnaires were not returned to the author(s). The response rate was 80%.

### **Survey Instrument**

As an outcome of the extensive review of literature, a 59 item survey instrument was designed to measure the variables like Transition of Change (5), Attitude towards Change (11), HRM Practices (30) and Commitment towards Organization and Job (13). The survey instrument included two parts. The first part was designed to measure the demographic characteristics of the study respondents. The second part measured the factors like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job. The questionnaire items in the part 2 of survey instrument were measured using five-point Likert scale. The scale values considered were: 1 = strongly disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly agree.

### **Framework of the study**

The objective of the paper is to investigate the mediating role of factors like Transition of Change, Attitude towards Change on the relationship between HRM Practices and Commitment towards Organization and Job in the Hospitality Industry (Figure 1).

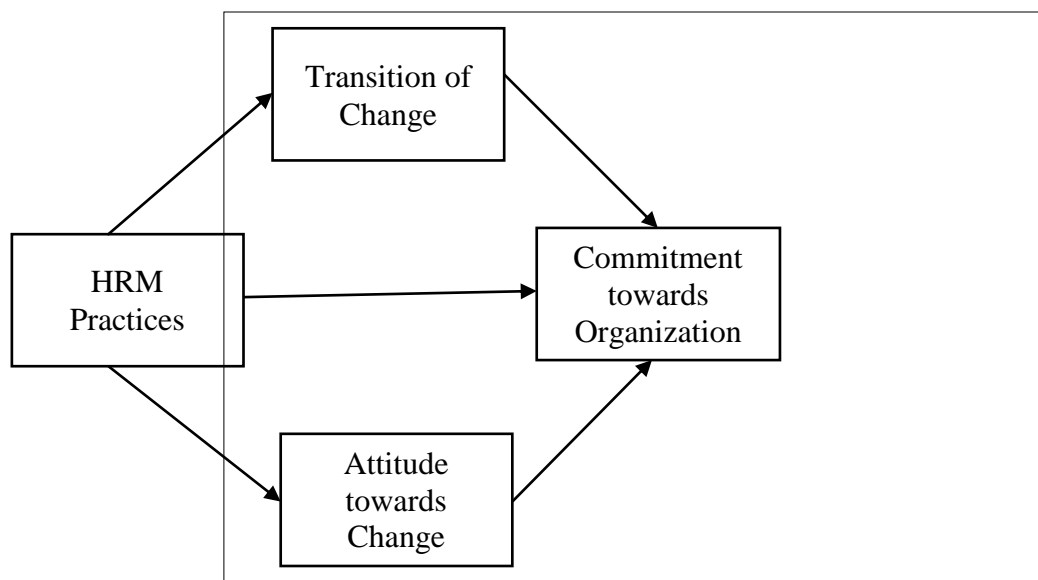


Figure 1: Framework of the Study

### Research hypothesis

The research hypotheses framed for the study are given below:

- H1: There is no significant difference in the mean score between male and female respondents of hospitality industry on the variables like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job.
- H2: There is no significant difference in the mean score among the respondents of hospitality industry on the variables like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job
- H3: There is no significant difference in the mean score among the respondents of hospitality industry from different experience groups on the variables like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job.
- H4: Employee Attitude towards Change mediates the relationship between HRM Practices and Commitment to Organization and Job in hospitality industry.
- H5: Transition of Change mediates the relationship between HRM Practices and

Employee Commitment to Organization and Job in hospitality industry.

### Results Analysis

#### Profile of Respondents

The demographic characteristics of the sample of respondents from hospitality industry of the study are shown in Table 1. The distribution of the respondents based on gender profile shows that the majority of the respondents were male (74.3%) and female accounted only (25.8%). Around 65.8% of respondents were married. An analysis of the age group of the respondents of the study show that around 29.0% (N = 116) of the respondents belonged to the age group between 21 years and 30 years. 23.5% (N=94) of the respondents were aged between 41 years and 50 years. 21.5% (N = 86) of the respondents were aged below 21 years. Exactly 78.3% (N = 313) of respondents were holding degrees (graduates/post-graduates). The majority of the respondents of the study were involved in Food and Beverage Production (37%) and Management division of hotel (25.0%). The study also collected the details of experience of the respondents. The data analysis showed that 26.8% (N = 107) of respondents have experience of around 2 to 5 years. On the other hand, 23.8% (N = 95) of respondents have experience less than 2 years.

Table 1  
Demographic Characteristics of the Respondents of the Study

Variable	Category	Frequency	Percent
Gender	Male	297	74.3
	Female	103	25.8
	Total	400	100.0
Marital Status	Unmarried	137	34.3
	Married	263	65.8
	Total	400	100.0
Age	Less than 21 years	86	21.5
	21-30 years	116	29.0
	31-40 years	81	20.3
	41-50 years	94	23.5
	Above 50 years	23	5.8
	Total	400	100.0
Education	Diploma	87	21.8
	UG	120	30.0
	PG	193	48.3
	Total	400	100.0

Specialization	Food and Beverage Service	75	18.8
	Food and Beverage Production	148	37.0
	Front Office	100	25.0
	Housekeeping	60	15.0
	Others	17	4.3
	Total	400	100.0
	Total years of Work experience		
	Less than 2 years	95	23.8
	2 to 5 years	107	26.8
	5 to 8 years	73	18.3
	8 to 11 years	71	17.8
	Above 11 years	54	13.5
	Total	400	100.0

### Descriptive Statistics

The descriptive Statistics like mean scores, standard deviations and Cronbach Alpha reliability values of the study variables are provided in Table 2. From the Table 2, it is clear that Commitment towards Organization and Job has received the highest mean score ( $M=3.80$ ,  $SD=0.73$ ). This was followed by Attitude towards

Change ( $M=3.79$ ,  $SD=0.56$ ) and HRM Practices( $M=3.72$ ,  $SD=0.44$ ). Transition of Change has received the lowest mean score ( $M=3.56$ ;  $SD=0.73$ ). The variables used in the instruments were found to be reliable as the Cronbach Alpha Reliability Coefficient for the study variables have exceeded 0.70 (Sekaran&Bougie, 1992).

Table 2  
Descriptive Statistics (N=400)

Variables	No. of Items	Min	Max	Mean	SD	Skewness	Kurtosis	Cronbach's Alpha
Transition of Change	5	1.00	5.00	3.56	.73	-.070	-.107	0.876
Attitude towards Change	11	2.18	4.73	3.79	.56	-.547	-.433	0.870
HRM Practices	30	2.50	4.53	3.72	.44	-.497	-.300	0.888
Commitment towards Organization and Job	13	1.92	5.00	3.80	.73	-.947	.332	0.938

### Correlation Analysis

Pearson's bivariate correlation analysis was conducted to study the existence of relationship among the variables like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job.

From Table 3, it is very clear that the variables are correlated with one another. The variables like Transition of Change Attitude towards Change and HRM Practices are positively correlated with the dependent variable Commitment towards Organization and Job at 0.01 level.

Table 3  
Pearson's Bivariate Correlation between Variables

Variable	Transition of Change	Attitude towards Change	HRM Practices	Commitment towards Organization and Job
Transition of Change	1			
Attitude towards Change	.320**	1		
HRM Practices	.340**	.776**	1	
Commitment towards Organization and Job	.381**	.312**	.329**	1

\*\*.. Correlation is significant at the 0.01 level (2-tailed).

### Hypotheses Testing

**H1: There is no significant difference in the mean score between male and female respondents of hospitality industry on the variables like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job.**

This hypothesis was tested by performing Independent Sample t-test which assess the significance in the difference in the mean score between male and female respondents on the study variables like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job.

Table 4  
Independent Sample t –test between Gender and Study Variables

Variable	Male(N=297)		Female(N=103)		t-value	p-value
	Mean	SD	Mean	SD		
Transition of Change	3.60	.74	3.45	.71	1.729	0.085(ns)
Attitude towards Change	3.84	.54	3.67	.60	2.605	0.010*
HRM Practices	3.75	.42	3.64	.50	2.176	0.030*
Commitment towards Organization and Job	3.77	.75	3.90	.67	1.523	0.129(ns)

ns: Non –Significant

\*.: Significance at the 0.05 level (2-tailed).

From Table 4, it is clear that there is significant difference in the mean score between male and female respondents on the variables like Attitude towards Change and HRM Practices as the p-value is less than 0.05. However, the study failed to find significant differences in the mean score between male and female respondents on the variables like Transition of Change and Commitment towards Organization and Job as the p-value is greater than 0.05. Thus, the hypothesis that “There is no significant difference in the mean score between male and female respondents of hospitality industry on the variables like

Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job” was rejected for the variables like Attitude towards Change and HRM Practices. On the other hand, the hypothesis was accepted for the variables like Transition of Change and Commitment towards Organization and Job.

**H2: There is no significant difference in the mean score among the respondents of hospitality industry on the variables like Transition of Change, Attitude towards**

## Change, HRM Practices and Commitment towards Organization and Job

This hypothesis was tested using the statistical test “One way ANOVA” which measures the

significance in the difference in the mean score among the respondents with different age groups on the study variables like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job.

Table 5  
One Way ANOVA between Age and Study Variables

Variable		Sum of Squares	df	Mean Square	F	Sig.
Transition of Change	Between Groups	17.877	4	4.469	8.835	.000**
	Within Groups	199.819	395	.506		
	Total	217.696	399			
Attitude towards Change	Between Groups	1.114	4	.279	.858	.489(ns)
	Within Groups	128.196	395	.325		
	Total	129.310	399			
HRM Practices	Between Groups	.928	4	.232	1.164	.326(ns)
	Within Groups	78.777	395	.199		
	Total	79.705	399			
Commitment towards Organization and Job	Between Groups	7.502	4	1.876	3.526	.008**
	Within Groups	210.094	395	.532		
	Total	217.596	399			

ns: Non –Significant

\*\*.: Significance at the 0.01 level (2-tailed).

From Table 5, it is clear that a significant difference in the mean score among the respondents from different age groups was observed across the variables like Transition of Change and Commitment towards Organization and Job as the p-value is less than 0.05. Thus, the hypothesis that “There is no significant difference in the mean score among the respondents of hospitality industry on the variables like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job” was rejected for the variables Transition of Change and Commitment towards Organization and Job. However, the hypothesis was accepted for the variables like

Attitude towards Change and HRM Practices as the p-value is greater than 0.05.

**H3: There is no significant difference in the mean score among the respondents of hospitality industry from different experience groups on the variables like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job.**

This hypothesis was tested using the statistical test “One way ANOVA” which measures the significance in the difference in the mean score among the respondents with different experience (years) on the study variables like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job.

Table 6  
One Way ANOVA between Experience and Study Variables

Variable		Sum of Squares	df	Mean Square	F	Sig.
Transition of Change	Between Groups	16.940	4	4.235	8.332	.000**
	Within Groups	200.756	395	.508		
	Total	217.696	399			
Attitude towards Change	Between Groups	2.488	4	.622	1.937	.103(ns)
	Within Groups	126.822	395	.321		
	Total	129.310	399			
HRM Practices	Between Groups	1.949	4	.487	2.475	.044*
	Within Groups	77.756	395	.197		
	Total	79.705	399			
Commitment towards Organization and Job	Between Groups	6.992	4	1.748	3.278	.012*
	Within Groups	210.604	395	.533		
	Total	217.596	399			

ns: Non –Significant

\*\*.: Significance at the 0.01 level (2-tailed).

\*.: Significance at the 0.05 level (2-tailed).

From Table 6, it is clear that a significant difference in the mean score among respondents from different experience group was observed on the variables like Transition of Change, HRM Practices and Commitment towards Organization and Job as the p-value is less than 0.05. Thus, the hypothesis that “There is no significant difference in the mean score among the respondents of hospitality industry from different experience groups on the variables like Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job” was rejected for these variables like Transition of Change, HRM Practices and Commitment towards Organization. However, the hypothesis was accepted for the variable namely Attitude towards Change as the p-value is greater than 0.05.

**H4: Employee Attitude towards Change mediates the relationship between HRM Practices and**

#### ***Commitment to Organization and Job in hospitality industry.***

Mediation analysis was conducted using AMOS 21.0 software package to study the mediating effect of employee attitude toward change on the relationship between HRM Practices and Commitment to Organization and Job. Initially, direct effect was studied with HRM Practices as the independent variable and commitment to organization and job as dependent Variable. Initially, Direct Effect of HRM Practices in hospitality industry on the employee commitment to organization and job was analyzed (Figure 2& Table 7). From Table 7 the result of the direct effect model indicate that the path coefficient value was 0.329 and the model was significant ( $P < 0.05$ ).

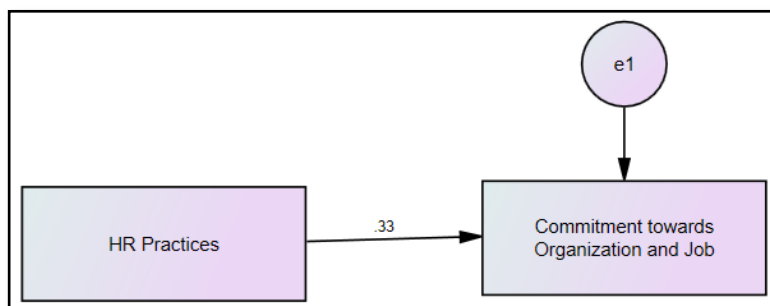


Figure 2: Direct Effect between HRM Practices in hospitality industry and commitment to organization and job

Table 7

Direct Effect of HRM Practices on Commitment to Organization and Job

			Estimate	S.E.	C.R.	P
Commitment to Organization and Job	<---	HRM Practices	.329	.078	6.959	**

\*\*.: Significance at the 0.01 level (2-tailed).

Indirect effect was measured by introducing the mediating variable “Attitude towards Change” (Figure 3). From Table 8, it is clear that the introduction of mediator variable “Attitude towards Change” has unaffected the significance of the predictor variable “HRM Practices” on the dependent variable “Commitment to Organization and Job”. However, the path coefficient between

HRM Practices and Commitment to Organization and Job has reduced from 0.329 to 0.219. Thus, the results indicate that “Partial Mediation” has been reported because of the mediating effect of variable “Attitude towards Change” on the relationship between HRM Practices and Commitment to Organization and Job.

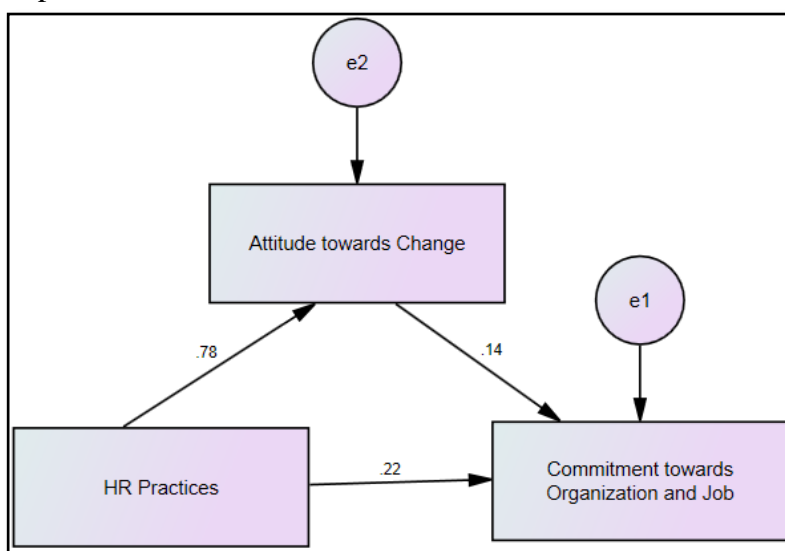


Figure 3: Indirect Effect of Attitude towards Change on HRM Practices and Commitment to Organization and Job

Table 8

Indirect Effect of Attitude towards Change on HRM Practices and Commitment to Organization and Job

			Estimate	S.E.	C.R.	P
Attitude Towards Change	<---	HRM Practices	.776	.040	24.599	**
Commitment to Organization and Job	<---	HRM Practices	.219	.123	2.937	.003**
Commitment to Organization and Job	<---	Attitude Towards Change	.141	.097	1.893	.058(ns)

ns: Non –Significant

\*\*.: Significance at the 0.01 level (2-tailed)

Based on the results of the Mediation analysis, the hypothesis H4: Employee Attitude towards Change mediates the relationship between HRM Practices and Commitment to Organization and Job in hospitality industry” was accepted.

**H5: Transition of Change mediates the relationship between HRM Practices and Employee Commitment to Organization and Job in hospitality industry.**

Indirect effect was measured by introducing the mediating variable (Transition of Change) (Figure 4). From Table 9, it is clear that the introduction

of mediator variable (Transition of Change) has unaffected the significance of the predictor variable (HRM Practices) on the dependent variable (Commitment to Organization and Job). However, the path coefficient between HRM Practices and Commitment to Organization and Job has reduced from 0.329 to 0.226. Thus, the results of the mediation analysis indicate that “partial mediation” has been reported due to the mediating effect of the variable (Transition of Change) on the relationship between HRM Practices and Commitment to Organization and Job.

Table 9

Indirect Effect of Transition of Change on HRM Practices and Commitment to Organization and Job

			Estimate	S.E.	C.R.	P
Transition of Change	<---	HRM Practices	.340	.078	7.231	**
Commitment to Organization and Job	<---	Transition of Change	.304	.048	6.340	**
Commitment to Organization and Job	<---	HRM Practices	.226	.079	4.707	**

\*\*.: Significance at the 0.01 level (2-tailed).

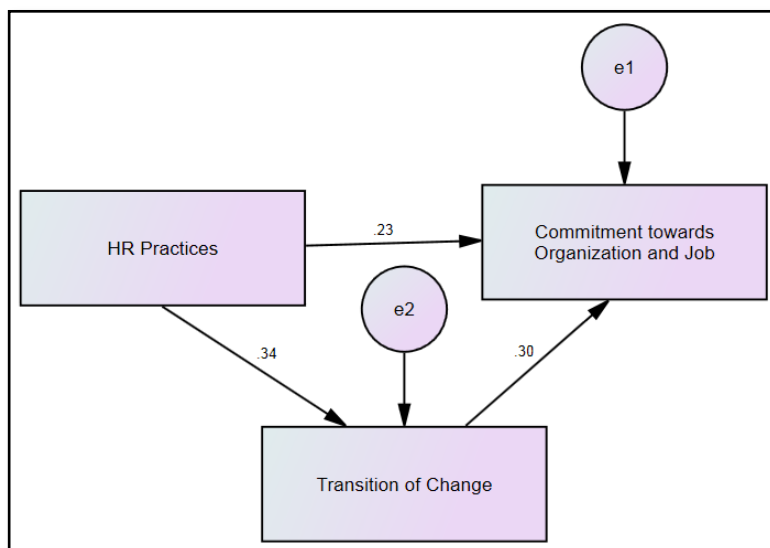


Figure 4: Indirect Effect of Transition of Change on HRM Practices and Commitment to Organization and Job

Based on the results of the Mediation analysis, the hypothesis H5 stating Transition of Change mediates the relationship between HRM Practices and Employee Commitment to Organization and Job in hospitality industry was accepted.

### Overall Model

The Table 10 presents the standardized regression estimates that show the direct association between the study variables. The level of significance is based on the critical ratio (CR) of the regression estimate (Byrne, 2001; Biswas et al. 2006). The value of CR greater than or equal to 2.58 indicates that level of significance is 99 percent (0.01 level).

Table 10  
Overall Model

Overall Model			Estimate	S.E.	C.R.	P
Transition of Change	<---	HRM Practices	.34	.078	7.231	**
Attitude Towards Change	<---	HRM Practices	.78	.040	24.599	**
Commitment to Organization and Job	<---	HRM Practices	.15	.121	2.060	.039*
Commitment to Organization and Job	<---	Transition of Change	.30	.048	6.223	**
Commitment to Organization and Job	<---	Attitude Towards Change	.10	.093	1.392	.164(ns)

ns: Non –Significant

\*.: Significance at the 0.05 level (2-tailed).

\*\*.: Significance at the 0.01 level (2-tailed).

From Table 10, it can be concluded that HRM Practices regress significantly and positively on Commitment to Organization and Job (standardized estimates = 0.15, C.R. = 2.060) at 0.05 level, Transition of Change (standardized estimates = 0.34, C.R. = 7.231) at 0.01 level and Attitude towards Change (standardized estimates = 0.78, C.R. = 24.599) at 0.01 level.

Transition of Change regress significantly and positively on Commitment to Organization and Job (standardized estimates = 0.30, C.R. = 6.223) at 0.01 level. On the other hand Attitude Towards Change has failed to produce significant impact on Commitment to Organization and Job as the p-value was greater than 0.05.

*Table 11*  
Goodness of FIT – AMOS Model

Fit Statistic	Recommended Value	Obtained Value
Chi-square value	-	3.606
P value		.058
RMSEA	< 0.09	.081
RMR	< 0.02	.008
GFI	> 0.90	.996
AGFI	> 0.90	.955
CFI	> 0.90	.995
TLI	> 0.90	.969
RFI	> 0.90	.957
NFI	> 0.90	.993
Chisq/df	< 5.0	3.606

It is clear from Table 11; the proposed model shows an overall acceptable fit. Hence, the model is an over identified model (Ullman & Bentler, 2012). The final structural model expressing the

### **Model Fit Summary**

Structural Equation Modeling was carried out to test the model and determine the extent to which the hypothesized data describes the sample data (Hooper et al. 2008; Ullman & Bentler, 2012). The model fitting process involves determining various Fit statistic parameters (Chi square goodness of fit, goodness-of-fit index (GFI), adjusted goodness-of-fit index (AGFI), Normed Fit Index (NFI), relative Fit Index (RFI), Comparative Fit Index (CFI), Tucker Lewis Index (TLI), Root Mean Square Error Approximation (RMSEA), Root Mean Square Residual (RMR). The Fit statistic parameters considered in the study are listed in the Table 11. The Table also shows the recommended value and obtained value.

relationship between the variables Transition of Change, Attitude towards Change, HRM Practices and Commitment towards Organization and Job is shown in the Figure 5.

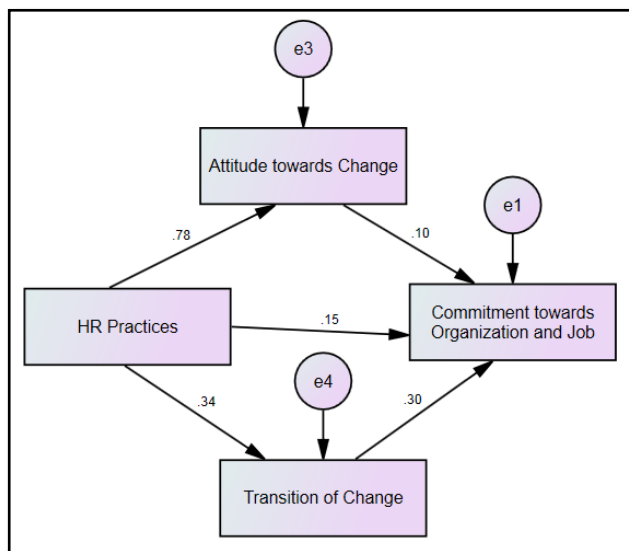


Figure 5: Overall SEM Model

## Results and Discussions

The study explores the mediating effect of attitude towards change and transition of change on the relationship between HRM practices and employee commitment with specific reference to hospitality industry. The study was conducted with sample of employees selected from prominent hotels in Chennai Region, Tamilnadu. The study found that HRM practices strongly influences the employee commitment towards the organization and job. The results show that employees perceives attitude towards change and change management in a positive manner. The results of the statistical analysis reveal that the mediating variables like attitude towards change and transition of change have positively impacted the relationship between HRM practices and employee commitment in the hospitality industry. The results of the study support the hypothesis that HRM practices have significant positive impact on the employee commitment toward organization and job in hospitality industry. The findings of the study are consistent with several past studies (Lam et al., 2002; Tsaur and Lin, 2004) that “in organizations that promote favorable HRM practices, employees are likely to exhibit high level of enthusiasm and emotional attachment to the organization”. When HRM practices in hotel industry are perceived

favorably by the employees, it is an indication that organization has invested in the well-being of its employees and hence their commitment towards organization improves. The study reaffirms that organizational change and change management in hospitality industry are inevitable to improve organizational effectiveness and performance of the individual as well the organization. Hence from the research analysis, it can be inferred that those organizations which has successful HR practices exhibit a positive approach towards organizational change. This means that organizational change management process has been well received by the sample of respondents of the study.

## Implications and Recommendations

Based on the outcome of the findings of the study, important implications and recommendations are provided here:

- An important factor in implementing change in organizations is through effective dialogue and communication. An ideal communication for change management process involves two way process instead of only a top down approach.
- Create a forum where success stories of the Changes implemented in the past by the Organization can be showcased. Also share such similar stories of the Industry and peer Organizations.
- Organizations should create an environment in which employees feel they are equally important and their voices are heard in the change management and process implementation stages. The message regarding the changes to be implemented in the organization should not be mere information but generate a sense of need and address the questions which are raised during the process of implementation. Changes should not be thrust upon whereas made to accept voluntarily.

- It is recommended that change agents are nominated by drawing members from the various departments within the organization or can also involve the external stakeholders. The role of a change agent will be to facilitate the transition of change in smooth and cordial manner. They act as a catalyst between the employees and the management during the change management process. The recent and the past studies have revealed that the role of HR as change agents of the Organization add more value to the process itself. This is very evident from the study that HRM practices create a significant impact towards the attitude of Employees during the change management process. Hence this team can work collaboratively under the support of the HR Change agents.
- It is also to be remembered that change is not always welcomed spontaneously. It takes time to cascade into the system. Organizations should explain to the internal stakeholders on the possible positives outcomes of adopting to change. Also, without generating fear or insecurity explain the consequences of not adopting to the same.
- Organizations should plan for sufficient Training plan to smoothen the Change Management Process and also to adapt to the new system. If required HR agents should also actively drive mentoring and coaching.
- Create a separate wing within the Organization to drive Changes of the organization. Their key role should be to constantly inform to its internal stakeholders regarding the updates and the progress at each stage of Change implementation.
- Finally, it is recommended to “Celebrate Success and People”. Most organizations forget or fail to accolade their key stakeholders and their contributions after the completion of any successful event in its business. Celebrating Success should be

made part of the Organization’s culture. This will instill a sense of pride and belongings among the players of the Change management process.

### **Conclusion**

The research analysis justifies the primary aim of the study which is to study the impact of Human Resource Management (HRM) practices on the commitment to Organization and job by the Employees in selected hotels. It is very evident from the study that HR practices of an Organization plays the lead role in spreading the positive attitude of the Top Management’s Change Vision among the Employees. The magnitude of Change could be very minimal to extremely large irrespective of the size of the Organization. In which ever case it is, Human Resource department play an indispensable role. The current business situations have gone a one step ahead in tackling the various behavioral issues during the Transition of Change phase. The term Human Resources Management is now being re-coined as HR mentors, Business Partners and even Succession planners whose primary drive is to increase the loyalty and motivation of the Employees of the organization. Which otherwise also can be stated as, Human resource management practices must be a business driven function with a comprehensive acceptance of the organization’s vision and thereby be an influencer of strategic decisions and policies.

To complement this many studies reveal that the major objective of HRM in an Organization is retention and talent development of its internal stakeholders. For which Change in the day to day business should not be an obstruction rather a solution to existing business problems. Hence this means to have a smooth implementation of Change in an organization, Human Resource Practices stands top in the list. This study also reveals that the Employees are well informed and have a positive approach toward change in their Organizations. This means that the Human

Resource practices are efficient enough in driving the vision of its Leaders.

The other objective which is analyzed here states that Employees who are committed to their job and organization foresee change as a need and critical to showcase their performances. This means there is a positive correlation between the Transition of change and Commitment to job & organization. This is the phase where individual attitude plays a triggering factor to accept or resist the change. A resisting attitude leads to low commitment and acceptance leads to a successful career & Organizational growth. This is where HRM practices go hand in hand towards creating a culture suitable for its Change Management.

The study used cross-sectional data in which data from the respondents were simultaneously collected. This has certain limitations while interpreting the causal relationship between independent variables and dependent variable "Commitment towards Organization and Job. Thus, longitudinal study could also be a perfect choice to analyze the causality relationships. Secondly, the data for the study was collected from a survey with employees of hotels in Chennai region, Tamilnadu. Hence, the extreme care has to be taken when the findings are generalized to other regions. The study analyzed the attitude towards change and transition of change from the perspective of employees of hospitality can be further enhanced by studying the mediating effect of variables like Change Management, Reactions to Change in the relationship between HRM practices and Commitment towards Organization and Job.

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