

**Impact of Employer Branding on Satisfaction and Loyalty of Employees: A
Study on Luxury Hotels in Goa.**

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by

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A handwritten signature in blue ink, appearing to be "Shweta", written over a circular stamp.




Seal of the School

DECLARATION BY STUDENT

I hereby declare that the data presented in this Dissertation / Internship report entitled, "Impact of Employer Branding on Satisfaction and Loyalty of Employees: A Study on Luxury Hotels in Goa" is based on the results of investigations carried out by me in the (Management Studies) at the Goa Business School, Goa University under the Supervision/Mentorship Dr. Suraj Pavto Velip and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities will be not be responsible for the correctness of observations / experimental or other findings given the dissertation.

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COMPLETION CERTIFICATE

This is to certify that the dissertation / internship report "**Impact of Employer Branding on Satisfaction and Loyalty of Employees: A Study on Luxury Hotels in Goa**" is a bonafide work carried out by **Ms Chaniya Ramchandra Raikar** under my supervision/mentorship in partial fulfilment of the requirements for the award of the degree of **Master of Business Administration** in the Discipline of Management Studies at the Goa Business School, Goa University.



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Date: 28th April 2023



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School Stamp

Date: 28th April 2023
Place: Goa University



RE:GEN:TA
INN
PALACIO DE GOA, PANAJI
BY ROYAL ORCHID HOTELS LTD.

INTERNSHIP CERTIFICATE

This is to certify that Ms. Chaniya Ramchandra Raikar, Student of the Goa Business School, Goa University, undergoing Master of Business Administration has successfully completed Internship between 1st March 2023 to 26th April 2023 at Regenta Inn Palacio De Goa by Royal Orchid Hotels. She actively participated in the activities during the period of internship and learned the skills needed for various activities such as Attendance, Police card, Filling, Grooming Check, Recruitment, Employee Induction, Performance Management etc.



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Chaniya Raikar

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COMPANY PROFILE



Royal Orchid Hotels Ltd is one of India's fastest growing hospitality brand and have more than 80 properties. It was established by Mr. Chander K Baljee in 1973. This trusted brand includes 3,4- and 5-star category hotels, resorts, long-stay suites, and inns which caters its services to business and leisure travellers.

Mission:

“To provide memorable experiences and deliver top quality services with warmth to guests.”

“To provide all employees with an equal opportunity, a fair package of employment and conducive working environment.”

Vision:

“To be the preferred group of hotels for the discerning global traveller”

Regenta Inn-Palacio De Goa By Royal Orchids is a 3-star luxury hotel situated in Panaji, Goa. This hotel has 55 rooms and offers services like accommodation, dining in multi cuisine restaurant, in room dining and conference hall for business meetings and social celebrations. The functional departments in this hotel are : HR, Admin, Front Office, Housekeeping, Food and Beverages (F & B) Production, F & B Services, Purchase & Stores, Maintenance and Accounts.

INTRODUCTION

Goa though being the smallest state of India is known for its beautiful beaches, hospitality and rich Portuguese heritage attracting large number of tourists across the globe. The hotel industry is segmented into service apartments, budget and economy hotels, upper mid-scale hotels and luxury hotels. This study involves Luxury hotels in Goa which are well developed and offer top notch amenities to its guests. The hotel industry in Goa is progressing at steady rate with increase in both domestic and foreign tourist arrival every year (SV Sukthankar 2013) thus challenging employers to retain and grow its potential workforce.

In the hospitality industry where employees have the perception that they have to work for long hours on modest salaries; attraction, engagement and retention of skilled workforce is a major challenge for Human Resource Department. Thus, it becomes very important for this industry to use the concept of Employer Branding to differentiate itself from other competitors and develop policies and practices to retain and grow its valuable human resources. The concept of *Employer Branding* (EB) is defined as “the package of functional, economic and psychological benefits provided by employment, and identified with the employing company” (Ambler and Barrow, 1996). Employer branding by an organization tells us about what it has to offer to existing as well as potential employees.

Employees act as an interface between hotels and their customers. Their guest experience will be majorly depended on the quality of service provided to them by staff. Thus, these hotels should focus on service excellence by their staff by leveraging their organizational culture and providing them with better growth opportunities and benefits. A strong employer brand links organisations values, people strategy and HR policies to the company brand and can also lead to higher job satisfaction, as employees feel that their work is valued by their employer and

that they are seen as a valuable part of the organization. This also helps to attract quality applicants, reduce the cost of employee turnover, improve productivity and engagement with the organization, enhance their work performance and retain employees by increasing their loyalty towards their brand, thus ultimately driving towards business success. Hotels that invest in their employer branding, both internally and externally, have a better chance of sustaining employee loyalty and satisfaction.

Employee loyalty is the measure of an employee's commitment to a company and their willingness to remain at the company for an extended period of time. Employers can use employee loyalty to ensure that their employees are satisfied with their roles and the services that the company provides. Additionally, higher employee loyalty can result in lower turnover rates, which can lower recruitment costs and increase efficiency in the workplace. By understanding the connection between employer branding and employee loyalty, employers can create a successful and sustainable business.

Job satisfaction is the overall feeling or attitude people have towards the work that they do. It is a combination of factors such as the level of satisfaction derived from the work, the benefits of the job, the support structures in place, and the level of respect and recognition that are received from peers. Investing in employer branding initiatives can create an environment of trust and loyalty and enable employees to feel appreciated and valued. Employer branding initiatives can also help to create a sense of purpose among employees and boost morale thus increasing their satisfaction at workplace.

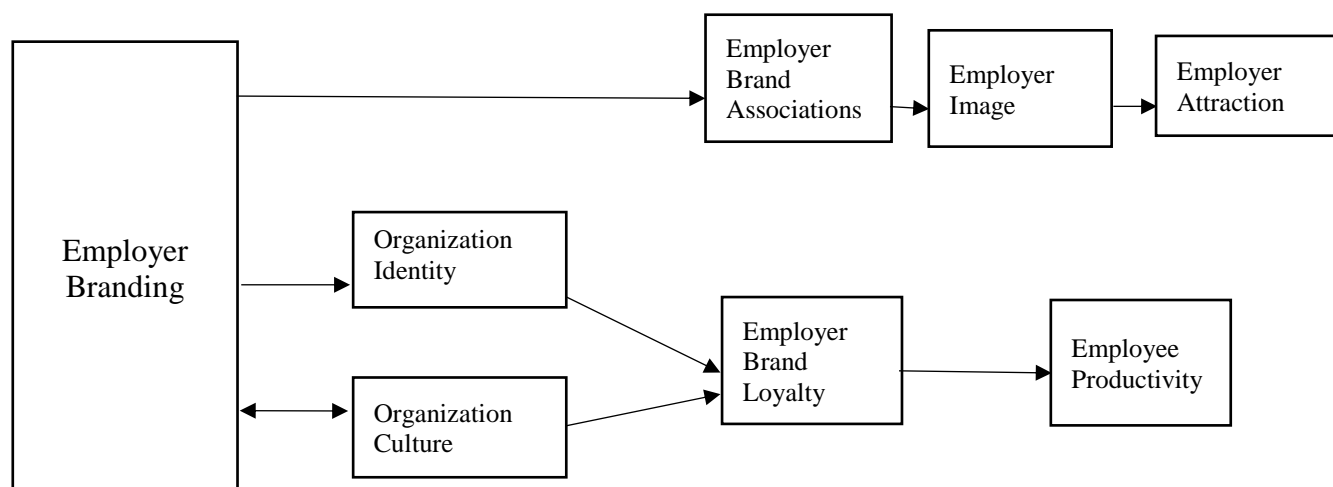
In this study we shall identify various factors that attract employees towards an organization making it the “employer of choice”, investigate effects of employer branding on employee loyalty and job satisfaction and finally compare employer branding, employee loyalty and satisfaction in different luxury hotels across Goa. I will further recommend suggestions on how

employer branding strategy can be effectively used by HR to attract and retain potential talent in hotels.

LITERATURE REVIEW

Few number of studies have been conducted by researchers on Employer Branding related to my research topic. Literature review of past studies for better understanding of concepts for my study is given below:

Backhaus and Tikoo (2004) in their study provide theoretical foundations to describe the relationship between employer branding and employee brand loyalty by using the term employer brand loyalty as outcome of employer branding. They suggested a model in which EB is linked with EB association and employer image resulting in employer attraction. This model also suggests that employer branding has significant positive influence on organizational identity and organizational culture which further affects employee brand loyalty enhancing employee productivity. According to them employer branding is essentially a three-step process. First, a firm develops *value* concept to potential and current employees. This value proposition provides the central message that is conveyed by the employer brand. The second step involves communicating this value proposition to attract the targeted job applicants. The third step involves carrying the brand "promise" made to recruits into the firm and incorporating it as part of the organizational culture. Finally, they outline research issues to be addressed to develop EB to organize framework for strategic HRM which is of potential value to managers and scholars.



Employer Branding Framework by Backhaus & Tikoo (2004)

Berthon et al (2005) uses qualitative and quantitative methods to investigate the dimensions of attractiveness that had most influence on job seekers in terms of choosing a particular employer. Their study identified 4 important determinants as dimensions of attractiveness in employer branding i.e. employer identity, employer reputation, employer communication, and employer differentiation. The study also highlighted differences between employer branding activities in the public and private sector. They defined employer attractiveness as “the envisioned benefits that a potential employee sees in working for specific organisation”. The Authors also provided a useful framework to help organizations understand how they can increase their attractiveness to potential employees and provided a clear and detailed insight into the various dimensions of attractiveness which offers valuable insights into how employers can leverage those dimensions to attract and retain the best talent. Their research will be of great help to employers and HR professionals eager to learn more about how to create and maintain a captivating employer brand.

Roy (2008) in his research aim to identify, measure, and analyse the influence of employer brand on the recruitment process in India by investigating the dimensions of attractiveness of an employer brand from the perspective of the potential employees by using 'Employer Attractiveness' scale developed by Berthon et al. (2005). The dimensions considered for attractiveness of the employer brand in the Indian context are application value, interest value, ethical value, economic value, social value, psychological value, career opportunities and developmental value. He found that the perception of a strong employer brand is to be positively associated with preference for an organization. Also, employer brand exerts a positive influence on employee attraction and can be used to enhance the recruitment process in India. Employers should pay attention to all dimensions associated with the employer brand that influence an individual's decision to select a particular organization as their preference. This research also provides valuable insight into the dimensions of attraction of an employer brand in India. Employers should take findings of this study and use it to create a strong employer brand that will help them attract potential talent.

Priyadarshi (2011) investigates the relationship between employer brand image and its impact on employee satisfaction, affective commitment, and turnover. The data was collected from employees in Telecom sector (Delhi NCR) using questionnaire. Sample size of 92 was considered for purpose of this study. EB dimensions like organisational environment, compensation and career and variety in work setting did not contributed to job satisfaction whereas organisational fame and flexibility were the found to be related to job satisfaction. Employer attributes of Compensation and career was found to be negatively related to affective commitment. Brand Image is an important determinant which affects employee's decision to quit or pursue employment with the company. Thus, this study provides an evidence that

employer brand image is an important predictor of employee attitudes and behaviours such as job satisfaction, affective commitment, and turnover.

Abdullah et al (2011) investigated linkage between employee satisfaction, loyalty and teamwork using part of a business model, called the Service Profit Chain by Heskett et. al. (1997) in Klang Valley area in Malaysia. This model's main purpose was to understand why certain service organisations perform better than other. This research used closed ended survey method for sample size of 258(frontline employees) to assess their satisfaction and loyalty in hotels of Malaysia. The data obtained was analysed using descriptive analysis (to find percentage of employee satisfaction and loyalty), scatter plot (to see relationship between employee satisfaction and loyalty) and correlation test (to see relationship strength between variables of employee satisfaction i.e. satisfaction variables, namely, recognition and rewards, teamwork and cooperation, working conditions and relationship with supervisor and components of employee loyalty i.e. employment tenure, the making of career advancement plans within the company and recommending the employment).The study shows strong correlation between 4 satisfaction variables namely relationship with supervisor, recognition and rewards, working conditions, teamwork and cooperation with the 3 loyalty variables namely employment tenure, planning career with company and recommending employment. Also, in future, this study can include sample size of back office hotel staff so that it is uniformly applied to all employees rather than using only one kind (i.e. frontline) as used in this case. The findings of this study can also be used by managers of hotels to develop effective training programmes for better employee loyalty and satisfaction by emphasising on variables mentioned.

Chauhan and Mahajan (2013) conducted research on correlation between EB and Employee Loyalty in Taj and Ashok Group of hotels located in Northern India. They considered EB as multidimensional construct and examined its six dimensions. This research uses primary data collected from employees of Taj and Ashok hotels from different locations of Northern India through a structured questionnaire having 3 sections as follows:

- A. Existence of employer branding in organisation
- B. Employee loyalty in terms of their intention to stay in their organisation
- C. Demographic profile of respondents

The statements on all these sections were recorded on 5-point Likert scale. The sample size of this study was 200(100 respondents from Taj and remaining 100 from Ashok hotels).

In order to study underlying factors of employer branding with context of these hotels, the authors used method of exploratory factor analysis for EB dimensions such as Compensation and empowerment, Growth and Benefits, Responsibility and Development, Work environment, Culture, Social and Location. The study shows high existence of employer branding and employee loyalty in both these hotels and found that Taj group is practicing better EB practices as compared to Ashok group of Hotels. There exists a positive relationship between EB and employee loyalty. These findings can be used by employers in the hotel industry to improve employee loyalty towards the organization.

Wahba and Elmanadily (2015) investigated how EB affects employee differentiation, loyalty, satisfaction and affinity in pharmaceutical sector of Egypt. The study found that Pharmaceutical's EB initiatives have a positive impact on behaviour and attitudes of workers. And also found that Satisfaction is determined by agreeableness, enterprising and chic, while differentiation by a combination of enterprising, chic and ruthlessness, loyalty by enterprising and ruthlessness, and affinity by a combination of all employer branding CSR. In Egypt, the

pharmaceutical industry which is one of the most critical sectors has been implementing EB strategies to attract and retain talented employees.

Tanwar and Prasad (2016) aims to examines impact of EB on employee retention. IT employees represents sample under this study and uses qualitative research methodology to obtain data. Work environment, CSR, work life balance, Training and development are considered as antecedents of EB. Job satisfaction, psychological contract, organizational commitment, productivity and brand advocacy are considered as outcomes of employer branding. Whereas Job satisfaction, Psychological contract and productivity of employees are antecedents of retention. The study explored these antecedents and outcomes of EB, created conceptual framework to link these outcomes with retention and analysed if there is linkage between EB and retention through qualitative pilot study. The study uses in-depth telephonic interviews to collect data from 25 employees working in IT companies at NCR, Hyderabad and Mumbai. Their findings indicate that there is positive relationship between outcomes of EB and employee retention. Development of brand advocacy is result of positive relationship between EB and organisational commitment.

Gehrels (2017) explores the concept of employer branding and its application in the hospitality industry. Authors summarizes existing research on employer branding in hospitality to identify key themes and findings. These include a strong focus on employee satisfaction, a clear communication of company values and culture, and a commitment to providing ongoing training and development opportunities for employees. They collected data from 23 senior hospitality decision makers like HR managers, account and product managers and Management lecturers through semi structured interviews. Their findings gave insights about current issues faced by employers in hospitality industry, workplaces of only few employees had

implemented EB practices despite of being aware about the concept, while few respondents saw employer branding as ‘job advertisement pimping’ and not strategy.

RR Christiana (2017) in her research paper have examined the relationship between EB, employee satisfaction and loyalty in PT.XYZ (oil and gas company in Indonesia). This company’s rank had declined as preferred employer to engineering students according to Universum global research in the year 2012 as compared to previous year where it was ranked 14 out of 50 companies. This research used survey method to obtain data from 44 employees in the company. To analyse the data, chi square analysis is used. Their findings reveal that there is still perception gap between employee and company expectation and showed significant relationship between employer branding and employee satisfaction. Whereas no significant relationship was found between employer branding component with loyalty.

Dr. Chouvan and Rathore (2017) aims to measure relationship between employer branding and satisfaction in Telecom sector of Rajasthan. For this purpose, sample size of 400 consisting of managerial level employees working in telecom companies like Vodafone, Idea, Airtel and Reliance was used. Questionnaire developed by researchers themselves was used to collect data from employees and to measure and identify factors of employer branding and employee satisfaction. Responses were recorded using 5-point Likert Scale. The data obtained was analysed using factor analysis, descriptive analysis and correlation analysis on SPSS 20.00 software. This study has shown five factors of EB i.e. Brand value, Performance appraisal, Career growth and job recognition, working environment and Work life balance and six factors of satisfaction i.e. Satisfaction with the company, Satisfaction with the department, Satisfaction with the job, Job fit, Employer's mission and values and Peer relationship at job for employees in telecom sector. Also, there is positive and significant relationship between EB and employee

satisfaction. Thus, telecom companies should understand this relationship to attract and retain talent for long time period in an organisation.

J Ognjanović et al (2019) aims to determine the impact of different dimensions of the employer brand on the level of employee satisfaction in the Serbian hotel industry. They viewed employer brand through the following dimensions: interest, value, social, application, economic and development value. They used survey method to obtain data for their study on sample size of 47. The survey questionnaire was sent to managers of 3,4- and 5-star hotels in Serbia. The survey has three parts i.e. general information about the hotel and respondents; items by which the components of the employer brand are measured; the items that measure the level of employee satisfaction. Correlation analysis and regression analysis are used for hypothesis testing. Their findings showed importance of employer branding as they found significant impact of different dimensions of the employer brand on employee satisfaction whereas category of hotels have no effect on employee's satisfaction. The dimensions of employer brand i.e. social and development value have the strongest impact on employee satisfaction.

Muthusamy et al (2020), in their research aims to determine factors which affects EB in IT industry and to know the perceptions of employees towards these factors. This study used sample size of 157 employees of IT companies in Chennai through convenient sampling method and data was collected through questionnaire. The questionnaire consisted of 3 sections as follows: Demographic Profile of the Respondents; Factors Influencing the Choice of Selection of an Organisation by Employee; Attributes of Employer Value Proposition (Training and Development, Reputation, Work environment, Organisation culture, nature of work and compensation) with Employer Attractiveness. Their findings indicate that Goodwill

and reputation of the company strongly influences the choice of selecting the organization by the Employee whereas Campus recruitment have least influence on their choice. Also, there is strong correlation between various attributes of employer value proposition and employer attractiveness.

Kamel (2022) investigated the effect of EB on job satisfaction, loyalty, and intention to leave in the E-commerce sector in Egypt. This research aims to use EB to decrease employee's intention to leave an organisation through increasing employees' satisfaction and loyalty. They considered EB as Independent variable, Intention to leave as Dependent variable, Job Satisfaction and Loyalty as mediators. To measure these research variables, google forms having questionnaire were shared via LinkedIn with 300 employees working in the 4 multinational E-commerce sectors in Egypt. Employer branding was measured using the employer attractiveness scale consisting of dimensions like Development value, Social value, Interest value, Application value and Economic value. It was designed by Berthon et al (2005). Job Satisfaction was measured using Paul Spector's 7 facets of work (Salary, Promotion Opportunities, Supervision, Fringe Benefits, Co-workers, Enjoyment of the things done at work, Communication). Also, lastly General Satisfaction scale was used to measure overall satisfaction with the job. Employee loyalty was measured using these dimensions of Intention to stay, Willingness to perform additional work, Sense of belonging, Willingness for more responsibility, encouraging friends and family to utilize organization products, Defending the organization when outsiders criticize it and Showing pride when representing the organization in public. Using a question by the author Salman Hamdan (2014), Employee intention to leave their current company was measured. A descriptive research design was implemented using a sampling snowball technique to attain the required sample (i.e. 212) for the research. Using SPSS, descriptive statistics, correlation, and regression, analysis of data was done. After

analysing the collected data, results indicated that job satisfaction and loyalty are fully mediating the relationship between employer branding and intention to leave. Few limitations pertaining to these researches are time constraints as it was conducted during 1 year of coronavirus pandemic, they received only 263 responses. Larger sample size would have given more valid and accurate results on this study. Secondly there was unviability of exact number of employees working in E-commerce sectors of Egypt. Lastly, some respondents found the survey was long and therefore did not take the time to read every question carefully. Taking all this limitation into consideration author recommends some suggestions for future research like take longer timeframe, call and distribute hardcopy of surveys to participants for larger reach and give clarity about questionnaire. Thus, Companies should invest more in EB to differentiate it from other companies in market and use it as sustainable retention tools to employees.

S. Porkodi et al (2022) in their research studied effect of EB on employee engagement and association of EB, employee's organizational commitment, and employee satisfaction in employees of banking sector in Karnataka. Their findings revealed that employer branding plays important role in employee engagement which leads to organisation commitment and satisfaction. There is positive relationship of employer branding with organisational commitment and employee satisfaction. Their study can be used to improve EB practices for increasing involvement and satisfaction of key talent in the banking sector.

RESEARCH GAP AND QUESTIONS

Research Gap

Hospitality industry has anticipated potential growth in coming years, it becomes very crucial for employers to upgrade its HR practices and strengthen its EB as there will be growing war for talent among these hotels. There are very few research studies on EB in hotel sector across world whereas no research was conducted on impact of EB on satisfaction and loyalty of employees in hotels of Goa. Thus, my study's main goal will be to give insights on impact of EB on job satisfaction and loyalty in luxury hotels of Goa from the view of employees.

Effect of EB on all 3 aspects (i.e. choice of employer selection, satisfaction, loyalty) in hotel sectors were studied separately by different researchers. None of the past researches emphasised on these 3 aspects in one research. My research aims to give impact of EB on all these aspects which are considered as outcome of EB. And also find employer brand value from perspective of employees working in luxury hotels of Goa under one study.

Also, this study will highlight dimensions of Employer attractiveness which previous studies have not emphasised much and which are of great importance to employee while selecting its employer and also answer the question: through which medium is employer's attractiveness communicated? It will give us reality check on what factors candidates look for while selecting an employer or choosing other employer in case of job change. Thus, it will help hotels to enhance and focus on these EB dimensions to attract and keep potential talent.

Also, few past researches conducted in hotel sector as shown in literature review have considered only particular kind of employees for purpose of data collection. For e.g. Abdullah et al (2011) collected data from frontline employees only, Jasmina Ognjanović et al (2019)

collected data from managers which created scope to study EB from perspective of all employees in luxury hotels. This research will help in uniform application of EB on all hotel employees.

Past studies have not considered ranking luxury hotels w.r.t Employer Branding, Employee Satisfaction and Employee Loyalty, whereas my study will give new contribution to hotel industry in Goa by telling us where the hotels taken under study positions itself in terms of Employer branding practices.

Research questions

1. What are the factors taken into consideration by a potential candidate towards selecting its employer?
2. Which luxury hotel is most preferred workplace according to employees?
3. Are employees loyal towards their current employer's brand?
4. Is there effect of Employer branding on employee loyalty towards their workplace?
5. Is there effect of Employer branding on job satisfaction?
6. Is there difference in Employer branding perceived by employees in different luxury hotels across Goa?
7. Is there difference in loyalty of employees in different luxury hotels across Goa?
8. Is there difference in satisfaction of employees in different luxury hotels across Goa?

Hypothesis

H1: There is statistically significant impact of Employer branding on Employee Satisfaction in luxury hotels of Goa.

H2: There is statistically significant impact of Employer branding on Employee Loyalty in luxury hotels of Goa.

PROJECT OBJECTIVES

- To identify factors that influence choice of selection of an organisation by employees.
- To investigate effect of employer branding on job satisfaction of employees.
- To investigate effect of Employer branding on loyalty of employees.
- To rank luxury hotels taken under study w.r.t. their Employer branding, Job satisfaction and loyalty of employees.

PROJECT METHODOLOGY

This study will use primary data collected through a survey method consisting of close ended survey questionnaire designed using Google form. Questionnaire consists of following Section:

A) Factors influencing employee's choice of selection of luxury hotel.

B) Employer Branding

C)Employee Satisfaction

D)Employee Loyalty

Responses of the statement are recorded on five-point Likert scale (1 "Strongly disagree", 2 "Disagree", 3 "Neutral", 4 "Agree", 5 "Strongly agree"). This questionnaire was distributed to employees in luxury hotels. A total of 85 responses were received which is our sample size. The sample includes luxury hotel brands with 3,4 or 5 stars like Taj, Marriott, Royal Orchids, Hyatt, Neo Majestic Hotels, Radisson and Hilton. Luxury hotels are considered for this study as economy or other small hotels (2 star) are not sufficiently developed or well equipped to establish an employer brand.

Cronbach's Alpha is used to check if Likert scale surveys are reliable. Data obtained is analysed using descriptive statistics, correlation and regression analysis with help of SPSS software.

DATA ANALYSIS AND DISCUSSION

Name of luxury hotel currently working in	Number of respondents	Percentage (%)
Taj	18	21.2
Marriott	14	16.5
Royal Orchids	23	27.1
Hyatt	11	12.9
Neo Majestic Hotels	6	7.1
Radisson	5	5.9
Hilton	8	9.4
<i>Total</i>	85	100.0

Table 1: Name of luxury Hotel employees are currently working in

It was observed that out of 85 respondents, 18 employees are currently working in Taj (21.2%), 14 employees are from Marriott (16.5%), 23 from Royal Orchids (27.1 %), 11 from Hyatt (12.9%), 6 from Neo Majestic (7.1%), 5 from Radisson (5.9%) and 8 from Hilton (9.4%).

Rank	Name of luxury hotel which you would like to work in.	Number of respondents	Percentage (%)
1	Taj	27	31.8
2	Hyatt	21	24.7
3	Marriott	16	18.8
4	Hilton	12	14.1
5	Others	4	4.7
6	Radisson	3	3.5
7	Neo Majestic Hotels	2	2.4

8	Royal Orchids	0	0
	<i>Total</i>	85	100.0

Table 2: Name of luxury hotel employees would like to work in.

Out of 85 respondents, highest number of employees i.e. 27 employees would like to work in Taj(31.8%), followed by 21 in Hyatt (24.7%),16 employees in Marriott(18.8%), 12 in Hilton(14.1%),3 in Radisson , 2 in Neo Majestic (2.4%),others which includes hotels like Oberoi(2.35%), The Park (1.17%) and those who don't look forward to work in hotel industry (1.17%) and 0 in Royal Orchids . According to respondents, Taj (31.8%) is most preferred hotel that employees would like to work in and Royal Orchids is not preferred by employees as workplace.

Name of luxury hotel which you would like to work in. * Name of luxury hotel you are currently working in.									
Crosstabulation									
		Name of luxury hotel you are currently working in.							Total
		Taj	Marriott	Royal Orchids	Hyatt	Neo Majestic Hotels	Radisson	Hilton	
Name of luxury hotel which you would like to work in.	Taj	10	1	8	3	2	0	3	27
	Marriott	3	6	4	0	1	2	0	16
	Hyatt	2	6	5	4	1	1	2	21
	Neo Majestic Hotels	1	0	0	0	1	0	0	2
	Radisson	0	0	1	1	0	1	0	3
	Hilton	2	1	3	2	0	1	3	12
	Others	0	0	2	1	1	0	0	4
Total		18	14	23	11	6	5	8	85

Table 3: Cross Tabulation

Cross Tabulation method is used to identify patterns and relationships between 2 variables. In this case we can see how many respondents have chosen a particular hotel in both categories and provide insights on whether employees are more likely to choose same hotel they are currently working in or they would prefer to work in other hotel. We can identify overall rate of loyal employees i.e. prefer working in same hotel. We can also identify choice of preferred place to work from perspective of employees currently working in a particular hotel.

- Out of 18 respondents from Taj, 10 employees would like to work in same hotel, whereas if given choice 3 would prefer to work in Marriott, 2 in Hyatt, 1 in Neo Majestic and 2 in Hilton.
- Out of 14 respondents from Marriott, 6 employees would like to work in same hotel, whereas 1 would prefer to work in Taj, 6 in Marriotts, 6 in Hyatt and 1 in Hilton.
- Out of 23 respondents from Royal Orchids, none of employees would like to work in same hotel, whereas 8 would prefer to work in Taj, 4 in Marriott, 1 in Radisson, 3 in Hilton, 1 in The Park and 1 in Oberoi (i.e. others).
- Out of 11 respondents from Hyatt, 4 employees would like to work in same hotel, whereas 2 would prefer to work in Taj, 6 in Marriott, 1 in Radisson, 2 in Hilton and 1 in others.
- Out of 6 respondents from Neo Majestic Hotels, 1 employee would like to work in same hotel, whereas 2 would prefer to work in Taj, 2 in Marriott, 1 in Radisson, 1 would not prefer to work in hotels.
- Out of 5 respondents from Radisson, 1 employee would like to work in same hotel, whereas 2 would prefer in Marriott and 1 in Hilton.
- Out of 8 respondents from Hilton, 3 employees would like to work in same hotel, whereas 3 would prefer to work in Taj, 2 in Hyatt and 3 in Radisson.

Factors Affecting Choice of Selection of Workplace by Employee

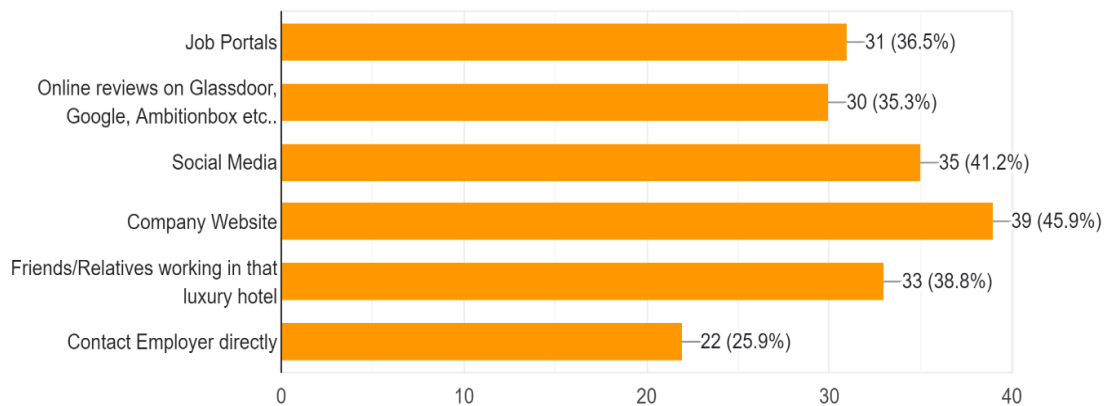


Fig 1

Fig 1 shows the channels used by hotels to communicate their employer brand and from these which are communication channels potential employees prefer to find more about the hotel. where they would like to work in. According to respondents, Company website (45.9%) is most attractive channel when it comes to finding information about their preferred employer followed by social media (41.2%), Friends/ Relatives working in that hotel (38.8%). Least attractive channel preferred by potential employees to find more about the hotel is to Contact Employer directly and to find more about the hotel (25.9%).

	Hotel's brand image and reputation	Opportunities for career advancement	Support and encouragement from team.	Work-life Balance	Workplace culture	Job Security.	Rewards and Recognition
Mean	4.11	4.47	4.47	4.44	4.46	4.48	4.40
N	85	85	85	85	85	85	85
Std. Deviation	1.024	.796	.717	.626	.700	.610	.727

Table 4: Factors influencing employee's choice of selection of Workplace

From table 4 it can be observed that job security (Mean=4.48) is most important factor that an employee takes into consideration while selecting a luxury hotel as place to work. Also, while selecting a workplace, potential candidates look for opportunities for their career advancement (4.47), good team that supports and encourages them (4.47), workplace culture that values their employees (4.46) and that maintains balance between their work and personal life (4.44). Rewards and recognition (4.40) and Hotel's brand image and reputation (4.11) influences their choice of selection but less than the above-mentioned factors.

Reliability Analysis

To test reliability of Likert Scales, Cronbach's Alpha test was used. The table 5 shows reliability statistics of the measure:

<i>Description</i>	<i>Reliability Statistics</i>		<i>Remarks</i>
	Cronbach's Alpha	N of Items	
A) Factors influencing choice of selection	.805	7	Good
B) Employer Branding	.914	6	Excellent
C) Employee Satisfaction	.935	10	Excellent
D) Employee Loyalty	.922	11	Excellent

Table 5: Reliability Analysis

It can be interpreted from the table that the scales used in the study are found to be reliable and can be used in further data analysis.

	Mean	Std. Deviation	N
Employer Branding	3.8375	.83911	85
Employee Satisfaction	3.8588	.78517	85
Employee Loyalty	3.6500	.80896	85

Table 6: Descriptive Statistics

To test the below hypothesis, *Correlation analysis* and *Linear Regression analysis* is used.

Correlation analysis is used to measure strength of relationship between 2 variables.

Regression analysis examines the influence of independent variable (Employer Branding) on dependant variable (1. Employee Satisfaction and 2. Employee Loyalty).

Hypothesis

H1: There is statistically significant impact of Employer branding on Employee satisfaction in luxury hotels of Goa.

H2: There is statistically significant impact of Employer branding on Employee Loyalty in luxury hotels of Goa.

Correlations Analysis

		Employer Branding	Employee Satisfaction	Employee Loyalty
Employer Branding	Pearson Correlation	1	.838**	.810**
	Sig. (2-tailed)		<.001	<.001
	N	85	85	85
Employee Satisfaction	Pearson Correlation	.838**	1	.874**
	Sig. (2-tailed)	<.001		<.001
	N	85	85	85
Employee Loyalty	Pearson Correlation	.810**	.874**	1
	Sig. (2-tailed)	<.001	<.001	
	N	85	85	85

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

Table 7: Correlation Analysis

From table 7, it can be concluded that as the Pearson correlation between Employer Branding and Employee Satisfaction in luxury hotels of Goa is 0.838 at a significance level of 0.01, there is strong positive relationship between these 2 variables. The above data thus supports

Hypothesis (H1) i.e. There is statistically significant impact of Employer Branding on Employee Satisfaction in luxury hotels of Goa.

Similarly, the Pearson correlation between Employer Branding and Employee Loyalty in luxury hotels of Goa is 0.810 at a significance level of 0.01 which indicates that there is strong positive relationship between these 2 variables. The above data thus supports Hypothesis (H2) i.e. There is statistically significant impact of Employer Branding on Employee Loyalty in luxury hotels of Goa.

Regression Analysis

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.838 ^a	.702	.698	.43115	.702	195.578	1	83	<.001
a. Predictors: (Constant), Employer Branding									
b. Dependent Variable: Employee Satisfaction									

Table 8: Regression Analysis

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.850	.220		3.861	<.001
	Employer Branding	.784	.056	.838	13.985	<.001

a. Dependent variable : Employee Satisfaction

The dependant variable Employee Satisfaction was regressed on predictor variable Employer Branding to test the hypothesis (H1). A R (Pearson correlation coefficient) value of 0.838 indicates strong positive correlation between two variables. The R-squared is used to measure goodness of fit and gives percentage of total variation in dependent variable that is explained by independent variable. The R^2 value of 0.702 indicates 70.2% of variation in dependant variable (employee satisfaction) can be explained by variation in independent variable (employer branding). This means Employer Branding has strong influence on Employee Satisfaction and the model has a good fit. The regression coefficient is 0.784, thus for every one unit increase in Employer Branding, there is increase of 0.784 units of Employee Satisfaction. The positive beta coefficient of independent variable i.e. Employer Branding suggests that as the level of Employer Branding increases, Employee Satisfaction also tend to increase. The p- value associated with coefficient for employer branding is less than 0.01, this regression model is statistically significant. Thus, the hypothesis (H1) can be supported by results of regression analysis.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.810 ^a	.656	.652	.47757	.656	158.081	1	83	<.001

a. Predictors: (Constant), Employer Branding

Table 9: Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
2	(Constant)	.656	.244		2.693	.009
	Employer Branding	.780	.062	.810	12.573	<.001

Coefficients^a

a. Dependent variable: Employee Loyalty

The dependant variable Employee Loyalty was regressed on predictor variable Employer Branding to test the hypothesis. A R (Pearson correlation coefficient) value of 0.810 indicates strong positive correlation between two variables. The R² value of 0.656 indicates 65.6 % of variation in dependant variable (employee satisfaction) can be explained by variation in independent variable (employer branding). This means Employer Branding has strong influence on Employee Satisfaction and the model has a good fit. The positive beta coefficient of independent variable i.e. Employer Branding, suggests that as the level of Employer Branding increases, Employee Satisfaction also tend to increase. The p- value associated with coefficient for employer branding is less than 0.01, this regression model is statistically significant. Thus, the hypothesis (H2) can be supported by results of regression analysis.

Ranking of luxury hotels in Goa w.r.t Employer Branding, Employee Satisfaction and Loyalty

Ranking of these hotels will give us an overview on position of each hotel under study in terms of EB, Employee Satisfaction and Loyalty as perceived by employees. This will also help us understand scope of improvement of HRM in these hotels.

Name of luxury hotel	Mean Weight	Rank
Taj	4.40	1
Marriott	4.25	2
Hilton	3.96	3
Radisson	3.90	4
Hyatt	3.83	5
Neo Majestic	3.28	6
Royal Orchids	3.24	7

Table 10: Ranking of luxury hotels under study based on their Employer Brand.

Table 10 shows ranking of luxury hotels under study w.r.t Employer branding as perceived by employees.

Name of Hotel	Mean Weight	Rank
Taj	4.31	1
Marriott	4.16	2
Radisson	4.04	3
Hyatt	3.83	4
Royal Orchids	3.57	5
Hilton	3.56	6

Neo Majestic	3.22	7
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Table 11: Ranking of luxury hotels under study based on Employee Satisfaction.

Table 11 shows ranking of luxury hotels under study w.r.t satisfaction of Employees.

Name of Hotel	Mean Weight	Rank
Taj	4.20	1
Marriott	4.03	2
Radisson	3.75	3
Hyatt	3.65	4
Hilton	3.648	5
Royal Orchids	3.19	6
Neo Majestic	2.88	7

Table 12: Ranking of luxury hotels under study based on Employee Loyalty

Table 12 shows ranking of luxury hotels under study w.r.t loyalty of employees.

PROJECT FINDINGS AND CONCLUSION

Project Findings

- Out of 85 respondents, highest number of employees (31.8 %) prefer to work in Taj Hotels making it the most preferred luxury hotel to work in. This shows that Taj has been successful in creating a strong external brand which helps them to attract pool of potential talent.
- Through cross tabulation as shown in table 3, 25 employees (29.4%) would prefer working in their current hotel. Whereas 60 employees (70.6%) would like to work in different hotel.
- Channels used by hotels to communicate their employer brand is also very important. The channels through which they try to attract employees is found to be essential to employees during selecting their workplace. By establishing a strong employer brand and clearly communicating EVP(Employee Value Proposition) to employees mainly through their company websites and social media, they will be able to target potential candidates to apply for their job vacancies.
- Perceived job security is foremost factor which influences the minds of employees in selecting a hotel as a place to work. Other factors like Hotel's brand image and reputation, opportunity for career advancements, support and encouragement from team, Work life Balance, Workplace Culture, Rewards and Recognition they perceive to receive from employer have mean above 4, thus are also considered as essential factors taken into consider by potential candidate while selecting a luxury hotel as place to work.

- The Correlation and Regression Analysis supports the hypothesis (H1 and H2). There is significant impact of Employer Branding on Employee Satisfaction in luxury hotels of Goa.
- There is significant impact of Employer Branding on Employee Loyalty in Luxury hotels of Goa.
- I also found that according to the respondents, Taj has strongest EB (mean=4.40) and Royal Orchids hotel has a weak EB as compared to other luxury hotels in Goa.
- Employee Satisfaction is highest in Taj and lowest in Neo Majestic as compared to other luxury hotels in Goa.
- Employee Loyalty is highest in Taj and lowest in in Neo Majestic as compared to other luxury hotels in Goa.

Conclusion

This study has showed us that it very essential for an organisation to maintain their brand image as employer externally (on job portal, social media, online review on Glassdoor, google etc.) as well as internally (word of mouth by employees currently working in hotel). The perceived factors that influence the choice of selection of workplace by employee are the key areas where employers have to focus upon in order to communicate the perks of being associated with this organisation. Thus, it will help them to increase its attractiveness so as to become preferred place to work by employees.

This study has helped us to get better insights and learn about important concept of Employer Branding which plays vital role in attraction and retention of talent. Satisfaction and loyalty are outcomes of employer branding. Through this research we got perspective of employees working in luxury hotels of Goa on these aspects. This research also supports few previous

researches as mentioned in literature review (e.g. Chauhan and Mahajan (2013), RR Christiana (2017), Kamel (2022)). Employees who are loyal to their hotels tend to become brand advocates and positively influence perception of hotel among potential employees as well as customers. Employee Satisfaction is also necessary to improve employee productivity, retention and achieve better organisational outcomes. I found that Employer branding has effect on satisfaction and loyalty of employees in Luxury Hotels of Goa. My findings will be useful for HR in hotels to understand relationship between EB and Employee Satisfaction as well as relationship between EB and Employee Loyalty. Thus, if EB is used effectively by HR in these hotels it will increase satisfaction and loyalty of employees.

It is observed that Taj has been ranked as 1st in terms of Employer branding, Employee Satisfaction and Employee Loyalty. Thus, HR of other hotels under this study are encouraged to adopt practices of Employer branding as it can be used as an effective tool in attracting employees through external branding and increasing satisfaction and loyalty of employees through internal branding. This will in turn result in improved guest satisfaction, quality of services and profitability of hotel.

RECOMMENDATIONS

- From this study we have found that leveraging social media and company website of hotel will be of great significance in promoting employer brand. Thus, Regenta Inn by Royal Orchids firstly needs to be active on all job portals and social media sites and maximize its reach to its target population (i.e. potential hotel aspirants). Secondly, they can use social media to showcase their culture, promote job openings and EVP this hotel offers to its current employees like training, employee engagement, recognition programs. They can also share success stories of their employees. This will help in creating a visual representation in minds of potential employee's about perks of joining this hotel and attract them to apply for job.
- Hiring Plans needs to be ready at start of peak season/during end of off season. Thus, we will have a pool of candidates from which we can screen for good talent.
- Employee referral could also be an effective tool to attract candidates to apply. Firstly, the hotel needs to leverage employee's experience by understanding their needs (training, mentoring, autonomy, rewards, recognition, career development, work relationships etc) and try providing them the same. Only if the employees are satisfied at their workplace, they will spread good word of mouth. HR can also tell employees to give reviews on sites like Glassdoor and ambition box. This hotel could also keep small rewards for employees who are successful in getting potential candidates to apply and after their selection.
- HR should ensure that employees are aware of mission, vision, values and goals of organisation. They should create a link between hotel's customer brand and its employer brand. This can be done during new joinees induction programme, where HR can provide positive and informative introduction about hotel, it's of mission, vision,

values and work expectations. This will make employees feel valued, engaged towards completion of goals and connected to the hotel, thus creating strong employer brand.

- HR should be honest while hiring candidates. They should not overshadow themselves as best employers or make promises that can't be fulfilled. This breaks employees trust on the employer once they get to know the reality. When these employees will leave, they will give bad reviews on the hotel, thus negatively impacting employer brand.
- In the above study we found that Employer branding can impact satisfaction of employees. I got to know from employees in case they have workplace grievances and they approach management for purpose of addressing their issues, no proper timeline within which their grievances will be addressed is conveyed to them nor their grievances are acknowledged by HR which creates ambiguity among the employees. This lack of transparency can be improved by giving employees timeline in which their issues will be resolved. Most importantly employee grievances should be acknowledged and action taken against those grievances should be communicated to employees by HR either via mail or verbally. Also, in case their issue is not addressed by HR, employees should be made aware of the further steps of appeal.
- HR should encourage feedback from employees on improvement of their processes and systems through surveys and suggestion boxes. (Most preferably identities of employees must be kept anonymous). Open door policy should also be implemented. The reviews from employees should be discussed during townhall. This will make employees feel empowered and valued thus increasing their satisfaction.
- In the above study we also found that Employer branding can impact loyalty of employees. This hotel has formal recognition programmes like 'Employee of the month' but this process is highly ambiguous to employees. I observed that HOD's of each department nominates one employee per month as employee of month on basis of

their observations. And finally, through verbal discussion with HR and GM employee of month is finalised. This may result in unfair judgement and bias. Thus, to avoid bias and to increase transparency of this process, the HOD should support their statement of why is that employee is nominated as 'employee of the month' with help of attendance and performance records/ proof of major contributions of the respective employee. Also, during recognition programme the management should speak about major contributions of this employee towards growth of hotel while awarding a him/her as employee of the month. Besides this HR can encourage managers and supervisors to recognise their employees for their hard work and dedication through verbal appreciation and also provide constructive feedback to employees on their performance. HOD's can play the role of mentors to their staff. Employee's should be clearly communicated about growth of this hotel which will enable them to see their future within this hotel. Thus, this efforts by hotel will make them feel supported and valued by their superiors thus will increase loyalty.

- I also found that there was lack of coordination between employees of different department. This can be solved by method of sensitizing training. It can help employees in different departments to understand the needs and perspective of their colleagues, which can improve coordination across various departments in hotel. We can also have various team building activities like games, competitions, workshops etc at least once a week, where we can form teams consisting of employees of different departments. Thus, we can get employees of different departments together and engage them in these activities which will create better professional relationships with their co-workers.

WORK DONE AND LEARNINGS DERIVED

Work Done

1) Employee Induction

Employee Induction or onboarding is the process of welcoming and introducing new joiners to the organisation. Thus, when new joiners arrived at Regenta Inn at time specified to him/her, I first assisted them in filling the Application of Employment form (personal details, education experience, skills, known languages, medical, work experience, references,) and other joining formalities. Then I gave them presentation on brief of Royal Orchids Hotels Ltd and also about this hotel. This included telling them about growth of hotels, number of properties across Goa and India as whole and about mission, vision, values, Organisational structure and founder of ROHL. Also gave brief on HOD's and departments in this hotel, code of discipline they must adhere to and brief about their job role. Later I organised property visit for them so they get to know about different important locations inside the hotel. During this time, I also gave a brief about all departments in hotel and introduced new joiners to Department HOD's and staff. I also explain them in brief significance of those departments. The HOD then explains them in detail their tasks, facilities and equipments, objectives of department, performance expectations and review arrangements and all the information required to perform their duties successfully. For a successful induction, I monitored new employees for 1 week to ensure that they are comfortable with their work settings workers and environment.

2) Recruitment

The Head of the department gives their manpower requirement to the HR. Thus, my task was to source potential candidates as per their requirements within given deadline. To source Industrial trainees, I contacted few Hotel Management institutes in Goa to send

CV's of candidates. I later screened their CV's and scheduled interview for them by coordinating between HR and the candidates. In case of vacancy for Associates/Commis and Executives I created Job Advertisement, got it approved from the HR manager and posted on job portals like LinkedIn and Social Media. I also told the employees to refer their friends/relatives who are looking for the job in vacancies which are available and told them to forward their CV's to me (Employee Referral). Then after receiving CV's I screened them according to Job description. For e.g. We wanted a GSA in F& B service, I received 10 applications and shortlisted 5 candidates that met job requirements (type and level of experience relevant for position, professional accomplishments, track record of candidate's job moves, etc). Then I contacted this candidate for background check (observe communication, know about their current location, employer, experience and salary expectations, possible interview timings.) . There are 3 rounds of interview: HR, HOD and GM. In case of executive positions, I scheduled their interview with HOD's and HR manager by coordinating with them for fixing time for interview. (challenge over here was to fix interview timings with HOD). Then I contacted candidates and told them about the timings and location of interview. In case of associates I took their interview. I greeted the candidates. I had to evaluate them based on Interview evaluation form given to me. We had to measure the candidates against the job. Firstly, I asked them to introduce themselves, then asked questions based on job description e.g. job knowledge, past experiences and job duties in detail, education qualification, reason for job change, family background situation-based questions, ambitions etc. I also observed their communication, grooming, creativity, Temperament and Self Confidence. Next step was salary negotiations where HR and employee come on common grounds to fix salaries. A certain budget is allocated for different levels of employees. In case the candidate met all requirements of job, HR tries to pitch them by explaining benefits and exposure they will get if they are employed in this

hotel. In case the candidates get selected, HR calls employer references given by candidate verify information provided by candidates during hiring is correct. After the candidate passes the entire selection process, he/she is given an offer letter which he/she has to sign and return on the date mentioned to him/her. After the candidate signs offer letter, he/she onboards as an employee and given letter of appointment within 7 days of joining the hotel subject to fulfilling joining formalities, which they have to sign and return to HR. My major contribution to this hotel was that I was successful in sourcing 5 suitable candidates for available job positions and assisted in their selection process and their onboarding. (2 Guest Service Associates in F & B service, 2 Trainees for F & B production and 1 sales executive).

3) Police Verification

Police verification of employees is done after they come onboard as it helps an organisation to find if there are adverse criminal records against the employee. It is mostly done for employees who are not residents of Goa. I downloaded and took hardcopies of the form (Proforma for servants/employee employment) from the site of Goa Police. I assisted employees in filling this form. Later I collected 3 passport size photos and 3 Aadhar Card photo copies from them. Then I attached these to the form and submitted to Panaji Police station. 2 copies are kept by them and 1 received copy is given back. Xerox of this copy which is duly stamped is given to employees which can be used as proof that they work in this organisation.

4) Maintaining Grooming and Hygiene Register

Maintaining staff grooming is a necessity in hospitality industry. Every department has Grooming and Hygiene Register where male and female staff are evaluated on parameters as follows:

For Male staff: Uniform Dress Code, Name Badge, Shoes/Socks, Short hair, Clean shave, Moustache, Finger Nails, Body Odour, Jewellery.

For Female staff: Uniform Dress Code Name Badge, Shoes/Socks, Hair Bun, Long Earing, Finger Nails, Body Odour, Jewellery.

Everyday my role was to check if grooming of staff was as per the standards. Then I used to record this on Grooming and Hygiene Register.

5) Attendance and Manpower Allocation

i) Attendance

Book of Attendance register is maintained where attendance of all staff is recorded manually (employees sign on this book kept in time office when they come on duty and when they leave). There are different registers for employees of different departments and HOD's respectively. The leaves entitled to employees working in this hotel are as follows (explanation of below is given in section of learnings derived):

a) *Paid Leave*: Privileged Leave(P/L), Sick Leave(S/L), Week Off(W/O), Complementary Off(C/O)

b) *Unpaid Leave*: Leave without pay (A)

I prepared attendance sheet for month of March 2023 on excel. This comprised of Name of employee, Date of joining, All the dates starting from 1st March to 31st March and their respective days. Thus, number of working days will be 31. Thus, I entered manually data from attendance register on excel. I checked leave forms of employees who took S/L, C/L, P/L, C/O and entered the same on excel if it was not mentioned on attendance register. The employees who are present on particular day is marked as P for that day. In case employee took unpaid leave, I marked them as A. Sum of this leaves is calculated as Loss of Pay

(LOP). SL, CL, PL, C/O, holidays are considered as paid leaves and thus won't be deducted from total no. of working days (i.e. 31).

I also crosschecked this attendance by comparing it to attendance on HRIS. The HRIS system is connected to biometric attendance system which uses facial recognition for automatic registration of employee attendance on the system. The HRIS we use is 'Purple Employee' where I signed in with email and password, went to attendance option entered year i.e. 2023 and month i.e. March to get attendance for month of March. After crosschecking and entering daily attendance of employees, I calculated the number of working days.

$$\text{No. of Working days} = 31 - \text{LOP}$$

From this we come to know about number of days a person is present and this data is further used for purpose of salary calculation.

ii) Manpower Allocation

Duty roster outlines work shifts for employees and helps employees to note their working schedule for the month. It should be finalised at end of previous month for next month. So, manpower needs to be allocated for different shifts for smooth functioning of operations. My task was to prepare duty roster of all operational departments like Housekeeping, Front Office, F & B production and service for month of April 2023 during last week of March 2023. Duty Roster was prepared on excel and had details like Time, Designation, Name and Shift. I assigned employees to different shifts based on their availability, skill sets and workload. 4 days weekly off is given to all employees. This duty roaster was then displayed on notice boards of each department.

E.g. The shift timings in case of front office department are as follows:

- ✓ Morning shift: 7 am – 4 pm
- ✓ General shift: 9 am- 6 pm
- ✓ Afternoon shift: 1 pm- 11 pm
- ✓ Night Shift: 11 pm – 8 am

6) Planning & Organising events

Planning & organising events looks much simpler but requires a lot of patience and creativity to actually execute the event. During month of March-April I assisted in organising events like Townhall and Employee Birthday Celebrations. A certain budget is allocated for this event against which we need to plan and organise it. So, first step involves deciding the sequence of subevents which can be conducted during event. For e.g. For Employee's birthday celebration, how we will welcome them, who will give speech, what flavour cake to get, when we will do cake cutting, what refreshments to be given at end etc. In Townhall meeting, management interacts with employees to discuss important issues related to hotel's operation. It helps in promoting transparency, open communication and is often accompanied with employee engagement activities. Games, Employee and Department of month are other secondary subevents conducted during townhall. In case of townhall we need to decide idea of game which can be conducted. Thus, we brainstorm ideas and present it to each other. I presented the idea of game 'Marble & Spoon' which was accepted by HR. We need to also decide on which employee will host and which employee will distribute prizes to "Employee of the Month". GM awarded "Department of the month". After deciding the host and prize distributor I communicated them their roles so that they are prepared during the actual event. On the day of event I followed principle of staffing so that decoration of hall gets completed. Thus, I assigned equal work of

decorations to staffs who were present in the hall. Decorating materials like Balloons', ribbons, colour tapes etc. explained them how to decorate the hall. The other subevents and decided game were conducted successfully during the Townhall.

7) Filing of Employee Records

I also collected documentations of new joiners and filed them in proper sequence. The past employee documents and records were not arranged properly in files i.e. they were kept in different files. Thus, I filed all the past employee records properly and named it as 'past employees' making it easy to search their records. I also made list of names of these employees behind the file covering.

Learnings Derived

Through this internship, I understood how HR and hospitality industry functions in reality. I also got great learnings from business ethics, grooming standards and values observed at Regenta Inn. The HR concepts taught in the class were actually observed at my workplace. This helped me better understand these concepts.

Below are few concepts of HRM from theory which I observed/learnt at this hotel:

- Recruitment

It involves sourcing, screening and shortlisting, Interviewing, reference checking etc and is initiated on basis of manpower budget prepared annually. Sources used for recruitment in this hotel are of 2 types: a) Internal source: Promotions, transfers, employee referrals, data bank of previous applicants, intranet.

b) External Sources: Job portals, Website, Ad posting on Social Media and newspapers and Campus recruitments (Hotel management institutes, Air Hostess Academy, Industrial training institutes etc).

Then the received applications are screened according to job requirements. The shortlisted applicants are later contacted for scheduling interview. Structured interviews are used as selection tool and candidate is evaluated based on parameters in Interview evaluation form. Reference check is done to verify information provided by candidate is true. Candidates that are finalised after selection process are sent offer letter. If they accept the offer, they are given appointment letter which contains all terms and conditions of employment of between employer and employee and which is legally binding on both parties. They have to sign copy of this letter and return to HR.

- Performance Management

Goal setting for executives and managers is done as follows: Cooperate sets KPI's (Key Performance Indicators) and KRA's (key result areas) and a timeframe for rating them on these KPI's. KRA's includes Financial (How employee contributes in cost reduction of company.)

• Customers (how they maintain relations between workmen and management) • Process (how they increase efficiency of internal processes) • People (How you manage people under you for better performance, growth of company, employee development).

E.g. Goal setting for HR Manager

<i>KRA</i>	<i>Weightage</i>	<i>KPA</i>	<i>Weightage</i>
Financial	70	Maintain cost within budget	40
		Achieve Revenue target	30
Customer	90	Accommodation visit before X march.	50

		Conduct townhall before X march.	40
Process	80	100% employee data on HRIS	50
		Recruitment via job portals	30
People	90	Attrition below 4% for month of March 2023.	30
		100% grooming audit score	60

Performance appraisal is done to evaluate performance and identify their training and developmental needs and also highlight if they are considered suitable for promotion. Performance appraisals in case of executives and managers is done based on QMS (Quality Management Surveys) and completion of KPI's. Performance appraisals in case of non-executives is based on QMS score, online guest reviews, attendance and HOD's observation on their performance. This data is also used for performance review and deciding rewards for employees. The management has well-structured rewarding policy for its staff. Each department head nominates 1 employee as employee of month on basis of their performance, quality of work and attendance. The management will then accordingly decide on Employee of the month. During townhall meeting, outstanding performer (Employee of the month) is given monetary rewards and certificate. This helps in increasing competition among employees and motivate them to perform better.

- Basics of salary, PF and ESIC

Salary Calculation

The compensation components which form part of CTC are:

a) Fixed Compensation which includes basic salary, Dearness Allowance (DA) and other allowances like House Rent allowance (HRA), Attendance allowance, Conveyance/ Transport allowance and uniform allowance

b) Employee Benefits which includes Provident Fund (PF), Employee State Insurance Corporation (ESIC), Gratuity, Labour Welfare Fund (LWF), Statutory Bonus.

- ✓ Gross salary is amount received by employees without deductions.
- ✓ Net salary is actual salary that an employee receives after deductions.
- ✓ CTC refers to total amount that hotel will spend on its employees.

Gross Salary= Basic + HRA + Allowance

Salary Payable (Net Salary) = Gross Salary – (Total Deductions)

Total deductions include PF, ESIC, LWF and food deductions

Eg.1. X employee has salary of Rs. 10,000 per month. His number of working days is 25 as per the attendance. Thus, his salary will be approx. Rs. 333 every day.

His in-hand salary will be $25 \times 333 = \text{Rs. } 8325$ per month.

Provident Fund (PF)

PF is retirement benefit scheme initiated by government of India for its employees. The amount to be deducted for the PF from employee's side is 12% on basic and employer's side is 13% on basic.

Employee State Insurance Corporation (ESIC)

ESIC scheme is social security and health insurance program aimed at providing medical and cash benefits to staff and their families. It also provides medical care to injured employees and their families. At present all employees earning gross salary up to Rs 21,000 per month will be covered under this scheme. The amount to be deducted for ESIC will be 0.75% of gross salary. E.g. If employee has gross salary of Rs 20,000 per month then ESIC amount deducted will be 0.75% of 20,000 which is Rs 150.

- Grievance Management

After getting data from HR and few employees from various departments, we found that employees faced general as well as individual grievances. The general grievances faced by employees are low quality of meals provided by hotel and long hours of shifts due to lack of staffing in some departments. The individual grievances faced by employees are slow career growth, promises made to staff during joining are not kept, conflicts among coworkers and employees of other departments, bullying and harassment, micromanagement and biasness of manager towards some staff. This hotel has formal grievance redressal procedure. Employees communicate their grievances to their immediate supervisor. If the issue is satisfactorily not addressed at this level, employee can appeal to HR and GM. I observed that the management is not open to employee grievances. Most of the times no proper feedback given nor their grievances are acknowledged which creates ambiguity among the employees. If these grievances are not solved or are not addressed then it leads to lower employee motivation as they feel that their complaints are not invalid and thus not taken in consideration. It also leads to employee dissatisfaction, lack of interest in work, negative impact on relations of coworkers and lower productivity.

- Leaves and Holidays (used in attendance handling)
 - i. *Privilege Leave (PL)*: Employees are eligible to avail these leaves only after their confirmation (After successful completion of probation period). PL would be credited on 1st January every year, one day for every 20 days physical presence during calendar year and can be carried forward up to 45 days. In case employee wants to avail these leaves, he must inform HR and HOD, 15 days prior taking leave.
 - ii. *Sick Leave (SL)*: Employees working in Regenta Inn are eligible to take 9 sick leaves per year. In case employees remain absent due to sickness, once they come on duty, they are required to fill Sick leave form and get it approved from HOD/HR in order to avail these leaves. Till then the employee is marked as absent on register.
 - iii. *Casual Leave (CL)*: Employees working in Regenta Inn are eligible to take 6 casual leaves per year. In order to apply for this leave employees, have to fill Leave form and get it approved from HOD/HR one or two days prior to leave being taken in order to avail these leaves.
 - iv. *Leave without pay (A)*: Employees can avail these leaves due to genuine reasons with prior approval from HOD/HR when he/she exhausts the paid leaves entitled to them. Employees can take up to 1 month of leave without pay.
 - v. *Transfer Leave (TL)*: These leaves are entitled to all the eligible employees on transfer from one property to other on transit or employees who are being transferred from one location to another on a different job assignment.
 - vi. *Maternity Leave (ML)*: This leave is entitled to any female employee who has completed at least 6 months of service in this hotel due to pregnancy, delivery and post-delivery as per the Maternity Benefit Act. A maximum of 26 weeks will be given as leave (8 weeks before date of delivery and balance 18 weeks after date of

delivery) and is applicable only for the first 2 children in a family. Application for such leave should be on leave form along with relevant medical papers.

- vii. **Holiday:** It is authorised leave given to all the employees on occasion of religious festivals and national holidays.
- viii. ***Weekly Off(W/O):*** 1 day off is given to employees after completing 6 days of working (48 hours). Weekly off for operational staff is decided by their HOD and mentioned on duty roster. Whereas Sunday is weekly off for administrative employees.
- ix. ***Compensatory off (C/O):*** C/O is granted to employees from Level 1 to Level 3 who have performed duty on weekly off, holidays and extra shift normal duty due to business contingencies. (i.e. if employee works on his weekly off, he can take compensatory off few days whenever he wants). This leave must be availed within 2 months and with prior approval of HOD.

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ANNEXURE

**Brief Explanation of all terms was given under respective sections of Google form. This was done so that the respondents understand these sections.*

Impact of Employer Branding on Satisfaction and Loyalty of Employees in Luxury Hotels in Goa.

Hello,

I am Chaniya Raikar, MBA (HR) student of Goa Business School, Goa University. As part of my final year project I am conducting research on the topic of "Impact of Employer Branding on Satisfaction and Loyalty of Employees: A study on Luxury Hotels in Goa". This research requires perspective of **Employees** who are currently working in **Luxury Hotels in Goa** on the above topic.

The questionnaire consists of 4 sections namely:

- 1) Factors influencing choice of selection of organization by employee.
- 2) Employer Branding
- 3) Employee Satisfaction
- 4) Employee Loyalty

I request you to kindly spare your valuable time to fill out this survey questionnaire. Your participation is very much appreciated. I assure you that your responses for this survey will be used for academic purpose only and will be kept confidential.

For any queries please feel free to contact me.
Email ID: chaniyaraikar35@gmail.com

Section 1: Factors influencing choice of selection of luxury hotel by employees

- 1) Name of luxury hotel you are currently working in.
 - Taj
 - Marriott'
 - Royal Orchids
 - Hyatt
 - Neo Majestic Hotels
 - Radisson
 - Hilton
- 2) Name of luxury hotel which you would prefer to work in.
 - Taj
 - Marriott's
 - Royal Orchids
 - Hyatt

- Neo Majestic Hotels
- Radisson
- Hilton
- Other _____

3) Which are the most attractive channels to find more about your preferred employer?

- ☐ Job Portals
- ☐ Online reviews on Glassdoor, Google, Ambitionbox etc
- ☐ Social Media
- ☐ Company Website
- ☐ Friends/Relatives working in that luxury hotel
- ☐ Contact Employer directly

4) Hotel's brand image and reputation is important to me while selecting it as an employer.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

5) I will select a hotel as a place to work that provides many opportunities for my career advancement.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

6) I will select a hotel as a place to work where I receive high level of support and encouragement from my team.

- Strongly disagree
- Agree
- Neutral
- Agree

- Strongly agree

7)I will select a hotel as a place to work that prioritize proper balance between work and personal life of employees.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

8)I will select hotel as my workplace which have culture that values its employees.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

9) I will select a hotel as my workplace that provides secure employment to it's employees.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

10)I will select a hotel as my workplace that has fair recognition and incentives programs.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Section 2: Employer Branding

1) My hotel (i.e. Employer Brand) is successful in communicating its mission, vision and values to its employees.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

2) My hotel (i.e. Employer Brand) has a strong reputation as a great place to work.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

3) My hotel (i.e. Employer Brand) is committed to employee wellbeing.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

4) I believe that my hotel (i.e. Employer Brand) is effective in attracting and retaining skilled employees.

- ☐ Strongly disagree
- ☐ Disagree
- ☐ Neutral
- ☐ Agree
- ☐ Strongly agree

5) I speak positively about my hotel (i.e. Employer Brand) to others.

- ☐ Strongly disagree

- Disagree
 - Neutral
 - Agree
 - Strongly agree
- 6) I believe that my workplace culture sets us apart from other luxury hotels and makes my hotel a great place to work.
 - Strongly disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly agree

Section 3: Employee Satisfaction

- 1) I am satisfied with the level of recognition I receive for the amount of work I do at this hotel.
 - Strongly disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly agree
- 2) I am satisfied with compensation and benefits I receive from my hotel.
 - Strongly disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly agree
- 3) I am satisfied with work relationship I have with my superiors.
 - Strongly disagree
 - Agree
 - Neutral

- Disagree
 - Strongly agree
- 4) I am satisfied with work relationship I have with my co-workers.
- Strongly disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly agree
- 5) I am satisfied with feedback and guidance I receive from my superiors.
- Strongly disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly agree
- 6) I am satisfied with opportunities provided by my hotel for my professional growth and career development.
- Strongly disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly agree
- 7) I am satisfied with working conditions at hotel.
- Strongly disagree
 - Disagree
 - Neutral
 - Agree
 - Strongly agree
- 8) I am satisfied with my team as they value my inputs and takes my opinions while making important work-related decisions.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

9) My hotel provides me with necessary resources and tools to perform my job effectively.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

10) My workplace culture encourages me to come regularly for work.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

Section 4: Employee Loyalty

1) I want to work in same hotel as it has strong brand image.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

2) I will recommend my current hotel to my relatives or friends who are actively searching for jobs in hotel industry.

- Strongly disagree
- Disagree

- Neutral
- Agree
- Strongly agree

3) I feel proud to be associated with this hotel.

- Strongly disagree
- Disagree
- Neutral
- Disagree
- Strongly agree

4) I would prefer working in my current hotel even if I get job offer from other luxury brand hotel.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

5) I am highly committed to my hotel's growth and success.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

6) I see good future for myself within my current hotel.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

7) I want to work in this hotel for maximum years.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

8) I feel appreciated for the work that I do at hotel.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

9) I trust my co-workers.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

10) I receive high workplace support from my employer. (This includes support for training and mentoring, work life balance, physical and emotional health).

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

11) If I want to change my job role, I will look for opportunities in my current hotel.

- Strongly disagree
- Disagree
- Neutral
- Agree
- Strongly agree

