

TESTING ROLE OF HRM PRACTICES AND ORGANIZATIONAL COMMITMENT ON ORGANIZATIONAL PERFORMANCE WITH REFERENCE TO SEASONALITY IN TOURISM EMPLOYMENT

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Abstract

Travel and tourism is the biggest service industry internationally in terms of gross income and foreign exchange earnings. However, seasonality of tourism demand is one of the most consistent annoying issues which directly or indirectly affect the functioning of tourism industry. Seasonality in tourism has a profound impact on the management of human resources in organizations operating in a seasonal context. The present study explained and explored the role of HRM practices and organizational commitment on organizational performance as sales, profit and customer satisfaction. A structured and undisguised questionnaire was developed and used to collect the primary data from 256 hotel units as respondents. Hypotheses were tested using ordinal regression analysis. The study delivered detailed insight on various elements used for analysis and revealed that not all HRM practices has positive effect on organizational performances like sales, profit and customer satisfaction. Likewise, not all organizational commitment parameters has positive effect on organizational sales performance. However, study confirms that all organizational commitment parameters has positive effect on organizational performances like profit and customer satisfaction.

Keywords: *HRM Practices, Organizational Commitment, Organizational Performance and Seasonality in Tourism Employment*

Introduction

The dynamic and highly competitive business environment resulting from globalization has led organizations to bring a new focus on how human resource should be organized and managed. To gain a competitive advantage for an organization along with several other functional areas the HR function now has to develop a stronger role. The early 1980s businesses experienced and visualized the emergence and increase in use of the term HRM. The late 1980s and early 1990s witnessed a noticeable convergence between HRM and business strategy, however, in the 21st century, this convergence has become incredibly obvious. HRM contributes to the organizational effectiveness, performance, capability development, employment relationship, change management and competitive advantage. It deals with macro concerns such as quality, commitment, performance, and culture and management development. Various authors have defined human resource management in various aspects. Among all definitions the one put forwarded by Flippo (1976) was quite comprehensive in nature. According to him human resource management ‘is the planning, organizing, directing, and controlling of the procurement, development, compensation, maintenance and separation of human resources to the end that individual, organizational and social objectives are accomplished.’

Defining Tourism and Role of HRM in Travel and Tourism Industry

Tourism has turned into a flourishing worldwide industry with the ability to shape nations in both positive and negative ways. No doubt it has turned into the fourth biggest industry in the worldwide economy. Indeed, tourism is another propensity in advanced times when individuals’ expanding requirement for a change and unwinding which is transitory for individuals to destination outside the spots where they regularly live and work, and this is continually including transport, locale and accommodation.

Travel and tourism is the biggest service industry internationally in terms of gross income and foreign exchange earnings. It is likewise one of the biggest occupation generators on the planet. It has been a noteworthy social marvel and is driven by social, religious, recreational, learning looking for and business premiums and persuaded by the human desire for new experience, enterprise, instruction, and excitement. Tourism is both cause and outcome of monetary improvement. It can possibly fortify different areas in the economy attributable to cross-synergistic advantages and its regressive and forward linkages. Travel and tourism is one of the quickest developing industries and a pioneer in numerous nations.

The statistic demonstrates the immediate and aggregate financial effect of travel and tourism on the worldwide economy from 2006 to 2015. The direct financial commitment of travel and tourism added up to roughly US \$2.16 trillion in 2013. The figures for aggregate effect also include indirect and induced contributions. As of late, the travel and tourism industry has contributed around US \$7 trillion to the worldwide economy annually, nearing US \$8 trillion in 2014.

Literature Review

Seasonality of tourism demand is one of the most consistent annoying issues. Tourism strategies from such destinations place substantial emphasis both on extending the existing tourist season and on developing new markets for period that are traditionally down in terms of tourist arrivals (Baum & Lundtorp, 2001). Seasonality impacts on all aspects of supply-side behaviour in tourism including marketing, finance, stakeholder management and the labour market. Seasonality in tourism has a profound impact on the management of human resources in organizations operating in a seasonal context. The impact of seasonal demand variations is one of the dominant concerns of tourism interest. Baum (1999) argued that after the movement of people on a seasonality basis may be the most typical characteristics of tourism on a global basis. He also argued that while sourcing and recruitment of staff, employee retention, training and development, and career progression appear to mirror those faced by larger, frequently metropolitan locations.

Ashworth and Thomas (1999) found that though tourism employment has grown rapidly it has a marked seasonal character. Several attempts have been made by the industry to lessen seasonality in tourism demand. In recent research conducted by Lundmark (2006) shown that the seasonality of tourism employment has implications for local development. Results also show that relatively few people involved in temporary labour migration to tourism employment. The tourism industry worldwide faces seasonal fluctuations of demand (Kusluvan, Kusluvan, Ilhan & Buyruk 2010; Andriotis, 2005). These fluctuations are attributed to diverse factors and result in various problems like off-season unemployment. Moreover, it is observed that seasonal employees may have low levels of organisational commitment as a consequence; nevertheless their commitment to colleagues, supervisors, and in some cases, clients has side-benefits for the organisation (Ainsworth & Purss, 2009).

Statement of the Problem and Need of the Study

The failure to deliver services (like hotels, transportation, lodging, restaurants) as designed and specified can result from the number of

employees and human performance factors like ineffective recruitment of service-oriented employees; role ambiguity and role conflict among contact employees; poor employee-technology job fit; inappropriate evaluation and compensation systems; and lack of empowerment, perceived control, and teamwork. Sensing role and importance of ‘people’ i.e. employees in delivering efficient services organizations in general and human resource management departments, in particular, are taking utmost care to understand the requirement of their employees from various aspects.

In today’s competitive business environment employees are witnessing a sea change in the policies and practices of human resource management. Human resource management department now a day’s is considering as the profit centre by the organizations, which was not the case earlier. Moreover, organizations are endlessly developing policies or implementing the finest practices of human resource management which can support to their employees to perform better in all business scenarios. Things become more complex when demand is seasonal where human resource requirements need to be adjusted according to it. Therefore, this study is expected to unfold specific aspects of human resource management practices with respect to seasonality in tourism employment.

Conceptual Development and Development of Hypotheses

The scope of human resource management is vast. Human resource management is emerging as a distinct philosophy of management intending at policies that promote mutually. All working activities of employees come under the purview of human resource management. The activities included are – human resource planning, job analysis, recruitment, selection, training and development, performance appraisal, welfare, safety, industrial relations and the like.

Human Resource Management Practices

Human resource management practices are a planned approach to managing employees effectively to perform well at the workplace. Good human resource management practices aim to establish a more flexible and caring management style to motivate, develop and manage in a way that they can give of their best to support organizational goals. Human resource management practices create an environment that encourages positive employee behavior Tsaur and Lin (2004) which further leads to service quality in the hotel industry (Worsfold, 1999). Chand (2010) suggested that human resource practices improve service effectiveness and in consequence firm

performance. Organizations adopting human resource management practices desire employee commitment to encourage commitment to the organization (Chand & Katou, 2007; McGunnigle & Jameson, 2000). Timo and Davidson (2005) have shown the persistence of service quality by human resource practices. Human resource management practice like flexibility (Knox & Walsh, 2005), compensation (Namasivayam, Miao & Zhao, 2007), incentive plans (Cho, Woods Jang, & Erdem, 2006) and employee development (Lucas, Marinova, Kucerova & Vetrokova, 2004) are more likely to contribute to competitive success (Hoque, 1999) where they are introduced as an integrated package.

Organizational Commitment

Organisational commitment is the bond employees experience with their organisation. Employees who are committed to their organisation commonly feel a connection with their organisation. Committed employees incline to be more determined in their work and demonstrate relatively high productivity (Yousef, 2017). Affective, continuance and normative are three types of commitments. Wu, Tsai, Fey & Wu (2006) pointed out that human resource practices significantly affected organizational commitment which further influenced job satisfaction (Liao & Chung, 2009) and service quality (Dhar, 2015; Davidson, 2003). Study conducted by Lam and Chan (2002) showed that subjective norm, mentorship programs and the job profiles are related to organizational commitment. Correspondingly, Bulut and Culha (2010) revealed that dimensions of training positively affected employee commitment. Hemdi (2009) suggested that managers concerned with encouraging commitment among their employees need to focus attention on providing adequate support to their employees through human resource management practices pertaining to training, performance appraisal and career development.

Organizational Performance

Organizational performance consists of the actual output of an organization as measured against its intended outputs, goals and objectives. According to Richard, Devinney, Yip and Johnson (2009) organizational performance comprises of three specific areas of firm outcomes as financial performance (includes profits, return on investment, return on assets, etc.), product market performance (includes sales, revenue, market share, etc.) and shareholder return (includes total shareholder return, economic value-added, etc.). The association between human resource management practices and organizational performance has been an extensively discussed topic over the decades. Boselie, Paauwe and Richardson (2003) suggest that the

effect of human resource management practices is higher in a less established sector like hotels. Sun, Aryee and Law (2007) and Li, Sanders and Frenkel (2012) revealed mediated relationship between work engagement and human resource practices on productivity and turnover. It is a known fact that hotels are under constant pressure from the need to compete, not just the need to respond to rapid changes in the market. Thus, hotels must inspire and motivate their employees to perform their best. Several authors have recognized and confirmed the effects of commitment on hotel's performance (Karatepe, 2012; Chiang & Hsieh, 2012; Kim & Brymer, 2011).

Based on the existing literature and current analysis, it is likely that HRM practices and organizational commitment will influence organizational performance. This study, thus proposes,

- H₁: Not all HRM practices will have positive effect on organizational performance (sales).*
- H₂: Not all HRM practices will have positive effect on organizational performance (profit).*
- H₃: Not all HRM practices will have positive effect on organizational performance (customer satisfaction).*
- H₄: Not all organizational commitment parameters will have positive effect on organizational performance (sales).*
- H₅: Not all organizational commitment parameters will have positive effect on organizational performance (profit).*
- H₆: Not all organizational commitment parameters will have positive effect on organizational performance (customer satisfaction).*

Method and Analysis

For the present study, researchers have adopted descriptive research design through survey method with large sample size. At the outset, data set was screened for incorrect data entry and missing values. Data set was checked for normality and outliers. Ordinal regression analysis was used to validate the hypotheses, as proposed above.

Measures

Researchers have developed and used structured and un-disguised questionnaire as research instruments with items from validated scales for measuring HRM Practices (HRM) Organizational Commitment

(ORG_COMT) and organizational performance (ORG_PEF) (Appendix 1). Researchers have tested questionnaire through pilot survey to find out relevancy of the questions, willingness of the respondents to share the information, understanding of the questions by the respondents, ease and time taken by the respondents for completion of the questionnaire and likely range of responses.

Sampling Method and Sample Selection

Research has used simple random sampling technique to select the samples from 614 hotels in Pune, Lonavala and Khandala regions which are located in the Western Ghat Mountains of Maharashtra and are popular tourist place during monsoon. The data was collected from the period of June 2019 to August 2019.

Researchers have distributed 500 questionnaires with the help of field reviewers and Google forms. In response to that, researchers have received 256 appropriate responses, which is 51.2% rate of response. As stated by Hair, Black, Babin, Anderson and Tatham (1998), this sample size exceeds the recommended minimum.

Results

Reliability Statistics

Researchers have used Cronbach’s Alpha reliability method to check the reliability of items in the questionnaire. The reliability coefficient value was observed as 0.753 and described moderate (but acceptable) reliability of the questionnaire.

Validation of Hypotheses

H₁: Not all HRM practices will have positive effect on organizational performance (sales).

Table 1: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	646.587			
Final	570.385	76.202	24	.000

Link function: Logit.

Table 2: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	888.966	848	.160
Deviance	548.454	848	1.000

Link function: Logit.

Table 3: Pseudo R-Square

Cox and Snell	.257
Nagelkerke	.277
McFadden	.113

Link function: Logit.

Table 4: Test of Parallel Lines

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	570.385			
General	468.713	101.673	72	.012

Ordinal regression analysis is used to validate the hypothesis H_1 . Table 1 presents Model Fitting Information. Column titled Model (from Table 1) indicates the parameters of the model for which the model fit is calculated. Chi-square value indicates the Likelihood Ratio where it tests whether at least one of the predictors' regression coefficient is not equal to zero in the model. The Likelihood Ratio Chi-square statistic is calculated by $-2 * L(\text{null model}) - (-2 * L(\text{fitted model})) = 646.587 - 570.385 = 76.202$. Sig value (from Table 1) indicates the probability of getting Likelihood Ratio test statistics as extreme as, or more so, than the observed under the null hypothesis. This is the probability of obtaining the Chi-square statistics (76.202) if there is, in fact, no effect of the predictor variables. As p-value from Likelihood Ratio test is lesser than 5% level of significance, it is concluded that at least one of the regression coefficients in the model is not equal to zero.

Table 2 titled Goodness-of-Fit shows whether the model adequately fits the data. With p-values greater than 5% level of significance, it is concluded that this model adequately fits the data. However, Table 3 titled Pseudo R-Square indicates the portion of variation is explained by the model. Based on Nagelkerke value of R-Square, merely 27 per cent of the proportion of variation is being explained by all HRM practices together.

Table 4 titled Test of Parallel Lines assesses whether the assumption of all categories having the same parameters is reasonable or not, i.e. whether one set of coefficients for all the categories is appropriate. As p-value (0.012) is lesser than 5% level of significance, separate parameters for each category would be more appropriate, and thus this current model may not be suitable. Thus it can be concluded that not all HRM practices (i.e. sources of recruitment, employee training, performance appraisal, compensation, mentoring, and work-life initiatives) have positive effect on organizational performance (sales).

H₂: Not all HRM practices will have positive effect on organizational performance (profit).

Table 5: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	686.650			
Final	628.302	58.348	24	.000

Link function: Logit.

Table 6: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	887.822	848	.166
Deviance	603.126	848	1.000

Link function: Logit.

Table 7: Pseudo R-Square

Cox and Snell	.204
Nagelkerke	.217
McFadden	.081

Link function: Logit.

Table 8: Test of Parallel Lines

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	628.302			
General	501.664	126.638	72	.000

Ordinal regression analysis is used to validate the hypothesis H_2 . Table 5 presents Model Fitting Information. Column titled Model (from Table 5) indicates the parameters of the model for which the model fit is calculated. Chi-square value indicates the Likelihood Ratio where it tests whether at least one of the predictors' regression coefficient is not equal to zero in the model. The Likelihood Ratio Chi-square statistic is calculated by $-2 * L(\text{null model}) - (-2 * L(\text{fitted model})) = 686.650 - 628.302 = 58.348$. Sig value (from table 5) indicates the probability of getting Likelihood Ratio test statistics as extreme as, or more so, than the observed under the null hypothesis. This is the probability of obtaining the Chi-square statistics (58.348) if there is in fact no effect of the predictor variables. As p-value from Likelihood Ratio test is lesser than 5% level of significance, it is concluded that at least one of the regression coefficients in the model is not equal to zero.

Table 6 titled Goodness-of-Fit shows whether the model adequately fits the data. With p-values greater than 5% level of significance, it is concluded that this model adequately fits the data. However, Table 7 titled Pseudo R-Square indicates the portion of variation is explained by the model. Based on Nagelkerke value of R-Square, merely 21.7% of the proportion of variation is being explained by all HRM practices together.

Table 8 titled Test of Parallel Lines assesses whether the assumption of all categories having the same parameters is reasonable or not, i.e. whether one set of coefficients for all the categories is appropriate. As p-value (0.000) is lesser than 5% level of significance, separate parameters for each category would be more appropriate and thus, this current model may not be suitable. Thus it can be concluded that not all HRM practices (i.e. sources of recruitment, employee training, performance appraisal, compensation, mentoring, and work-life initiatives) have positive effect on organizational performance (profit).

H_3 : *Not all HRM practices will have positive effect on organizational performance (customer satisfaction).*

Table 9: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	576.230			
Final	508.903	67.328	24	.000

Link function: Logit.

Table 10: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	871.377	848	.281
Deviance	484.198	848	1.000

Link function: Logit.

Table 11: Pseudo R-Square

Cox and Snell	.231
Nagelkerke	.255
McFadden	.111

Link function: Logit.

Table 12: Test of Parallel Lines

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	508.903			
General	378.373	130.529	72	.000

Ordinal regression analysis is used to validate the hypothesis H_3 . Table 9 presents Model Fitting Information. Column titled Model (from Table 9) indicates the parameters of the model for which the model fit is calculated. Chi-square value indicates the Likelihood Ratio where it tests whether at least one of the predictors' regression coefficient is not equal to zero in the model. The Likelihood Ratio Chi-square statistic is calculated by $-2 * L(\text{null model}) - (-2 * L(\text{fitted model})) = 576.230 - 508.903 = 67.328$. Sig value (from Table 9) indicates the probability of getting Likelihood Ratio test statistics as extreme as, or more so, than the observed under the null hypothesis. This is the probability of obtaining the Chi-square statistics (67.328) if there is, in fact, no effect of the predictor variables. As p-value from Likelihood Ratio test is lesser than 5% level of significance, it is concluded that at least one of the regression coefficients in the model is not equal to zero.

Table 10 titled Goodness-of-Fit shows whether the model adequately fits the data. With p-values greater than 5% level of significance, it is concluded that this model adequately fits the data. However, Table 11 titled Pseudo R-Square indicates the portion of variation being explained by the model. Based on Nagelkerke value of R-Square, merely 25.5% of the proportion of variation is being explained by all HRM practices together.

Table 12 titled Test of Parallel Lines assesses whether the assumption of all categories having the same parameters is reasonable or not, i.e. whether one set of coefficients for all the categories is appropriate. As p-value (0.000) is lesser than 5% level of significance, separate parameters for each category would be more appropriate and thus this current model may not be suitable. Thus it can be concluded that not all HRM practices (i.e. sources of recruitment, employee training, performance appraisal, compensation, mentoring, and work-life initiatives) have positive effect on organizational performance (customer satisfaction).

H_4 : *Not all organizational commitment parameters will have positive effect on organizational performance (sales).*

Table 13: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	672.669			
Final	545.156	127.513	31	.000

Link function: Logit.

Table 14: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	997.616	889	.006
Deviance	542.148	889	1.000

Link function: Logit.

Table 15: Pseudo R-Square

Cox and Snell	.392
Nagelkerke	.422
McFadden	.189

Link function: Logit.

Table 16: Test of Parallel Lines

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	545.156			
General	420.515	124.641	93	.016

Ordinal regression analysis is used to validate the hypothesis H₄. Table 13 presents Model Fitting Information. Colum titled Model (from Table 13) indicates the parameters of the model for which the model fit is calculated. Chi-square value indicates the Likelihood Ratio where it tests whether at least one of the predictors' regression coefficient is not equal to zero in the model. The Likelihood Ratio Chi-square statistic is calculated by $-2 * L(\text{null model}) - (-2 * L(\text{fitted model})) = 672.669 - 545.156 = 127.513$. Sig value (from Table 13) indicates the probability of getting Likelihood Ratio test statistics as extreme as, or more so, then the observed under the null hypothesis. This is the probability of obtaining the Chi-square statistics (127.513) if there is, in fact, no effect of the predictor variables. As p-value from Likelihood Ratio test is lesser than 5% level of significance, it is concluded that at least one of the regression coefficients in the model is not equal to zero.

Table 14 titled Goodness-of-Fit shows whether the model adequately fits the data. With p-values lesser than 5% level of significance, it is concluded that this model does not adequately fit the data. However, Table 15 titled Pseudo R-Square indicates the portion of variation being explained by the model. Based on Nagelkerke value of R-Square, 42.2% of the proportion of variation is being explained by all organizational commitment parameters together.

Table 16 titled Test of Parallel Lines assesses whether the assumption of all categories having the same parameters is reasonable or not, i.e. whether one set of coefficients for all the categories is appropriate. As p-value (0.016) is lesser than 5% level of significance, separate parameters for each category would be more appropriate and thus, this current model may not be suitable. Therefore it can be concluded that not all organizational commitment parameters (i.e. happiness being a member of organization, loyalty, dedication, emotionally attachment, sense of belonging, personal meaning, feeling like family and fewer options to leave organization) have positive effect on organizational performance (sales).

H₃: *Not all organizational commitment parameters will have positive effect on organizational performance (profit).*

Table 17: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	713.542			
Final	642.019	71.524	31	.000

Link function: Logit.

Table 18: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	1033.816	889	.001
Deviance	636.002	889	1.000

Link function: Logit.

Table 19: Pseudo R-Square

Cox and Snell	.244
Nagelkerke	.259
McFadden	.099

Link function: Logit.

Table 20: Test of Parallel Lines

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	642.019			
General	596.131	45.888	93	1.000

Ordinal regression analysis is used to validate the hypothesis H_5 . Table 17 presents Model Fitting Information. Column titled Model (from Table 17) indicates the parameters of the model for which the model fit is calculated. Chi-square value indicates the Likelihood Ratio where it tests whether at least one of the predictors' regression coefficient is not equal to zero in the model. The Likelihood Ratio Chi-square statistic is calculated by $-2 * L(\text{null model}) - (-2 * L(\text{fitted model})) = 713.542 - 642.019 = 71.524$. Sig value (from Table 17) indicates the probability of getting Likelihood Ratio test statistics as extreme as, or more so, than the observed under the null hypothesis. This is the probability of obtaining the Chi-square statistics (71.524) if there is, in fact, no effect of the predictor variables. As p-value from Likelihood Ratio test is lesser than 5% level of significance, it is concluded that at least one of the regression coefficients in the model is not equal to zero.

Table 18 titled Goodness-of-Fit shows whether the model adequately fits the data. With p-values lesser than 5% level of significance, it is concluded that this model does not adequately fit the data. However, Table 19 titled Pseudo R-Square indicates the model explains the portion of variation. Based on Nagelkerke value of R-Square, 25.9% of the proportion of variation is being explained by all organizational commitment parameters together.

Table 20 titled Test of Parallel Lines assesses whether the assumption of all categories having the same parameters is reasonable or not, i.e. whether one set of coefficients for all the categories is appropriate. As p-value (1.000) is greater than 5% level of significance, no separate parameters for each category would be required and thus this current model may be suitable. Thus it can be concluded that all organizational commitment parameters (i.e. happiness being a member of organization, loyalty, dedication, emotionally attachment, sense of belonging, personal meaning, feeling like family and fewer options to leave organization) have positive effect on organizational performance (profit).

H_6 : *Not all organizational commitment parameters will have positive effect on organizational performance (customer satisfaction).*

Table 21: Model Fitting Information

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Intercept Only	605.084			
Final	515.553	89.532	31	.000

Link function: Logit.

Table 22: Goodness-of-Fit

	Chi-Square	df	Sig.
Pearson	1761.145	889	.000
Deviance	512.545	889	1.000

Link function: Logit.

Table 23: Pseudo R-Square

Cox and Snell	.295
Nagelkerke	.325
McFadden	.147

Link function: Logit.

Table 24: Test of Parallel Lines

Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	515.553			
General	444.977	70.576	93	.960

Ordinal regression analysis is used to validate the hypothesis H₆. Table 21 presents Model Fitting Information. Column titled Model (from Table 21) indicates the parameters of the model for which the model fit is calculated. Chi-square value indicates the Likelihood Ratio where it tests whether at least one of the predictors' regression coefficient is not equal to zero in the model. The Likelihood Ratio Chi-square statistic is calculated by $-2 * L(\text{null model}) - (-2 * L(\text{fitted model})) = 605.084 - 515.553 = 89.532$. Sig value (from Table 21) indicates the probability of getting Likelihood Ratio test statistics as extreme as, or more so, than the observed under the null hypothesis. This is the probability of obtaining the Chi-square statistics (89.532) if there is, in fact, no effect of the predictor variables. As p-value from Likelihood Ratio test is lesser than 5% level of significance, it is concluded that at least one of the regression coefficients in the model is not equal to zero.

Table 22 titled Goodness-of-Fit shows whether the model adequately fits the data. With p-values lesser than 5% level of significance, it is concluded that this model does not adequately fit the data. However, Table 23, titled Pseudo R-Square indicates the portion of variation being explained by the model. Based on Nagelkerke value of R-Square, 32.5% of the proportion of variation is being explained by all organizational commitment parameters together.

Table 24 titled Test of Parallel Lines assesses whether the assumption of all categories having the same parameters is reasonable or not, i.e. whether one set of coefficients for all the categories is appropriate. As p-value (0.960) is greater than 5% level of significance, no separate parameters for each category would be required and thus this current model may be suitable. Thus it can be concluded that all organizational commitment parameters (i.e. happiness being a member of organization, loyalty, dedication, emotionally attachment, sense of belonging, personal meaning, feeling like family and fewer options to leave organization) have positive effect on organizational performance (customer satisfaction).

Comments on Validation of the Hypotheses

Based on the output of the ordinal regression analysis, following observations were made on the validation of hypotheses as proposed in the study:

- Results of the study confirmed that not all HRM practices (i.e. sources of recruitment, employee training, performance appraisal, compensation, mentoring and work-life initiatives) have positive effect

on organizational performance (sales) and not provide support for H_1 (*alternate hypothesis*).

- Results of the study indicated that not all HRM practices (i.e. sources of recruitment, employee training, performance appraisal, compensation, mentoring and work-life initiatives) have positive effect on organizational performance (profit) and not provided support for H_2 (*alternate hypothesis*).
- Results of the study confirmed that not all HRM practices (i.e. sources of recruitment, employee training, performance appraisal, compensation, mentoring and work-life initiatives) have positive effect on organizational performance (customer satisfaction) and not provided support for H_3 (*alternate hypothesis*).
- Results of the study indicated that not all organizational commitment parameters (i.e. happiness being a member of organization, loyalty, dedication, emotionally attachment, sense of belonging, personal meaning, feeling like family and fewer options to leave organization) have positive effect on organizational performance (sales) and not provided support for H_4 (*alternate hypothesis*).
- H_5 (*alternate hypothesis*) anticipated that all organizational commitment parameters (i.e. happiness being a member of organization, loyalty, dedication, emotionally attachment, sense of belonging, personal meaning, feeling like family and fewer options to leave organization) have positive effect on organizational performance (profit).
- Results of the study confirmed that all organizational commitment parameters (i.e. happiness being a member of organization, loyalty, dedication, emotionally attachment, sense of belonging, personal meaning, feeling like family and fewer options to leave organization) have positive effect on organizational performance (customer satisfaction), hypothesized in H_6 (*alternate hypothesis*).

Discussion

Tourism always remained as important part of the global economy where billions of travellers move over large distance (Gössling, Scott & Hall, 2013). In recent years, India has emerged as one of the largest market for travel and tourism. India was ranked 7th among 184 countries in terms of travel and tourism's total contribution to GDP in 2017. Travel and tourism is ranked third largest industry for India as foreign exchange earner. Its contribution to India's GDP is expected to increase from US \$234.03 billion in 2017 to US \$492.21 billion in 2028 (Indian Brand Equity Foundation, 2019). Yet, Indian

travel and tourism industry is enduring challenges like taxation, lack of proper infrastructure, human resource management and seasonality. Of all, seasonality is recognized as key factor affecting tourism sector. When seasonality aspect of tourism has intensely affecting management of human resources, seasonal employment is common in this sector. Certainly, this seasonal employment creates unusual employment environment in the organizations. Seasonality in tourism significantly affects management of human resources in organizations operating in a seasonal context.

As stated by Jolliffe and Farnsworth (2003), seasonality in tourism industry has great impact on human resource operations which further impacts organizational performance. However, present study contradicts this finding and has found that not all HRM practices like sources of recruitment, employee training, performance appraisal, compensation, mentoring and work-life initiatives have positive effects on organizational performances like sales, profit and customer satisfaction. Ball (1998) found that seasonal jobs are often laced with substantial non-pecuniary attractions which support the findings of this study. The present study also supports the study conducted by Angle and Perry (1981), stating not all organizational commitment practices positively affects all organizational performances.

Limitations and Scope for Further Research

The researcher is aware of the following limitations of his work and also the scope for further study.

- Researcher has considered selected HRM practices, organizational commitment parameters and organizational performance parameter in this study. However, study would be more effective with consideration of few more HRM practices, organizational commitment parameters and organizational performance parameter.
- Researcher is fully aware that the primary data is likely to be affected directly or indirectly as it is collected through survey method which represents opinion of individual respondents.
- The present study has more qualitative orientation. However, output can be more précised with quantitative approach of data collection.
- Statistical analysis performed by the researcher can further be refined to predict the outcome and case study approach can be adopted to get insight into subject.

Appendix 1

Items Used for Survey

Item code	Item description
HRM Practices (HRM)	
HRM_1	Sources of recruitment (Print/Internet/Consultants/ Employee Referrals)
HRM_2	Employee training (Supervisory Skills/ Communication Skills/Technical Skills/Safety/ Productivity Enhancement/Customer Service)
HRM_3	Performance Appraisal (Awards/Recognition)
HRM_4	Compensation (Maintaining Internal Equity)
HRM_5	Mentoring (Peer/Team)
HRM_6	Work-life Initiatives (Time Flexibility)
Organizational Commitment (ORG_COMT)	
ORG_COMT_1	Happy being a member of this organization
ORG_COMT_2	Loyal to this organization
ORG_COMT_3	Dedicated to this organization
ORG_COMT_4	Emotionally attached to this organization
ORG_COMT_5	Strong sense of belonging to this organization
ORG_COMT_6	Great deal of personal meaning
ORG_COMT_7	Feel like part of the family
ORG_COMT_8	Have very few options to consider leaving this organization
Organizational Performance (ORG_PEF)	
ORG_PEF_1	Sales
ORG_PEF_2	Profit
ORG_PEF_3	Customer Satisfaction

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