

ASSESSMENT OF THE ROLES OF HUMAN RESOURCE MANAGERS IN ADMINISTRATION AND ITS EFFECT ON EMPLOYEES' SATISFACTION IN HOTELS IN TAKORADI

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Abstract: The purpose of the study was to assess the role of human resource managers in administration and its effect on employees' satisfaction in selected hotels in Takoradi. Simple random technique and purposive samplings were the sampling techniques for the study. A well-structured questionnaire was used to collect data with a sample size of 80 respondents. Microsoft excel was the main statistical tool used for the analysis. The study made it emphatic that, the roles of human resource managers are very useful since 87.5% of the managers alluded to that fact. 'Staffing' and 'Compensation and Benefits Administration', dominated the major roles of human resource managers. And to agree to these findings, there was a 100% appreciation of the roles of the human resource managers by the administrations. 'Training and Development' was found to be the major challenge that the human resource managers encounter which represented 50%. However, the study found that these challenges are very much avoidable because 87.5% of the respondents attested to that. The study concludes that, the role of human resource managers is irreplaceable therefore; they are emphatically appreciated by the administration.

Keywords: Administration, Employee satisfaction, Hotel, Human resource managers, Human resource management, Job satisfaction.

1. INTRODUCTION

Human resource managers are individuals who are in charge of planning, implementing and managing recruiting within an organization. Organizational effectiveness, Human Capital Management, Knowledge Management, Reward Management, Employee Relations, Meeting Diverse Needs, bridging the gap between rhetoric and reality are the specific aim of human resource management (Armstrong, 2006). It is common knowledge that the practice of human resource management is prevalent in organization of all sizes (Tesone, 2005). They are needed in all kind of establishment.

One of the main goals of human resource managers is to increase the performance of organizations (Vermeeren et al, 2014). Great percentage of this can be achieved through the employees. For employees to work to the optimum potential, the environment within which they work important in relation to the working environment. This is a vital aspect human resource managers play because the performance of an individual in an organization is largely driven by the work atmosphere or work culture that prevails at the workplace

Armstrong (2006) stated that; The degree of job satisfaction is always dependence upon intrinsic and extrinsic motivation factor provided to employees, quality of guidance and supervision, work place and work group to which employees succeed or loose to achieve his or goals. In a study by Powers (2014), it was reported that, hotel guest satisfaction is at a record high, with overall satisfaction averaging 784 points out of 1,000 in 2014, while guest satisfaction was up 24 points in 2012. Conversely, low employee satisfaction and overall low employee morale can negatively affect company operations greatly, causing dissatisfied customers and hurt productivity (Wyse, 2013). It is in this light that this project work seeks to assess the role of human resource managers in administration and its effect on employee satisfaction in hotels in Takoradi.

2. LITERATURE REVIEW

Human resource has been defined by Gilley, Egglund, & Gilley (2002) are the people employed by an organization. Heathfield (2016) adds that, human resource is also the organizational function that deals with people and issues related to people such as compensation, hiring, performance management and training. Chand (2015) therefore define human resource management is a process of making the efficient and effective use of human resources so that the set goals are achieved. Human resource management is the function within an organization that focuses on the recruitment of management of, and providing direction for the people who work in an organization. It can be said that all of the processes and programs that are touched by people are part of the Human Resource Kingdom (Heathfield, 2016). Human resource manager is a person that guides and manages the overall provision of human resource services, policies, and programs for a company within a small provision to mid-sized company, or a portion of the human resource function with in a large company (Heathfield, 2015).

The primary objective of human resource management is to ensure the availability of right people for right jobs so as the organizational goals are achieved effectively (Chand, 2015). The other objectives of the human resource manager are;

- **Organizational Objectives:** Human resource management is a means to achieve efficiency and effectiveness. It serves other functional areas, so as to help them to attain efficiency in their operations and attainment of goals to attain efficiency. Acquiring right man for the right job at right time in right quantity, developing through right kind of training, utilizing the selected workforce, and maintaining the workforce are the organizational objectives of human resource management. Succession planning is an important issue to be taken up as a contemporary organizational objective (Chand, 2015). The objective of human resource department is to make sure the company has and retains people with the skills necessary to accomplish the company's goals (Grimsley, 2016).
- **Functional Objectives:** Human resource management performs so many functions for other departments. However, it must see that the facilitation should not cost more that the benefit rendered (Chand, 2015). Human resource managers should ensure that the right person is assigned to the right job at the right time. Also, it should facilitate quality performance by way of providing appropriate human resource policy framework. According to Vaghela (2015), functional objectives are to ensure effective utilization and maximum development of human resources.
- **Personal Objectives:** In today's world there is shortage of requisite talent. Employees are encouraged by competitive firms to change the jobs. Human resource management has the responsibility to acquire, develop, utilize, and maintain employees. This would be possible only when the human resource management helps employees to achieve their personal goals to get their commitment. Creating work life balance for the employees is a personal objective (Chand, 2015).
- **Societal Objectives:** Human resource management must see that the legal, ethical, and social environmental issues are properly attended to. Equal opportunity and equal pay for equal work are the legal issues not to be violated. To take care of farmers (whose land has been acquired for the factory) and tribal (who are displaced by industries and mining companies) are the ethical issues. The results are clear when these issues are not taken care of. To help the society through generating employment opportunity, creating schools and dispensaries, helping women empowerment are the social responsibility issues (Chand, 2015).

The scope of human resource managers is very wide, which extends to:

- **Personnel Aspect:** This is concerned with manpower planning, recruiting, selection, placement, transfer, promotion, training and development, lay off and entrenchment, remuneration, incentives, productivity etc. (Fadel, 2012). Chand (2015) agrees that this is concerned with manpower planning, recruiting, selection, placement, transfer, promotion, training and development, lay off and entrenchment, remuneration, incentives, productivity etc.

- **Welfare Aspect:** It deals with working conditions and amenities such as canteens, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities etc. (Fadel, 2012). Chand (2015) also said that, it deals with working conditions and amenities such as canteens, rest and lunch rooms, housing, transport, medical assistance, education, health and safety, recreation facilities etc.
- **Industrial Relation Aspect:** This covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes etc. (Fadel, 2012). Chand (2015) also supported that this covers union-management relations, joint consultation, collective bargaining, grievance and disciplinary procedures, settlement of disputes etc.

2.1 Roles of Human Resource Managers in Administration:

Human resource management is a much wider activity that takes a holistic view of the organization's human resource and adopts a positive, developmental approach to their management (Swarbrooke, 2001). The role of human resource manager, director or executive must parallel the needs of the changing organization. Successful organizations are becoming more adaptive, resilient, quick to change direction and customer-centered (Heathfield, 2015). There are so many roles human resource managers perform. Among these are retention, employee compensation and benefits, staffing and development of workplace.

Zineldin (2000) defines retention as an obligation to continue to do business or exchange with a particular company on an ongoing basis. According to Samuel & Chipunza (2009), the most important purpose of retention is to look ways to prevent the capable workers from quitting the organization as this could have negative effect on productivity and profitability. In addressing the multi-dimensional concept of retention, Cascio (2003) perceived retention as initiatives which the management takes to prevent employees from leaving the organization. According to Brown (2005), orientation program which is designed appropriately whether it is short or long, will improve retention of employees. Another important facet of this research study is its attention to some of the weaknesses of other retention studies. Heneman & Tansky (2002) suggested that only by extending the existing retention models from large firms to small emerging firms would not be meaningful. Instead, there should be the development of human resource theories such as those dealing with retention that are specific to small growth-orientated firms and their strategic practices (Heneman & Tansky, 2002).

Moreover, in a study on employee retention, Ramlall (2003) suggested that when there is lack of challenge and opportunities, recognition, inadequate emphasis on teamwork, no flexible work schedule, these become the most common reasons for employees' quitting an organization. Mayer (2006) discovered that the reasons for young academic staff members' leaving are somehow different. Their decisions to leave were varied as follows: too much workload, lack of input in decision making, inadequate new challenges, teaching out of field, insufficient autonomy, not enough salary and personal circumstances.

According to McKinney (2016), employee compensation refers to the benefits that an employee receives (cash, vacation etc) in exchange for the service they provide to their employers. Numerous research studies found that employee commitment can be promoted by highly competitive wage and retention of a superior labor force (Guthrie, 2001). According to Armstrong (2006), he propose to employers that they can set up a more formal program for employee recognition having both the financial rewards such as "gift certificates" and intangible rewards that is having a personal parking place, obtaining summer flexible time and "dress code perks". However, several other research studies have showed that compensation in the form of base or variable pay may not be sufficient to attract employees. Milman & Ricci (2004) concluded that the most significant retention predictors included intrinsic fulfillment and working conditions rather than monetary rewards. Similarly, the study by Walsh & Taylor (2007) revealed that although compensation and work-life balances are important, it is the absence of opportunity for professional growth and development that affects management retention and turnover. Heneman & Judge (2003) argue that for an organization to retain its employees for performance, it must match its rewards to employees' preference.

Staffing, which is one of the major roles of human resource managers refers to the systematic approach to the problem of selecting, training, motivating and retaining managerial personnel in any organization. Staffing, like all other managerial functions, is the duty which the apex management performs at all time. In a newly created enterprise, staffing would come as a third step – next to planning and organizing-but in a going enterprise the staffing process is continuous, in order to

define and clarify the group of employees included in the staffing concept, it must be stated that the staffing functions is concerned with the placement, growth and development of all of those member of the organization whose function it is to get things done through one effort of other individuals (Chand, 2015). Human resource managers perform staffing tasks for the establishment they are working for and among them are promoting employees, turnover, downsizing and job redesign. Kadian-Baumeyer (2016), promoting employees moving an employee to a new position, generally with more responsibility and higher pay. Also, turnover is a voluntary resignation from employment. Turnover of employees creates gaps in staffing which has far-reaching consequences for organizational goals. Downsizing is the planned elimination of jobs in an organization. Companies often downsize to save money on salaries and benefits. Furthermore, job redesign is a restructuring of the tasks involved in a job to enhance the job, satisfaction and / or productivity. While redesigning a job sounds easy, there are decisions that must be made in advance of the redesign. The nature of staffing is an integral part of human resource management. It facilitates procurement and placement of right people on the right jobs (Chand, 2015). Mochal (2003) said if your organization's managers make staffing decisions exclusive of the overall organization, you could be fostering inefficiency. This implies why it is important and popularly used by most human resource managers.

Human resource managers need to have the necessary policies and procedures to ensure a safe, organized, convivial, empowering, nondiscriminatory workplace. Yet, they do not want to write a policy for every exception to accepted and expected behavior. Policy development is for the many employees not for the few exceptions. According to Heathfield (2016), conversely, you want to have needed policies, so that employees never feel as if they reside in a free-for-all environment of favoritism and unfair treatment.

Policies are important to keep the organization in compliance with legislation and provide protection against employment claims. Also it is to document and implement best practices appropriate to the organization. Furthermore, support consistent treatment of staff, fairness and transparency. It is to help management to make decisions that are consistent, uniform and predictable (Ogunlari-Smith, 2014). Therefore reasons why development of workplace policies are necessary involves, according to Heathfield (2016), if the sections of employees indicate confusion about the most appropriate way to behave (dress code, email, and internet policies, cell phone use). Secondly, if guidance is needed about the most suitable way to handle various situations (standards of conduct, travel expenditures, purchase of company merchandise), when needed to protect the company legally (consistent investigation of the charges of harassment, non-discriminatory hiring and promotion). Furthermore, to establish consistent work standards, rules, and regulations (progressive discipline, safety rules, smoking rules) and to provide consistent and fair treatment for employees (benefits eligibility, paid time off, tuition assistance, bereavement time, jury duty).

The workplace is unique and therefore human resource managers need to develop policies very specific to their organization and type of work, especially in the hotels, for which there are no templates or benchmarks. These are the typical steps policy development will follow according to Ogunlari-Smith (2014), firstly, establish need for a policy, secondly, develop policy content, thirdly, draft the policy, fourthly, write the procedure, fifthly, review of the policy by key parties, also, approve the policy, furthermore, implement the policy, then, policy review and update and lastly, communication of changes to the policy.

2.2 Ways of Ensuring Employees' Satisfaction:

To win customers heart, a service business needs engaged employees who transmit enthusiasm to customers (Chun & Davies, 2009). For employees to transmit enthusiasm to customers, the employees themselves have to be satisfied therefore, there is the need to ensure employees' satisfaction. Ensuring employees' satisfaction needs good system and effective sensitive human resource managers. There are several ways of ensuring employees, satisfaction. Woods & King (2002) suggested that hospitality organizations need to employ effective leadership to improve guest services and employee job satisfaction. Attitude gives a base or frame work for classifying and interpreting new information. Depending on our past experiences of rewards and negative experiences we hold different attitudes to people and experiences (Katz & Kahn, 1978). Developing positive attitude is important for employee's satisfaction. To understand an individual's general attitude towards his or her job, positive or negative is vital in understanding relationship to employee productivity, absenteeism and turnover rates. The most common assessment tool in measurement of job satisfaction is an employee survey, which should be conducted on regular basis (Howe, 2003).

According to Eysenck (1962) those with an introverted personality are naturally highly aroused so any extra stimulation sends them into a state of anxiety. By contrast extroverted people are in a low state of arousal and consequently need a lot of stimulation to get them going. Considering individual differences and personality profile, people should be dealt by superiors for ensuring employee satisfaction. For many employees the opportunity for social interaction, with friendly coworkers and supervisors are significantly to the dimension of job satisfaction. Whether there is praise, good listening skills or a flaxen attitude, the manager will affect the satisfaction level (Howe, 2003). To some working environment is very vital regarding safety, health and wealth. Physical security, location heating, noise and professionalism are all important contributors. Ensuring that the environment is complying with all legislation and listening to employee complaint is very important here (Howe, 2003) good workplace, safety usually goes with good management, high productivity and satisfied workers (Gruen, 2004). This means that considering good working environment can help ensure employee satisfaction. Recognition of employees helps ensure employee satisfaction. For instance according to Mathis & Jackson (2003) "Most of the managers believe that the prime retention factor is money of better pay or higher compensation for leaving one employer for another".

2.3 Effect of Employees' Satisfaction:

Most of the human resource managers believe that employees leave their organizations due to better employment opportunities in the market, stressful working environment, less promotion opportunities, less organizational fit and poor or incompetent management (Howe, 2003). When a worker believes that his boss or manager is honest with him and there is a positive relationship between them, there will be a positive effect on job satisfaction (Dirks and Ferrin, 2002); Kwaku and Li, 2002). Therefore, better management will be more helpful to provide them better employment and keep them more satisfied with their jobs, so that there will be less leave process and more commitment. According to Armstrong (2006), Self-esteem is often defined as parallel to job satisfaction. Employees' satisfaction helps to keep employees in the hotel. This is because, employees are happy and content with the benefits they get, therefore boosting productivity. For instance, if an employee is aware that if he or she will be promoted on the bases of merit, it will motivate the employee to put much effort at work to boost productivity. Naseem, Sheikh & Gphr (2011) agrees employee satisfaction plays a considerable role in enhancing the firm profitability and improving operational performance of organizations and quality of goods and services. There is no doubt that employee satisfaction is critical to attain quality and profitability in service industry especially. According to Yee, Yeung & Cheng (2008), employee satisfaction is an important consideration for operations managers to boost service quality and customer satisfaction.

2.4 Challenges Human Resource Managers Encounter in Carrying out Administrative Functions:

Human resource managers encounter a lot of challenges in administration. Among these include workplace diversity, compensation and benefits, training and development and recruiting skilled employees. Workplace diversity refers to the variety of differences between people in an organization (Greenberg, 2004). The future success of any organization relies on the ability to manage a diverse body of talent that can bring innovative ideas, perspectives and views to do their work. The challenge and problems faced of workplace diversity can be turned into a strategic organizational asset if an organization is able to capitalize on this melting pot of diverse talents. With the mixture of talents of diverse cultural backgrounds, genders, ages and lifestyles, an organization can respond to business opportunities more rapidly and creatively, especially in the global arena (Cox, 1993), which must be one of the important organizational goals to be attained. Also, employee compensation refers to the benefits that an employee receives (cash, vacation etc) in exchange for the service they provide to their employers (Mckinney, 2016). With a slow economy and tightening corporate purse-strings, the issue of compensation and employee benefits is one that almost every business must deal with. The key is to present mandatory changes to such a way that employees can accept, if not necessarily agree with them while providing non-monetary morale boosting incentives whenever possible to make the changes less traumatic (Greenberg, 2012). Noe (2010) defines training is an organization planned efforts to help employees acquire job-related knowledge, skills, abilities, and behaviors with the goals of playing these on the job. According to Greenberg (2012), this is another challenge that human resource managers and personnel must deal with more frequently. With the need to cut training cost, training itself often suffers. Yet the skills an employee needs must still be taught. Lastly, according to Macintosh (2012), despite higher unemployment rates and current economic uncertainties, employers face the growing challenges of availability and competition for highly skilled workers. In a world of rapid technological change and shifting labor

International Journal of Novel Research in Humanity and Social Sciences

Vol. 5, Issue 6, pp: (11-19), Month: November - December 2018, Available at: www.noveltyjournals.com

markets, more jobs demand advanced skilled in new technologies; sum occupations will decline or disappear altogether in the coming years. The increasing complexities of jobs make it more difficult for people to move from one occupation to another. Greenberg (2012) supports that in an era of rising unemployment, it would seem that finding qualified workers would be easier than ever. But that's seldom the case. Many industries are facing dire needs for employees with acceptable skills and the required training or degree. This implies not only to health care, but also to technology and other fields as well, causing many employers to search outside their local marketplace for workers who can do the jobs they need filled.

3. METHODOLOGY

3.1 Study Area:

This study was undertaken at Takoradi Beach Road enclave hotels located in the Sekondi Takoradi Metropolis of the Western Region from May 2017 to November 2017. The beach road enclave has the largest collection of hotels within a radius 850m. [need information on the number of hotels in the western region, the ratings i.e. number of stars, how many are located in the beach road enclave, how many of those located in the beach road enclave fall under the best 10 or 20 in the region) the names of hotels that were involved in this study,

3.2 Research Design and Sampling:

The study made use of a quantitative approach, specifically a survey method was used Two different sampling techniques were used for the study. This included simple random sampling technique and purposive sampling technique. Simple random sampling was used in selecting the various hotels in Takoradi, Beach road which the researcher used to be precise whilst purposive sampling technique was used in selecting the workers that have knowledge about the topic under study. The sample size for the study was eighty(80) respondents; eight(8) human resource managers from eight(8) hotels and nine(9) staffs from each hotel.

3.3 Data Collection Tool and Procedure:

The main data collection tool used for the study was questionnaire. The questionnaire contained both open ended questions and closed ended questions. Open ended questions helped the participants to express their opinion and the closed ended questions, options were provided for them to choose from them. Questions centered mainly on: the roles of human resource managers in administration in hotels and challenges human resource managers encounters in carrying out administrative functions in the hotel. Permission was sought from individual hotels to administer the questionnaire during their break time in order for the respondents to participant in the study. The researcher personally administered the questionnaires and returned for the answered questionnaires the next day. Therefore participants had ample time to answer the questionnaires. The data obtained was sorted and analyzed using Microsoft Excel 2007 to create a database for the study. Frequency distribution tables were used interpret the data.

4. RESULTS AND DISCUSSIONS

4.1 Response from Employees:

4.1.1 Demographic Characteristics of Employees:

The demographic characteristics reveal that, out of 72 employees involved in the study, males were the minority representing 37.5%. The females on the hand were the majority representing 62.5%. This suggests a level of female dominance in the hotel workforce. This can also replicate in the whole hospitality sector. It was further observed that, most of the respondents fell within the 26-35 age group representing 41.7%. A few of the respondents were within the 36-45 age group representing 19.4%. The least of respondents fell within the "46 and above" age group with representing 4.2%. This indicates that most of the hotels are operating with a young and vibrant workforce. It also implies a lack of interest on the part of the elderly to be in the hotel and hospitality industry. Majority (66.7%) of the respondents were Diploma graduates whilst those who were Degree holders were 20.8% with the rest of the respondents being senior high school graduates. 36.9% of the respondents representing majority have worked in their respective hotels for 1-2 years. 36% of the respondents had also worked with their respective hotels for less than a year.

4.1.2 Employees' Satisfaction:

Table I: Response on Employee Satisfaction

Characteristics	N	Frequency	Percentage (%)
Is employee satisfaction solely dependent on Human Resource Managers?	72		
Yes		48	66.7
No		24	33.3
Factors to be tackled first by Human Resource Managers	72		
Workplace Diversity		10	13.9
Training & Development		19	26.4
Compensation & Benefits		43	59.7
Readiness of Human Resource Managers to ensure employee satisfaction	72		
Always ready		20	27.8
Neutral		42	58.3
Not ready		10	13.9
Human Resource Managers' attention given to employees	72		
Satisfactory		52	72.2
Unsatisfactory		20	27.8

Source: Field work 2016

Table I gives a data on employees' satisfaction, indicating that, 66.7% of the employees in the study see employees' satisfaction to be solely dependent on the administrative functions of human resource managers, while 33.3% think otherwise. According to Yee, Yeung & Cheng (2008), employee satisfaction is an important consideration for operations managers to boost service quality and customer satisfaction. 59.7% of the respondents indicated that factors to be tackled first by the human resource manager should be compensation benefits while 13.9% and 26.4% said that the factors to be tackled first by the human resource manager should be 'Workplace Diversity' and 'Training and Development' respectively as shown in Table I. According to Mathis & Jackson (2003) most of the managers believe that the prime retention factor is money of better pay or higher compensation for leaving one employer for another. This suggests most employees get satisfied when issues concerning the compensations and benefits are addressed and that is why the human resource manager's tackle that first. Table I, however, goes on to show that most human resource managers are not ready to ensure the satisfaction of their employees, since only 27.8% of the respondents said they are always ready. On the whole, majority (72.2%) of the respondent saw the attention being giving to employees to be satisfactory. This is a good revelation for the industry despite the fact that 27.8% thought otherwise. In addition, 72% of the employees used for the study saw the leadership styles of the human resource managers to be satisfactory while 27% of them disagreed. Out of the several ways of ensuring employee satisfaction, Wood & King (2002) suggested that hospitality organizations need to employ effective leadership to improve guest services and employee job satisfaction.

4.2 Response from Managers:

4.2.1 Demographic Characteristics of Managers:

The managers who formed part of the study were male dominated with 75%. There was also a grown age of respondents, since there was no score for 20-25 years, the lowest age category; all the interviewed managers were found to be either 26 years or above. The dominant level of education among the managers was first degree holders which represented 50% of the total number of respondents. Those with Master's degree were 37.5%. This implies that hotels in Takoradi are more interested in Degree holders in the managerial positions. None of the managers had worked for less than a year. 7 out of the 8, representing 87.5% of the managers, had worked for over 3 years, with only 1 manager representing 12.5% who had worked between the duration of 1 and 2 years. This therefore implies that hotels in Takoradi do well to maintain their managers.

4.2.2 Role of Human Resource Managers in Administration:

In the ratings of the roles of human resource managers, 87% of the managers indicated that they found their role to be ‘very useful’ as shown in Table II. This is in line with a study by Heathfield (2015) who said that the usefulness of the roles of a Human resource managers cannot be over emphasized because, their “work must parallel the needs of their changing organization”. ‘Staffing’, was also recorded to be the major role of human resource managers, representing 50% with ‘Retention’ and Compensation and benefits administration representing 12.5% and 37.5% respectively. “Development of workplace policies” seemed not to be among the major roles of human resource managers since none of the respondents indicated so, as shown in Table II. Mochal (2003) supported this by saying that “If your organization’s managers make staffing decisions exclusive of the overall organization, you could be fostering inefficiency”. For the Administrations appreciation of roles of human resource managers, all respondents indicated that were ‘very well’ appreciated by the hotel administrations.

Table II: Response on Roles of Human Resource Managers in Administration

Characteristics	N	Frequency	Percentage (%)
Ratings of Human Resource Managers' Roles	8		
Very Useful		7	87.5
Useful		1	12.5
Not Useful		0	0
Major Roles of Human Resource Managers	8		
Retention		1	12.5
Development of Workplace Policies		0	0
Staffing		4	50
Compensation and Benefits Administration		3	37.5
Admin's Appreciation of Human Resource Managers' Role	8		
Very well		8	100
Neutral		0	0
Not well		0	0

Source: field work 2016

4.2.3 Challenges Human Resource Managers encounter in Administrative Functions:

Table III: Challenges Encountered by Human Resource Managers

Characteristics	N	Frequency	Percentage (%)
Challenges Managers Face	8		
Workplace Diversity		2	25
Compensation and Benefits		2	25
Recruiting skilled employees		0	0
Training and Development		4	50
'Avoidability' of challenges	8		
Yes		7	87.5
No		1	12.5

Source: field work 2016

In the assessment of the challenges human resource managers encounter from Table III, it can be seen that ‘Training and Development’ was found to be a major on a representing 50%. ‘Workplace Diversity’ and ‘Compensation and Benefits’ also had equal score representing 25% each. Greenberg (2012) supported this by saying “Training is another challenge that human resource managers and personnel must deal with more frequently”.

5. CONCLUSION

One major role of the human resource managers is to provide competitive benefits. Fair wages are important, but competitive benefits are also critical to keeping the employees satisfied. If the benefits package is thin, employees may look for other opportunities with hotels that are more generous. Beyond insurance, benefits such as flex time, paid holidays and personal days are important factors to employee satisfaction.

The study therefore concludes that, the role of human resource managers is irreplaceable and as a result, human resource managers are emphatically appreciated by the administration. Also, Training and Development was found to be the paramount challenge human resource managers are confronted with. However, the challenges were avoidable. Lastly, the leadership style a human resource manager adopts was largely influenced by the kind of workers at their disposal. Generally, employees were satisfied with how human resource managers perform their roles.

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