# The Influence of HRP on Employee Commitment and Corporate Culture: A Study of Luxury Hotels in Delhi NCR

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*Abstract— Human Resource (HR) practices of the hotel industry in Delhi NCR have undergone a drastic change in recruitment policies, talent management, technological advancements and sustainability initiatives. The purpose of this study is to explore how luxury hotels and premium restaurants are adapting their HR strategies in the selection, turnover, retention, and management of the workforce. The study synthesizes key findings from the past research using a peer-reviewed literature analysis and assesses HR challenges as well as innovative solutions by leading hotel chains. The studies focus on shift in the recruitment criteria, high attrition rate of 30-35% and the role of exclusive talent management (ETM) in shaping employee perceptions. Additionally, the findings of research stress that training, mentoring, and technology adoption have strong influence on the employee engagement and service quality. Green HRM practices have also been investigated regarding their use in employer branding and sustainable operations. In addition to the perspectives of the customers, the service quality and guestroom amenities of the hospitality sector give us other insights about the changing landscape of the sector. The results show that for maintaining competitive advantages, HR innovation must be continuous, strategic retention initiatives must be initiated, and technological integration must be achieved. The contribution of this study is to the HR trends in the hospitality industry and provides important implication for stakeholders who want to improve employee satisfaction, service quality and organizational.*

*Keywords— Hotel industry, human resource practices, talent management, employee turnover, technology adoption.*

## I. INTRODUCTION

Human Resource Practices (HRP) have an important role in determining the employee commitment and corporate culture especially in the hospitality sector where service quality and customer satisfaction depend on the efficiency of the workforce (Aslam et al., 2013). Particularly, luxury hotels depend on highly engaged employees that are in line with the organization vision of providing a seamless service delivery and maintaining the prestigious brand image (Chakraborty & Biswas, 2020). Being a highly competitive industry, hotel industry has no other option but to look at how HRP affects employee commitment and can help create a strong corporate culture in luxury hotels. This study focuses on the relationship between HRP, employee commitment and corporate culture in five star hotels in Delhi NCR and how the strategic human resource management practices facilitate the overall organizational performance.

Affective, normative and continuance commitment are all part of the concept of employee commitment (Chew & Chan, 2008). Affective commitment is an employee's emotional attachment to the organization, normative commitment is an employee's sense of obligation and continuance commitment is an employee's perceived cost of leaving the organization. These dimensions of commitment are very much influenced by HR practices like recruitment and selection, training and development, performance management and rewards and recognition (Al

Doghan, 2022). HR practices in luxury hotels must be strategically aligned with high standards of motivation, job satisfaction and long term commitment to employees, who are constantly expected to meet very high service standards (Cherian & Jacob, 2012).

Organizational success in the hospitality sector is also determined by the corporate culture, which essentially sets the values, beliefs and practices that define the working conditions of one organization. Corporate culture is a strong factor promoting the creation of a sense of belonging and purpose of employees that helps employees be more engaged and produce better work. HR practices shape the corporate culture by setting the norms of the behavior, work ethics and professional dealings. A well defined corporate culture is important in luxury hotels where customer expectation are exceptionally high to ensure consistency in service delivery so as to reinforce the hotel's brand identity (Wang et al., 2020). Involves the shaping of the above mentioned programs in the training in the leadership development as well as the employee recognition schemes that help in enhancing both individual and organizational growth.

However, the above mentioned has revolutionized technology adoption in HR practices in the hospitality sector. Digital tools and data driven HR solution make it easier for HR to better manage workforce, assessment of performance in real time and using personalized employee engagement strategy. The integration of technology in HR functions in luxury hotels helps in monitoring employee commitment (Ha, 2008) and makes them more efficient in achieving their goals. The automated HR systems help in streamlining training, tracking employee performance, and make sure that HR policies are in sync with the organizational goals. Moreover, green HRM initiatives have emerged as sustainable HR practices and have influenced employees' perceptions and corporate social responsibility efforts in luxury hotels.

While the role of HRP in encouraging employee commitment and corporate culture is recognised, there are a number of challenges that remain with regard to the implementation of HRP in the hotel industry. The obstacles to maintaining workforce stability are high employee turnover, demanding work environments in which the work environment is demanding, and the needs of continuous upskilling. In addition, employee expectations based on demographic factors such as age, gender, and education level cause HR strategy implementation to become even more complicated. The objective of this study is to address these challenges, evaluate the effectiveness of the existing HR practices, and to offer suggestions on how luxury hotels in Delhi NCR can enhance employee commitment and

corporate culture to attain a sustainable competitive advantage.

The body of hospital management literature addresses the intersection of strategic human resource management and HR practices, employee commitment, and corporate culture, however, as the hospitality sector is continuously evolving, developing a more complete research has become so important. Practical recommendations for HR professionals and hotel management to improve employee engagement, optimize HR processes, and foster a culture that will enable the organization to achieve long term success will be provided by the findings.

**Background of the Study**

Luxury hotels in the hospitality industry are important in the development of global economy by providing premium services and contributing to employment creation. This sector has widely recognized human resource practices (HRP) as important factors in creating employee commitment and corporate culture. Employee commitment is one of the important factors that influence organizational success while corporate culture is the total work environment and operational efficiency. In order to keep hotels at the high service standard, retain skilled employees, and create a positive work environment, strategic HR practices can be integrated.

Significance of HRP in Luxury Hotels

Superior customer experience in luxury hotels depends on the motivation and commitment of employees. Unlike other industries, the hospitality sector is dependent on human interaction and hence HR practices play a vital role in the sustainability. Training, development, and performance management of the workforce ensure that the workforce is ready to meet the expectation of guests (Bai & Zhao, 2016).

Employee retention and satisfaction in luxury hotels are important in a very competitive environment and maintaining service quality. This leads to creating a good work culture characterized by continuous learning opportunities, fair compensation, recognition programs, and other effective HR practices that help to keep employees loyal. Not to mention, these practices certainly boost job satisfaction and at the same time decrease turnover rates, one of the biggest challenges to the hospitality field.

**Impact of HRP on Employee Commitment**

HR practices such as training and development, performance evaluation and reward management have a significant impact on employee commitment in luxury hotels. People who feel cherished and appreciated in their organization are much more likely to give more of themselves in the performance that is expected. Training programs help in developing employees' skills that enable

them to better handle customer interactions and improve service efficiency (Akula et al., 2024; Diwakar et al., 2024). Employee commitment is also strengthened through compensation and reward management. Engaged workforce is usually found in luxury hotels which provide competitive salary, incentives and career advancement opportunities. The point is that performing performance appraisals and promotions fairly increases the feeling of trust of the organization among employees, thereby making them more satisfied with their jobs, and less likely to leave. Furthermore, a practice of good HR ensures work life balance in an industry where the schedules are very demanding. They would have such policies been flexible work arrangements, mental health support, employee wellness programs, and so on which would reduce stress and burnout which would also add to make the employee commitment.

## Corporate Culture and Its Relationship with HRP

Factors such as leadership style, organizational values and employee interactions all contribute to the corporate culture in luxury hotels (Chow & Liu, 2013). HR practices are a key factor in building a culture that is consistent to the hotel's brand identity and service excellence. Teamwork, innovation and a customer focus are all part of a strong corporate culture that is necessary for retaining competitive advantage.The recruitment and selection process in luxury hotels is aimed at selecting candidates who fit the organisation's culture. Hiring managers prefer to hire those who do not only have technical skills but also the right attitude and interpersonal skills (Rehman, Dhiman, et al., 2024; Rehman, Khalid, et al., 2024). Employee orientation and onboarding programs further reinforced with company values and work expectations to facilitate a seamless integration of the new hires to the existing culture. In addition, hotel core values should be reflected in the performance management system to maintain a culture of excellence. Most of the organizations create positive and performance driven environment by way of regular feedback, goal setting and recognition initiatives. A corporate culture that is well defined means that employees have a sense of pride of work and they tend to contribute to the entire success of the organization.

Challenges in Implementing HRP in Luxury Hotels

Although the HR practice has some advantages, luxury hotel faces many challenges in the implementation of such HR practices. It is still a problem with high employee turnover which makes it difficult to have a stable workforce (Saad, 2013). Long working hours, high pressure environment and lack of career growth opportunities are the reasons for many employees to quit the hospitality industry.

One of the challenges is the changing expectations of the employees. Workers in the modern era expect organizations with strong focus on diversity, inclusion and sustainability. With these expectations, luxury hotels need to update the HR strategies, and must create inclusive work environment, providing equal growth opportunities and incorporate eco friendly initiatives in their operations.

Furthermore, technological advancements bring both of the same opportunities and challenges to HR practices in luxury hotels. Recruitment, training, and engagement: these are all unrealistically traditional functions of HR when they are being carried out digitally with the help of artificial intelligence (AI) and automation (Herington et al., 2013). These innovations make the HR functions more efficient, levelling up the sophistication of HR professionals, and simultaneously demanding their upskilling and retooling to cater to new ways of managing human resources.

## Objectives

1. It is to evaluate the insights by peer reviewed studies on the effect of Human Resource Practices (HRP) on employee commitment in luxury hotels in Delhi NCR.
2. This paper analyses how existing literature explains the role of HRP in creating corporate culture and organizational performance in the hospitality industry.

## II.    METHODOLOGY

This study is an analysis of the influence of Human Resource Practice (HRP) on employee commitment and corporate culture in luxury hotels in Delhi NCR through peer review analysis of existing literature on the subject. To identify, evaluate and synthesize the relevant peer reviewed journal articles, conference proceedings and academic book chapters on HRP in hospitality sector, systematic review approach was adopted.

Research on key HR practices such as recruitment and selection, training and development, performance management, and employee engagement in luxury hotels was the basis for the selection of studies. It took the view of only peer reviewed sources published in recognized academic journals and edited volumes without an guaranteethat it was reliable and of academic rigor.

The selected studies were content analysed by way of a qualitative content analysis, to determine themes and patterns. The analysis was conducted by categorizing the findings with respect to their impact on employee commitment, corporate culture, and the organizational performance. Research outcomes were compared in order to identify what was similar and different.

This study finds that the findings provide a synthesized perspective on how HRP contributes to employee loyalty and a sustainable corporate culture in the luxury hospitality industry.

### III.    PEER REVIEW ANALYSIS

| S. No. | Paper Title | Author(year) | Journal | Research Objective | Methodology | Key Findings |
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| 1. | "A Study on the Selection Criteria of Different Hotels of Delhi NCR in Accordance to the HR Policies and Market Trends" | Basak, A., & Khanna, K. (2017) | International Journal of Social Sciences and Humanities | It studied the selection criteria of employees in luxury hotels and premium restaurants in Delhi NCR. | Data were collected using questionnaire from Training Managers, HR Managers and Operational Heads. | The results showed that selection criteria changed over time, selecting policies on recruitment, sources of employment and trends on the market to choose the best candidates. |
| 2. | "Empowerment Education and Practice in Luxury Hotels of New Delhi, India" | Mohsin, A., & Kumar, B. (2010) | Journal of Hospitality & Tourism Education | The aim of the study was the assessment of employees' perception of empowerment and its effect on service quality, customer satisfaction and burnout in luxury hotels. | Data were analyzed using SPSS and a survey was conducted. | It was found that employees with hospitality education and training were able to cope well with responsibility and accountability and this helped in attaining organizational goals. |
| 3. | "Evaluating the Attitude of Employees from the Practice of Exclusive Talent Management: A Study of Hotel Employees in Delhi" | Bhatia, R., & Baruah, P. (2024) | South Asian Journal of Human Resources Management | The study explored employees' attitudes towards exclusive talent management (ETM) practices and contrasted the differences between talented and non-talented employees. Besides the determinants of these attitudes, it also examined the interacting effects of perceived justice and support on them. | A questionnaire was used to collect data through convenience sampling of 735 employees of 15 luxury hotels located in New Delhi. AMOS was used for conducting structural equation modeling and mediation analysis. | It was found that ETM had a significant impact on positive and negative attitudes. No significant difference was found in the negative attitudes, but we found higher positive attitude in the talented employees. Both attitudes were mediated by perceived justice, while perceived support only mediated the negative attitude. |
| 4. | "A Comprehensive Analysis of Human Resource Policies and Their Impact on Employee Turnover in the Hotel Industry in Delhi NCR" | Prasad, A., & Srivastava, P. K. (2024) | Journal of Strategic Human Resource Management, | The Delhi NCR hotel industry was studied to find out the challenges revolving around turnover of employees and the HR policies which work to improve retention. | An industrial trend and HR review was done qualitatively and quantitatively. | It was discovered that the turnover rate was 30 to 35% and that 60% of new hires quit within two years. Attrition was also caused by low wages, long working hours, and migration to foreign markets. Oberoi, Taj and Marriott are some hotel chains that implemented |

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| 5. | "Innovative HR Practices in Hotel Industry with Reference to Delhi NCR: A Review" | Gupta, H., & Chauhan, P. (2019) | Journal of Emerging Technologies and Innovative Research (JETIR) | The study reviewed the innovative HR practices in the Delhi NCR hotel industry, human capital development and competitive advantages. | An HR innovation and workforce management strategies literature review was carried out. | It was found that skilled employees were a prime asset. Training and knowledge exchange of the employees, contributes to innovation and competitive advantage. Results indicated that Delhi NCR hotel industry can be a mirror of India's hotel industry. |
| 6. | "Employer Branding through Eco-Friendly HR Practices: An Exploratory Study of 5 Star Hotels of Delhi–NCR Region" | Mehta, P., & Agarwal, P. | Emerging Aspects of Redefining Tourism & Hospitality | Factors that promote the adoption of green HRM practices by hotel industries to improve productivity, performance and efficiency at all levels of management were explored. | It used an exploratory research design to identify the factors that affect the implementation of HR practices in the hotel industry by using the primary data through a survey questionnaire. | It was found that green HRM practices led to enhancing employer branding and employee participation in the process of sustainable business operations. Recruitment and selection, training & development, performance and reward management were all practices in which employees were involved. |
| 7. | "Impact of Mentoring Towards Organizational Goal and Work Culture (A Study in Hotels of Delhi, NCR)" | Badhwar, S., Chandan, R., & Singh, B. (2019) | Proceedings of 10th International Conference on Digital Strategies for Organizational Success | The study explored the effect of mentoring on organizational performance in hotels of Delhi and NCR. | Did a study to find out that mentoring is an important HR strategy and analyzed various mentoring strategies through employee survey. | Mentoring was found to be an important approach to improve work culture and organizational performance. It revealed that mentoring developed a proficient hook between mentors and protégés that helped develop skill and knowledge to match the organizational goals. |
| 8. | "Impact of Technology Adoption on HR Practices in the Hotel Industry" | Badhwar, S., Chandan, R., & Singh, B. (2019) | Proceedings of 10th International Conference on Digital Strategies for Organizational Success | Effect of technology adoption on HR practices (employee engagement, organizational culture and performance management) in hotel industry were analyzed. | Quantitative research was used to measure the Cronbach's alpha and confirmatory factor analysis in R Studio, distributed questionnaires to hotel executives to understand how technology implementation affects hotel executives. | It was uncovered that technology adoption resulted to something good, which is employee engagement, organizational culture, and performance management. Productivity was increased by training and development. This provided financial benefits (reduced labor and maintenance costs) as well as non-financial benefits (improved customer satisfaction and performance |

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| | | | | | improvement) in the hospitality industry. |
| 9. | "Customer Perceptions of Service Quality in Luxury Hotels in New Delhi, India: An Exploratory Study" | Mohsin, A., & Lockyer, T. (2010) | International Journal of Contemporary Hospitality Management | Assessed service quality perception of customers in luxury hotels in New Delhi and assist in hotel management to identify areas for improvement to fulfill and exceed customer expectations. | Information was gathered using a survey and interview technique and analyzed using SPSS version 12. The sample of 271 hotel guests was studied in different four and five star hotels in New Delhi. | The results of importance performance analysis showed that there are high expectations for front office, room service and in house café/restaurant but their actual performance is much lower than the expectations. Managerial implications are drawn from the findings that showed a huge difference between guest expectations and guest experiences. |
| 10. | "Influence of Branded Luxury Guestroom Amenities on Guests' Hotel Buying Decisions: A Case of Five-Star Hotels in Delhi" | Gupta, V., & Dixit, S. K. (2022) | The Emerald Handbook of Luxury Management for Hospitality and Tourism | It was determined whether branded luxury guest room amenities in five star hotels in Delhi influenced guest hotel purchase decisions and which were the most and least influential amenities. | The study was conducted in three five star hotels in Delhi. To select the amenities and brands considered luxurious, I used three focus group interviews with room division managers. The most and the least valuable hotel amenities that affect purchasing behaviour were identified through the use of a structured questionnaire. | The most valuable amenity was found to be having Wi-Fi in the guest room and the least valuable was stationery items. Guest hotel selection and purchase decisions were also influenced by luxury branded amenities in guestrooms. Even guests were willing to pay extra for access to luxury branded amenities. |

## IV.    DISCUSSION

The human resource (HR) practices of the hotel industry in Delhi NCR have undergone a great change. There have been various studies that have discussed different aspects of HR policies, selection of employees, managing talent, turnover and the effects of technology and sustainability initiatives. The impact of these studies is that they shed light on the continuing trends of the hospitality business and the challenges it faces.

Another area of research is in the selection criteria of employees in luxury hotels and premium restaurants. In Basak and Khanna (2017), the authors study how

recruitment policies and market trends affect hiring decisions. According to their findings, the criteria for selection have changed over time and include recruitment policies and employment sources aimed at attracting the best candidates. Just like Prasad and Srivastava (2024) investigated employee turnover in hotel industry which has an attrition rate of about 30 to 35 percent with most employees leaving within two years. Low wages, long working hours and migration to foreign markets were key reasons for turnover. Leadership hotel chains namely Oberoi, Taj and Marriott, were highlighted successful retention strategies adopted by them.

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Extensive study was also made of talent management and employee perceptions of HR practices. Bhatia and Baruah (2024) studied exclusive talent management (ETM) and how it affects employee attitudes. Their results showed that important influences in ETM practices were the've on both positive and negative employee attitudes, mediated by perceived justice, support. On the other hand, Mohsin and Kumar (2010) had also highlighted the role of employee empowerment in which hospitality education and training enabled employees to cope with responsibilities and enhance service quality and customer satisfaction.

Hospitality industry is very competitive and innovative HR strategies help in maintaining competitive advantages. Gupta and Chauhan (2019) also did a thorough review of HR innovation and workforce management strategies. They emphasized that employees with skill are a first asset and continuous training and knowledge transfer contribute to organizational innovation. Related study by Badhwar, Chandan and Singh (2019) examined mentoring as a strategic HR tool. Looking at that, mentoring programs really do bring benefits to work culture, organizational performance and sharing of information between mentors and protégés, the researchers found.

Technology has also been adopted by the hotel industry in HR practices. Badhwar, Chandan and Singh (2019) investigated the effect of technological developments on employee engagement, organizational culture and performance management. The finding of their work pointed towards better productivity due to technology adoption with reduction in labour cost too along with optimized customer satisfaction. Likewise, Mehta and Agarwal (n.d.) examined the impact of green HRM practices on developing employer branding and employee involvement in sustainable business operations. Their study explained that eco friendly HR initiatives have positive impact on recruitment, training, and performance management.

Other critical research areas have been beyond HR practices, customer perceptions of service quality and guestroom amenities. The service quality perceptions in luxury hotels have been examined by Mohsin and Lockyer (2010) who have reported a significant gap between guest expectations and actual service performance. In Gupta and Dixit (2022), branded luxury guestroom amenities are further analyzed to understand how they impact guest purchase decisions and the amenity found to be most valuable was Wi-Fi, whereas stationery items were the least valuable amenity.

## V.     CONCLUSION

There have been remarkable changes in the human resource (HR) practices of the hotel industry in Delhi NCR. There have been several studies that deal with different HR policies, employee selection, talent management, turnover and impact of technology and sustainability initiatives. In this sense, such studies present valuable lessons about the changes and problems that the hospitality industry occasionally faces.

Employee selection criteria in luxury hotels and premium restaurants are one of the major research areas. In Basak and Khanna (2017), the authors analyzed how recruitment policies and market trends affect hiring decisions. According to their findings, selection criteria have evolved such that they have integrated several recruitment policies and employment sources in order to attract top talent. Similarly, Prasad and Srivastava (2024) found that employee turnover was 30–35% and employees tend to leave after 2 years due to low wages, long working hours and opportunities abroad. Leading hotel chains like Oberoi, Taj and Marriott were also highlighted for successful retention strategies that they have implemented.

A lot has been written about talent management and HR practice perceptions of employees. Bhatia and Baruah (2024) examined the role of exclusive talent management (ETM) in affecting employee attitude. Through its study, this research found that the ETM practices had dramatically impacted on both positive and negative employee perceptions (as they perceived it), and this was rooted in fairness and organizational support. However, Mohsin and Kumar (2010) have also focused on employee empowerment where the hospitality education and training empower employees to be able to handle responsibilities well and improve service quality and customer satisfaction.

An organization in the hospitality industry must have innovative HR strategies to stay competitive. Gupta and Chauhan (2019) reviewed comprehensively HR innovation and workforce management strategies. The study highlighted that employees are a valuable asset that can be trained and knowledge can be exchanged in a continuous basis to help implement organizational innovation. Related to the above, Badhwar, Chandan and Singh (2019) investigate mentoring as a strategic HR tool, finding that mentoring programs substantially contribute to improving the organizational culture, performance, and knowledge transfer between mentors and their protégés.

Technology adoption has changed the HR practices in the hotel industry. Badhwar, Chandan and Singh (2019), took a look at how technological advancements influence the employee engagement, organizational culture and performance management. This implies that technology

adoption lead to increased productivity, a decrease in labor costs, as well as better customer satisfaction. Also, Mehta and Agarwal (n.d.) studied green HRM practices and their contribution to building employer branding and employee participation in sustainable operations. Their study brought out that eco friendly HR actions favorably affect recruitment, training and performance control.

Customer perceptions of service quality and guestroom amenities have been important research areas beyond HR practices. In luxury hotels, perceptions of service quality were evaluated by Mohsin and Lockyer (2010) and they found a significant gap between what guests expect and what they receive in terms of service performance. Gupta and Dixit (2022) went one step further and explored the impact branded luxury guestroom amenities have on guest purchase decisions, with Wi-Fi being the most valued amenity and stationery items being of little significance.

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