

THE IMPACT OF CAREER DEVELOPMENT PROGRAMS ON THE PSYCHOLOGICAL WELLBEING OF EMPLOYEES IN THE HOSPITALITY INDUSTRY IN INDIA

S.A. Saha, R. Paranjpye and R. Bavskar

Dr. D. Y. Patil B-School, Pune, MH, India

sonali.saha@dpu.edu.in

ABSTRACT

With the growth of people analytics, an organization's personnel may now be better understood. Even among workers who aren't given the opportunity to advance their careers, a significant number of them think they're important. Modern firms who are looking to boost the productivity of their staff would profit greatly from offering their employees with career development options. The employee's psychological comfort level rises when they are given more options for job advancement. This improves the mental health of personnel in the hospitality industry. The current research examines the influence of career development programmes on workers' psychological well-being. 100 hotel administrative staff from five-star hotels in Mumbai, Maharashtra, were surveyed for the research. There were three main factors taken into account in the research: the regularity with which possibilities for career development are presented, the amount of such opportunities available, and the degree of assistance provided to workers in pursuing their career goals. The findings show that workers' psychological well-being is strongly connected with their ability to participate in various career development programmes and opportunities, as well as the quality of assistance they get.

Keywords: career development opportunities, employee wellbeing, Indian hospitality industry, psychological wellbeing.

1. Introduction

All across the globe, workers' psychological well-being is a major concern. Based on an employee's psychological degree of comfort in the workplace, most organisations are ranked as either excellent or awful places to work. Ultimately, a company's profitability and long-term viability are determined by the well-being of its personnel. High-performance companies strive to retain their finest employees by creating work settings in which each employee may thrive psychologically and reach or exceed his or her full potential.

The research will look into the impact of career development programs on the psychological wellbeing of the employees. A dependant variable in this study is employee's psychological wellbeing (work related stress, work-life balance, career satisfaction and a dependent variable in our study is the type of career development programs and the consequences that result from it.

2. Career Development programs and the Indian Hospitality Industry

With the global hospitality industry growing at such a rapid pace, India has seen an expansion in the number of people now working as hotel

managers and those interested opportunities in career development.

With The skills gap widening, companies now recognize that there is a significant lack of qualified candidates. Employers are increasingly finding it difficult to fill vacant positions and many organizations are turning to training and development programs as a way to fill these vacancies.

This section of the paper will highlight Career Development opportunities in the Indian Hospitality Industry and how this can provide valuable guidance for those who want to succeed within it.

The Indian hospitality industry is the second largest in the world and is expected to grow further in the next few years.

There are many hotels in India, however not much has been covered about the Career Development opportunities available to hotels and resort owners.

Employers, managers and recruiters often hire candidates for positions with limited training and experience, as they believe that bigger promotions will come. However with an ever increasing global competition, employers and recruiters now acknowledge that candidates need to be skilled and experienced to compete. This will ensure that candidates have a full understanding of what is required of them as

well as how they can improve their qualifications.

Many employers, recruiters and experts have recommended that hotel managers and resort owners should consider professional counselling to help them grow within the industry.

A counsellor can offer a variety of services for a variety of industries, however experts have stated that 'Hospitality Industry Counselling is the most effective to provide.

Career coaching provides guidance on all levels from goals, to decision making and how to manage each step along the way.

Employers expect their employees to be able to think independently so they can come up with new ideas and solutions as well as how they should be implemented. It is important for employees, recruiters and employers to understand what makes a good employee as well as potential problems that may arise.

The hospitality industry has changed tremendously over the last few decades, but many people are unaware of the skills that are required to succeed.

The hotel industry is one of the fastest growing industries in India, creating many employment opportunities for everyone. This increase has placed great pressure on managers, recruiters and companies to get the best out of their employees. The right training can help employers get more out of candidates while also helping them become more competent so they can grow within their jobs.

Production managers manage budgets, distribute resources and generally ensure the success of a production line. Production managers must be able to deal with an ever changing workplace environment while ensuring deadlines are met and costs are kept under control.

Recruiters play an important role in the hospitality industry. Recruiters must be able to find suitable candidates for vacancies while also ensuring that employment processes are carried out correctly.

Career Development programs and the Indian Hospitality Industry's key practitioners can be divided into three different categories: Employers, Managers and Human Resources (HR) consultants.

a. Employers

Employers are the people that hire individuals for employment. An employer can employ anyone that fits their criteria. Employers can range from large companies to small, local firms. Employment process can be done either on paper or electronically. Employers may also see it as a marketing tool, so HR consultants may use this as means to attract more clients by stress-testing recruitment processes and developing recruitment marketing materials based on the results of the stress-testing. The role of HR consultants within an organization is to interact with employers and applicants on behalf of the company, answer questions on company policies and practices, respond to enquiries concerning employee status, etc.

b. Managers

Managers are responsible for managing employees and ensuring that each step of the process is carried out accordingly. Managers may also be responsible for ensuring applicants meet the criteria set by the company when applying.

c. Human Resources (HR) Consultants

An HR consultant is a specialist who handles all aspects of HR within an organization. They must be able to identify potential problems that may arise in employment and suggest solutions to them or assist employers in solving any possible issues that may arise in an employment relationship, such as employee complaints and complaints from clients, co-workers and applicants.

3. Career development programs and incentives offered in the Indian hospitality Sector

India has emerged as the third largest tourism economy in the world, surpassing Germany, France and Israel among others. Outbound travel from India has quadrupled in 15 years with more than 5 million Indian nationals travelling abroad annually, according to data from the World Tourism Organization (WTO). Demand for domestic tourism is also on an upward trend, according to some experts.

The hospitality sector is estimated at over Rs 600 billion (7 percent of GDP) by 2025-26; it employs around 10 million people and generates exports worth \$8 billion per annum according to reports prepared by industry

experts for CII & Ministry of Commerce & Industry.

Domestic economy has seen steady growth of tourism started in early 2000s, because of the boom of the Indian economy. Most major metropolitan cities like Delhi, Mumbai, Bangalore and Pune are growing at a rapid pace. Other important cities like Chennai, Kolkata, Hyderabad and Ahmedabad are also recording higher arrivals. These five cities together receive around 65% of all domestic visitors. Also because of various schemes like 'Visit India Scheme' (VIS), 'Indians Abroad Scheme' (IAS) and 'Jana SwasthyaBimaYojana', tourists are becoming more number-conscious. The 'visit India scheme' was launched by the Ministry of Tourism in 2001 to promote overseas travel to India. Under the scheme, foreign nationals from eligible countries, Chinese nationals from Taiwan and Hong Kong, and Indian expatriates from Gulf Cooperation Council (GCC) countries are given a visa on arrival at select airports. In March 2010, the scheme was renamed as e-Tourist Visa scheme.

- a. Training & Development
- b. Recognition & Awards
- c. R&D promotion
- d. Infrastructure development & modernization
- e. Corporate Initiatives (CSR)
- f. HR & organization development
- g. Overseas experience
- h. Language and other soft skills
- i. Unique opportunities to train and develop overseas experience for Indian emigrants as well as Indian citizen.
- j. Talent search and placement 2013-14 (TEUS)
- k. Entrance test for foreign students 2013-14 (METUS) - launched in June 2013
- l. Summer internship Programme - launched in July 2012 for duration of 1 year with return air ticket, technical support & visa support from Ministry of Tourism/Union Ministry of Overseas Indian Affairs (UMOA).
- m. Affiliation with major international hotel chains
- n. Introducing innovative concepts in the hospitality industry, such as 'Marriott International' and 'Marriott Leisure Group' in the hospitality sector.

o. Providing career and skill development and training in various tourism related disciplines e.g.: airhostess, steward, car attendant, shop assistant etc., through association with various training institutions like International Travel Academy (ITA), Hotel & Restaurant Management Schools (HRS & RGS), American Language Institute (ALI), National Hotel & Restaurant School (NHRS)

p. Establishing Educational Institutions such as: 'Hotel Management College', 'Business Management College', etc.

q. Getting MOUs for providing specific programs & courses from foreign universities such as: University of South Carolina (USC), University of Hawaii (UH), Hofstra University, St. John's University, Stony Brook State University, New York Hospitality & Tourism Academy (NYHTA) etc., with the Ministry of Human Resource Development & Department of Tourism, Government of India

r. Creating special training programs on foreign languages at the National Institute of Open Schooling (NIOS).

s. Career guidance & counselling schemes for School & College students

t. Promoting Medical Tourism

u. Uniqueness of the courses offered by various institutes & organized by Ministry of Tourism, Govt. of India, through website

v. Provide detailed information for foreign nationals to visit India on the Ministry's website(www.incredibleindia.org)

4. Literature Review

According to Attfield and Foster (2006), as much as people may go through a variety of changes during their course of life, the changes they undergo are mostly the result of environmental events such as birth, marriage and death. There are other events such as job sacking, requesting for a transfer or seeking for promotion that affect the employees psychologically leaving them with negative and positive emotions.

Research indicates that one's psychological well-being brings about various benefits to an individual (Higgins, 2007). These benefits include:

Positive Psychological Wellbeing: The individual will be mentally and physically healthy because he or she will experience well-

being which is characterized by happiness and satisfaction (Higgins, 2007).

Well-Being: According to Higgins (2007), individuals who are well-being experience positive emotions and hence they will be productive and enthusiastic in their various tasks. The individuals will take pride in their work and will always aim at doing the best.

Optimism: People who are psychologically well tend to look positively towards the world and hence they know how to handle challenges (Higgins, 2007).

Bonding: Psychological well-being creates a sense of bonding among peers (Higgins, 2007). This makes the employees develop a sense of belongingness.

According to Higgins et al. (2007), a positive psychology can be defined as a "positive vision of human nature and the world" (p. 96). A positive psychology envisions humans as naturally creative, proactive, caring and powerful beings. Individuals will focus on their strengths and strengths in others because they know that they have the ability to do so. This means that not only will employees have a strong sense of self-esteem but they will be able to better interact with their colleagues.

Psychological Wellbeing: It is a term used to make a distinction between positive psychology and positive self-esteem which refers to an individuals esteem for himself or herself (Higgins, 2007). Psychological wellbeing is the ability of an individual to make use of his or her strengths.

According to the article Happiness by Professor Robert M. Sapolsky, in order for an individual to be happy in a particular situation, he must have a positive attitude. A person's happiness is related to his or her perception of reality and how they think about themselves when in certain situations. The reason why positive psychology is important when it comes to mental wellbeing is that one's surroundings can negatively affect an individuals' happiness. An employee who feels that they are not being valued for their work will be unhappy, but if they focus on the company value of good service and fair pricing rather than their own personal value, then they can create a level of balance between what makes them happy and what makes the company happy (Sapolsky).

Positive Psychology is defined as "the scientific study of optimal human functioning" (Seligman, 2002, p. 7). According to Seligman who came up with the definition in 2002, positive psychology is a discipline that emphasize on the idea of well-being and thriving. The term thriving emphasizes on the idea of living above and beyond normal expectations and it encompasses peace, happiness and joyfulness (Seligman, 2005). Human beings are "complex creatures that evolved in a rich natural environment" (Seligman, 2005, p. 9) and hence they have the desire to live life at its fullest. However humans can only achieve their potential if they are psychologically healthy. Therefore people must be able to focus on their strengths and weaknesses in order to lead a healthy life. Positive Psychology is defined as "an effective approach for enhancing human flourishing" (Seligman, 2002, p. 8) and it emphasizes the importance of people's perceptions of everyday events. The term 'reinforcement' is defined as "the process whereby some event increases the probability that another event will occur" (Seligman, 2002, p. 8). Therefore positive psychology is important because it seeks to keep an individual's perception on an even keel thus leading him or her to live a happy life. Positive Psychology can be summarized as "the science and art of maximizing human potential and experience" (Seligman, 2002, p. 8). According to Seligman, positive psychology is a science because it uses empirical research and makes use of quantitative measurement (2005). An objective of the science is to make people more productive, moral and happier (Seligman, 2005). Positive psychology as a discipline seeks to understand humans like any other living organism (Seligman, 2002) and hence the pursuit involves empirical testing based on controlled experiments.

5. Methodology

1. The study focused on the effects of career development programs on employee performance in 5 leading domestic and international (5star) hotel units that have their properties in the Mumbai Metropolitan Region.
2. 100 administrative employees were chosen for the purpose of the study, using convenience sampling. (The employees were

selected from: Taj, Novotel, ITC, Trident, and Hyatt, 20 employees from each)

3. The researcher designed and validated a 10-point each questionnaire for assessing the impact of professional development on:

- a. Work Stress
- b. Career Satisfaction
- c. Work-life balance
- d. Career Development Programs (Frequency and Support)

4. Checked the questionnaire for validity using Cronbach’s Alpha.

d. Seek responses on a 5-point Likert Scale to gauge the level of impact (From “no impact at all” influential to maximum impact& “no support at all” to “maximum Support”).)

5. Conducted the survey

6. Summarized the responses, and analysed the results

Hypothesis

H1: Number of career development programs are positively correlated with the psychological wellbeing of the employee.

H2: Level of support offered to the employees for career development is positively correlated with the psychological wellbeing of the employee.

H3: Work stress is negatively correlated with Career Development Programs (Level of Support)

The study was conducted across 5 hotels (5 star) who have properties in the Mumbai Metropolitan Region.

Scheme formed for testing of hypotheses

1. Responses were collected under 5 sections:

- a. Work Stress
- b. Career Satisfaction
- c. Work-life balance
- d. Career Development Programs (Frequency)
- e. Career Development Programs (Support)

For a, b. and c above, of the questionnaire on a 5-point scale (No impact at all, Less Impact, Average Impact, High Impact and Maximum Impact). However, level of support was judged on a 5-point Likert scale that begun with 1= no support at all, 2= less support, 3=average support, 4 = Substantial Support and 5 = Full Support.

a. The Likert responses were considered for calculating the mean values and correlation analysis was used.

b. Since the researcher has used non-parametric data for a parametric test (One Sample T test), a more stringent alpha level of 0.01 was chosen (Murray, 2013).

c. In order to check the internal validity of the questionnaires, Cronbach alpha values were calculated.

6. Results

1. Firstly, the Cronbach’s Alpha values were calculated for the 3 items under consideration. Following were the results:

Table 1. Reliability Statistics

Item	Cronbach's Alpha	N of Items
Work Stress	.794	12
Career Satisfaction	.801	15
Work-life balance	.798	10
Career Development Programs (Frequency and Support)	.881	7

Table 2. Correlation Analysis

Correlations		Work Stress	Career Satisfaction	Work-life balance	Career Development Programs (Frequency)	Career Development Programs (Support)
Work Stress	Pearson Correlation	1	.(448)**	(.445)**	(.389)**	(.665)**
	Sig. (2-tailed)		.000	.000	.000	.000
	N	100	100	100	100	100
Career Satisfaction	Pearson Correlation	.(448)**	1	.820**	.819**	.859**
	Sig. (2-tailed)	.003		.000	.000	.000
	N	100	100	100	100	100
Work-life balance	Pearson Correlation	(.445)**	.820**	1	.806**	.840**
	Sig. (2-tailed)	.000	.000		.000	.000
	N	100	100	100	100	100
Career Development Programs (Frequency)	Pearson Correlation	(.389)**	.819**	.806**	1	.847**
	Sig. (2-tailed)	.002	.000	.000		.000
	N	100	100	100	100	100
Career Development Programs (Support)	Pearson Correlation	(.665)**	.859**	.840**	.847**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	100	213	100	100	100

** . Correlation is significant at the 0.01 level (2-tailed).
 Figures in brackets indicate negative values.

The above table shows that:

- Number of career development programs are positively correlated with the psychological wellbeing of the employee.
- Level of support offered to the employees for career development is positively correlated with the psychological wellbeing of the employee.
- Work stress is negatively correlated with Career Development Programs (Level of Support)

7. Conclusion

This study examines career development programs offered by organizations to their employees and what effect they have on their psychological wellbeing. The study also looks at which factors may be associated with this relationship between employee well-being and career development programs. The findings of this empirical study suggest that career development initiatives are correlated with

increased psychological wellbeing among employees.

Psychological wellbeing is a state in which an individual has good mental health, well-being and an absence of psychological disorder. Psychological functioning is also positive, with adequate coping skills to deal with the demands of life and work – that is – you have good mental health, feel well and have effective coping strategies. It involves being able to cope effectively with external environmental demands as well as having internal equilibrium. Psychological wellbeing means to experience equal amounts of positive emotions as negative emotions.

Psychological wellbeing is a state in which an individual has good mental health, well-being and an absence of psychological disorder. Psychological functioning is also positive, with adequate coping skills to deal with the demands of life and work – that is – you have good mental health, feel well and have effective coping strategies. It involves being

able to cope effectively with external environmental demands as well as having internal equilibrium. Psychological wellbeing means to experience equal amounts of positive emotions as negative emotions.

Number of careers programs offered is positively correlated with psychological wellbeing of the employee. The number of careers programs offered is negatively correlated to the psychological well-being of the employee. Number of careers programs

offered is negatively correlated with increased level of psychological wellbeing among employees. Level of Support offered to the employees for career development is positively correlated with the psychological wellbeing of the employee, which is also negatively correlated with work stress. Number of careers programs offered is positively correlated with psychological wellbeing of the employee, which is also negatively correlated with work stress.

References

1. Anisman H (July, 1973). "Effectiveness of psychology in promoting airmen's morale". *Journal of Aviation Psychology* (1973) 1(4): 263-266.
2. Attfield, J. and Foster, S., (2006). *The psychology of motivation: Subjective well-being and competence*. London: Sage Publications Ltd
3. Brar, V., Wadajkar, V., & Kumar, A. (2019). Recent research trends in reward management - A systematic literature review. *International Journal of Enhanced Research in Management & Computer Applications*, 8(4), 26-33.
4. Freud S. (1893). "The Future Prospects of Psycho-Analysis". Standard Edition. Vol. 1. London: Hogarth Press and the Institute of Psycho-Analysis
5. Higgins, E., (2007). *Positive psychology: An introduction to strengths-based learning and development*. New York: Oxford University Press
6. Kumar, A. (2018). HRM 4.0: High on Expectations. *International Journal of Enhanced Research in Educational Development*, 6(1), 24-26.
7. Kumar, A., & Brar, V. (2012). Intrinsic Reward System & Motivation: A Study of Management Teachers Perspective. *International Journal of Human Resource Management and Research*, 2(4), 33-44.
8. Murray, J. (2013). Likert data: what to use, parametric or non-parametric?. *International Journal of Business and Social Science*, 4(11).
9. Sapolsky, R., (2006). *Happiness: A natural history of positive psychology*. New York: Scribner.
10. Sapolsky, R., (2006). *Happiness: A natural history of positive psychology*. New York: Scribner
11. Seligman, M., (2002). *Authentic happiness: Using the new positive psychology to realize your potential for lasting fulfillment*. New York: Free Press
12. Seligman, M., (2002). *Authentic Happiness: Using the new positive psychology to realize your potential for lasting fulfillment*. New York: Free Press
13. Seligman, M., (2002). *Authentic happiness: Using the new positive psychology to realize your potential for lasting fulfillment*. New York: Free Press
14. Seligman, M., (2005). *Flourish: A visionary new Understanding of Happiness and Well-being*. New York: Free Press
15. Wilson W and Wilson J (May, 1964). "Traffic Accidents: The Problem of Accident Frequency". Office of Air Force Medical Examiner, USAF [1964].