



**IMPACT OF HUMAN RESOURCE MANAGEMENT PRACTICES
ON EMPLOYEE SATISFACTION OF HILTON HOTEL**

IN NAY PYI TAW

MASTER OF BUSINESS ADMINISTRATION

(MBA)

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A Thesis Presented

by

THIHA WIN HTAY

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ABSTRACT

This study intends to examine the impact of the human resource management practices on employee satisfaction of the Hotel Hilton Nay Pyi Taw, Myanmar. Employee satisfaction is the dependent variable, while the HRM practices (recruitment and selection, training and development, compensation and reward, performance appraisal) are independent variables. The quantitative research method is applied in this research. 85 employees who are working at Hilton Nay Pyi Taw, Myanmar are selected as the respondents by using the simple random sampling method in the survey. In this study, both primary and secondary data are utilized. Primary data are collected from the 85 employees of the Hotel Hilton Nay Pyi Taw, Myanmar. To gather the primary data, structured questionnaires with the five-point Likert scale are distributed to the respondents. Descriptive statistics and multiple regression analysis are used to analyze the collected data. According to the multiple regression analysis, recruitment and selection, compensation and rewards and performance appraisal has positive and significant impact on employee satisfaction. Training and development are not significant effects on employee satisfaction at Hilton Nay Pyi Taw, Myanmar. This study suggests that Hilton Nay Pyi Taw, Myanmar cultivates mainly recruitment and selection, compensation and rewards and performance appraisal to ensure the improvement of employee satisfaction.

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CHAPTER I

INTRODUCTION

The hotel industry in Myanmar is a critical element of the country's economy, making a substantial contribution to its progress and development. Myanmar has the potential to become a premier tourist destination in Southeast Asia due to its breathtaking landscapes, rich cultural heritage, and historical locations. Recognizing this potential, the government has implemented a variety of initiatives to improve the tourism sector, which is expected to contribute approximately USD 14.1 billion to the GDP by 2030. Myanmar currently has nearly 2,000 hotels and guesthouses, which are essential for the development of local economies and the creation of employment opportunities.

Human resource operations contribute remarkably to the success of workplace in an organization in the contemporary era. Therefore, human resource management has occurred as updated course of study for the new generation and for the organization too. In order to manage the people in an organization, HRM is mandatory to consider for the management body of organization. It helps connect the differences between employee's performance and the strategic objective of organization. Furthermore, the smart HRM can give job guarantee to the employee over the competitors. Therefore, human resource management is indeed to understand how practically work in the organization actually and to understand well this is becoming important to make specific research for further study on that.

Employee satisfaction at the workplace is ultimate importance for workers to remain happy and also bring their level most excellent. Satisfied employees are the ones who are tremendously loyal towards their organization and stick to it even in the worst circumstances. Employees need to be enthusiastic about their work and passion comes only when they are satisfied with their job and organization on the whole because job satisfaction leads to a positive mood at the working environment (Juneja, 2015).

In a competitive environment such as Myanmar's, Human Resource Management (HRM) is essential for the success of hotels. In order to attract, train, and retain competent employees who are critical to the provision of exceptional visitor experiences, it is imperative to implement effective HRM practices. It is essential for hotel management to implement strategic HRM strategies that promote employee engagement,

satisfaction, and performance, as the hospitality industry heavily depends on its workforce.

In the hospitality industry, employee satisfaction is a critical factor in determining the quality of service. Employees who are content are more inclined to be motivated, deliver exceptional customer service, and make a positive impact on the hotel's profitability and reputation. The satisfaction of hotel personnel is crucial for the attainment of organizational objectives, as they directly influence visitor experiences as frontline workers. Hotels can guarantee a high level of service quality, which in turn will result in increased customer loyalty and business success, by prioritizing HRM practices that improve employee satisfaction. The objective of this research proposal is to investigate the influence of HRM practices on employee satisfaction at the Hilton Hotel in Nay Pyi Taw, Myanmar. The study will underscore the interdependence of HRM, employee satisfaction, and service excellence in the hospitality industry.

1.1 Background of the Study

In recent years, the hotel industry in Myanmar has experienced exceptional growth, particularly in Nay Pyi Taw, the location of the Hilton Hotel. Nay Pyi Taw, the capital city, has emerged as a hub for both business and leisure travelers, as a result of the government's initiatives to enhance infrastructure and promote tourism. In the first half of the year, the Ministry of Hotels and Tourism reported a 26% increase in foreign visitor arrivals, with nearly 2.5 million arrivals. Hotel chains, such as Hilton, have expanded their operations in the region in response to the recent increase in tourism, as they have recognized Myanmar's potential as a burgeoning travel destination.

Human Resource Management can be defined as the strategic process of managing human in workplace starting from the entry point to the exit point in an organization. The strategic process in organization that responsible for managing the resources in workplace. Nowadays, organization cannot stand and maintain their standing in the market if it does not execute strategic planning and resource management (Ahlvika, 2016). Therefore, an organization needs to strengthen their policies to achieve success and sustainability in the workplace. Human resources (HR) are an essential resource for any organization, and sufficient management of HR can support to achieve an organization goals and objectives (Abdul-Halim et al., 2016).

Employee satisfaction is one of the most popular topics addressed by agencies of managerial and human resource development as well as varies institution because of it is

reflection on the productivity of the employees in the organizations. The concept of employee satisfaction revolves around the core idea that the satisfaction concentrated around the worker positive and negative position toward his work, and his appreciation for his work in terms of his tendency toward work, or if he hates work. (Sairafi, 2008) noted that the degree of satisfaction represents the difference between what you accomplish and what aspires to achieve.

Nevertheless, Myanmar's hotel sector encounters substantial obstacles, particularly in the recruitment and retention of highly competent personnel. The local workforce frequently lacks the requisite training and expertise for hospitality positions, resulting in a dependence on international talent. Recruitment efforts are further complicated by cultural perceptions regarding careers in hospitality, as numerous young individuals may not perceive the industry as a viable career path. As a result, in order to cultivate a workforce that is both competent and committed, hotels must implement effective human resource management (HRM) strategies.

In this context, the Hilton Hotel has implemented proactive measures to confront these obstacles by implementing its HRM practices. Hilton Nay Pyi Taw has collaborated with Myanmar's Ministry of Hotels and Tourism to establish the Hilton Vocational Training Centre since its inception in 2014. The objective of this initiative is to cultivate local talent by offering a comprehensive 24-month training program that covers a variety of hotel operations, such as food and beverage administration, maintenance, and front-office responsibilities. The local ministry certifies the diplomas that graduates receive, which provide them with the necessary skills to succeed in the hospitality industry. Hilton not only improves employee satisfaction but also contributes to the overall expansion of the hospitality industry in Myanmar by investing in the local workforce and cultivating a culture of empowerment and development.

1.2 Problem Statement of the Study

The primary research problem at hand is the lack of comprehension regarding the impact of specific human resource management (HRM) practices on employee satisfaction at the Hilton Nay Pyi Taw Hotel in Myanmar. Not only does this establishment face a significant challenge, but the broader hospitality industry in Myanmar is also confronted with this knowledge divide. In the swiftly expanding hotel sector, employee satisfaction is a critical factor in the provision of high-quality service, which is a necessary prerequisite for preserving a competitive advantage. Hilton Hotel

may face substantial challenges in optimizing its workforce in the absence of a comprehensive understanding of the impact of HRM practices on employee satisfaction. This could potentially result in a decrease in the quality of service, the retention of employees, and the overall performance of the organization.

Moreover, the hotel industry in Myanmar is expanding at an accelerated rate, making it increasingly important to understand these dynamics in order to develop effective HR strategies. In a competitive labor market, it is imperative to implement strategies that are effective in attracting and retaining qualified professionals. The Hilton Hotel's success is contingent upon the resolution of this research problem. It has the potential to assist the organization in recognizing and implementing HRM practices that promote employee satisfaction. This, in turn, can result in improved overall organizational performance, increased employee retention, and improved service quality.

Additionally, the results of this investigation can be a valuable asset to other hotels and hospitality establishments in Myanmar. These organizations can create more effective HR strategies that contribute to employee satisfaction and the provision of high-quality services by studying the Hilton Hotel's experiences.

Hilton Hotel is confronted with a significant challenge as a result of the primary research issue, which has implications that exceed the confines of the hotel and extend to the broader hospitality industry in Myanmar. The Hilton Hotel can derive substantial advantages from resolving this issue, such as enhanced service quality, employee retention, and overall organizational performance. Moreover, it can offer valuable insights to other hospitality establishments in Myanmar, allowing them to develop more effective HR strategies that improve employee satisfaction and service quality.

1.3 Objectives of the Study

The objectives of the study are:

1. To identify the human resource management practices implemented at Hilton Nay Pyi Taw Hotel
2. To analyze the impact of human resource management practices on employee satisfaction at Hilton Nay Pyi Taw Hotel
3. To examine the most influencing human resource management practice on employee satisfaction of Hilton Nay Pyi Taw Hotel

1.4 Research Questions

The following research questions are developed in this study.

1. What are the human resource management practices implemented by Hilton Nay Pyi Taw Hotel?
2. To what extent do these human resource management practices impact on employee satisfaction at Hilton Nay Pyi Taw Hotel?
3. Which human resource management practice is the most influencing impact on employee satisfaction at Hilton Nay Pyi Taw Hotel?

1.5 Scope and Limitations of the Study

The Myanmar hotel industry is currently undergoing unprecedented development, which is being fueled by a thriving economy and an increase in tourism. This expansion has not only spurred competition among hotels that are competing to attract and retain discerning guests, but it has also presented significant opportunities. The Hilton Nay Pyi Taw Hotel has become a prominent participant in this dynamic landscape, distinguished by its dedication to providing world-class hospitality. The visitor experience at the Hilton Nay Pyi Taw is the primary focus of this research, with an emphasis on service quality and overall customer satisfaction. The study is restricted to visitors of Hilton Nay Pyi Taw who have lodged at the hotel within a specific timeframe. The Hilton Nay Pyi Taw is an ideal location to investigate the intricacies of visitor expectations and perceptions of service quality, as it caters to a diverse clientele and is renowned for its exhaustive range of amenities and reputation for luxury. It is the objective of this investigation to offer valuable insights into the factors that influence visitor satisfaction at the hotel, thereby enabling it to flourish in the competitive Myanmar hospitality market.

1.6 Organization of the Study

Consequently, this thesis report is divided into five chapters. In the first chapter, the context of the study, the problems and issues under investigation, the objectives of the study, questions the study will seek to answer are highlighted. Chapter two presents an overview of the literature review on Human Resource Management (HRM) practices particularly the recruitment, training, compensation and performance appraisal, as well as the issue of employee satisfaction. To do so, it outlines the conceptual framework for the research as well. The study design, sampling technique, data collection methods and data analysis strategy used to establish the relationship between the independent variable

(HRM practices) and the dependent variable (employee satisfaction) are described in Chapter three. The analysis and discussion of the study findings are made in chapter four, with much emphasis placed in determining core HRM practices that affect employee satisfaction in Hilton Nay Pyi Taw. The last chapter of the study restates the findings, avails comprehensive recommendations on how to advance HRM practices, and avails suggestion on the potentially productive areas of research.

CHAPTER II

LITERATURE REVIEW

This chapter aims to present the literature concerning the subject of HRM practice and its influence on employee satisfaction on the organization; particularly discussion on recruitment and selection, training and development, compensation and reward, and performance appraisal. To achieve these objectives, the study seeks to establish the relationship between the above identified HRM practices on employee satisfaction in the hotel industry in general and Hilton Nay Pyi Taw in particular. The rest of the research will be informed by another conceptual framework inclusive of these insights.

2.1 Human Resource Management

Human Resource Management (HRM) is a strategic methodology for managing personnel within an organization to enhance their performance and facilitate the attainment of corporate objectives. Human Resource Management (HRM) includes several tasks such as recruiting, training, development, remuneration, and employee relations, all designed to foster a work environment that enhances employee satisfaction and organizational efficacy. Boxall and Purcell (2011) asserted that HRM entails synchronizing the requirements of the firm with those of its employees, guaranteeing mutual advantages for both parties involved.

In the hospitality sector, where service quality is intrinsically connected to employee performance, effective human resource management methods are essential. Establishments like Hilton Nay Pyi Taw depend significantly on their personnel to provide superior services that augment consumer happiness and loyalty. Consequently, Human Resource Management is essential in guaranteeing that personnel are adequately taught, rewarded, motivated, and content with their work environment. Armstrong (2014) stated that effective HRM in the hospitality industry necessitates a balance between fulfilling operational requirements and ensuring employee well-being, resulting in enhanced employee engagement and productivity.

2.2 Human Resource Management Practices

Human Resource Management (HRM) strategies are essential to the strategic oversight of personnel inside a business, significantly influencing their motivation, job satisfaction, and performance. Effective human resource management methods enable firms to recruit, develop, and retain proficient individuals, hence fostering organizational success. In sectors like as hospitality, where employee performance significantly impacts customer pleasure, HRM practices are especially vital.

Schuler and Jackson (2007) categorized HRM activities into six primary domains: recruiting and selection, training and development, remuneration and incentives, and performance assessment. These practices aim to improve employee engagement and ensure they are adequately prepared to fulfill their responsibilities. Furthermore, these approaches facilitate the alignment of employee objectives with the strategic goals of the firm, fostering a unified and efficient workforce.

Human resource management methods directly influence service quality. Efficient human resource management strategies may result in increased employee satisfaction, decreased turnover rates, and greater overall business success. This section examines the four primary HRM practices: recruiting and selection, training and development, remuneration and incentives, and performance assessment.

2.2.1 Recruitment and Selection

Recruitment and selection are essential HRM processes that entail attracting and selecting suitable people for a firm. In the hospitality sector, recruiting procedures must guarantee that candidates possess both the necessary technical abilities and alignment with the organization's service culture. Pfeffer (1998) defined that recruiting is the initial phase in cultivating a motivated workforce, and suboptimal recruitment decisions can have enduring detrimental impacts on employee morale and organizational efficacy.

Effective recruiting procedures start with job analysis, which delineates the unique requirements and duties of each position. This guarantees that prospective applicants are assessed according to explicit criteria, enhancing the likelihood of picking persons who are most suitable for the position. Furthermore, a strategic recruiting technique accounts for both the present and future requirements of the company, facilitating long-term growth and advancement.

Selection procedures frequently encompass several phases, including as interviews, evaluations, and background investigations. The objective is to find people

whose values correspond with those of the firm, guaranteeing their motivation to deliver high-quality service. Bratton and Gold (2017) asserted that a well implemented selection process not only identifies optimal talent but also enhances employee happiness, as individuals who perceive a strong fit for their positions are more inclined to attain job fulfillment.

In the hospitality sector, especially within luxury hotels, the recruiting and selection process aims to discover applicants with both technical proficiency and robust interpersonal abilities. Employees in this sector must possess the ability to address consumer concerns, deliver outstanding service, and resolve difficulties promptly. Consequently, recruiting tactics frequently emphasize the selection of candidates who have a robust customer-service orientation and the capacity to thrive in high-pressure settings.

2.2.2 Training and Development

Training and development are crucial HRM activities aimed at enhancing the skills, knowledge, and capabilities of employees. These approaches enhance workers' present job performance and equip them for future positions within the firm. In sectors such as hospitality, where service quality directly influences client happiness, ongoing training is essential for upholding high standards.

Training denotes brief educational interventions designed to enhance particular job-related competencies, such as customer service methodologies or technical skills pertinent to hotel operations. Conversely, development is a protracted process aimed at fostering an employee's growth, equipping them for elevated duties and positions. Noe (2017) asserts that firms investing in training and development typically exhibit reduced turnover rates, enhanced employee morale, and increased productivity.

Training programs are crucial as personnel frequently serve as the initial point of contact with consumers. Effective training guarantees that personnel continuously provide high-quality service, which is essential for upholding a hotel's image. Training programs often encompass several domains, such as customer service, cultural awareness, dispute resolution, and health and safety procedures. By providing staff with essential skills for optimal performance, firms may minimize mistakes, boost service delivery, and elevate overall client happiness.

Development programs concentrate on sustained growth, facilitating employee advancement within the firm. These programs aim to cultivate leadership skills, enhance

decision-making capabilities, and augment staff involvement. Numerous hotels provide leadership development programs for high-achieving staff, facilitating their entry into managing positions. This facilitates the organization's cultivation of a pipeline of prospective leaders while simultaneously enhancing employee happiness through the provision of transparent career growth options. Employees who envision a future with the firm are more inclined to exhibit motivation and commitment to their responsibilities.

Garavan et al. (2019) asserted that a primary advantage of training and development is its capacity to improve work satisfaction. Regular training enhances employees' confidence in their responsibilities and equips them to effectively manage job-related issues. This perception of competence results in increased job satisfaction and less job-related stress. In the hospitality sector, where personnel frequently encounter challenging and erratic work conditions, training equips them with the necessary skills to manage pressure efficiently.

Moreover, training and development are crucial for staff retention. A 2018 survey by the American Hotel and Lodging Association revealed that employees who get ongoing training are more inclined to retain employment with their firm for an extended duration. This is especially pertinent in the hotel sector, characterized by famously elevated turnover rates. Investing in employees' professional development enables hotels to minimize turnover and retain talented professionals who enhance the client experience. Training programs cultivate a sense of belonging and worth among employees. When firms engage in their workforce, it conveys to employees that they are esteemed and that their development is a priority. This results in enhanced loyalty and motivation, which are crucial for sustaining elevated levels of employee satisfaction.

Training and development are essential elements of HRM practices that directly influence employee happiness. Organizations may cultivate a motivated and proficient workforce by equipping employees with essential skills for their tasks and presenting possibilities for professional advancement. In the hospitality sector, where service excellence is crucial, ongoing training and professional development promote work performance as well as employee happiness and retention.

2.2.3 Compensation and Rewards

Compensation and rewards are critical Human Resource Management (HRM) strategies that have a direct impact on employee satisfaction and motivation. Compensation refers to the financial and non-monetary rewards that employees receive

in exchange for their efforts. Rewards, on the other hand, encompass both intrinsic and extrinsic advantages given to employees in appreciation of their success. Together, these variables have a substantial impact on employee attitudes, dedication, and retention.

Given the high turnover rate in the hospitality business, remuneration structures must be competitive in order to recruit and retain qualified staff. According to Milkovich and Newman (2016), typical pay packages comprise a basic salary, bonuses, allowances, and non-monetary benefits like as health insurance, retirement plans, and paid time off. Fair remuneration is critical for hotel staff, who frequently work in physically demanding and customer-facing professions, in order to preserve morale and drive them to offer excellent service.

There are two major types of compensation: direct financial compensation and indirect financial compensation. Wages, salaries, commissions, and bonuses are examples of direct financial compensation, whereas indirect financial compensation includes non-cash advantages such as health insurance, retirement benefits, paid time off, and other perks. Both are important in determining employee satisfaction. Employees who believe they are adequately rewarded for their talents, experience, and job responsibilities are more likely to be pleased and dedicated to their firm.

In service-oriented businesses such as hospitality, rewards programs are frequently utilized to recognize and promote outstanding performance. Extrinsic rewards, like as bonuses, employee of the month awards, or extra time off, may be effective motivators for workers to achieve in their professions. Intrinsic rewards, such as personal recognition, opportunity for promotion, and meaningful work, can all help to increase job happiness. According to Herzberg's Two-Factor Theory (1959), intrinsic rewards are frequently more effective at increasing long-term employee satisfaction than extrinsic rewards because they meet an employee's psychological demands for performance, acknowledgment, and progress.

The equity theory also contributes to our understanding of how salary influences employee happiness. Employees compare their pay to that of their counterparts, both within the business and in the broader sector. If individuals believe they are being rewarded properly in comparison to others, their contentment rises. Perceptions of inequality, on the other hand, might result in unhappiness, decreased motivation, and increased turnover. In the hotel sector, where employees frequently work in groups and interact directly with coworkers, views of fair remuneration are critical.

The hospitality business also confronted issues in developing pay systems that adequately compensate employees for their efforts, especially since hotel personnel frequently work long hours, including evenings, weekends, and holidays. According to research conducted by Lee and Way (2010), employees in the hospitality sector frequently name remuneration as one of the key reasons affecting their decision to stay or quit a business. This emphasizes the significance of creating compensation packages that reflect the industry's specific demands, such as providing extra pay for night work or paying retention bonuses during busy seasons.

Fringe perks are an important component of remuneration and rewards in the hospitality business. These include benefits such as complimentary meals, employee discounts on hotel stays, transportation allowances, and access to wellness programs. While these perks do not replace cash remuneration, they help to increase the total value of an employee's compensation package and can greatly boost work satisfaction. According to research conducted by the Society for Human Resource Management (SHRM) (2018), employees who believe their company cares about their well-being through comprehensive benefits are more likely to stay engaged and loyal.

Furthermore, incentive systems in the hotel business are frequently structured to reward staff for meeting specific performance objectives, such as reaching sales targets or high customer satisfaction ratings. These incentives can be both financial (performance bonuses) and non-financial (recognition or career advancement chances). A well-designed incentive system inspires employees to improve their performance while also reinforcing good behaviors that are consistent with the organization's strategic goals.

To summarize, compensation and rewards are key HRM practices with a significant influence on employee happiness, particularly in the hospitality business. Organizations may boost employee motivation, job satisfaction, and turnover by providing competitive remuneration packages and adopting effective reward systems. Creating a pay system that blends financial incentives with meaningful recognition may result in a more motivated and committed workforce, eventually enhancing service quality and customer happiness.

2.2.4 Performance Appraisal

Performance appraisal is a fundamental HRM technique that includes comparing an employee's work performance to set criteria or goals. This approach gives vital

feedback to employees, assisting them in understanding their strengths and areas for growth, as well as guiding the organization's major choices on promotions, salary, and professional development. Regular and fair performance reviews are key in businesses such as hospitality, where employees engage directly with consumers and play an important role in creating the visitor experience.

A well-designed performance appraisal system usually consists of many components: goal setting, constant monitoring, feedback providing, and development planning. According to Armstrong and Taylor (2014), performance assessments should be ongoing, dynamic processes rather than one-time events. This allows employees to receive regular feedback, which helps them adapt their performance and stay on track with the organization's goals.

Performance assessments are critical in the hotel business because of the high amount of client engagement involved in daily operations. Front-desk employees, housekeepers, and food and beverage workers are at the forefront of service delivery. Therefore, their performance has a direct influence on guest pleasure and loyalty. Regular performance assessments help employees maintain a high level of service by offering constructive criticism, establishing clear performance objectives, and acknowledging accomplishments.

Performance assessments may be conducted in a variety of ways, each with its own set of advantages based on the organization's objectives. The fundamental advantage of performance assessments is that they give an organized method of enhancing employee performance. Organizations may assist employees understand their jobs and achieve particular goals by creating clear expectations and providing constructive feedback. In the hotel business, where customer service is essential, performance assessments guarantee that employees maintain high standards in areas such as client interactions, communication, and problem solving.

Furthermore, performance assessments play an important part in employee motivation. Locke's Goal-Setting Theory (1968) stated that when employees are given clear, difficult goals and get feedback on their progress, they are more driven to perform well. In the hotel sector, this may lead to enhanced guest service, efficiency, and collaboration. Furthermore, identifying and rewarding top performers through performance assessments may improve job satisfaction and retention rates, especially in a high-turnover business-like hospitality.

Performance assessments may serve as a basis for professional growth. Organizations may use appraisal feedback to identify training requirements and establish development programs to help employees improve their abilities. For example, if a hotel employee is having difficulty with customer service, the appraisal process can identify this and offer specific training programs. This benefits not just the person by improving their abilities, but also the general performance of the firm.

Another key benefit of performance reviews is their impact on decision-making. Organizations use appraisal data to make educated judgments regarding promotions, compensation changes, and professional development opportunities. Performance assessments are crucial in recognizing future leaders and promoting their advancement within the firm. Appraisals can also assist identify employees who aren't achieving standards and require more coaching or, in certain situations, disciplinary action.

Despite their numerous advantages, performance assessments can pose significant obstacles if not handled properly. One typical concern is bias, in which appraisers use personal sentiments or ties to affect their assessments. In a team-oriented business-like hospitality, where employees collaborate closely, prejudice can skew appraisal findings and lead to unjust conclusions. To address this, it is critical to apply objective criteria and, when feasible, incorporate multi-source feedback systems such as 360-degree feedback.

Another difficulty is inconsistent application. If performance assessments are not administered consistently across departments and jobs, employees may become confused and dissatisfied. This is especially true in big businesses such as hotels, where separate divisions (e.g., housekeeping, front desk, and food and beverage) perform diverse roles. Ensuring that all employees are appraised using appropriate, consistent criteria is critical for preserving fairness and confidence in the appraisal process.

Furthermore, employees may experience anxiety during assessments, considering them as punishing rather than progressive. This might result in defensive behaviors or an unwillingness to participate freely in the process. To counteract this, managers should frame assessments as chances for progress, stressing positive feedback and support over condemnation.

Performance appraisal is an important HRM activity that improves employee happiness, motivation, and organizational performance. In the hotel business, where service quality is critical, regular and fair performance reviews assist employees connect with company goals, enhance service delivery, and advance professionally. By

combining appraisal approaches and tackling common difficulties, hotels can guarantee that their performance management systems are successful and contribute to employee and customer satisfaction.

2.3 Employee Satisfaction

Employee satisfaction is the amount of enjoyment employees have with their jobs and workplace environment. It is a significant predictor of staff productivity, retention, and overall organizational performance. Employees that are satisfied are more likely to be motivated, perform well, and stay loyal to their company, whereas dissatisfied employees are more likely to be less productive, absenteeism, and turnover rates are greater (Robbins & Judge, 2019). Employee satisfaction is critical in the hospitality business, since employees have a direct impact on client satisfaction and the overall visitor experience.

Employee satisfaction is impacted by a number of elements, including remuneration, recognition, possibilities for professional advancement, work-life balance, and the quality of relationships with colleagues and supervisors. Herzberg's Two-Factor Theory (1959) states that employee happiness is influenced by two sorts of elements: hygienic factors (such as wage, working conditions, and job security) and motivational factors (such as recognition, success, and personal growth). While hygienic aspects are required to prevent unhappiness, real job satisfaction results from the existence of motivating factors.

Hotels rely on front-line employees to connect with guests, handle problems, and deliver great service, thus employee happiness is critical to sustaining high service standards. Chi and Gursoy (2009) found that pleased employees are more likely to deliver excellent customer service, resulting in greater client satisfaction, loyalty, and favorable word-of-mouth referrals.

Compensation is one of the most evident and significant variables influencing employee satisfaction. Employees who believe they are adequately rewarded for their efforts are more likely to be content and driven to perform effectively. In the hotel business, where wages may be lower than in other industries, competitive compensation and extensive benefits packages are critical. Non-financial perks such as health insurance, food allowances, and lodging service discounts all contribute to total job satisfaction (Kusluvan et al. 2010).

Recognizing and praising employees for their contributions and accomplishments is an effective strategy to boost workplace satisfaction. Rewards can be both financial (bonuses or salary hikes) and non-financial (public recognition, accolades, or more vacation days). According to Vroom's Expectancy Theory (1964), employees are more motivated when they feel their efforts will result in desirable rewards. In the hotel industry, rewards for providing exceptional customer service or fulfilling performance goals may dramatically enhance morale and job satisfaction.

Opportunities for career growth and professional development are vital to ensuring long-term employee satisfaction. Employees are more likely to be pleased when they believe their company is involved in their development and offers them opportunity to learn new skills and improve in their professions. Many employees in the hospitality industry begin in entry-level positions, and the opportunity to advance to supervisory or management roles is a big motivator for job satisfaction. Organizations that engage in training and development programs show a commitment to their employees' futures, which leads to improved retention rates and job satisfaction (Noe, 2017).

Maintaining a healthy work-life balance is another important aspect in employee happiness. In the hotel sector, where employees frequently work long hours, including evenings, weekends, and holidays, attaining work-life balance can be difficult. Employees are happier with companies that provide flexible scheduling, paid time off, and other assistance for personal and family life. According to the Job Demands-Resources Model (Bakker & Demerouti, 2007), decreasing job demands while providing resources, such as time off and management assistance, can help reduce burnout and increase job satisfaction.

Employee satisfaction is also heavily influenced by the quality of interpersonal connections at work. Positive connections with supervisors, who offer direction, feedback, and support, increase employees' sense of belonging and trust in the business. Similarly, solid relationships with coworkers foster a supportive work atmosphere in which employees feel appreciated and part of a larger team. This is especially vital in the hotel business, as collaboration is required to provide smooth service to visitors.

Employee satisfaction is directly related to several dimensions of organizational success. Employees that are content with their jobs are more likely to be productive and provide higher-quality service in the hospitality sector. According to Heskett et al. (1994), in the Service-Profit Chain model, staff happiness is a primary driver of customer satisfaction, which leads to customer loyalty and greater profitability. For hotels, this

implies that contented employees are better able to create outstanding guest experiences, leading to repeat business and favorable feedback.

Furthermore, pleased employees are less inclined to quit the firm, lowering turnover rates and related recruiting and training expenditures. High turnover may be especially expensive in the hospitality business, as the loss of experienced employees can degrade service quality. Hotels that prioritize employee happiness can retain talented staff, increase operational efficiency, and improve overall organizational performance (Kusluvan et al., 2010).

Despite its importance, sustaining high levels of employee satisfaction may be difficult, particularly in a dynamic and demanding profession such as hospitality. The nature of the profession, which frequently includes long hours, shift work, and high levels of emotional labor, can result in burnout and discontent. Wage constraints, job instability, and restricted prospects for advancement can all contribute to high industry turnover rates (Tracey & Hinkin, 2008).

To overcome these difficulties, firms must create comprehensive HRM strategies that prioritize improving working conditions, giving competitive remuneration, and providing chances for professional development. Regular feedback and open communication channels between employees and management may also aid in the identification and resolution of issues that may have an impact on job satisfaction.

Employee satisfaction is an important factor in organizational performance in the hospitality business. Fair salary, recognition, career advancement prospects, work-life balance, and healthy workplace connections all help to increase job satisfaction. As a result, contented employees provide superior service, increasing customer satisfaction and strengthening the organization's competitive position. As a result, hotels must prioritize employee happiness as part of their overall human resource management strategy to ensure both employee well-being and commercial success.

2.4 Empirical Studies

This section's empirical research continually emphasizes the vital importance of HRM methods in enhancing employee satisfaction within the hospitality sector. Recruitment and selection, training and development, salary and rewards, and performance appraisal are all critical determinants of work satisfaction. Furthermore, staff happiness has been demonstrated to directly affect customer satisfaction and organizational performance, rendering it a critical strategic objective for hotels. These

data establish a robust basis for comprehending the correlation between HRM practices and employee happiness at Hilton Nay Pyi Taw, which will be further examined in the research.

Multiple empirical studies have examined the correlation between Human Resource Management (HRM) practices and employee happiness, especially in service sectors such as hospitality. These studies offer significant insights into the impact of effective HRM methods on both employee satisfaction and organizational performance. This section will examine significant empirical research that investigates the influence of HRM practices—namely recruiting and selection, training and development, remuneration and rewards, and performance appraisal—on employee satisfaction, particularly in relation to the hospitality sector.

Kusluvan et al. (2010) conducted a study examining the impact of HRM strategies on employee satisfaction within the Turkish hospitality sector. The study revealed that well-structured HRM procedures, especially in recruiting, training, and remuneration, markedly improved work satisfaction among hotel staff. The study highlighted the significance of equitable remuneration, indicating that employees who saw their income as competitive were more inclined to express greater happiness and demonstrate commitment to the firm. The study emphasized the significance of training and development, revealing that employees who underwent ongoing training perceived themselves as more competent and motivated in their positions, resulting in heightened job satisfaction.

Chi and Gursoy (2009) performed an extensive analysis of the correlation between staff happiness and customer satisfaction in hotels across the United States. Their research demonstrated that staff happiness was a significant predictor of client satisfaction and repeat patronage. The research indicated that employee's content with their remuneration, work environment, and professional advancement prospects were more inclined to deliver outstanding service, resulting in elevated guest satisfaction ratings. This research corroborates the Service-Profit Chain paradigm, which asserts that staff happiness directly impacts customer satisfaction and, consequently, corporate profitability.

Tracey and Hinkin (2008) investigated the impact of performance appraisal methods on employee satisfaction within the hospitality sector. Their findings indicated that employees who got consistent, positive feedback via performance evaluations exhibited greater job satisfaction. The research indicated that explicit communication of

performance standards and acknowledgment of accomplishments during evaluations resulted in increased employee engagement and satisfaction. This highlights the need of efficient performance management in fostering a motivated and productive staff.

Lee and Way (2010) conducted research examining the influence of HRM practices on employee satisfaction at luxury hotels in South Korea. The study indicated that remuneration and rewards were the primary determinants of employee satisfaction in this industry. Employees who perceived equitable compensation for their efforts, especially in comparison to their peers, indicated elevated job satisfaction. The survey also revealed that professional development options, including leadership training programs, enhanced work satisfaction and reduced turnover rates.

Pavić et al. (2017) investigated the influence of employee happiness on organizational performance within Croatian hotels. Their research indicated that hotels exhibiting elevated staff satisfaction levels typically attained superior financial performance and customer satisfaction scores. The study emphasized that HRM policies, particularly those aimed at employee well-being, including flexible working hours, equitable remuneration, and supportive management, significantly enhanced employee happiness. The research revealed that enhancing employee happiness via comprehensive HRM procedures resulted in a notable competitive advantage for hotels.

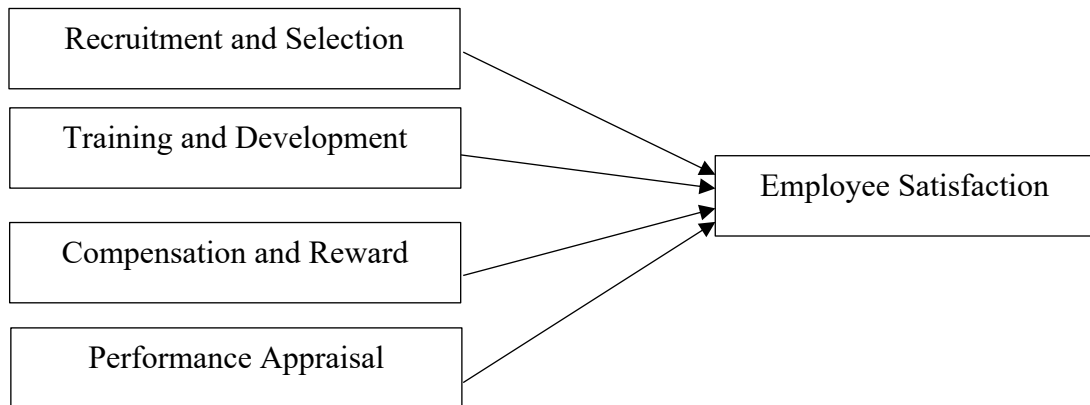
Soe et al. (2016) investigated the relationship between employee happiness and hospitality performance in Myanmar's hotel industry. The research indicated a favorable correlation between staff happiness and enhanced service quality as well as customer loyalty. It underscored the significance of HRM strategies, especially training and remuneration, in augmenting employee motivation and performance. The research indicated that hotels emphasizing staff happiness via comprehensive HRM policies were more prone to attain elevated operational efficiency and customer satisfaction.

2.5 Conceptual Framework

The conceptual framework for this study is intended to demonstrate the link between various HRM practices and employee happiness in the hotel business, specifically at the Hilton Nay Pyi Taw. The framework is based on core HRM practices found in the literature, including recruiting and selection, training and development, remuneration and rewards, and performance appraisal. These behaviors are classified as independent variables, with employee satisfaction as the dependent variable. Empirical

studies corroborate the theory, demonstrating that HRM practices have a direct impact on employee happiness, which in turn influences organizational success.

Figure (2.1) Conceptual Framework of the Study



Source: Own Compilation (2024)

According to the conceptual framework, human resource management practices such as recruitment and selection, training and development, compensation and benefits and performance appraisal are independent variables and employee satisfaction is dependent variable in this study.

CHAPTER IV

RESEARCH METHODOLOGY

The study utilizes a quantitative research technique, specifically employing a descriptive research design. This technique is very appropriate for addressing the study topics as it facilitated the methodical gathering and examination of quantitative data.

3.1 Research Methods

Research methods are the systematic procedures and techniques used by researchers to collect, interpret, and analyze data in order to develop insights or solve specific problems in their field of study. Selecting the right research method is critical since it affects the quality, reliability, and relevance of the findings. In research technique, three major approaches—quantitative, qualitative, and mixed methods—each offer distinct advantages for different study types and aims.

Quantitative research focuses on numerical data and statistical analysis, with the goal of determining data correlations, trends, and patterns. It is especially useful for studies that require quantitative, objective insights since it enables researchers to collect and evaluate organized data with instruments like questionnaires, trials, and statistical software. Quantitative research is frequently chosen for investigations requiring replicability and generalizability of results across bigger populations.

Qualitative research uses non-numerical data, such as interviews, observations, or content analysis, to better understand experiences, motives, and context. This method offers extensive, nuanced insights into human behavior and social processes, emphasizing depth over breadth. Qualitative research is ideal for determining the "how" and "why" of specific behaviors or perceptions in a given situation.

Mixed techniques include both quantitative and qualitative approaches, combining measurable facts with in-depth insights. This strategy is useful for investigations that require both generalizable findings and contextual understanding, providing a more complete picture by leveraging the strengths of both quantitative and qualitative research approaches.

The chosen method is quantitative research in this study. This study uses a quantitative research approach since it is systematic and objective, making it ideal for assessing the influence of HRM practices on employee satisfaction. Using quantitative

methodologies, the study can get measurable insights into how various HRM practices—such as recruitment, training, and compensation—affect employee satisfaction at Hilton Nay Pyi Taw. Collecting numerical data through a systematic survey allows for statistical analysis, which helps to elucidate relationships between variables with a high degree of precision and reliability.

This study adopts a descriptive research design, which examines and evaluates variables in order to characterize their properties and interactions without determining causation. Descriptive research is frequently used to provide a thorough picture of current conditions or states within a certain population, making it suitable for determining employees' impressions of HRM procedures at a given time. Rather than focusing on cause-and-effect dynamics, descriptive studies address the "what" and "how" components, resulting in a precise, complete snapshot of employee interactions with HRM techniques.

In conclusion, a quantitative, descriptive research approach is ideal for this investigation. This approach allows for systematic data collection and analysis of employee perceptions of HRM processes, providing significant insights into the elements impacting employee happiness at Hilton Nay Pyi Taw without attempting to establish causal linkages.

3.2 Sampling Method

Sampling is the process of selecting a representative subset of a larger population to collect data and draw conclusions about the population as a whole. By carefully selecting a sample, researchers can investigate the features of a larger population without having to poll each individual. This strategy is practical, cost-effective, and increases data collecting efficiency. There are two main types of sampling methods used in research: probability sampling and non-probability sampling.

(i) Probability Sampling

Probability sampling is a method wherein each member in a population possesses a known and equitable likelihood of selection. This strategy is particularly effective for guaranteeing that the sample correctly reflects the full population, hence enabling more confident generalisation of the results. Probability sampling reduces bias, improves the dependability of findings, and guarantees that results are representative by affording each population member an equal chance of selection. This method is especially beneficial in

quantitative research, when the objective is to get statistically reliable conclusions on the larger population. The principal advantage of probability sampling is its capacity to mitigate selection bias. The technique ensures that every member in the population has an equal probability of inclusion, hence eliminating favouritism or unconscious biases that may distort the sample. This guarantees that the sample characteristics correspond more closely with those of the entire population, which is essential for research seeking to yield objective and precise results.

Another benefit of probability sampling is its potential to improve the accuracy and dependability of study results. The method's reliance on random selection increases the likelihood that the sample will accurately represent the population's variety. This enables researchers to quantify factors of interest with enhanced precision and derive conclusions that more accurately represent real-world settings. The unpredictability inherent in probability sampling facilitates the computation of margins of error and confidence intervals, so offering a statistical foundation for result interpretation.

Probability sampling is crucial for guaranteeing generalisability. The sample's representativeness ensures that the findings may be extrapolated to the full population with increased confidence. This is especially significant in domains such as social science, healthcare, and market research, where comprehending population-wide patterns and behaviours is essential for informed decision-making. In public health research, probability sampling may be employed to examine the prevalence of a disease among various demographic groups. The findings can subsequently be extrapolated to the whole population, allowing politicians to formulate targeted actions.

Various types of probability sampling procedures exist, each appropriate for distinct research situations. Simple random sampling entails the selection of persons only by chance, sometimes via random number generators or lotteries. This approach is direct and guarantees that each individual in the population possesses an equal likelihood of selection. Nonetheless, it may be unfeasible for extensive populations or geographically scattered groupings, where compiling a complete roster of all members might become difficult.

Stratified sampling mitigates this constraint by categorising the population into discrete subgroups, or strata, according to certain criteria such as age, gender, or economic level.

Subsamples are subsequently extracted from each stratum, guaranteeing that the final sample contains representation from all subgroups. This strategy is especially beneficial for researchers aiming to examine disparities across groups or to guarantee sufficient representation of minority populations.

Cluster sampling is a form frequently employed for research involving extensive or geographically distributed populations. Researchers randomly pick clusters, such as neighbourhoods, schools, or regions, rather than selecting individuals directly, and thereafter examine all individuals within those clusters or a random subset thereof. This approach mitigates logistical difficulties and expenses, while it may result in a certain level of uniformity among clusters.

Systematic sampling entails the selection of every n th individual from a population list. This approach is straightforward to implement and guarantees a uniformly distributed sample; nevertheless, it necessitates meticulous attention to prevent periodic biases in the population list.

Notwithstanding its benefits, probability sampling presents several obstacles. The procedure may be laborious and resource-demanding, particularly for extensive populations. Securing access to a thorough and current sample frame is an additional prevalent obstacle. Moreover, although probability sampling reduces bias, it does not completely eradicate it; elements such as non-response or sampling mistakes may still influence the sample's representativeness.

Nonetheless, the advantages of probability sampling frequently surpass its drawbacks, especially when the objective is to yield dependable, generalisable outcomes. The rigour and statistical validity of this methodology establish it as a fundamental element of superior quantitative research. Probability sampling establishes a solid basis for examining intricate phenomena and facilitating data-driven judgements by guaranteeing that each member in the population has an equal opportunity for inclusion.

In conclusion, probability sampling is an essential instrument in research technique, providing a methodical and impartial approach to studying populations. Its capacity to improve representativeness, mitigate bias, and guarantee generalisability renders it a favoured option for researchers seeking to get significant insights. The approach necessitates meticulous organisation and implementation, although its impact on the

legitimacy and trustworthiness of research is paramount. Future technological and data management developments are expected to enhance probability sampling methods, broadening its use across many disciplines of research.

(ii) Non-probability sampling.

Non-probability sampling does not provide each member of the population with an equal or known likelihood of being selected. This approach is frequently implemented when the population is incomplete or when the investigation emphasizes specific characteristics of a group. Non-probability sampling is more straightforward and focused; however, it may introduce bias and limit the generalizability of the results.

The chosen sampling method is probability sampling. This study uses probability sampling to ensure that every employee at Hilton Nay Pyi Taw has an equal chance of being selected, which improves the objectivity and representativeness of the results. The methodology utilized is simple random sampling, which is a simple and effective way to ensure sample integrity.

Simple random sampling was chosen because it reduces bias, gives each member of the population an equal chance of participating, and ensures the statistical validity of the results. Yamane's formula was used to calculate an adequate sample size, resulting in 85 employees from Hilton Nay Pyi Taw's entire staff of 108. This strategy ensures that the sample size is both representative and manageable within the parameters of the study. Using a simple random sampling approach, the survey attempts to appropriately reflect the different opinions of Hilton Nay Pyi Taw employees on HRM procedures and employee satisfaction, allowing for reliable and relevant conclusions.

3.3 Data Collection Method

Data acquisition is an indispensable element of research, as it furnishes the fundamental data required for the analysis and resolution of research inquiries. In order to acquire a comprehensive understanding of the HRM practices and employee satisfaction levels at Hilton Nay Pyi Taw, this investigation implements both primary and secondary data sources.

The primary data is the original information that is collected directly from the study's participants and is specifically designed to address the research questions. A structured questionnaire was employed to collect primary data for this study, as it is the

primary method for obtaining firsthand information on employee perceptions of HRM practices. Structured questionnaires are advantageous in quantitative research because they standardize responses, thereby simplifying and ensuring consistency in data analysis.

The questionnaire utilized in this investigation is composed of closed-ended questions that include options based on a Likert scale, enabling respondents to evaluate their level of agreement with a variety of statements. Likert scales, which are frequently employed in social science research, provide a straightforward and efficient method for determining the intensity of participants' opinions regarding a variety of statements, particularly those that pertain to perception, agreement, or satisfaction. This method guarantees that each response can be statistically quantified and analyzed, thereby offering a clear understanding of how employees evaluate the efficacy of HRM practices.

The questionnaire encompasses sections on recruitment, training, compensation, and performance appraisal, which have been identified in the literature as critical HRM practices that contribute to employee satisfaction. The questions are intended to encompass a wide range of these practices, thereby obtaining data that reflects the general satisfaction of employees with the HRM practices that are currently in existence. The structured format also improves response rates by simplifying and expediting the survey process, which in turn contributes to the validity and reliability of the data.

Secondary data is information that is collected from extant sources, which is used to supplement primary data and provide context for the study. Secondary data was gathered for this study from internal documents at Hilton Nay Pyi Taw and other pertinent sources, such as academic literature and industry reports on HRM practices and employee satisfaction. The research is enhanced by the use of secondary data, which enables the comparison of the findings from Hilton Nay Pyi Taw with broader trends in the hospitality industry. Furthermore, the findings from primary data are verified by secondary data, which provides a more comprehensive context for the interpretation of the study's results.

Confidentiality and anonymity were prioritized during the data collection procedure to facilitate sincere responses from participants. A sample of Hilton Nay Pyi Taw employees was explicitly informed of the study's purpose and assured that their responses would be kept confidential and used exclusively for research purposes. The questionnaire was distributed to this sample.

The research objectives were meticulously aligned with the data collection process, which was meticulously designed to ensure that the queries were pertinent, unambiguous, and focused on the collection of the requisite information to investigate the relationship between HRM practices and employee satisfaction. The representativeness of the data acquired was improved by implementing measures to guarantee that each participant had an equal opportunity to respond.

This study capitalizes on a comprehensive and resilient dataset by incorporating both primary and secondary data sources. The quantitative analysis is facilitated by the structured questionnaire, while secondary data offers contextual insights, allowing for a thorough analysis of the impact of HRM practices on employee satisfaction.

3.4 Data Analysis Method

Data analysis is the methodical examination of collected data to identify patterns, relationships, and insights that assist in the resolution of research questions. Descriptive and inferential statistics are implemented in this investigation to assess the extent to which Hilton Nay Pyi Taw's HRM practices affect employee satisfaction. This research employs SPSS software (Statistical Package for the Social Sciences) to guarantee a comprehensive and precise analysis. This software simplifies the data analysis process and enables the computation of critical statistical metrics.

The data is subjected to preparation stages in SPSS prior to analysis, which include the identification of outliers and missing values. The accuracy of the findings is enhanced by the clear and reliable dataset. SPSS is employed to generate descriptive statistics and perform regression analysis after it has been prepared, thereby enabling the effective interpretation of results and the production of detailed reports.

This study rigorously investigates the relationship between employee satisfaction and HRM practices by employing a combination of descriptive and inferential statistics. SPSS software guarantees a meticulous and efficient method of data comprehension by supporting each stage of the analysis.

3.4.1 Descriptive Statistics

Descriptive statistics are utilised to summarise and delineate the attributes of the data gathered from the questionnaire. This includes measurements of central tendency (mean, median, and mode) and variability (standard deviation and range), offering a thorough comprehension of the respondents' overall distribution and trends. Descriptive

statistics facilitate the identification of patterns, anomalies, and general trends within a dataset by presenting the data in a structured and comprehensible manner.

The application of metrics such as the mean facilitates the identification of average responses for essential variables, providing insights into overarching attitudes or impressions. The average satisfaction level with training and development might indicate whether employees see an HRM activity favourably or unfavourably. Meanwhile, the standard deviation conveys insights into the dispersion of responses, suggesting whether opinions are predominantly consistent or exhibit considerable variation among respondents.

Furthermore, descriptive statistics facilitate the segmentation and comparison of data across demographic categories, like age, gender, or department. This segmentation is essential for recognising differences in viewpoints across various groupings, which may guide focused HR efforts. Identifying disparities in satisfaction levels between younger and older workers might facilitate the customisation of training or appraisal procedures to more effectively address their specific requirements.

In conclusion, descriptive statistics function as a fundamental analytical instrument in this study, converting basic data into significant insights that facilitate further analysis and informed decision-making. These statistics not only clarify intricate datasets but also provide advanced inferential methods, allowing for a thorough examination of the correlation between HRM practices and employee happiness.

3.4.2 Multiple Regression Analysis

The study employs inferential statistics, specifically regression analysis, to investigate the relationships between employee satisfaction and HRM practices. Understanding the extent to which each HRM practice (independent variable) affects employee satisfaction (dependent variable) is facilitated by regression analysis.

Multiple regression analysis is employed to ascertain the extent to which each HRM practice—including recruitment and selection, training and development, compensation, and performance appraisal—influences employee satisfaction. This approach assesses the collective and individual impact of each practice, enabling a

comprehensive comprehension of the factors that have the most significant correlation with employee satisfaction.

The multiple regression model for this study can be expressed as:

$$Y_i = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon_i$$

where:

- Y_i represents employee satisfaction (dependent variable),
- X_1, X_2, X_3, X_4 represent the independent variables such as recruitment and selection, training and development, compensation and rewards, and performance appraisal,
- β_0 the intercept, $\beta_1, \beta_2, \beta_3, \beta_4$ are coefficients indicating the effect of each HRM practice, and
- ϵ_i represents the error term.

3.5 Ethical Consideration

Ethical issues are crucial in research to safeguard participants' rights, maintain data integrity, and uphold the study's credibility. This research on the influence of HRM strategies on employee satisfaction at Hilton Nay Pyi Taw adhered rigorously to ethical standards during data collection, analysis, and reporting. This study adheres to ethical criteria including informed consent, confidentiality, voluntary involvement, and transparency.

Informed consent is a crucial ethical obligation, guaranteeing that participants comprehend the study's objectives, methodologies, and possible consequences. Every participant in this study received a comprehensive permission form delineating the study's aims, their position in the research, and the guarantee of anonymity for their replies. Consent was secured before data collection, with participants recognizing their voluntary participation and their right to withdraw at any time without repercussions.

Confidentiality and anonymity were meticulously maintained to safeguard participants' identities and prevent the disclosure of their personal information. All data gathered from Hilton Nay Pyi Taw workers was anonymised, with personal identifiers eliminated to ensure privacy. Data was securely maintained and accessed solely by authorized people engaged in the study. All personal information that may associate comments with particular persons was excluded from the study and final report, safeguarding participants' privacy and promoting candid responses.

Participation in this study was completely optional. Employees were notified of their freedom to decline participation or withdraw from the research at any point without incurring any adverse consequences. Highlighting voluntary participation guaranteed that replies were provided willingly, devoid of force or obligation, hence augmenting the legitimacy of the acquired data.

Maintaining the integrity and veracity of data is essential for upholding research credibility. All findings are given accurately, without any alteration of data to conform to preconceived results. The study's methodology, data analysis protocols, and findings are clearly described to facilitate replication and verification by other researchers if required. Transparency in research methodologies enhances the study's validity and reflects adherence to academic norms and ethical obligations.

This study adheres to ethical standards, respecting participants' rights and maintaining research integrity, hence providing significant insights into HRM processes and employee satisfaction at Hilton Nay Pyi Taw.

CHAPTER IV

ANALYSIS OF THE IMPACT OF HRM PRACTICES ON EMPLOYEE SATISFACTION AT HILTON NAY PYI TAW

SPSS is used to analyze the data gathered from the structured questionnaire in order to meet the goals of the study. In order to ascertain the relationship between HRM practices and employee satisfaction, this chapter discusses the overall demographic profile of the respondents, descriptive statistics, reliability analysis of variables, and correlation analysis.

4.1 Demographic Characteristics of Respondents

A summary of the demographic traits of the study participants is given in this section of the report. Comprehending these attributes is essential for placing the results in context and guaranteeing that the sample fairly reflects the Hilton Nay Pyi Taw population. Details regarding the respondents' gender, age, department, marital status, education level, and other pertinent variables are included in the demographic data. These factors aid in the analysis of the ways in which various HRM procedures affect worker satisfaction across various demographics.

4.1.1 Gender

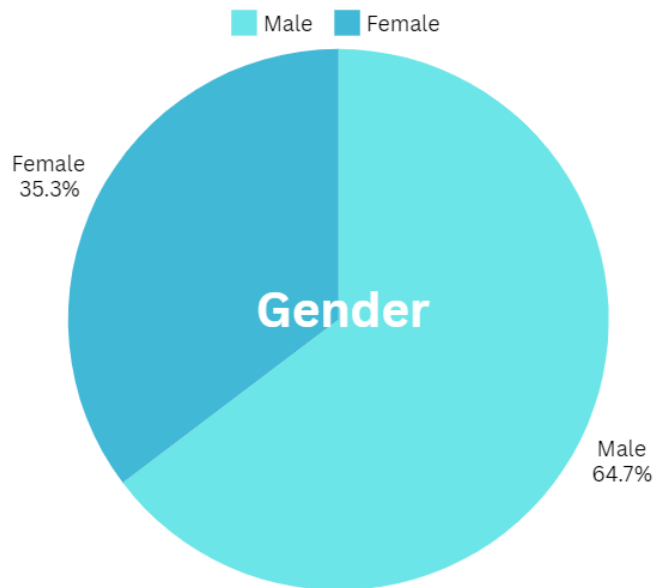
The table that follows shows the respondents' gender distribution. It draws attention to how both male and female Hilton Nay Pyi Taw personnel were represented in the survey.

Table (4.1) Gender of the Respondents

No.	Gender	No. of Respondents	Percentage
1.	Male	55	64.7
2.	Female	30	35.3
Total		85	100.0

Source: Survey data (2024)

Figure (4.1) Comparison of Gender



Source: Survey data (2024)

According to the data, male respondents made up 64.7% of the sample, while female respondents made up 35.3% of it. The makeup of the Hilton Nay Pyi Taw staff during the study period is shown in this distribution. According to the data, there are more male employees than female employees in the company, which can have an impact on how they see HRM procedures and general job satisfaction.

4.1.2 Marital Status

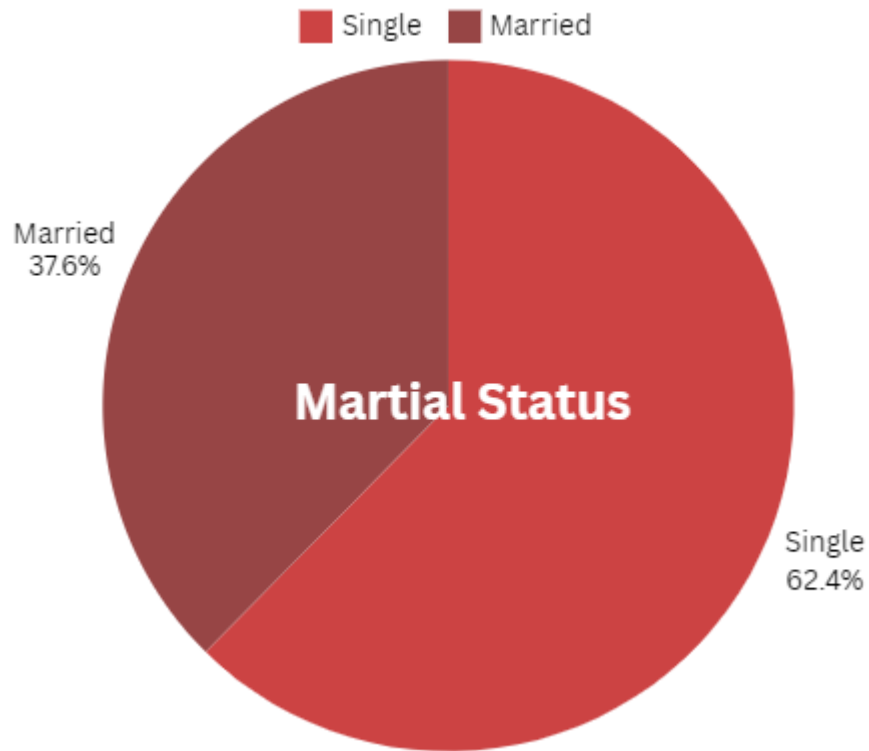
Respondents' marital status is separated into two groups: married and single. The distribution of respondents by marital status is shown in the following table.

Sr. No.	Marital Status	No. of Respondents	Percentage
1.	Single	53	62.4
2.	Married	32	37.6
Total		85	100.0

Table (4.2) Marital Status of the Respondents

Source: Survey data (2024)

Figure (4.2) Comparison of the Marital Status



Source: Survey data (2024)

The findings show that the majority of respondents, 62.4%, are single, while 37.6% are married. This demographic information provides insight into the personal characteristics of the Hilton Nay Pyi Taw workforce and may represent varying viewpoints on HRM procedures and employee satisfaction.

4.1.3 Age

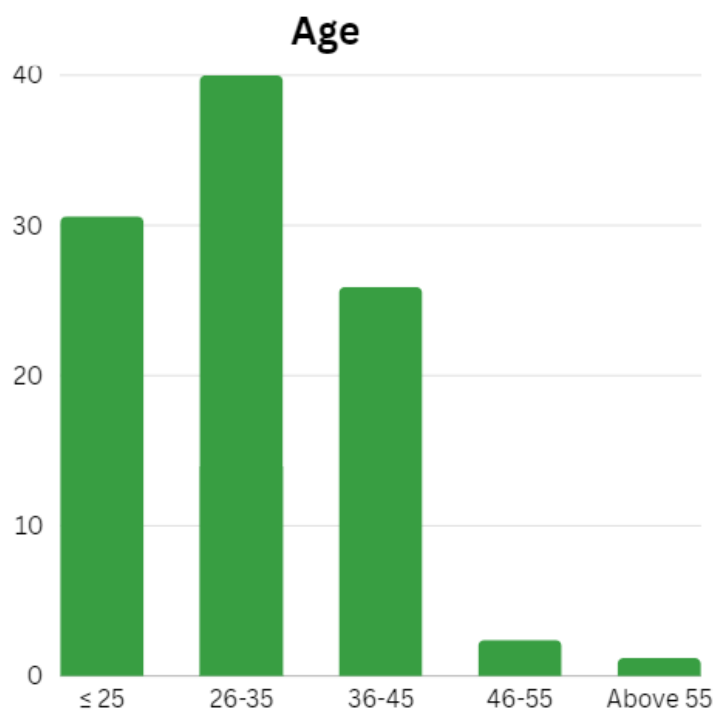
Respondents are grouped into five age groups: 25 and under, 26-35, 36-45, 46-55, and over 55. The table below depicts the age distribution of the responders.

No.	Age (Years)	No. of Respondents	Percentage
1.	≤ 25	26	30.6
2.	26-35	34	40.0
3.	36-45	22	25.9
4.	46-55	2	2.4
5.	Above 55	1	1.2
Total		85	100.0

Table (4.3) Age of the Respondents

Source: Survey data (2024)

Figure (4.3) Comparison of Age



Source: Survey data (2024)

The data indicates that the predominant age group among respondents is 26 to 35 years, constituting 40.0% of the sample. The second-largest demographic consists of employees aged 36 to 45 years, accounting for 25.9% of responses. 30.6% of participants are 25 years old or younger. The remaining responses are older, with 2.4% in the 46-55 age bracket and 1.2% over 55 years of age. The statistics indicates that Hilton Nay Pyi

Taw's workforce primarily consists of younger to middle-aged personnel, with the most substantial demographic being individuals in their late twenties to mid-thirties.

4.1.4 Education Level

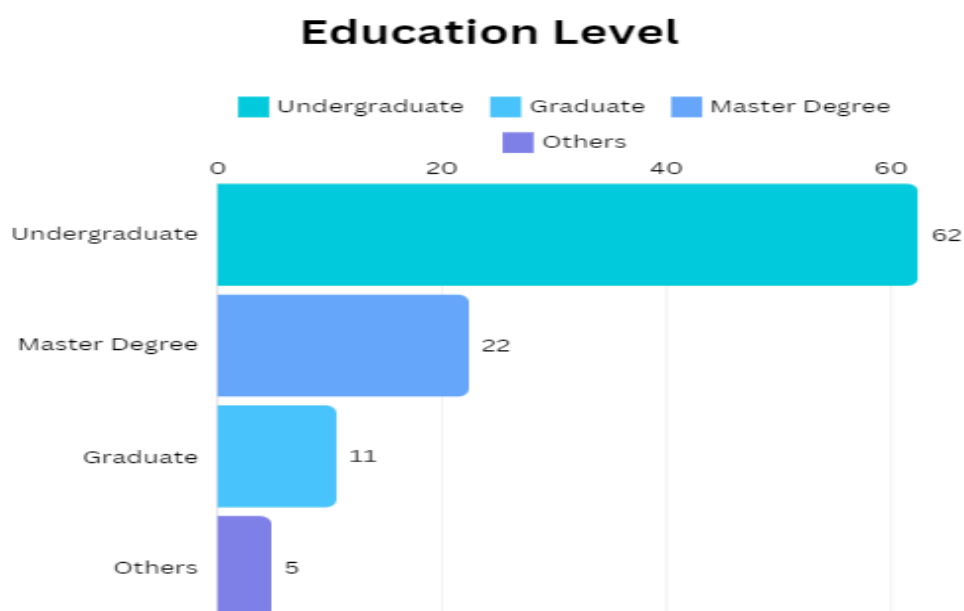
Respondents' education levels are classified into four categories: Undergraduate, Graduate, Master's Degree, and Other. The subsequent table depicts the allocation of respondents according to their educational attainment.

Table (4.4) Education Level of the Respondents

Sr. No.	Education Level	No. of Respondents	Percentage
1	Undergraduate	53	62.4
2	Graduate	9	10.6
3	Master Degree	19	22.4
4	Others	4	4.6
Total		85	100.0

Source: Survey data (2024)

Figure (4.4) Comparison of the Education Level



Source: Survey data (2024)

The data indicates that 62.4% of respondents are Undergraduates. The second-largest cohort comprises individuals with a Master's Degree (22.4%), whereas 10.6% possess a Graduate education degree. A little percentage, 1.2%, is classified under the others category, presumably denoting those possessing qualifications or certifications not delineated within the primary categories. This distribution signifies a largely educated workforce, with a substantial percentage possessing college or advanced degrees. It indicates that Hilton Nay Pyi Taw utilises a highly educated workforce, potentially impacting employees' expectations and satisfaction regarding HRM processes.

4.1.5 Department

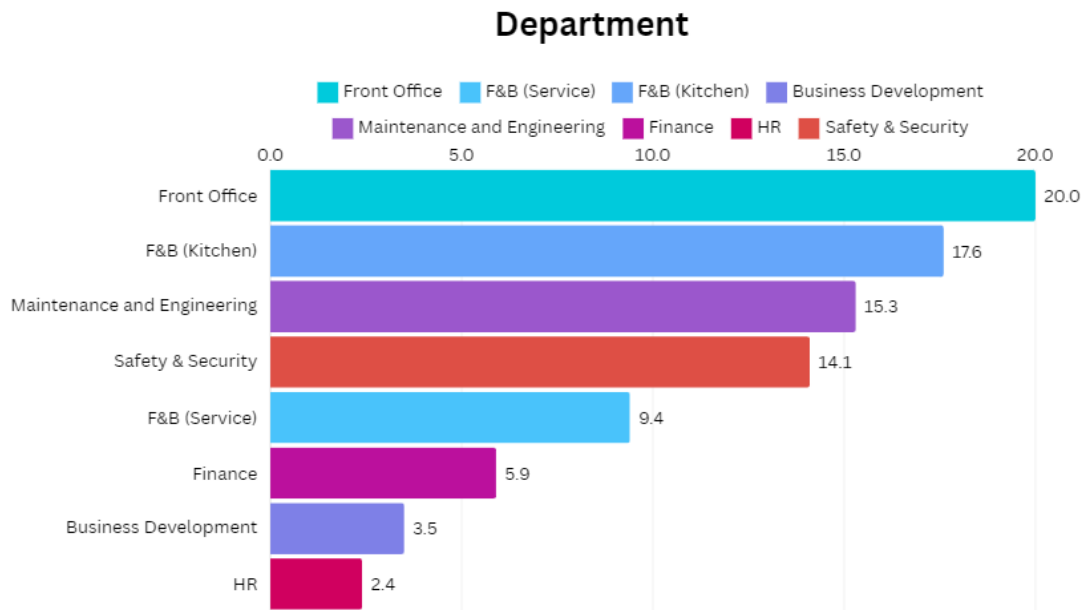
This survey classified respondents from Hilton Nay Pyi Taw according to their respective departments. The departments comprise Front Office, Housekeeping, Food & Beverage (F&B), Business Development, Maintenance and Engineering, Finance, Human Resources, Safety and Security, among others. The subsequent table depicts the allocation of responders among different departments.

Table (4.5) Department of the Respondents

Sr. No.	Department	No. of Respondents	Percentage
1.	Front Office	10	11.8
2	Housekeeping	17	20.0
3.	F&B (Service)	8	9.4
4.	F&B (Kitchen)	15	17.6
5.	Business Development	3	3.5
6.	Maintenance and Engineering	13	15.3
7.	Finance	5	5.9
8.	HR	2	2.4
9.	Safety & Security	12	14.1
Total		85	100.0

Source: Survey data (2024)

Figure (4.5) Comparison of the Department



Source: Survey data (2024)

The predominant group of respondents originates from the housekeeping department, representing 20.0% of the sample, succeeded by the Food & Beverage (Kitchen) sector, which constitutes 17.6%. Safety and Security constitutes 14.1% of responders, and Front Office personnel account for 11.8%. Additional divisions, including Food and Beverage (Service), Maintenance and Engineering, and Finance, also contribute to the sample, but in lesser numbers. This distribution demonstrates that Hilton Nay Pyi Taw possesses a varied staff across multiple essential operational sectors.

4.1.6 Monthly Salary

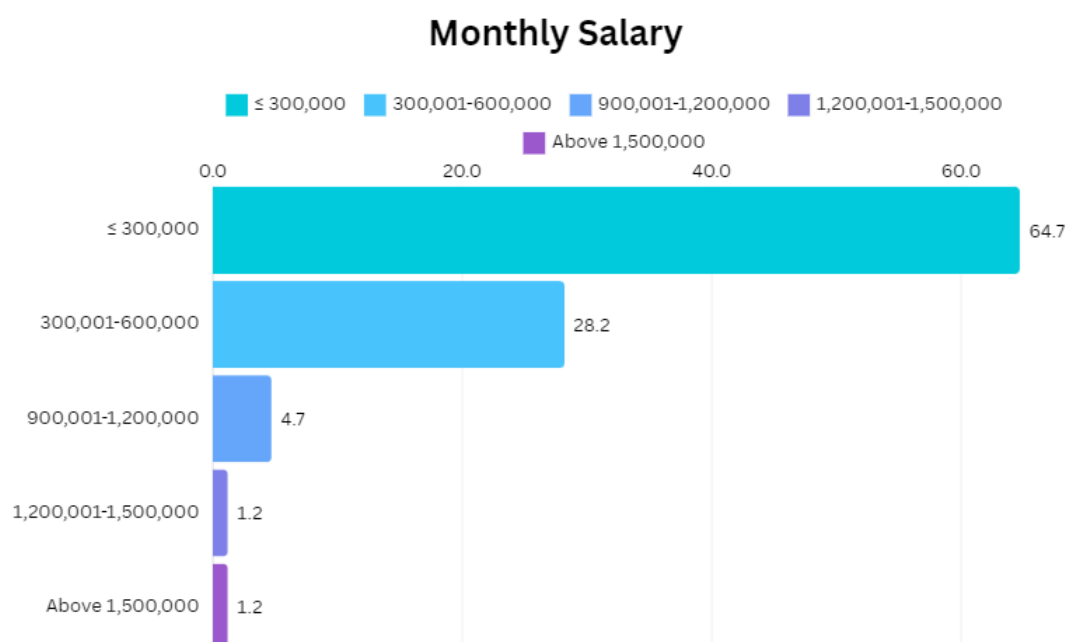
The respondents' monthly salaries are classified into five categories: < 300,000 MMK, 300,001–600,000 MMK, 900,001–1,200,000 MMK, 1,200,001–1,500,000 MMK, and > 1,500,000 MMK. The subsequent Table depicts the allocation of respondents according to their monthly income.

Table (4.6) Monthly Salary of the Respondents

Sr. No.	Monthly Salary (\$)	No. of Respondents	Percentage
1.	≤ 300,000	55	64.7
2.	300,001-600,000	24	28.2
4.	900,001-1,200,000	4	4.7
5.	1,200,001-1,500,000	1	1.2
6.	Above 1,500,000	1	1.2
Total		85	100.0

Source: Survey data (2024)

Figure (4.6) Comparison of the Monthly Salary



Source: Survey data (2024)

The data indicates that most respondents earn ≤ 300,000 MMK, with 64.7% categorized within this salary range. The second-largest group earns between 300,001 and 600,000 MMK, accounting for 28.2% of respondents. A lesser proportion of employees, 4.7%, receive salaries ranging from 900,001 to 1,200,000 MMK, whereas 1.2% earn between 1,200,001 and 1,500,000 MMK, as well as those earning above 1,500,000 MMK. The salary distribution indicates that the workforce at Hilton Nay Pyi Taw mainly receives salaries within the ≤ 300,000 MMK and 300,001–600,000 MMK ranges, illustrating the standard compensation framework at the hotel.

4.2 Reliability Analysis of Variables

This section examines the reliability analysis of the essential variables in this study. The independent variables are recruitment and selection, training and development, compensation and rewards and performance appraisal, with employee satisfaction serving as the dependent variable. The assessment of the reliability of these variables was conducted using Cronbach's Alpha, a tool that evaluates the internal consistency of the items within each variable. The following table presents the reliability analysis of the variables:

Sr. No.	Variables	No. of item	Cronbach Alpha
1	Recruitment and Selection	5	0.901
2	Training and Development	5	0.914
3	Compensation and Rewards	5	0.874
4	Performance Appraisal	5	0.917
5	Employee Satisfaction	7	0.928

Table (4.7) Reliability Analysis of the Variables

Source: Survey data (2024)

The Cronbach's Alpha values for all variables range from 0.874 to 0.928, demonstrating good to excellent internal consistency across each variable. The recruitment and selection process exhibits a Cronbach's Alpha of 0.901, indicating high reliability. Training and development exhibits a Cronbach's Alpha of 0.914, indicating strong reliability. The compensation and rewards measure exhibits a Cronbach's Alpha of 0.874, indicating an acceptable level of internal consistency. Performance appraisal exhibits a Cronbach's Alpha of 0.917, signifying excellent internal consistency. Employee satisfaction exhibits a Cronbach's Alpha of 0.928, signifying strong internal consistency.

The high Cronbach's Alpha values indicate that the scales employed to assess these variables exhibit reliability and sound construction, thereby enhancing confidence in the study's results. The reliability analysis demonstrates that the measurement instruments employed in this study effectively capture the intended constructs.

4.3 Descriptive Analysis on Dependent and Independent Variables

The survey conducted at Hilton Nay Pyi Taw yields significant data regarding HRM practices and their influence on employee satisfaction. This analysis underscores the significance of essential HRM practices, including recruitment and selection, training and development, compensation and rewards and performance appraisal, in enhancing overall employee satisfaction.

The data highlights the significant impact of independent variables, such as compensation packages and development opportunities, on employee satisfaction levels. Analyzing these factors enables Hilton Nay Pyi Taw to modify its HRM strategies to align with employee needs and preferences, thus improving job satisfaction, motivation, and retention. This analysis presents a comprehensive overview of employee responses regarding each variable, illustrating perceptions of HRM practices and their influence on satisfaction levels.

1. Recruitment and Selection

The evaluation of employee impression regarding Recruitment and Selection at Hilton Nay Pyi Taw is conducted through five specific statements. Table 4.11 presents the mean and standard deviation for each assertion concerning recruitment and selection methods.

Table (4.8) Descriptive Analysis of Recruitment and Selection

Sr. No.	Statements	Mean Value	Std. Deviation
1	At my organization, the recruitment process is merit-based and transparent.	3.659	.8529
2	Adequate & relevant information about the organization & job is provided to the candidate at the time of recruitment.	3.682	.9156
3	The recruitment process is efficient and facilitates the employment process in a timely manner.	3.671	.8916
4	Only candidates with the relevant skills are considered during the selection process.	3.847	.8093
5	The Recruitment & Selection process the organization use valid & standard test.	3.824	.8476
Overall Mean		3.66	

Source: Survey data (2024)

With an overall mean score of 3.66, one finds a modest to high degree of agreement with the remarks concerning recruitment and selection policies. Usually, workers view the hiring process as open, effective, merit-based. Many employees also feel that the choosing procedure gives candidates with pertinent abilities top priority and makes use of appropriate testing techniques.

Though small variation implies space for improvement in the information distribution and transparency of the recruitment process, the standard deviations, which range from 0.8093 to 0.9156, reflect quite consistent views among employees. All things considered, Hilton Nay Pyi Taw's hiring and choosing policies are seen favourably and help to support efficient worker management.

2. Training and Development

The assessment of employee perception regarding training and development at Hilton Nay Pyi Taw is conducted through five specific statements. Table 4.8 presents the mean and standard deviation for each statement concerning training and development.

Table (4.9) Descriptive Analysis of Training and Development

Sr. No.	Statements	Mean Value	Std. Deviation
1	The training needs of the employee in our organization are assessed on the basis of their performance appraisal.	3.79	.803
2	The contents of the Training & Development programs organized are always relevant to the changing needs of our jobs & our business.	3.79	.757
3	Training & Development practice help to change behavior of Employees.	3.82	.710
4	Training & Development practice have improved Knowledge and skills of employee.	3.86	.819
5	Training enabled you to be self-sufficient more quickly.	3.82	.676
Overall Mean		3.82	

Source: Survey data (2024)

The overall mean value of 3.82 reflects a significant level of agreement regarding the effectiveness of training and development practices at Hilton Nay Pyi Taw. Employees commonly acknowledge that training is pertinent, enhances their skills, and facilitates behavioural change in the workplace. The standard deviation variability (0.676 to 0.819) indicates that, although a majority of employees concur regarding the training practices, there exists variability in the strength of their perceptions concerning the impact of training on their development.

The findings indicate that Hilton Nay Pyi Taw implements effective training and development programs that positively impact employee growth; however, there are potential areas for improvement to maximise benefits for all employees.

3. Compensation and Rewards

The assessment of employee perception regarding compensation and rewards at Hilton Nay Pyi Taw is conducted through five specific statements. Table (4.9) presents

the mean and standard deviation for each statement concerning compensation and rewards.

Table (4.10) Descriptive Analysis of Compensation and Rewards

Sr. No.	Statements	Mean Value	Std. Deviation
1	Our organization makes all payment due to us in time.	3.894	1.0468
2	My remuneration reflects my contribution and effectiveness inside the organization.	3.471	.9334
3	The pay we receive in competitive compared to that of employees doing similar work in other organization.	3.376	.8861
4	I am entitled for rewarded if the whole organization achieves its set target.	3.659	.9070
5	An increase in my basic pay will encourage me to improve on my performance.	3.871	.9733
Overall Mean		3.65	

Source: Survey data (2024)

The overall mean value of 3.65 suggests a moderate to high level of agreement regarding the statements on compensation and rewards. Employees perceive that the organization provides timely payments and believe that a pay increase would enhance their performance motivation. The standard deviations, ranging from 0.8861 to 1.0468, indicate variability in perceptions, particularly regarding the extent to which remuneration aligns with individual contributions and compares favorably to similar roles in other organizations. The findings indicate that Hilton Nay Pyi Taw offers a competitive compensation package; however, there is potential for enhancement regarding employees' perceptions of fairness and the alignment of rewards with their contributions.

4. Performance Appraisal

The evaluation of employee perception of Performance Appraisal at Hilton Nay Pyi Taw is conducted using five specific statements. Table 4.10 presents the mean and standard deviation for each statement concerning performance appraisal.

Table (4.11) Descriptive Analysis of Performance Appraisal

Sr. No.	Statements	Mean Value	Std. Deviation
1	My organization's performance assessment system is fair and open.	3.659	.9947
2	The criteria for appraisals are clearly established and disclosed to all staff.	3.647	.9600
3	I get regular feedback on my performance through the assessment system.	3.624	.8994
4	My ratings are based on objective and consistent standards.	3.624	.9877
5	My organization's performance assessment system keeps me motivated.	3.729	.8916
Overall Mean		3.66	

Source: Survey data (2024)

The total mean value of 3.66 indicates a moderate to high level of consensus over performance appraisal processes. Employees typically regard the system as equitable and incentivizing, characterized by objective norms and explicit criteria. The standard deviations, ranging from 0.8916 to 0.9947, indicate diversity in the consistency of employees' experiences with feedback and rating criteria. The findings indicate that although many employees see Hilton Nay Pyi Taw's performance appraisal system favourably, enhancements in the regularity and standardization of feedback could further augment its efficacy and motivational impact.

5. Employee Satisfaction

The following statements are used to evaluate the employee perception of employee satisfaction at Hilton Nay Pyi Taw. The mean and standard deviation of each statement concerning employee satisfaction are presented in Table 4.12.

Table (4.12) Descriptive Analysis of Employee Satisfaction

Sr. No.	Statements	Mean Value	Std. Deviation
1	I am happy with assistance given by my organization in terms of money, leave subscriptions.	3.553	.9194
2	I feel I am being paid a fair amount for the work I do.	3.529	.9460
3	The benefits we receive are as good as most other organizations offer.	3.576	.8780
4	I believe that the recognition and rewards I receive are indicative of my contributions to the organization.	3.518	.9337
5	My supervisors and colleagues recognize and appreciate my contributions.	3.847	1.0060
6	I enjoy with my coworkers.	3.800	.9856
7	In general, I experience a sense of motivation and satisfaction in my current position within the organization.	3.682	.9906
Overall Mean		3.64	

Source: Survey data (2024)

The moderate level of agreement with the statements regarding employee satisfaction is indicated by the aggregate mean value of 3.64. Although there is variability in perceptions of equitable pay and recognition for contributions, employees generally express satisfaction with organisational support, benefits, and workplace recognition. The statement that supervisors and colleagues acknowledge and value employee contributions is associated with the highest mean value (3.847), which suggests that employees are highly satisfied with their workplace relationships. Nevertheless, the potential for improvement is underscored by slightly lower mean values, such as 3.518 for recognition and rewards that are in line with contributions.

These results indicate that Hilton Nay Pyi Taw promotes a positive work environment; however, satisfaction levels could be further enhanced by aligning compensation with employee expectations and enhancing recognition systems.

4.4 Multiple Regression Analysis of Compensation and Benefits and Employee Satisfaction

This study evaluates the influence of training and development, compensation and rewards, performance appraisal, and recruitment and selection on employee satisfaction at Hilton Nay Pyi Taw through the application of multiple regression analysis.

The model summary outlines the extent of variation in the dependent variable (employee satisfaction) that can be ascribed to alterations in the independent variables (HRM practices). This study's model summary indicates the degree to which the independent variables—training and development, compensation and rewards, performance appraisal, and recruitment and selection—account for variations in employee satisfaction. The findings are presented in Table 4.13.

Table (4.13) Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.885 ^a	.783	.772	.37977

a. Predictors: (Constant), Training and Development, Compensation and Rewards, Performance Appraisal, Recruitment and Selection

Source: Survey data (2024)

The data reveals a R Square value of 0.783, indicating that 78.3% of the variance in the dependent variable (employee satisfaction) is attributable to fluctuations in the independent variables (training and development, compensation and rewards, performance appraisal, and recruitment and selection). The residual 21.7% of the variation may be attributed to extraneous factors not encompassed by the model.

The substantial variance elucidated by the independent variables indicates the considerable impact of HRM procedures on employee satisfaction at Hilton Nay Pyi Taw. The corrected R-squared value (0.772) further substantiates the model's robustness, considering the quantity of predictors employed in the investigation.

The ANOVA Table (4.14) reveals an F-statistic of 72.021 with a significance level of .000^b, indicating that the entire regression model is statistically significant. The independent variables recruitment and selection, training and development, compensation and rewards and performance appraisal significantly influence employee satisfaction.

Table (4.14) ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.549	4	10.387	72.021	.000 ^b
	Residual	11.538	80	.144		
	Total	53.087	84			

a. Dependent Variable: Employee Satisfaction

b. Predictors: (Constant), Training and Development, Compensation and Rewards, Performance Appraisal, Recruitment and Selection

Source: Survey data (2024)

The extremely low significant value ($p < 0.001$) verifies that the regression model is exceptionally proficient at elucidating the variance in employee happiness. The elevated F-value (72.021) further signifies that the model effectively fits the data, indicating that the independent variables substantially help to elucidating employee satisfaction. The findings suggest that the HRM practices analysed in the model are significant predictors of employee satisfaction at Hilton Nay Pyi Taw.

The regression model analysis explores the connection between the independent variables—Training and Development, Compensation and Rewards, Performance Appraisal, and Recruitment and Selection—and the dependent variable, Employee Satisfaction, at Hilton Nay Pyi Taw. The findings are displayed in Table 4.15.

Table (4.15) Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.028	.268		.104	.917
Recruitment and Selection	.337	.093	.310	3.630	.000
Training and Development	-.020	.080	-.016	-.244	.808
Compensation and Rewards	.235	.088	.229	2.659	.009
Performance and Appraisal	.430	.090	.444	4.766	.000

a. Dependent Variable: Employee Satisfaction

Source: Survey data (2024)

The coefficient table offers comprehensive insights into the connection between each independent variable and employee satisfaction. The constant term has a coefficient of 0.028 and a p-value of 0.917, indicating it is not statistically significant. This indicates that when all independent variables are set to zero, the baseline level of employee satisfaction does not show a significant difference from zero.

The coefficient for training and development is -0.020, and the p-value is 0.808, suggesting that it does not significantly affect employee satisfaction in this study. The coefficient for compensation and rewards is 0.235, accompanied by a p-value of 0.009, indicating a statistically significant positive effect on employee satisfaction. This indicates that enhancements in compensation practices correlate with increased satisfaction levels.

The coefficient for performance appraisal stands at 0.430, accompanied by a p-value of 0.000, which signifies a highly significant positive effect. This shows that efficient and equitable performance appraisal practices significantly boost employee satisfaction. The coefficient for recruitment and selection stands at 0.337, accompanied by a p-value of 0.000, indicating a statistically significant positive effect. This

underscores the significance of effective and clear recruitment processes in enhancing employee satisfaction.

The findings mean that compensation and rewards, performance appraisal, and recruitment and selection significantly enhance employee satisfaction at Hilton Nay Pyi Taw. Among these, performance appraisal shows the most significant relationship, followed by recruitment and selection. In this study, training and development does not have a significant impact on employee satisfaction.

CHAPTER V

CONCLUSION

With an emphasis on the effect of HRM practices on employee happiness at Hilton Nay Pyi Taw, this chapter provides an overview of the study's findings, debates, and conclusions. Recommendations for improving HRM procedures are offered in light of the study's findings, and then ideas for more research are put out to address the study's shortcomings and look at other aspects of employee satisfaction.

5.1 Findings and Discussions

This research sought to investigate the impact of HRM practices—training and development, compensation and rewards, performance appraisal, and recruitment and selection—on employee satisfaction. A structured questionnaire was employed to collect data from 85 employees at Hilton Nay Pyi Taw, facilitating a thorough examination of demographic characteristics, HRM procedures, and employee satisfaction levels. Quantitative methodologies corroborated the findings, yielding actionable insights.

The demographic research indicated that the majority of employees were young, specifically between the ages of 26 and 35, and had a balanced gender distribution. Educational attainment varied from high school diplomas to master's degrees, indicating a heterogeneous workforce. The bulk of responders were from the Housekeeping and Food & Beverage departments, with wage distributions indicating that most employees were situated within the lower to mid-level salary brackets. These attributes underscore the necessity of customizing HRM approaches for a youthful, varied, and operational workforce.

The descriptive statistics revealed substantial employee consensus about the efficacy of training and development programs and performance appraisal systems. Moderate agreement was noted for compensation and rewards and recruitment and selection, indicating potential for enhancement in transparency and equity in these domains.

Regression study indicated that compensation & rewards, performance appraisal, and recruitment and selection strongly affected employee satisfaction. Performance appraisal exerted the most significant influence, underscoring its essential function in enhancing satisfaction. However, training and development did not have a statistically

significant impact on satisfaction, suggesting a need to match training programs more closely with employee expectations and corporate goals. These findings underscore the necessity for a comprehensive HRM strategy that integrates effective appraisal systems, competitive compensation, transparent recruitment processes, and targeted training programs to improve overall satisfaction.

5.2 Suggestions and Recommendations

Based on the data, the below recommendations are suggested to optimise HRM procedures and elevate employee happiness at Hilton Nay Pyi Taw. By concentrating on critical domains like as training and development, remuneration and incentives, performance evaluation, and recruiting and selection, the organisation may cultivate a more motivated, engaged, and productive staff.

Training and development have become essential for promoting employee growth and happiness. The hotel must adopt a systematic method to periodically assess training requirements, ensuring that the programs target pertinent skills and correspond with workers' career aspirations. This entails utilising performance evaluations and employee feedback to ascertain particular training needs. Training programs tailored to individual roles must be developed to address the distinct requirements of each department, including housekeeping, food and beverage services, and front office operations. Furthermore, cross-departmental training programs should be implemented to foster staff flexibility and improve interdepartmental collaboration. These efforts can enhance skill diversity, allowing employees to competently do several responsibilities, which is especially advantageous in a dynamic sector such as hospitality. To guarantee the efficacy of training programs, the hotel must consistently assess their results. This may encompass evaluating enhancements in staff performance, customer satisfaction metrics, and overall operational efficacy. Integrating contemporary training techniques, such e-learning modules and interactive workshops, may enhance the engagement and accessibility of programs for employees.

Remuneration and incentives profoundly influence employee contentment and drive. Hilton Nay Pyi Taw ought to do frequent market evaluations to compare salaries with industry norms, so assuring competitiveness in talent acquisition and retention. This is particularly significant in the hotel industry, since remuneration is a crucial element in

staff retention. The organisation ought to implement performance-based incentive programs that compensate employees for surpassing performance standards. These incentives may encompass bonuses, profit-sharing schemes, or non-monetary prizes such as extra leave days or recognition awards. Customising incentives to individual preferences can amplify their motivating effect. Furthermore, the hotel might implement novel advantages such as flexible working hours, health initiatives, or employee discounts on hotel amenities. These advantages enhance job satisfaction while also fostering work-life balance and employee well-being.

Performance appraisal was recognised as the most significant HRM activity affecting employee satisfaction. To enhance its effectiveness, Hilton Nay Pyi Taw ought to implement a clear and equitable assessment procedure. Performance standards must be established and disseminated to all workers to guarantee consistency and fairness in evaluations. Systematic feedback methods must be established to enable staff to recognise their strengths and identify areas for development. Managers have to be educated in doing positive assessments that correspond with organisational objectives while simultaneously addressing individual developmental requirements. This training must underscore the need of impartial evaluations and proficient communication abilities. To improve the assessment process, the hotel might implement 360-degree feedback systems, allowing employees to obtain evaluations from peers, subordinates, and supervisors. This thorough methodology offers an integrated perspective on performance and promotes a culture of ongoing development.

Efficient recruiting and selection methods are essential for developing a proficient and unified staff. Hilton Nay Pyi Taw should prioritise recruiting people possessing appropriate skills and cultural compatibility. This entails enhancing job descriptions and employing competency-based evaluations in the selection process. Accelerating recruiting schedules while ensuring comprehensive reviews is crucial to mitigate operational interruptions. Managers must be educated to effectively identify high-potential individuals, facilitating a smooth recruiting process. Clarity in recruiting criteria is essential for cultivating confidence among prospects and current workers. This entails explicitly conveying selection criteria and offering feedback to candidates. The hotel might utilise staff recommendations and social media networks to acquire a wider talent pool.

In addition to fundamental HRM procedures, Hilton Nay Pyi Taw ought to allocate resources towards enhancing the whole work environment. This include guaranteeing workplace safety, comfort, and access to essential resources. Fostering a friendly and inclusive culture in which workers feel appreciated and acknowledged may greatly improve job satisfaction. Implementing consistent employee engagement initiatives, including team-building exercises, recognition programs, and open forums, may enhance workplace connections and elevate morale. Furthermore, delineating explicit career advancement trajectories might assist employees in perceiving long-term development inside the organisation.

By concentrating on these elements, Hilton Nay Pyi Taw can foster a more content and driven workforce, hence improving organisational performance and customer happiness. An effective HRM strategy that integrates employee development, recognition, and well-being is crucial for sustaining a competitive advantage in the hospitality sector. These solutions not only tackle current issues but also establish a foundation for ongoing development and success.

5.3 Needs for Further Research

Despite the fact that this study provides substantial insights, new research is required to address its limitations and examine additional topics. Although this study is only concerned with human resource management (HRM) practices and employee satisfaction at Hilton Nay Pyi Taw, there is a significant possibility to broaden the scope of the investigation and investigate a variety of elements that have an impact on the well-being of employees working in the hospitality industry.

This research has a number of drawbacks, one of the most significant of which is that it is only focused on a particular hotel, which may not be representative of the hospitality business in Myanmar as a whole. A similar study project might be carried out in the future across a number of hotels in Myanmar in order to gain a comprehensive understanding of the HRM practices and trends that are prevalent throughout the business. Establishing HRM standards and best practices across an entire sector might be facilitated by conducting comparative study among a number of different organisations. In addition, doing an analysis of similarities and differences in human resource

management practices among various hotel tiers, such as luxury, mid-range, and budget hotels, may provide light on the ways in which organisational tactics alter according to market positioning.

An expanded emphasis that takes into account additional aspects, such as organisational culture, leadership styles, and employee participation, would result in a more comprehensive understanding of the elements that contribute to employee happiness. One of the most important factors that contributes to the formation of employee perceptions and experiences is the culture of the organisation specifically. An investigation into the ways in which cultural aspects, such as power distance, collectivism, and innovation orientation, influence human resource management practices and employee happiness might be conducted in the future. It is also possible to analyse different leadership styles, such as transformational and transactional approaches, in order to assess the impact that these styles have on the morale and performance of people working for the company. It is also important to investigate employee engagement, which encompasses such aspects as participatory decision-making and job autonomy, in order to comprehend the influence that it has on motivation and satisfaction.

The long-term influence of human resource management practices on employee happiness is another subject that should be investigated in the future. The purpose of this survey is to give a snapshot of employee attitudes; however, a longitudinal study might provide useful insights into how levels of satisfaction vary over time. It would be possible for organisations to quantify the sustained efficacy of their initiatives if they monitored temporal fluctuations and evaluated how changes in HRM practices impact employee attitudes. This method might also be used to identify the lag effect of HRM practices, which is the phenomenon in which the full influence of an initiative does not become apparent until a considerable amount of time has passed.

A more in-depth comprehension of the experiences of workers may be achieved by the use of mixed-methods research, which includes activities like interviews and focus groups, in addition to the collecting of quantitative data. Researchers are able to unearth insights and record complex viewpoints via the use of qualitative approaches, which may be missed by numerical analysis. Interviews, for instance, might be used to investigate

the emotional reactions of workers to performance reviews or modifications in remuneration, or focus groups could be used to stimulate conversations about how employees perceive the fairness and transparency of the recruiting process. If these qualitative insights were combined with the quantitative data, the result would be a deeper and more thorough knowledge of HRM practices.

In addition, future study might explore the ways in which external variables, such as the state of the economy, technological breakthroughs, and the ever-changing dynamics of the labour market, have an impact on human resource management practices and employee happiness. An example of this would be the examination of the influence that automation and digitalisation have had on training and development programs in the hospitality industry. This might give insights into how organisations adjust to shifting technology environments. Similarly, conducting research on the ways in which recruiting methods and pay structures are affected by labour shortages will give light on the manner in which the sector responds to difficulties pertaining to the workforce.

In addition, cross-cultural studies have the potential to provide insightful views by contrasting the human resource management methods and levels of employee satisfaction in Myanmar with those of other nations in the area. This type of study would have the ability to discover cultural and contextual variations in employee expectations and organisational practices, which would allow international corporations to efficiently customise their human resource management strategies. In addition, conducting research on the role that corporate social responsibility (CSR) programs have in employee happiness may shed light on the ways in which ethical practices and community engagement influence the morale and loyalty of employees.

In conclusion, it is possible that future research may investigate the relationship between HRM practices and the mental health of employees. Given the growing awareness of mental health concerns in the workplace, it is essential to have a solid grasp of how human resource management programs handle stress, burnout, and maintaining a healthy work-life balance. It is possible that doing research on the effectiveness of wellness programs, flexible work arrangements, and supportive working settings might yield insights that can be put into action to promote a workforce that is both healthier and more pleased.

It is possible that future research may be able to produce a more comprehensive understanding of the impact that HRM practices have on employee satisfaction if these areas are investigated. The practitioners who are looking to improve organisational performance and the researchers who are looking to contribute to the ever-evolving area of human resource management would both benefit significantly from this increased understanding since it would yield substantial insights.

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APPENDIX

QUESTIONNAIRE

Respected Sir / Madam

I am pleased to inform you that I am a student at Swiss School of Business Research pursuing a degree in Master in Business Administration (MBA). As partial fulfillment of my degree, I am conducting research on **“The impact of Human Resources Management Practice on Employee satisfaction of Hilton Nay Pyi Taw Hotel, Nay Pyi Taw in Myanmar.”** I assure you that this is purely academic research and participation in this study is voluntary.

Please note that any information you give will be treated confidentially. Your assistance will be highly appreciated. Thank you for your cooperation.

Yours faithfully,

**The Impact of Human Resources Management Practices on Employee satisfaction
of Hilton Nay Pyi Taw Hotel, Nay Pyi Taw in Myanmar.**

Section (A)

Demographic Profile of Respondent

Please tick (✓) the appropriate answer.

Section A: Respondent Profile

1. Gender

- ☐ Male
☐ Female

2. Marital Status

- ☐ Single
☐ Married

3. Age (Years)

- ☐ ≤ 25 Years
☐ 26 - 35 Years
☐ 36 - 45 Years
☐ 46 - 55 years
☐ Above 55 Years

4. Education Level

- ☐ High School
☐ Under Graduate
☐ Graduate
☐ Post Graduate

Others: Please Specify -----

5. Department

☐		☐	
☐	Front Office	☐	Maintenance & Engineering
☐	Housekeeping	☐	Finance
☐	F & B (Service)	☐	Human Resources
☐	F & B (Kitchen)	☐	Safety & Security
Business Development			

6. Monthly Basic Income (Kyats)

☐	$\leq 300,000$
☐	300,001 – 600,000
☐	600,001 – 900,000
☐	900,001 – 1,200,000
☐	1,200,000 – 1,500,000
☐	More than 1,500,000

Section (B)

Human Resources Management Practices

Please indicate the responses that best fit your agreement or disagreement with each statement by ticking (✓) only a box from the following interpretations of the scales:

Strongly Disagree - 1

Disagree - 2

Neutral - 3

Agree - 4

Strongly Agree - 5

1. Recruitment & Selection

Sr. No.	Statement	1	2	3	4	5
1	At my organization, the recruitment process is merit-based and transparent.					
2	Adequate & relevant information about the organization & job is provided to the candidate at the time of recruitment.					
3	The recruitment process is efficient and facilitates the employment process in a timely manner.					
4	Only candidates with the relevant skills are considered during the selection process.					
5	The Recruitment & Selection process the organization use valid & standard test.					

2. Training & Development

Sr. No.	Statement	1	2	3	4	5
1	The training needs of the employee in our organization are assessed on the basis of their performance appraisal.					
2	The contents of the Training & Development programs organized are always relevant to the changing needs of our jobs & our business.					
3	Training & Development practice help to change behavior of Employees.					
4	Training & Development practice have improved Knowledge and skills of employee.					
5	Training enabled you to be self-sufficient more quickly.					

3. Compensation & Reward

Sr. No.	Statement	1	2	3	4	5
1	Our organization makes all payment due to us in time.					
2	My remuneration reflects my contribution and effectiveness inside the organization.					
3	The pay we receive is competitive compared to that of employees doing similar work in other organization.					
4	I am entitled for reward if the whole organization achieves its set target.					
5	An increase in my basic pay will encourage me to improve on my performance.					

4. Performance Appraisal

Sr. No.	Statement	1	2	3	4	5
1	My organization's performance assessment system is fair and open.					
2	The criteria for appraisals are clearly established and disclosed to all staff.					
3	I get regular feedback on my performance through the assessment system.					
4	My ratings are based on objective and consistent standards.					
5	My organization's performance assessment system keeps me motivated.					

Section (C)

Employee Satisfaction

Please indicate the responses that best fit your agreement or disagreement with each statement by ticking (✓) only a box from the following interpretations of the scales:

Strongly Disagree	-	1
Disagree	-	2
Neutral	-	3
Agree	-	4
Strongly Agree	-	5

Sr. No	Statement	1	2	3	4	5
1	I am happy with assistance given by my organization in terms of money, leave subscriptions.					
2	I feel I am being paid a fair amount for the work I do.					
3	The benefits we receive are as good as most other organizations offer.					
4	I believe that the recognition and rewards I receive are indicative of my contributions to the organization.					
5	My supervisors and colleagues recognize and appreciate my contributions.					
6	I enjoy with my coworkers.					
7	In general, I experience a sense of motivation and satisfaction in my current position within the organization.					