An Analytical Study of Human Resource Management Practices Adopted by Star Rated Hotels in Nagpur City

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ABSTRACT

"Human resource management (HRM) is the strategic and coherent approach to the management of an organization's most valued assets – the people working there who individually and collectively contributes to the achievement of the objectives of the business."

Human resources management comprises several processes. Together they are supposed to achieve the above-mentioned goal. These processes can be performed in an HR department, but some tasks can also be outsourced or performed by line-managers or other departments. When effectively integrated they provide significant economic benefit to the company.

Human resources are the source of achieving competitive advantage because of its capability to convert the other resources (money, machine, methods and material) in to output (product/service). The competitor can imitate other resources like technology and capital but the human resource are unique.

Keywords: Human Resource Management Practices, Star Rated Hotels, Employees Productivity etc.

1. INTRODUCTION

Researches provide evidence to show that HRM practices help the organization to improve the quality of services Tsaura and Lin (2004) empirically explored the relationship among human resource management practices, service behavior and service quality in the tourist hotels. The results indicated that HRM practices had partially a direct effect on customer perceptions of service quality and an indirect effect through employees' service behavior. This means that service behavior only partially mediates the relationship between human resource management practices and service quality.

Some studies show that certain HRM practices, such as working in teams, greater discretion and autonomy in the workplace and various employee involvement and pay schemes, do motivate workers and generate higher labor productivity (Cully et al. 1999; Boselie and Wiele 2002). Employees' involvement in terms of delegation of responsibility and systems of collecting proposals from employees may have a positive impact on productivity (Arthur 1994, Wallace 1995). Cross functional teams, job rotation, quality circles and integration of functions may all contribute positively to labour productivity. (Banker et al., 1996). HRM activities providing informal and formal training as well as recruitment and selection have also shown to have an impact on productivity and market value.(Huselid 1995, Delery and Dotty 1996).

Recently in the study conducted by Soomro et al. (2011), it has been found that HRM practices (training, selection, career planning, employee

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participation, job definition, compensation, performance appraisal) were correlated positively with the employee performance. Further respondents gave highest importance to performance appraisal and then to compensation among individual HRM practices.

Based on evidence from the companies interviewed, the division of responsibilities was most common in the following structure:

- Global HR: Responsible for developing global strategy and policies including mandatory and advisory guidelines, focusing on senior management policies, and providing the infrastructure for group-wide HR communication;
- Regional/Divisional HR: provides translation and co-ordination of global activities for the specific area of concern;
- Country/Territory HR: translates policies further to coincide with the national context, as well as developing locally specific policies;
- Shared service centers: provide administrative support and specialist advice;
- Business unit level: local HR business partners provide advice, sometimes also administration services where no shared-service centre is present;
- Line management: providing local interpretation and implementation of HRM practices;
- Employees: end-users of self-service systems with personal responsibility for their own administration.

Hotel Industry in Nagpur

The hospitality growth in Nagpur is worth talking about, the journey from a sleepy town to a city which is full of life. The entire region has seen a sudden burst in hotel development over the past few years, and it is multiplying at a greater pace. The geographical spread of the city is mushrooming to the core, it has expanded its wings to the surrounding townships i.e. Khapri, Wadi, Kalmeshwar etc. Almost many of the branded domestic and international hotels are present in these locations. The city has seen a tremendous growth in various sectors like medical tourism, information technology, automobile manufacturing, education etc. and has a status of a cosmopolitan city. This substantial growth is responsible in making Nagpur, the hospitality hub. There are more than five 5 star and 5-star deluxe hotels, with a total room inventory of more than 2000 rooms which includes hotels in various classifications. This inventory is further expected to multiply and go up to 5000 rooms by the year 2022. This has generated a room: employee ratio of approximately 1:2, the hotel industry only has to create job opportunities to about 15,000 people in the next three to four years.

There are also more than 3500 rooms expected. The country saw a growth in rooms, with a CAGR of 5 per cent, hence Nagpur was no exception. Moreover, being close to Madhya Pradesh, Chhattisgarh and Andhra Pradesh where prices are on the top most peak investors found Nagpur a more affordable destination. Source: Food & Hospitality World November 1-15, 2014 This tremendous growth has generated great shortage of manpower in the hotels of the region. While getting business is important, the hotels are more concerned about who is going to serve the guest, in this imbalance of demand and supply has resulted in a higher attrition rate in the industry and the industry is now exploring all avenues to ensure the retention of its employees.

The demand for quality hotel room's supply was necessitated by the changing profile of the city over the years. The overall boom in all the sectors has necessitated quality accommodation space in the city. Ongoing factors such as rising number of multinational companies investing in the city, domestic companies relocating to the region, rising frequency of International and domestic airlines arriving in the city, a better infrastructure and government support in hotel developments, etc., is increasing the investments in Hospitality sector.

2. REVIEW OF LITERATURE

The review of literature plays an important role in research work. It helps the Researcher to identify problems of the research subject which is, in turn, helps to modifications over research studies. Numerous pieces of works of literature are available on economic development and entrepreneurship. Some of the relevant and important research work have been taken for review which helps to prove the specific objectives of the present study.

"Human Resource Management (HRM) focuses on managing people within the employer-employee relationship. Specifically, it involves the productive use of people in achieving the organization's strategic business objectives and

the satisfaction of individual employee needs" *(Stone, 2002).*

Human Resource Management (HRM) consists of an organization "people practices" which includes the policies, practices and systems that influence employees' behavior, attitudes and performance. HRM influence people who work for the organization and how those people work. The human resources, if well managed, have the potential to be a source of sustainable competitive advantage, contribution to the basic objectives such as quality, profits and customer satisfaction **(Noe et al., 2004)**. As mentioned by **Mello (2006),** the following are the different descriptions of the HRM functions: Staffing involves job analysis, human resource planning, and employee specific tasks and responsibilities and the abilities, skills and qualifications needed to perform a job are identified. Human Resource Planning ensures that the organization has the right number of qualified people in the right jobs at the right time. In employee recruitment, the organization seeks and attracts a pool of applicants from which qualified candidates are considered for job vacancies.

In employee selection, the organization chooses from among the available candidates the individual predicted to be most likely to perform successfully in the job. HRM is also involved in training. It is the acquisition of attitudes, skills, and knowledge required for employees to learn and perform their jobs, improve on their performance, prepare themselves for more senior positions, and achieve career goals. In HRM, the process of determining how well employees are doing their jobs is called performance management. In this activity, the employees are assessed and given feedback on their strengths and areas for improvement. Compensation consists of cash rewards, such as the base salary, bonus, incentive payments, and allowances, which the employees receive and these are important in motivating employees and reinforcing their behavior as demanded by the organization's business strategies. Labor relations deals with the relationship between an organization and its employees. In an organization, if the relationship is healthy, there will be cooperation and high level of commitment. On the other hand, if it is poor, there will be conflict and low commitment.

A growing body of empirical research has examined the effect of certain HRM practices on firm performance. Although there is a long list of best HR practices that can affect either independently or collectively on the organizational performance, results are hard to interpret. In order to determine any effects of HR practices on firm growth, we choose to examine HR practices initially proposed by **Pfeffer (1998)** which according to the literature, can be expected to influence the firm performance. In his seminal work**, Pfeffer (1998)** proposed the following seven HRM practices: (1) employment security (2) selective hiring, (3) self-managed teams and decentralization of decision making (4) comparatively high compensation contingent on organizational performance, (5) extensive training, (6) reduced status distinctions and barriers, including dress, language, office arrangements, and wage differences across levels, and (7) extensive sharing of financial and performance information throughout the organization.

Human resource practices are divided into four different categories. These include people focused Human resource practices, work oriented human resource practices, performance focused practices and information based practices **(Ulrich et al., 2008)**. According to **Ulrich et al. (2008),** many Human Resource practices deal with the flow of people within an organisation. For example, recruitment, staffing, orientation, training, development, retention, outsourcing and other programs related to the movement of people within an organisation **(Ulrich et al., 2008).**

3. Rationale of the Study

a. Research Methodology

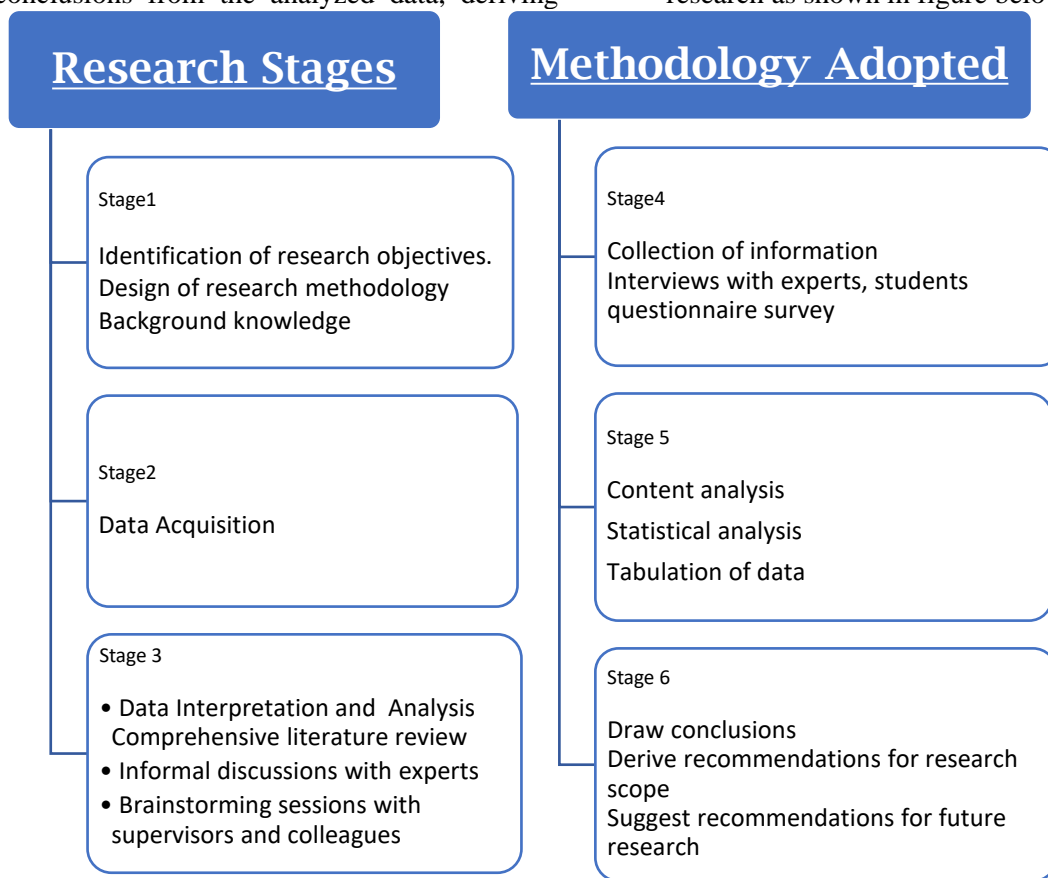The research consisted of mainly four stages.

The first stage focused on the identification of research objectives, design of research methodology and gaining background knowledge on the topic. These activities were achieved by conducting a comprehensive literature review, holding informal discussions with experts and running brainstorming sessions with Hotel Managers and employees.

The second stage focused on the data acquisition. This stage was conducted by the collection of case study information, interviews with Managers and employees of hotels and an empirical questionnaire survey.

The third stage was the data interpretation and analysis phase. This was achieved by a selection of methods such as comparative analysis, content analysis, statistical analysis and triangulation of the results.

The final stage presented the findings and conclusions. These were achieved by drawing conclusions from the analyzed data, deriving recommendations for the research scope and also suggesting recommendations for future research as shown in figure below:

Research Stages

Stage1
Identification of research objectives.
Design of research methodology
Background knowledge

Stage2
Data Acquisition

Stage 3
• Data Interpretation and Analysis
Comprehensive literature review
• Informal discussions with experts
• Brainstorming sessions with supervisors and colleagues

Methodology Adopted

Stage4
Collection of information
Interviews with experts, students questionnaire survey

Stage 5
Content analysis
Statistical analysis
Tabulation of data

Stage 6
Draw conclusions
Derive recommendations for research scope
Suggest recommendations for future research

Figure: 1 Research Stages

b. Significance of the Research

Likewise many businesses and industry, the hospitality industry has also realized the fact that employees are the most important asset of the organization. Especially in hotel business, having a good, qualified and hardworking workforce can distinguish between which hotel is good and which is bad. The human resource managers are able to cover almost every aspect of the hotel; this makes human resource management an integral and significant part of the management in the hospitality industry. After going through the literature it is being realized that since hospitality industry is about providing better services to the consumers, therefore the quality of the hotel depends upon the labor force working in the hotels (Chon, Mair, 2009).

There are many different areas, improving them is the duty of human resource manager resulting in the overall better performance by the entire organization. The HRM department is responsible for hiring new employees, the newly hired employees can seriously affect the performance of the hotel which makes it necessary for the managers to hire the best and qualified workers present in the market by following appropriate hiring process, in which every candidate is critically evaluated and only those with the spark are being hired. The most important task for the HR manager is to get the most appropriate people for particular task, since in hotel industry, many workers tend to just participate in the work, as they think that there is nothing else to do, whereas hotel services require proactive employees which can make decision on the spot and can satisfy the customer query in time (Brotherton, 2003). In view of the importance of the HR in hospitality industry this study has been planned to be carried out with following objectives.

c. Research Design

Research Design is a master-plan specifying the methods and procedures for collecting and analyzing the needed information. It provides the framework to be used as a guide in collecting and analyzing data. Research can be Exploratory, Descriptive or of Casual type.

The design of the study will be descriptive cross-sectional design, where the Star Hotels of Nagpur City (which are operational during the last five years 2012-2017) will be selected. In the proposed study, data will be collected from all the Star Hotels i.e. three and above Stars. A survey of the hotels will be carried out prior to selection of samples. The samples for this study will include the HR department employees working in the Star Hotels of Nagpur.

d. Problem Definition

The research process begins with the problem discovery and identifying the problem, which is the first step towards its solution. The formulation of the problem is often more essential than its solution. The problem statement contains the hidden need for the research project. The problem is usually represented by a management question; which is followed by a more detailed set of objectives as embodied in the coming pages of this chapter.

e. Objectives of the research

This research study aims to an Analytical Study of Human Resource Management Practices Adopted by Star Rated Hotels in Nagpur City.

In order to achieve the aim the following objectives were identified for this research:

- To study the nature and type of activities carried out by the HR departments of various Star hotels of Nagpur City.
- To study the role of HR in recruitment in various Star hotels of Nagpur City.
- To study the functions of HR departments in minimizing attrition in various Star hotels of Nagpur City.

f. Sampling Plan

- To analyze the impact of HR department's role in the seamless functioning of Star hotels of Nagpur City.
- To evaluate the effectiveness of HR policies practiced by Star hotels of Nagpur City.

g. Hypothesis of the Research

For the present research the following hypothesis has been formulated:

Null Hypothesis (Ho):

- There is no difference in the nature and type of activities carried out by the HR departments of various Star hotels of Nagpur City
- There is no difference in the nature and type of activities carried out by the HR departments of various Star hotels of Nagpur City.
- The HR department has no role in recruitment procedure in various Star hotels of Nagpur City.
- HR department has no responsibility to minimize attrition in Star hotels of Nagpur City.
- The HR policies followed by Star hotels in Nagpur City are not effective than other (non-star) hotels.

Alternate Hypothesis (H1):
- There is significance of Human Resource Practices in Star Hotels of Nagpur.
- There is difference in the nature and type of activities carried out by the HR departments of various Star hotels of Nagpur City.
- The HR department lays very important role in recruitment in various Star hotels of Nagpur City.
- HR department has the prime responsibility to minimize attrition in Star hotels of Nagpur City.
- The HR policies followed by Star hotels in Nagpur City are more effective than other (non-star) hotels.

One of the important steps in planning the design is to identify the target population and select the sample if the census is not desired for some reason. Here, the researcher determines who and how many people to survey, what and how many events to observe, or what and how many records to inspect. A sample is a part of the target population, carefully selected to represent that population. Sampling studies are undertaken in order to establish one or more population values and/or testing one or more statistical hypotheses.

h. Universe of the Research

The first sampling question that must be stated is "who is to be sampled?" Answering this primary question requires the identification of the target population. In non-technical language, population means "the number of people living in an area." This meaning of population is also used in survey research, but this is only one of many possible definitions of population. The word universe is sometimes used in survey research, and means the same in this context as population.

This target population is called as universe or population of the study in research terms. The so called Universe for this research has been Population of Hotel Employees, Managers and Owners.
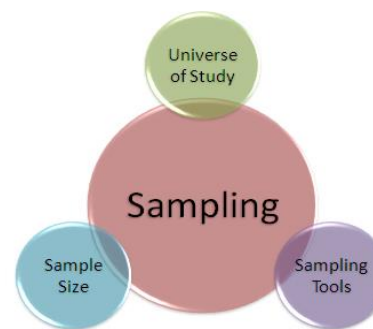
i. Sample Size

The design of the study is descriptive cross sectional design, where the Star Hotels of Nagpur City (which are operational during the last five years 2012-2017) are selected. In this study, data was collected from all the Star Hotels i.e. three and above Stars. A survey of the hotels was carried out prior to selection of samples. The samples for this study includes 1150 HR department employees working in the Star Hotels of Nagpur.

j. Tools used and Methods of analysis

The statistical tools used for this research work are explained as under:

(I) **For Presentation of Data:** The scores obtained with the help of five scales and their keys have been presented in a pictorial form. The presentation of data has been carried out with the help of clustered column charts. This tool of presenting the data has been discussed as under:

a. **Clustered Column Charts:** A column chart is a chart with rectangular bars with lengths proportional to the values that they represent. The bars can be plotted vertically or horizontally. Bar charts are used for plotting data which has discrete values and is not continuous. In column charts, categories are typically organized along the horizontal axis and values along the vertical axis. Clustered column charts compare values across categories. These charts are most useful when there are categories that represent:

    i. Ranges of values.
    ii. Specific scale arrangements (for example, a Likert scale with entries, such as strongly agree, agree, neutral, disagree, strongly disagree).
    iii. Names that are not in any specific order (for example, item names, geographic names, or the names of people).

(II) **For Analysis of Data**

The statistical tools used for data analysis in this research work include:

a. **Mean**: The arithmetic mean, often referred to as simply the mean or average is a method to derive the central tendency of a sample space. Suppose, we have sample space {a1……,an}. Then the arithmetic mean A is defined via the equation

$$A = \frac{1}{n}\sum_{i=1}^{n} a_i$$

If the list is a statistical population, then the mean of that

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population is called a population mean. If the list is a statistical sample, we call the resulting statistic a sample mean. Mean was used so as to know the significance of recruitment procedure and practices, training and development practices and HRD practices in selected star rated hotels.

b. **Standard Deviation**: Standard deviation is a widely used measurement of variability or diversity used in statistics. It shows how much variation or "dispersion" there is from the average ((mean,, or expected value). A low standard deviation indicates that the data points tend to be very close to the mean, whereas high standard deviation indicates that the data is spread out over a large range of values. Standard deviation has been calculated for judging the representativeness of mean scores among public and private sector banks. It can be calculated as:

$$S_N = \sqrt{\frac{1}{n}\sum_{i=1}^{n}(X|i - \acute{X})^2}$$

(III) **One-way Analysis of Variance (ANOVA):** In statistics, one-way analysis of variance (abbreviated as one-way ANOVA) tests the null hypothesis that samples in two or more groups are drawn from the same population. To do this, two estimates are made of the population variance. The ANOVA produces an F statistic, the ratio of the variance calculated among the means to the variance within the samples. If the group means are drawn from the same population, the variance between the group means should be lower than the variance of the samples, following central limit theorem. A higher ratio therefore implies that the samples were drawn from different populations. The

degree of freedom for the numerator is I-1, where I is the number of groups (means). The degree of freedom for the denominator is N-I, where N is the total of all the sample sizes. Typically, the one-way ANOVA is used to test the differences among at least three groups, since the two- group case can be covered by a t-test. One-way ANOVA was used to study the significance of HRM practices in star rated hotels; the difference in nature and types of activities carried out by the HR departments of various Star hotels, whether HR department has no role in recruitment procedure in various Star hotels and whether HR department has no responsibility to minimize attrition in Star Hotels.

a. **T-Test:** It is a two sample location test of the null hypothesis that the means of two normally distributed populations are equal. These tests are often referred to as "unpaired" or "independent samples" t-tests, as they are typically applied when the statistical units underlying the two samples being compared are non-overlapping. The "unpaired" or "independent samples" t-test is used when two separate sets of independent and identically distributed samples are obtained, one from each of the two populations being compared.

The t statistic to test whether the means (assuming that the two distributions have the same variance) are different can be calculated as follows:

$$t = \frac{\bar{X}_1 - \bar{X}_2}{S_{X_1 X_2} \cdot \sqrt{\frac{1}{n_1} + \frac{1}{n_2}}}$$

Where,

$$S_{X_1 X_2} = \sqrt{\frac{(n_1 - 1)S_{X_1}^2 + (n_2 - 1)S_{X_2}^2}{n_1 + n_2 - 2}}.$$

SX1X2 is an estimator of the common standard deviation of the two samples. In these formulae, n = number of

participants, 1 = group one, 2 = group two. $n − 1$ is the number of degrees of freedom for either group, and the total sample size minus two (that is, $n1 + n2 − 2$) is the total number of degrees of freedom, which is used in significance testing.

T-test was used to study the effectiveness of HR policies among star rated and non-star rated hotels.

k. Tools of Data Collection, Analysis

The questionnaire was designed after conducting some interviews with few pilot respondents. A structured questionnaire was used to capture the views and perceptions of respondents in the category i.e. Hotel Owners and employees. Data from the completed questionnaires was coded in Google doc and circulate to all by email and received data by Google Doc itself. Collected data then entered into SPSS software for analysis. Analysis generated results in the form of descriptive statistics.

1. Tools for Primary Data Collection

This is the method in which researcher directly collect the data that have been collected earlier. This first hand information can be collected by various methods such as communication, interview, mailing or observation. Communication and interview involves questioning respondents either verbally or in written.

Questionnaire
The next logical step was selection of the instrument to measure the variables of this study, viz. Recruitment Procedure and Policies, Training and Development practices and HRD practices.

After having considered merits and demerits of various instruments, standardized questionnaires-cum-scales emerged to be the most viable method due to the following advantages: Firstly, their validity and reliability. Secondly, they aptly serve the purpose of this study. Thirdly, they are impersonal, and therefore, people do not hesitate to express what they actually feel. Fourthly, they

are easier to classify and tabulate so that results can be correlated meaningfully. Finally, they are standardized and so eliminate bias to a great extent.

2. Tools for Secondary Data Collection

Secondary data collection was collected from the general publications, scientific journals, publications of various associations, Commercial organizations, research institutes and books from National and International authors and also the internet sources.

3. Main Research Study

An in-depth interview schedule & a self-administered structured survey questionnaire were designed to conduct in depth research with Hotel owners and employees.

l. Limitations of the Research

The research study has the following limitations: The study is carried out on star rated hotels of Nagpur city only. The study is purely based on the respondents' opinion. The researcher felt that the respondents might express biased opinions which limit the validity of the study. Individuals' opinion varies over time. In this study an attempt to identify basic HRD strategies is applied on star rated hotel employees in a work situation. However, this approach restricts the findings to a specific kind of experience in the given work environment. Respondents' opinion may change from time to time and the responses are also subject to variations depending upon the situation and attitude of the respondents at the time of the survey.

In this study, primary data were collected only from the permanent employees, the opinion of the temporary, causal and contract employees were not considered. In this research, the researcher has mainly focused on HRD practices applied in star rated hotels. During this research, focus was on recruitment procedure and practices, training and development practices and HRD practices only. Other factors of HR practices like employee compensation and benefits, employee incentives, transparency, termination, etc are not considered. It is directed for further research.

4. Analysis and Interpretation

An attempt is made to study the Human Resource Management Practices adopted by Star Rated Hotels in Nagpur City, for this purpose data is collected through structured questionnaire collected from 1150 employees and 23 Employers of Star and Non-Star Rated hotels of Nagpur City only. The data collected is analysed and following interpretations were drawn from them:

A. Employee

Table 4.1 Grade of the Hotel

|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Non Star	40	3.5	3.5	3.5
	2 Star	490	42.6	42.6	46.1
	3 Star	410	35.7	35.7	81.7
	5 Star	210	18.3	18.3	100.0
	Total	1150	100.0	100.0	
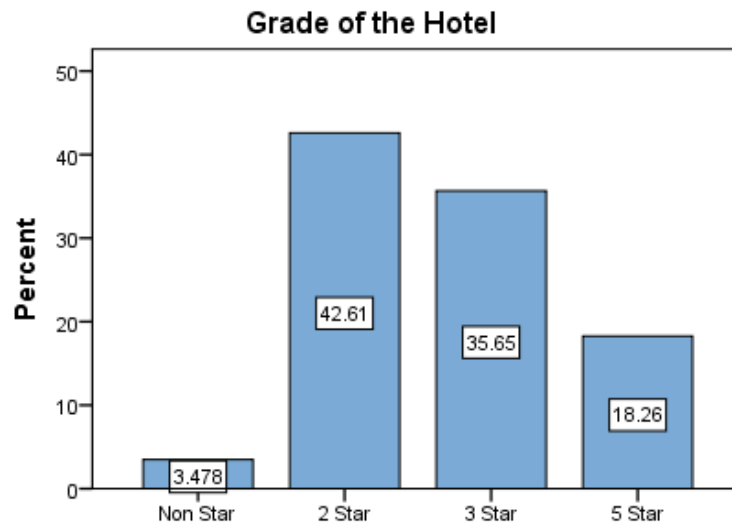
Fig.4.1 Grade of the Hotel

Interpretation:

From the above figure it can be analyzed that out of total respondents 18.26% are the employees of 5 star hotel, 35.65% working in 3 star hotel, 42.61% working in 2 star hotel and remaining 3.478% is non star hotels of Nagpur City.

Table 4.2 Are you aware of the Human Resource Practices?

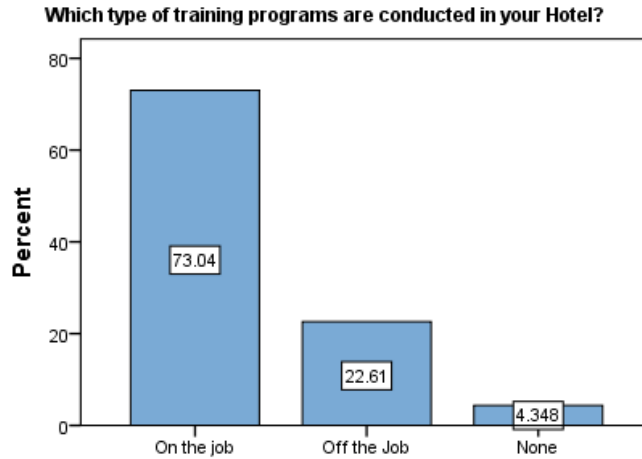|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	840	73.0	73.0	73.0
	No	270	23.5	23.5	96.5
	Maybe	40	3.5	3.5	100.0
	Total	1150	100.0	100.0	
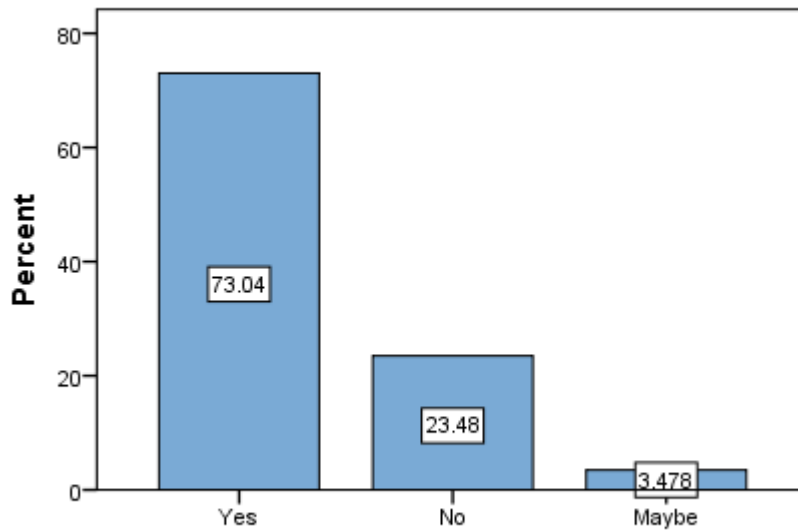
Fig. 4.2 Are you aware of the Human Resource Practices?

Interpretation:

From the above figure it can be analyzed that out of total respondents, 73.04% agree that they are aware of Human Resource Practices. However, remaining 23.48% are not aware about the Human resource practice operating in their organization.

Table 4.3 Which type of training programs are conducted in your Hotel?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	On the job	840	73.0	73.0	73.0
	Off the Job	260	22.6	22.6	95.7
	None	50	4.3	4.3	100.0
	Total	1150	100.0	100.0	

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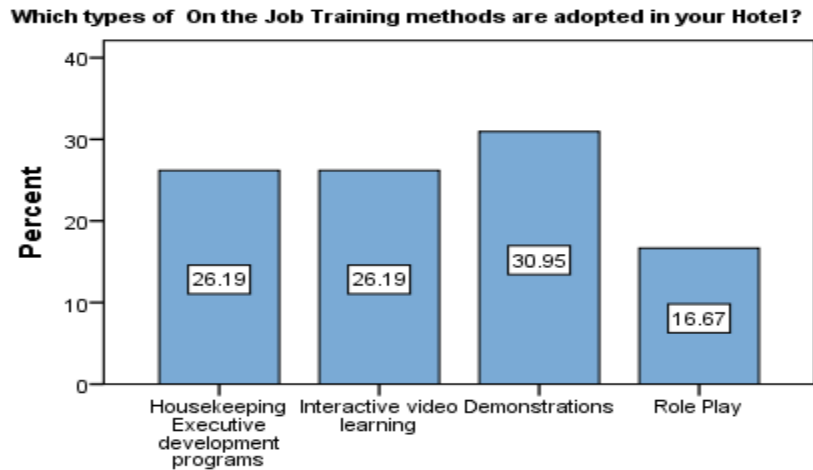*Vol.6, No.4, 2021, www.ijcams.com*

Fig. 4.3 Which type of training programs are conducted in your Hotel?

Interpretation:

From the above figure it can be analyzed that out of total respondents, 73.04% says On the Job training is conducted in their Hotel, 22.61% says Off the Job training program is conducted in their organisation, and remaining 4.348% says None for the type of training program that are conducted in the organization.

Table 4.4 Which types of On the Job Training methods are adopted in your Hotel?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Housekeeping Executive development programs	220	19.1	26.2	26.2
	Interactive video learning	220	19.1	26.2	52.4
	Demonstrations	260	22.6	31.0	83.3
	Role Play	140	12.2	16.7	100.0
	Total	840	73.0	100.0	
Missing	System	310	27.0		
Total		1150	100.0		

Fig. 4.4 Which types of On the Job Training methods are adopted in your Hotel?
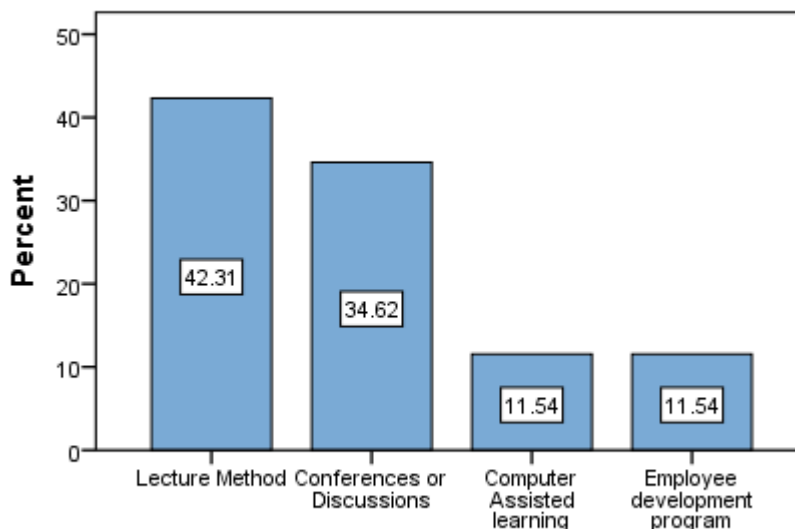
Interpretation:

From the above figure it can be analyzed that out of the total 840 respondents who agreed that on the job training is provided in their organisation, 16.67% says Role play method of training is used in their organisation, 30.95% said Demonstrations method is adopted in their organisation, 26.19% said Interactive video learning method is used, and remaining 26.19% said Housekeeping Executive development programs are used as on the job training methods in their organisation. Hence it is concluded that demonstration method is the most popular type of on the job training method followed in the Hotels.

Table 4.5 Which types of Off the Job Training methods are adopted in your Hotel?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lecture Method	110	9.6	42.3	42.3
	Conferences or Discussions	90	7.8	34.6	76.9
	Computer Assisted learning	30	2.6	11.5	88.5
	Employee development program	30	2.6	11.5	100.0
	Total	260	22.6	100.0	
Missing	System	890	77.4		
Total		1150	100.0		

Which types of Off the Job Training methods are adopted in your Hotel?

Fig. 4.5 Which types of Off the Job Training methods are adopted in your Hotel?

Interpretation:

Out of 260 respondents who said Off the job training is provided in their organisation, 11.54% said the popular method is Employee development Program again 11.54% of the respondents said Computer Assisted learning method is used in their organisation, 34.62% of the employees working in Hotels said Conference or Discussions method of training is used in their organisation and remaining 42.31% said Lecture Method of training is used in their organisation. Hence, the popular form of Off the Job training method used is Lecture Method, followed by Conference and discussion.

4. Conclusions:

Since there are no universally accepted best practices (for this study recruitment and selection, training and development, performance appraisal, compensation and job satisfaction practices are borne in mind) star hotels are promoted to adapt/ or adopt HRD practices in the market they are operating. Some practices effectively working in a sector could be determined and applied over time e.g. performance appraisal methods. Based on this backdrop, star hotels require balancing the practices on the business environment prevailing in the market. Fundamentally they should be aware of the facts of this industry before they join in, so that they will be prepared for everything. Thus, the responsibility of an HR manager is much higher in this industry.

HRD practices are not different from those of HRM. The 'how' HRD practices performed differentiate HRD from HRM rather than a difference in practice. High -quality HR policy would be the policy, which not only consider all HR functions with proper care, but also considers all the other factors like culture of the hotel, type of customers it receives, the nature of the business and also the place from where it operates. And the hotels considering, all the above factors to achieve organizational goal while flaming its HR function is said to have been following good

policy. For example, in most of the star category hotels, the employee care is given first priority.

Fixation of salary in the many star hotels, based on achievement of group objective to a large extent. This creates negative attitude among majority of the employee towards the hotel. Hence, it is suggested that star hotels develop a working policy of considering other factors while fixing salary to the employees like, individual performance, employee experience level and the level of advancement (T&D). Star Hotels need to include HR diversity management practice clause in their vision and communicate it to the employees for awareness and embracing it.

Since majority of the employees in star hotels are satisfied with their jobs relating to general working conditions, pay and promotion related issues. Work relationships and work activities as opined by majority of the respondents. Hence, in order to create a more positive impression in the minds of the employees, it is suggested that the ideas of the HR manger should be incorporate and continue.

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