3.1. Research Design & Methodology of Study

The research design and methodology for the study were initially discussed with experts in the field of research and practicing HR heads of various hotels. The expert and knowledge of various professors who were in management research were extensively utilized for framing up the research design and methodology. The purpose of the study was to see how labour turnover can be minimised and to what extent a hotel can interfere in minimizing the labour turnover. Though turnover is mainly an individual behaviour but the study tries to see what is the perception of the individual employee who are the respondents of the study in minimizing turnover using human resource development practices. The question that arises during research was why people move from hotel to hotel for employment. In the research the researcher tries to find out what are the major reasons for labour turnover in the hotel industry. While conducting the research the question that arises was to what type of hotels the research needs to be conducted. In order to avail respondents with knowledge of understanding the questionnaire used for data collection and also to get hotels that practice HRD practices, the research was confined to four star and five star hotels in Kerala. Ten hotels were selected from each three regions in Kerala viz. Thiruvanathapuram, Kochi, and Kozhikode. In some regions while selecting the hotel, there was non-availability of four star and five star hotels and hence some three star hotels were also selected for the study.
The research was done to identify the major reasons behind manpower turnover, to identify the major HRD practices that are practiced in the hotel industry, and also to see how these HRD practices can be effectively applied in the employee’s life cycle in the hotel/organisation. The review of literature along with the knowledge gathered from experts the researcher was able to draw out objectives, hypothesis and methods for measuring the association between different variables involved in the study.

3.2. Objectives of the Study

1. To find out the existing manpower scenario in hotel industry with particular reference to Kerala
2. To identify the Human resource practices those are in existence in this industry.
3. To find the reasons for manpower turnover in the Hotel industry
4. To find out the pattern in which the HRD mechanisms can be applied to minimise labour turnover in the hotel industry
5. To provide suitable HRD mechanisms for reducing the labour turnover in this industry

3.3. Hypotheses of the Study

The following hypotheses were formulated keeping in mind the objectives, review of literature, observations made during pilot study and discussions with practicing managers and academicians.

1. There exists a demand and supply manpower gap in the Kerala hotel industry
2. The HR practices that are followed currently only inducing labour turnover
3. There existing HRD practices that are more suitable to the Hotel industry

3.4. Scope of the Study

The scope of the study was confined to three star, four star, and five star hotels in the state of Kerala. The study was limited to the three regions in Kerala-
Thiruvananthapuram, Kochi, and Kozhikode. From the each three region ten hotels were selected. The primary data was collected using by the method of administering questionnaire. The respondents were the human resource department of 30 hotels and 300 employees from these hotels. The human resource data and labour characteristics features of thirty hotels were carefully examined in the study. The questionnaires were of two types, one to the HR department of each hotel and other questionnaire was administered to ten employees in each hotel. In each hotel additional four questionnaires were issued to one more employee. The purpose was to compensate the questionnaires which were not returned by the respondents. All together 330 questionnaires were issued to the employees and 300 were received completed by the respondents. The HR questionnaire issued to the human resource departments of the hotel consists of questions that collected data on population characteristics of the people working in the hotel, manpower utilization of the human resources by the hotel, and the labour market features of the employees in the hotel. The questionnaire issued to the employees is used to collect data to identify the HRD practices that are practiced by the hotel. The questions were close ended type consisting of three options: Yes/No/Not aware. The second part of the questionnaire issued to the employees consists of questions that are used to identify the reasons by which employees leave the hotel. In the next part of the questionnaire the respondents were asked to rank the 18 HRD practices in the order of most suitability to least suitability to reduce turnover. The questionnaire was issued to respondents of all designations from top level, manager, asst. manager, supervisor, and non-supervisory levels.

3.5. Sampling Technique

The study was done at three star, four star, and five star hotels in Kerala. For this the Kerala state was divided into three regions viz. Thiruvananthapuram, Kochi, and Kozhikode. The hotels were selected using stratified random sampling for the study. From each stratum ten hotels were selected for the study. From each hotel ten employees from various departments in the different designation levels from top management, manager, assistant manager, supervisor and non-supervisor
categories were selected as samples. To select the employees for the study simple random sampling was used.

3.6. Nature and Sources of Data

The data required for the study consists of both primary and secondary data. Primary data pertained to population characteristics, manpower utilization; labour market features were administered to the human resources department of hotels. Human resources practices conducted by the hotel, reasons for labour turnover, ranking of HRD practices to the suitability of administration to minimise labour turnover, which were collected directly from respondents who are the employees of the hotel. The data regarding supply of manpower to hotels were collected from the different hotel management and catering institutions in Kerala. For this data was collected from 30 institutions of hotel management and catering technology in Kerala.

3.7. Tools for Data Collection

For conducting the study the researcher administered the following questionnaire to collect data:

(i) Tool for Hotels (H.R. Questionnaire)

This questionnaire was issued to 30 hotels to collect data. The purpose of the questionnaire was to collect data for identifying population characteristics, manpower utilization, labour market features, and to identify the HRD practices conducted by the hotels. The tools were developed and pilot study was done by distributing the questionnaire to the HR department of ten hotels. The data collected used to test the reliability of the questionnaire. The reliability test was done using Cronbach’s Alpha and the value is 0.942

(ii) Tool for employees (Employee Questionnaire)

This questionnaire was issued to 300 respondents to collect data from the employees working in the hotel. The purpose of this questionnaire is to identify the following:
1. Identify human resource practices conducted by hotels. The questions consist of Yes/No/Not aware options to the respondents to identify the human resource practices conducted by the hotels where they are working. 17 items were used in this section. The pilot study was done on 40 employees in the hotels and the reliability of the questionnaire was done with Cronbach’s Alpha and the value is 0.744.

2. To identify the major reasons for employee turnover. In this section the respondents were made to choose their options on 5 point scale to state their intentions to leave the hotels. 55 items as factors were used in this section. The pilot study was done on 40 employees in the hotels and the reliability of the questionnaire was done with Cronbach’s Alpha and the value is 0.949.

Table 8: Questionnaire Reliability Analysis

<table>
<thead>
<tr>
<th>Tool for Hotels (30)</th>
<th>Cronbach’s Alpha</th>
<th>Number of Items</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tool for Employees (300)</td>
<td>0.942</td>
<td>52</td>
</tr>
<tr>
<td>Tool for HR (300)</td>
<td>0.949</td>
<td>55</td>
</tr>
<tr>
<td>Tool for HR (300)</td>
<td>0.744</td>
<td>17</td>
</tr>
<tr>
<td>Tool for HR (300)</td>
<td>0.622</td>
<td>18</td>
</tr>
</tbody>
</table>

3.8. Tools for Data Analysis

The data collected were processed analysed using SPSS package. The following statistical tools were used to analyse the data.

- Descriptive analysis including Percentage Analysis
- Inferential analysis including
  1. Chi-Square/ Fisher’s Exact Test
  2. Confirmatory Factor Analysis
  3. Independent Sample t-test
  4. Single Proportion Test

Percentage Analysis:

Percentage analysis is the method to represent raw streams of data as a percentage (a part in 100 - percent) for better understanding of collected data.
Percentages explain information as a proportion of the whole. Percentages are calculated by taking the number of the subcategory and dividing by the total number in the sample.

**Chi-Square/ Fisher's Exact Test:**

Fisher's exact test is a statistical significance test used in the analysis of contingency tables. It is employed when sample sizes are small. The test is useful for categorical data that result from classifying objects in two different ways; it is used to examine the significance of the association (contingency) between the two kinds of classification. The associations between the variables are found using the calculated value of \( p \). If the \( p \) value is between 0.000 and 0.005 there is association between the variables and if the \( p \) value is greater than 0.005 there is no association between the variables. Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis. When the sample sizes are large chi-square test can be used to find the association between the variables. A chi square (\( X^2 \)) statistic is used to investigate whether distributions of categorical variables differ from one another. The Chi Square statistic compares the tallies or counts of categorical responses between two (or more) independent groups.

**Confirmatory Factor Analysis**

Confirmatory factor analysis (CFA) is a statistical technique used to verify the factor structure of a set of observed variables. CFA allows the researcher to test the hypotheses is that a relationship between observed variables and their underlying latent constructs exists. Confirmatory factor analysis is a type of structural equation modeling that deals specifically with measurement models, that is, the relationship between observed measures or indicators.

**Independent Sample t-test:**

The independent sample t-test is the parametric procedure for testing two sample means from independent samples. The Independent-Samples t-test procedure compares means for two groups of cases. The independent-samples t-test compares the means between two unrelated groups on the same continuous, dependent variable.
Single Proportion Test:

A proportion is the relative size of the part of a population or a sample of people or objects that has given characteristic. Single proportion test is used to test the hypothesis. Single proportion test is used when the sampling is simple random. The test is used to know whether the sample comes from a particular population. The test is used when population is normally distributed.

3.9. Limitations of the Study:

The research has not been conducted in the Indian hotel scenario for identifying the HRD practices conducted by the hotels. The research was confined only to thirty hotels which were three, four, and five star hotels in Kerala. While analyzing the demand and supply of manpower in the hotel industry the data regarding manpower supply was collected from recognized and affiliated hotel management and catering technology institutions in Kerala. The other sources of manpower supply from other states, non recognized institutions and other non hotel management and catering technology institutions were not taken into consideration. While considering the reasons for turnover intentions and labour turnover only the pull, push, and un-avoidable factors are only considered, while the other factors of turnover like retrenchment, layoffs, and dismissals are not considered for the study. Since scope of the study was limited to the three, four, and five star hotels in Kerala the generalization could be made within the horizons of the hotel industry only concerning specific to three, four, and five star hotels in Kerala.