Chapter 7
SUMMARY OF FINDINGS, CONCLUSION AND SUGGESTIONS

In India, though the hotel business has accepted as an industry only recently, its growth is in a fast pace and has witnessed tremendous boom in recent years. Still the industry is being challenged on many grounds viz., growing demand for customer orientation, increasing international competition, volatile markets in an insecure environment, change in customer demands towards individualization, significant potential in various market segments and poor human resource management. It is generally known that people are the most significant resource of an organization and the effective management of this resource is required for the success of any organization, particularly industries in the service sector like hotel where the quality and efficiency of service is the primary concern. But today several problems exist in the human resource management in hotel industry in India including: low wages, high demand for staff flexibility, little training provision, high staff turnover, skill shortages, many qualified employees leave the sector and many trained tourism school graduates do not enter the sector etc. It is in this back drop that a study on human resource management practices in hotel industry in Kerala has been conducted.

The major objective of the study has been to assess the human resource management practices in hotel industry in Kerala. Particularly, the study aims at:
1. Examining the recruitment, selection, training and development practices of employees.
2. Assessing the salary and other benefits to the employees and
3. Assessing the level of satisfaction of employees.

The population for the study consists of employees and management people of classified hotels in Kerala. In Kerala, there were 235 classified hotels as on 31-03-2009 consisting of five star hotels, four star hotels and three star hotels. For intensive study 20 per cent from each category of hotels is selected at random. Thus, a total of 47 hotels have been selected as sample. The respondents for the study consist of the employees and management people of the sample hotels. There were 2151 and 358 employees and management people in all the 47 sample hotels as on 31-03-2009. From them, 430 employees and 72 management personnel (20%) have been selected
systematically for the intensive study. Being an empirical study both primary and secondary data were used for the study. The primary data were collected from the sample respondents-employees and management personnel by administering structured interview schedules and the secondary data were collected from the records of hotels under study, official publications of the KTDC, ITDC, Ministries of Tourism, Government of India and Government of Kerala, books, periodicals, reports and the Internet. For data analysis, statistical tools viz. average, percentages, trend analysis, weighted mean, chi-square test and z test were used. The study covers a period of ten consecutive years from 2001 to 2010 and the primary data were collected during the month of March to November, 2010.

7.1 Findings of the Study

The major findings of the study on the basis of analysis of the data are summarised below:

7.1.1 Personal Profile of Respondents

1. Majority of the employees working in the four and five star hotels in the private sector are above thirty years of age but those in the three star, it is below thirty while in KTDC, most of them are above thirty. Mean while women employment in both the private and KTDC hotels is very meagre.

2. Most of the employees in both the sectors possess the educational qualification of diploma in hotel management and most of them have below 10 years of experience. But their experience in the present organisation is less than 5 years.

3. In both the private and KTDC hotels permanent employees outnumber the seasonal and part-time employees.

7.1.2 Recruitment and Selection

1. Regarding the clarity in job description, most of the employees (65.1%) in KTDC agree that there is clarity in job description while 53.4 per cent working in the private hotels claim that there is ambiguity. This observation is also true with the star-wise analysis. Again, the employees in the private hotels complain that they are often forced to perform some functions which are actually not assigned to them. But the management people (in both the sectors) claim that they provide adequate job
description at the time of recruitment and they need to perform only the pre-assigned duties.

2. With regard to the awareness of monetary packages attached with the job, more than half of the employees (54.3%) in KTDC, irrespective of the star category maintained that they are not aware of the compensation package before their placement. But in the private sector, 61.7 per cent asserted that they are aware. Contrary to this more than two thirds of the management (74.9%) in both the sectors hold the view that there is clarity in the package and also they are very much aware at the time of recruitment. Meanwhile, more than half of the employees (52.6%) in both the sectors, irrespective of the star category are not aware of the non monetary compensation connected with the job.

3. Most of the employees (54.9%) in both the sectors, irrespective of the star category except in five star had no idea about the career and promotion opportunities available at the time of submitting application. Nearly half of the management (49.9%) also perceived the same observation.

5. Majority of the employees (61.1%) in both the private and KTDC sectors, regardless of the star category perceived that the existing recruitment practices are effective as it is fair and transparent. More than three fourth (94.4%) of the management people also stated in the same way.

6. More than half of the employees in the private sector (63.5%) and a significant majority in KTDC hotels (92.3%) stated that the existing reference checking system is not effective. But more than half of the employees in the five star segment (in the private sector) viewed that the reference checking system is effective. The management also commented that in some times they check the reference but in some times keep silent as there is a shortage of labour.

7. Regarding the equality and fairness in selection process more than two thirds of employees (71.2%) in both the sectors asserted that no discrimination can be traced in the existing selection process. More than one half in all the star segments of both sectors also viewed on the same direction. More than three fourths (93.1%) in
management cadre also viewed that the selection is made purely on merit and there is no favouritism in selection.

8. With regard to the adoption of scientific selection methods, more than two thirds of employees (69.8%) in both the sectors believe that the selection is always based on scientific test, interview etc. More than one half in all the star groups of both KTDC and private sector hotels have also opine that scientific procedures have been employed. More than three fourths (87.5%) belonging to management cadre also perceive that selection procedures in the organization are scientific.

9. While assessing the role played by HR in selection process, more than three fourths of employees in KTDC hotels (78%) assert that the HR manager has a key role in the selection process, but in the private sector only 47.2 per cent view in the same direction. Star-wise analysis shows that more than two thirds in all the star groups of KTDC and the private sector, except in three star segment of private sector, perceive that the HR manager has a pivotal role to play in the selection process. But 54.2 per cent in private three star segment overviewed that the HR manage has only limited role in the selection process. Most of the management also argues that the HR manager has a central position in the selection of employees.

10. More than two thirds of employees (71.7%) in both the sectors agree that the selection procedures followed in the organization are effective. Most of the employees working in all the star segments of both KTDC and the private sector also assert that effective selection procedures have been followed in the organization. Most of the management people also agree that the selection procedures help to sort out and appoint employees who have the abilities to perform the assigned job.

7.1.3 Training and Development

1. Only less than one half (49.7%) of employees state that they are provided with induction training. Employees in all the star segments, except in the five star segment of KTDC also hold the opinion that there is no induction training in the organization. More than three fourths (76.4%) of the employees in management category (in both the sectors) also confirmed their employees’ view.
2. As regards to training curriculum, it is found that more than one half (58.5%) of employees in KTDC hotel feel that the training curriculum is extensive and covers all the aspects of employment, whereas two thirds in private sector assert that there are serious deficiencies in the training curriculum. Star-wise analysis reveals that more than one half in all the star segments of KTDC think that the training curriculum is effective whereas more than one half in the three and four star segments of the private sector hold that there are serious drawbacks in the training curriculum but most of the management people comment that training curriculum is well structured and it is enough to give training in all aspects of the job.

3. As to retraining facilities in the organization, it is found that more than one half (56.2%) of the employees view that there is a lack of such provision in the industry. However in KTDC more than one half (54.3%) assert that there is provision for the periodical updating of knowledge and skill improvement, but in the private sector, more than one half (63.8%) of the employees see that there is lack of retraining facility. This argument is shared by the majority of employees in all segments of the private except the five star segment, while in KTDC, employees in all the segments assert that there are ample facilities for revamping knowledge through training. The management people in KTDC also contend that there are facilities for retraining but in the private sector most of the management people agree that there is a lack of such facilities.

4. As regard to training need analysis through performance appraisal system, more than one half (52.4%) of employees assert that performance evaluation data are not used for determining shortcomings in training. However, more than one half (58.4%) in KTDC hotels observe that training need analysis is done through performance analysis data, while in the private sector more than one half of the employees perceive that performance data are seldom used to find out the training need analysis of employees. More than one half in all the star segments of KTDC and the four and five star segments in the private sector also view that there is a definite relation between performance appraisal and training need analysis. Most of the management people in both the sectors contend that training need analysis is done through performance appraisal data.
5. With regard to the role of the manager in training need analysis of the employees, more than one half (56.7%) of employees in KTDC hotels observe that the manager plays a key role in identifying deficiencies of training while in the private sector more than one half (53.9%) point out that the manager plays only a limited role in identifying the training gap of employees. More than one half of the employees in all the star segments, except in the three star segment in the private sector, also believe that the immediate manager plays an important role in identifying the training gap of employees. Most of the employees in the management cadre in both the sectors also observe that they usually evaluate the performance and find out the training gap of the employees.

6. On observing employees’ perception regarding equality in nomination to training programmes it is found that more than two thirds (85.5%) in KTDC hotels and more than one half (57.4%) in the private sector feel that there is equality and justice in nomination to training programmes. Majority of the employees in all the star segments of both KTDC and private hotels, except those in the three star segment in the private sector, also assert that the nomination is based on equality and justice. More than three fourths of the management people in both the sectors agree that they maintain justice and equality in the nomination to such programmes without any discrimination.

7. On analyzing the employees opinion regarding training in the relevant area, more than one half (62.5%) of employees in the private sector and more than three fourths (86.4%) in KTDC groups observe that there is equality and fairness in nomination to training programmes. Majority of employees in all the segments of KTDC and the private sector also assert that the training programmes are on relevant areas. Most of the management people in both the sectors also comment that principle of relevancy is adhered while imparting training.

8. Regarding the quality and expertise of the trainer, more than one half (55.4%) of the employees in the private sector and more than three fourths (89.7%) in KTDC group comment that the trainers have good practical knowledge and they are drawn from relevant operational areas. Majority of the employees in all the star segments’, except those in the three star segment in the private sector, observe that the trainers are selected from relevant operational areas and they have good expertise and
potentiality in delivering quality training. Majority of the employees in management cadre also hold the same observation.

9. More than three fourths (77.1%) of employees in KTDC hotels assert that relevant training materials are provided during the training phase whereas only less than one half (45.8%) of employees in the private sector concede that there are such provisions. More than two thirds of employees in all the star segments in KTDC and the five star segment in private sector point out that training materials are supplied during the training phase. Most of the employees in the management cadre also point out that training materials are supplied during the raining phase.

10. In respect of the quality of training, it is found that more than two thirds (73.8%) in KTDC are satisfied with the training programmes and these programmes help to enhance their performance. But, in the private sector only less than one half (34.1%) of employees perceive that the training is effective and helps to improve their performance. More than two thirds of employees in all the star segments in KTDC and the five star segment in private sector assert that the training imparted is of high quality and they are satisfied with it. Most of the management people also observe that the training provided to the employees is of high quality as a definite change in the pattern of behavior can be observed in the employees after training.

11. On scrutinizing the employees’ opinion, it is found that more than three fourths (84.7%) of the employees in KTDC and one half (50%) of the employees in the private sector view that the trainees are provided with enough facilities and infrastructure for experimenting the acquired knowledge. More than three fourths in all the segments in KTDC and the five star segment in the private sector view that there are enough opportunities to experiment the acquired skill and knowledge. However, only 40.2 per cent of the employees in the private hotels perceive that the trainee is given the required facilities to experiment his newly-gained knowledge. But majority of the management people comment that employees are provided with enough opportunities to experiment the acquired knowledge.

12. On analyzing the employees’ perception regarding the attitude of employers towards training, it is found that more than three fourths (87.3%) of the employees in KTDC hotels and one half (50.9%) of the employees in private sector believe that
they get good support and inspiration from the top management. More than three fourths in all the segments in KTDC and the five star segment in the private sector also assert that the management creates the environment and provides the facilities for training of employees, whereas in the private sector only 40.6 per cent have a favorable response regarding the support and good attitude of the management towards employee training. But majority of the management people argue that the efforts of the management in employee training are appreciable.

7.1.4 Performance Appraisal

1. In respect of regularity in performance appraisal it is found that more than three fourths (89%) of employees in KTDC and up to two thirds (66%) of private employees sector employees comment that performance reviews are not done frequently. Most of the employees in all the star segments of KTDC and the private sector have also assert in the same opinion. But most of the management people comment that performance reviews are done at regular intervals.

2. More than three fourths (88.1%) of employees in KTDC and up to two thirds (66.9%) of private employees comment that performance reviews are done on objective terms. Most of the employees in all the star segments of KTDC and the private have also comment in the same manner. Most the management people also assert that performance reviews are done on objective terms.

3. On assessing the employees comments on feedback on performance and performance-based counseling, it is found out that more than three fourths (79%) in KTDC and one half (56.1%) in private sector view that they are provided with performance feedback and counseling for improving their performance. Majority of the employees in all the star segments, except in three star segment in the private sector, hold a similar view. More than three fourths of the management people also assert that employees are provided with the necessary performance feedback and counseling.

4. On scrutinizing the employees comments on the question whether career advancements are granted on performance data it is found that more than three fourths (75.2%) of the employees in KTDC and one half (52.8%) in the private sector view that career promotions are mainly based on performance result. But only 42 per cent
in the three star segment in the private sector have assert that the career promotions are made on performance appraisal result. Meanwhile more than three fourths (83.3%) of the management employees comment that career promotions are made only on the basis of performance based result.

5. On analyzing the employees perception on faith in performance appraisal it is found that more than three fourths (76.3%) of employees in KTDC assert that they have good faith in the system; meanwhile only less than one half (49.3%) in the private sector hold that the system is free from bias. Majority of the employees in all the star segments, except in the three star segment in private sector, observe that there is a objective assessment of performance. But 54.3 per cent of the employees in the three star segment of the private sector comment that they have only very little faith in the system since the system is biased. Most of the management employees comment that the performance appraisal is done on objective terms and the employees do not raise too many complaints against performance appraisal.

7.1.5 Compensation

1. More than one half of the employees in KTDC and the private sector view that they are provided with market based salary and benefits. Majority of the employees in the four and five star segments in both the sectors also assert that the salary offered is fair and market based. But more than one half in the three star segments of both the sectors comment that the salary provided to them is not fair or market based. More than three fourths (88.8%) of the management people also perceive that the salary provided is fair and market based.

2. It is found that more than one half of employees in both the sectors (52.1%) view that compensation levels are fixed as per the competency and ability of the worker. Majority of the employees in the four and five star segments in both the sectors also hold the same opinion. However, majority of the workers in the three star segments of both the sectors view that there is no link between the level of compensation and competency and skill. More than three fourths (80.6%) of the management comment that employees pay structures vary in accordance with their competency and skill.

3. On scrutinizing the views of the employees to the question whether the compensation varies with experience and higher educational qualification, it is found
that more than one half in both the sectors and in all the star segments, except the three star segment of private hotels, state that salary packages vary proportionate to the level of experience and educational qualification. Whereas more than one half (54.6%) in the three star segment in the private sector point out that compensation packages have no correlation with education or experience. More than three fourths (88.9%) of the management viewed that experience and educational level are the prime determinants of the compensation package.

3. As regards employees’ perception on internal equity in salary, it is found that only less than one half (37.8%) of the employees in the private sector feel that pay equity exists between similar positions whereas more than one half (53.4%) in KTDC assert that there is internal equity in pay. Star-wise analysis of the opinion shows that more than one half of employees in all the star segments of KTDC and the five star segment in the private sector perceive that similar positions carry like pay. But employees in the three and four star segments of the private sector comment that there is absence of internal equity in pay. But more than three fourths (79.1%) of the management argue that there is internal equity in pay.

4. On analyzing the opinion of employees regarding the provision of canteen, accommodation and similar facilities, it is found that more than two thirds of the employees in both the sectors and in all the star segments are provided with such facilities. A major chunk of the management (95.8%) also observed that the provision of these facilities is a common practice in the hotel industry.

5. On examining the employees’ perception regarding provision of health protection schemes and medical reimbursement facilities, it is found that more than one half of employees in both the sectors and in all the star segments enjoy these facilities. Most of the management (95.8%) also comments in the same direction.

6. On scrutinizing the provision of provident fund and gratuity schemes in hotel industry in Kerala, it is found that while more than one half (60.9%) in KTDC comment that these provisions are made available to them, only less than a half (48.1%) in the private sector hold the same opinion. Majority of the employees in all the star segments, except in the three star segment of the private sector, viewed that
these social security measures are available to them. Most of the management people also assert that such social security measures are usually provided to the employees.

7. As regards the availability of increments and bonus in hotel industry, it is found that more than one half of the employees in both the sectors and in all the star segments except the three star segment of the private sector comment that annual increments and bonus are usually provided to them as part of the compensation package. Only 45.4% in the three star segment of the private hotels share the view. Three fourths (75%) of the management also submit that the compensation packages include annual increments and bonus.

7.1.6 Job Satisfaction

1. Regarding monotony in work, it is found out that more than one half of employees (50.2%) opine that they have to do repetitive job and there is no scope for novelty in the work situations and the environment. While more than one half (53.7%) of employees in the private sector assert in the same direction, 49.9 per cent in KTDC sector observe that they seldom feel monotony in the work situations. It is also found that work monotonous is minimum among employees in the five star segment of private sector.

2. As regards satisfaction on working hours, it is found that more than one half of the employees in both the sectors and all the star segments of both KTDC and the private sector, except in the five star segment in private sector, assert that the existing work hours is too long and it creates distress and dissatisfaction among them. More than one half (51%) of employees in the five star segment in the private sector commented that they are comfort with the hours of work. But 47.2 per cent of the management cadre employees reserve their comment and they take a neutral attitude towards the duration of working hours.

3. On scrutinizing the employees’ perception regarding their satisfaction on the compensation offered, it is found that more than one half of the employees in both the sectors and in all the star segments of KTDC and the private sector declare that they are not satisfied with the pay package. However, 36.1 per cent of the management reserves their comment and they take a neutral attitude towards the issue.
4. On analyzing the opinion employees as to whether staying on the organization can be considered an indication of job satisfaction, it is found that more than one half of the employees in both the sectors and in all the star segments, except the five star segment of the private sector, point out that they are staying in the organization not because of job satisfaction. 41.7 per cent of the management also hold the same view whereas 30.6 per cent hold a neutral attitude.

5. Regarding the occupational stress it is found out that more than three fourths in both the sectors and more than two thirds in all the star segments of KTDC and the three and four segments of the private sector assert that the work pressure, tight schedules and a host of other irritating factors create occupational stress on them. More than one half (57.4%) of the employees in the private five star segment also comment that they experience occupational stress and it affects their performance. More than one half (54.1%) of the management also comment that the employees are working under occupational stress.

6. As regards the employees’ perception on promptness in grievance redress it is found out that more than one half (51.0%) of employees hold that the grievance redressal mechanism is defective. More than one half (55.9%) of KTDC and 48.9 per cent of the private sector also expressed the same opinion. More than one half in the three and four star segments of both the sectors also point out that the existing mechanism for grievance handling is defective. But a major chunk of the management (97.2%) claims that employee grievances are addressed properly.

7. On scrutinizing the employees’ perception whether the hotel employment belongs to a low social strata, it is found that more than one half of the employees in both the sectors and in all the star segments of both KTDC and the private sector perceive that employment in hotel industry is perceived in the society as a low-graded job. Up to two thirds (66.6%) of the employees belonging to the management cadre agree to the view.

8. On analyzing the employees’ perception regarding whether they get co-operation from the co-workers, it is found that more than two thirds of employees in both the sectors and in all the star groups, except in the four star segment, in both the sectors strongly assert that there is co-operation among the workers. More than one half of
the employees in the four star segment in both the sectors also hold a similar opinion. Majority of the employees in the management also comment that there is employee co-operation in the organization.

9. On examining the comments of the employees on the frequency of job satisfaction survey, it is found that more than one half of employees in all the star segments in KTDC assert that the organization has not conduct job satisfaction assessments frequently whereas in the private sector, more than two thirds (68.5%) in the five star segment and one half of (50%) the four star segment comment that the organization conducts job satisfaction surveys frequently. More than three fourths (83.3%) of the management also hold the same observation.

10. As regards the employees perception as to whether the promotion policy of the organization is transparent and the promotions are sanctioned as and when due, it is found that more than one half (58.9%) of employees in the private sector assert that there is very little transparency on the promotion policies and the promotions due are not sanctioned in due time. More than one half (56.7%) of the employees in KTDC hotels comment that the promotion policy is fair and transparent. More than one half in the three and four star segments of the private sector are not satisfied with the promotion policy whereas more than one half (60%) of the employees in the five star segment in KTDC are satisfied with the policy.

11. On scrutinizing the employees’ opinion regarding job security in the hotel industry it is found that more than one half of the employees in the private sector (55.1%) comment that there is low job security whereas in the KTDC more than one half (56.7%) assert that the job are secured and free from arbitrary treatments of the employers. Majority of the employees in the three and four star segments in KTDC and the five star segment in the private sector assert that they enjoy sufficient job security.

12. On analyzing employees’ comments regarding the appreciation they receive, it is found that more than one half in both the sectors and in all the star segments, except the five star segment in private sector, viewed that there is absence of a proper recognition system. But more than one half (59.6%) of the employees in the five star
segment in the private sector observe that there is good appreciation system. Majority of the management (68.1%) also perceived that the recognition system is inadequate.

13. While enquiring employees’ opinion regarding the co-operation of guests, it is found that more than one half in both the sectors and in all the star segments comment that the attitude of customers towards the employees is very poor. One half of employees in management (50%) cadre also commented that the attitude of customers towards hotel employees is not good.

14. On analyzing the employees’ opinion on work life balance (WLB), it is found that more than two thirds in both the sectors and more than one half in all the star segments comment that they find it difficult to adjust their work life with personal life. More than two thirds (68.1%) of the management people hold a neutral attitude towards the problem of maintaining a balance between work life and personal life.

15. On analyzing the perception of the employees regarding the clarity of career development in the organization, it is found that more than one half in KTDC (65.3%) perceive that the internal development policy is clear and transparent while more than one half in private sector (58.1%) assert that the career development policy of the organization is rather ambiguous. More than one half in all the star segments of KTDC hold there is transparency in internal growth path whereas majority of the employees in all the star segments of the private sector are not satisfied with the career path in the organization.

16. On examining the extensiveness of OSCD in the hotel industry in Kerala, it is found that more than one half of the employees in both the sectors and in all the star segments except the three star segment of the private sector view that the organization provides OSCD through proper training and moral support. But in the three star segment of the private sector only less than one half (42.8%) hold that the organization’s support in this matter is appreciable. But a major chunk of the management (94.4%) holds that the organization provides suitable atmosphere for the career growth and development of the employees.
7.2 Conclusion

Human resources play a crucial role in the development process of modern economics; hence it has always been a subject of discussion in the development paradigm. As a factor of production the role of human resources in labour is well acknowledged both in production and service industries. Tourism and information technology have been reckoned as two major service sectors in the development paradigm of most of the economies today. The role of both these sectors in providing employment and supporting growth is widely accepted both by developed and developing part of the world.

Though research on human resource practices in tourism industry is its infancy, the labour intensive nature of the industry is well accepted. In capital scarce nation like India only through the development of these industries the much discussing problem of unemployment can be tackled. Hotel industry is very much depends on tourism industry. The demand for labour in this industry is seasonal. With its seasonal and multifaceted nature, the industry is quite often fails to adopt well structured HRM practices. The labour turnover in this industry is very high and the most pathetic situation is that the new entrants are reluctant to adopt hotel employment as a career option. To worsen the situation, current employees are seeking opportunities in other allied and IT sectors. It is in this context, the study on HRM practices in hotel industry in Kerala has conducted by focusing the recruitment, selection, training, compensation, performance appraisal and the extent of job satisfaction of employees in this sector is examined.

The recruitment practices adopted in hotel industry in Kerala, especially in private sector, suffer from serious drawbacks. Clear ideas of the monetary and non monetary offerings attached with the post are not made known to the employees. In most cases employees are forced to undertake the other jobs which are not really the part of their usual workload. Providing a clear idea of promotion possibilities and career growth opportunities at the time of recruitment will enable to attract qualified and competent candidates.

The practice of reference checking has seldom used in the selection procedure and in most cases the role of HR manager in selection process is very meager. The practice of selecting employees by the GM should changed and the HR manager
should be given due importance while making selection decision. The practice of reference checking system should be practiced widely in all selection decisions as it minimizes hiring mistakes.

The training practices in hotels industry in Kerala also suffers problems such as absence of induction training, obsolete training curriculum, absence of proper retraining facilities, inadequate training need analysis, personal basis in nomination to training courses, low competent trainers and insufficient infrastructure for training and tryout the trained knowledge all these factors cumulatively lead to low satisfaction of employees in training. These inadequacies and inefficiencies should properly be addressed and training and development of employees should be the core theme of HRM practices.

In hotel industry in Kerala, performance appraisal is conducted for all levels of employees. But lack of performance feedback, irregularities in performance appraisal, lack of objectivity in appraisal and rater biases create discomfort among the minds of employees. Hence performance appraisal system should be changed and new techniques should be adopted and a post performance appraisal interview has to be arranged by the top executives to discuss the appraisal ratings.

Hotel industry is always regarded as low paid industry. This study also envisages the argument. Employees especially in three star segment of private sector are not satisfied with the compensation package. There is no internal or external equity in salary and the periodical hike in salary are not granted to them in time. Ability and experience of workers are not given due consideration while determining the salary package and the certain social security schemes such as PF, ESI etc are not implemented properly. Hence the existing system of salary determination should urgently be changed and a system which is equity based and giving due importance to experience, ability with social security schemes implemented.

The employee satisfaction in job in hotel industry in Kerala is very low. Prolonged and heavy work load, low pay, stressful working environment, inadequate redressal of grievances, low career growth and absence of recognition make the hotel employment as unattractive to employees. These problems can be tackled by flexi work time, providing relaxation and recreation, timely addressing of grievances and
implementing a system of meritorious work recognition. While making appointments, preference should be given to employees working within the undertaking which promises the career growth of employees.

Thus, human resource management practices prevailing in hotel industry in Kerala can be visualized as a multi-layer phenomenon. Employees in KTDC and those working in five star segment in private sector adorned with high wages, good working condition, job security equity and possibility of advancement. But in private sector, especially in three and four star segments, employees are confronting the problems of low pay, uncertainty, poor working condition, discrimination and high turnover. Hence the current scenario of HRM practices in hotel industry is urgently need improvements. This modest attempt touches only the tip of the ice berg. Reassessments of compensation packages, developing employees through training so as to meet the future challenges, maintaining conducive working environment etc. need to be implemented. A State Policy for human resource management tactics in hotel industry encompassing different aspects of human resource development, training, wage and other working conditions will bring benefits to both the employer as well as employees.

7.3 Suggestions
1. Clear job description is essential to avoid work place confusion and to make people to have a clear idea of the jobs to be performed. In private sector most of the employees have the feeling that there is vagueness in job description and the employees are supposed to perform jobs which are not the real part of job. Hence in order to reduce overburden and stress of the employees’ clear job description statement should be prepared and employees should be assured that they have to perform only those tasks mentioned in the job description.

2. Clarity in monetary and non monetary incentives and providing a clear idea of opportunities for career growth is a competitive recruitment strategy. Existing recruitment strategies should be revamped so as to make known to the aspiring employees the financial and non financial incentives and career promotion opportunities available within the organization.
4. To avoid hiring mistakes, selection decisions should always be corroborated by checking candidate’s work related references. But in hotel industry in Kerala such practice is almost absent. Hence reference checking system should be followed while selecting employees.

5. In most cases candidates consider employment in private three star hotels as an entry to hotel industry. But in this segment the role of HR manager in selection decision is very low and it ways to the entry of non competent and low aptitude people in to the industry. Therefore well qualified HR personnel should be appointed in three star segments also and should be instructed to draft a well designed recruitment plan which helps to attract and retain the efficient and competent employees.

6. A well formulated training curriculum, which includes Induction training and facilities for retraining play an important role in the overall shaping of an employee. But in hotel industry the authorities did not give due importance in framing such programmes. Training curriculum in private sector, especially in three and four star segment, should be revamped so as to shape the employees into full-fledged employees who have the required skill and abilities to perform the task.

7. For making training fruitful nomination to training programmes should be transparent. The immediate superior should also entrust with the responsibility of identification of training gap of employees and in order to find out the training gap of employees performance analysis should also be adopted.

8. Most of the employees in three and four star segments in private hotels are not satisfied with the type of training provided in the industry therefore the authorities should take initiative to improve the quality of training provided through steps like selection of trainers from operational areas, providing relevant training materials to the trainers and creating sufficient infrastructure for the practical experimentation.

9. Frequent performance appraisal, giving feedback and conducting counseling help to avoid repetition of mistake. But hotels industry in Kerala it is almost absent. Therefore, performance reviews should be conducted at regular intervals and
necessary feedback should be given to the employees so that the employees got an opportunity to avoid the mistakes and perform in a better way.

10. To make direct relation between performance result and career advancement is a great stimulus to employees to enhance his productivity and increase the morale. But in three star segment of private sector career advancements are not granted on the basis of performance data rather it is based on some personal considerations. A fair career advancement policy should be formed in these organizations and performance result should be the supreme yardstick for awarding career promotions. In addition a fair, transparent, objective based and free from rater bias should be employed for evaluating the performance of employees.

11. Inadequacy of compensation is the principal factor which paves to create discomfort to work situations. In addition, person with high competency and/or multi skill and experienced will expect higher compensation. It will be a great stimulus to the colleagues also. The compensation offered in the industry especially in three star segments is inadequate. In order to attract and retain the work force fair and market based and merit based pay structure should be employed in the industry.

12. Internal equity in pay is essential for avoiding distress and discomfort among the employees. But in three and four stars segment of private sector there is lack of internal equity in pay. In order to maintain sustainable industrial climate it is inevitable to adopt a pay policy which ensures that like positions are governed by similar compensation guidelines.

13. Social security measures such as PF and gratuity ensure social guarantee to workers even after retirement and in the old age. But in hotel industry especially in private sector the provision of such schemes found inadequate. Hence the authorities should take stringent measures to implement such schemes in hotel industry.

14. All other behavioral factors are important for enhancing job satisfaction of employees but satisfaction from pay is must. Katzell (1964) stated that pay satisfaction depends on the difference between perceived pay and the amount of pay a person feels should be received. Periodical salary hike and share in bonus are the minimum expectation of the employees. But in three star segments in private sector
did not offer increase in salary in proportion with increase in years of services and the pay is not matching with his work load/working hours. This may tempt the employees to leave the organization and seek employment corresponding to his experience. Hence in order to retain the talented work force the system of increasing salary in accordance with increase in years of service and in accordance with the effort and sacrifice made by the labour should be implemented.

15. There can be no doubt that boredom and monotony are negative factors and that, with respect to the working environment, these factors can be detrimental to morale, performance, and eventually to the quality of work produced/service delivered. Labour turnover in hotel industry is high mainly because of low job satisfaction. In order to reduce the monotones in work situation and to enhance morale job enlargement and job enrichment schemes and other conducive working environment should be implemented in hotel industry so as to make the work more challenging and interesting.

16 Prolonged and heavy working hours will create discomfort and dissatisfaction and work stress among employees. Hotels industry is often criticized as an industry with tight work schedules. As it is very much depend on tourism industry and guest satisfaction this problem can only be tackled through such policies as. freedom to think and act independently, a certain amount of informality with employees, clear communication, participative decision making, and friendly conversation-all help in reducing stress level in organization. Family get-together, leisure trips for employees etc can do a lot in reducing stress.

17. Grievances, if they are not identified and redressed, may lead to low quality in service, low morale, increase in rate of absenteeism and turnover, strains in superior-subordinate relationship etc. However in hotel industry in Kerala, the employers have given little attention to grievance redressal of employees. The approach should be changed and the Model Grievance Procedure suggested by National Commission on Labour should be implemented in hotel industry in Kerala.

18. Social acceptability of hotel employment can be improved only when the mindset of the people changes. Government and organizations can contribute a lot for transforming the mindset. Giving a large propaganda of its employment potentialities,
making repetitive advertisement regarding the supremeness of hotel job by using the slogans such as I AM PRIDE TO BE A HOTEL EMPLOYEE, can improve the mindset of the people.

19. When designed properly, conducted regularly, and acted upon promptly, employee surveys are an effective means of gauging the state of a company while ensuring employee loyalty and productivity. By conducting surveys, employers show they care about employees opinions, and high participation is an indicator that employees are interested in sharing their views. But in KTDC and three star segment in private sector the practice of job satisfaction survey is not a usual practice, only through conducting job survey at frequent intervals, the organization can identify the issues of satisfaction. There for job surveys should be conducted at regular intervals and it should transform the environments in accordance with the result of the survey.

20. In private sector enterprises there are prevalence of bad practices such as absence of clear cut rules in promotions and lack of proper recognition of work done. Thus, in order to tackle the situation, merit based promotion and selecting best employee of the month/year, distributing certificates for higher achievers etc should be adopted as a strategy for enhancing morale and reducing burnout. In addition these organization should provide job throughout the year through arranging paid training programmes to employees in the off seasons periods and it can also think of giving the minimum salary in the off season period so as to retain the employees in this industry itself.

21. In order to promote and maintain highest degree of physical, mental and social well being of workers, a balance between work life and family life is essential. But in hotel industry in Kerala most of the employees are unable to maintain a balance between work life and family life. In order to have a healthy HR climate in the organization and to help the employees to maintain WLB, short term leaves, family related leaves, deferred salary leave, sabbaticals etc should provided.