

ABSTRACT

Organizations are made of people and functions through people. It is through the combined effort of people that material and monetary resources are effectively utilized for the attainment of common objectives. Therefore, people are the most significant resource of an organization. This resource is called human resource and the effective management of human factor is required for the success of an organization. Hotel industry, which is a major component of hospitality industry, also need professionally, qualified committed people.

The present study entitled “Human Resource Management Practices in Hotel Industry in Kerala” has been undertaken to assess the recruitment, selection, training and development, compensation and performance appraisal practices in three, four and five star hotels under private and KTDC in Kerala. The study also intends to assess the extent of satisfaction of employees in this sector.

The study covers a period from 2000-01 to 2009-10. Both the primary and secondary data were used for the study. The primary data were collected from employees as well as management people, based on a structured interview schedule. The secondary data were collected from books, periodicals, committee reports, official records, government publications and the Internet. The data collected were classified and analysed suitably, keeping in view the objectives of the study.

On the basis of the findings of the study, it is deduced that 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. 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.

KEY WORDS

Average Room Revenue	the number represents the average rental income per occupied room in a given time period
Burnout	a state of exhaustion where one is cynical about the value of his/her occupation and doubtful about his/her ability to perform
Career Development	refers to a lifelong process of developing beliefs and values, skills and aptitudes, interests, personality characteristics, and knowledge of the world of work
Compensation	refers to all forms of pay going to employees and arising from their employment
Development	concerns with preparing people for future assignments and responsibilities
Induction Training	provided to new employees by the employer in order to assist in adjustment to their new job tasks and to help them become familiar with their new work environment and the people working around them
Performance Appraisal	systematic evaluation of the performance of employees and to understand the abilities of a person for further growth and development
Quality Work Life	refers to the level of happiness or dissatisfaction with one's career
Rater Bias	refers to inaccurate distortion of performance measurement
Recruitment	is the process of searching the candidates for employment and stimulating them to apply for jobs in the organization
Reference Checking	contacting previous employers of a job applicant to determine his or her job history

Revenue per Room	an unit of measure in the hotel industry, which is calculated by multiplying a hotel's average daily room rate (ADR) by its occupancy rate
Selection	the process of obtaining and using information about job applicants in order to determine who should be hired
Stress	the harmful physical and emotional responses that occur when the requirements of a job do not match the capabilities, resources or needs of the worker
Training	refers to the imparting of specific skills, abilities and knowledge to an employee
Work Life Balance	having the 'right' combination of participation in paid work and other aspects of their lives
360⁰ Appraisal	an appraisal made by top management, immediate superior, peers, subordinates and self