PREFACE

In the modern era of globalization, human resources are said to be the key to organizational success. It is one of the single biggest costs in any industry including hotel industry. The hotel industry is a people-oriented industry; its businesses are characterized by personalized services and face-to-face or direct contacts of managers and employees with customers. Also, the hotel industry is highly competitive, and the competition is becoming increasingly fierce. Because of the intense competition and personalized nature of services in the industry, meeting customer satisfaction through effective human resource management practices is one of the key factors in retaining existing and attracting new customers by hotels.

But it is often criticized that in hotel industry there is the prevalence of poor HRM practices. Hotel organizations have neglected manpower planning in the recruitment of human resources to its various levels. Unscientific methods of selection are followed in this sector. Most of the employees are forced to work at a low salary and there is no specified working time also. In most cases employees are forced to work more than twelve hours. The opportunities for training and development are low and there is also high level of labour turnover in this sector. Hence it is essential that the hotel industry should develop efficient HRM practices and policies that enable them to recruit, select and retain competent employees who contribute to the achievement of their objectives.

The present study has been undertaken to examine the human resource management practices in hotel industry in Kerala. The study aimed at assessing the recruitment, selection, training and development, and performance appraisal of employees in three, four and five star hotels in both private and KTDC. It also aims to assess the extent of job satisfaction of employees working in various star categories in both the sectors. The assessment has been made by collecting the perspectives of employees and management people. 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 and management, based on a structured interview schedule. A total of 430 employees and 72 management people were selected by using

a systematic random sampling technique. The secondary data used for the study were collected from books, periodicals, committee reports, official records, government publications and the Internet. The data collected were classified in order and suitably analysed by taking the appropriate statistical tools, considering the objectives set for the study.

The study is organized in seven chapters. Chapter one gives an introduction which contains review of literature, statement of the problem, scope and significance of the study, objectives of the study, hypotheses, variables used for the study, methodology, period of the study, definition of the terms used in the study and limitations of the study. Chapter two contains an overview of human resource management practices and hotel industry. Chapter three examines the recruitment and selection practices in hotel industry in Kerala. Chapter four deals with training, development and performance appraisal in hotel industry. Chapter five carries an assessment of compensation. Chapter six assesses the extent of job satisfaction of hotel employees. The last chapter (Chapter seven) contains a summary of the findings, conclusion and suggestions based on the study.

The findings of the study would hopefully be useful to administrators, planners, economists and more importantly to scholars and academics.

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