CHAPTER – 3

LITERATURE REVIEW AND RESEARCH METHODOLOGY

3.1 Literature Review

3.2 Research Methodology
3.1 LITERATURE REVIEW

- Dr. Jacob K.K. in his book ‘Personnel Management in India’ published in 1987 made study, the first of its kind to cover the whole country and large number of personnel officers to gain a proper perspective of Personnel Management in India. It deals in general with the progress and problems of personnel management in India. It seeks to compare the different stages and landmarks in the development of personnel management in India, and deals with the emerging situation and their implications for future. It also presents a comparative picture of the conditions of service and other aspects of personnel management in different states, industries and regions of high or low level of industrial development. It focuses on all the important aspects of personnel management as they are today, with a view to find out what these ought to be tomorrow.

- V.P.Micheal in his book ‘Human Resources Management and Human Relation’ published in 1995 made study, HRM is superficial without human resources development, since both are linked with each other. Developing appropriate human resources to suit the present and future needs of the organization is an indispensable task of human resources management. Organization development and human resources development are the two sides of the same coin. Managerial effectiveness and organizational effectiveness are interlinked with organization development, While organization development is impossible without development of people in the organization. New technologies, methods, techniques and process are emerging very fast resulting in occupational changes, leading to dynamic organizational demands. Organizational development, incorporating human development in accordance with the organizational demands, is the answer in such a situation.

- Dr B.P.Bhuva in his book ‘Industrial Relation Strategies and Practices: An Indepth study of Cement Manufacturing units of Gujarat’ published in 2005 made study, Industrial Relations assume a unique role in establishment and maintenance of industrial democracy. Success or failure of organization is
largely determined by the quality of personnel and human relations that organization has. After independence and with the launching of Five Years Plans, efforts have been made toward rapid economic development of India. The size of industrial workmen in India has increased remarkably due to economic growth. The investment in and the scope of industries in India have been growing from Plan to Plan. Therefore, it is now the fact realized that concrete co-operation between employees and management is highly essential to fulfill the individual, organizational and national goals. Frequent industrial conflicts, unrest, grievances not only affect the management and employees but also the development of the nation as a whole. Impact of recent economic reforms, privatization, liberalization and globalization processes have changed the shape of industrial relations. The scenario of industrial relation is changing very fast.

- ‘Personnel Management in Indian Industries’ by Gopalji, published in 1985 is the study based on an investigation into the personnel policies and practices in selected industries in India. The study covers chemical, pharmaceutical, engineering textile and food and beverages groups of industries. A total of 31 companies in the public and private sector belonging to these groups are studied, The study is aimed to examine the place of ‘Personnel’ as a function in Indian manufacturing industries and to survey the enterprise practices relating to personnel function.

- Pandit D.P., Workers’ Participation in Management: The Indian experiment conducted a study in 1962 in four units in private sector and came to conclusion that the experiment did not serve any felt need on either side in the industrial establishment. She contended that the details regarding the size, structure, decision making etc. were irrelevant as long as the groups involved in the experiment lacked the spirit of co-operation.

- An investigation into six industrial units covering both private and public sector by Sheth N.R. in his book The Joint Management Council: Problems and prospectus (1972) brought out the conclusion that JMC would develop into effective and viable means of participative forum if it could meet the
perceived needs of the management and employees at the level of organization. Outside pressures, whether law, as in the case of works committee or by persuasion, as in the case of JMC, may not be congenial to its development.

- ‘Readings in Human Resource Development’ by T.V.Rao, published in 1999 in his book Today, Human Resource Development has come to stand as a separate field in the management professional itself. About 15 years ago there was hardly any department of HRD or the role of HRD manager. Today almost every second industrial organization has an HRD manager or an HRD department or at least an HRD subsystem. Even non profit organizations are realizing the importance of HRD. In spite of this HRD boom, its impact is not being fully felt. Part of the reason is that not every one who talks of HRD or uses HRD does so with the right kind of understanding. The National HRD Network has done a great degree of service to this field through its training programmes and conferences and symposia. Unfortunately the Network’s contributions are limited to experience sharing. When such an experience sharing is supplemented by conceptual understanding, the science or art of Human Resource Development can grow.

- ‘Globalization And Human Resource Development’ edited by I.S.Singh, published in 2010 in his book The knowledge economy has come into sharp focus and it is much more than what is high technology and information technology. It is all about how any economy harnesses and uses new and existing knowledge to improve the productivity, say, in agriculture, industry, services, and increase overall welfare. The process of globalization coupled with information and communication technology, and which is also driven by it, has made it possible for people to become aware of and informed about events and developments in other parts of the world, and in this respects the process of globalization is intertwined with technological transformations.

- Bhatnagar, Deepti ‘Workers desire for participation’ published in 1977, studied the workers desire for participation in a textile and fertilizers factory with respect to six categories of decisions: decision related to one’s work,
safety, technical decisions, personal decisions, welfare decisions and managerial decision. She found that workers desired increasing amount of participation from first to last decision category; and also workers in technologically advanced fertilizer factory demanded greater participation than those in the textile factory with traditional technology.

- As a business review of hotel industry 109th annual report 2009-10 from Indian Hotels Company limited publish every year. In this edition review is focusing on the constraint and challenges associated with hotel industry and its affect to Indian hotel industry. The aftermath of the terror attack on the city of Mumbai in November, 2008 saw challenging and difficult 2009-10 for the tourism and hospitality industry. Due to global showdown, terrorist activity, H1N1 pandemic, travel advisories, etc, the foreign tourist arrivals in Indian during 2009 fell by 3.3%. The year witnessed a contraction in global tourism by 4.3% in comparison to which Indian was much better placed. Foreign Exchange Earnings (FEEs) from tourism increased from Rs.15,064corers in 2002 to Rs.54,960 corers in 2009. The growth rate in earnings in 2009 vis-à-vis 2008 was 8.3%.

- Dr M K Patel in his book titled ‘HRD Practices in Service Industry’. A book published in 2006 attempts to focus and covered the area of HRM (HRP, Recruitment, Placement, Employee Training, and Performance Evaluation) in tourism as well as hotels in India. The researcher has identifies hotels and government of tourism offices for the study. The researcher has collected and analyzed a sample of 100 respondents of hotels from nine cities from all over India. The researcher has also collected and analyzed data of 50 women employees of government of Indian Tourism from four cities of India. The total respondents for the study are 150 woman employees from the tourism and hotel industry. On the basis of he conclude that this industry needs proper HRP, the recruitment system does not attract large number of candidates, placement system is not well, training prgrammes work well then other system, performance appraisal system needs more importance.
In the book ‘Modern Hospitality and Tourism Management’ written by Atul Srivastava and published in 2010, attempts have been made to economic globalization, readily available markets, traffic development and advancements in information and other technologies have all caused an increase in the number of tourist, business and other kinds of trips, thus deeply influencing the transformations of hotel business. One of the most important characteristic of business dealings in hotel enterprises is included in business integrations and connections as well as territorial expansion. High concentration of accommodation capacities in certain parts of the world (the USA, the Mediterranean, the Alps etc) forces hotel chains to find new destinations for their enlargement and territorial expansion. That is why the end of the 20th and the beginning of the 21st century have been marked with changes in spatial distribution and more intense increase in accommodation capacities in the areas of former socialist countries, Asia, the Pacific and Africa.


A review of this book that the hospitality industry has grown by leaps and bounds in the past decade. Demand for trained manpower in this industry is immense. Star hotels required trained staff for its departments. Being a service industry, the right attitude is most important in a hotel. The employees must have an outgoing and pleasant personality, capacity for hard work and a liking for interacting with people. The ability to keep the situation under control during any crisis, discipline, commitment and dedication is a must. This book explores the entire industry from an international perspective to provide a better understanding of the operations in the hotels.

Ravindra Verma ‘Hotel Management and Tourism’ published in 2010, studied in hotel industry, service quality, as an extremely subjective category, is crucial to the satisfaction of the client. It is therefore imperative for managers
in hotel industry to apply the servqual model for the measurement of service quality in their own hotel company, in order to satisfy the guest’s expectations and ensure a position on the growing global tourist market.

The result of the quantitative application of servqual instrument show that this model can provide managers with useful information for the assessment of expectations and perception of hotel guests, with the aim of learning about gaps in individual service quality dimensions. To sum up, this article tend to clarify the servqual model as not only provider to the managers with a clear picture of the quality of the provided service, but also helping in discovering the needs, wishes and expectations of the guests. The same is analyzed by determining the characteristics of service quality that are most important for guests. We can say that it helps managers in setting the standards for the provision of services in the hospitality industry.

3.2 RESEARCH METHODOLOGY

- NEEDS OF RESEARCH

Hotel industries have to prove their competency and qualitative service in the competitive market. For this purpose human resource is an important aspect. Qualitative service and existence of the business is dependent on efficiency and effectiveness of human resources. This study will focus on the HRD strategies, policies and practices applied for the employees of hotel industry in India. This study will be immense important and it will open out the various facets of HRD apply to develop the capabilities of employees.

HRD practices and policies are being applied at the primary stage in different service sector companies. In this contest no agency or organization has done any research work on this aspect. I will attempt to find out about some unanswered and uncultivated research areas through this research project.

In view of the above explanations and aspect, the study of this kind is certainly contribute to the various units covered under this study will get the benefit of the
results and its suggestion for improving the efficiency of employees and overall growth of unit.

- **OBJECTIVES OF THE STUDY**

  (i) To explore theoretical and conceptual framework of HRD strategies and practices.

  (ii) To understand present status of hotel industry in Gujarat.

  (iii) To undertake a detailed and in-depth study of HRD strategies and practices of hotel industry in Gujarat by covering various hotel units of Gujarat.

  (iv) To study Government policies for hotel industry in Gujarat.

  (v) To study the impact of recent development on HRD for hotel industry in Gujarat.

  (vi) To test hypothesis regarding HRD strategies and practices in hotel industry.

  (vii) To know the major problems associated with HRD in hotel industry of Gujarat and to suggested a few remedial measures.

- **SELECTION OF SAMPLE**

  For the present study hotel units of Gujarat have been selected as sampling units.

- **RESEARCH TOOLS**

  (i) Extensive library work and field survey have been made to collect required data and information.

  (ii) A descriptive design in the form of literature research has been used for the present research study.
(iii) A structured questionnaire has been operated on management and employees to collect required data.

(iv) Personal visits, and contacts with respondents, meetings, interviews and interaction have made for data collection.

(v) Published data have been used to focus facts.

(vi) Internet services to surf websites have also been used for data collection.

(vii) Uses of computers have been made for classification, tabulation, analysis and interpretation of data.

(viii) Statistical tests have been employed to get inferences about population.

- **SAMPLE SIZE**

The sample size for present research study is 30 hotel units of Gujarat. They cover Heritage, Five stars, Three stars, Two stars hotel units located at different places of Gujarat.

- **RESEARCH HYPOTHESIS**

An effort has been made to test the following null hypothesis for the present study.

(i) Hotel industry has failed to achieve its objectives

(ii) There is no consistency between Government policies and practices on HRD in the hotel units of Gujarat

(iii) There is no significance difference between HRD in general and HRD in hotel industry of Gujarat particular

(iv) There is no association between views of employees and views of management of hotel units on prevailing HRD

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