Chapter V

Human Resource Development in five Star Hotels

The fifth chapter deals with Human resource management and development in five star hotels. The chapter focuses on current status of the hotel industry. The chapter also highlights on the requirement of human resource management in hospitality sector in Maharashtra state, the purpose of Human Resource Development is to improve the capacity of the human resource through learning and performance at the individual, process and organizational levels.

INTRODUCTION

Hospitality has been the fastest growing industry in the world for the past 50 years, and One of the fastest growing sectors of the economy also. Today it is the world’s largest industry relating to employment, foreign exchange earnings and overall economic development of several countries. It is India’s third largest commercial industry after Readymade Garments, Gems & Jewelry. The hotel industry alone is a multi-billion dollar and growing enterprise.

It is exciting, never boring and offer unlimited opportunities. The hotel industry is diverse enough for people to work in different areas of interest and still be employed within the hotel industry. This trend is not just in India, but also globally. Hospitality provides opportunity for economic growth, employment generation and poverty improvement. Tourism holds the key for creation of rural wealth, opportunity for the neglected segments of society and service providers in the backward areas until now.

Modern hotels provide refined services to their guests. The customers or guests are always right. This principle necessitated application of management principles in the hotel industry and the hotel
professionals realized the instrumentality of marketing principles in managing the hotel industry. The concept of total quality management is found getting an important place in the marketing management of hotels.

The emerging positive trend in the tourism industry indicates that hotel industry is like a pool from where the foreign exchange flows. This naturally draws our attention on HOTEL MANAGEMENT. Like other industries, the hotel industry also needs to explore. Avenues for innovation, so that a fair blending of core and peripheral services is made possible.

It is not to be forgotten that the leading hotel companies of the world have been intensifying research to enrich their peripheral services with the motto of adding additional attractions to their service mix. It is against this background that we find the service mix more flexible in nature. The recruitment and training programs are required to be developed in the face of technological sophistication.

The leading hotel companies have been found promoting an ongoing training program so that the personnel come to know about the use of sophisticated communication technologies. It can provide momentum to other industries through backward and forward linkages and can generate huge revenue earnings for the country.

**HUMAN RESOURCES AND HOSPITALITY INDUSTRY:**

The success of any industry depends to a great extend up on the quality of human resource and Hotels are not an exception. Hotel is labor intensive industry, which provides employment to skilled, semi-skilled and unskilled workers directly and indirectly. The progressive labor force with dynamic management and responsive
government and responsible society are the pillars of the Hospitality industry.

Traditionally, the employment has been seen as an area that is reactive to changes in the ample business environment. There is a widely accepted assumption that the role of people within organizations is required to change and develop in response to developments in markets, products and technology. Most of the large Hotel Industries recognized this assumption and has been started organizing work and support human resource functions such as training and development.

This is possible only when the external labor market permits employers to adopt these changing dimensions. In hotel industry the job of HR manager can be compare with the job of conductor, whose job is to instruct and direct all of the various musicians so that they can perform well together. But before a conductor can direct a beautiful performance, all of the individual musicians must be able to play their instruments well.

So it is in the hospitality industry, before a manager can direct and shape employee’s individual contributions into an efficient whole, he or she must first turn employees into competent workers who know how to do their jobs.

Employees are the musicians of the orchestra that the members of the audience- the-guests-have come to watch performance. If employees are not skilled at their jobs, then the performance they give will get bad reviews. So a hotel can have a finest standard recipes, service procedures and quality standards and still have dissatisfied guests because of poor employee performance.
That is why properly managing human resources is so important. No other industry provides so much contact between employees and customers and so many opportunities to either strengthen a positive experience or create a negative one. As in the five-star hotel there are around lots of employee are involved in different jobs in different fields there is terrible need to look and control on them.

No doubt different department’s heads are present to look their department employee, but HRD is a place, which supervise and effectively communicate with these departments head and communicate with the top management. Thus there function is very large and diverse as compared with respect to different department’s heads.

**PERSONNEL POLICIES OF HR**

The personnel function in a hotel includes many activities such as:

- Relationship
- Responsibilities
- Philosophy
- Social orientation
- Organizational structure

In most of the hotels the personnel policies are put in writing. These policies are distributed to key and responsible executive to provide guidance and ensure consistent application. Periodically the HRD review these policies.

Global Investments in hospitality Sector has shown an increasing trends over last few years. Asia is Viewed as Top Global Prospect for Hospitality Investment. Emerging markets in Asia are unseating Europe as the epicenter of new hospitality investment and
development while investors in the United States are switching their focus from the acquisition of existing hotels to developing new properties.

According to the Ernst & Young Hospitality Investment Survey, which surveyed more than 300 investors and industry executives worldwide, capitalization rates for hotel properties are expected to stabilize and possibly even increase over the short-to-mid-term in the US. Even with the dramatic shift in the debt markets over the last few months, hotel industry sector fundamentals continue to be strong.

**Hospitality Industry in India**

The history of the hotel industry is as old as the history of tourism and travel industry. In fact, both are two sides of the same coin. Both are complementary to each other. Hotel is an establishment which provides food, shelter and other amenities for comfort and convenience of the visitors with a view to make profit. Hotel is a commercial establishment and intends to provide visitors with lodging, food and related services with a view to please them so as to build goodwill and to let them carry happy memories.

In general, a "hotel" is defined as a public establishment offering visitors against payment two basic services i.e. accommodation and catering. However, during the last few years great changes have taken place in the scope of hotel industry. During 6th century BC, hotels were known as "inns" or "dharamshalas" and were providing only food and overnight stay facilities. At that point of time the standard of an inn was quite normal with earth or stone floor, common bedroom and simple food. As travel became easier, inns grew in size and number.
The spirit of competition raised the standard of inns. Industrial revolution and trade expansion resulted into increase in the number of visitors crossing international border. In this era, room furnishing and catering received greater attention. Emphasis was made on accommodation with spacious assembly hall and dinning hall for organizing functions and parties etc. But the real growth of the modern hotels started in the last decade of the eighteenth century with the establishment of City Hotel in New York.

After that a large number of hotels of various types and grades came into existence in different countries to meet the requirements of different categories of visitors. Modern hotels provide a number of services to the visitors. The services vary according to the aim, location, type, size and grade of the hotel.

**Generally, the important activities of a hotel include –**


Prior to the 1980's the Indian hotel industry was a nascent and slow growing industry primarily consisting of relatively static, single hotel companies. However, the Asian games in 1982 and the subsequent partial liberalization of the Indian economy generated tourism interest in India with significant benefits accruing to the hotel and tourism sector in terms of improved demand patterns.
The fortunes of the hotel industry are tied to the fortunes of tourism and the general business climate in the country which is why the economic liberalization initiatives implemented since 1991, led to a soaring demand and supply gap in the hotel industry. This enabled Indian hotel companies to increase their average room realizations (ARR) by almost 50% between April 1994 and April 1997 and still enjoy extremely high occupancies of above 80% for most of this period.

During this time the ARR’s of Indian 5 Star hotels were comparable to those prevailing in Singapore and Hong Kong and were among the highest in the region. Hotel Industry in India has witnessed tremendous boom in recent years. Hotel Industry is inextricably linked to the tourism industry and the growth in the Indian tourism industry has fuelled the growth of Indian hotel industry.

The thriving economy and increased business opportunities in India have acted as a boon for Indian hotel industry. The arrival of low cost airlines and the associated price wars have given domestic tourists a host of options.

The 'Incredible India' destination campaign and the recently launched 'Atithi Devo Bhavah' (ADB) campaign have also helped in the growth of domestic and international tourism and consequently the hotel industry.

 Characteristics of Hospitality Industry:
• **Perishibility**: If the full capacity of the services is not utilized the services becomes perishable.

• **Variability**: The quality of service varies to great extent.

• **Inseparability**: Service is inseparable form the provider.

• **Intangibility**: Hospitality is intangible but hotel industry in tangible you can touch, taste and feel the product.

**Problems of Hospitality Industry in India**

Developing countries like India have failed to develop tourism and hotel industry to its potential due to one reason or the other. Indian share in tourism business at global level is far below than its capacity to develop this industry. Data available from the World Tourism Organisation available till 2003 shows France continued to maintain top slot with almost 75 million international tourists in 2003.

Spain and USA consolidate the second and third position having 52.5 million and 40.4 million foreign tourists respectively. Even smaller countries like Singapore, Indonesia and Thailand etc. are doing much better business than India from tourism. It is because of the number of problems faced by tourism and hotel industry in India.

The hotel industry in India is facing a number of problems such as low occupancy rate, increasing competition, high taxes, increasing cost, fuel shortage, low profitability and so forth. Similarly, on the one hand, it is alleged that there is shortage of rooms to meet the varied requirements of different categories of tourists and visitors while on the other hand room occupancy rate is very low here in India.
It was 59.7 per cent in 2004 as against 54.8 per cent in 2003. Hotels are compelled to give liberal discount to the potential customers particularly during the lean period. Further, average expenditure of those who get commercial accommodation is comparatively low due to one reason or the other. Similarly, prevailing tax rates such as service tax, excise duty and custom duty on imported luxury car, beer, liquor etc. are very high.

All these factors adversely affect the profitability of the hotels. This is particularly true about 5-star hotels in India. Thus, on the one hand, heavy investment is required in hotel business while on the other hand profitability in this business is adversely affected by the aforesaid constraints.

These problems can be discussed under the following heads:

1. Problem of Seasonality

2. High Consumer Expectations

3. Low Profitability

Major Departments within a Big Hotel

The departments are classified on accounts of it function as Core or Support.

These include:

- Rooms Division or Accommodations
- Food & Beverage Operations
- Marketing and Sales
- Front Office/ Bell Desk
- Human Resources and Training
- Production or Kitchen
- Finance and Purchases
• Security and Safety
• Engineering and Maintenance

**Human Resources in Hospitality Industry**

Human resources in hospitality industry, just like in any other enterprise, is one of the single biggest cost. Furthermore, it is the efficient workforce in hospitality industry, who’s timely and good services to customers have great bearing on the business of hotel and restaurants. Between the enterprise and customer, human resource establishes first contact.

Therefore effective management of human resource is of vital importance for the success of enterprise. Common perceptions of management practices in the hotel industry typically include work intensification, high labour turnover, lack of training and poor career prospects, and casual terms and conditions of employment. The present study is with due caution of such perceptions. Employees are one of the most, if not most important resources or assets for tourism and hospitality organizations in their endeavor to provide excellent service, meet and exceed consumer expectations, achieve competitive advantage and exceptional organizational performance.

Normative HR practices have largely not been implemented in industry, although some improvements have begun to be noted, once again in larger organizations.

For example recruitment and selection is largely conducted intuitively and unprofessionally, orientation and training has largely been neglected for both management and the employees, although this is starting to improve some what in larger organizations in which service quality and consumer satisfaction have been recognized as important; there continues to be lack of opportunity for promotion and career development although evidence of the use of internal
labour markets has begun to be found, the industry continues to be notorious for its low wages and lack of benefits.

Particularly at lower organizational levels; results of empowerment and employee participation are mixed – with some studies finding increasing relates and others suggesting managers are becoming increasingly hierarchical and autocratic and the industry can be characterized by a poor leadership style with managers largely being described as poorly equipped to manage professionally and as exhibiting unbridled individualism, although a more consultative approach has begun to be observed in some chain hotels.

In comparison to employees in other industries, hospitality industry employees were much more content with their lot. She reported that they show a stronger level of endorsement for the way they are managed are more likely to be proud to tell people to tell people who they work for and display an impression of overall job satisfaction.

There is also evolving role of HR managers in hospitality Industry, there are more personnel specialist with formal human resource qualifications in the hospitality industry compared to other industries’.

However this has been attributed in part to the industries high turnover rate, which in turn has been associated with a number of the industry characteristics previously described including poor working conditions and poor HRM practices and focusing on labor as a cost to be minimized. What is not clear is why hospitality employees are more likely to endorse the way they are managed than their non hospitality counterparts. More focus is also needed with respect to the implications of organisational demographics, internationalism and cross culturalism of HRM research and practice.
In hotel industry the job of HR manager can be compare with the job of conductor, whose job is to instruct and direct all of the various musicians so that they can perform well together. But before a conductor can direct a beautiful performance, all of the individual musicians must be able to play their instruments well.

What kind of performance could one expect if the violinists did not know how to play their instruments or the flutists could not read music?

So it is in the hospitality industry, before a manager can direct and shape employee’s individual contributions into an efficient whole, he or she must first turn employees into competent workers who know how to do their jobs. Employees are the musicians of the orchestra that the members of the audience-the-guests-have come to watch performance.

If employees are not skilled at their jobs, then the performance they give will get bad reviews. Just as an orchestra can have a fine musical score from a great composer and still perform poorly because of incompetent musicians, so a hotel can have a finest standard recipes, service procedures and quality standards and still have dissatisfied guests because of poor employee performance.

That is why properly managing human resources is so important. No other industry provides so much contact between employees and customers and so many opportunities to either reinforce a positive experience or create a negative one. The five-star hotels hire and involve number of employees in different jobs and in different fields there is dire need to look and control on them.

No doubt different department’s heads are present to look their department employee, but HRD is a place, which supervise and effectively communicate with these departments head and communicate with the top management. Thus there function is very
large and diverse as compared with respect to different department’s heads.

In most of the hotels the Human Resource policies are put in writing. These policies are distributed to key and responsible executive to provide guidance and ensure consistent application. Periodically the HRD review these policies. The Human Resource policies are concerned with each of the following areas:-

- Employment
- Recruitment
- Interview
- Psychological and Aptitude tests
- Selection
- Medical Examination
- Administration and Transfers
- Promotions and Termination
- Responsibilities for adherence to indiscrimination laws
- Education and Training
- Orientation of new employees
- Educational needs for employees
- Training programmes
- Development Opportunities
- Communications
- Health and Safety
- Occupational health
- Emergency medical care
- Safety program.
- Preventive Medicine
- Employee’s Services
- Cafeteria
- Vending Machine
- Employee’s Lounge
The Importance of Human Resources Management For Hotels:

One of the most important departments of any hotel staff is human resources management. Proper human resources management can be the difference between a really well run hotel and a poorly one hotel. The human resources manager can control almost the whole
feeling and presence of the entire hotel. This makes the importance of human resources management for hotels very evident.

There are several different areas in which human resources management is very important. One of these areas is for newly hired employees. The employees that are hired in a hotel can really alter the quality of service and the whole atmosphere of the hotel. This means that it is very important to pick upbeat, dedicated workers for each position. It is the job of the human resources manager to make sure that good people are chosen to work in the hotel. In many cases many hotel workers are only participating in hotel work because they can find nothing else to do. Not very many people have a dream of running or serving in a hotel environment. However, there are some people who do want to work in that capacity, and it is the job of the human resources manager to find those people.

Retention of employees is another large problem in the hotel service business. Since so many of the employees do not have hotel work as their ending career goals, many of them only work in a hotel for a short amount of time. Other employees may have to be let go because of poor work ethics or other issues. However, there are ways that a hotel human resources manager can curb some of the desire and likelihood that employees will move to other jobs quickly.

The importance of human resources management for hotels is very large in this area. Managers can provide good training and incentive programs that will cause employees to stay longer at the hotel. Having a clear progression plan to advance to higher levels of service will also cause employees to stick around much longer.
The issue of employee progression and promotion is also another large issue for the hotel industry. The importance of human resources management for hotels is proven in this area. Hotels which provide ways for employees to advance in position, or that provide training for employees so that they can gain skills necessary for an advanced position are very important to the retention rate of employees.

It is easy to implement services of this nature and the expense is negligible compared to the expense and time necessary to constantly find new employees to replace the ones that always leave shortly after being hired. One of the easiest things to implement is English lessons. Many hotel employees do not speak English very well, and so it is a great incentive for them to stay working at a hotel if they are offered English lessons.

The importance of human resources management for hotels is also important in the area of employee services. If the employees know they can come to the human resources manager whenever they have a problem or issue then it is easier for them to work in good conscience. Many human resources departments implement different games and activities to make the work environment more interesting and fun for employees.

There are many different services that a human resources manager can think of to help employee morale. Maybe the hotel could implement a babysitting service, or have a park day every year. These little services go a long way towards making happy employees. Happy employees make happy companies and happy customers.

As you can see, the importance of human resources management for hotels is very great. There are thousands of ways that a human resources manager can make a hotel run more smoothly and more efficiently.
There are many different areas that can benefit from the experience and guidance of a human resources manager. Therefore it is very important to not undermine the manager’s importance. Without the human resources manager a hotel is not the same or as pleasing to customers and employees.

**Importance of Training and Development:**

Training and development program, helps remove performance deficiencies in employees. This is particularly true when 1) the deficiency is caused by a lack of ability rather than a lack of motivation to perform, 2) the individuals involved have the aptitude and motivation needed to learn how to do the job better, and 3) supervisors and peers are supportive of the desired behaviors.

There is a greater stability, flexibility and capacity for growth in an organization and training contributes to employee stability in at least two ways. Employees become efficient after undergoing training. Efficient employees contribute to the growth of the organization. Growth renders stability to the workforce. Further, trained employees tend to stay with the organization. They seldom leave the company. Training makes the employee versatile in operations. All-rounder can be transferred to any new jobs. Flexibility is, therefore, ensured. Growth indicates prosperity, which is reflected in increased profits from year to year. Who else but well-trained employees can contribute to the prosperity of the enterprise.

Training offers following benefit to hospitality unit.

**Benefits to Trainee**

- Prepares employees to do their jobs
- Improves self-confidence
- Improves motivation
- Improves morale
- Prepares for promotion
• Reduces tension and stress
• Provides an opportunity to succeed

**Benefits to the Property**

• Increases productivity
• Reduces costs
• Builds a strong employee team
• Decreases safety hazards
• Creates a better image
• Builds repeat business
• Increases referrals
• Attracts potential employees
• Decreases absenteeism
• Reduces turnover

**Benefits to Guests**

• Provides high-quality products
• Provides high-quality services
• Makes their visit more pleasant
• Makes them feel they are getting their money’s worth
• Provides a safer visit

It would be unreal to assume that everything is positive for organisations that invest in training programmes for their employees. They can fall prey to other organisations that have no training policy and depend on poaching. As a direct result of a no training policy the latter can offer attractive remuneration to poach staff resulting in inflationary staff costs.
Training Process:

Training Process is an integral part of human resource management and organization. The figure below outlines interrelated steps in training process.
Types of Training

There are many approaches to categorize types of training. The focus here is on the types of training that are commonly used in present-day organizations, in specific to the hospitality industry.

1. Skills training:
A skill is the learned capacity to carry out pre-determined results often with the minimum outlay of time, energy, or both. This type of training is most common in organisations. The process here is fairly simple. The need for training in basic skills (such as reading, writing, computing, speaking, listening, problem solving, managing oneself, knowing how to learn, working as part of a team, leading others) is identified through assessment.

Specific training objectives are set and training content is developed to meet those objectives. Several methods are available for imparting these basic skills in modern organisations (such as lectures, apprenticeship, on-the-job, coaching etc.). Before employing these methods, managers should:

- Explain how the training will help the trainees in their jobs.
- Relate the training to the trainees’ goals.
- Respect and consider participant responses and use these as a resource.
- Encourage trainees to learn by doing.
- Give feedback on progress toward meeting learning objectives.

2. Induction training
Induction training is important as it enables a new recruit to become productive as quickly as possible. It can avoid costly mistakes by recruits not knowing the procedures or techniques of their new jobs. The length of induction training will vary from job to job and will
depend on the complexity of the job, the size of the business and the level or position of the job within the business.

The following areas may be included in induction training:

- Learning about the duties of the job
- Meeting new colleagues
- Seeing the layout the premises
- Learning the values and aims of the business
- Learning about the internal workings and policies of the business.

The main purpose of induction is to relieve the new employee from possible anxiety and make him or her feel at home on the job.

3. Apprentice Ship Training

Most craft workers such as plumbers and carpenters are trained through formal apprenticeship programmes. Apprentices are trainees who spend a prescribed amount of time working with an experienced guide, coach or trainer. Assistantships and internships are similar to apprenticeships because they also demand high levels of participation from the trainee.

An internship is a kind of on-the-job training that usually combines job training with classroom instruction in trade schools, colleges or universities. Coaching, as explained above, is similar to apprenticeship because the coach attempts to provide a model for the trainee to copy. One important disadvantage of the apprenticeship methods is the uniform period of training offered to trainees.

People have different abilities and learn at varied rates. Those who learn fast may quit the program in frustration. Slow learners may need additional training time. It is also likely that in these days of rapid changes in technology, old skills may get outdated quickly.
Trainees who spend years learning specific skills may find, upon completion of their programmes, that the job skills they acquired are no longer appropriate.

4. **Refresher Training:**

Rapid changes in technology may force companies to go in for this kind of training. By organizing short-term courses which incorporate the latest developments in a particular field, the company may keep its employees up-to-date and ready to take on emerging challenges. It is conducted at regular intervals by taking the help of outside consultants who specialize in a particular descriptive.

5. **Cross-functional Training:**

Cross-functional Training involves training employees to perform operations in areas other than their assigned job. This is also referred as Multi skills training or Multi tasking. There are many approaches to cross functional training. Job rotation can be used to provide a Manager in one functional area with a broader perspective than he would otherwise have. Departments can exchange personnel for a certain period so that each employee understands how other departments are functioning. High performing workers can act as peer trainers and help employees develop skills in another area of operation.

6. **Team Training:**

Team training generally covers two areas; content tasks and group processes. Content tasks specify the team’s goals such as cost control and problem solving. Group processes reflect the way members function as a team - for example how they interact with
each other, how they sort out differences, how they participate etc. Companies are investing heavy amounts, now days, in training new employees to listen to each other and to cooperate.

They are using outdoor experiential training techniques to develop teamwork and team spirit among their employees (such as scaling a mountain, preparing recipes for colleagues at a restaurant, sailing through uncharted waters, crossing a jungle etc.). The training basically throws light on (i) how members should communicate with each other (ii) how they have to cooperate and get ahead (iii) how they should deal with conflict-full situations (iv) how they should find their way, using collective wisdom and experience to good advantage.

7. Diversity Training:

Diversity training considers all of the diverse dimensions in the workplace ¬race, gender, age, disabilities, lifestyles, culture, education, ideas and backgrounds - while designing a training program. It aims to create better cross-cultural sensitivity with the aim of fostering more harmonious and fruitful working relationships among a firm’s employees. Indian Hotel Industry New Paradigms and Shifts.

Shrinking Manpower

The hotel industry is rapidly losing good professionals to other service segments. With many new opportunities opening up - for both graduates with a hospitality degree and hotel executives with experience and talent - within the business process outsourcing (BPO), ICE and other service segments in India, the hotel is no longer the only career choice.
We can go so far as to say that the hospitality industry faces a serious threat from other sectors: those that offer better comparative remuneration, a better work-life balance, a more challenging work environment, or faster professional growth. Shrinking manpower within the industry is, today, a very real problem. This paucity is being felt across all levels of staff and management now, and across all departments.

On a pessimistic note, I dare to say that 85% of all management level personnel across hotel chains in India are not happy, and are waiting for the right opportunity to move out. It strongly feel that for any new hotel that plans to open, the biggest challenge would be to source the requisite talent and to retain it.

**Growing Disillusionment**

The growing disillusionment within the sector is indeed worrisome. A love for the business of hospitality, and the desire to excel as a hospitality professional – considered to be the driving factors for a long-term career in the industry – are no longer motivation enough for a new generation of professionals that seeks faster and better gratification.

Quite clearly, industry leaders, associations and HR practitioners need to put in time and effort, to provide and prepare for long-term planning to resolve the issues. The issue of quality of working life would be the single deciding factor for the new generation.

**Changing Aspirations and Expectations**

The aspirations and expectations of hotel professionals have also undergone a sea change. To quote a senior hotel professional,
“During our time, it would take as much as 13 years, through various positions, to rise to the level of Food and Beverage Manager.

The new ‘Generation Y’ is not prepared to wait for more than six years. “I have, in my three years with HVS Executive Search, not seen such profound change in the attitude of hotel executives. People now want a tangible idea as to how they will progress in the organization.

The pressure of retaining people in today’s competitive environment, and the adjustments that this necessitates will, over a period, significantly change both the management structure and working environment in hotels in India. Managers will need to pay more attention to employee motivation and team-building efforts, and see that these “ideas” are more regularly - and more effectively - put into practice.

Age old policies and super structures, will, we believe, have to pave way to newer and faster career progression. HR concepts once alien to the Indian hospitality, like HRIS, OD intervention and Career Pathing, must now be taken very seriously by Indian hotel companies.

It is indeed disappointing that, to date, not one hotel company in India has been ranked in the top three in any field of service orientation, or has been included in the list of best employers or best companies to work for. The industry has, without doubt, been inward looking, and owners and management have been slow to understand, recognize and adopt employee best practices.
Attracting Talent

The Indian hospitality sector having witnessed a golden year notwithstanding, the industry has failed to create enough excitement for talent from outside the industry to enter and be a partner in its growth. The industry has to find new ways of attracting talent from outside. At the same time, there is a need for senior management to be flexible in terms of their hiring practices, and more accommodating with new recruits.

We believe that hoteliers need to let go of apprehensions and doubts, as to whether “outsiders” would perform well enough, and adopt a longer-term, more visionary approach: invest in finding and attracting talent and devise ways to retain good performers.

In other words, the industry needs to become more competitive. Lessons have to be learnt from the telecom and the other newly emerging, fast-growing sectors where people were “invited to join the industry and given time and space to perform”.

Compensation

The industry’s compensation practices will go through a radical change. Some companies in India have started the process of aligning their pay structure to those of newly emerging sectors, but the differential is still too much, in the range of 30 - 40%.

Hotel owners and management need immediately to plan develop and implement long-term strategies for bridging or, at least, lessening the gap between what the industry offers - and what these professionals would be paid outside.
Industry leaders should be more open with their compensation policies and practices. Annual benefits may need to be split into monthly or quarterly incentives, to enable an ongoing process of employee motivation.

Performance Management linked incentives must be very carefully monitored and should not be delayed. The practice of delaying compensation should be rectified and given urgent and top priority.

It is imperative to properly address the special issues and concerns facing the hospitality industry in India today. It has become quite evident that a market for the well-trained hospitality professional is beginning to emerge: from the newly liberalizing aviation sector; from the retail sector; and from BPO firms, which were earlier limited to the main metros but are now expanding aggressively into second-tier towns.

ITES-BPO jobs in places like Kolkata, Hyderabad, Pune and Cochin are being perceived as attractive options by those hotel professionals who would prefer to stay and work within their local environment, rather than re-locate elsewhere. Such a trend is likely to adversely affect hotels in remote areas as they would find it difficult to attract and retain talent.

**HOTELS IN MAHARASTRA: Employment Pattern & Forecast**

Employment intensity increases with the size of hotel. The larger Four & Five star hotels (along with the heritage hotels) employees on an average 174 people per 100 rooms, compared to 122 in the One, Two & Three Star Hotels and 58 in the unorganized sector.
Table No: 5.1

Employment intensity increases with the size of hotel

<table>
<thead>
<tr>
<th>Category</th>
<th>Employment Intensity (Employees Per 100 rooms)</th>
<th>Total Employment 2002</th>
<th>Total Employment 2010</th>
</tr>
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<tbody>
<tr>
<td>5/4 star Hotels</td>
<td>174</td>
<td>57,000</td>
<td>83,000</td>
</tr>
<tr>
<td>1-3 star Hotels</td>
<td>122</td>
<td>52,500</td>
<td>63,000</td>
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<td>Smaller hotels</td>
<td>58</td>
<td>638,000</td>
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<td>Total</td>
<td>NA</td>
<td>7,47,500</td>
<td>15,51,000</td>
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</table>

Source: A market pulse Report February 05, 2011

In addition, there are more than one lakh employees are working in motels on state and national highways. A bulk of the employees approximately 60% are working in F&B service, Kitchen and housekeeping. Front offices of the larger hotels account for nearly 7% of the employees.

Table No: 5.2

DEMAND FOR TRAINED MANPOWER IN MAHARASTRA

<table>
<thead>
<tr>
<th>Category</th>
<th>Year 2010</th>
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<tbody>
<tr>
<td>Hotels</td>
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<td>Restaurants</td>
<td>45000</td>
</tr>
<tr>
<td>Total</td>
<td>52000</td>
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</table>

Source: A market pulse Report February 05, 2011
Key drivers of demand for trained manpower are likely to be the expansion of the organized sector, golden diamond and preference for youth in the hospitality sector. Presently, 16850 students are being trained in hotel management, annually. Only 22% are graduating from the Government promoted institute. Nearly 40% of them are pursuing alternative careers in other emerging service sectors (such as call centers). These statistics indicate that there could be a severe shortage for trained manpower by the year 2010.

**Employment Pattern**

**Five, Four Star/Heritage Hotels:**

A single five star hotel could employ more than 400 employees. A total of 57508 people are employed to service about 36000 rooms in this category. On an average, there are approximately 162 employees per 100 rooms in these hotels. The employment pattern is the across geographic regions. The major employing functions are F&B Service, F&B Kitchen and Housekeeping. They, together, account for 56% of the total employment in these hotels.

**Chart No: - 5.1**

**Contribution of Key Functions to Employment**

![Chart showing employment distribution by functions]

- **F & B** - 21%
- **F & B Kitchen** - 20%
- **House Keeping** - 15%
- **Front Office** - 15%
- **Management** - 15%
- **Engineering** - 7%
- **Purchase/Store & Accounts** - 7%
- **Others** - 8%
In a single five star hotel staff ratio should be like above mention graph. F & B has highest need of manpower i.e. 21%, nearer to that 20% required in F& B Kitchen, 15% each is required in Housekeeping, 8% is must for Management and other areas and 7% each is accordingly Purchase, Engineering and Front office.

**HUMAN RESOURCE PLANNING**

Human Resource Planning (HRP) is the first aspect of human resource process. It is very commonly understood as the process of forecasting an organization’s future demand for, and of, the right type of people in the right number. It is only after this that HRM department can initiate a recruitment and selection process. HRP is the sub-system in the total organizational planning. HRP is important for:

- The future personnel needs
- To cope up with change
- To create highly talented personnel
- For the protection of weaker sections
- For the international expansion strategy of the company
- It is the foundation for personnel functions
Chart No:-5.2

Human Resource Process

Environment

Organizational

HR need forecast

HR supply

HR Programming

HR Implementation

Control & Evaluation of Program

Surplus
Restricted hiring

Shortage
Recruitment and selection
Human Resource Process

Human Resource Planning is the first aspect of human resource process. It is very commonly understood as the process of forecasting an organization’s future demand for, and of, the right type of people in the right number. It is only after this that HRM department can initiate a recruitment and selection process. Organizational objectives are defined by the top management of hotel and the role of HRP is to sub serve the overall objectives by ensuring availability and utilization of human resources. In the above figure the process of Human Resources Planning of five star hotels has been mentioned:

HR Demand Forecast

Demand forecasting is the process of estimating the future quantity and quality of people required in the service area. The basis of forecast must be annual budget and long term corporate plan, translated into activity levels for each function and department. There are several good reasons to conduct demand forecasting:

- Quantify the jobs necessary for producing a given number of services to the tourists.
- Assess appropriate staffing levels in different parts of the hotel departments.
- Prevent shortages of people to avoid the inconvenience in the services.
- Monitor compliance with legal requirements with regard to reservation of jobs

HR Supply Forecast

The next logical step for the management is to determine whether it will be able to procure the required number of personnel and the
sources for such procurement. This information is provided by supply forecasting. Supply forecasting measures the number of people likely to be available from within and outside of an industry, after making allowance for absenteeism, internal movements and promotions, wastage and changes in hours, and other conditions of work.

Reasons for supply forecast are

- Helps quantify number of people and positions expected to be available.
- Assess existing staffing levels in different parts of the organization
- Monitors expected future compliance with legal requirements of job reservations

**HR Programming**

Once an organization’s personnel and supply are forecast, the two must be reconciled or balanced in order that vacancies can be filled by the right employees at the right time.

**HR Plan Implementation**

Implementation requires converting an HR plan into action. A series of action programs are initiated as a part of HR plan implementation, i.e. Recruitment, Selection and Placement, Training and Development, Retraining and Redeployment, Retention Plan, Downsizing.

**Control and Evaluation**

Control and evaluation represents the fifth and the final phase in the HRP process. The Hr plan should include budgets, targets and
standards. It should also clarify responsibilities for implementation and control, and establish reporting procedures, which will enable achievements to be monitored against the plan.

**Recent Trends in Recruitment:**

**OUTSOURCING:**

In India, the HR processes are being outsourced from more than a decade now. A company may draw required personnel from outsourcing firms. The outsourcing firms help the organization by the initial screening of the candidates according to the needs of the organization and creating a suitable pool of talent for the final selection by the organization.

**POACHING/RAIDING:**

“Buying talent” (rather than developing it) is the latest mantra being followed by the organizations today. Poaching means employing a competent and experienced person already working with another reputed company in the same or different industry; the organization might be a competitor in the industry.

**E-RECRUITMENT:**

Many big organizations use Internet as a source of recruitment. E-Recruitment is the use of technology to assist the recruitment process. They advertise job vacancies through worldwide web. The job seekers send their applications or curriculum vitae i.e. CV through e mail using the Internet. Most of the HR departments are using the above strategy for their day to day activity in the five star hotel industries.
Current Scenario of Human Resource Management Indian hotel industry:

Around 750,000 people are working in various hotels of organized and unorganized sectors and on the other hand in travel trade business there are around 6000.

Travel trade companies in the country and the number is growing by 7.5-10% every year, employing almost 83,500 people with most of them performing the function of ticketing, tour operation, accounts and administration. In the Maharashtra also there are around 59 five star hotels are situated and rest hotels like four star, three star and other are around 802. And skilled manpower is working in five star hotel industries is 981 amongst 10942 in totality only.

And it is forecasted that this sector will be employing around 242,000 by the year 2020, it is also forecasted that annual demand for trained manpower in hotels and restaurants is likely to touch 29,000 by the year 2010 and will be approximately 39000 by the year 2020. Similarly the annual demand of trained manpower in travel and tour sector is likely to be 12735 and 20760 in 2010 and 2020 respectively.

The report says that around 16850 students are being trained in hotel management and around 17500 people pursue IATA/UFTA certified diploma courses, graduate and post graduate courses annually. There are around 300 Government sponsored, universities affiliated and privately owned institutes providing training and education to around 32000 people in hospitality and tourism industry.

One more interesting fact has been revealed by the report that nearly 40% of people who have undergo these courses are pursuing
careers in other emerging service sectors like call centers or opting for alternative career option due to attractive salary packages and poor perceived image of hospitality sector. The report indicates that there will be a severe shortage of trained manpower in this industry by the year 2010 and a huge difference between the demand and supply of trained professionals. The major challenge is ahead before the Tourism industry in India to bridge this gap of demand and supply of force through attracting and retaining the talented skill to serve the industry.

**Chart No: -5.3**

**Pay scale of hotel Staff**

![Chart showing Pay and Revenue percentages for hotel staff.](chart.png)

**Source:** A Market Pulse report published by Ministry of Tourism; Department of Tourism. (2011)
Employee compensation is an important area of human resource management, not only because of its huge cost implications, but also because of its perceived ability to influence individual and group behavior in organizations. Employees’ satisfaction with their pay has been a major focus of study since the 1960’s. It is a function of the discrepancy between employees’ perception of how much pay they should receive and how much pay they actually receive. Most researchers agree that if these perceptions are equal, then an employee is said to experience pay satisfaction.

But according to the above chart and the field survey of researcher it has been very much cleared that the pay scale of the hotel staff is drastically less than the revenue what they are earning.

**Recruitment:**

Attracting talent to the hospitality industry is challenging at the best of times. In today’s global candidate-short market, a refined recruitment policy has become a strategic imperative in order to remain competitive advantage.

**Table No:-5.3**

**Staff selection process of five star hotels in different cities of Maharashtra state:**

<table>
<thead>
<tr>
<th>City</th>
<th>Direct Interviews</th>
<th>Testing</th>
<th>References</th>
<th>Medicals</th>
<th>Probation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mumbai</td>
<td>49.00</td>
<td>3.6</td>
<td>79.1</td>
<td>6.4</td>
<td>10.9</td>
</tr>
<tr>
<td>Pune</td>
<td>59.2</td>
<td>2.1</td>
<td>25.4</td>
<td>4.4</td>
<td>8.9</td>
</tr>
<tr>
<td>Nagpur</td>
<td>40</td>
<td>6.2</td>
<td>38.3</td>
<td>5.5</td>
<td>10</td>
</tr>
<tr>
<td>Nasik</td>
<td>69</td>
<td>9</td>
<td>6</td>
<td>4.1</td>
<td>11.9</td>
</tr>
<tr>
<td>Aurangabad</td>
<td>45</td>
<td>4.9</td>
<td>14</td>
<td>9.4</td>
<td>26.7</td>
</tr>
<tr>
<td>Mahabaleshwar</td>
<td>39</td>
<td>5.2</td>
<td>19</td>
<td>13.8</td>
<td>23</td>
</tr>
</tbody>
</table>
According to the above table and the detailed survey of the selection and recruitment criteria of five star hotels in major cities of Maharashtra state researcher conclude that there are five types of parameters are using by hotel industry people and most of them are using or preferring the type of direct interview and reference of the person. Whereas criteria of their selection is mainly the experience in related field and if the candidate is having the hotel management degree can be preferable. Personal reference is also works a little bit while in recruitment.

**Actual manpower in different five star hotels:**

Table No:- 5.4

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Name of the Hotel</th>
<th>Skilled</th>
<th>Unskilled</th>
<th>Casuals</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hotel Ambassador Ajanta</td>
<td>70</td>
<td>40</td>
<td>25</td>
<td>135</td>
<td>52</td>
</tr>
<tr>
<td>2</td>
<td>Hotel Rama International</td>
<td>85</td>
<td>38</td>
<td>35</td>
<td>158</td>
<td>54</td>
</tr>
<tr>
<td>3</td>
<td>Hotel Taj Residency</td>
<td>117</td>
<td>45</td>
<td>29</td>
<td>191</td>
<td>61</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>272</td>
<td>123</td>
<td>89</td>
<td>484</td>
<td>56</td>
</tr>
</tbody>
</table>

Source: Field survey (2011-12)
Source: Field Survey (2010-11)

Above table shows that in Aurangabad city, there are only three five star hotels and total number of workers are 484, including Skilled, Unskilled and Casuals, it is merely 56%. In Ambassador Ajanta there are only 70 skilled employees out of 135, i.e. 52 %, where as in Hotel Rama International 85 skilled employees out of 158 i.e. 54% and in Taj Residency though it is one of the Hotel Management Institute only 117 are the skilled out of 484 employees it comes only 61 %. It shows that not a single five star hotel is fulfilling the criteria of 100% skilled employee, in Aurangabad city, in totality it is merely 56%.

Table No. 5.5

Five Star Hotel Staff at Nasik, Maharashtra

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Name of the Hotel</th>
<th>Skilled</th>
<th>Unskilled</th>
<th>Casuals</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Jupiter Business &amp; luxury Hotel</td>
<td>37</td>
<td>25</td>
<td>18</td>
<td>113</td>
<td>42</td>
</tr>
<tr>
<td>2</td>
<td>Hotel Ginger, Nashik</td>
<td>48</td>
<td>37</td>
<td>12</td>
<td>102</td>
<td>49</td>
</tr>
<tr>
<td>3</td>
<td>Quality Inn Regency, Nashik</td>
<td>26</td>
<td>29</td>
<td>19</td>
<td>74</td>
<td>35</td>
</tr>
<tr>
<td>4</td>
<td>The Gateway Hotel Ambad</td>
<td>41</td>
<td>33</td>
<td>22</td>
<td>96</td>
<td>43</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>152</td>
<td>124</td>
<td>71</td>
<td>385</td>
<td>42</td>
</tr>
</tbody>
</table>

Source: Field Survey (2010-11)

Above Chart has been shown in Nasik, popular as a historical city and well-known for Industrial area, has four five star hotels and total
number of workers are 385, including Skilled, Unskilled and Casuals.

In Jupiter Business & Luxury Hotel there are only 37 skilled employees out of 113, i.e. 42%, where as in Hotel Ginger 48 skilled employees out of 102 i.e. 49%, Hotel Quality Inn Regency 26 are skilled out of 74 i.e. 35% and in The Gateway Hotel Ambad only 41 are the skilled out of 96 employees it comes only 43%.

It shows that not a single five star hotel is fulfilling the criteria of 100% skilled employee, in Nasik city, it is merely 42%.

Table No:- 5.6

Five Star Hotel Staff at Nagpur, Maharashtra

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Name of the Hotel</th>
<th>Skilled</th>
<th>Unskilled</th>
<th>Casuals</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hotel Pride, Nagpur</td>
<td>36</td>
<td>69</td>
<td>10</td>
<td>115</td>
<td>31</td>
</tr>
<tr>
<td>2</td>
<td>Hotel Vits</td>
<td>44</td>
<td>88</td>
<td>17</td>
<td>149</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>80</td>
<td>157</td>
<td>27</td>
<td>264</td>
<td>30</td>
</tr>
</tbody>
</table>

Source: Field Survey (2010-11)

Above table of is indicating the Nagpur city, well known in Vidharbha Region, popular as an Industrial area, has two five star hotels and total number of workers are 264, including Skilled, Unskilled and Casuals. In Hotel Pride there are only 31 skilled employs out of 115, i.e. 31 %, and in Hotel Vits only 44 are the skilled out of 149 employees it comes only 30 %. It shows that in Nagpur there are only 30% employees are skilled.
The above table depicts the staffing pattern of various five stars hotels in pune city. In The Western Koregaon Park Hotel there are 66 skilled employees out of 173, i.e. 38 %, in Hotel Courtyard 52 are skilled employees out of 143 i.e. 36%, The Central Park hotel, 49 are skilled out of 151 i.e. 32%; Vivanta by Taj- Blue Diamond 68 are the skilled labors out 175 it merely 39%; Le Meridien, one of the best hotel in Pune has 87 skilled employees out of 220 i.e. 40%; The Pride Hotel is having 77 Skilled out of 205 it comes 38%; The Golden
Emerald has 65 skilled staff out of 164 i.e. 40%; whereas Hotel Ibis, is having 57 skilled out of 153 i.e. 37%; The Corinthians Boutique Hotel is having 68 people who are skilled out of 177, 38%.

The Sagar Plaza, has 56 skilled people out of 164, it is 34%; Hotel Parc Estique, 46 skilled in totality of 227 i.e. 37% and in Hotel Sun-N- Sand only 85 are the skilled out of 227 employees it comes only 37 %. It shows that not a single five star hotel is fulfilling the criteria of 100% skilled employee, in Pune city also, it is merely 37%.

Table No: - 5.8

Five Star Hotel Staff at Mumbai, Maharashtra

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Name of the Hotel</th>
<th>Skilled</th>
<th>Unskilled</th>
<th>Casuals</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sahara Star Mumbai</td>
<td>63</td>
<td>93</td>
<td>45</td>
<td>201</td>
<td>31</td>
</tr>
<tr>
<td>2</td>
<td>Grand Sarovar Premier</td>
<td>43</td>
<td>83</td>
<td>39</td>
<td>165</td>
<td>26</td>
</tr>
<tr>
<td>3</td>
<td>Le Royal Meridean</td>
<td>73</td>
<td>98</td>
<td>51</td>
<td>222</td>
<td>33</td>
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<tr>
<td>4</td>
<td>The Oberoi Mumbai</td>
<td>81</td>
<td>114</td>
<td>35</td>
<td>230</td>
<td>35</td>
</tr>
<tr>
<td>5</td>
<td>Park Plaza Royal Parm</td>
<td>69</td>
<td>98</td>
<td>29</td>
<td>196</td>
<td>35</td>
</tr>
<tr>
<td>6</td>
<td>Vivanta by Taj- President</td>
<td>89</td>
<td>89</td>
<td>30</td>
<td>208</td>
<td>43</td>
</tr>
<tr>
<td>7</td>
<td>Marriot Lakeside Chalet</td>
<td>91</td>
<td>76</td>
<td>25</td>
<td>192</td>
<td>47</td>
</tr>
<tr>
<td>8</td>
<td>Renaissance Mumbai Hotel &amp; Convention Centre</td>
<td>94</td>
<td>82</td>
<td>29</td>
<td>205</td>
<td>46</td>
</tr>
<tr>
<td>9</td>
<td>Grand Hyatt, Mumbai</td>
<td>102</td>
<td>105</td>
<td>32</td>
<td>239</td>
<td>43</td>
</tr>
<tr>
<td>10</td>
<td>Holiday Inn Mumbai</td>
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<td>102</td>
<td>40</td>
<td>254</td>
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</tr>
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<td>Skilled</td>
<td>Unskilled</td>
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<tr>
<td>---</td>
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<td>-----------</td>
<td>---------</td>
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<tr>
<td>11</td>
<td>Hotel Four Seasons,</td>
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<td>91</td>
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<td>219</td>
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<td>Leela Kempinski Hotel</td>
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<tr>
<td>13</td>
<td>ITC Hotel Grand Maratha</td>
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<td>32</td>
<td>265</td>
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<td></td>
<td>Sheraton &amp; Towers</td>
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<td>JW Marriott Hotel,</td>
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<td>140</td>
<td>41</td>
<td>313</td>
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<td>15</td>
<td>Ramada Plaza Palm Grove</td>
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<td>99</td>
<td>32</td>
<td>229</td>
<td>32</td>
</tr>
<tr>
<td>16</td>
<td>Sun n Sand, Mumbai</td>
<td>89</td>
<td>101</td>
<td>40</td>
<td>230</td>
<td>40</td>
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<td>17</td>
<td>Taj Lands End, Mumbai</td>
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<td>85</td>
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<td>204</td>
<td>32</td>
</tr>
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<td>18</td>
<td>Taj Mahal Palace &amp; Tower,</td>
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<td>77</td>
<td>45</td>
<td>195</td>
<td>45</td>
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<td>19</td>
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<td>30</td>
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<td>21</td>
<td>The International by</td>
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<td>20</td>
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<td>Tunga,</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>22</td>
<td>The Lalit Mumbai</td>
<td>72</td>
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<td>34</td>
<td>208</td>
<td>34</td>
</tr>
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<td>23</td>
<td>The Orchid Hotel, Mumbai</td>
<td>104</td>
<td>122</td>
<td>32</td>
<td>258</td>
<td>32</td>
</tr>
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<td>24</td>
<td>The Paradise Tunga,</td>
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<td>65</td>
<td>49</td>
<td>191</td>
<td>49</td>
</tr>
<tr>
<td>25</td>
<td>The Retreat, Mumbai</td>
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<td>87</td>
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<td>179</td>
<td>38</td>
</tr>
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<td>26</td>
<td>Trident Nariman Point,</td>
<td>80</td>
<td>78</td>
<td>34</td>
<td>192</td>
<td>34</td>
</tr>
<tr>
<td>27</td>
<td>Trident, Bandra Kurla,</td>
<td>96</td>
<td>100</td>
<td>32</td>
<td>228</td>
<td>32</td>
</tr>
<tr>
<td>28</td>
<td>Four Seasons Hotel</td>
<td>76</td>
<td>89</td>
<td>25</td>
<td>190</td>
<td>25</td>
</tr>
<tr>
<td>29</td>
<td>The Westin Mumbai Garden</td>
<td>83</td>
<td>98</td>
<td>45</td>
<td>226</td>
<td>45</td>
</tr>
<tr>
<td></td>
<td>City Hotel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>2456</td>
<td>2715</td>
<td>1004</td>
<td>6175</td>
<td>1004</td>
</tr>
</tbody>
</table>

**Source: Field Survey (2010-11)**

The above table shows the staffing patterns in Mumbai city. The total number of workers are 6175, including Skilled, Unskilled and
Casuals. In The Sahara Star Mumbai there are 63 skilled employees out of 201, i.e. 31%, in Hotel Grand Sarovar Premier has 43 are skilled employees out of 165 i.e. 23%.

Le- Royal Meridian, Chain of Le- Meridian Pune has 73, out of 222 i.e. 33% The Oberoi Mumbai has 81 are skilled out of 230 i.e. 35%; Park Plaza Royal Parm are having 69 are the skilled labors out 196 it merely 35%; Vivanta by Taj- President, has 89 skilled employees out of 208 i.e. 43%; Marriot Lakeside Chalet is having 91 Skilled out of 192 it comes 47%; Renaissance Mumbai Hotel & Convention Centre has 94 skilled staff out of 205 i.e. 46%; whereas Grand Hyatt, Mumbai, one of the very famous hotel in Mumbai, is having 102 skilled out of 239 i.e. 43%; Holiday Inn Mumbai is having 112 people who are skilled out of 254, 44%.

Hotel Four Seasons, has 94 skilled people out of 219, it is 43%; Leela Kempinski Hotel, 89 skilled in totality of 206 i.e. 43%, ITC Hotel Grand Maratha Sheraton & Towers has 121 skilled employees out of 265 i.e. 46%, JW Marriott Hotel only 132 are the skilled out of 313 employees it comes only 42%. Ramda Plaza Palm Grove has 98 out of 229 i.e. 43%.

Sun n Sand, Mumbai, has 89 skilled manpower out of 230, only 39%, Taj Lands End has 87 out of 204 i.e 43%, Taj Mahal Palace & Tower is having 73 out of 195 i.e. 37, Taj Wellington Mews, Mumbai recruited only 69 out of 178 i.e. 39%, The Emerald, Mumbai, has 79 out of 191 41 in percentage; The International by Tunga has 66 out of 161 i.e. 41%.
The Lalit Mumbai, favorite hotel of small business traveler, has 72 out of 208 it is merely 35%, The Orchid Hotel has only 104 out of 258 i.e. 40%, The Paradise Tunga is having 77 out of 191 i.e. 40% again, The Retreat, Mumbai has 54 out 179 i.e. 30%.

Trident Nariman Point, Mumbai Trident, Bandra Kurla, Mumbai has accordingly 80, 96 skilled manpower out of 193 and 228 i.e. 42% accordingly. Four Seasons Hotel Mumbai, has 76 out of 190 i.e. 40% and The Westin Mumbai Garden City Hotel also has a same ratio like 83 out of 226 i.e 37%.

It means in the Mumbai city also there is the non fulfillment of skilled manpower to their organization. Only 40% of skilled employees are placed in the Five Hotels in Mumbai City.

**Table No:- 5.9**

**Five Star Hotel Staff at Mahabaleshwar, Maharashtra**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Hotel</th>
<th>Skilled</th>
<th>Unskilled</th>
<th>Casuals</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hotel Bright land</td>
<td>46</td>
<td>67</td>
<td>30</td>
<td>143</td>
<td>32</td>
</tr>
<tr>
<td>2</td>
<td>The Pride Sherwood</td>
<td>53</td>
<td>73</td>
<td>25</td>
<td>151</td>
<td>35</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>99</td>
<td>140</td>
<td>55</td>
<td>294</td>
<td>34</td>
</tr>
</tbody>
</table>

**Source:** Field Survey (2010-11)
The above table shows the staffing patterns of the five star hotel in Mahabaleshwar, it can be seen from the above table that the five star hotels in city has total number of 294 workers out of which only 99 are the skilled people working in the five star hotels in Mahabaleshwar city, it is merely 34%.

Table No:- 5.10

Five Star Hotel Staff at Lonavala, Maharashtra

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Name of the Hotel</th>
<th>Skilled</th>
<th>Unskilled</th>
<th>Casuals</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>The UpperDeck Resort &amp; Country Club</td>
<td>69</td>
<td>56</td>
<td>55</td>
<td>180</td>
<td>38</td>
</tr>
<tr>
<td>2</td>
<td>Fariyas Holiday Resort</td>
<td>70</td>
<td>67</td>
<td>30</td>
<td>167</td>
<td>42</td>
</tr>
<tr>
<td>3</td>
<td>Aamby Valley City</td>
<td>72</td>
<td>57</td>
<td>43</td>
<td>172</td>
<td>42</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>211</td>
<td>180</td>
<td>128</td>
<td>519</td>
<td>41</td>
</tr>
</tbody>
</table>

Source: Field Survey (2010-11)

The above table shows the staffing patterns of the five star hotel in Lonavala out of 519 workers, only 211 are the skilled people working in the five star hotels in Lonavala city, it is merely 41%.

Table No:- 5.11

Five Star Hotel Staff at Khandala, Maharashtra

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Name of the Hotel</th>
<th>Skilled</th>
<th>Unskilled</th>
<th>Casuals</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hotel La Revival</td>
<td>68</td>
<td>82</td>
<td>35</td>
<td>185</td>
<td>37</td>
</tr>
</tbody>
</table>

Source: Field Survey (2010-11)
The above table shows that in above five star hotels out of 185 workers, only 68 are the skilled people working in the five star hotels in Khandala city, it is merely 37%.

Table No:- 5.12

Five Star Hotel Staff at Ratnagiri, Maharashtra

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Name of the Hotel</th>
<th>Skilled</th>
<th>Unskilled</th>
<th>Casuals</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Kohinoor Samudra Beach Resort</td>
<td>56</td>
<td>72</td>
<td>23</td>
<td>151</td>
<td>37</td>
</tr>
</tbody>
</table>

Source: Field Survey (2010-11)

The above table shows that in five star hotel out of 151 workers, only 56 are the skilled people working in the five star hotels in Ratnagiri city, it is merely 37%.

Table No:- 5.13

Five Star Hotel Staff at Shirdi, Maharashtra

<table>
<thead>
<tr>
<th>Sr. No</th>
<th>Name of the Hotel</th>
<th>Skilled</th>
<th>Unskilled</th>
<th>Casuals</th>
<th>Total</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>St.Laurn Meditation and Spa,</td>
<td>75</td>
<td>86</td>
<td>40</td>
<td>201</td>
<td>37</td>
</tr>
<tr>
<td>2</td>
<td>Sun N Sand</td>
<td>89</td>
<td>93</td>
<td>35</td>
<td>217</td>
<td>41</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>164</td>
<td>179</td>
<td>75</td>
<td>418</td>
<td>39</td>
</tr>
</tbody>
</table>

Source: Field Survey (2010-11)
The above table shows that in above five star hotels out of 418 workers, only 164 are the skilled people working in the five star hotels in Shirdi, it is merely 39%.

**Table No. 5.14**

**Training and Development programmes in selected five star hotels in Maharashtra**

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Training and Development Programmes</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Initial or preliminary Training</td>
<td>10%</td>
</tr>
<tr>
<td>2</td>
<td>Non-supervisory Training</td>
<td>10%</td>
</tr>
<tr>
<td>3</td>
<td>Retraining</td>
<td>35%</td>
</tr>
<tr>
<td>4</td>
<td>Special purpose courses</td>
<td>10%</td>
</tr>
<tr>
<td>5</td>
<td>Supervisory Training</td>
<td>10%</td>
</tr>
<tr>
<td>6</td>
<td>Management Development</td>
<td>25%</td>
</tr>
<tr>
<td></td>
<td><strong>Total</strong></td>
<td><strong>100%</strong></td>
</tr>
</tbody>
</table>

(Source: Field Survey (2010-2011))

The Table No. 5.14 highlights on the type and techniques of training and development programmes are mostly used and adopted by the selected hotels in Maharashtra. Overall 10% of the initial preliminary training and non supervisory training program are adopted and used by the employers to train their employees, 35% of the companies preferred refinery process as well as 25% of the hotels adopted
management development programmes for the development of managerial skill’s for their employees. 10% of the employee’s adopted special purpose courses and supervisory training for their employee’s.

Table No.5.15
Methods of Training Program at a glance in selected five star hotels

<table>
<thead>
<tr>
<th>Sr. No.</th>
<th>Training program</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Improvements in work and work culture</td>
<td>7.5 %</td>
</tr>
<tr>
<td>2</td>
<td>Lecture Method</td>
<td>5 %</td>
</tr>
<tr>
<td>3</td>
<td>Class room</td>
<td>12.5 %</td>
</tr>
<tr>
<td>4</td>
<td>Conference or Discussion</td>
<td>25 %</td>
</tr>
<tr>
<td>5</td>
<td>Programmed Instruction</td>
<td>50 %</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td><strong>100 %</strong></td>
</tr>
</tbody>
</table>

Source: Field survey (2010-11)

It is clear from table No.5.13 that, programmed instructions are most favored training program of hotel managers 50%. While 25% of the respondents preferred, conference/discussions, 12.5% preferred class room teaching, 5% lecture method and 7.5% prefer for improvements in work and work culture.

Table No.5.16
Respondent’s perception, objectives and realization of retraining program in five star hotels in Maharashtra.

<table>
<thead>
<tr>
<th>Opinion</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strongly disagree</td>
<td>20%</td>
</tr>
<tr>
<td>Disagree</td>
<td>30%</td>
</tr>
<tr>
<td>No Answer</td>
<td>10%</td>
</tr>
</tbody>
</table>
Some What agree 10%
Agree 30%
Total 100 %

Source: Field survey (2010-11)

From the above table it is clear that 30% of the respondents agreed that the training program did not cater as per the expectations of the organization. Whereas 30% agree that retraining program helps in the realization of objectives.

In overall the selection, re-training process and methods are adopted by different hotels in the selected study area. Most of the hotels are providing on the job training facility to the employee where as most of the companies preferred well trained staff for the organization.

Very few hotels have been provided housing rent allowance to the top managerial level employees, as a need of the employee most of the companies are providing housing loan facilities to the needy employees on very small percent interest basis where as small units are unable to provide all these facilities to the employees. Facilities like provided fund, medical care facilities, health and accidental insurance is provided by 100% of the companies to the safety and security of the employees.

FUTURE ROLE OF HUMAN RESOURCE IN HOTEL INDUSTRY

Service quality and productivity were the most crucial competitive issues facing these firms. When asked to different hotels regarding strengthening competitiveness, 50 percent choose internal
management actions, including educating and training employees, with publicly announcing employee policy.

And all these procedure of implementing such task is over HR shoulder. To achieve a progressive, innovative culture within organization- and to cope with the critical challenges that the future might bring- human resources professionals are likely to assume certain roles with greater frequency. These roles are following

**The Consultant Advisor Role:**

In particular, the top human resources executive will increasingly play a major role in advising the CEO and the top management team about the human resources implications of broad organizational strategy, both nationally and globally. Further, the human resources department will be called upon more and more advice management at all levels about the motivational, morale and legal implications of various present and proposed practices and policies.

**The Catalyst Facilitator Role:**

The human resources directors have a unique opportunity to serve in a catalyst-facilitator role in stimulating a top management philosophy, leadership style and organizational culture and climate. It is important that management develops a clear view of these interrelated matters and that management is self-conscious about them on an ongoing basis.

**The Diagnostic Role:**

By this, they are expected to identify the underlying causes of an organizational problem as distinct from its symptoms and to come up with solutions – or system for solving the problem- that correspond with the diagnosis. All too often, programs of various kinds, like job enrichment, incentives systems, and quality circles and so on, are proposed by managers or human resources people.
The Assessment Role:

One of the most difficult roles for human resources professionals is the assessment role, in which they assess the effectiveness of various human resources practices and policies. A comprehensive evaluation of the effectiveness of various human resources policies and practices is called a human resources management audit or personnel audit. These comprehensive human resources audit may be used to analyze a wide array of human resources practices and outcomes.

Concluding Remark:

Over the last decade, human resource management has come to be viewed as the dominant paradigm within which analyses of the world of work have been located. This volume examines the nature and assesses the impact of HRM within a highly under-researched division of the service sector, namely the Maharashtra hotel industry.

Common perceptions of management practices in the hotel industry typically include work intensification, high labour turnover, lack of training and poor career prospects, and casualty's terms and conditions of employment. Using data from a survey of over 59 hotels, this book challenges such stereotypes by demonstrating that this part of the service sector is just as likely to have experimented with new approaches to HRM as the manufacturing industry.

It suggests that primary influences on managerial decision-making in the hotel industry are no different from the primary influences affecting decision-making elsewhere, countering the argument that mainstream management theories are inapplicable within the hotel industry.
Using a variety of national and international research studies, the paper argues the case for a comprehensive and integrated human resource management strategy encompassing innovative recruitment, selection, training, development and performance management techniques, which will effectively contribute to industry productivity and profitability.

The industry appears to be characterized by a culture of “casualisation”, like its international competitors, significant gender imbalances, and a largely transient workforce which is relatively underpaid and under-represented by industry unions.

As a highly labor-intensive industry, it is also disproportionately expensive, less productive or profitable than its counterparts. Human resource management practices remain fragmented and short-term oriented and without direct significance to overall hotel productivity.
References:


14. Firag, I 2001a, 'Role of governments in tourism management


