

A COMPREHENSIVE ANALYSIS OF HUMAN RESOURCE POLICIES AND THEIR IMPACT ON EMPLOYEE TURNOVER IN THE HOTEL INDUSTRY IN DELHI NCR

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Abstract: The hotel industry especially in the Delhi National Capital Region (NCR) is struggling with a substantial challenge—high turnover—significantly affecting organisational performance. The turnover rate has gone to around 30–35%, presenting a significant difficulty for labour-intensive organisations in the hospitality sector. This dilemma underscores the need for an inclusive review of present policies to improve employee retention. Several factors contribute to the mounting turnover rates, including the perception of hotel jobs as ‘blue-collar,’ the prevailing issue of competitive low remuneration, unconventional working hours and familial strains. A significant 60% of newly hired employees choose to leave the organisation within the first two years, further worsening the problem. Skilled and knowledgeable manpower, crucial for the industry, exit due to marginal compensation, with some opting to migrate abroad for better career and financial gain. These studies constantly create attention to management about shortage of skilled manpower, highlighting the urgency of taking this challenge. The employee retention concern for recruiters, given the hotel industry’s highest turnover rate compared to other industries. Certain hotel chains, like OBEROI, TAJ and MARRIOTTS had taken tremendous efforts for employee retention, earning recognition in the prestigious “best employer” category.

Keywords: Employee Retention, Remuneration, Job Satisfaction, Human Resources Practices and Policy

INTRODUCTION

The sector is well-known for its labour-intensive nature, characterised by numerous small, disorganised entities. Processes are significantly influenced by political and economic dynamics, frequently facing seasonality. The influx of overseas tourists and the growing domestic and inbound tourism sectors get-up-and-go demand for hotel

rooms and amenities, among other factors. Economic growth, prompted by global trends, has remarkably heightened demand from foreign tourists, inspiring business activities both domestically and internationally in India and overseas.

Some of the hotel companies and their brand.

Major hotel companies and their brand.

Sr. No.	Company	Brands
1	ITC HOTELS	Fortune Hotels, Welcome Heritage Hotels.
2	East India hotels	Oberoi Hotels.
3	Indian hotel ltd.	Taj, Gateway, and Vivanta by Taj.
4	Lemon tree hotels	Lemon tree, red fox hotels.
5	Intercontinental hotel group	Intercontinental hotel, crown plaza, holiday inn, express by holiday inn.
6	Kempinski hotel	Kempinski Hotel, Kempinski Residency.
7	Louvre hotels group	Golden tulip hotels, tulip inns, royal tulip.
8	Marriott corporation	Ritz carlton, J W Marriott, renaissance, courtyard by Marriott.
9	Oakwood	Oakwood suits, Oakwood residence.

Sr. No.	Company	Brands
10	Leela hotels	Leela Kempiski.
11	Lalit group	The Lalit.
12	Accor	Sofitel, Pullman, mercurehotels, novotel, ibis.
13	Best western hotels	Best Western, Best Western Plus, Best Western Premier.
14	choice hotels international	Clarion Hotel, Quality Inns, Comfort Inns, Sleep Inns.
15	Carlson rezidor hotels	Radisson Blu, Radisson, Park Plaza, Country Inn, Park Inn.
16	Hyatt international	Park Hyatt, Andaz, Hyattregency, Hyatt Grand, Hyatt Place.
17	Hilton hotels	Hilton, Double Tree by Hilton.
18	Pride hotels	Pride Hotels, Pride Biznetel and Resort.
19	Royal orchid hotels ltd.	Royal Orchid Hotels, Regent, Spree Hotels, Peppermint Hotels.
20	Surrender Park Hotels	Park Hotels.
21	Roots Corporation Ltd	Ginger Hotel.
22	Indian Tourism Development Corporation	Ashok Hotels.
23	Starwood Hotels Corporation	W Hotels, St. Regis, Sheraton, Aloft, Le Meridian, Four points by Sheraton, Westin, Luxury Collection, Elements.
24	Shangri-La hotels	Shangri La Hotels, Trader Hotels.
25	Wyndhan hotel	Wyandhan Hotels, Wyndhan Grand, Days Inn, Ramada Inn, Ramada, Howard Johnson, Travelogue, Microtel, Planet Hollywood.

HRD of Hotel Industry and Policies

The HRD (Human Resource Department) within the hotel industry embraces a crucial position, shaping policies that directly influence the working environments of its employees. This study embarks on an examination of the operational environment for personnel within the hotel industry, judgmentally assessing the effectiveness of human resource strategies executed across various organisations. The primary objective is to examine existing human resource practices rampant in the hotel sector and compare them against those in other industries. By doing so, the aim is to nurture a more nurturing work environment, thereby developing heightened levels of productivity among employees.

In the present-day business environment, characterised by speedy changes and evolving dynamics, well-crafted HR practices are essential for meeting the varied needs of employees. Therefore, the establishment of robust human resource policies occurs as a strategic imperative, serving the dual purpose of enhancing organisational performance and safeguarding the timely retention of invaluable talent to meet future demands. Central to this endeavour is the formulation of effective recruitment strategies, underpinned by the development of pertinent employee policies, which form the keystone of robust human resource frameworks.

Assuming the labour-intensive nature of the hotel industry, which deeply relies on human capital, the enactment of appropriate HR practices assumes paramount importance. It becomes imperative to offset the detrimental impacts

of improper retention policies, which could potentially undermine productivity levels within the sector. The hotel industry, mostly in the Delhi National Capital Region (NCR), confronts a persistent challenge in sourcing skilled manpower, despite its marked growth path. This shortage can be partly attributed to enduring obstacles such as protracted working hours, insufficient facilities and an alarming rate of employee turnover, worsened by the industry's 24/7 operational cycle.

The consequence of Delhi's role as the national capital spreads to its hospitality sector, exerting a deep influence on the broader industry environment. The exponential growth viewed in the hospitality segment meaningfully contributes to the overall economic vitality of the region, making considerable inroads into the local GDP. However, this growth path is not devoid of challenges, as the sector contends with the need to address the complex issues hindering workforce stability and operational efficiency.

In essence, the effective management of human resources occurs as a key player for continued success within the hotel industry. By precisely crafting and executing policies that prioritise employee wellbeing and foster a favourable work environment, organisations can reveal the full potential of their workforce. Moreover, by benchmarking against best practices prevalent in other sectors, the hotel industry can assemble invaluable insights to further refine its HR strategies, thereby fortifying its viable edge in a gradually dynamic environment. As the hospitality sector continues to evolve, propelled by the relentless march of globalisation

and technological innovation, the onus lies on industry stakeholders to remain agile and adaptive, continually recalibrating their HR practices to meet the evolving needs of both employees and guests alike.

The National Capital Region (NCR) presently has over 25,000 available rooms across both organised and unorganised segments. Encouragingly, 75% of these rooms come from authorised hotels, indicative of a regulated and structured hospitality landscape. Further breakdown reveals the distribution of hotel accommodations across key areas: Delhi leads with 60%, followed by Gurugram at 22%, Noida and Greater Noida combined at 13% and Faridabad with 4%. An additional inventory increase of approximately 9% adds to the region's hospitality offerings.

Outlined below are integral components of a comprehensive HR Policy tailored for the hotel industry:

- *Fair Wages and Compensation:* Ensuring equitable compensation is paramount to fostering a motivated workforce. Discriminatory practices, such as gender bias or favouritism, undermine morale and productivity.
- *Job Security:* Job stability is a critical concern, especially in the private sector. Employees seek assurance amidst uncertainties like layoffs due to inefficiency or technological advancements.
- *Job Description:* Clearly delineated job roles enhance clarity and streamline responsibilities. This aids in effective delegation, performance evaluation and career progression.
- *Training and Development:* In a rapidly evolving technological landscape, on-going training is essential to up skill employees. Regular training programs, tailored to organisational needs, ensure workforce readiness and adaptability.
- *Working Hours and Leave Policies:* Adherence to standardised working hours promotes employee satisfaction. Adequate leave entitlements, including holidays and sick leave, contribute to a conducive work environment.
- *Benefits and Allowances:* Comprehensive benefits packages, including bonuses and allowances, serve as motivational incentives, fostering loyalty and commitment.
- *Health and Safety Measures:* Prioritising employee health and safety through initiatives like safety audits and hazard analysis ensures a secure work environment.
- *Recognition and Appreciation:* Non-monetary rewards, such as employee recognition programs, bolster morale and foster a positive work culture.
- *Elimination of Discrimination:* Combatting discriminatory practices based on gender, ethnicity or caste is vital for organisational inclusivity and cohesion.
- *Gender Equality Initiatives:* Promoting gender equality through policies supporting female employees' rights and providing necessary facilities fosters a conducive workplace culture.
- *Employee Participation in Decision-Making:* Involving employees in management decisions promotes transparency and fosters a sense of ownership.
- *In-House Facilities:* Providing conducive amenities like washrooms, restrooms and transportation facilities enhances productivity and employee well-being.
- *Compliance with Statutory Norms:* Adherence to statutory regulations concerning bonuses, provident funds and minimum wages is essential for legal compliance and ethical business conduct.
- *Long-Term Career Growth Opportunities:* Offering avenues for career advancement, such as promotions and transfers, boosts employee morale and retention.
- *Prevention of Sexual Harassment:* Establishing robust mechanisms to address and prevent sexual harassment reinforces a safe and respectful work environment.
- *Grievance Redressal Mechanisms:* Providing avenues for employees to voice grievances promotes fairness and resolves conflicts effectively.
- *Opportunities for Personal Growth:* Encouraging employees to pursue higher education or participate in developmental initiatives enhances their professional growth and contributes to organisational success.

A methodically created HR Policy encompassing these facets not only confirms legal compliance but also raises a supportive and encouraging work environment. By prioritising employee welfare and professional development, organisations in the hospitality sector can foster a motivated and engaged workforce, eventually enhancing their competitive edge and long-term sustainability.

LITERATURE REVIEW

The study conducted by Mohinder Chand in 2010, "The impact of HRM practices on service quality, customer satisfaction, and performance in the Indian hotel industry," observed the correlation among HRM practices and customer satisfaction in five-star hotels. The survey of hotel employees and customers, the research pointed to understanding how hotel staff impact customer

satisfaction. The results of the data analysis discovered that effective human resource practices contribute significantly to customer satisfaction and inclusive growth. These practices help as vital tools for management to determine customer value and foster loyalty. The research underlines the importance of examining human resource strategies in directing the severely competitive and complex environment of the hotel industry.

According to Gangaram Singh's 2008 "Human Resource Management, Job Satisfaction, Morale, Optimism, and Turnover" published in the International Journal of Hospitality and Tourism Administration, practices nine of human resource across 46 hotels were scrutinised. The research exposed that hotels employ training and development methods to bring into line of their employees with organisational goals and standards. These recognised practices were supposed highly effective tools, performance, influencing loyalty and employee tenure in the organisation.

In 2007 an article was published on "Human resources development for tourism in rural communities: A case study of Kerala" by Jithenderan in Asia-Pacific journal of tourism research, a need for strong human resource practices were required to succeed in the rural tourism of Kerala. Especially in the absence of an organised private partner, good human resource practices are needed. To achieve the same there is a need to strengthen and empower the local community. The paper describes the role and importance of public sector human resource practices in the growth of Kerala tourism in rural areas also.

Menka Rao's 2015 study discussing working environments in India's retail sector, she highlights alarming issues faced by employees. Numerous suffer inferior conditions, with pay often below minimum wage and working hours beyond legal limits, yet overtime reimbursement is inadequate. The demand for seven-day operations forces staff to work lengthy hours, sacrificing health and rest. Employees suffer from health issues such as high blood pressure, chest pain, swelling and blood sugar etc., all due to stress and overworking. Absence of facilities and unfair accountability for losses intensify their difficulty. Inadequate opportunities for improvement and inconsistent development policies further dim their future. The government's failure to impose labour laws amalgams these challenges, leaving employees helpless and indefinite about their future.

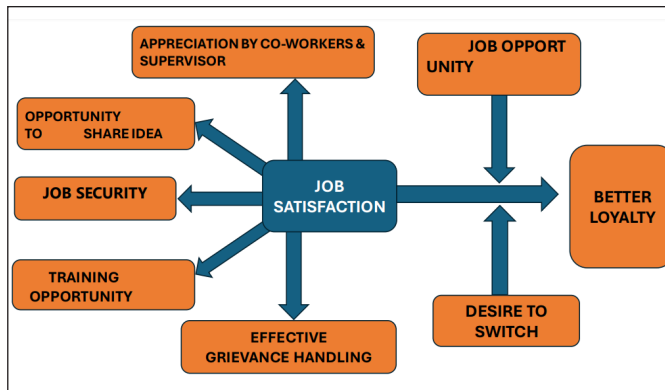
Mobley Model and Turnover

The Mobley model, projected in 1982, includes seven successive steps explaining the process of employee turnover, commencing with dissatisfaction and culminating in seeking alternative employment. The model is particularly appropriate for industries where human skills are supreme, as employee satisfaction is always a continuing concern. The scholars like MacIntosh and Doherty (2010), Lam et al. (2003), Robinson and Beesley (2010) and Martin (2011) mention that when an employee anticipates leaving an organisation, they explore other job prospects due to growing dissatisfaction with their present position. March and Simon's (1958) study recommends that employees don't quickly make this decision; rather, they deliberate it over time before eventually deciding to leave, an idea validated by Bowen and Siehl (1997). Price (1977) recommends proactive measures to address disappointment, such as applying expert-developed programs funded widely to anticipate major turnover issues. These steps aim to allay the likelihood of turnover becoming a widespread and disruptive issue in the organisation.

The Mobley model defines the steady progression from dissatisfaction to departure, inclined by factors like job dissatisfaction and the accessibility of alternate opportunities. By understanding and addressing these stages, organisations can proactively handle turnover and foster better employee retention and satisfaction.

- Job satisfaction may prompt employees to contemplate quitting.
- Calculating the benefits of switching jobs.
- Considering the losses and gains of leaving one's current position.
- Dynamically searching for alternative employment.
- Exploring alike positions while evaluating their suitability.
- Comparing alternate job offers to the current position.
- Developing a desire for change, culminating in employee turnover.

On the basis of the model and various other literatures and studies, researchers have developed the following model:



OBJECTIVE

The objective of this study is to observe the impact of current human resource practices on employee turnover within the hotel industry.

RESEARCH METHODOLOGY

A questionnaire has been developed to evaluate various parameters, with 200 respondents from the hotel industry in Delhi NCR. The analysis will be positioned around these questions, aiming to measure employee satisfaction and turnover rates within the establishments:

- Are you motivated to continue with your present organisation for a long period?
- If I decided to leave the organisation, because of organisational policies?
- Do you trust that the employee welfare systems, such as provident fund, fringe benefits and medical benefits, effectively meet your needs?
- In what way would you rate the overall compensation package you take in comparison to what you could receive for similar work from another company?
- Do you feel that your knowledge and skills might be better utilised in another organisation?

This research highlights the importance of encouragement of loyalty and long-term relationships with the organisation. Given the critical issue of turnover, there is a pressing need to address and resolve this challenge successfully.

By examining responses to these questions, understanding into the factors influencing satisfaction and employee turnover will be gained, facilitating the formulation of strategies to promote and enhance retention and encouraging work environment within the organisation.

Sampling and Data Collection

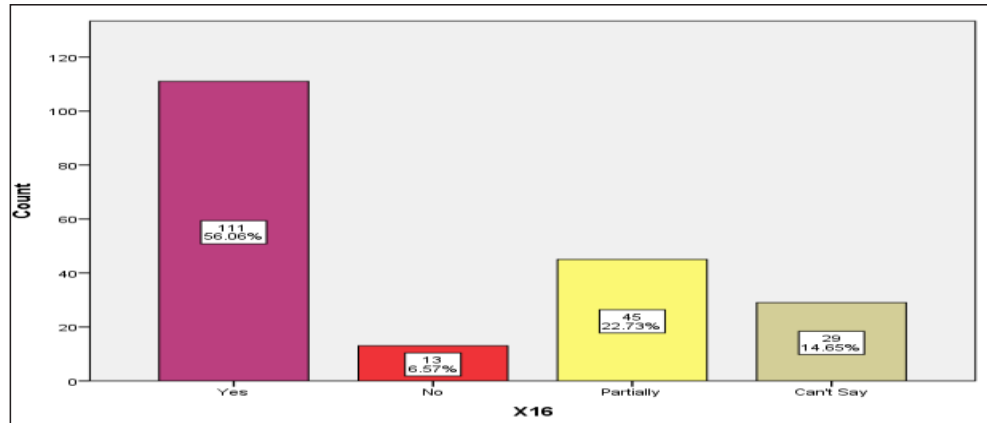
This research emphasis on hotels recognised by the Indian Ministry of Tourism, particularly those rated at five or four stars. These establishments claim government approval, good infrastructure and a track record of excellence in hospitality. Certain hotels serve as reliable sources for formal data collection in hospitality and human resource management study. The primary data collection, 430 potential participants were acknowledged and communicated via telephone for personal interaction. Finally, 200 respondents were successfully involved in the study due to their positive response. This hard sampling approach confirms the relevance and reliability of the data collected for the study.

This survey method was the most appropriate method for data collection in an authentic way and one can approach a large number of respondents for better sampling. Close ended questions were used for the easy answering of the respondents and can create a better database for further research.

- *Valuing the association of compensation according to performance:* Measures if compensation line up with employee performance effectively.
- *Aim to stay with the current organisation:* Determines employees' assurance to their current workplace.
- *Motive for potential departure:* Assesses if dissatisfaction with organisational policies affects turnover intentions.
- *Insight of employee welfare systems:* Studies employees' satisfaction with benefits like fringe benefits and medical coverage.
- *Assessment of total compensation:* Measures if employees perceive their compensation package positively compared to other companies.
- *Insight of skill utilisation:* Explores if employees feel their skills could be better utilised elsewhere.

The central inquiry concerns the suitability and balance of the relationship between performance and compensation. By analysing these variables, the study aims to reveal perceptions into how HR policies influence employee turnover, eventually guiding strategies to improve organisational effectiveness and retention.

Do you rate the relationship between the amount of compensation you receive and your performance is appropriate and balanced?



Hypothesis Parameter	Gender	Age	Level	Salary
Assumption significant	.733	.061	.138	.972
Hypothesis	Accept	Accept	Accept	Accept

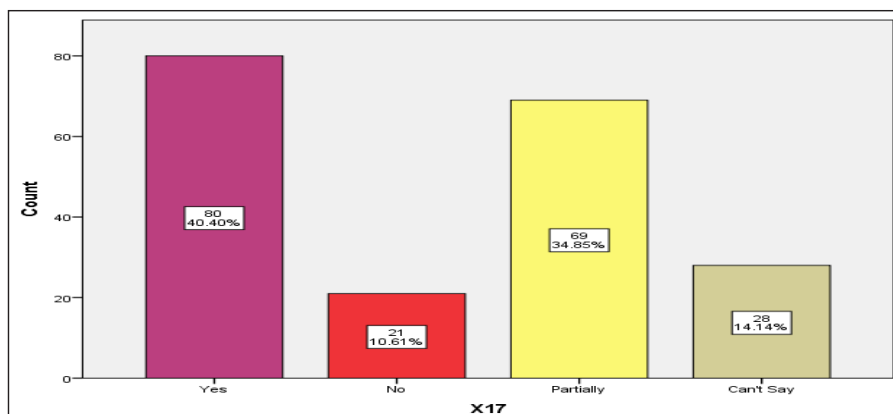
About 56% of respondents view compensation in relation to work favourably. Nearly 6.5% require verification and further discussion. Around 22.7% express partial agreement, indicating trouble accepting the relationship between work and compensation. This group may either feel worthy but hesitant to comment, or they are contemplating change. 14.6% withdraw from suggesting dissatisfaction and commenting. Additional conversation is necessary to recognise their viewpoint, as they may be seeing a change or are unbiased towards the matter.

Gender, age, salary and designation do not significantly

impact respondents' views regarding the relationship between work stability and compensation.

These results underline the need for organisations to address apprehensions linked to work satisfaction and compensation, particularly among those who express partial agreement or refrain from commenting. By understanding these nuances, organisations can tailor strategies to improve satisfaction and employee retention.

Have you decided to stay long with your current organisation?



Analysis discloses that 40% of employees show an assurance to long-term tenure, in lieu of valuable assets for the organisation. Equally, 10.6% express dissatisfaction or sharp ambition, demonstrating a tendency for change—though a 10% turnover rate. Moreover, 35% are rather unsure, potentially persuaded by outside opportunities, a mutual response seeing the draw of job security, specifically in the absence of guarantees in private sector roles. The 14%

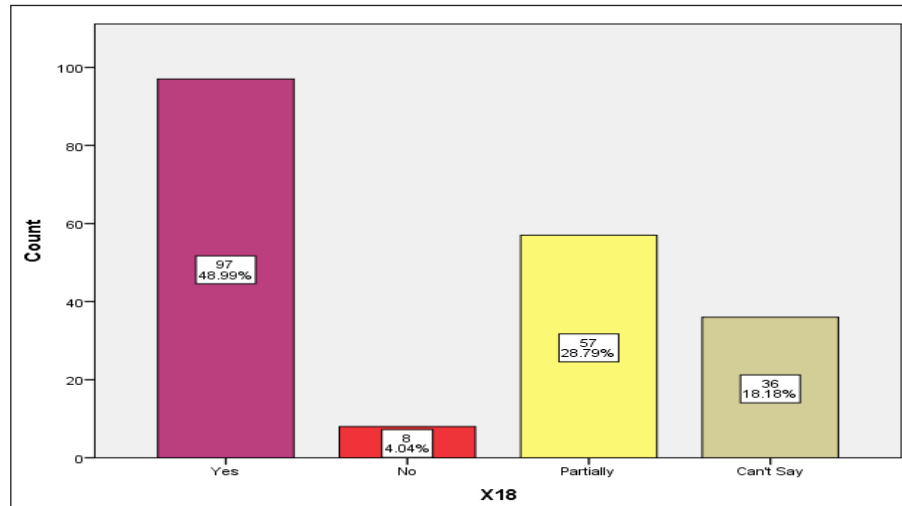
of respondents refuse any disclosure, signifying undisclosed future plans or an absence of engagement. Considering these dynamics is crucial for strategic workforce management, as it underlines the need to strengthen retention strategies for reliable employees, address concerns of the dissatisfied and foster a helpful environment to hold talent among organisational changes.

The hypothesis suggests that opinions remain consistent irrespective of gender, age, salary or designation level. This recommends a regularity of viewpoints across demographic classes, representing that these factors do not pointedly influence the thoughts under consideration.

Means all have same opinion.

This suggests that all individuals share the same opinion.

Employees pursue to depart from the organisation due to dissatisfaction with its policies.



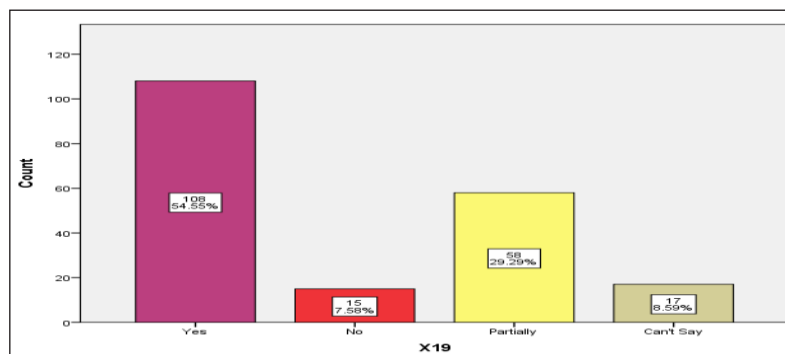
Hypothesis Parameter	Gender	Age	Level	Salary
Assumption significant	.458	.185	.308	.025
Hypothesis	Accept	Accept	Accept	Accept

49% of employees advocate for policy changes, recognising the pivotal role of organisational policies. The 4% opposing change can be disregarded as negligible. Additionally, 29% tentatively agree, suggesting openness to adjusting certain policies through dialogue. Meanwhile, 18% remain undecided, refraining from comment and accepting policies as customary. Engaging with employees on policy matters and considering adjustments based on feedback could foster a more inclusive and responsive work environment, addressing concerns and enhancing overall satisfaction

with organisational policies.

Across gender, age, salary and designation levels, opinions remain unchanged. This suggests a consistent viewpoint regardless of demographic factors, indicating a uniformity of perspective throughout the organisation.

Do employees perceive the welfare systems, such as medical benefits, provident fund, fringe benefits, etc., as beneficial?



Hypothesis Parameter	Gender	Age	Level	Salary
Assumption significant	.877	.078	.074	.267
Hypothesis	Accept	Accept	Accept	Accept

About 55% of employees express satisfaction through fringe benefits. The 7% dissatisfied signify a minority that permits further conversation. About 29% specify partial satisfaction, possible due to inequalities in benefits across organisations. They may pursue adjustments to align benefits through their expectations. Nearly 8.6% refrain from remarking, suggesting either indifference or disinterest to current fringe benefits.

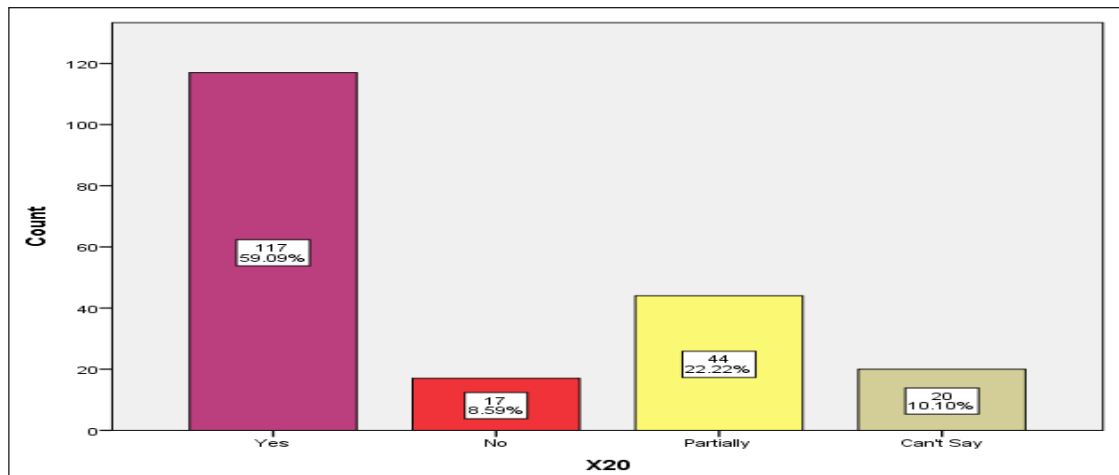
Gender, age, salary and designation do not impact employees' opinions on fringe benefits.

Do employees rate the total compensation they obtain

likened to what they could obtain for similar work from another organisation in this area as better?

These findings emphasise the need for organisations to review and potentially adjust fringe benefits to address dissatisfaction among employees. Despite varied opinions, efforts to align compensation packages with employees' expectations can enhance satisfaction and retention within the organisation.

Employees rate the total compensation they receive compared to what they could receive for similar work from another company in this area?



Hypothesis Parameter	Gender	Age	Level	Salary
Assumption significant	.199	.658	.858	.013
Hypothesis	Accept	Accept	Accept	Reject

About 59% of employees agree that their compensation is competitive with other industries, indicating a satisfaction level encouraging retention. The 8.5% dissenting may feel dissatisfied with their monetary benefits or increment, necessitating discussion. Nearly 22.2% of employees express uncertainty, possibly indicating a desire to explore other job opportunities before deciding. Around 10% refrain from expressing an opinion, suggesting a lack of interest or concern.

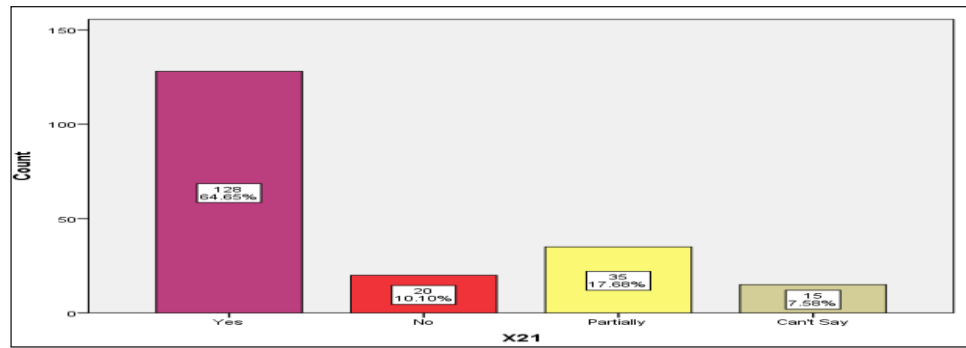
Gender, age and designation do not influence employees' opinions. However, salary level influences opinions, as employees from different income groups may have varying

perspectives due to disparities in salary standards between the hotel industry and others.

Do employees believe their knowledge and skills could be better utilised in another organisation?

These findings highlight the importance of salary differences and fostering an environment where employees think their skills are appropriately compensated and valued, thereby organisational effectiveness and enhancing retention.

Do you think that knowledge and skill can be better utilised in another organisation?



Hypothesis Parameter	Gender	Age	Level	Salary
Assumption significant	.039	.408	.298	.231
Hypothesis	Reject	Accept	Accept	Accept

About 64% of employees trust their skills could be better employed in another place, suggesting either a sense of being high expectations or undervalued. Around 10% feel their organisation efficiently uses their knowledge and skills. Nearly 17.6% express fractional acceptance, indicating potential dissatisfaction with certain aspects of their workplace environment or current role. Around 7.5% refrain from expressing their view, perhaps due to engagement in feeling unqualified diverse tasks for their present role.

Age, salary and designation do not influence employees' opinions. However, there is a gender-based difference in opinions, rejecting the hypothesis that male and female employees hold similar views.

These results point out the importance of addressing employee insights regarding workplace satisfaction and skill utilisation. Organisations should strive to align roles with expectations and employees' skills to improve retention and engagement. Moreover, addressing any discrepancies between male and female employees' insights is vital for fostering a comprehensive and supportive workplace environment.

Dependent variable: Organisation culture and employee satisfaction

Independent variables are following:

- Is the appreciation for your work by your co-workers and supervisors important for you?
- Do you have an opportunity to share your ideas with top management?
- According to you, the work you do to Company is very important for them.
- Do you feel that you have a secured job?
- Do you feel the training program conduction is very important to you?
- Do you think the official communication is two way and satisfactory?
- Do you think that the procedure for handling an employee's grievance is satisfactory and convenient?

Hypothesis: No significant difference is found between current human resource policies and procedure options available in the hotels in National capital region Delhi.

Approach: Cross Tabulation between gender and age patterns related to human resource policies in hotels in the national capital region to get an insight current policy in hotels. Thereafter Chi-Square test has been used to test this hypothesis.

Table Crosstabs

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Recruitment Method * gender	200	100.0%	0	0.0%	200	100.0%
Recruitment Method * age	200	100.0%	0	0.0%	200	100.0%

Case Processing Summary						
	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Recruitment Method * designation	200	100.0%	0	0.0%	200	100.0%
Interview Procedure * gender	200	100.0%	0	0.0%	200	100.0%
Interview Procedure * age	200	100.0%	0	0.0%	200	100.0%
Interview Procedure * designation	200	100.0%	0	0.0%	200	100.0%
Training Program Importance * gender	200	100.0%	0	0.0%	200	100.0%
Training Program Importance * age	200	100.0%	0	0.0%	200	100.0%
Training Program Importance * designation	200	100.0%	0	0.0%	200	100.0%
Transparency in Wages * gender	200	100.0%	0	0.0%	200	100.0%
Transparency in Wages * age	200	100.0%	0	0.0%	200	100.0%
Transparency in Wages * designation	200	100.0%	0	0.0%	200	100.0%
Promotion Policy * gender	200	100.0%	0	0.0%	200	100.0%
Promotion Policy * age	200	100.0%	0	0.0%	200	100.0%
Promotion Policy * designation	200	100.0%	0	0.0%	200	100.0%
Leaving Reason * gender	200	100.0%	0	0.0%	200	100.0%
Leaving Reason * age	200	100.0%	0	0.0%	200	100.0%
Leaving Reason * designation	200	100.0%	0	0.0%	200	100.0%

Recruitment method * Gender

Crosstab

Count				
		Gender		Total
		Male	Female	
Recruitment Method	1.00	106	39	145
	2.00	12	5	17
	3.00	20	7	27
	4.00	8	3	11
Total		146	54	200

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square test	.067 ^a	3	.995
Likelihood Ratio	.066	3	.996
Linear-by-Linear Association	.000	1	.989
N of Valid Cases	200		

a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 2.97.

χ^2	Df	P-Value	α (Significance Level)
0.067	3	0.995	0.05

Interpretation of the Chi-Square Test: The Chi-square test explains a statistic of 0.995 with 3 degrees of freedom and significance level of 5%, with $p = 0.995 > \alpha = 0.05$,

there's inadequate evidence to reject the null hypothesis at the 5% significance level. Thus, we conclude that gender independence regarding recruitment methods persists.

Recruitment method * Age and Pearson Chi-Square Test

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.731 ^a	9	.928
Likelihood Ratio	3.819	9	.923
Linear-by-Linear Association	.548	1	.459
N of Valid Cases	200		

a. 8 cells (50.0%) have expected count less than 5. The minimum expected count is 1.43.

χ^2	Df	P-Value	α (Significance Level)
3.371	9	.928	0.05

Interpretation of the Chi-Square test: The Chi-square test, the calculated chi-square statistic for age and interview process yielded a value of 3.731, with 9 degrees of freedom and a significance level of 5%. The resulting p-value of 0.995 exceeds the significance level ($\alpha = 0.05$), signifying insufficient indication to reject the null hypothesis. Therefore, we accomplish that age independence persists concerning interview procedure.

The analysis concerning recruitment method and designation, the Chi-Square test was 12.498, with 6 degrees of freedom and a significance level of 5%. Notwithstanding yielding a p-value of 0.052, slightly higher than the significance level, the indication remains insufficient to reject the null hypothesis, foremost to the assumption of designation independence concerning recruitment method.

Investigating the relationship between interview procedure and gender, the Chi-Square test was initiated to be 3.889, with 3 degrees of freedom and a significance level of 5%. The resulting p-value of 0.274 exceeds the significance level, indicating insufficient evidence to reject the null hypothesis. Therefore, we conclude that interview procedure independence concerning gender.

These interpretations underline the lack of significant associations between the specified variables, supporting the independence hypotheses across the analysed scenarios.

Interview Procedure: The Chi-Square test yielded a chi-square value of 3.889 with 9 degrees of freedom and a 5% significance level, with a p-value of 0.592 exceeding $\alpha = 0.05$, there's insufficient evidence to reject the null hypothesis. Thus, we conclude that the interview procedure is independent of age.

Interview Procedure Designation

χ^2	Df	P-Value	α (Significance Level)
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Interpretation: The Chi-Square test exposed a Chi-Square value of 6.068 with 6 degrees of freedom at a 5% significance level. The resulting p-value of 0.416 surpasses $\alpha = 0.05$, indicating insufficient evidence to reject the null hypothesis. Therefore, we conclude that interview procedure independence from age persists. This finding underlines the lack of significant association between interview procedure and age, pointing out their independence. Therefore, age does not influence the selection of interview procedures, as supported by the statistical analysis.

Findings of the Paper

The results of the research recommend a high level of satisfaction among employees regarding human resource policies and recruitment methods. Gender-wise, 106 out of 146 males (72.6%) and 39 out of 54 females (72.2%) expressed satisfaction, averaging to 72.4%. Point out a consistent level of satisfaction across genders, reflecting positively on the recruitment process. Age-wise analysis further supports this trend, with satisfaction rates of 74.4% among individuals below 30, 68.2% among those aged 30–40, 73.4% among individuals aged 40–50 and 80.7% among those above 50. These results recommend that a significant number of employees across different age groups are content with the human resource policies in place. The findings line up with the hygiene factor theory of motivation, demonstrating that employees observe no substantial problems with the recruitment process. The results direct a robust satisfaction level among employees with the organisation's recruitment methods and human resource policies, highlighting their efficiency in keeping a positive workplace environment.

CONCLUSION

The research underlines the continuing challenges handled by HR professionals in the hotel industry, especially in recruitment, a critical function vital for sustaining organisational success. Every day presents a new difficulty in retaining and securing dedicated staff and passion, essential for mitigating high attrition rates prevalent in service-oriented industry. Ensuring optimal service environments to foster a motivational environment for HR practitioners. This requires addressing basic facilitating and amenities smooth workflow within the organisation. Compliance with

labour regulations is important, including limits on weekly working hours and the facility of suitable leave privileges for employees.

The study recognises three key drivers of employee satisfaction: development within the organisation, addressing workforce challenges, opportunities for career growth and providing avenues for future advancement. Remarkably, common motivating factors for hotel employees encompass competitive wages, prospects for career progression and job security. By listing these aspects, HR departments can improve retention, employee morale and ultimately, organisational performance.

Navigating the dynamic landscape of recruitment in the hotel sector requires a complex approach that highlights employee satisfaction, compliance with legal frameworks and hands-on strategies for talent management. Through addressing these challenges and leveraging motivation, HR professionals can cultivate a robust workforce self-assured for long-term success among the growing demands of the hotel industry.

The study investigates the effectiveness of present HR policies in hotels across Delhi-NCR, analysing their effect on organisational performance. It links correlations between employee output and service conditions, pointing out their interrelation. The conclusions highlight the direct impact of working conditions on employee performance, highlighting the key role of HR practices. Useless HR strategies are shown to intensify employee turnover rates, imposing extra costs on organisations for recruitment and training. Consequently, organisational expenses soar exponentially. The study highlights the significance of encouraging common thoughtfulness and similarity between employees and employers regarding job structures, work shifts and mutual respect to allay turnover rates. By prioritising these aspects, organisations can nurture a favourable work environment helpful to sustained performance and employee retention, ultimately bolstering reducing costs and operational efficiency related to high turnover rates.

The research highlights the importance of prioritising labour supply together with labour-saving technology, and its significance as a vital factor for growth, mainly in economically disadvantaged environments.

Recommendation for Better Human Resource Practices

For improved human resource practices, accepting methodologies from varied sectors like IT and research,

already used by international companies, is suggested. Newer hotel chains, mainly those allied with overseas groups like Marriott and Carlson, have started applying such practices, like five-day work weeks, recognition schemes, off-time compensation and incentives. Despite facing substantial intense competition and challenges, the hotel industry essentially prioritises quality manpower attainment, dismissing its status for low wages. Although technology-driven processes cut dependence on human resources, their enactment may influence sustainability and employment. The proliferation of hotels in Delhi NCR has improved employment opportunities, so quality practices need guarantee of job security. Building belief among employees and opportunities for long-term career options are vital for enhancement. By accepting modern methodologies and nurturing a helpful work environment, the industry can uplift its practices and guarantee both employee satisfaction and organisational success.

Throughout economic declines, the hotel employability suffers. Defending it is vital, demanding a helpful and motivating work environment. This is crucial for improving the organisation's reputation and enduring economic challenges.

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