



# **An Analysis upon Best HRM Practices in Hotel and Hospitality Sector in India**

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## **ABSTRACT**

Human Resource Management, a vital piece of an organization, regularly guarantees the accomplishment of the common connection amongst employees and an organization by distinguishing and fulfilling the requirements of the employees starting with enrollment and proceeding all through their vocation. Tourism is advanced by the governments of numerous creating nations since it offers the potential for making occupations, subsequently producing pay for the nation and income for the government. In any case, the tourism industry can likewise be seen as a ruinous power, related with negative externalities, for example, the loss of regular scenes, clog, and ecological and social corruption. These issues will probably be exacerbated where there is an absence of very much outlined arranging and powerful management of tourism development.

Because of the importance of human resources management (HRM) in advancing intensity in tourism and hotel industry, this review plan to improve the comprehension of pragmatic issues of HRM all the more essentially since it include sorting out the management of human resources, as for achievement of organizational goal promote more it demonstrates that the issues either identified with outside factors,

which incorporate innovative change, enactment and direction, and national culture, globalization, or inner factors including size, industry and sector trademark and structure of an organization, technique and past practice of HRM. On the issue of human resources capacity training, this exploration review prescribe arrangement of exhibit of chance for ability building and favorable workplace to advance profitability. Additionally worth considering, employee, business relationship, Other factors, for example, disposition and efficiency of employees, connection amongst employees and businesses, increment and lessening in money related resources ought to be considered.

## **INTRODUCTION**

Demonstrable skill, labor development and incessant inspiration are the cardinal drive towards fruitful hotel business. Standard training of frontline work force in the territory of correspondence ability goes far in updating the frontline staff in their service conveyance to their imminent customers which guarantees fitness aptitudes and in addition proficient aptitudes.

Absence of satisfactory training among the hotel staff has been counterproductive in light of the fact that this has frequently come about into low performance and responsibility in the hotel business. On the other hand, Human resource practice (HRP) development which include normal staff training, is a critical factor of HRM which must be formally settled in the business as usual in an organization albeit not very many organization give careful consideration to this reality.

The point of this exploration work is consequently to examine the factors adding to the unsatisfactory practices of HRP in some chose hotels as indicated by the hotel management so as to disentangle the

challenges faced HRP as it is inadequately executed. The need by the hotel management to complete customary training was accounted for by this will guarantee staff polished skill. Separated of being a complimentary instrument for good management, HRM training advances profitability of the service and aides in organizational security.

Outfitting hotel employees with the abilities that are fundamental for playing out their activity. Is critical hence, service line workers ought to be all around prepared to get able, which gives great services to hotel customers. This may run in opposition to the guideline of human resource practices (HRPs) this has been believed to diminish the efficiency and performance of hotel staff.

Human resource practices (HRPs) is vital as hotel picture producers between the hotel management and the customers consequently general training and evaluation of the staff human resources is fundamental. The business' way to deal with HDPs is a key driving factor in enhancing the ability and productivity of the hotel staff. This will prompt enhance pay to the hotel staff and management through proceed with support appreciated and the nation all in all through the satisfaction of their city duty.

It merits announcing the that because of absence of sufficient foundations, some HR staff in the hotel industry are not legitimately gifted. This has terribly influenced the workers profitability. The impact of the few prepared Staff from the HR will be examined with the performance file as for the organization's HRD and HR with point of comprehending the present challenges being faced and enhancing their service conveyance.

This will fill in as a measuring stick to figure a superior HR procedure to conquer the present challenges being face in the industry. However



this will enhance the hotel staff's efficiency and similarly enhance the performance file of the staff from their present status.

Hospitality is a quickly growing industry far reaching, and it is relied upon to remain a main supporter of the worldwide economy by producing wanted outside trade saves and at the same time making employment opportunities.

Development of human resources (HR) remains the most essential and critical factor for the accomplishment of the hospitality industry paying little heed to the nation. Actualizing HR strategies that are proposed to advance business is a genuine test, as employees frequently oppose change and want to hold fast to the customary esteems and practices. It is all the more regularly valid in tourism goals situated in underdeveloped sloping districts. Accordingly, there is a test to create compelling HR practices that can deliver change in the sloping tourism goals of India. Numerous organizations have approached, and are doing astoundingly well in the development of human resources to meet worldwide guidelines in the hospitality field. Yet, these progressions are not achieving the geologically tested parts of the nation.

Human resources in the hospitality sector require not only a human touch and "service with a grin" yet in addition long for people who are multiskilled, broadly educated, forward looking regarding point of view and mentality, and encapsulate key inventive and efficient reasoning. To urge tourists to pick a particular hotel, the hoteliers must meet or surpass the visitors' desires of service quality. Yet, human resource managers in the hospitality industry are encountering quick changes due to

the immersion of data innovation and consistently expanding globalization. As indicated by Baum (1995), HR advance through



instruction, training, and development of employees at all levels is an imperative part in supporting the industry's aggressiveness in the universal field.

The achievement of tourism has offered ascend to the expanded interest for quality experts. The expanding interest for gifted and qualified human resources is representing a noteworthy test to the industry. In this captivating industry, the viable use of human resources can give a hotel an upper hand in the commercial center. As indicated by Nankervis and Deborah (1995), hotels must create human resource practices which empower them to enroll, select, and hold able employees who can add to the accomplishment of wanted organizational targets. As indicated by Ross (1995), the hospitality industry anticipates that imminent employees will have formal instructive capabilities, experience, and exchange aptitudes before entering the field.

Presentation of a few new hospitality organizations crosswise over India has fundamentally enhanced the quality of hospitality instruction, and graduates are progressively ending up better gifted and better prepared to work in this captivating and quickly developing industry. Hospitality foundations must lead training programs with a specific end goal to deliver prepared and qualified experts to work effectively in the hospitality sector. Instructive establishments are creating model educational program to upgrade the aptitudes of the understudies for the hospitality industry. A portion of the incorporated changes incorporate composed and oral correspondences; relational abilities and PC proficiency as a component of aptitudes upgrade, however understudies neglect to figure out how to use these aptitudes in a manner expected by the industry. Numerous scholarly foundations don't have fundamental framework to instruct these aptitudes and need venture to create



instructive and training foundation to face future challenges and significant opportunities in the hospitality sector of India.

A basic part of any management of tourism is the capacity to draw in with, and get a positive reaction from, the tourism industry. There are an extensive variety of undertakings associated with giving tourist items and encounters, and in numerous countries, both creating and developed, a substantial number of these organizations are little and medium in size and have a tendency to work at a nearby scale. The casual idea of tourism ventures in the creating world can make it hard to spread familiarity with tourism arrangement and to quantify moves towards more economical performance with respect to the industry. Utilizing the contextual analysis of tourism in the city of Hue, this investigation contends that it is fundamental to comprehend both what tourism undertakings think about supportable tourism practice and arrangement and furthermore how they react to its selection, in the event that we are to all the more completely comprehend tourism and its connects to feasible economic development. Situated on the focal northern shoreline of Vietnam, Hue is notable for its social resources and common magnificence, and the territory has turned into a noteworthy tourism focus in Vietnam. The city of Hue itself is perceived as having universal legacy esteem and was recorded as a world social legacy site by UNESCO in 1993. Amid the most recent decade, tourism incomes have expanded by about 35% for every annum, and Hue has endeavored extraordinary endeavors to both empower and cook for expanding interest for its tourism items and services. The Vietnamese government has presented various strategies intended to upgrade natural quality by and large and, all the more particularly, to enhance the supportability of ventures in the tourism sector. This examination inspects how much tourism undertakings in the city of Hue know about the wide idea of maintainable tourism and of the particular enactment intended to impact the manageability of

their organizations. I look at the structure and make-up of the industry and afterward break down whether qualities, for example, measure, proprietorship compose and sectoral center assume a role in impacting consciousness of, and reaction to, government approach.

## **TOURISM AND HOTEL INDUSTRY**

The hospitality industry is a 3.5 trillion dollar service sector inside the worldwide economy. It is an umbrella term for an expansive assortment of service industries including, yet not constrained to, hotels, food service, clubhouse, and tourism. Be that as it may, tourism is viewed as the main part of hospitality industry as it creates colossal outside trade and furnishes with huge employment.

There are diverse applied implications connected to the term 'hospitality' which, by and large alludes to 'the benevolent and liberal gathering and amusement of visitors or outsiders'. The idea of hospitality has been in presence since long time back. It was said in the compositions of antiquated Rome, of old Greece and of Biblical circumstances. These compositions give two conceivable clarifications in the matter of why in those days individuals wanted to be friendly. In specific cases, they connected hospitality to outsiders with their religious liberality. In different cases they were accommodating simply because of their own superstitious dread. The two states of mind were gotten conceivably from the conviction that an outsider was either a God or a delegate of Evil soul, maybe the fallen angel himself. In this way, in both the cases either religious or otherworldly factors went about as the foremost persuading power in the idea of hospitality.

The National Committee on Tourism characterizes tourism as a similarly current marvel of traveling in quest for recreation, culture and information about different terrains. Tourism began on a huge scale in Europe as late as nineteenth century, however it has risen as



a worldwide venture in a brief span. Today tourism development is clearing the globe. It is one of the world's quickest developing industries and its role in quickening the economic development of a country is generally perceived. It has additionally developed as the most lucrative business of the world, having gigantic possibility for procuring remote trade, yielding expense income, advancing growth of subordinate industries and creating wage and employment.

Tourism likewise adds to the development of mechanically in reverse districts. Tourism isn't another wonder for Indian. In Sanskrit literature we can discover the

root wellspring of tourism. It has been trusted that the word tourism is gotten from the word 'atna' which implies leaving home for a comment places. According to Sanskrit literature there are three 'atnas', they are: (a) Prayatna - going out for joy and information, (b) Deshatna - going out for different nations, principally for economic pick up and (c) Tirthana - going to places which have religious importance. These three terms characterize the distinctive perspectives or the three prime inspirations of tourism.

Some time before tourism was viewed as an industry, India pulled in travelers from all parts of the world. Recording their impressions, they abandoned a heritage of grant and realizing which a fortune is for social history specialists. The looks of antiquated Indian tourism are accessible from Kautilya's Arthasasthra regarding the matter of international ID, the government department taking care of the nonnatives, and the kind of convenience gave to the travelers halfway. The Chinese had all the earmarks of being one of the most punctual travelers the same number of explorers from China went to India, in the vicinity of 400 and 700 A.D. Their experience conferred a rich character to the early history of India. The Chinese explorer Fa-Hien went to India amid 359-424 A.D and Huien-t-Sang amid 625-645 A.D





amid the rule of Harsha Varhanan and these Chinese travelers left a fascinating record of the socio-political states of India back then.

In the later period, i.e. amid Muslim-Mughal manage, the travelers were propelled by particular reason like business, political and military. Be that as it may, individuals still had the idea of tirtayathra in their souls and the same kept amid the British run in India.

Tourism has an assortment of economic effects. Tourism adds to deals, benefits, employments, impose incomes, and pay in zones. The most direct impacts happen inside the primary tourism sectors - lodging, eateries transportation, entertainments, and retail exchange. Through secondary impacts, tourism helps most sectors of the economy.

An economic effect investigation of tourism movement ordinarily centers around changes in deals, salary, and employment in an area coming about because of tourism action. An economic effect evaluation (EIA) follows changes in economic action subsequent on a difference in approach or the reception of another one. An EIA will distinguish which economic sectors advantage from tourism and gauge coming about changes in salary and employment in the district. Economic effect evaluation systems don't survey economic proficiency and furthermore don't by and large deliver appraisals of the monetary expenses of an activity. In managing numerous issues, economic effect investigation will be a piece of a more extensive examination.

On examining the economic importance of tourism to GDP and employment age, it can be seen that the contribution of tourism industry in India, however got expanded from 5.83 for every penny in 2002-03 to 5.94 for each penny in 2009-10, is much beneath the world normal of 10.95 for each penny in 2009-10. Furthermore, it is

beneficial to take note of that there is no consistency in the growth example of the contribution from the tourism sector to the economy.

### **IMPORTANCE OF HRD PRACTICES IN TOURISM SECTOR**

HRD needs to assume an unequivocal role in running the tourism sector easily. This industry has an entomb linkage with numerous different sectors to give subjective services to the tourists. Managers have the obligation to direct and screen the stream of services of different departments going under the sector. The low quality service in housekeeping leaves have a terrible impact both on the department and on the whole hotel. The input of the visitors on the service standard kept up by a hotel can make or blemish the notoriety of a hotel. The long standing generosity of a hotel, carriers, travel organization or mall can be imperiled by the carelessness of a travel operator. A tourist needs to rely upon the distinctive wellsprings of supplier services amid his vacation trip. Along these lines, it has turned into a genuine test with reference to how the tourism industry can prevail with regards to beating various blocks like absence of foundation, absence of special crusade, deficient prepared labor or more all constrained government patronization in the present situation. Of all issues, deficiency of talented labor incapacitates the procedure of development over the long haul. Prepared labor isn't satisfactory to take into account the necessities of the consistently developing tourism sectors in China, Nepal, Indonesia, Maldives, Srilanka, and India. All tourist-accepting nations in Europe and America are contributing massively to plan the most recent instructional method and module for the training and development of the employees in the sector. In this way, human resources are the foundation of the achievement of the tourism organizations and the industry is very reliant upon the quality of staff and their proficiency as far as service.

Today sumptuous star hotels have acquainted different measures with create multifaceted ability and proficiency of the employees to render top notch service to both the outside and residential tourists. Numerous global aircrafts like British Airways, Singapore Airlines, Swiss Airways, Srilankan Airlines, UAE Airlines and US Airlines have immensely changed their services.

All things considered, the past settled work force management practices have demonstrated out of date in the present setting of firm rivalry. Also, the tourism sector tends to execute logical HRD practice to make more successful utilization of the human resources. The world's best five travel bunches like Amex, Carlson, Wagon-records, Thomas cook and the Japan Travel Bureau have profoundly changed their organizational structures to give most extreme need to the human resource development and along these lines overseeing other practical territories productively. The management of British Airways (BA) has moved from a bureaucratized and control driven organization to a financially fruitful one. Legitimate training to the steady staff, putting the qualified employees in mindful positions and presenting a reward framework have helped the BA ascend to its present status.

### **FACTORS AFFECTING HRM PRACTICES**

In spite of the way that HRM practices shift starting with one nation then onto the next, factors influencing it could be separated into two through inner and outer factors. These factors as it influence the HRP contrast altogether crosswise over nations. Implying this is still administered by some basic factors as takes after:

#### **External Factors-**

A few factors influencing HR practices are long haul. these factors include:

**Economic Internationally Changes** - HR practices has turned out to be increasingly critical because of the slow development of worldwide economy. The extent of HR has taken worldwide and universal measurement.

**Mechanical Changes** - Technology influences HRM to the degree that the performance and point of view of innovative development alter the HR practices. National culture assumes a key role in organization inclinations in the suitable structure and strategy development for HR practice affectivity. The level of connection amongst innovation and HR influence the ways we work, the roles we embrace, and the associations through which work completes, encourages the growth of a multinational endeavor and furthermore produces synchronous challenges among a topographically scattered workforce. It could be inferred that innovation has a great deal of business advantage and is the core mechanical growth.

**Industry/Sector Characteristics** - In concurrence with the supposition of scientist which expresses that in an organization, HR practices is separated by grouping in view of assembling and service organizations which is regularly utilized for breaking down the HRM practices.

**Enactments/Regulations** - similarly opined that HR practices are straightforwardly related with Legislations and directions. Since an arrangement of controls of HRM is developed by each nation, the HRM practices must be arranged and adjusted to suit these directions.

**Activities of Competitors** - Development of far reaching HRPs is one of the numerous method for which organizations can pick up a focused edge or an enduring and maintained favorable position over their rivals.

**Activity of Unions** - Unionism is another imperative factor that has a connection with HR of some organization.

**Globalization** - Another test confronting organizational HR management is globalization which has rendered the worldwide market as a solitary substance. HR exercises has gone trans limits bringing about cross fringe trade of HR management. All the more imperatively, this has been clearing approach to alter and wind up practicable in some other setting.

A combination of the review of literature is displayed toward the finish of the paper. Continuation of the different reviews by researchers on the development of the reasonable structure, it has been accounted for that connection between HRM practices and other essential organizational factors is them displayed alongside Indian organizations as practices in HR. The following area of the present paper will talk about the kinds of HRM practices, trailed by the itemized exchange of factors influencing HRM practices and different models of HRM practices.

The ensuing area will assess the factors influencing HRM, the model and the kinds of HRM practices

### **Internal Factors-**

Among the assortment of rundown aggregated of organizational trademark identified with HR, inward factors assumes a noticeable role as takes after:

**Organizations Size** - Since there is a requirement for an alternate HR department, there is an extensive number of little firms which scarcely initiate formal HR practices in vast organizations , at each utilitarian level.

**Organizational Structure** - The plan and operation of HR shifts from one A firm to the next. Structure and technique and are essential to deciding HR practice adaptability and combination.

**Business Strategy** - Business condition can be enhanced by settling on effective decisions about human resource practices that reliably bolster their select system. Keeping in mind the end goal to accomplish this upper hand, more gainful corresponded to HRM practices are utilized with various focused procedures.

**Human Resource Strategy** - HR practices are molded concurring with the HR system. Emphatically related factors, for example, history, customs and past practices have a tendency to produce protection from change in many organizations.

**Top Management** - The importance of the best management on HR practices in outlining and execution is notable by most investigator and reported in the literature.

**Line Management** - Apart from the best management, the line Management association in planning and actualizing HR exercises through the formation of qualities is similarly critical for any sensible leap forward in an organization.

**Power and Politics** - HR practices are generally affected by organizational power and governmental issues.

Scholarly and Professional impact on HR Practices - The important contributions of the academician and experts on HR staffs are regularly all around Appreciated.

## **LITERATURE REVIEW**

Human Resource Management (HRM) is winding up progressively critical to the hospitality and tourism field for a few reasons including

expanding interest for excellent staff, expanding customer interest for top of the line services, and so forth. It isn't astounding that one of the industry's greatest challenges is a persistent deficiency of qualified and willing work. Kusluvan (2003) gave a far reaching

review on HR practices in the hospitality industry including employment precariousness, abnormal amounts of employee turnover, observation as well as power of occupations being untalented and semiskilled, frail inner markets constraining advancement opportunities, training opportunities, pay differentials, assessments of employee performance, and nature of occupations open to the outer work showcase. Mok (2002) contended that globalization of organizations has made an interest for employees who could better comprehend the developing multicultural customer.

The worldwide tourism sector is confronting four concerns identifying with overseeing employees. These four concerns are aptitude deficiency, negative picture of the hotel sector in overseeing employees, social barriers that may confine the employment of women, poor rewards and advantages structure and absence of training and development of the employees. Hotels need to actualize best HRM practices to address these four concerns.

There are six importance of actualizing best HRM practices. To begin with, best HRM practices spur employees to enhance the quality of service conveyance. Second, best HRM practices will hone the information, abilities and aptitudes of employees. Third, best HRM practices will guarantee that correct employees are enlisted and put at the correct occupations. Fourth, best HRM practices will give measure up to employment opportunities to all. Fifth, best HRM practices will give reasonable remuneration and advantages to all. 6th, best HRM practices will diminish employee stress, workload and enhance the quality of work life for all. The hypothetical points of view utilized as a

part of this paper will be drawn from the literature identified with HRM and SHRM.

In the literature identified with HRM and SHRM, Dewettinck and Remue (2011) introduced the Contextual Paradigm of HRM and SHRM. Shapiro et al. (2007), Dewettinck and his associate proposed that best HRM practices contrast in light of differences in inward and outer natural factors display in various geological zones. Dewettinck and Remue (2011) contended that every country's social, political, legitimate, economic and social factors vary. The logical way to deal with HRM and SHRM accentuates that nation particular factors impact best HRM practices utilized by organizations. Dewettinck and Remue (2011) proposed that future researchers ought to nearly dissect best HRM practices utilized as a part of various geological settings.

Thus, Lengnick-Hall et al. (2009) likewise tended to the requirement for researchers to center around best HRM practices in developing economies. Lengnick-Hall et al. (2009) featured that it is imperative to inspect best HRM practices in rising economies with a specific end goal to grow the surge of request in HRM and SHRM. Lengnick-Hall et al. (2009) construct their contentions in light of the Contextual Paradigm. Referring to Jackson and Schuler (1995), Batt (2000), Martin-Alcazar et al. (2005) and Ngo et al. (2008), Lengnick-Hall and his partners stressed that five inward natural factors and six outer ecological factors impact best HRM practices utilized by organizations in various geological settings. These five inner ecological factors are innovation, structure, measure, life cycle stages and business technique. These six outside natural factors are legitimate, social, political, work advertise, industry qualities and national culture.

Building onto the investigations of Lengnick-Hall et al. (2009) and Dewettinck and Remue (2011), Dries (2014) accentuated that ability



management practices utilized by organizations vary by land regions. Dries (2014) proposed that future researchers ought to analyze ability management practices utilized by organizations in various geological settings. Clinton and Guest (2015) proposed that there is absence of accord in the current literature on what HRM practices are best HRM practices. Clinton and his partner construct their contentions with respect to the possibility viewpoint which proposes that best HRM practices are controlled by third factor, otherwise called the possibility variable. Possibility factors are one of a kind interior and outside natural factors that are available in various geological settings.

Alonso-Almeida and Bremser (2015) found that best HRM practices in the hotel sector of Spain and Portugal are cooperation; work enhancement; work investigation and occupation configuration; training and development; and employee advancement. Sourouklis and Tsagdis (2013) stressed that best HRM practice in the hotel sector of the USA is overseeing assorted variety. Sledge et al. (2008) drew upon Herzberg's Two-Factor Theory of inspiration to look at best HRM practices in Brazil's hotel sector. Sledge et al. (2008) found that four best HRM practices in Brazil's hotel sector are training and development, great working conditions, reasonable pay

framework and employment security.

The fundamental point of this paper is to nearly examine the best HRM practices in the hotel sector of India. There are four explanations behind similarly dissecting best HRM practices utilized by the hotel sector of India. Initially, India have one of a kind interior and outside ecological factors that impact the best HRM practices utilized by the hotel sector. Concentrate best HRM practices utilized by the hotel sector of India give a methods for examining distinctive best HRM practices utilized by the hotel sector of India. Second, none of the current investigations have inspected best HRM practices utilized by

the hotel sector of India. This investigation is a spearheading study that relatively examinations the best HRM practices utilized by the hotel sector of India.

## **CONCLUSION**

In the present paper an endeavor has been made to comprehend the HR practices in the hotel industry of a rocky locale of India where tourism is the prime industry. It is deduced from the investigation that businesses' desires were high and the present employees were not meeting the desires at different levels. Some portion of the obligation falls on the businesses as they are not putting enough in employee training. Clearly hotel organizations ought to complete a superior occupation enlisting excellent employees and prepare them better for professions to bring down their employee turnover rates.

The idea of the work advertise and the dependence on „marginal“ workers has prompted various critical perspectives of HRM practice. More energetic records point to the way in which worries with giving great quality service are enhancing HR practices. Basic this level headed discussion are various models of HRM which give a system in which to find the techniques received by tourism and hospitality organizations.

At last however we must be wary to not over sum up the idea of HRM in tourism and hospitality and there is a need to inspect contrasting practices and endeavor to comprehend why these differences may exist.

The preparatory task of each business these days is to recognize, enlist, channel and incorporate gifted human resources into their operations with a specific end goal to enhance profitability and increment useful proficiency. Obviously, the tourism industry is a quickly developing industry which has been rich and beneficial over

the world, drawing in coordinators and organizations that are responsible for tourist services. Every partner requires a huge number of staff to work effectively.

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