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"THE ROLE OF HRM PRACTICES IN THE HOTEL OF LADAKH WITH SPECIAL REFERENCE TO THE GRAND DRAGON LADAKH"

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INTRODUCTION

Human Resource Management is that branch of management that deals with managing one of the most important resources of the organization-Human Resources. Fast population growth has been recorded in our country for past several years. Population of our country has been increasing by every Census year after 1921. In 1921, the total population of country was 25.1crores, which increased to 120.70crores according to Census of 2011. Being a knowledge-driven industry, the growth and development of the chemical and pharma sector to a great extent depends upon the working, skill, talent and caliber of the people working in it.

Therefore, the success and growth of any organization depends highly upon the knowledge, skills, talents and working of these personnel. Efficient Human Resource practices are very important for the success and meeting future challenges of the chemicals & pharmaceutical industry. Thus, human elements acts like Blood as in human body, to keep industry active.

Having understood the importance of Human Resources today, most companies spend huge amount for efficient Human Resource Management/Development by adopting and implementing various training and development programs, adopting good recruitment and selection methods for selecting and recruiting right qualified persons, various motivating compensation schemes, etc.

India has witnessed a revolution in the field of Human Resource; it has gone from being just a support function to being a strategic partner in the growth of businesses.

It has transformed itself from being merely Personnel Management - maintain records and ensure statutory compliances, while doing the bare minimum to keep employee motivated and satisfied to become and-being integrated part of the corporate machinery.

The HR function of 21st century India has made a transition from being 'behind-the scenes' support appendage to becoming the critical differentiator in business. Rapid globalization has made companies realize that people are the key to growth, the only strategic resource that any enterprise truly needs. This has led to companies routinely using their innovative HR practices as their USP (Unique Selling Proposition) to keep up with the times in the wake of a, rapidly changing labor landscape. Companies now recognize that a 'Highly engaged employee is the key to success, across business sectors.

HRM IN HOTEL INDUSTRY

The field of human resources management (HRM) has evolved over the years. HRM has evolved from being a mere policing function focused on the custodianship of policies and procedures to being more involved in the strategic direction of organizations. The tourism sector has not been spared. Internationally, the continuing growth of world markets increase in the availability of technological and management know-how in different countries, progress in telecommunications and the political and economic integration worldwide have led to the increase in globalisation of Tourism and Hospitality organisations. Resultantly, this has brought about some challenges in terms of how organisations approach a range of human resources issues. Globalization of business has made it critically important for organisations to embrace the significance of human resources management. However, there is generally a world wide view that internationally the Hotel and Catering Industry has a number of personnel related problems and poor employment practices and conditions. This view is supported by a study of the Hotel and Catering Industry by **[Keep, E., Mayhew, K., "The leisure sector: Skills task force research paper 6", DfEE, 1999]** which revealed that the industry was dogged with problems of low wages, long working hours and unstable shift hours, poor or non existent career structures, over reliance on informal recruitment methods, lack of evidence of good human resources practices and high labour turnover.

REVIEW OF LITERATURES

Globally, all Hospitality organizations agree to the fact that HR concerns are a major concern for Hotel and Restaurant operations (Enz 2004). The Human resources of an organization will give an edge to the firm in a competitive environment, as competitors cannot match the service quality standards offered by engaged, committed and loyal employees.(Hitt, Bierman, Shimizu & Kochar, 2001)

Michael C.G. Davidson, Ruth McPhail & Shane Barry (2010), state the past, current and future trends in HRM in the hospitality industry with a specific focus on International hotels. The study identifies steps required to meet future challenges in the industry. Training and skills development and Service quality are important issues to be addressed in the future as in the past. They state that use of casual labor, outsourcing and strategic HRM with emphasis on talent, knowledge and management of human resources will be the future of HRM practices.

Dr. Hui-O-Yang (2009) states that the hotel industry focuses on dealing with operational challenges, like, shortages of skilled staff, training and development issues, dealing with outsourcing and casual labor and high rate of employee turnover. He states that a Strategic HRM approach is a solution to sustain in a competitive market and provide high standards of service quality. High levels of employee turnover are more expensive for luxury than lower budget hotels, due to their refined operation and training systems. He suggests that Empowerment of employees should be used as a strategic approach, as it helps in motivation and job satisfaction and thus, reduces employee turnover.

Ying Hong, (2009), studied the capability- based outlook of Strategic Human resource management. He states that emphasis on efficient, reliable back-of-the-house employees is critical to hotels that focus on operational excellence and help them to become leaders in the market.

Monica Nyamusa Tembi (1991), identified reasons for employee turnover in the housekeeping department of Rochester Hotels. Most housekeeping employees left their job due to poor wages. Other dis satisfiers include lack of promotions, poor quality of supervision, job insecurity and working weekends. She suggests that employee satisfaction would increase if they worked with departmental colleagues who they liked, leading to better inter-personal relations within the housekeeping department. The staff would be better equipped and satisfied with the working conditions in the job if they were provided with adequate supplies and if the

management would have more regard for their work-related problems and issues. These work conditions and human resource practices have an impact on the job satisfaction levels of housekeeping employees in the hotel.

Li Cheng Chen & Michelle Wallace, (2011), studied that multi-skilling of frontline managers in five star hotels in Taiwan, like Front Office and F&B manager helps to improve service quality standards in the hotel, as it helps to increase employee jobsatisfaction and retention. Multi-skilling results in the employee earning higher remuneration and vertical mobility in the form of promotions. It helps to reduce the deficiency in availability of the required employee-skills and also to reduce high employee turnover rate. This finally contributes to the economic success of the organization through cost-reduction and increased productivity of the staff. It is a strategic Human resource development tool to increase the effectiveness of employees through job-enlargement, enrichment, rotation and cross-training.

RATIONALE OF THE STUDY

Human Resource depends upon the Company mission & leadership, corporate culture, Innovation & Change, Climate, Performance Management, Role of clarity and working condition in the organization. Today organizations are existing in a stiff competition and the organizations are facing problems in the areas of technological advancement, shortage of resources power, energy etc.

The Hospitality Industry is quite unique in many aspects, so it cannot be compared with any other. Because the nature of the work, the working condition, the environment in which the employees exposed are entirely different. The employees are easily prone to accidents and health hazards. So the employees has to safe guarded by providing welfare, safety, training and performance appraisal measures to improve their efficiency and productivity. So an attempt is made in this study to what extent human resource management is contributing for the satisfaction of the employees in the Hospitality Industry.

OBJECTIVES OF THE STUDY

The following objectives are formulated for the present study:

- To analyze the impact of HRM practices in Performance Management of hotel of Ladakh;
- To study the HRM practices in hospitality business of hotel;
- To examine role of HRM practices in working condition of hotel of Ladakh;
- To suggest ways and means for Human Resource practices adopted by hotel to meet challenges effectively.

RESEARCH METHODOLOGY OF THE STUDY

Data collection

- **Primary data:**

First-hand information will be collected from the employees through questionnaires and personal interviews. A Questionnaire will be constructed and will be given to each employee for his or her responses. The response will be collected from them and used for analysis. In this way, the primary data will be collected.

- **Secondary data**:

The data from internet will be collected to get a better insight and the organisation's manual will be used to get an insight into the organisation's HR policy.

Secondary data will also be gathered from the works which have already been collected and analyzed by someone else. In addition data will be collected from various journals, historical documents, magazines and reports prepared by the other researchers.

RESEARCH INSTRUMENT

The survey questionnaire will be used in this study to collect data relevant to each of the research questions. The survey will be designed to capture the context-specific nature of self-efficacy beliefs by embedding the context of each of the questions through the sentence stem for each of the items.

Sampling plan: Out of total employees working in The Grand Dragon Ladakh Hotel, this study will be carried out taking into the account only 100 employees.

Data collection method: A survey method will be used to collect the data Questionnaire.

Field-work: The field work of study will be done at Old Road, Sheynam, Leh Ladakh, Jammu and Kashmir 194101, India.

Data analysis: In this study, univariate and bivariate tables will have been prepared. The data will be analysed by using simple statistical tools such as 'averages' and 'percentages'.

LIMITATIONS OF THE STUDY

- The study will be delimited to the 100 employees working in The Grand Dragon Ladakh in Ladakh only.
- The respondents may have the fear that the questionnaire may be shown to the management.
- The data obtained will be qualitative but not quantitative and it is subjected to human error.

CHAPTERIZATION

CHAPTER 1: INTRODUCTION

CHAPTER 2: REVIEW OF RELATED LITERATURE

CHAPTER 3: A PROFILE ON THE GRAND DRAGON LADAKH

CHAPTER 4: DATA ANALYSIS AND INTERPRETATIONS

CHAPTER 4: SUMMARY OF THE FINDINGS, CONCLUSIONS AND SUGGESTIONS

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QUESTIONNAIRE

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